



CHANDLER GOOD GOVERNMENT INDEX

2024 REPORT



CHANDLER
INSTITUTE OF GOVERNANCE



CHANDLER GOOD GOVERNMENT INDEX

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The Chandler Good Government Index® 2024

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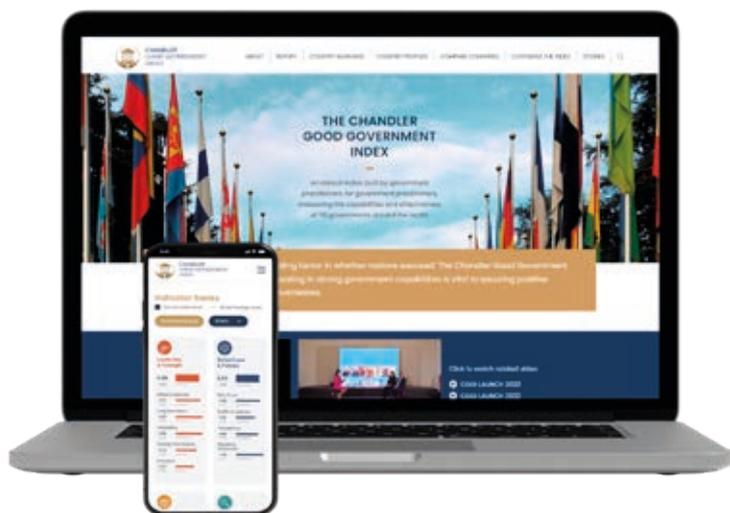
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Letter From the Editors

In many ways, 2024 marks a turning point for the Chandler Good Government Index (CGGI). Nine new countries have been added to the Index, bringing the total number of countries for which we track governance performance to 113. We highlight these nine new additions in page 14 of the Report.

Also, having measured key governance capabilities and outcomes since 2021, we now have time series data and can begin tracing some intriguing trends and trajectories in Index performance that point to changes in the global governance landscape.

We can now discern not just how a country has performed in a given year, but also how this performance has changed over the years, in which aspects of governance, and how performance varies by global region. We are therefore pleased to feature, for the first time in our Report, an overview of the CGGI's Top Performers and Rising Stars to date: countries and regions that perform consistently well, and those that are climbing the rankings.

In a year fraught with crisis and conflict, it can be challenging to focus on the long-term good. This is why in this year's Report, we focus on momentum and progress. In our stories of governance in practice, we highlight how countries from across the Index, with quite different operating conditions, have been developing their people, strengthening their systems, and achieving outcomes that bolster their readiness for the future.

This is where being able to tell the tale of a country's development over time, and not just its absolute scores each year, makes a difference. We see both steady improvements and significant leaps in certain core traits and want to recognise efforts being made to build up the pillars of good government. We believe this is the best way for countries to look beyond blips and crises and reach for a better tomorrow.

We are once again grateful to our contributors for sharing their hard-earned insights and tradecraft



with fellow government practitioners through this Report. Their experiences help us learn that seemingly insurmountable challenges can be overcome, and that progress is measurable, meaningful, and possible.

Good governance is a long game. It is our hope that the CGGI, and this Report, will serve as a guide and inspiration to those in public service, through the trying and triumphant times ahead, as they lift their nations to meet the future.

Alvin Pang and
Victoria Giaever-Enger
Editors



Governing for the Future

The 2023 edition of the CGGI Report presented a sobering picture of a world beset by complex, concurrent, and interconnected polycrises. As 2024 proceeds, such formidable challenges are not going away. Countries across the globe are finding themselves navigating new concerns by the day, from climate shock and economic malaise to the disruptive forces of technological advancement.

The conundrum is that even as governments race to meet these mounting demands, public confidence in their ability to address these needs may be falling. Experts warn that pressures from growing trends such as economic inequality, societal polarisation, and misinformation are compounding this loss of trust in public institutions—complicating and compromising the ability to govern well at a time when it is needed most.¹

Concerns about the rapid pace of technological change, societal transformation, and economic uncertainty have been with us since at least the industrial revolution.² But a test of good government has always been the ability to manage current conditions while anticipating, and preparing a country for, what is to come. Together these capabilities lay a foundation for national cohesion, prosperity, and pragmatic optimism. It is telling, for instance, that despite its technical accomplishments in governance, Singapore—which once again tops the CGGI overall in 2024—has taken pains to renew its social compact with its people.³ Good governments do not only fight today’s fires well: they chart a viable course towards a better future and invite their country along with them.

But given the many emergent challenges ahead, do we need to reassess the fundamentals for governments to deliver progress and prosperity? In early 2024, the Policy Exchange’s Policy Programme for Prosperity released a paper citing international evidence for how countries can achieve economic transformation.⁴ The study examines diverse examples of successful economic transformations across eight different countries around the globe, with timeframes ranging from the mid-20th century up until 2020. The authors observe that there is no single blueprint for success but there are 10 lessons that governments can draw, particularly when it comes to the politics of initiating a programme of reform and maintaining it over time. Interestingly these lessons map very well onto the CGGI Framework for good government. The lessons include the need for strategic thinking, coordinated policies, fiscal prudence, low inflation, high rates of investment, a competitive marketplace, international trade openness, macro-economic stability, leadership, teamwork, and a clear vision.

Beyond delivering economic growth, the CGGI framework was designed as a broad-based toolkit for building governmental capabilities and benchmarking national development outcomes. The first six pillars correspond to essential government capabilities for addressing current and future challenges, while the seventh pillar comprises outcomes that citizens perennially care about.

In this year’s CGGI Report, we look at how governments, regardless of their region, circumstances or relative standing, can seek to govern with a view to 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 judgement 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



Audrey Azoulay, Director-General of UNESCO, speaks at the 2nd Global Forum on the Ethics of Artificial Intelligence. Kranj, Slovenia, 5 February 2024.



The coastal city of Derna after Storm Daniel destroyed dams and caused flash floods across eastern Libya, killing an estimated 20,000 people. Climate scientists anticipate such events will become more frequent in the future. Derna, Libya, 11 September 2023.

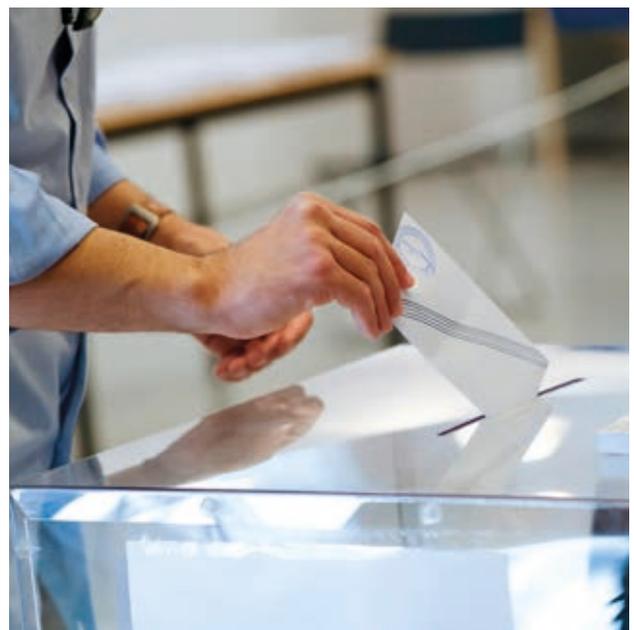
face a trust deficit and an increasingly contentious sociopolitical landscape.

Next, we consider countries which are engineering **systems and processes** that can not only weather the turbulent storms of the 21st century, but also become platforms for the next phase of national progress. To strengthen national resilience, prudent administrations are laying infrastructure, enhancing whole-of-government coordination and performance, and shoring up their country's economic and other resources against crisis. Technologies such as artificial intelligence offer governments tremendous opportunities to level up their systemic capabilities, but they also bring serious and still-emerging risks that must be addressed.^{5 6}

Finally, we examine how countries have achieved **outcomes** that improve the wellbeing of their people and raise their global standing. They demonstrate how good governance involves clarity about what brings a nation together—a central question when social cohesion and public trust in institutions are being eroded. Delivering tangible results that matter to the people instills confidence in a government's ability to bring about a brighter future. This in turn can promote a virtuous cycle of development.

The CGGI is an enabler for the future: it measures aspects of good governance—including visionary

leadership, a capable bureaucracy, resilient institutions, and meaningful outcomes—that are fundamental to a country's ability to meet the challenges of today and step up towards a better tomorrow. As governments brace themselves for the inevitable whirlwinds of change ahead, they can be confident that the core principles for good governance in the future will endure, even as the skills, structures, strategies, and societal needs of the day evolve. The centre can hold.



2024 is the "Year of Elections" globally, with voters in at least 64 countries heading to the polls (about 49% of the world's population) to vote in national elections.

Introducing Nine New Countries

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.



THE GOVERNANCE COMPETITION: INDEX RESULTS



**CHANDLER
GOOD GOVERNMENT
INDEX**

PILLARS



**Leadership
& Foresight**

- Ethical Leadership
- Long-Term Vision
- Adaptability
- Strategic
Prioritisation
- Innovation



**Robust Laws
& Policies**

- Rule of Law
- Quality of
Judiciary
- Transparency
- Regulatory
Governance



**Strong
Institutions**

- Coordination
- Data Capability
- Implementation
- Quality of
Bureaucracy



**Financial
Stewardship**

- Government Debt
- Country Budget
Surplus
- Spending Efficiency
- Country Risk
Premium



**Attractive
Marketplace**

- Property Rights
- Macroeconomic
Environment
- Attracting
Investments
- Logistics
Competence
- Stable Business
Regulations



**Global Influence
& Reputation**

- International
Trade
- International
Diplomacy
- Nation Brand
- Passport Strength



**Helping
People Rise**

- Education
- Health
- Satisfaction with
Public Services
- Personal Safety
- Environmental
Performance
- Income Distribution
- Social Mobility
- Gender Gap
- Non-
Discrimination

The Top 20 Countries





Country Rankings



Overall Rank

Overall Rank	Country	Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
1	Singapore	1	9	1	2	1	26	4
2	Denmark	3	4	3	5	6	11	=2
3	Finland	5	1	2	11	3	13	=2
4	Switzerland	16	2	10	6	4	9	5
5	Norway	9	3	9	3	=19	20	1
6	Sweden	4	5	=7	9	13	12	8
7	Luxembourg	8	=14	18	4	2	34	7
8	Germany	26	12	12	7	7	3	13
9	Netherlands	21	7	28	8	8	8	6
10	Ireland	12	10	15	15	5	19	14
11	United Kingdom	20	13	=7	27	18	2	19
12	Canada	10	20	6	16	12	25	=21
13	New Zealand	15	6	5	10	22	35	25
14	United Arab Emirates	2	=29	22	1	16	44	=27
15	Australia	25	8	4	=17	14	23	23
	United States	6	16	=16	13	9	7	36
17	Estonia	13	11	13	=17	15	30	16
18	France	24	21	14	34	=19	1	18
19	Austria	27	19	25	23	10	17	11
20	South Korea	17	24	11	12	=32	21	=21
21	Belgium	19	18	30	33	23	15	12
22	Japan	32	17	20	=51	17	6	15
23	Iceland	29	=14	26	19	26	42	10

The use of an equal sign indicates that two or more countries hold the same position in a given pillar ranking.
Data cut-off for the 2024 Chandler Good Government Index was 1 December 2023.

Country Rankings

Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
						

Overall Rank

Overall Rank	Country	Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
24	 Czech Republic	41	27	29	20	36	18	17
25	 Lithuania	23	22	23	24	30	32	29
26	 Slovenia	38	35	19	38	=34	29	9
27	 Portugal	47	33	32	42	25	10	24
28	 Israel	36	25	31	26	11	46	34
29	 Spain	48	36	=16	=54	=59	5	20
30	 Latvia	34	=29	21	41	=32	36	31
31	 Italy	30	=31	27	93	42	4	32
	 Uruguay	7	23	39	=51	21	51	40
33	 Malta	46	41	42	25	24	40	26
34	 Poland	=61	50	33	32	44	13	=27
35	 Chile	37	28	24	35	38	28	48
36	 Slovakia	65	39	34	36	=51	30	30
37	 China	11	67	64	28	28	36	43
38	 Saudi Arabia	18	46	=51	14	39	69	41
39	 Malaysia	44	=44	56	=21	31	39	50
40	 Georgia	33	26	37	53	29	55	59
41	 Greece	40	43	36	99	75	15	33
	 Hungary	=59	59	38	69	40	22	38
43	 Costa Rica	39	=31	40	86	=34	48	47
	 Croatia	=88	=51	43	44	=51	27	35
45	 Bulgaria	64	48	44	=21	49	33	56
46	 Mauritius	35	34	35	63	54	59	44

Country Rankings



Overall Rank

Overall Rank	Country	Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
47	Romania	70	47	75	72	50	24	37
48	Indonesia	31	40	60	30	43	58	=65
	Serbia	66	68	53	40	45	54	39
50	Vietnam	28	64	73	39	27	65	57
51	Albania	43	=56	48	70	58	70	55
52	Kazakhstan	=78	=73	41	29	84	75	42
53	Botswana	14	37	49	31	78	78	94
54	Thailand	94	58	72	37	47	61	51
55	Montenegro	=59	=60	59	=77	68	66	46
56	North Macedonia	68	77	46	73	71	63	54
	Rwanda	22	=44	66	50	37	93	87
58	Russian Federation	77	87	69	61	88	49	45
59	Armenia	73	=56	77	=54	65	68	58
	Colombia	=61	=60	57	74	56	49	82
61	Panama	85	=83	65	60	41	52	69
62	Brazil	86	55	47	95	=51	40	=77
63	Mexico	105	70	45	=56	66	43	76
64	Jamaica	=51	54	=70	=58	57	85	68
	Jordan	=51	42	76	89	64	83	=60
66	Peru	98	=71	55	43	63	47	83
67	Dominican Republic	50	=51	74	84	55	82	67
	Philippines	92	66	=61	=46	=59	74	63
69	India	67	63	58	62	=69	56	=85

Country Rankings



Overall Rank

Overall Rank	Country	Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
70	Morocco	45	=73	85	=58	62	67	=77
	Türkiye	83	85	=51	67	104	36	72
72	Moldova	88	=60	78	76	87	72	49
73	Ukraine	69	=73	63	107	96	53	52
74	South Africa	=57	38	50	=82	99	57	=100
75	Egypt	53	80	80	100	46	77	79
76	Paraguay	=88	91	84	65	=72	60	84
77	Argentina	=101	89	54	106	109	45	53
	Mongolia	82	65	=61	88	80	96	70
79	Senegal	42	79	82	79	61	88	96
80	Tanzania	=57	=93	92	=46	67	90	93
81	Ghana	49	53	67	108	=90	86	88
	Kyrgyzstan	=101	92	86	68	106	90	=60
83	Ecuador	95	=93	81	97	92	72	71
84	Bosnia and Herzegovina	108	95	102	45	83	76	62
85	El Salvador	99	101	=70	104	85	62	64
86	Tajikistan	56	109	111	48	74	106	=65
87	Namibia	=54	49	87	=82	82	84	103
88	Tunisia	93	=73	79	101	=100	80	81
89	Algeria	72	=103	90	96	86	87	=73
90	Cambodia	97	=107	101	64	=76	105	=73
91	Bangladesh	87	98	88	66	=90	108	=85
	Kenya	63	=71	89	92	=76	89	99

Country Rankings



Overall Rank

Overall Rank	Country	Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
93	Sri Lanka	74	81	68	111	107	90	75
94	Guatemala	109	90	94	49	81	63	98
95	Uganda	71	=83	83	85	=69	111	104
96	Benin	=78	69	96	75	48	102	111
97	Honduras	110	97	95	=56	79	71	97
98	Nepal	96	86	=106	87	103	107	90
99	Malawi	=54	78	91	109	102	95	102
	Nicaragua	111	111	=104	71	95	81	89
101	Pakistan	75	82	99	102	=97	94	108
102	Burkina Faso	76	88	98	98	=93	101	109
103	Cameroon	91	=99	100	=77	=97	113	107
104	Madagascar	103	105	=104	94	=100	112	95
105	Zambia	81	96	93	110	89	100	105
106	Ethiopia	=78	=107	=106	81	108	104	110
107	Iran, Islamic Rep.	107	112	103	80	112	98	80
108	Mozambique	104	=103	97	103	=93	103	=105
109	Mali	84	106	112	91	=72	110	113
110	Nigeria	106	=99	110	90	105	97	112
111	Zimbabwe	100	102	108	105	111	109	=100
112	Lebanon	112	110	109	112	110	98	91
113	Venezuela	113	113	113	113	113	79	92

Index Insights

Good government now, and for the challenges of tomorrow



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

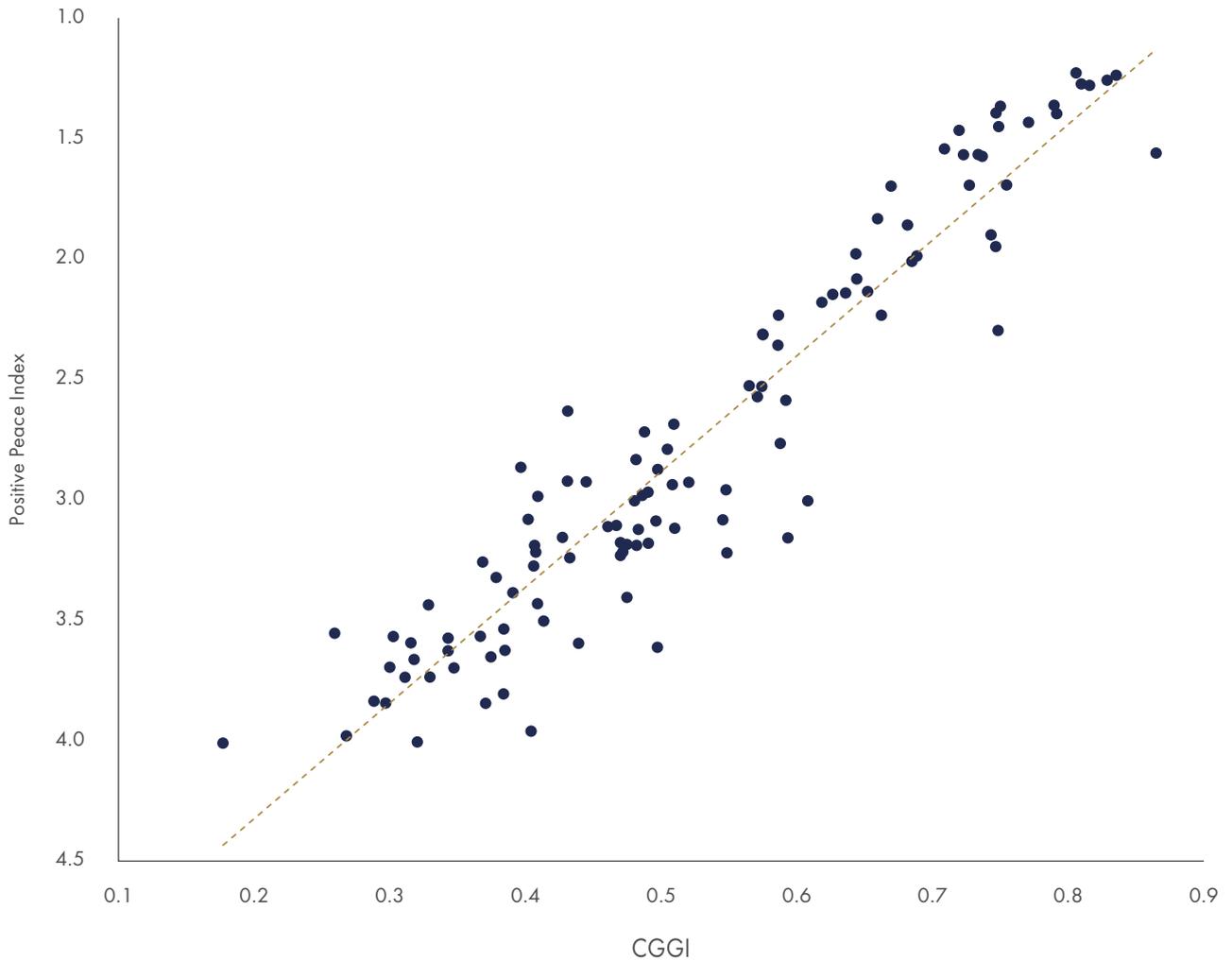
2 
Socio-economic development

3 
Technological advancements

4 
Environmental challenges

Good Governments Are More Poised Towards Peace

$r = 0.95$



For Positive Peace Index, a lower score indicates a better performance.

Source: CGGI 2024; Positive Peace Report, 2022, The Institute for Economics & Peace

1 Good Government and Geopolitical Stability



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,¹ 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.² Good governments are shown to prioritise peace-building elements that allow their nations to fully function, thrive, and address the needs of citizens.

2 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.

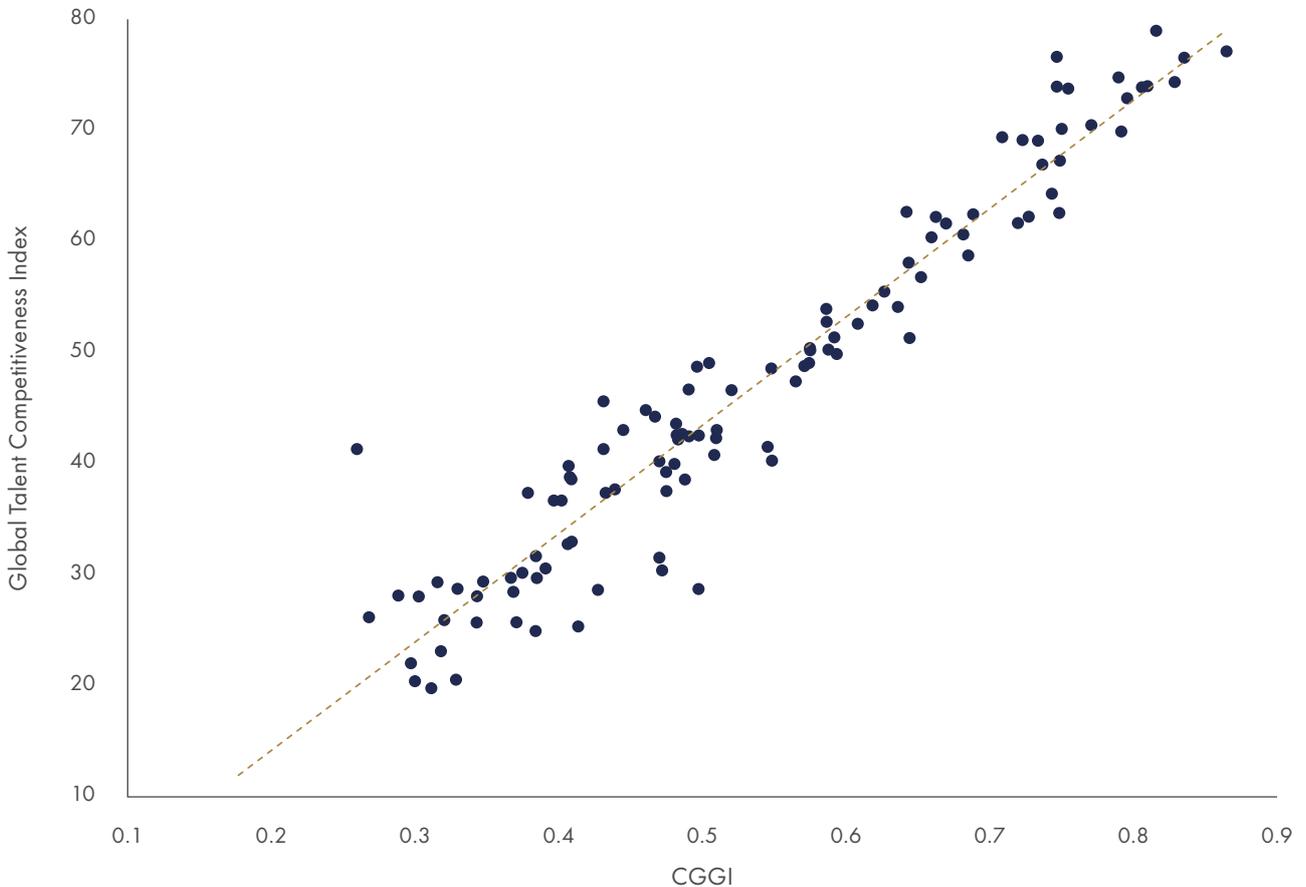
Every government wants to create a more prosperous and equitable society for its citizens. Beyond GDP, sustainable socio-economic development calls for governments working with businesses and investors to ensure a steady flow of resources, capital, and talent to their respective country. This is part 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.”³

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”.

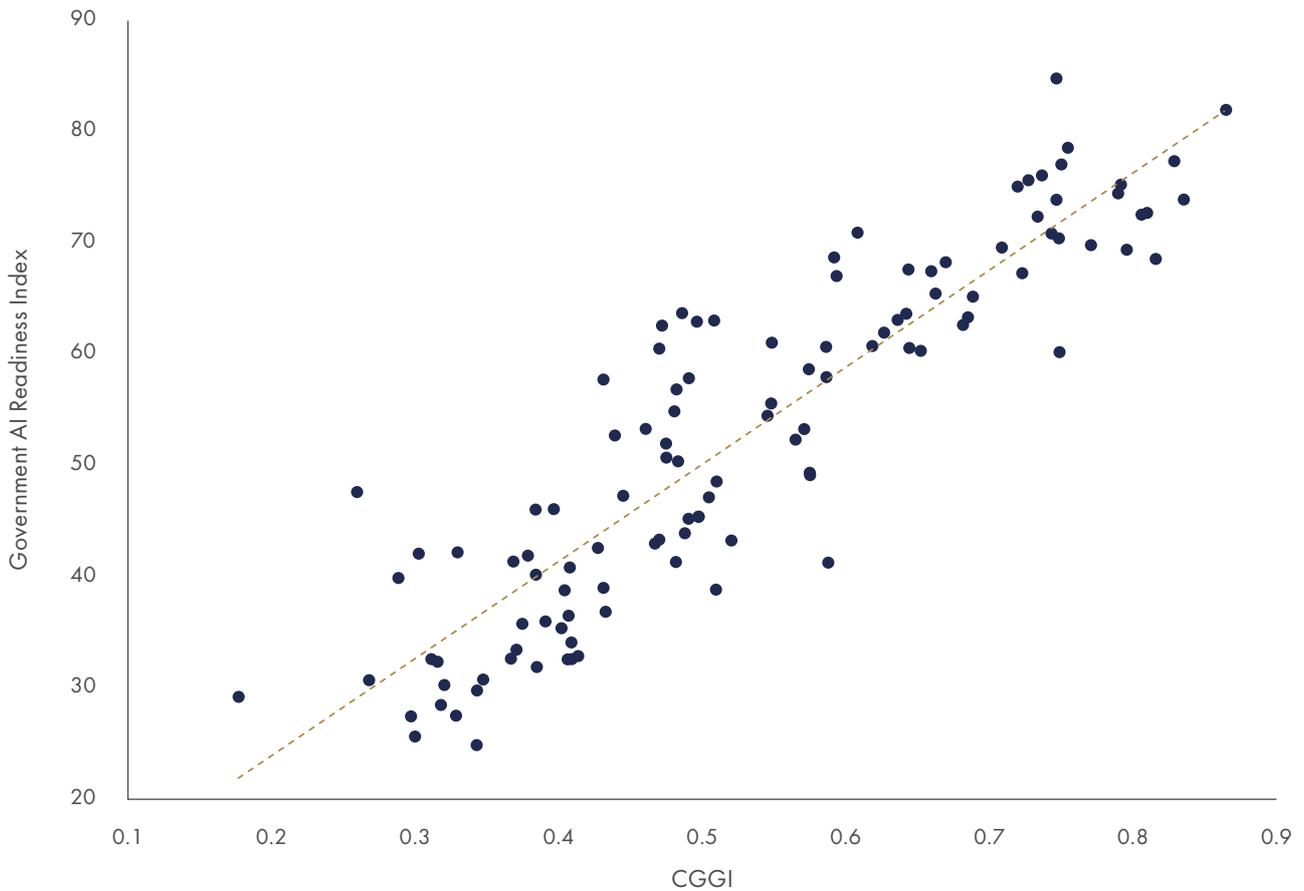
Good Governments Grow, Attract, Retain, and Develop Talent
r = 0.96



Source: CGGI 2024; Global Talent Competitiveness Index 2023, INSEAD

Good Governments Are Ready For AI

$r = 0.90$



Source: CGGI 2024; Government AI Readiness Index, 2023, Oxford Insights

3  **Good Government and Technological Advancements**

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.⁴ 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**⁵, 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.

4  **Good Government and Environmental Challenges**

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.⁶ 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

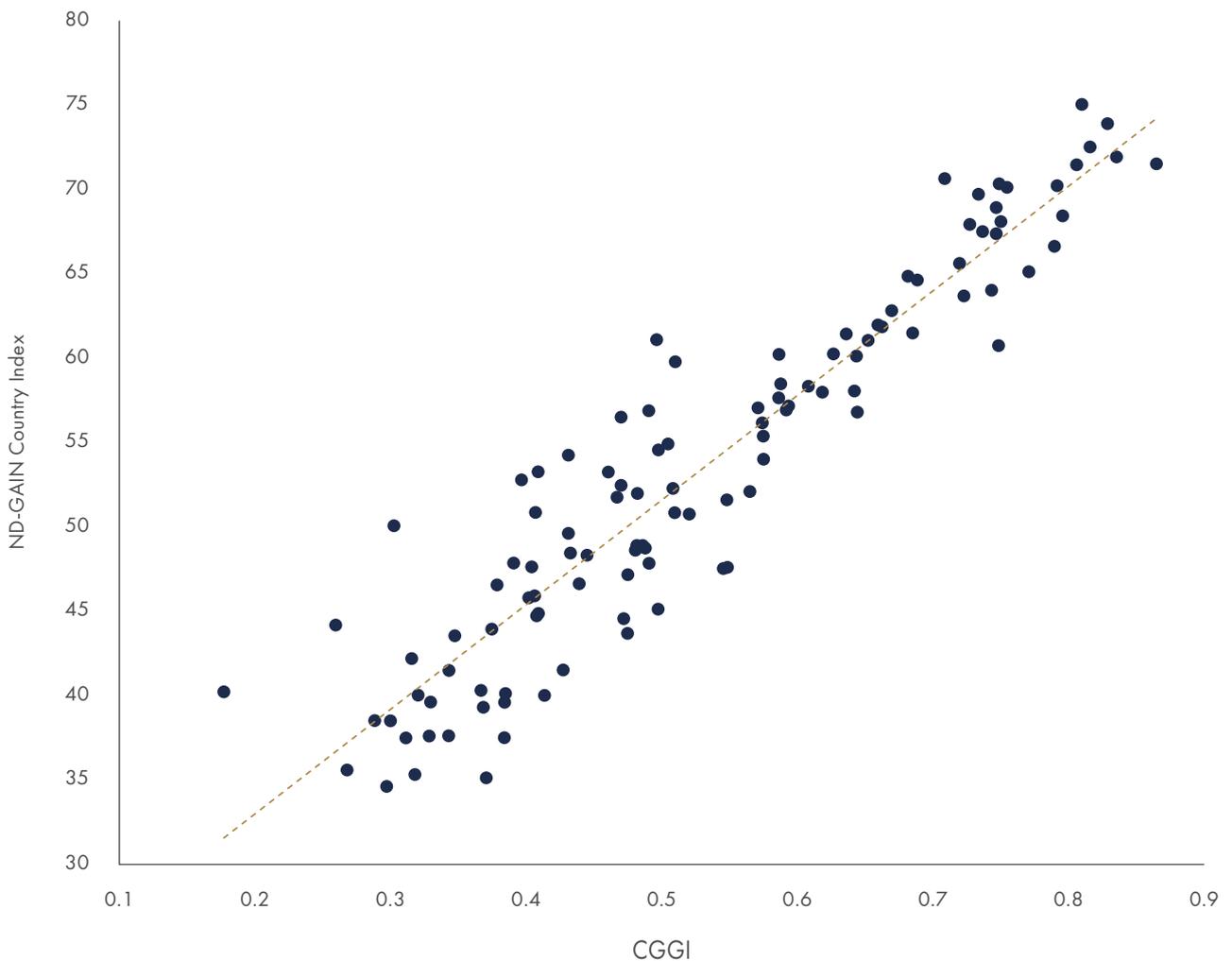
Climate shocks and environmental threats have long been on governments’ radar as existential, and they remain the most complex and intractable concerns for our planet. Worryingly, many of the countries most at risk of these nature-based challenges are also among the least prepared to effectively govern and manage them. The **Notre Dame-Global Adaptation Country Index (ND-GAIN)**⁷, 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
 $r = 0.94$



Source: CGGI 2024; ND-GAIN Country Index 2023, University of Notre Dame Global Adaptation Initiative

Top Performers & Rising Stars

Looking ahead: who will win the governance competition?

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

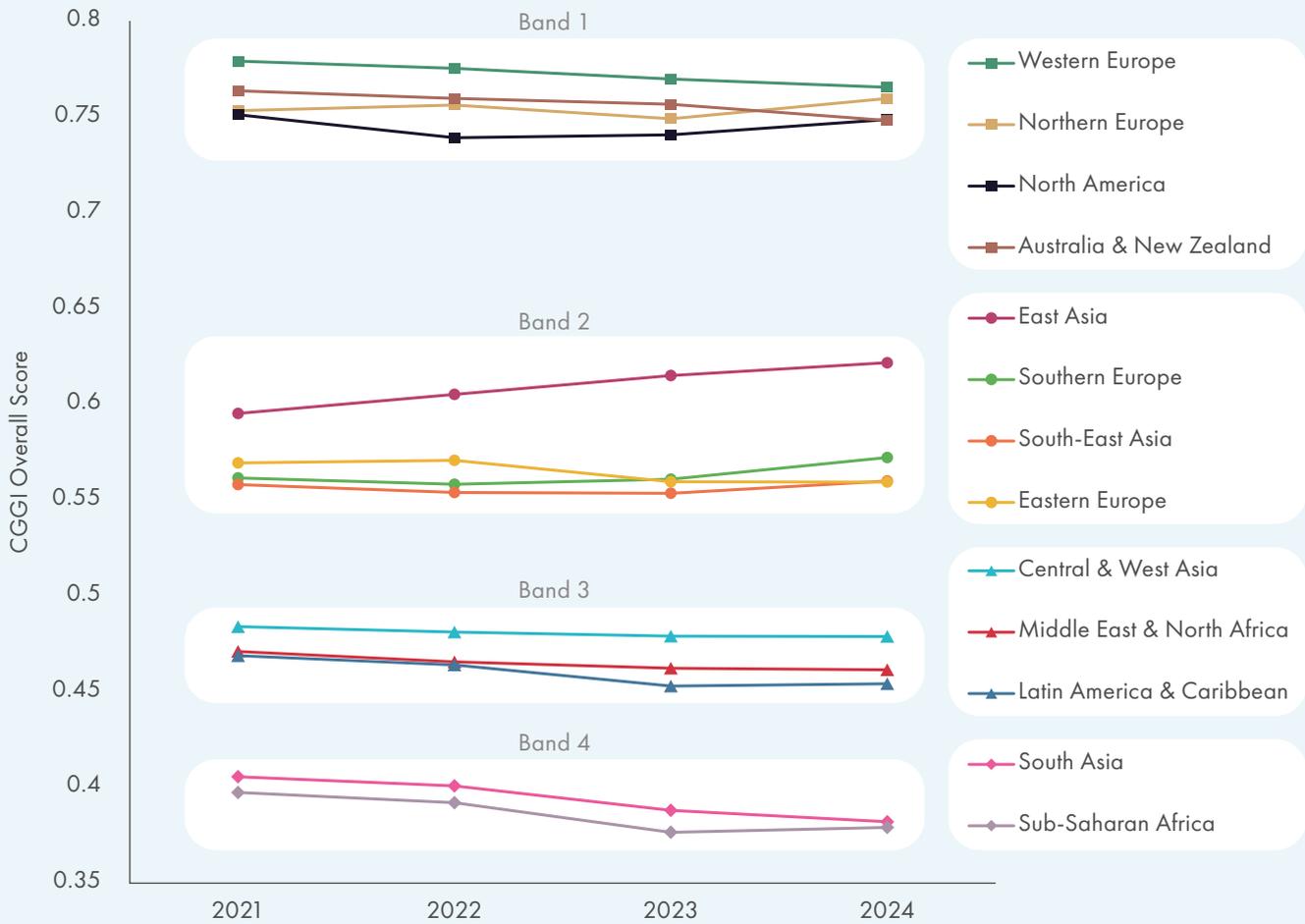
Regional Reflections

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.



CGGI Scores (Regional Averages) from 2021 to 2024



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.

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.

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.

CGGI Scores (By Pillar) of Countries in East Asia, 2021 to 2024



Pillars with the most significant improvements are shaded.³

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.

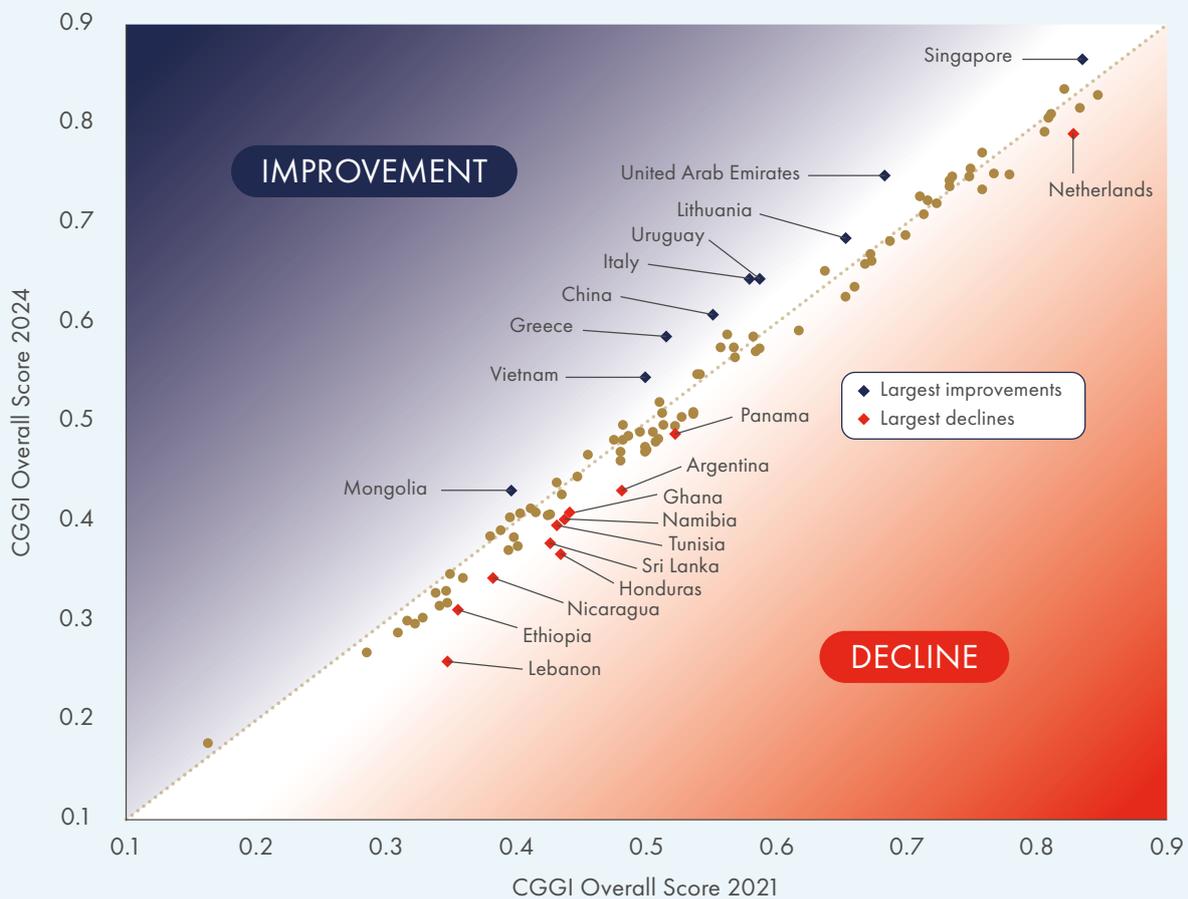
Put differently—it appears that the better performers are getting better, whereas the worst performers are slipping further. It is too early to tell if this will be a trend into the future—but if it does continue, it could worsen the disparity in the quality of governance across the world.

Improved performance in the Index is emerging in different corners of the globe.⁴ Here, we take a more detailed look at four countries that have shown breakaway performances over the past four years.

 **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.”⁵

 The **UAE** has made consistent year-on-year improvements across six CGGI pillars. It has made the best improvement in overall CGGI rank, jumping

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



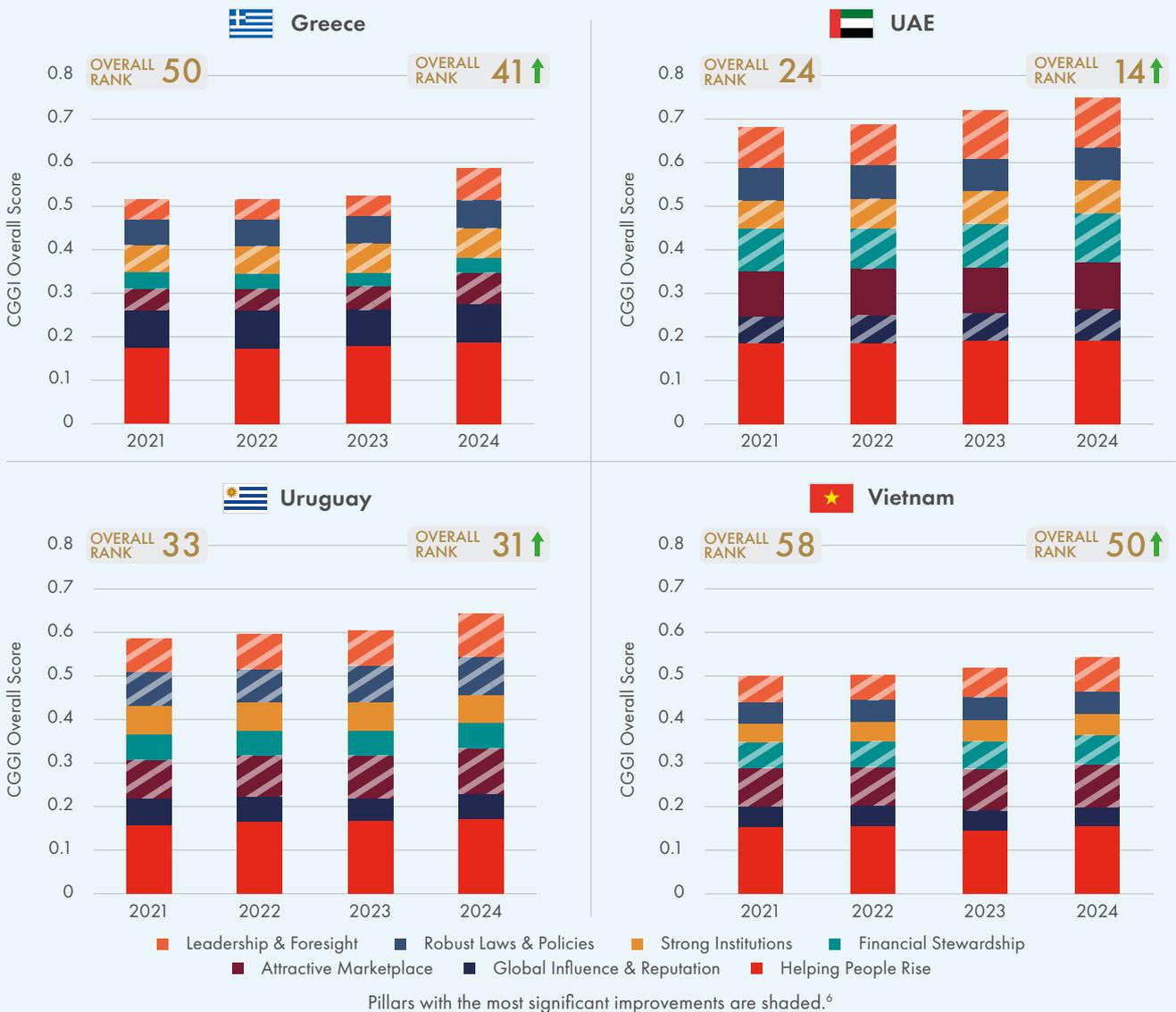
from 24th to 14th. This is particularly remarkable given the strong governance competition shown in the table (see page 33). UAE has made big improvements in four out of seven pillars: **Leadership & Foresight**, **Strong Institutions**, **Financial Stewardship**, and **Global Influence & Reputation**. 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.

CGGI Scores (By Pillar) of Selected Countries with Notable Improvements, 2021 to 2024



CGGI Data Process

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.

1

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:



The metric must be distributed in a free-to-access form in the public domain and online. This supports replicability and widespread use.



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.



There must be a robust way to convert the data into a clear and relevant numerical format.



The metric must provide data points for a large enough range of countries.

2

Imputation

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



Looking for another indicator or study that measures a similar concept or theme.



Finding the average values of peer countries after filtering for geography and income.

3

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.



4

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.

THE PILLARS OF GOOD GOVERNMENT



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



Long-Term Vision

The ability to develop and express the desired goals and destination for the nation over a longer period of time



Adaptability

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



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

Leadership and Foresight Top Ten Countries

Countries	Pillar Rank	Ethical Leadership	Long-Term Vision	Adaptability	Strategic Prioritisation	Innovation	CGGI Rank
Singapore	1	=5	1	1	1	=3	1
United Arab Emirates	2	23	2	2	=3	=3	14
Denmark	3	1	23	=13	=3	=3	2
Sweden	4	=5	18	11	=9	2	6
Finland	5	2	27	18	=3	7	3
United States	6	22	=7	4	=9	=20	15
Uruguay	7	=13	15	31	=3	1	31
Luxembourg	8	10	=7	5	68	=20	7
Norway	9	4	19	29	24	8	5
Canada	10	=13	17	=13	=9	=20	12

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



Quality of Judiciary

Whether courts of law are efficient and independent from external influence



Transparency

The public availability and accessibility of government information



Regulatory Governance

The ability of governments to establish clear and sound policies and regulations

Robust Laws and Policies Top Ten Countries

Countries	Pillar Rank	Rule of Law	Quality of Judiciary	Transparency	Regulatory Governance	CGGI Rank
Finland	1	2	2	4	6	3
Switzerland	2	4	1	12	11	4
Norway	3	3	11	2	15	5
Denmark	4	1	=17	6	4	2
Sweden	5	5	24	1	8	6
New Zealand	6	8	19	3	3	13
Netherlands	7	9	6	10	7	9
Australia	8	16	25	5	2	15
Singapore	9	12	29	17	1	1
Ireland	10	13	=17	8	10	10



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

Strong Institutions Top Ten Countries

Countries	Pillar Rank	Coordination	Data Capability	Implementation	Quality of Bureaucracy	CGGI Rank
 Singapore	1	1	38	1	=1	1
 Finland	2	2	1	21	=1	3
 Denmark	3	7	5	=8	=1	2
 Australia	4	=8	4	=8	=1	15
 New Zealand	5	5	10	=8	=8	13
 Canada	6	=8	20	=8	=1	12
 Sweden	7	46	3	=2	=1	6
 United Kingdom	7	6	21	=8	=8	11
 Norway	9	=44	8	=8	=1	5
 Switzerland	10	=44	17	=2	=8	4

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



Spending Efficiency

The extent to which public spending translates into outcomes and services with minimal wastage



Country Budget Surplus

A government's average revenue and expenditure position, based on its fiscal balance, over a five-year period



Country Risk Premium

The risk of investing in a country due to its sovereign debt repayment ability and economic governance

Financial Stewardship Top Ten Countries

Countries	Pillar Rank	Government Debt	Country Budget Surplus	Spending Efficiency	Country Risk Premium	CGGI Rank
 United Arab Emirates	1	12	=1	1	15	14
 Singapore	2	=1	5	2	=1	1
 Norway	3	=1	=1	13	=1	5
 Luxembourg	4	=1	4	9	=1	7
 Denmark	5	=1	3	23	=1	2
 Switzerland	6	=1	10	8	=1	4
 Germany	7	=1	16	5	=1	8
 Netherlands	8	=1	12	10	=1	9
 Sweden	9	=1	11	18	=1	6
 New Zealand	10	10	34	7	=1	13



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



Attracting Investments

The ability to attract foreign direct investment (FDI)



Macroeconomic Environment

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



Logistics Competence

The quality of logistics infrastructure and systems within a country



Stable Business Regulations

The stability of policies and regulations concerning business activities

Attractive Marketplace Top Ten Countries

Countries	Pillar Rank	Property Rights	Macro Environment	Attracting Investments	Logistics Competence	Stable Business Regulations	CGGI Rank
Singapore	1	3	60	4	1	3	1
Luxembourg	2	13	12	1	=24	2	7
Finland	3	1	72	20	2	15	3
Switzerland	4	2	4	91	=3	1	4
Ireland	5	7	31	2	=24	9	10
Denmark	6	6	28	49	=3	11	2
Germany	7	17	23	30	=3	12	8
Netherlands	8	5	3	84	=3	8	9
United States	9	10	17	51	15	7	15
Austria	10	4	50	97	7	4	19

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

Global Influence and Reputation Top Ten Countries

Countries	Pillar Rank	International Trade	International Diplomacy	Passport Strength	Nation Brand	CGGI Rank
 France	1	=2	5	=2	7	18
 United Kingdom	2	28	4	=10	5	11
 Germany	3	=2	8	=2	1	8
 Italy	4	=2	9	=2	13	31
 Spain	5	1	12	=2	10	29
 Japan	6	46	2	=2	9	22
 United States	7	52	3	26	3	15
 Netherlands	8	=2	19	=10	4	9
 Switzerland	9	27	20	20	12	4
 Portugal	10	=2	28	16	18	27

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

Helping People Rise Top Ten Countries

Countries	Pillar Rank	Education	Health	Satisfaction with Public Services	Personal Safety	Environmental Performance	Income Distribution	Social Mobility	Gender Gap	Non-Discrimination	CGGI Rank
Norway	1	4	9	20	4	14	8	2	=11	2	5
Denmark	2	6	23	14	15	5	10	1	31	7	2
Finland		7	21	28	13	2	6	3	7	1	3
Singapore	4	23	4	1	1	10	65	19	19	5	1
Switzerland	5	12	2	5	9	4	24	7	63	9	4
Netherlands	6	2	=14	12	30	1	7	6	51	8	9
Luxembourg	7	26	=14	10	12	8	17	4	38	12	7
Sweden	8	5	7	21	31	3	18	10	4	14	6
Slovenia	9	10	17	26	7	18	2	21	17	15	26
Iceland	10	1	11	51	8	30	3	5	=11	22	23

GOOD GOVERNANCE IN 2024



DEVELOPING PEOPLE

People are at the heart of government. Good governance is enacted by capable, committed individuals and teams, led with verve, vision, and values. An effective government depends on a public service corps who embrace learning, adaptability, and innovation, who uphold integrity and impartiality, and who engender public trust in their daily endeavours to serve their country.

In the following stories, we highlight governments that perform well in these aspects of the CGGI. They are investing in the talent and conditions needed for a new generation to contribute to national progress, even as the challenges of the 21st century continue to mount and multiply.



PRACTITIONER STORY

Egypt: New Capital, New Culture of Governance

Egypt ranks 11th in the 2024 CGGI rankings for the Long-Term Vision indicator, which falls under the Leadership & Foresight pillar. In 2016, Egypt's leadership introduced Vision 2030, a strategic blueprint designed to propel the nation into a new era of economic prosperity. Egypt's New Administrative Capital, a purpose-built urban community on the outskirts of Cairo, began housing government entities in 2023. The President of the Central Agency for Organization and Administration (CAOA), which oversees the government employees move to the new capital, sheds light on Egypt's aspirations to build up a civil service that is equipped and motivated to serve the country well.



PROF. SALEH ABDEL RAHMAN EL-SHEIKH

President of the Central Agency for Organization and Administration (CAOA), Egypt.

Prof. Saleh Abdel Rahman El-Sheikh is President of Egypt's Central Agency for Organization and Administration—a ministerial-level position—as well as a tenured Professor of Public Administration at Cairo University. He is also Head of the Civil Service Council, Deputy Head of the Executive Council of the Arab Administrative Development Organization, Deputy Head of the Executive Committee of the



The government district in the New Administrative Capital, Cairo, Egypt.

African Association of Public Administration and Management, a Member of Egypt's Administrative Reform Committee, New Local Administration Law Drafting Committee, and Civil Service Law Committee. With more than 25 years of professional, academic, teaching and training experience within and outside Egypt, he was previously Vice-Minister of Planning, Monitoring and Administrative Reform, a Member of the Supreme Committee for Administrative Reform, and Director of the Public Administration Research and Consultations Center (PARC) at Cairo University, among many past appointments. He holds a PhD in Public Administration from Western Michigan University.

Vision 2030: The Future of Egypt

While Egypt has been making Five Year Plans since the 1960s, in 2014, the Egyptian government started to develop a longer-term vision. It formed committees, which included non-governmental experts and representatives from different sectors, to develop this plan in a participatory manner. The government participated in and facilitated these meetings, and provided the necessary data and information. The resultant Vision 2030 blueprint,



approved by the Cabinet in early 2016, incorporated elements from the UN Sustainable Development Goals as well as the African Union’s Agenda 2063, to form a unique vision for Egypt’s future.

One of the pillars of Vision 2030 emphasises government transparency and institutional governance. There is a focus on the reform of Egypt’s public administrative bodies, and the structure of government as a whole by 2030. Our goal is an efficient, effective public service able to perform its duties and achieve customer and citizen satisfaction. Ongoing reforms that we had already been planning for since 2014, were incorporated into the Vision 2030 blueprint.

From Vision to Action

To reach our vision for an efficient public administration that caters for the future, we decided to work on five components: legislative reform, institutional reform, capacity building and enhancement, digitalisation, and improving public services.

Among the first fruits of Egypt’s Vision 2030 national development strategy was the passing in 2016 of the

new Civil Service Law, replacing the previous Public Employees Law. This was one of the most significant reforms of the past ten years. We call ourselves a Civil Service to signal that public service employment is not an end in itself—it is a means to serve the people, and the law is intended to govern the services we provide to citizens. CAO is non-partisan and politically neutral, dedicated to serve all citizens, collectively. This represents a paradigm shift in the culture of Egyptian society, and it has taken time to introduce this cultural change among both public service employees and the citizens.

Public service employment is not an end in itself—it is a means to serve the people.

In terms of institutional reform, CAO has worked to restructure Egyptian public institutions, as we set up our New Administrative Capital (NAC). Internal

Control and Governance Units have been established in all government Ministries and Agencies, including at the local and municipal levels. This is to ensure that Ministries and Agencies abide by regulations to promote good governance. Specialised IT and digital transformation units have also been established. A unit was set up in all government entities, under the supervision of the Ministry of Planning and Economic Development, to coordinate strategic management plans in the different sectors—including education, industry, finance, health, and so on—with Egypt’s Vision 2030’s Sustainable Development Plan. This ensures that every government entity is accountable for its progress in implementing these national plans.

Building Capacity for Change

Capacity building is about strengthening the capabilities of public employees. It includes recruiting

the right candidates as new civil servants and building the capabilities of those already in service.

In the past, every agency conducted its own recruitment, which left the door open to the risk of corruption. Today, CAO has a single portal for all government jobs, and no government agency can post vacant jobs except through this portal. Through the portal, all government vacancies are announced, and candidates apply online without having to submit their documents in person. CAO has also set up a completely digitalised Capability Assessment and Competition Centre with a centralised, automated examination system that all prospective government employees have to undergo. The results are completely automated, with no human intervention. When we implemented this, there was some resistance to change. Now, we have a centralised assessment



Cairo’s central Attaba district: congestion and traffic delays parts of the city, which is home to more than 20 million people. Cairo, Egypt, 22 February 2021.



Egyptian President Abdel Fattah al-Sisi looks over a model of the New Administrative Capital. Cairo, Egypt, 11 October 2017.

and ranking, so public employees are recruited not based on their connections or social standing, but based solely on their assessed merits. This has resulted in an improvement in the quality of newcomers to the civil service, with a positive impact on public sector performance.

For current employees, we have started a national training strategy, with provisions for every level of employees: from entry level to middle management and leadership. CAO A has a training bundle for senior civil servants, to help them plan for their life after retirement. This is one of the most important training modules we offer, because it sends the message to those who are about to retire that they are supported. Indeed, even after retirement, they can register with an online system that makes their CVs available to the private, public, and non-governmental agencies who are looking for particular expertise. This opens up new opportunities for employment after retirement.

There are also specific training programmes for public employees moving to the New Administrative Capital. We are very selective about which employees move to the new capital. CAO A worked with experts, including psychologists, to develop a panel of traits that Egyptian public employees should have: such as a desire for self-improvement, computer skills, knowledge of Arabic and a second language. Current employees are assessed based on these

traits, and related training modules are designed and implemented. Only those who have passed this assessment move to the New Administrative Capital. Employees are given the chance to pursue their own training through CAO A's Learning Management System, to earn a second chance. Those who do not move to the New Administrative Capital are placed in the municipalities where their skills are needed, or stay in Cairo in other government entities if they have circumstances that mean they cannot move. The process is responsive to the individual needs and capabilities of the employees.

For those moving to the New Administrative Capital, a range of incentives are offered, from subsidised housing to transport allowances. If they opt to live in the New Administrative Capital, which is designed as a smart city, they are only about 15 minutes from their offices, with plenty of amenities nearby and not as much traffic—unlike the old Cairo city centre. Indeed, as CAO A was responsible for overseeing the move, it was among the first government agencies to relocate to the New Administrative Capital, to show how it can be done, and the benefits of doing so.

Nurturing a New Civil Service Culture

With the move to the new capital, there is a change in the way public employees interact with one another. For instance, we used to have difficulty training employees from different public agencies,



In the new capital, CAO training programmes are not just about imparting technical skills, but also developing interpersonal relationships between different entities.

because they were scattered around Cairo. Once the move took place, we were able to train employees together in groups from different entities. They started not just to train together, but also to understand each other's place in the national ecosystem. They also began networking with one another. Our training programmes are not just about imparting technical skills, but also developing interpersonal relationships.

CAOA is nurturing a culture of collaboration in different ways. Every public employee uses their first and abbreviated last name for their email address. So if you know someone's name and agency, you can contact them and communicate. The move has enabled employees from different Ministries to interact much more easily. Different agencies' employees live in the same areas; they even share the same transport groups. The new offices have spaces that are much more conducive to working together. These various elements have enhanced interpersonal ties among the civil servants.

A Public Service of the Future

All these efforts have to do with building up the capacity of government employees to deliver better public services. Our ideal Egyptian public employees should have strong technical skills and IT skills. It is also important that they have a good understanding of context: what surrounds them, the environment

and ecosystem, and have interpersonal and communication skills.

Employees are encouraged to take part in collective decision-making, as this enhances the quality of decisions. Strong management and leadership skills are also needed across the different levels of the civil service. At the institutional level, the aim is to have clarity of domain. This will prevent overlapping of jurisdiction and allow cooperation and coordination to take place.

We want people to take part in collective decision-making, because that is good for the quality of decisions.

Now that we have moved to the New Administrative Capital, the process of building up capacity and nurturing a new, collaborative culture of excellence is taking place. It is not easy to change the culture, but we continue to promote a positive working environment. Our objective remains to reform and enhance the capacity of the civil service at the local and municipal levels across Egypt.

GOVERNANCE IN PRACTICE

Ireland: Reaffirming Core Values in a Changing World

Ethical Leadership and Values-Driven Policymaking Matter to Good Governance

Ethical Leadership, “the control and prevention of the abuse of public power for private benefit”, is a foundation of good governance. It helps prevent corruption, sets a powerful example for others to follow, builds trust, creates accountability, and fosters inclusion. But this would be difficult to accomplish without the Robust Laws & Policies that institutionalise and enforce these values.

CGGI data seeks to examine which countries seem to be excelling at governing and regulating in a values-driven, trust-based, people-centred way. How are these countries creating an environment in which such values and principles can thrive? We take a closer look at Ireland, a country that stands out not only for its performance in the CGGI 2024, but also its sustained progress since the Index was created.

IRELAND’S PERFORMANCE IN THE CGGI 2024

Ireland ranks 10th overall in the CGGI 2024. The country has made steady progress since 2021 in both

the Ethical Leadership indicator and across the Robust Laws & Policies pillar.

The CGGI uses data from Transparency International’s Corruption Perception Index—where, in 2022, Ireland ranked 10th out of 180 countries.¹ Since 2017, almost every single country in Europe has seen anti-corruption scores stagnate or decline—but Ireland was the only country to “significantly improve”.² A similar trend appears in the 2023 World Justice Project’s Rule of Law Index, where most countries’ scores declined, but Ireland’s actually increased (to rank 10th overall).³

WHAT COULD BE DRIVING IRELAND’S PERFORMANCE?

Observers note that Ireland’s progress in rule of law and tackling corruption have been advanced by new and robust policies on whistleblowing, lobbying regulation, and anti-corruption,^{4,5} and that the country benefits from an inclusive approach to policymaking.

Tackling Corruption

Multiple government bodies in Ireland work to develop and implement anti-corruption policies. For instance,

CGGI Pillar	Indicator	2021 Rank	2022 Rank	2023 Rank	2024 Rank
 Leadership & Foresight	Ethical Leadership	16	18	11	10
	Pillar (Overall)	16	13	11	10
 Robust Laws & Policies	Rule of Law	18	14	14	13
	Quality of Judiciary	21	21	20	17
	Transparency	16	13	8	8
	Regulatory Governance	12	14	12	10



Garda hold wreaths during the unveiling of An Garda Síochána Monument of Remembrance at Garda Headquarters, Phoenix Park, Dublin, Ireland, 16 September 2023.

dedicated oversight agencies such as the Garda Síochána Ombudsman Commission (GSOC), with robust powers of investigation, help to preserve public confidence in Ireland’s police service, ensuring that those who enforce the law are not above it. In 2022, Ireland passed an amendment to further expand protections for “whistleblowers”—those who report wrongdoing, corruption, or illegal activities. This amendment obliges all public sector organisations and private-sector companies with 50 or more employees to improve channels for protected disclosures.^{6 7} By providing safeguards for individuals who speak out, such legal protections promote a culture that encourages transparency, accountability, and ethical behaviour.⁸

Ireland’s position as a financial services hub makes combating economic crime a priority. In 2021, Ireland’s Department of Justice published the first cross-government implementation plan aimed at tackling economic crime and corruption. This plan sets out 22 actions to be completed across government to strengthen anti-corruption and anti-fraud structures within the criminal justice system, including legislative and resourcing changes.⁹

“Ireland has one of the strongest whistleblower protection laws in the world, but what really matters is how the legislation operates in practice. ... Leaders of organisations—in both the public and private sectors—must rise to the challenge of creating and maintaining an environment of openness and integrity in their workplaces.”

— Paschal Donohoe, Minister for Public Expenditure, NDP Delivery and Reform.¹⁰

Ireland has also taken steps to tackle internal corruption within its national police force (the Garda Síochána), including outlining a clear vision, framework and roadmap for the national police force in 2018, and establishing a dedicated anti-corruption unit within the force in 2020.¹¹ Dedicated oversight agencies such as the GSOC, with robust powers of investigation, further ensure that those who enforce the law are not above it.

Institutionalising Standards for Those in Public Office

Ireland's Code of Conduct for Office Holders makes clear that: "Holders of public office have a duty to keep faith with the public trust placed in them by the manner in which they carry out their official responsibilities."¹² This Code applies to the highest levels of leadership, including Ministers and the Taoiseach (Prime Minister). A separate Civil Service Code of Standards and Behaviour applies to all civil servants of the government and state.¹³ These Codes, which regulate behaviours such as accepting gifts and disclosing conflicts of interest, are given legal force by the "Ethics Acts", a set of legislation that had emerged

following a series of public corruption scandals in the 1990s.¹⁴

The Statutory Framework for Ethics in Public Office, which consolidates Ireland's provisions for ethical conduct in the public sector, was recently reviewed in 2023. By making recommendations to modernise and simplify the framework, the review seeks to further strengthen public trust in government institutions.¹⁵

Inclusive Policymaking

Stakeholder participation in Ireland is above the OECD average.¹⁶ This contributes to inclusivity and accountability in public decision-making and helps make the workings of government more transparent. Ireland's Citizens' Assemblies, for example, bring together a representative group of people (usually 99 people) to consider important legal and policy issues,¹⁷ and to make recommendations to the Oireachtas (Irish parliament). A Citizens' Assembly on drugs use, for example, presented a report including 36 recommendations for a new model to reduce harm from illicit drugs in 2024.¹⁸



The Citizens' Assembly on Drugs Use at Dublin Castle. Dublin, Ireland, 13 May 2023.

Ireland also looks to involve people in local decision-making processes through Public Participation Networks (PPNs), which have been established in every local authority area in Ireland.¹⁹ By the end of 2022, over 18,053 community and voluntary, social inclusion and environmental organisations were members of a PPN.²⁰

A “Human-Centred” AI Strategy

In 2021, Ireland published its National AI Strategy: AI: Here for Good, which was lauded by the European Commission for the “significant stakeholder engagement” involved in its development.²¹ Apart from setting out technical and economic aspects of harnessing this emerging technology, the Strategy positions Ireland’s approach to AI use as being guided by “human-centred, ethical, and trust-based” principles.²²

The Irish Government has appointed an AI Ambassador to nurture public trust in AI as “a force for societal good”.²³ It has also formed the AI Advisory Council—a group with backgrounds spanning civil

society, economics, law, technology, and security²⁵—to help provide multiple perspectives as it uses and regulates AI.

The government’s AI push complements initiatives such as the 2023 Digital For Good: Ireland’s Digital Inclusion roadmap, to drive Ireland’s digital transformation without leaving vulnerable groups of society behind. It details initiatives to improve access, skills, and infrastructure.²⁶

Open Data

“Does the government operate with openness and transparency?” In ranking Ireland’s performance against that question, Freedom House gave the country the highest possible score in 2023.²⁷

Open data provisions instil transparency and create accountability among public institutions; they also make data—an increasingly valuable resource—available for productive use by those outside government.

Ireland’s 2014 Freedom of Information (FOI) Act allows the public to access records. In the same year, Ireland released over 418 datasets from 45 public bodies.²⁸ The Open Data Portal, which now has over 8,700 datasets from 100 publishers, was given the second-highest score in the 2023 European Open Data Maturity survey, highlighting the country’s leadership in open data initiatives within Europe.²⁹

Open Data Liaison Officers have been appointed in all public bodies to facilitate the implementation and coordination of open data initiatives across different sectors.³⁰ In 2023, the country also launched its Open Data Strategy, aiming to make data held by public bodies freely and easily accessible online, further promoting trust and innovation across society.

Trusted at Home and Abroad

Ireland’s efforts to uphold ethical, transparent, and inclusive governance may have contributed to greater public trust. Research has found more than half of Irish people have “high or moderately high trust” in their government—higher than the OECD average.³¹ That same research also found above-average levels of trust in the country’s judicial system and civil service.³² The 2022 Garda Public Attitudes Survey³³ found that trust levels with the local police stood at 90% (and had not fluctuated notably over the past five years).³⁴

“Open data is central in driving the delivery of better public services across Ireland. It provides a rich evidence base to inform decisions, ensuring we are creating effective and inclusive services...Delivering more efficient public services that are fair and transparent builds trust in government, which is fundamental for a healthy functioning democracy. Open data is a vital component in this.”

— Paschal Donohoe, Minister for Public Expenditure, NDP Delivery and Reform.²⁴

High levels of trust and business confidence in Ireland are evident from the growing number of international companies the country continues to attract.^{35 36} Seventeen of the world's 20 largest banks, and 11 of the 15 largest insurance companies, have operations in Ireland.³⁷ Ireland ranks 5th in the Attractive Marketplace pillar and 2nd in the International Trade and Attracting Investments indicators.

DEFENDING CORE VALUES: THE FIGHT CONTINUES

Resourcing Anti-Corruption Efforts

While measures to ensure ethical conduct are vital to upholding core values in public life, they can also be costly.³⁸ With governments facing budget constraints, anti-corruption authorities and other monitoring bodies may struggle to obtain the full resources they need to perform efficiently and effectively.

This is not a challenge unique to Ireland. A report by the Group of States Against Corruption (GRECO), the Council of Europe's anti-corruption monitoring body, highlighted the GSOC, the independent oversight body for the police force, and the Standards Commission, which addresses breaches of integrity standards in public office, as being particularly in need of reinforced resources.³⁹ Ireland's strong fiscal policies and recent budget surpluses should afford it the means to continue such enforcement efforts.

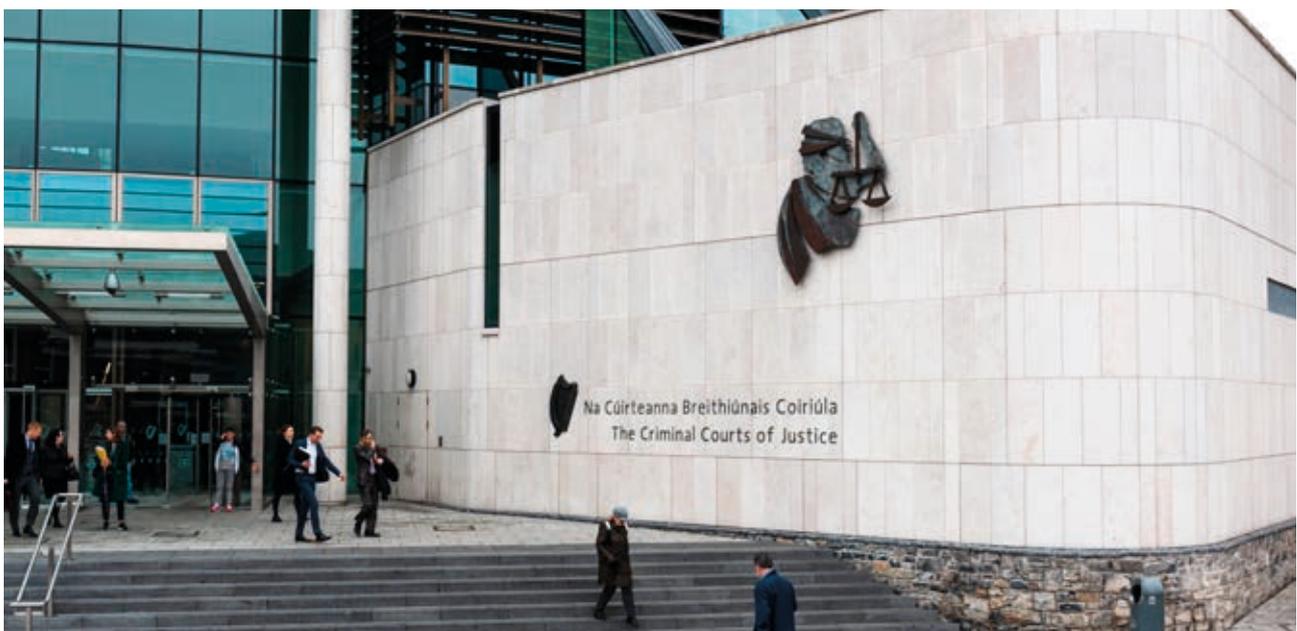
Legal Reforms

In 2023, the nonprofit organisation Freedom House gave Ireland's judiciary the highest possible rating for its independence—as in, independent from undue influence or interference in the fair and impartial administration of justice.⁴⁰ A priority of the government has been reforming the judicial system to make it even more efficient, affordable, and accessible.⁴¹

The Courts Bill, for instance, was enacted in 2023. It plans to increase the number of judges in Ireland to facilitate access to justice⁴²—a necessary step, as the EU Justice Scoreboard 2022 reported that Ireland had the lowest number of professional judges per capita of any EU country.⁴³

In October 2023, the country also passed a bill (The Judicial Appointments Commission Bill) to reform the system of judicial appointments. That bill establishes a new and independent Judicial Appointments Commission to select judges, and a new process for recommending judges based on greater openness and transparency.⁴⁴

In discussing the law, Minister of Justice Helen McEntee said: "This legislation will ensure that our tradition of a fully independent judiciary will continue to thrive and evolve to serve the public as it has for the last century."⁴⁵



The Criminal Courts of Justice, the principal courts building for the criminal courts in the Republic of Ireland. Dublin, Ireland, 13 February 2019.

Preparing Leaders for Tomorrow's World

How can government attract, retain, and train top talent?

Good Government Needs Good People
 "Running a government is like conducting an orchestra," Singapore's founding Prime Minister Lee Kuan Yew once wrote: "No prime minister can achieve much without an able team."¹

Assembling such a team across all levels of government is not a new challenge. However, it is a task that is becoming more urgent as countries seek to address concerns that are increasingly complex and interconnected. Recent crises are placing ever greater demands on public servants to perform well and make good decisions. What will it then take for governments of the future to form their dream teams?

"Outgunned" in the Competition for Talent?

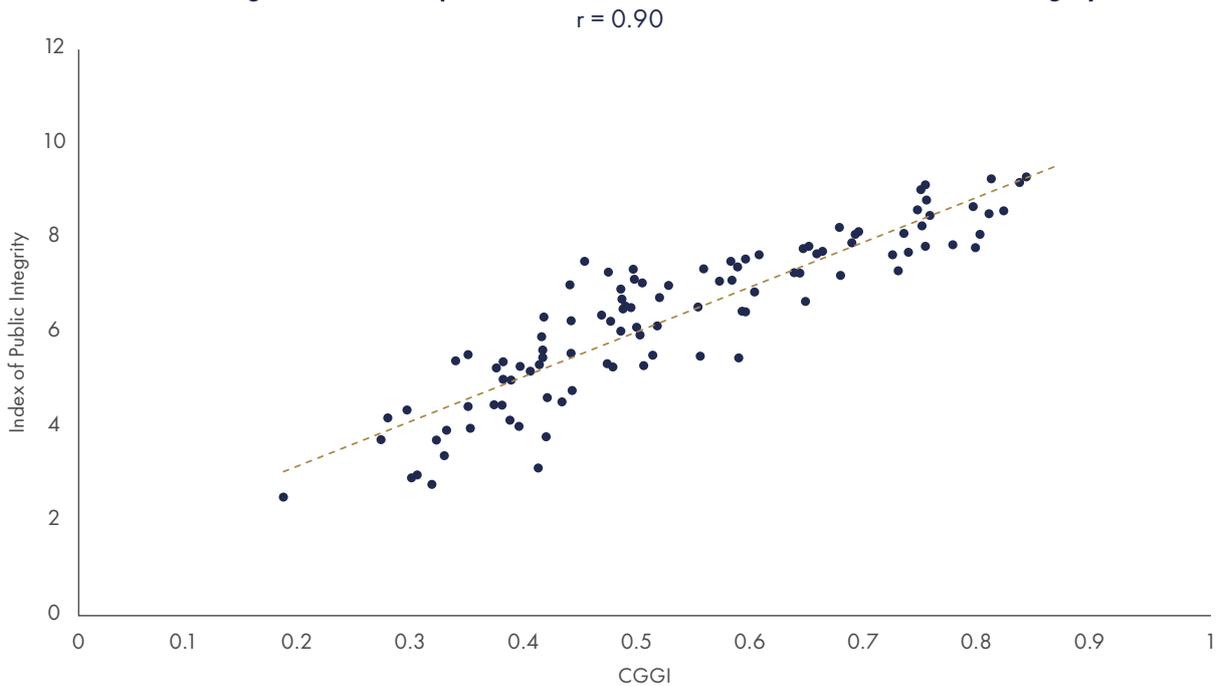
The OECD points out that today's complex policy challenges call for skilled public servants, especially those with expertise in important domains. Recruiting for capabilities is key.

But with increasingly constrained resources² and labour shortages,³ governments face stiff competition in recruiting and retaining talent, especially since the private sector typically offers larger salaries and greater workplace flexibility.⁴ This is especially so in the STEM (science, technology, engineering, and maths) fields that power technological development.

The Power of Purpose

However, governments have an edge over the private sector in one crucial area: their ability to connect work with a sense of purpose and service.⁵ This could be the significant advantage in attracting younger talent—the very segment needed to lead and deliver good governance in the future. For instance, research on Gen Z (those born between 1997 and 2012), concludes that it is the first generation to prioritise purpose over salary.⁶ Separate research, on more than 13,000 workers globally and 1,500 public servants, agrees that public sector workers today are looking for more than an attractive salary. They want meaning and purpose from their jobs.⁷

Examining the Relationship Between Good Governance and Public Sector Integrity



Source: CGGI 2024; Index of Public Integrity 2023, Corruption Risk Forecast.

Conversely, this also suggests that falling trust in government can erode the appeal of public service.^{8,9} The Index for Public Integrity (IPI) measures corruption risk across 114 countries.¹⁰ When we examine the relationship between IPI and CGGI scores across the 104 countries in common, a strong correlation is apparent (see chart opposite). If people do not trust their government, it could be inferred that they would be less likely to want to work in public service. This does not bode well for those countries that want to raise their governance game and attract the best talent.

Measuring People Power

Several of the CGGI indicators can help gauge the core capabilities governments will need to succeed in people development. The Leadership & Foresight pillar comprises five people-focused indicators: Ethical Leadership, Long-Term Vision, Adaptability, Strategic Prioritisation, and Innovation. And the Strong Institutions pillar comprises four indicators that measure key collective attributes for public service: Coordination, Data Capability, Implementation, and the Quality of Bureaucracy.

Below we examine patterns that are emerging across these indicators over several years. We look at four countries, from four separate continents, which have all made recent steps towards developing the people that power good governance.

MONGOLIA

Climbing in Leadership & Foresight

Between 2021 and 2024, Mongolia climbed eight spots in the overall CGGI rankings (to 77th overall this year). In the same period, it also climbed eight places in the Leadership & Foresight pillar. Relative to its overall rank, Mongolia performed particularly well in 2024 in the indicators for Strategic Prioritisation (44th), Quality of Bureaucracy (55th), and Education (54th).

The country boasts the highest number of universities per capita in the world.¹¹ Its first higher education institute—Mongolia’s National Academy of Governance (NAOG), founded in 1924—was focused on governance.¹² The NAOG’s mission is “assisting the Government of Mongolia in preparing the next generation of leaders in Mongolian public and private sectors”.¹³ This focus on the next generation is significant, given that more than a third of Mongolia’s population is between the ages of 15 and 34 years old, making it the country’s largest demographic.¹⁴

The NAOG collaborates with international institutions and universities worldwide, to build up the Mongolian public sector’s learning and development capabilities.¹⁵ The NAOG also has partnerships with the World Bank, the Asian Development Bank, the Asian Association for Public Administration, and nine



The National Workshop on Effective Governance for Sustainable Development in Mongolia National Academy of Governance. Mongolia, 8 June 2023. Photo credit: MONTSAME News Agency.



Greece's National Youth Strategy encourages young people to participate in government. Athens, Greece, December 2019.

separate embassies to conduct training programmes for government personnel.¹⁶

The country's administration has linked public sector training with its long-term national vision (Vision 2050). One of its stated goals is to focus on creating a civil service that is effective, transparent, and competent. The government is tracking progress toward that goal and other governance-related goals against a number of World Bank indicators, such as government effectiveness.¹⁷

The Mongolian government is also placing special focus on tech talent. The government created the Ministry of Digital Development of Mongolia in 2022—the same year it also launched the “e-Mongolia Academy”¹⁸ to improve civil servants' digital skills. As further illustration of the future-oriented civil service Mongolia wants to encourage, Bolor-Erdene Battengel was appointed Vice Minister of Digital Development at the age of 29, making her the youngest person to hold such a senior appointment in Mongolia.¹⁹

GREECE

Big Gains in Relevant Indicators

For both the Long-Term Vision and Adaptability indicators, no country has improved more between

2021 and 2024 than Greece, leaping from 100th in these indicator rankings to 29th and 32nd respectively. Relative to its overall rank (41st), Greece also performs well in 2024 in the Education (24th) and Quality of Bureaucracy (37th) indicators.

Since 1983, Greece's civil servants and local officials have been trained by EKDDA, its National Centre for Public Administration and Local Government. EKDDA is overseen by the country's Ministry of Interior,²⁰ and has been strengthened by recent investments from the EU's Recovery and Resilience Facility.²¹ With almost 1,000 permanent, temporary, and part-time staff, the Centre is responsible for training some 500,000 civil servants.²²

EKDDA takes a range of approaches to developing civil servants. Its Institute of Training improves public servants' knowledge and skills through more than 1,800 training programmes, which cater to the organisational goals and needs of Greece's government agencies. In 2023, it collaborated with Microsoft to strengthen public servants' digital skills.²³ A separate body, the National School of Public Administration and Local Government, helps select and train Greece's public sector executives.²⁴ Applicants have to pass an entrance exam, meet certain criteria, and complete 18 months of rigorous training.²⁵ As EKDDA President Evi Dramalioti

explained to the Chandler Academy of Governance in 2022: “It is extremely important to have qualified executives capable of managing complex problems and supporting decisions made at the political level.”²⁶

Notably, the Greek government has also stepped up efforts to attract and encourage young workers to join the civil service, with Prime Minister Kyriakos Mitsotakis offering them “meaningful engagement in change”.²⁷ The country’s wide-ranging National Youth Strategy²⁸ encourages young people to participate in government, while the “Rebrain Greece” initiative looks to encourage talented young Greeks who moved abroad to return to the country.²⁹

URUGUAY

Excels at Prioritisation

In this year’s CGGI, Uruguay was the 7th-highest scoring country in the Leadership & Foresight pillar—a strong performance relative to its overall rank in the CGGI (31st). It ranked third overall in the Strategic Prioritisation indicator and 15th in the Long-Term Vision indicator. Conditions in Uruguay suggest a good prospect for attracting a well-educated population to work in an increasingly diverse, trusted public sector. The country has high youth literacy rates

(99%), and has seen increasing gender diversity in Parliament³⁰—the country’s rank in both CGGI Gender Gap and Non-Discrimination Indicators climbed at least 13 spots between 2021 and 2024. Its government is also seen as honest, with Uruguayans reporting the lowest perceptions of corruption of any Latin American country.³¹

The OECD reported in 2021 that, “Uruguay has been moving towards a modern, merit-based, transparent recruitment system for public servants”.³² In that same report, the OECD singled out the “Uruguay Concursa portal” for praise. Launched in April 2011 by the National Civil Service Office, the portal has reduced hiring delays, made openings more transparent, and helped reduce political appointments at senior positions.³³

Living up to its strong capabilities in Strategic Prioritisation and Long-Term Vision, Uruguay has also been praised for its work to get public servants up to speed on AI. In its 2023 AI Readiness Index, Oxford Insights highlighted the Uruguayan government’s innovative initiatives in becoming more AI-ready across areas such as capacity-building and AI ethics,³⁴ lauding its programmes on everything from the fundamentals of AI to more advanced courses on machine learning and data integrity.³⁵



General Manager of Microsoft Uruguay Alejandro Pazos, Uruguay’s Secretary to the Presidency Álvaro Delgado, Microsoft Lab’s Rashmi Misra, and Uruguay’s Minister of Industry, Energy and Mining Omar Paganini, announce a new AI Co-Innovation Lab at the LATU Technology Park. Montevideo, Uruguay, 23 June 2022. Photo credit: Uruguay Presidency.

 **MALAWI**
Focusing on the Future

Like the other countries profiled in this section, Malawi's rank in the Leadership & Foresight pillar (54th) is higher than its overall ranking (99th). In the Long-Term Vision indicator, Malawi ranks 13th. Both its Quality of Bureaucracy (79th) and Adaptability (76th) are also high relative to its overall rank.

Malawi's former Minister of Finance Dr Goodall Gondwe has said that the country's civil service was once "rated as Africa's best in the 1970s".³⁶ The country has, with some success, attempted reforms to restore Malawi's civil service to this vaunted status.³⁷ Malawi's national vision, MW2063,³⁸ is explicit about the need for good governance in realising the country's aspirations for the future. Among the targets set out by MW2063 is the development of a high-performing and professional public service that will promote, attract, and retain world-class talent.³⁹

In 2022, the government established the Malawi School of Governance,⁴⁰ which is tasked with training public servants—fostering pride in the civil service as well as a sense of purpose, values, and professional ethics in public service employees. In the summer of 2022, 45 Principal Secretaries from

various ministries attended an intensive programme to "enhance their leadership and management skills".⁴¹ Other educational initiatives are also underway. The University of Lilongwe's newest school, focused on Governance, Law, and Policy,⁴² is part of a broad initiative to meet the education and training challenges of a new Malawian democratic society and supporting the process of social, political, and economic transformation in Malawi.⁴³

Half of Malawi's population are youth—defined by the government as those aged between 10 and 35.⁴⁴ The country's public sector stands to benefit from younger generations looking for more meaningful and purpose-centred work in the civil service. An objective of the government's National Youth Policy is to meaningfully increase the participation of youth in decisions "at all levels". One of the Policy's ten priority areas is "youth inclusion in governance systems". The government has also created the National Youth Council of Malawi to help encourage young people to participate in governance at the community level.⁴⁵

In future years, the CGGI will continue to offer data-driven perspectives on the race to cultivate the next generation of competent and committed civil servants—highlighting the capabilities they will need to deliver good governance in a changing world.



Students learn about the diverse course offerings available at the Malawi School of Government during Career Day. Kamuzu Academy, Kasungu, Malawi, 16 March 2024. Photo credit: Malawi School of Government-Kanengo Campus.

STRENGTHENING SYSTEMS

Good governance is enacted through robust systems and efficient processes that make the most of precious public resources for the greater good. Such structures are designed to be resilient against crisis and abuse, ease coordination instead of obstructing progress, and engender confidence in the stability and viability of a country's economy and society.

In the stories that follow, we feature countries that stand out in the CGGI for establishing systems and processes that lift their national performance to new heights, paving the way for further progress in a technology-driven world.



Irene Bateebe (sixth from left) at the Nalubaale and Kiira hydropower dams project. Jinja, Uganda, 8 March 2024.

PRACTITIONER STORY

Coordinating Excellence & Engineering Performance in Uganda

Uganda performs well in the CGGI for the Coordination indicator (23rd out of 113 countries in 2024). A key government leader in Uganda's dynamic energy sector reflects on the task of establishing integrated coordination processes and an effective, well-aligned organisational culture.



IRENE BATEEBE

Permanent Secretary, Ministry of Energy and Mineral Development, Uganda.

Irene Bateebe has over 15 years' experience in Uganda's energy and petroleum sector. She has led teams in developing renewable energy solutions in the regulation, financing, and development of large infrastructure projects, and in overseeing the restructuring and setting up of institutions in the industry. Having held several key leadership positions in the sector, she currently serves as Permanent Secretary in the Ministry of Energy and Mineral Development. As Accounting Officer for the Ministry, she is responsible for establishing robust systems and controls to ensure transparency, accountability, and performance in the sector.

Coordination is a challenge for many public sector institutions globally. What aspects of the Ugandan system of governance contribute to its good performance in this area?

What stands out for Uganda is the structure and coordination within the government. This flows directly from our National Development Plan 3, which is organised into thematic programmes based on key drivers for socio-economic transformation, which include alleviating poverty and sustainable development.

The Plan sets out clear targets and key performance indicators for every sector to achieve. At the national level, the Office of the Prime Minister monitors the performance of programmes that are part of the Plan,

and everyone reports on their key deliverables to this Office. These targets cascade down to all government agencies, so every Ministry must have a strategic plan that aligns with the National Development Plan.

Beyond the strategic plan, we have a clear institutional structure that supports us in both our execution and coordination—and Ministries are at the heart of coordinating their respective sectors. In my own Ministry, I have about 12 other agencies and authorities to oversee, ensuring that they too are aligned to the national development goals. It is vital to have clear coordination across the sector. Otherwise, it is very easy for these autonomous agencies to stray from the national vision.

It is one thing to have a strategy; it is another to ensure that you implement it. One of the ways we do this is by monitoring and evaluating the entities under our charge. We ensure that, at the operational level, our teams are always in touch with the agencies to ensure that any emerging issues are addressed in a timely way. Every quarter, the agencies present their performance reports and challenges to the Ministry, and together we work to resolve them.



Installation of solar panels on the roofs of Loyoro village. Karamoja, Uganda, 7 April 2018.

In coordinating the staff and organisations under your charge so they contribute to the greater national strategy, what aspects do you pay most attention to?

We pay attention to organisational culture because we know that culture can eat strategy for breakfast. My Ministry is quite big: I supervise 600 staff at the centre, and if you add up all the satellite agencies, it can go up to 1,000 employees. How do we ensure the cohesion of the entire team? How do we have them buy into the targets we have set?

We make sure we cascade our values and vision to our affiliated entities, so that they are all aligned with the Ministry. We check that they have the necessary systems and processes in place. We also encourage them to pay attention to performance management: for example, we are rolling out a Balanced Scorecard for our commercial companies. Having successfully piloted it with our national oil company, we hope to implement this throughout all our entities eventually, so they have a clear system to ensure their governance, performance, and organisational productivity are as required.

***It is one thing to have a strategy;
it is another to ensure that you
implement it.*** ”

When I came into the Ministry, I realised there were some gaps in the appraisal system. Performance was being measured broadly with no clear key performance indicators. So I brought this to the attention of the heads of the public service, who are now initiating a review of all performance tools. The good thing with the statutory agencies, however, is that they can have their own bespoke performance management system. For instance, the national oil company has adopted a 360-degree performance evaluation, so staff are assessed not only by their supervisors but also by their entire group, including their supervisees. I sit on the boards of some of these entities and we have been keen to make sure these systems are working effectively. We continue to look for emerging tools that can help us manage and improve our performance.

We also pay attention to issues of integrity and ethical leadership. Nationally, we have been grappling with corruption and the abuse of national resources. This is one of the day-to-day challenges towards which I have put in the most effort. For us to coordinate better, our financial resources must be put to good use. So we are strengthening our internal controls when it comes to financial transactions, transparency, and accountability.

What other steps are you taking to improve your systems and processes?

We are pursuing digitalisation in a big way. We now have an integrated financial management system, which means you cannot just take out money from the system: everything is clearly tracked. My Ministry is also one of the pioneers of the government's electronic procurement system. Because we were among the first to do this, there was resistance and I had to drive a lot of the change management to help staff appreciate that this is for our own good. It would help us be more transparent, accountable, and ease our work. A year later, they have been persuaded that it is a useful tool. Such digital solutions help us ensure better coordination—we can now coordinate directly with the Ministry of Finance when they release funds to us, for instance.

Critically, we also pay attention to ongoing capacity building, upskilling and reskilling our staff. I am always keen to bring in young people into the service. We want them to bring in fresh perspective and energies and skills we will need in the future, particularly in addressing global challenges and climate change, for instance. We want them to mellow without being absorbed into the prevailing older work culture.

Also, we can coordinate well internally, but if we are not in tandem with the rest of the citizenry and our external stakeholders, including our financial partners, then our coordination will not be complete.

So we are keen on ensuring robust external relations. For example, as part of our National Development Plan process, we organise an annual review that all the citizen representatives are invited to, and we present our performance for that year. Of course they critique it, which is valuable feedback that we factor in as we plan for the subsequent financial year. On an ongoing basis, we engage at the grassroots level to ensure that citizens are aware of what we are doing. For our financing partners, we organise quarterly meetings to give progress reports on our projects with them. Each new financial year, I meet with them and recast our vision and plans for the new year.



Aerial view of Kampala, the capital city of Uganda. Kampala, Uganda, 02 June 2022.

Coordinating Change While Keeping the Lights On



My first major assignment as Permanent Secretary was to integrate the Rural Electrification Agency back into my Ministry. Integrating has to be done in consonance with many other entities—you must work with the Minister of Public Service and with the Public Service Commission, you must have the different approvals from the Cabinet and Parliament and so on. So there was a lot to be done within a space of about a year—from August 2021 to October 2022.

I quickly identified a robust team to execute this task, and knew I had to give them very clear instructions. There was no time to waste. We worked out a clear roadmap: What did this integrating entail? How do you move human resources and assets back into the Ministry? We carried out the planning, so we knew exactly what we were taking on.

One key consideration was business continuity. Electricity is a key service. Citizens do not care about government reform or organisational transition. You need to keep the lights on. So we put in place a business continuity plan that would ensure minimum disruption of service delivery.

The integrating process itself called for a lot of change management. We took on most of the defunct Agency's staff but had to let go about 5% of them. Those we took on had to be paid on Public Service terms, which meant

a decline in their salaries. Transiting the teams even meant relocating them physically to Ministry premises. We also had to harmonise their organisational norms with that of the Public Service.

All this called for courageous leadership, which involved engaging with stakeholders from the Ministry and former Agency staff to Cabinet and Parliament. As Permanent Secretary, I ensured that I fronted these encounters as the face of the reform and took the beatings, as it were, on behalf of my staff.

Today, the department is fully settled as a department of Rural Electrification in the Ministry, and we are already seeing the benefits of the reform. Rural electrification is critical because the largest proportion of the population of this country is in the rural areas. Integrating this function back into the Ministry means it is now easier to coordinate such services centrally. Decision-making is faster. And we closely supervise it on a day-to-day basis.

Even our financing partners, who were initially sceptical of this reform, are now seeing the clarity in leadership. As a result, our Rural Electrification programme is receiving good financing. This speaks well to our brand as a transparent and accountable entity, determined to do the right thing in serving the population.

This constant hive of activity and coordination will, I am sure, be the same in any other Ministry in Uganda. The political leadership sets the direction, but as the Permanent Secretary, I am the technical leader and accounting officer for my entire Ministry. How its resources are used falls on me. I need a great team, but I must orchestrate things, and I must set an example.

We can coordinate well internally, but if we are not in tandem with the rest of the citizenry and our external stakeholders, then our coordination will not be complete.

You were trained as an engineer. How has this informed your work as a civil servant?

I believe that engineers make great leaders. I started as a junior chemical engineer right out of school. After rising through the ranks, I became Permanent Secretary about two-and-a-half years ago. In the course of my 17 years in this Ministry, I have had the privilege of having done almost everything. It has been a good preparation for my current role.

Over the years, I have come to realise that my engineering background plays a significant role in shaping who I am as a leader. I regularly receive feedback that I pay attention to detail, for instance. Engineering is also about what works—so when I lead an organisation, my focus and our ethos is in making things work. When something is not going right in the organisation, we do something to fix it.

Many people do not think engineers are good communicators. But our training teaches us how to communicate well: how to present our project outcomes and designs in groups, for instance. This is a good foundation for communicating with clarity, and for working well in teams, which is what engineers do. We carry this into the workplace and ensure that our teams function well.

Another aspect of engineering is professionalism: when an experiment does not yield the right

outcome, you do not fudge the results. You report those results and explain why it did not work out. I espouse this in my workplace as well, and I lead my teams this way.

What ongoing challenges are you looking to address next?

The most critical challenge is continuing to mobilise the required financial resources. We have an ambition to achieve universal access to electricity, which will require enormous investment. We need to be associated with transparency and accountability, so that our development partners will support us in this endeavour. At the same time, we continue to also mobilise resources through our Treasury. Financing will be vital to unlocking our vision for the next 20 years.

Another challenge has to do with ongoing global dynamics around climate change and the energy transition. There is a rhetoric that fossil fuels must be phased out. But Uganda has just discovered petroleum. How might we be supported to ensure we exploit these resources sustainably, so we can unlock finances to invest in other sectors? We have been keen to structure and develop our petroleum programme in a sustainable manner, so that we address critical issues of environmental and social governance. We believe that we have an opportunity today to deploy cleaner technologies, not the old technologies of the 1940s or 1960s, and to do it sustainably, while reducing our carbon footprint. So we need to come out with clarity on our development agenda for petroleum resources, in view of the targets we have set in the Paris Agreement on climate change.

Internally, we have to continue reorganising ourselves to ensure our coordination with our agencies keeps improving. Where there are gaps in communication, we ensure monitoring and evaluation is done in a manner that fosters productivity. Another prevailing challenge in the Public Service is how to retain staff. We are making sure we keep our staff motivated and staff attrition rates low. Of course, we grapple with the issue of salaries in government service, but we try to ensure that there are other attractive benefits, in terms of career development and making a difference to the country.

GOVERNANCE IN PRACTICE

Botswana: Leading Financial Stewardship in Africa



Gaborone is the capital and financial hub of Botswana. Gaborone, Botswana, 29 November 2023.

Financial Stewardship Matters in Governance

How a government manages public resources shapes the trajectory of a nation's economy, the well-being of its people, and its overall prosperity. A country's financial means determines its overall ability to provide services, maintain systems, build infrastructure, and invest in the future.

The quality of a government's Financial Stewardship also informs its standing and credibility in the global competition for talent and capital. Imprudent financial management is punished by the marketplace.

Countries with poor financial stewardship face high inflation, currency devaluation, and higher costs of borrowing for both businesses and government.¹

It is for these sobering reasons that Financial Stewardship is one of the CGGI's seven key pillars of good government. It consists of four indicators: Government Debt, Country Budget Surplus, Spending Efficiency, and Country Risk Premium.

Botswana, whose performance stands out compared to its regional peers, offers lessons in its approach to this important aspect of governance.



Botswana's Performance in the CGGI 2024

Botswana is the leading CGGI performer in Africa for Financial Stewardship (31st overall). This strong performance has contributed to Botswana climbing 12 spots in the overall CGGI rankings, from 65th in 2023 to 53rd in 2024—making it the highest-ranked country in continental Africa.

Among the indicators in the Financial Stewardship pillar, Botswana's performance in Government Debt stands out. It ranks 19th globally for this indicator—just behind Ireland and ahead of South Korea.

Botswana also ranks 29th in the Ethical Leadership indicator—the highest ranking in all of Africa. While this indicator is not part of the Financial Stewardship pillar, it speaks to the integrity and credibility of Botswana's leaders in managing the country's resources, including public finances. Significantly, Botswana also stands out in important leadership and institutional aspects of governance: it is in the global top ten for Long-Term Vision (6th), Strategic Prioritisation (9th), Quality of Judiciary (3rd), and Coordination (3rd).

WHAT MIGHT BE BEHIND BOTSWANA'S STRONG PERFORMANCE?

A Heritage of Prudent Governance

A country's past does not dictate its future, but it can help offer a better understanding of where it is today. From 1966, when it became independent, to the beginning of the 21st century, no country saw higher per-capita income growth than Botswana.² Since the outbreak of the COVID-19 pandemic, Botswana has

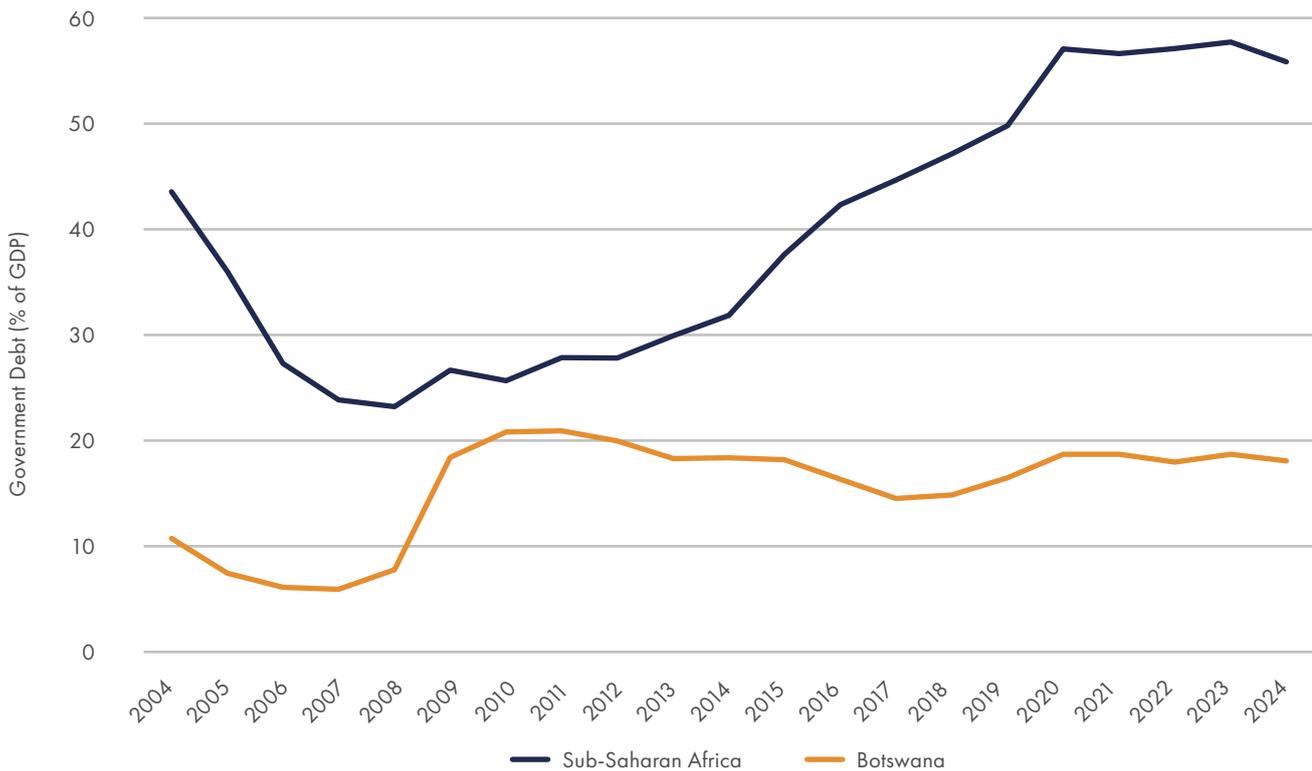
faced challenges familiar to many countries: slower growth, higher inflation, and supply-chain issues. Yet it has outperformed its peers economically.

What has driven Botswana's success? Different observers have pointed to the same factors: the country's substantial mining revenues coupled with good governance, prudent fiscal policy, and sound institutions.^{3 4 5} Despite being abundant in valuable minerals, the country has managed to avoid



The Three Dikgosi or Chiefs monument is a bronze sculpture located in the Central Business District, Gaborone, Botswana, 18 September 2019.

Botswana Clearly Outperforms Regional Peers in Managing Government Debt



Government Debt (% of GDP) of Botswana and Sub-Saharan Africa, from 2004 to 2024.
 Source: IMF AFR Regional Economic Outlook (October 2023).

the resource curse that has plagued many other resource-rich economies.⁶⁷ The World Bank has also lauded the country for its respect for property rights and the rule of law, and for its consultative approach to governing, which has engendered trust.⁸

As shown in the chart above, from 2004 to 2024, despite challenges such as the 2007 economic crisis and the COVID-19 pandemic, Botswana consistently maintained its government debt-to-GDP ratio below 20%.⁹ In contrast, by 2020, the government debt-to-GDP ratio in the Sub-Saharan region had almost reached 60%.

For almost every year between 1980 and 2021, Botswana’s current account balance remained largely positive, often hovering around 10% of GDP. This stability attracted foreign investments, fostering economic growth and development.

Fiscal Leadership

Peggy Serame, Botswana’s Minister of Finance since 2021,¹⁰ has overseen substantial infrastructure

investments, initiatives to attract foreign investment, and efforts to drive export-led growth.

She has also presided over recent marketplace reforms to improve Botswana’s financial operating environment. These include amending the Transfer Duty Act to lower some transfer duties for non-citizens, implementing a new Code of Corporate Governance for state-owned enterprises to further improve transparency and accountability,¹¹ as well as a full review of the Public Finance Management Act, which regulates how Botswana’s government uses public resources.

Promoting Efficiency and Savings in Public Expenditure

Improving the efficiency of public expenditure is a priority for Botswana. A Public Investment Management Assessment in 2022 reduced an “efficiency gap” from 37% to 31%, with the Finance Ministry looking to decrease it further in the years to come.¹² The Finance Minister has also announced plans to implement Zero-Based Budgeting (ZBB)—a



At the launch of the 2023/2024 Government Borrowing Strategy and Auction Calendar, Botswana’s Minister of Finance, Peggy Serame, addressed capital market stakeholders, urging them to actively tackle the challenges within the sector. Gaborone, Botswana, 13 June 2023.

method of budgeting in which every expense has to be justified and approved before funding is allocated—to find efficiencies in the operational expenses of Ministries, Departments, and Agencies—which collectively make up more than 70% of the government’s total budget.¹³ Research conducted in the private sector suggests ZBB can reduce general and administrative costs by 10% to 25%.¹⁴

A Trustworthy Financial Regime & Business Environment

Botswana has invested in improving the country’s Risk Premium and built public trust in its financial system and market institutions. In 2022, Botswana launched its second National Risk Assessment on money laundering and terrorism financing. The country’s Financial Intelligence Agency, which drives such national assessments and works to prevent and punish financial crimes, contributed to legislative changes that led to the country’s removal from the Financial Action Task Force’s “grey list” in 2021.¹⁵ The International Monetary Fund (IMF) has praised Botswana for its notable progress in strengthening its



Peggy Serame, Botswana’s Minister of Finance, and Alain Ebobissé, CEO of Africa50, the pan-African infrastructure investment platform, shake hands after signing a share subscription agreement. Gaborone, Botswana, 20 December 2022.



An employee of KGG Diamonds Botswana inspects a diamond. Gaborone, Botswana, 18 January 2023.

financial supervisory and regulatory frameworks in recent decades.¹⁶

In 2023, Botswana was ranked among the safest countries in Africa to do business,¹⁷ while its capital, Gaborone, was ranked as one of the continent's top-ten hubs for producing entrepreneurs.¹⁸

Future-orientation: "Transformation Now and Prosperity Tomorrow"

The theme of Botswana's second Transitional National Development Plan, which runs until March 2025, is "Towards a High-Income Economy: Transformation Now and Prosperity Tomorrow".¹⁹ Financial and resource stewardship plays a critical role in this national vision. One of the foremost goals of this development strategy is Botswana's ongoing effort to diversify its economy to become more resilient, sustainable, and broader based.

In her February 2024 speech to present the 2024/25 budget, Minister Serame highlighted the risks of being too reliant on the diamond sector for public revenues. She acknowledged the strain of the COVID-19 induced economic lull and thanked Botswanans for their "patience and understanding during the difficult process of restoring our economy to its sustainable path".

Botswana faces considerable challenges—along with many countries in the region—as it endeavours to restore its economy to sustainable growth. Economic diversification will take years to bear fruit,²⁰ and unemployment remains a pressing issue among the young.²¹ But with targeted investments in non-mining sectors such as agriculture, manufacturing, renewable energy, green tech, and tourism, Botswana is realistic about its prospects and growth potential.²²



Image generated using DALL·E 3 based on the prompt "government of the future". 19 March 2024.

AI × Governance: Catalysing the Future

What might the CGGI 2024 data tell us about the implications of emerging technologies for governing well?

The introduction in late 2022 of Open AI's ChatGPT software has promised to bring the 70-year-old dream of artificial intelligence (AI) from the realm of science fiction to reality. The possibilities of this sophisticated app—trained on massive amounts of data and able to quickly generate convincingly human-like textual, visual, and other content from just a written prompt—have inspired fanfare, trepidation, and intense rivalry. And generative apps like ChatGPT are only one form of AI that is transforming how individuals, businesses, and governments manage data, improve task efficiencies, and make decisions.

A 2023 *Foreign Affairs* article proclaimed AI technology as marking "a Big Bang moment, the beginning of a world-changing technological revolution that will remake politics, economies, and

societies".¹ The burning question is: will this revolution be for the greater good, or might it cause serious, even irreparable, harm to society?

While this revolutionary technology will have ramifications across all of society, governments have a leading role to play. They must understand and assess the implications of AI in their own national context, lay infrastructure to unlock its best opportunities, and regulate its use to mitigate significant risks that may arise. Whether AI bodes weal or woe is not a matter of how good the technology is, but how well it is governed.

Benefits of Doing AI Right

Nobel Prize-winning economist Michael Spence, and James Manyika, a Distinguished Fellow at Stanford University's Human-Centered Artificial

Intelligence Institute, have argued that AI could become a leading driver of global prosperity in the next decade, by enabling productivity and growth in a global economy that urgently needs the stimulus.² While much of this growth will likely be powered by the private sector, successful AI implementation in the public sector could also have a positive effect on the wider economy.³ For instance, one study concludes that in Gulf Cooperation Council (GCC) countries (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates), AI could add value equivalent to some 6% of each economic sector's GDP.⁴

For application in the public sector, the use cases for AI are growing all the time and rely on the large amounts of data that governments generate and process. Practical uses range from traffic flow analysis and infrastructure monitoring to public health risk assessments and cyber-attack prevention.

Opportunities to enhance government productivity through AI are significant. It could be particularly effective in improving efficiencies in policy and programme research, design, and delivery—with applications across all functions within government.⁵ One report estimated that members of the U.S. Department of Social Services had to process, case-by-case, over 70,000 applications and claims each month.⁶ AI-based automation could dramatically streamline such tasks that consume as much as 70% of workers' time.⁷ Early research suggests that AI delivers the largest productivity gains to the least-experienced workers.⁸

Such savings could allow “budget-constrained governments to gradually shift resources from back-office administrative functions to frontline functions interacting with the public,” as Carlos Santiso, Head of Digital, Innovative, and Open Government at the Organisation for Economic Co-operation and Development (OECD), told *Governance Matters* last year. AI could also improve outcomes by helping governments identify needs and direct resources in a more targeted and cost-effective manner—such as channelling welfare benefits to the most vulnerable.⁹

Governments Gearing Up for AI

A report in 2020 found that 50 governments, accounting for roughly 90% of global GDP, had national AI strategies.¹⁰ In 2020, nearly half of the United States' 142 federal agencies had already experimented with AI and related machine learning tools.¹¹ Interest in the governance possibilities of AI is accelerating. In 2023, countries ranging from Rwanda to Tajikistan and from Benin to Senegal all published AI strategies.¹² At the beginning of 2024, the OECD tallied more than 1,000 AI policy initiatives stemming from 69 different countries and territories.¹³

At a global level, the picture is clear: more governments are coming to appreciate the importance of AI. That said, the policies, institutions, strategies, and tools that countries are employing—and the outcomes they are achieving—vary widely. Some are just beginning to outline their AI strategies, while others have been implementing related capabilities for years. Some have advanced digital infrastructures and



Global AI Summit in Riyadh: Saudi Arabia has launched initiatives to attract AI and data talent and businesses, and to promote their use in government. Riyadh, Saudi Arabia, 13 September 2022.

deep talent pools to build on; others have to start from scratch.

A Strong Relationship Between Good Governance and AI

We expect well-governed countries to have made provisions to be more ready to harness the benefits of AI while managing its risks. In turn, we expect better AI readiness to translate into better governance and public outcomes. This virtuous cycle is borne out by a strong correlation between CGGI 2024 data and the Oxford Insights Government AI Readiness Index (see chart below).

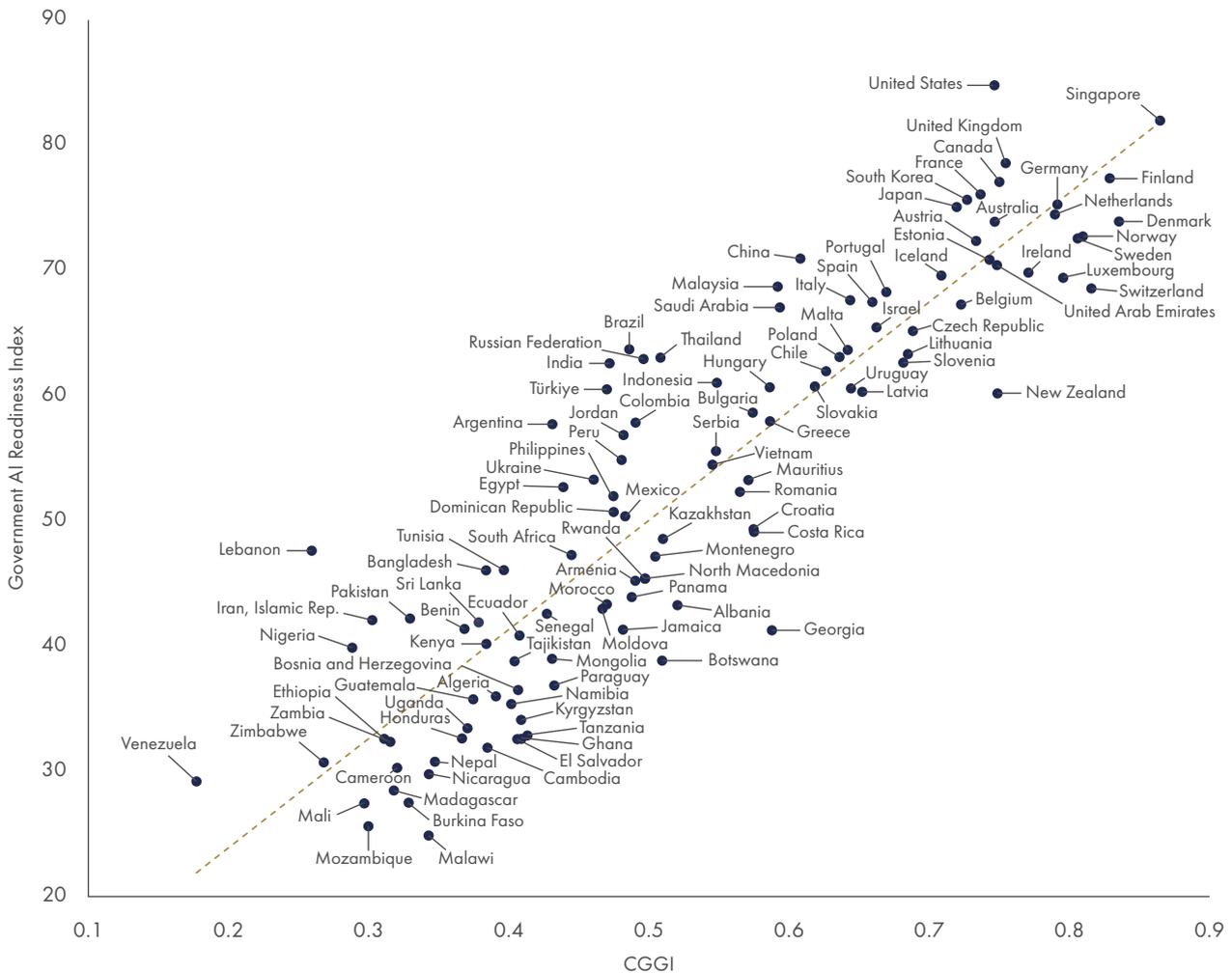
The 2023 AI Readiness Index analysed more than 190 governments across 39 indicators (related to government capabilities, the technology sector’s capacity, and data and infrastructure) to address

the question: How ready is a given government to implement AI in the delivery of public services to their citizens?

Beyond the overall strong correlation between the two indices, when we examine the relationship between individual CGGI indicators and the Government AI Readiness Index, the four strongest correlations are a mix of government capabilities and outcome indicators, namely Nation Brand, Logistics Competence, Social Mobility, and Data Capability.

The two highest ranking countries for Government AI Readiness are the US and Singapore. Let us look in turn at how each of these countries have calibrated their systems and taken a strategic approach to support AI developments.

Examining the Relationship Between Good Governance and AI Readiness
 $r = 0.90$



CGGI 2024; Government AI Readiness Index, 2023, Oxford Insights¹⁴



President Biden after signing the Artificial Intelligence Safety, Security, and Trust executive order at the White House. Washington D.C., USA, 30 October 2023.

UNITED STATES

U.S. predominance in AI worldwide is undisputed.¹⁵ It is home to many of the world's highest-ranked AI research institutions, leading tech companies, and a vibrant AI startup culture. This ecosystem has evolved with the support of government policies that date back many decades.

Today in 2024, the U.S. government actively supports AI initiatives, with various federal agencies investing heavily in research and development. U.S. government investment in AI amounted to \$4.38 billion in 2022.¹⁶

Initiatives such as the National Artificial Intelligence Research and Development Strategic Plan¹⁷ demonstrate the government's commitment to advancing AI capabilities across all sectors. It redefines the roadmap for the future of AI, for the scientific community, policymakers, educators, and businesses, and emphasises the importance of a shared vision and collective effort to harness the full potential of AI.¹⁸ The Plan sets out nine strategies that aim to advance these goals:

1. Make long-term investments in fundamental and responsible AI research
2. Develop effective methods of human-AI collaboration
3. Understand and address the ethical, legal, and societal implications of AI
4. Ensure the safety and security of AI systems
5. Develop shared public datasets and environments for AI training and testing
6. Measure and evaluate AI systems through standards and benchmarks
7. Better understand the national AI R&D workforce needs
8. Expand public-private partnerships to accelerate AI advances and
9. Establish a principled and coordinated approach to international collaboration in AI research.

The US ranks 15th in the CGGI overall, but many of its highest-ranking indicators point to qualities and conditions that support an Attractive Marketplace for AI investments. These include ranking 4th for Adaptability, 7th for Data Capability, and 7th in Stable Business Regulations.

 **SINGAPORE**

The highest ranked country overall on this year’s CGGI, Singapore shows how many capabilities of good governance can come together to enhance a country’s ability to capitalise on the opportunities presented by AI.

Singapore published an AI strategy in 2019, updating it in 2023 in the wake of technological breakthroughs such as ChatGPT.¹⁹ Its comprehensive AI strategy is not a standalone effort, but is part of a coordinated, integrated plan—the Smart Nation initiative—to build a “digital government,” “digital economy,” and “digital society”.²⁰

Singapore’s strategy involves developing an “AI ecosystem”, through ten key enablers. These entail not only technical infrastructure but also a skilled workforce to make the most of the technology’s potential, as well as a trusted environment that safeguards users and fosters innovation.

Singapore has taken steps to bring these enablers to life with the following approaches:

- Providing AI grants to fund promising AI research and development;
- Collaborating with universities—including the Centre of Excellence for Testing & Research of Autonomous Vehicles (CETRAN) at Nanyang Technological University;
- Launching “LearnAI”, which provides customised training courses for students, educators, professionals, and the public;
- Partnering with the private sector to explore AI prototypes and applications;
- Establishing a Data Science and Artificial Intelligence Division (DSAID), which helps test, implement, and accelerate the technology across a range of government departments and agencies.²²

Singapore tops CGGI rankings for governance capabilities that support an effective AI strategy, including Long-Term Vision, Regulatory Governance, and Implementation indicators.



Autonomous vehicles employ artificial intelligence and a range of sensors to detect oncoming traffic and pedestrians.



The 10 Enablers of Singapore’s National AI Strategy 2.0.²¹

Regulating AI: A Delicate Balancing Act

While AI holds transformative potential for improving government processes and achieving public outcomes, it also poses unprecedented challenges for governance: not least because of the speed at which the technology is advancing.²³ Ian Bremmer, President and Founder of Eurasia Group, and Mustafa Suleyman, a co-founder of the pioneering AI-company DeepMind and recently appointed head of Microsoft's new AI division, argue that what AI demands of governments is "a regulatory balancing act more delicate—and more high stakes—than any policymakers have attempted."²⁴

Robust Laws & Policies and Strong Institutions will be fundamental to a country's ability to effectively design and implement legislation that encourages AI's benefits while managing its risks. Governments need to balance regulation that protects its citizens but also encourage Attractive Marketplace policies that support technological innovation and local industry actors.

According to a World Economic Forum survey of almost 1,500 leaders, the challenge of AI-generated misinformation and disinformation was seen as a more pressing risk in 2024 than armed conflict, an economic downturn, or disrupted food supply chains.²⁵ Even discounting deepfakes and bad actors, AI could still perpetuate, or even magnify, inherent prejudices and inequalities. Concerned observers have noted that bias inherent in the data AI is trained

on, which is often discriminatory or unrepresentative of minority or marginalised groups, can lead the technology to produce skewed outcomes.²⁶

Globally, such concerns have led to a number of national and international initiatives to address how AI could be better regulated. The EU's AI Act, endorsed in March 2024, has been dubbed "the world's first comprehensive legal framework" on AI. In May 2023, G7 countries began the "Hiroshima AI Process" to harmonise their approach to AI governance. The Process includes a set of international guiding principles and a voluntary code of conduct for AI developers. Later the same year, more than 20 Latin American and Caribbean governments signed the Santiago Declaration to Promote Ethical Artificial Intelligence.²⁷ Among other outcomes, the nations agreed to form a working group to create an International Council on AI for the region, focused on improving the region's capabilities and encouraging collaboration.

There continues to be great disparity in government preparedness for AI, and in how different countries approach its attendant opportunities and risks. Such gaps are set to widen further and faster, as this versatile and fast-evolving technology gives ambitious governments a chance to leapfrog their peers in the governance competition. We will continue to monitor the capabilities associated with sound performance in harnessing AI to improve governance and achieve national outcomes.



UK Prime Minister Rishi Sunak hosted an AI Safety Summit at Bletchley Park, which was attended by world leaders including Kamala Harris, Ursula Von Der Leyen, Antonio Guterres and Giorgia Meloni. Buckinghamshire, United Kingdom, 2 November 2023.

ACHIEVING OUTCOMES

Good governance has a driving purpose: to do better for one's country. A well-run country enables its citizens to rise and fulfil their potential in life. A high-achieving nation stands out amongst its peers, enjoys greater credibility and influence in the international community, and is a source of pride, comfort, and hope for its people.

The following stories examine countries that excel in the CGGI in a variety of ways that have put them on the world stage, or that raise important questions about what it means to meet public needs: for today and tomorrow's uncertain future.



PRACTITIONER STORY

Telling the Chilean Story

Chile ranks 27th in the CGGI rankings for Nation Brand, within the Global Influence & Reputation pillar. Its country branding efforts are led by Fundación Imagen de Chile, a public-private organisation chaired by Chile's Ministry of Foreign Affairs, whose mission is to promote the country's image in the world, increasing its brand recognition, reputation, and preference in the international market.



ROSSANA DRESDNER

Executive Director of
Fundación Imagen de Chile

With extensive experience in communication management, corporate affairs, and political communication, Rossana Dresdner has built a career as an advisor to political authorities. She has served as Communications Director for the Chilean Chamber of Deputies, Communications Chief at the Ministry of Cultures, Arts, and Heritage, Communications Advisor to three presidents of the Chilean Chamber of Deputies, and as advisor to the Ministry of Foreign Affairs of Chile for the national and international communications campaign on the implementation of the Chilean Vote Abroad. For over 10 years, she was a press advisor to former President Ricardo Lagos. In 2023, she was appointed Executive Director of the Fundación Imagen de Chile, with responsibility for promoting and positioning Chile's image abroad.

What is Chile's approach to country branding and what is your role in it?

The concept of a country brand or national brand is a little nebulous. The notion of a brand is itself up to interpretation. This is also the case for Chile. When I first took on this role a year ago, we tried a new approach to what we mean by country branding. We pursued a mixed strategy that combines traditional branding and marketing with public diplomacy.

As a country brand agency, Imagen de Chile tries to tell the world not only what Chile is good at, such as commodities, services, and tourism, but also what we believe in: respect for human rights, gender equality

and other values. We engage with the media and put out campaigns. Some of these initiatives have to do with values and others with products and services, or with overall investment attraction.

A country is not only its trade.

Most country brands we know of are overseen by their trade promotion agency. The way they function and the type of projects they take on are very closely linked to trade promotion. Chile's comprehensive approach to country branding means we can be more flexible about the partners we work with. In the past year, we have strengthened ties with those doing promotions for different industrial sectors, complementing their work with values-based cultural content—because a country is not only its trade. Such content makes it easier to reach and connect with people more widely. Along the way, we tell them we also happen to export billions of dollars of cherries to China. The two aspects of our efforts complement one another.

Although we depend on the government to some extent, we are an independently administered organisation. We report to a board that also has representatives from the private sector, with a more pragmatic view of what we should do with the country brand. So we work with everyone, and we represent everyone's interests. This is a structure that is particular to Chile, and it is not the same in many other countries. All this has been easy for us to do because Chile has a longstanding tradition of the public and



The sixth Encuentro Imagen de Chile, organised by the Fundación Imagen de Chile, brought together 300+ attendees to focus on branding's role in shaping Chile's global image. Centro Gabriela Mistral, Santiago, Chile, 30 March 2023. Photo credit: Fundación Imagen de Chile.

private sector working together. When public and private representatives go abroad, they have done so together as one delegation for many years.

This approach, in which the different sectors know they have to work together as a country, is not new. But in the past year, we have made great strides in working across the sectors, and they now appreciate the work we do to bring everyone together.

What I bring to the table is experience and energy. I have extensive experience in communications, and our work is mainly communications. I think good communication has to do mostly with common sense. In our organisation, I emphasise that we have to work together, and understand what each team is doing so we can collaborate effectively and do things better.

It is the same when we work with external parities, both in the private and public sectors. We make sure we know what they are doing, so when we go to a meeting, we can point out that it is similar to what someone else is doing, and perhaps we can all work

together. We play an articulating role, which has now been formalised and accepted by all involved.

Partnership is central to the work you do. What is new or different about the way you approach it?

One thing that distinguishes us is that we have a close relationship with the international media. During COP 28, we oversaw most of the communications for Chile during the conference. Even prior to the event, we engaged with the international press to show how Chile had been making progress with its energy transition. Then we arranged for interviews with the Chilean delegation.

This sort of work is usually managed by a government Ministry. In many other administrations, each institution would want to take the lead for their communications by themselves, and indeed in the past each Ministry would try to work the press with their own individual teams. We work as a single country brand agency that leads this effort, working with different Ministries as well as delegates from the public and private sectors, on behalf of the whole country.

This approach to partnership came out of our collaboration with the Foreign Ministry. We acknowledged that there was a communicational aspect to the work that was not being addressed: not only in terms of engaging with the media, but in terms of overall concept. The gap we keep seeing is that nobody is storytelling; nobody alone has the institutional capacity for storytelling.

The gap we keep seeing is that nobody is storytelling; they do not have the institutional capacity for storytelling.

We have met with a number of Ministries to see and hear what is important to them, and what they are doing in their area of work. They are often so technically focused that they do not have the ability to distil and extract their key messages and then drive them with a press effort, even though they have been developing these messages all along. In

building closer relationships with Ministries, we help them see that they have difficulties in communicating effectively. This is where we come in. We approach communications more holistically, from media, press, and collaboration perspectives, which tends to be more effective.

We are not simply saying this approach is effective: they can also see the positive results that emerge. This was not the case in the past and has been key to gaining their trust. The positive outcomes we have brought about have earned us the institutional trust and vote of confidence to be, in a way, Chile's communication agency.

We have built up a network of over 100 partnerships—this is obviously a challenge for a small team. But we have regular stakeholder meetings, and for our projects we try to weave in as many partners as possible. The common ground is that they are all contributing in some way to the country's image, either domestically or abroad.

What has been key to strengthening these relationships in the past year is our emphasis on the three brand pillars, that everyone agrees on, and which have become a common language for our discussions. Our partners are co-creators. They do not find out about

our strategy through the media or online: they are in the discussion. They have their say, and at the end of the day we do what we can to make communicational sense out of it, while always considering their views and adjusting to fit. It is also important that our partners can see from our results that we are effective; that we are not working for ourselves but for them, since they are all working for Chile.

One challenge is that staff and teams rotate in our partner institutions, and so we have to keep explaining and defining what we do. It is a dance that keeps changing its beat.

What principles and concepts have you found to be effective, both in aligning partnerships and in resonating with audiences abroad?

A better image abroad for Chile is simply pragmatic. Everyone, regardless of the sector they work in, wants that. It is expensive to not have a country image. They have all experienced trying to do business in a world that does not know where they are coming from or has no context for what they do.

A better image abroad is simply pragmatic. It is expensive to not have a country image.

The key is having everyone sit at the table and realise that it is only in working together that we can achieve the best results for the country. We have to place our chips where it is most practical to do so, and with people who know that this work is important. Only after the results have spoken for themselves, in the past year, has it become easier to get other partners on board. Now they call us frequently.

In articulating our country brand and identity, we sought concepts that are useful and relevant to everyone, in terms of what we are already doing well, and also what the country plans to do in future. We identified **three conceptual pillars** that all sectors felt they could agree with and could apply to their own areas of interest.



The Chilean capital Santiago framed by the Andes Mountains. Santiago, Chile, 30 June 2021.

1. One pillar is **Sustainability**. This is relevant for instance to tourism, or how we make wine, and in our manufacturing. But it also speaks to what Chile is doing in renewable energy, the environment, and public policy.
2. Another pillar is **Democracy**, which has to do with Chile's belief in defending human rights and gender equality. And also that we think democracy—including democratic processes and institutions—is how society should function. And it has of course to do with stability. The private sector also agrees that democracy makes Chile a stable country, which is good for business.
3. The third pillar is **Diversity**, which has to do with our multicultural identity and mixed heritage, as well as our respect for different ways of life, different kinds of industry, different tourist attractions. So we have a rich diversity to offer the world.

With these three concepts, we say to everyone: use them in a way that suits you. Everything they do then says the same thing about the country, which is that Chile values sustainability, democracy, and diversity in every way. We try to show how Chile is contributing to the world.

How do you engage with Chileans at large? What impact has the country brand had for them?

We do not try to do things directly for the Chilean public; we have neither the budget nor the capacity for massive campaigns. Instead, we work with and through institutions.

That said, we had a very good experience with the 2023 Pan American Games. We started working with the PanAm Games early, after realising they would be held in Chile. This was not easy, as they are both a large organisation and a transient one. But we know sports is a significant driver of local pride. The international media are also always on the scene.

We worked on media-based projects, ensuring that any media content, such as videos, properly reflect what Chile is about, with accurate depictions of the Chilean people. This effort was both about enhancing national pride and also understanding that this was an international space and opportunity. We got the

PanAm Games to agree with our brand pillars, and we featured interviews and other elements that had to do with sustainability, diversity, and democracy. After the Games, we conducted a study that showed Chilean pride had indeed risen. Because we had conducted this survey, and because of the media role we played during the Games, our organisation and work also gained visibility as a result.

Another initiative we have introduced that does go beyond the institutional efforts and major international drives is our brand licensing programme. If you have a legitimate Chilean business, we give you the licence to use the Chilean landmark on your product. We ask them to show us how they plan to use the brand, because we have to protect it. Otherwise it is inclusive and free to use. In fact, we have had very few instances where the brand has been misused—there is a lot of pride in being allowed to use the brand.

This is an effective way to show that we are all walking the talk. We are all brand image constructors. We also know that when they put the brand on their products, it will reach some 160 countries, so everywhere the products go, the country brand will go. In return, we try to loop the licensees of the brand into our events, so they help generate content. We are also looking to assess how much value brand Chile is adding.

What are some of the main challenges you see ahead in advancing the Chilean country brand?

There are many challenges to not being directly within the government apparatus. Our approach recognises that a country's image does not belong to just the government. It is not a common format nor an easy format, but it is the most realistic way to approach national branding.

Having objective information and good quality data are vital to building trust. ”

We have made a great effort to communicate the country as it is, not just a glamorous, pristine façade. It is not necessary. Chile may not be perfect but it is a

very good country. We work with real information; we do not make things up. Having objective information and good quality data are vital to building trust. It may not be very costly to do this, but it is costly not to do it.

That said, our biggest challenge is to get our main stakeholders to really understand the importance of country image—that this is an area that needs experience, expertise, and creativity. We need them to put aside their concerns and work with us; to realise we know how to do this and can do it better, because we work on this every day.

We also work with other country brands—to improve our institutional standing, to advance the practice

itself, and to gain greater recognition and broader acceptance for this field. We see that others share the same challenge of making our respective countries understand the importance of what we do.

As part of this effort, Chile is the new headquarters for the Ibero-American Country Brand Council (CIMAP). The Council includes authorities and representatives from 18 countries and cities, including ministers, undersecretaries, directors, and technical teams. This Council platform allows members to collaborate more systematically and share our diverse experiences in narratives and storytelling, strategy, and the management of our country brands.



Our recent campaign (<https://marcachile.cl/50anos/>) illustrates how the work of Imagen de Chile goes beyond trade promotion to incorporate Chile's unique history and culture.



2023 marked the 50th anniversary of the 1973 coup d'état, which forced many Chileans to flee abroad. The campaign focused on how the coup impacted Chile's international image, stemming from a new Chilean community that began to form around the globe. This community now comprises 1.2 million compatriots.

At the centre of the campaign are documentary testimonies of Chileans who, for various reasons (political, economic, educational, etc.), pursued their life projects away from Chile. We interviewed Chileans from the diaspora who now live in Sweden, Mexico, and Argentina. They reflected on their identity, how it is to be Chilean from afar, how they have integrated abroad, and how they are still contributing to shaping Chile's image in these societies daily.

The 50th anniversary showcase documentary featured narratives from Chileans who, due to various factors, pursued their life goals abroad. Photo credit: Fundación Imagen de Chile.

Without focusing on political views, this campaign became a way to talk about Chile's history and heritage in a different light, highlighting its rich ties to the world. The overall campaign has generated nearly 50 million impressions worldwide.

PRACTITIONER STORY

Singapore: A New Way of Doing Health

Singapore tops the CGGI overall. It also ranks highly (4th globally) for the Health indicator.



DR CLIVE TAN

Assistant Chief for Integrated Care and Population Health, National Healthcare Group, Singapore

Dr Clive Tan is a medical doctor and public health specialist with almost two decades of clinical and leadership experience in the healthcare sector. In his current role, he works to improve the health of 1.5 million residents in Singapore's Central-North region, architecting health systems that focus on population health, integrated care, behavioural change, and care for the vulnerable and marginalised.

An adjunct Assistant Professor at the National University of Singapore's School of Public Health and the Duke-NUS Centre of Regulatory Excellence, he consults for the World Health Organization in the areas of digital health, population health, and universal health coverage. He is also a Senior Fellow in the Atlantic Institute (Oxford) and the Equity Initiative Programme (Thailand).

What principles have guided Singapore's approach to improving its people's health over the years?

In Singapore's early post-independence years, health was not an immediate priority. The key concerns were national security, housing, and education. The government's approach to health, and healthcare in those early years were pragmatic, focusing on building up a satellite network of maternal and child clinics and outpatient dispensaries. These are low-cost, high-return amenities that helped to strengthen access to basic healthcare services.

Over time, these clinics were consolidated into what we now know as polyclinics, with primary care doctors and nurses supported by a pharmacy and

shared services such as X-ray and lab services. This offered a very cost-efficient model that was able to cater to a high volume of patients at a relatively low cost, providing very efficient services and preventive care services to many people across all age groups. Singapore's public health system has been designed along three key principles. One of these is the concept of co-payment. So when polyclinics started, they charged 50 cents per visit, and one dollar on weekends—to encourage people to go to clinics on weekdays. Our late Prime Minister, Lee Kuan Yew, explained that co-payment sent a message that healthcare services would remain affordable but cannot be free, or they would not be sustainable. He had seen in other countries with high subsidies for healthcare that what was given for free was often poorly valued. This principle was further codified in our national DNA through the 1993 White Paper on Affordable Healthcare and has informed many policy decisions to this day.

A second principle has been recognising that while healthcare is not a perfect market economy, market forces can be used to raise quality and efficiency, by allowing the private sector to develop alongside a very strong public sector presence.



Yishun Polyclinic, a state-owned healthcare facility that provides a comprehensive range of medical services at subsidised rates. Singapore, 23 December 2023.



More than 2,000 parents and children pack the Lim Ah Pin Road clinic for anti-polio vaccinations. Photo from Ministry of Information and the Arts Collection, courtesy of National Archives of Singapore. Singapore, 21 October 1958.

The third principle is that of freedom of choice: citizens have a choice of which clinic to go to, and whether to visit a private or public clinic. The private sector can compete in this space with the public sector, but the government clinics serve as a cost benchmark to keep prices grounded in the overall market.

Of course, every solution creates its own new challenges. Co-payment, for instance, started from a low bar, but as medical costs went up, co-payment started to become a burden for the poorest and most vulnerable groups. This then led to new initiatives such as the Medisave, MediShield, and MediFund schemes, to serve as safety nets for those who had difficulties with co-payment. This model of risk and cost sharing between the government and the people has now been studied by many countries around the world.

So one aspect of our system is that as circumstances evolve from decade to decade, new solutions have also been put forward to resolve the evolving challenges of the day.

What challenges does Singapore face in advancing its public health today?

One problem that we have today was a result of our success over the past few decades. Life expectancy has risen, which is a tribute to the healthcare system we have built.

But numbers do not tell the whole story. While we are indeed living longer, in 2019, the Global Burden of Disease study¹ indicated that Singaporeans live the last ten years of our lives in poor health. This was also picked up by the local media and created quite a stir. It is costly, unproductive, and unpleasant for everyone to be living in poor health in their last decade of life.

A significant reason why people live this last decade in poor health has to do with preventable chronic diseases and their complications. There are also mental health issues such as depression and anxiety caused in part by higher rates of social isolation.

All this has led to a conversation nationally where we talk about moving from “lifespan” to “healthspan”. We want more people to be healthier and more active in their later years, and not be overly dependent on family or social care.

How is Singapore addressing these new health challenges?

We are moving into a new era where we realise that to make further progress on health outcomes, it is not useful to continue scraping the bottom of the barrel in the healthcare space: we need to move into the health and social space. One new initiative in this direction—the Healthier SG movement—encompasses many good principles of population health.

Healthier SG² is a government-led initiative that focuses on preventive healthcare, and more proactive planning for each person’s health. It brings together many personal health and social aspects that have not been as well addressed in past policies and plans. It is about getting people to want to stay healthier.

The initiative builds on a 2017 Ministry of Health strategy for Singapore to pursue the “3 Beyonds”.³ That is to say, going beyond healthcare to health; beyond hospitals to communities; beyond quality to value. The idea is for Singaporeans to move from seeking healthcare to wanting to stay healthier; to visit hospitals less and instead tap into their local or community health services. We want to encourage Singaporeans to proactively adopt a healthier lifestyle, and maintain regular health checkups, rather than being reactive—waiting to see a doctor only when they are very sick, when it is more difficult and costly to treat them.

Value in healthcare is defined as outcomes over cost. We used to chase the outcomes. But increasingly we see that beyond a certain point there are diminishing returns, where each dollar spent may not lead to a great health improvement. The idea of going beyond quality to value is to aim for the sweet spot that represents the best value on investment and use that to help us prioritise how we spend each healthcare dollar.

For example, medical devices such as intraocular lenses can differ in cost by as much as 20 times, depending on where they are manufactured. Yet the technology has progressed to the point where there is not that much difference in quality between the SGD 2,000 and SGD 100 lens. The Ministry of Health’s evaluation units contribute by making a thorough cost-benefit analysis to confirm that the difference between A and B is not worth the large price difference. This is where Singapore’s cost-sharing principle comes in. If you are paying a portion of the bill yourself, you will consider whether you actually need to be paying much more for a similar quality item.

Healthier SG is in its early phases. One unknown is whether the public will indeed take steps to take charge of their own health in the intended way. We will not know the outcome of this initiative for another decade or two.

This initiative will require us to work closely with different stakeholders: the community, financing partners, different public agencies, and so on. One key factor in our favour is that the mindset of working across sectors, of taking a whole-of-government approach, is ingrained in our national thinking. It will not be easy to replicate that in many other places. Singapore is fortunate to also have many of the enablers that allow us to even try something as bold as this. In the context of the CGGI, you see that we



Health coaches lead a Healthier SG roadshow fitness session at the Braddell Heights Community Hub, Singapore, 5 November 2023. Photo credit: Tan Tock Seng Hospital.



The PRECISE-SG100K project is collecting genomic data from over 100,00 Singaporeans to identify genetic markers linked to certain diseases.

have done well in many other relevant areas: strong institutions, good governance and leadership, good financial stewardship. This affords us the thought leadership and fiscal position to take this on.

What is your vision for the future of health?

I believe we should not be practicing public health as we did 20 years ago, because we now have many new powerful tools available to us.

For instance, Healthier SG will benefit from what Singapore is doing more generally as part of its Smart Nation ambitions.⁴ The government has made extensive investments in data infrastructure and in artificial intelligence, including a strong connected data system across the health and social care sector. A longer-term outcome of these combined efforts is what thought leaders have termed “precision public health”, which is a space I have been involved in, as a founding member of the Precision Public Health Asia Society. Precision public health builds on four key domains: precision medicine, digital health, big data, and the concept of population health.

An example of this at the national level is the PRECISE-SG100K project,⁵ which was set up by the Agency for Science, Technology and Research (A*Star) together with the National Medical Research Council. This government-led initiative looks to collect the genomic data of 100,000 of our people, and from there identify genetic markers that can cause increased risk of cancer or other hereditary diseases for example. While similar efforts are being carried out in other countries in the Western hemisphere, this sort of longitudinal study is still nascent in Asia, where we know there are different gene pools. So this will yield valuable data for medical research and development.

Apart from our genetic material, we also have a digital phenotype: digital health data that paints a picture of how we live, through our medical records and lifestyle data. We can combine these different kinds of data and use big data analysis to understand our population better. A new Health Information Bill will be tabled to Parliament in 2024, both to enable more data sharing and to ensure the proper stewardship of that data.

Beyond Healthier SG, with its message of preventive health and empowering people to take better care of themselves, we also have ongoing initiatives, such as Healthy 365 and the National Steps Challenge, which uses wearable technology and gamification ideas to encourage citizens to be more physically active. There is even a lot of promise in digital mental health, where we see apps being able to use artificial intelligence (AI) and large language models to give advice safely and non-intrusively, or to help flag the need for more specialised care, in ways that can be scaled up to make a difference.

All these pieces, on their own, if they succeed, would move the needle on Singaporeans’ health. But if they all work out, we could have a confluence of all these elements working together synergistically. Then Singapore could demonstrate—with good governance, a good fiscal position and good foresight and planning—what a different way of doing health can look like.

With timely, high-quality data and good analytics, we would no longer just be reacting to trends, but we could actually predict trends. We could then proactively plan services and other provisions ahead

of time, both at the macro national level, and at the individual level. We could present people with information on their own health status and trends in simple, accessible, and actionable ways that could lead to measurably better health outcomes.

You consult for the World Health Organization (WHO) on strengthening health systems and digital health. What advice would you give to your peers in other countries looking to advance their own national health outcomes?

First, we must acknowledge that many health systems around the world are in crisis mode. The sector suffers from chronic understaffing and underinvestment. Based on my interactions with my peers around the world, I have realised that the health industry is very local and context-specific, and it is difficult to find a quick fix or a one-size-fits-all solution.

It is important, not to jump from crisis to crisis, from band aid to band aid, which is unfortunately quite common in health and healthcare. My advice would be to do a thorough needs and strengths analysis, which can then lead to a conversation about a multi-year strategic plan. From there, knowing that resources are limited, leaders would need to choose



Rehabilitation services for senior citizens improve quality of life. Singapore. Photo credit: Woodlands Health Community Health Team.

the high-value targets: elements that are foundational, that give the best returns on investment. That is what Singapore did very well in our early years, in focusing on primary care, maternal and child health, and also public health measures such as vaccinations, clean water, and sanitation.



Smart watches, fitness trackers, and other wearables, equipped with ever more sophisticated sensors, are an increasingly popular way for individuals to monitor their health and fitness on the go. Photo credit: Actxa Pte Ltd.

What Does It Take to Meet Public Expectations?

A deeper look into the implications of a CGGI indicator for which Southeast Asian countries dominate the top 10 rankings.

Hearing from the People: Public Perceptions of Good Governance

Good governments tend to produce better outcomes. Good public outcomes create more opportunities for people and a higher quality of life. These in turn should improve people’s trust in government, helping the administration function more efficiently and be in a stronger position to deliver better outcomes, in a virtuous cycle.

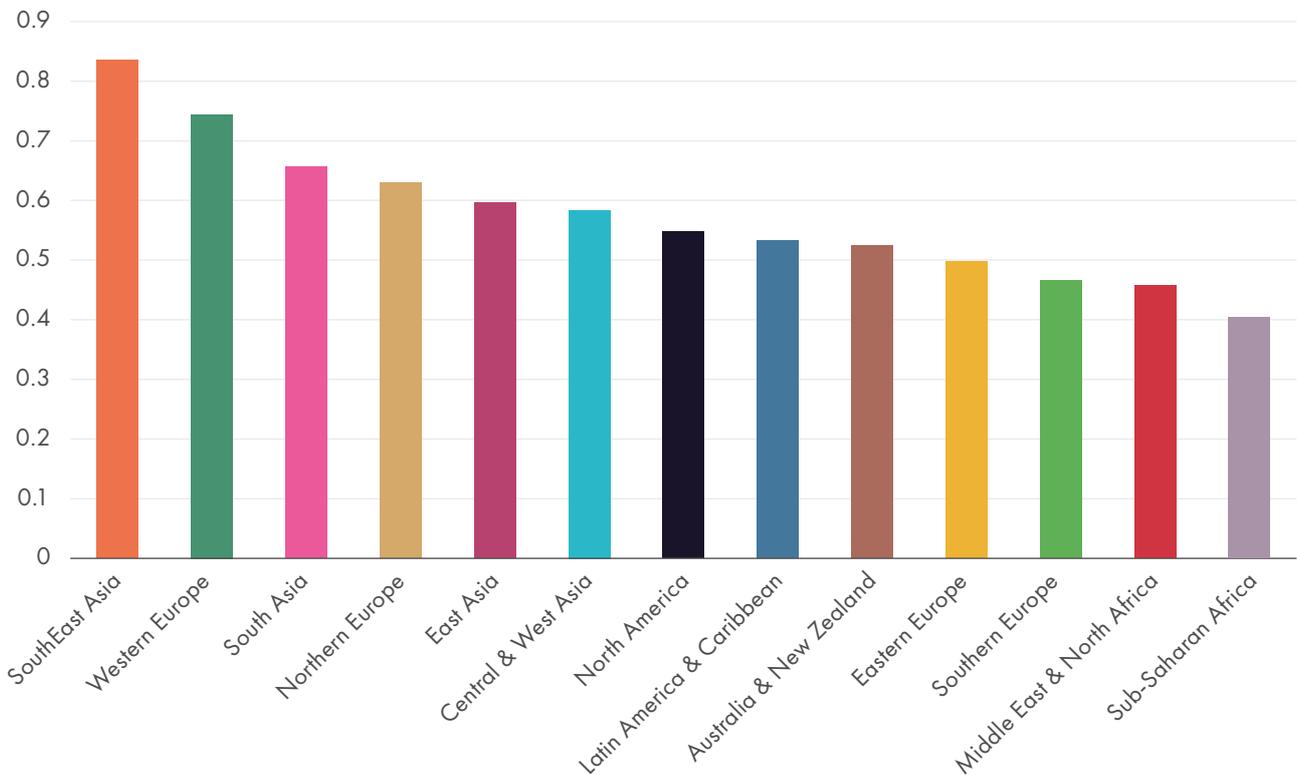
In assessing how governments are Helping People Rise, the CGGI includes a panel of nine equally weighted indicators for outcomes over which governments have considerable influence. One of these is **Satisfaction with Public Services**. This indicator measures people’s satisfaction with their

respective public transportation systems, roads and highways, and education systems, using data from the Gallup World Poll.

Interpreting or comparing data based on perceptions is delicate. A range of factors—from culture to local context—can influence opinions and expectations. Decades of academic research tell us that while citizen-satisfaction surveys are useful and important, their findings need to be interpreted carefully.¹ Nevertheless, satisfaction surveys offer an important window into the quality of public outcomes, as rated by the people receiving them.

Crucially, such perceptions exist whether public officials are aware of them or not—and whether

Regional Average Scores for Satisfaction with Public Services



Source: CGGI 2024



Indonesia ranks 6th for Satisfaction with Public Services and 19th for Personal Safety. People strolling around Lapangan Saparua park. Bandung, West Java, Indonesia, 24 July 2022.

outside experts agree with them or not. They offer data-driven observations that, paired alongside others, can raise interesting questions about what good governance looks like in practice, and how it is visible in the everyday lives of people.

High Satisfaction in Southeast Asia

Of the 16 highest-scoring countries in this year’s Satisfaction with Public Services indicator, six are in Southeast Asia—making the region the best-performing worldwide.² Interestingly, many Southeast Asian countries score high on this indicator relative to their overall ranking in the Helping People Rise pillar—a proxy for the overall quality of a nation’s outcomes—and their overall scores in the CGGI.

One question such strong performance raises is this: Why are citizens in Vietnam, Cambodia, and Indonesia more satisfied with their public services than, say, citizens in Denmark, Finland, or Norway? The three Nordic countries were the highest-scoring countries (in that order) in the Helping People Rise pillar, suggesting that their public services were producing world-leading outcomes—and yet none of the three reached the top 13 rankings in Satisfaction with Public Services.

Momentum Across the Region

The positive momentum in many Southeast Asian countries in the Helping People Rise pillar may help explain why the region excels in Satisfaction with

Country	2024 Ranking for Satisfaction with Public Services Indicator	2023 Helping People Rise Pillar Score	2024 Helping People Rise Pillar Score	2024 CGGI Overall Ranking
 Singapore	1	0.889	0.892 ▲	1
 Vietnam	3	0.574	0.605 ▲	50
 Indonesia	6	0.506	0.538 ▲	48
 Cambodia	7	0.487	0.519 ▲	90
 Philippines	13	0.502	0.546 ▲	67
 Thailand	16	0.605	0.619 ▲	54
 Malaysia	24	0.611	0.620 ▲	39

Public Services. Between 2023 and 2024, every country in the region saw their overall score in the pillar improve.

For the specific indicators in the Helping People Rise pillar, there was also a broad sense of progress from 2021 to 2024: The region also recorded some of the biggest jumps in this pillar's rankings: Thailand, Philippines and Malaysia in the Health indicator; Vietnam and Philippines in Income Distribution; Cambodia in Gender Gap; Indonesia in Personal Safety; and Singapore in Social Mobility.

In other words, Southeast Asian countries have made strong progress across a number of outcome-related indicators. It is possible this sense of national momentum and progress enhances citizens' satisfaction with their country's public services and general governance.

Below, we look at three countries from different regions that have made promising gains in improving public satisfaction with government services.

★ VIETNAM

#3 Overall in Satisfaction with Public Services

Vietnam scored 3rd overall in the Satisfaction with Public Services indicator in this year's CGGI, ranking 15 spots higher than last year. A number of developments could be contributing to the country's robust performance in this area.

Vietnam's sustained economic growth may be a factor. Describing Vietnam as "one of the most dynamic emerging countries in the East Asia region", the World Bank notes that it has been one of the world's fastest-growing economies over the past three decades, and one of the best-performing economies throughout the turbulence of the COVID-19 pandemic.³

Vietnam has also made significant investments in transportation and infrastructure—an element that informs the Satisfaction with Public Services indicator. According to one report, Vietnam's spending on public and private investment in infrastructure in recent years has reached 5.7% of GDP. It has the second-highest spending in Asia after China and the highest investment in infrastructure in Southeast Asia.⁴



The first day in operation of the Cat Linh-Ha Dong metro line. Cat Linh station, Hanoi, Vietnam, 6 November 2021.

Vietnam has made marked progress in other areas tied to a people's quality of life. The average life expectancy in Vietnam improved by five years between 1990 and 2020; access to electricity and clean water has increased dramatically, and its Human Capital Index is the highest among lower middle-income countries.

The Vietnamese government has also been measuring people's satisfaction with public services since 2018, through its Satisfaction Index of Public Administrative Services (SIPAS).⁵ In explaining the rationale for SIPAS, the government stresses the importance of providing all levels of government with objective information about the people's needs, as well as public expectations for and experiences of services provided by state administrative agencies.

SIPAS findings are used to inform changes that create a culture of people-centred public service, and that encourage the public to take part in governance. According to the Vietnamese Government, in 2022 the national median score of SIPAS was 80%—in

other words, eight out of ten Vietnamese surveyed were satisfied.⁶

In 2021, the 13th National Congress of the Communist Party of Vietnam also called for national governance that is modern and efficient.⁷ One target set towards this goal is for local and government agencies to have public satisfaction scores of 90% or greater by 2025.⁸

Digitalisation is one way the country is looking to deliver improved public satisfaction. In 2019, Vietnam launched a National Public Service Portal, where citizens can access more than 2,200 public services online.⁹ In a country with nearly 80% internet penetration, and where there are more cellular mobile connections than there are people, it is easy to envision how such efforts could help connect people to their government, reduce red tape, streamline administrative procedures, and further increase satisfaction with public services.

KAZAKHSTAN

Climbed 42 Spots in Satisfaction with Public Services since 2021

Since the CGGI was first compiled, no country has climbed more ranks in the Satisfaction with Public Services indicator than Kazakhstan. In 2021 it was ranked 83rd in this indicator; in 2024, it ranks 41st.

Like Vietnam, Kazakhstan has seen sustained economic growth—between 2002 and 2022, its GDP per capita climbed from \$1,658 to \$11,492.¹⁰ This growth, according to the World Bank, has transformed Kazakhstan into an upper middle-income economy that has seen reduced poverty and a rise in living standards. A 2023 survey shows that three in four Kazakhstans are optimistic about the country's long-term economic prospects. This economic optimism is also reflected in the greater percentage of people who believe that 2023 was a better time to begin a business than 2022 or 2021.¹¹

Kazakhstan has also been working to digitalise its government—to improve government efficiency and to make public services more accessible. The country's Digital Kazakhstan programme has set the target of providing 100% of state services online. Among the government's digitalisation initiatives is the DigitEL (Digital Era Lifestyle) project, which seeks to

provide effective public administration that solves the needs of citizens through digital transformation.¹² The project features service improvement elements such as a target to deliver faster government services in less than five minutes, tools to enhance social welfare, and platforms to help the government listen to the people more effectively.

Development Asia, an initiative of the Asian Development Bank, has recognised Kazakhstan for its e-government initiatives that make public services more sustainable, inclusive, and equitable.¹³ This progress seems steady and sustained. An e-government index by the UN ranked the country 83rd in 2003.¹⁴ In 2022, the same index ranked Kazakhstan 28th—the 7th highest in Asia.¹⁵

Like Vietnam, Kazakhstan not only performed well during the pandemic—public satisfaction with public service delivery in fact increased between 2019 and 2020¹⁶—but has also been making substantial investments in its transportation infrastructure.



City centre of Astana, the capital of Kazakhstan. Astana, Kazakhstan, 1 December 2019.

Kazakhstan has drawn attention as a growing transport and logistics centre in Central Asia.¹⁷ In 2022, the country invested US\$1.2 billion to improve the connectivity and quality of road transport across the country—which included repairing more than 11,000 kilometres of roads.

SENEGAL

Climbed 32 Spots in Satisfaction with Public Services since 2021

Between 2021 and 2024, Senegal climbed 32 spots—the 2nd largest climb for the indicator—to rank 66th for Satisfaction with Public Services.

The IMF calls Senegal “one of the strongest-growing economies in sub-Saharan Africa”,¹⁸ while the World Bank highlights it as “one of Africa’s most stable countries”.¹⁹ Like Vietnam, Senegal’s response to COVID-19 has also been widely applauded.²⁰

Across a number of other indicators—access to electricity, GDP per capita, life expectancy, literacy rates—the country has progressed positively since the start of the 21st century.²¹

A study by the Global Infrastructure Hub shows that although Senegal’s infrastructure quality lags behind its peers, it invests a greater percentage of its GDP (10%) in infrastructure than countries at a similar income level. Senegal focuses actively on attracting investment for infrastructure projects.²²

Senegal’s government is also enacting a national strategy, known as *Sénégal Numérique 2025* (SN2025), to transform Senegal into a digital society, with improved public service delivery among its goals. Senegal’s strategy has been noted for its participatory approach, which encourages buy-in and implementation among stakeholders.²³ Such an approach could meaningfully improve public satisfaction in two ways: by making public services more efficient, effective, and responsible to public needs, and by fostering a broader sense of participation and inclusion.

What Lessons Might Other Countries Learn?

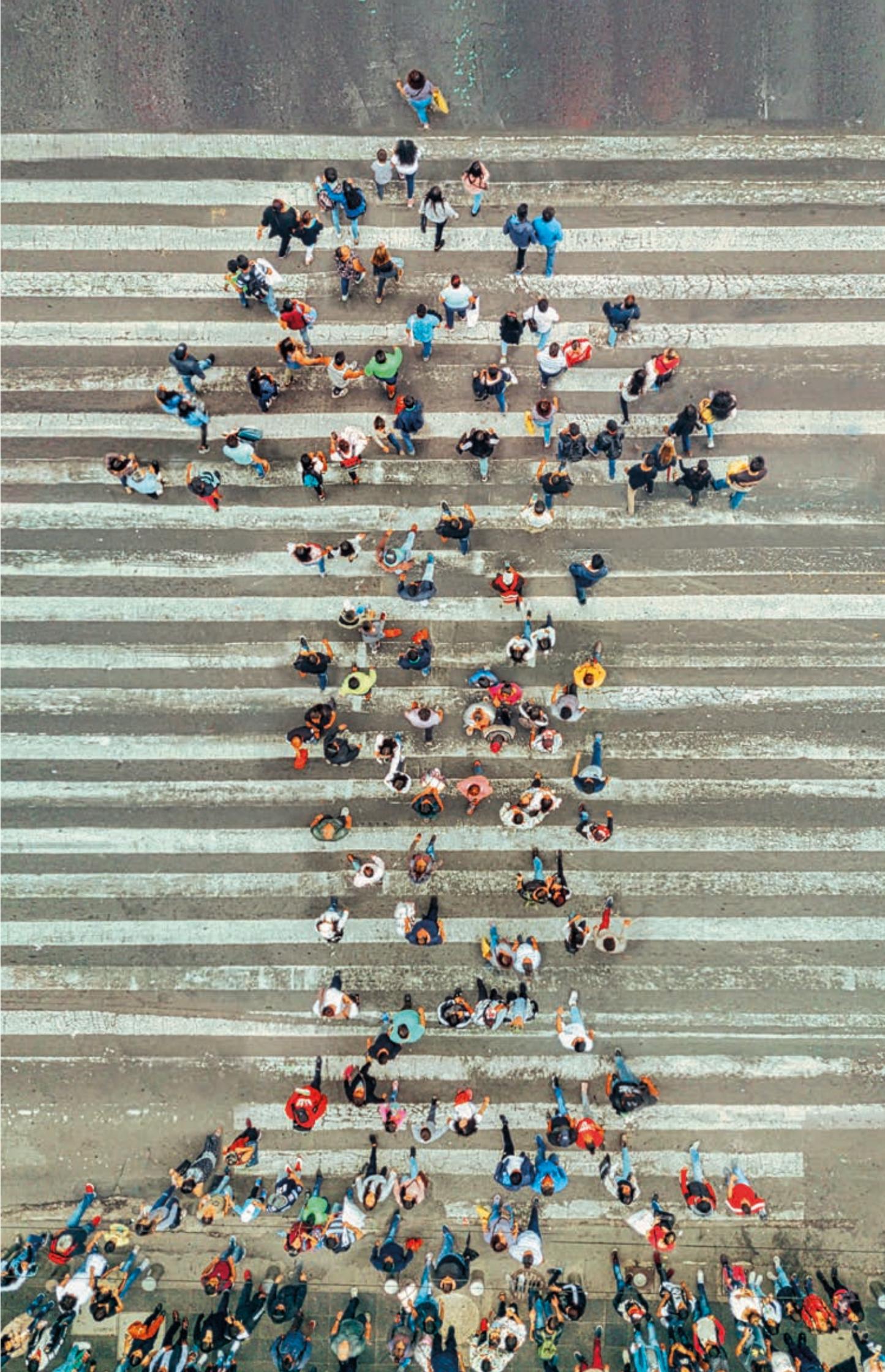
Satisfaction can be subjective, and there are many factors that inform public perception of government services. But apart from having performed well



Senegal’s government is making moves to transform the country into a digital society.

in Satisfaction with Public Services, the countries discussed above also show several traits in common: they feature strong economic growth and the opportunities that flow from it, they make significant investments in infrastructure, and they pursue digitalisation efforts to streamline government services and broaden access. Digitalisation in particular could help countries leapfrog decades of inadequate infrastructure, leading to step improvements in meeting expectations of service delivery, which may then attract greater public satisfaction.

A country’s overall CGGI score tends to remain relatively stable year on year: the core capabilities of governance take years, if not decades, to build. Nevertheless, we do see more marked improvements in individual indicators. As Vietnam, Kazakhstan, and Senegal attest, stronger gains in public satisfaction are possible, even in challenging times and circumstances. One lesson seems clear: progress is possible.



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CGGI in Action

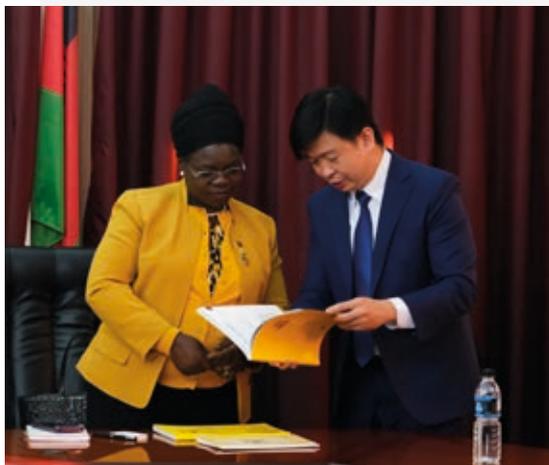
The Chandler Good Government Index was designed to be a useful tool for those working in and around government. Here are just some of the ways the CGGI reaches government leaders, policymakers, students of public administration, social investors, the media, and business professionals.



CGI conducting workshops with government practitioners from Africa and Asia, on using the CGGI as a diagnostic tool to measure government performance.



Doctoral students from the University of the Philippines discuss the CGGI as part of their postgraduate coursework curriculum, Singapore, 18 January 2024.



Copies of the CGGI Report presented to senior government leaders from Uganda, Vietnam, and Malawi.



CGGI

in the Media

Beyond highlighting the importance of investing in government capabilities, the CGGI is shaping discussions around governance in the media. The first three editions of the CGGI have garnered thousands of engagements with journalists and generated scores of news stories, both in print and online. The CGGI’s findings are igniting a chain of conversations between stakeholders and citizens across the globe on the quality of national governance.

The CGGI has also been cited in various prominent op-eds by government and business experts. Commentators reference the comprehensiveness of indicators and range of countries covered, which allow for broad analysis. Furthermore, the CGGI is recognised for its non-ideological and non-partisan focus on government capabilities and national outcomes, which serve as objective measures across all forms of government. Government practitioners and experts who advocate for, and debate, good governance are finding the CGGI to be a useful resource for researching and supporting their findings and arguments.



CGGI 2023 MEDIA FOOTPRINT

1.92K

Engagements with journalists and editors worldwide on the CGGI

49

Articles in print and online



KEY MEDIA

FT FINANCIAL TIMES

“According to the Chandler good government index, Ukraine ranks higher in 2023 than in 2021—showing remarkable progress despite fighting for survival.”



Fergus Drake
Chief Executive Officer of Crown Agents, expert in humanitarian aid and delivering development programmes globally

The Telegraph

“Produced out of Singapore, the 2023 Chandler Good Government Index finds that Japan is ranked first in the world for both international diplomatic heft and international trust.”



Tristen Naylor
Assistant Professor of Politics and History at the University of Cambridge, with 20 years of experience in international affairs and diplomacy

THE STRAITS TIMES

“The Chandler Institute of Governance said its report this year—its third—offers a special focus on how the pillars of good government stand together in the face of a polycrisis, which it defined as a cluster of global crises that interact to produce harms greater than each crisis would individually produce.”



Tham Yuen-C
Senior Political Correspondent of The Straits Times, with over 20 years of journalism experience in politics and legal disputes related to public law and politics

Methodology and Indicator Updates

The CGGI is in its fourth iteration, and an important change to this year's Index is the increase in geographical coverage to 113 countries. These nine new countries are Bangladesh, Benin, Cameroon, Dominican Republic, Luxembourg, Malta, Paraguay, Saudi Arabia, and Slovakia. The 2024 Index also features an improved normalisation methodology and three updated metrics.

1. We have updated the data source of the Regulatory Governance indicator to the "Regulatory Quality" pillar score of the *Worldwide Governance Indicators*, published by the World Bank. This is due to the discontinuation of the World Bank's *Global Indicators of Regulatory Governance*.



Regulatory Governance: The ability of governments to establish clear and sound policies and regulations

2. The data source for the Government Debt indicator has been changed to a self-calculated metric which is a composite of debt-to-GDP ratio and country credit rating. The previous data source, "Debt Dynamics" from the World Economic Forum *Global Competitiveness Index*, is no longer in production.



Government Debt: The ability of a government to manage its debt sustainably

3. The Education indicator has been updated to include the metrics "Youth Literacy Rate", published by UNESCO, and "Share of Youth Not in Education, Employment or Training of the Population", published by the International Labour Organization. These metrics replace the World Bank's "Harmonized Learning Outcomes" metric, which has been discontinued. The original metric of "Years of Schooling", published by the UNDP, continues to be part of the indicator.



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

Overview of Methodology

The Index is designed as a practical tool that government institutions, leaders, and officers can use to support organisational learning and capability development. The Index also contributes to the rich global conversation on the meaning of good government and the importance of governance.

The graphic on page 101 depicts the Index's framework, which is made up of seven pillars and 35 indicators. The 35 indicators are made up of more than 50 metrics—of which almost 40% are quantitative data sources.

The Index uses the most relevant metrics for each indicator, as determined by government and data experts and researchers, and must meet the following criteria:

1. The metric must be distributed in a free-to-access form in the public domain and online. That is, an independent person must be able to access the data from a publicly accessible and free-to-use website. This supports replicability and widespread use.
2. The metric should, as far as possible, be actionable and should measure some quality or capability of governance that government leaders and officers can act on to improve performance.
3. The metric must be quantifiable and, if not directly collected and published as numerical data, there must be a way to convert the data into a clear and relevant numerical format.
4. The metric must provide data points for a sufficiently large range of countries.



CHANDLER
GOOD GOVERNMENT
INDEX

PILLARS



Pillars of the Chandler Good Government Index

The CGGI uses metrics that determine the capabilities of government, that affect the performance of government, and that are within the control of government to influence and improve. In addition, the CGGI also includes several outcome indicators that act as a check, to see the extent to which government capabilities, policies, and inputs generate valuable outcomes for citizens and society.

The Index is made up of 35 indicators, which are organised into a framework of seven pillars. The full list of the indicators and their composition can be found in Table 1 on page 103.

Imputation

Missing data for a given country for a given metric is imputed via two principal methods:

1. Referencing another indicator or study that measures a similar concept or theme.
2. Calculating the average values of "peer" countries by filtering for geography, income and/or population size.

These methods are commonly used by many major global indices.

Transformation and 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, normalised, and aggregated again.

Data Aggregation and 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.

Index Country Coverage

The Index is globally representative and measures a total of 113 countries. The total population of the countries included in the CGGI represent approximately 90% of the overall global population (2023). We will continue to expand our country coverage as more data becomes available.

Limitations and Challenges

The Index is composed of third-party open-source data. As such, the Index is subject to the robustness and methodologies of those data sources. We believe every indicator that is measured in the Index represents an important aspect of good governance, but have chosen not to include certain indicators due to data discrepancies and methodological challenges.

In some cases, a metric used does not provide data points for every country in our Index. Missing data points for countries that are not covered are imputed using standard statistical practices.

The CGGI measures several subjective qualities of a country's government, such as the effectiveness of its leadership in implementing policies, or the stability of business regulations. These qualities of government tend to be assessed through expert assessments or surveys. We acknowledge the subjectivity of the data. We have made every effort to identify and use metrics where the methodology of expert assessments is robust and evidence-driven.

The CGGI ranks countries (overall, by pillar and by indicator) based on their scores to the third decimal place. We recognise the inherent limits and challenges of false precision. When the scores are displayed as rankings, these are ordinal in nature and may not reflect the actual scores of countries.

Opportunities for Further Work by the Research Community

The CGGI calls upon the wider research community to work alongside us around several aspects of governance that we are considering for future iterations of the Index. These research areas include ways to measure:

- Quality of government HR processes
- Central Bank independence
- Effective government communications (especially digital communications)

Table 1: Indicator Definitions and Sources

Pillar One: Leadership and Foresight

Indicator	Definition	Year	Type	Source
Ethical Leadership	Score on the Corruption Perceptions Index, which measures perceptions of corruption in the public sector. This is a composite indicator, and the scale ranges from 0 [highly corrupt] to 100 [very clean].	2022	Survey	Transparency International—Corruption Perceptions Index 2022 https://www.transparency.org/cpi
Long-Term Vision	Response to the survey question: “In your country, to what extent does the government have a long-term vision in place?” [1 = not at all; 7 = to a great extent]	2022	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Government Long-term Vision) 2022 WEF survey data was made available upon request. https://www.weforum.org/reports
Adaptability	Response to the survey question: “In your country, to what extent does the government respond effectively to change (e.g. technological changes, societal and demographic trends, security, and economic challenges)?” [1 = not at all; 7 = to a great extent]	2022	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Government’s Responsiveness to Change) https://www.weforum.org/reports
Strategic Prioritisation	Response to the survey question: “To what extent does the government set and maintain strategic priorities?” [1 = worst; 10 = best] Response to the survey question: “How much influence do strategic planning units and bodies have on government decision-making?” [1 = worst; 10 = best] The two metrics are aggregated, scaled using distance-to-frontier and weighted by 0.75. *The Bertelsmann Stiftung Transformation Index ranks countries based on the extent to which they are transiting towards democracy and a market economy. Country scores in the BTI and SGI are obtained through an expert assessment of two experts per country and four levels of review. Further info can be found on its website: https://www.bti-project.org/en/methodology.html	2022	Survey	Bertelsmann Stiftung Transformation Index* (Prioritisation) https://www.bti-project.org/en/home.html Bertelsmann Stiftung Sustainable Governance Indicators (Strategic Planning (Proxy)) https://www.sgi-network.org/2022/
Innovation	Response to the survey question: “How innovative and flexible is the government?” [1 = worst; 10 = best] Response to the survey question: “To what extent does the government respond to international and supranational developments by adapting domestic government structures?” [1 = worst; 10 = best] The two metrics are aggregated, scaled using distance-to-frontier and weighted by 0.75. *The Bertelsmann Stiftung Transformation Index ranks countries based on the extent to which they are transiting towards democracy and a market economy. Country scores in the BTI and SGI are obtained through an expert assessment of two experts per country and four levels of review. Further info can be found on its website: https://www.bti-project.org/en/methodology.html	2022	Survey	Bertelsmann Stiftung Transformation Index (Policy Learning) https://bti-project.org/fileadmin/api/content/en/downloads/reports/global/BTI_2022_Global_Findings_EN.pdf Bertelsmann Stiftung Sustainable Governance Indicators (Adaptability (Proxy)) https://www.sgi-network.org/2022/

Pillar Two: Robust Laws and Policies

Indicator	Definition	Year	Type	Source
Rule of Law	This measures the perceptions of the extent to which agents have confidence in and abide by the rules of society, in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence.	2023	Survey	Worldwide Governance Indicators—Rule of Law, The World Bank https://www.worldbank.org/en/publication/worldwide-governance-indicators
	This measures the rule of law based on the experiences and perceptions of the general public and in-country legal practitioners and experts worldwide. It provides scores and rankings based on eight factors: Constraints on Government Powers, Absence of Corruption, Open Government, Fundamental Rights, Order and Security, Regulatory Enforcement, Civil Justice, and Criminal Justice.	2023	Survey	World Justice Project—Rule of Law Index https://worldjusticeproject.org/rule-of-law-index/
Quality of Judiciary	Response to the survey question: “In your country, how independent is the judicial system from influences of the government, individuals, or companies?” [1 = not independent at all; 7 = entirely independent]	2022	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Judicial Independence) https://www.weforum.org/reports
	Response to the survey question: “In your country, how efficient are the legal and judicial systems for companies in settling disputes?” [1 = extremely inefficient; 7 = extremely efficient]	2022	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Efficiency of Legal Framework in Challenging Regulations) https://www.weforum.org/reports
Transparency	This indicator is the processes subdomain in Government and Civil Service Transparency for the TRACE Bribery Risk Matrix. It measures aspects of how transparent government regulatory functions are such as transparency in public procurement, transparency in government policymaking, publicised laws, and government data.	2022	Quantitative & Qualitative	TRACE Bribery Risk Matrix—Transparency Sub-indicator https://www.traceinternational.org/trace-matrix
	The Index assigns countries covered by the Open Budget Survey a transparency score on a 100-point scale using a subset of questions that assess the amount and timeliness of budget information that governments make publicly available in eight key budget documents in accordance with international good practice standards. The eight key documents are: Pre-Budget Statement; Executive’s Budget Proposal and Supporting Documents for the Executive’s Budget Proposal; Enacted Budget; Citizens Budget; In-Year Reports; Mid-Year Review; Year-End Report; and Audit Report.	2021	Survey	Open Budget Survey https://internationalbudget.org/open-budget-survey/
Regulatory Governance	The ability of the government to formulate and implement sound policies and regulations that permit and promote private sector development.	2022	Survey	Worldwide Governance Indicators—Regulatory Quality, The World Bank https://www.worldbank.org/en/publication/worldwide-governance-indicators

Pillar Three: Strong Institutions

Indicator	Definition	Year	Type	Source
Coordination	<p>Response to the survey question: "To what extent can the government coordinate conflicting objectives into a coherent policy?" [1 = worst; 10 = best]</p> <p>Composite score of coordination factors from Bertelsmann SGI: Cabinet Committees, Ministerial Bureaucracy, Informal Coordination, Line Ministries [1 = worst; 10 = best]</p> <p>The two metrics are aggregated, scaled using distance-to-frontier and weighted by 0.75.</p> <p>*The Bertelsmann Stiftung Transformation Index ranks countries based on the extent to which they are transiting towards democracy and a market economy. Country scores in the BTI and SGI are obtained through an expert assessment of two experts per country and four levels of review. Further info can be found on their website: https://www.bti-project.org/en/methodology.html</p>	2022	Survey	<p>Bertelsmann Stiftung Transformation Index (Policy Coordination)</p> <p>https://bti-project.org/fileadmin/api/content/en/downloads/reports/global/BTI_2022_Global_Findings_EN.pdf</p> <p>Bertelsmann Stiftung Sustainable Governance Indicators (Inter-ministerial Coordination (Proxy))</p> <p>https://www.sgi-network.org/2022/</p>
Data Capability	<p>The SPI framework assesses the maturity and performance of national statistical systems in five key areas, called pillars. The five pillars are: Data Use, Data Services, Data Products, Data Sources, and Data Infrastructure. The approach taken to the development of the SPI has been to start with a first best framework and then try and find suitable indicators to help measure progress against that framework.</p> <p>E-Government Development Index (EGDI) incorporates the access characteristics, such as the infrastructure and educational levels, to reflect how a country is using information technologies to promote access and inclusion of its people. The EGDI is a composite measure of three important dimensions of e-government, namely: provision of online services, telecommunication connectivity, and human capacity.</p>	2019	Quantitative	<p>World Bank—Statistical Performance Indicators (SPI)</p> <p>https://datanalytics.worldbank.org/SPI/</p>
	<p>E-Government Development Index (EGDI) incorporates the access characteristics, such as the infrastructure and educational levels, to reflect how a country is using information technologies to promote access and inclusion of its people. The EGDI is a composite measure of three important dimensions of e-government, namely: provision of online services, telecommunication connectivity, and human capacity.</p>	2022	Quantitative	<p>The United Nations (UN) E-Government Development Index</p> <p>https://publicadministration.un.org/egovkb/en-us/About/Overview/-E-Government-Development-Index</p>
Implementation	<p>In response to the question: "How effective is the government in implementing its own policies?" [1 = worst; 10 = best]</p> <p>In response to the question: "To what extent can the government achieve its own policy objectives?" [1 = worst; 10 = best]</p> <p>The two metrics are aggregated, scaled using distance-to-frontier and weighted by 0.75.</p> <p>*The Bertelsmann Stiftung Transformation Index ranks countries based on the extent to which they are transiting towards democracy and a market economy. Country scores in the BTI and SGI are obtained through an expert assessment of two experts per country and four levels of review. Further info can be found on their website: https://www.bti-project.org/en/methodology.html</p>	2022	Survey	<p>Bertelsmann Stiftung Transformation Index (Implementation)</p> <p>https://bti-project.org/fileadmin/api/content/en/downloads/reports/global/BTI_2022_Global_Findings_EN.pdf</p> <p>Bertelsmann Stiftung Sustainable Governance Indicators (Implementation (Proxy))</p> <p>https://www.sgi-network.org/2022/</p>
Quality of Bureaucracy	<p>In response to the question: "Assess the quality of the bureaucracy and its ability to carry out government policy." [0 = worst; 1 = best]</p> <p>In response to the question: "Does the bureaucracy have the strength and expertise to govern without drastic changes in policy or interruptions in government services?" [0 = worst; 1 = best]</p>	2023	Survey	<p>Economist Intelligence Unit (Quality of Bureaucracy/ Institutional Effectiveness)</p> <p>https://www.worldbank.org/en/publication/worldwide-governance-indicators</p> <p>Political Risk Services International Country Risk Guide (Bureaucratic Quality)</p> <p>https://www.worldbank.org/en/publication/worldwide-governance-indicators</p>

Pillar Four: Financial Stewardship

Indicator	Definition	Year	Type	Source
Government Debt	<p>This indicator assesses government debt levels using public debt-to-GDP ratios, adjusted according to sovereign credit ratings.</p> <p>A country scores higher by either lowering its debt or improving its credit rating. A country's performance is calculated as the negative product of its public debt-to-GDP ratio and its credit rating score. Credit rating scores are derived from ratings by Fitch, Moody's, and S&P, based on predetermined score bands ranging from 0 ("Default") to 1 ("AAA"). Finally, the distance-to-frontier normalisation is applied.</p>	2023	Quantitative	<p>International Monetary Fund World Economic Outlook—Public Debt to GDP</p> <p>https://www.imf.org/external/datamapper/datasets/GDD</p>
Country Budget Surplus	<p>Net lending (+) / net borrowing (–) equals government revenue minus expense, minus net investment in nonfinancial assets. It is also equal to the net result of transactions in financial assets and liabilities. Net lending/net borrowing is a summary measure indicating the extent to which government is either putting financial resources at the disposal of other sectors in the economy or abroad, or utilising the financial resources generated by other sectors in the economy or from abroad.</p> <p>Countries are scored based on predetermined bands.</p>	2022	Quantitative	<p>IMF—Government Net Lending/Borrowing (5-year average)</p> <p>https://www.imf.org/external/datamapper/GGXCNL_NGDP@WEO/OEMDC/AD</p>
Spending Efficiency	<p>Response to the survey question: "In your country, how efficiently does the government spend public revenue?" [1 = extremely inefficient; 7 = extremely efficient in providing goods and services]</p>	2018	Survey	<p>World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Efficiency of Government Spending)</p> <p>https://www.weforum.org/reports</p>
Country Risk Premium	<p>This measures government debt characteristics and repayment ability. Countries with high sovereign default risk need to issue bonds with higher coupon rates (i.e. premiums) to attract investors and buyers.</p> <p>This is a composite indicator constructed with country credit ratings and credit default swaps. Data is taken from Moody's and S&P. Each metric is scaled to a 0-1 scale and then averaged to get the composite Country Risk Premium indicator.</p> <p>Country credit ratings are assigned scores based on predetermined bands ranging from 0 ("Default") to 1 ("AAA").</p>	2024	Quantitative	<p>NYU Stern—Country Default Spreads and Risk Premiums</p> <p>http://pages.stern.nyu.edu/~adamodar/New_Home_Page/datafile/ctryprem.html</p>

Pillar Five: Attractive Marketplace

Indicator	Definition	Year	Type	Source
Property Rights	Physical Property Rights* Response to the survey question: "In your country, to what extent is property protected?" [1 = not at all; 7 = to a great extent]	2022	Survey	World Economic Forum— Executive Opinion Survey for the Global Competitiveness Index (Physical Property Rights) https://www.weforum.org/reports
	Prindex Physical Property Rights* Response to the survey question: "In the next five years, how likely or unlikely is it that you could lose the right to use this property, or part of this property, against your will?" [1 = Very worried; 4 = Not worried at all]	2020	Survey	Prindex—Prindex Physical Property Rights https://www.prindex.net/data/
	*These two metrics are aggregated using simple average.			
Macroeconomic Environment	Intellectual Property Rights Response to the survey question: "In your country, to what extent is intellectual property protected?" [1 = not at all; 7 = to a great extent]	2022	Survey	World Economic Forum— Executive Opinion Survey for the Global Competitiveness Index (Intellectual Property Rights) https://www.weforum.org/reports
	Standard Deviation of Inflation* The component measures the standard deviation of the inflation rate over the past five years. GDP deflator was used as the measure of inflation for this component. When these data were unavailable, the Consumer Price Index was used.	2023	Quantitative & Assessment	Fraser Institute's—Standard Deviation of Inflation https://www.fraserinstitute.org/economic-freedom/approach
	Static Inflation* Inflation is normalised in a U-shaped function to capture the detrimental effects of high inflation and deflation. Countries with inflation rates between 0.5% and 4% receive the highest possible score of 100. Outside this range, scores decrease linearly as the distance between the optimal value and the actual value increases. We recognise that there is high inflation in the world today. Our research shows that an inflation rate target of 0.5-4 has not changed. Capabilities still matter in the era of high inflation. Hence, we have decided not to change the method of computing this indicator.			International Monetary Fund - Inflation Rate https://www.imf.org/external/datamapper/PCPIPCH@WEO/OEMDC/ADVEC/WEOWORLD
*These two metrics are aggregated using simple average.				
	Unemployment rate refers to the share of the labour force that is without work but available for and seeking employment.	2023	Quantitative & Assessment	International Labour Organization, ILOSTAT database https://ilostat.ilo.org/
	Countries are grouped into two groups based on income level and are scored based on the non-accelerating inflation rate of unemployment (NAIRU) for developed and developing economies. NAIRU Developed: 4-6% NAIRU Developing: 8-13% Countries that have unemployment rates below and up to the NAIRU ceiling will score 1. Countries with unemployment rates higher than their NAIRU ceiling, will have scores that linearly deviate to 0.			

Attracting Investments	Foreign direct investments are the net inflows of investment to acquire a lasting management interest (10% or more of voting stock) in an enterprise operating in an economy other than that of the investor. It is the sum of equity capital, reinvestment of earnings, other long-term capital, and short-term capital as shown in the balance of payments. This metric shows net inflows (new investment inflows less disinvestment) in the reporting economy from foreign investors, and is divided by GDP.	2017-2021, 5-year average	Quantitative	IMF—Net Inflow of Foreign Direct Investment as % of GDP https://www.imf.org/external/datamapper/BFD_GDP@AFRREO/SSA/OEXP/OIMP
	Countries are scored based on predetermined bands.			
	The Index evaluates a variety of regulatory restrictions that typically are imposed on investment. Countries are scored poorly for inefficient and poorly implemented investment laws and practices.	2023	Quantitative	The Heritage Foundation Index of Economic Freedom—Investment Freedom https://www.heritage.org/index/
	The restrictions include: <ul style="list-style-type: none"> • National treatment of foreign investment • Foreign investment code • Restrictions on land ownership • Sectoral investment restrictions • Expropriation of investments without fair compensation • Foreign exchange controls • Capital controls 			
Logistics Competence	This indicator is based on a worldwide survey of operators on the ground (global freight forwarders and express carriers), providing feedback on the logistics “friendliness” of the countries in which they operate and those with which they trade. The components measured are: <ul style="list-style-type: none"> • The efficiency of customs and border management clearance • The quality of trade and transport infrastructure • The ease of arranging competitively priced shipments • The competence and quality of logistics services—trucking, forwarding, and customs brokerages • The ability to track and trace consignments • The frequency with which shipments reach consignees within scheduled or expected delivery times 	2023	Survey	The World Bank—Logistics Performance Index https://lpi.worldbank.org/international/global
Stable Business Regulations	Response to the survey question: “In your country, to what extent does the government ensure a stable policy environment for doing business?” [1 = not at all; 7 = to a great extent]	2021	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Government Ensuring Policy Stability) https://www.weforum.org/reports

Pillar Six: Global Influence and Reputation

Indicator	Definition	Year	Type	Source
International Trade	Number of regional trade agreements (RTAs). RTAs are reciprocal preferential trade agreements between two or more parties and the database is a repository of the legal texts and annexes of all RTAs notified to the World Trade Organization (WTO), preferential tariff and trade data provided by RTA parties, and other related documents. The number of FTAs counted for each European Union (EU) member state includes its bilateral trade agreements with other EU states. This approach recognises the value that each bilateral agreement has, as a platform and capability for encouraging trade between EU member states. These agreements collectively also enhance the EU's global influence as a single trading and economic actor. They hence represent a distinctive government capability of each EU member state that cannot be discounted.	2023	Quantitative	World Trade Organization— Regional Trade Agreements https://www.wto.org/english/tratop_e/region_e/region_e.htm
	Trade freedom is a composite measure of the extent of tariff and nontariff barriers that affect imports and exports of goods and services. Trade-weighted average tariff rates <ul style="list-style-type: none"> Qualitative evaluation of nontariff barriers including quantity restrictions, regulatory restrictions, customs restrictions, direct government intervention 	2023	Quantitative & Qualitative	The Heritage Foundation— Trade Freedom https://www.heritage.org/index
International Diplomacy	Number of Diplomatic Missions Abroad. Data is derived from the Lowy Institute Global Diplomacy Index and desktop research on official foreign ministry websites and secondary sources. Diplomatic missions include: <ul style="list-style-type: none"> Embassies and High Commissions Consulate-General and Consulates, provided they are headed by a dedicated home-based head / chief of missions with accreditation in the host country Permanent missions and representations or delegations to multilateral organisations such as United Nations (UN), European Union (EU), North Atlantic Treaty Organization (NATO), and Organisation for Economic Co-operation and Development (OECD) Representative offices or delegations to countries where there is no formal diplomatic relationship, provided they are headed by a dedicated home-based head / chief of missions 	2023	Quantitative	Number of Diplomatic Missions Abroad https://globaldiplomacyindex.loyinstitute.org/
Nation Brand	This measures the accuracy of the strategic positioning of the national tourism organisations (NTOs) of all 198 countries and territories included in the ranking. The country brand receives a higher rating if that country's NTO focuses its strategic and promotion positioning on the tourism-related brandtags with the highest demand as measured by total online searches from international tourists.	2021	Quantitative	Bloom Consulting—Country Brand Strategy Rating taken from World Economic Forum Travel & Tourism Competitiveness Report 2021 https://www.bloom-consulting.com/
	This indicator measures the average number of international associations meetings held annually in each country between 2017 and 2019. These figures are based on the ICCA Association database, which includes meetings organised by international associations, matching the following criteria: a) take place on a regular basis, b) rotate between a minimum of three countries and, c) have at least 50 participants.	2018-2022	Quantitative	Number of International Association Meetings—The International Congress and Convention Association (ICCA) https://www.iccaworld.org/
Passport Strength	Number of destinations passport-holders can access without a prior visa.	2023	Quantitative	The Henley Passport Index https://www.henleyglobal.com/passport-index

Pillar Seven: Helping People Rise

Indicator	Definition	Year	Type	Source
Education	Education Duration This metric measures the mean of years of schooling for adults aged 25 years and more and expected years of schooling for children of school-entering age.	2022	Quantitative	United Nations Development Programme—Education Index https://hdr.undp.org/content/human-development-report-2021-22
	Basic Education Outcome* Youth literacy rate is the percentage of people aged 15-24 who can both read and write with understanding a short simple statement about their everyday life.	2022	Quantitative	UNESCO Institute for Statistics—Youth Literacy Rates https://data.worldbank.org/indicator/SE.ADT.1524.IT.ZS
	Advanced Education Outcome* Share of youth not in education, employment or training (NEET) is the proportion of young people who are not in education, employment, or training to the population of the corresponding age group: youth (ages 15 to 24); persons ages 15 to 29; or both age groups, depending on country data availability.	2022	Quantitative	International Labour Organization—Share of Youth Not in Education, Employment or Training (NEET) https://data.worldbank.org/indicator/SL.UEM.NEET.ZS
	*These two metrics are aggregated using simple average.			
Health	Life expectancy at birth indicates the number of years a newborn infant would live if prevailing patterns of mortality at the time of its birth were to stay the same throughout its life.	2022	Quantitative	United Nations Population Division World Population Prospects—Life Expectancy at Birth https://population.un.org/wpp/
	Adult survival rate is calculated by subtracting the mortality rate for 15- to 60-year-olds from 1.	2022	Quantitative	United Nations Population Division World Population Prospects—Adult Survival Rates https://population.un.org/wpp/
Satisfaction with Public Services	This measures the satisfaction with public transportation system, roads and highways, and education system.	2022	Survey	Gallup World Poll—Satisfaction with Public Services taken from Worldwide Governance Indicators https://www.worldbank.org/content/dam/sites/govindicators/doc/GWP.xlsx
Personal Safety	This indicator is an aggregate of Global Peace Index—Level of Violent Crime, Gallup’s Law and Order Report, and United Nations Office on Drugs and Crime (UNODC) homicide rates and robbery rates. Metrics are scaled and averaged.	2023	Survey & Quantitative	Economist Intelligence Unit (Level of Violent Crime) taken from Global Peace Index 2023 https://www.visionofhumanity.org/maps/#/ Gallup Law and Order Report 2022 https://www.gallup.com/file/analytics/357173/2021_Global_Law_and_Order_Report.pdf United Nations Office on Drugs and Crime (UNODC) https://dataunodc.un.org/

Environmental Performance	<p>These indicators provide a gauge at a national scale of how close countries are to established environmental policy targets. Environmental performance is measured using the following metrics from the main index:</p> <ul style="list-style-type: none"> • Sanitation & Drinking Water—Unsafe drinking water • Waste Management—Controlled solid waste • Pollutions Emissions—SO₂ growth rate, NO_x growth rate • Water Resources—Wastewater treatment 	2022	Quantitative	<p>Yale—Environmental Performance Index</p> <p>https://epi.yale.edu/</p>
Income Distribution	<p>This indicator measures the extent to which the net distribution of income (that is, post-tax, post-transfers), among individuals or households within an economy deviates from a perfectly equal distribution. A Gini Index score of 0 represents perfect equality, while a score of 100 implies perfect inequality.</p>	2022	Quantitative	<p>Standardized World Income Inequality Database, Solt, Frederick.</p> <p>https://fsolt.org/swiid/</p>
Social Mobility	<p>This indicator is adapted from the WEF’s Global Social Mobility Report, which focuses on policies, practices, and institutions that collectively determine the extent to which everyone in society has a fair chance to fulfil their potential, regardless of their socio-economic background, the origin of their parents, or the place where they were born.</p>	2022	Qualitative & Quantitative	<p>Social Mobility Composite Indicator</p>
Gender Gap	<p>This indicator contains three concepts: the participation gap, the remuneration gap, and the advancement gap. The participation gap is captured using the difference between women and men in labour force participation rates. The remuneration gap is captured through a hard data indicator (ratio of estimated female-to-male earned income) and a qualitative indicator gathered through the World Economic Forum’s annual Executive Opinion Survey (wage equality for similar work). Finally, the gap between the advancement of women and men is captured through two hard data statistics (the ratio of women to men among legislators, senior officials and managers, and the ratio of women to men among technical and professional workers).</p> <p>This subindex captures the gap between women’s and men’s current access to education through ratios of women to men in primary-, secondary-, and tertiary-level education. A longer-term view of the country’s ability to educate women and men in equal numbers is captured through the ratio of the female literacy rate to the male literacy rate.</p>	2023	Qualitative & Quantitative	<p>Global Gender Gap Index—Economic Participation and Opportunity and Educational Attainment</p> <p>https://www.weforum.org/publications/global-gender-gap-report-2023/</p>
Non-Discrimination	<p>This indicator is taken from the World Justice Project—Rule of Law Index, Fundamental Rights pillar. It measures whether individuals are free from discrimination—based on socio-economic status, gender, ethnicity, religion, national origin, sexual orientation, or gender identity—with respect to public services, employment, court proceedings, and the justice system.</p> <p>We recognise there is an overlap in this measure as it is also measured as part of the much broader Rule of Law indicator.</p>	2023	Survey	<p>World Justice Project—Rule of Law Index</p> <p>https://worldjusticeproject.org/rule-of-law-index/global</p>

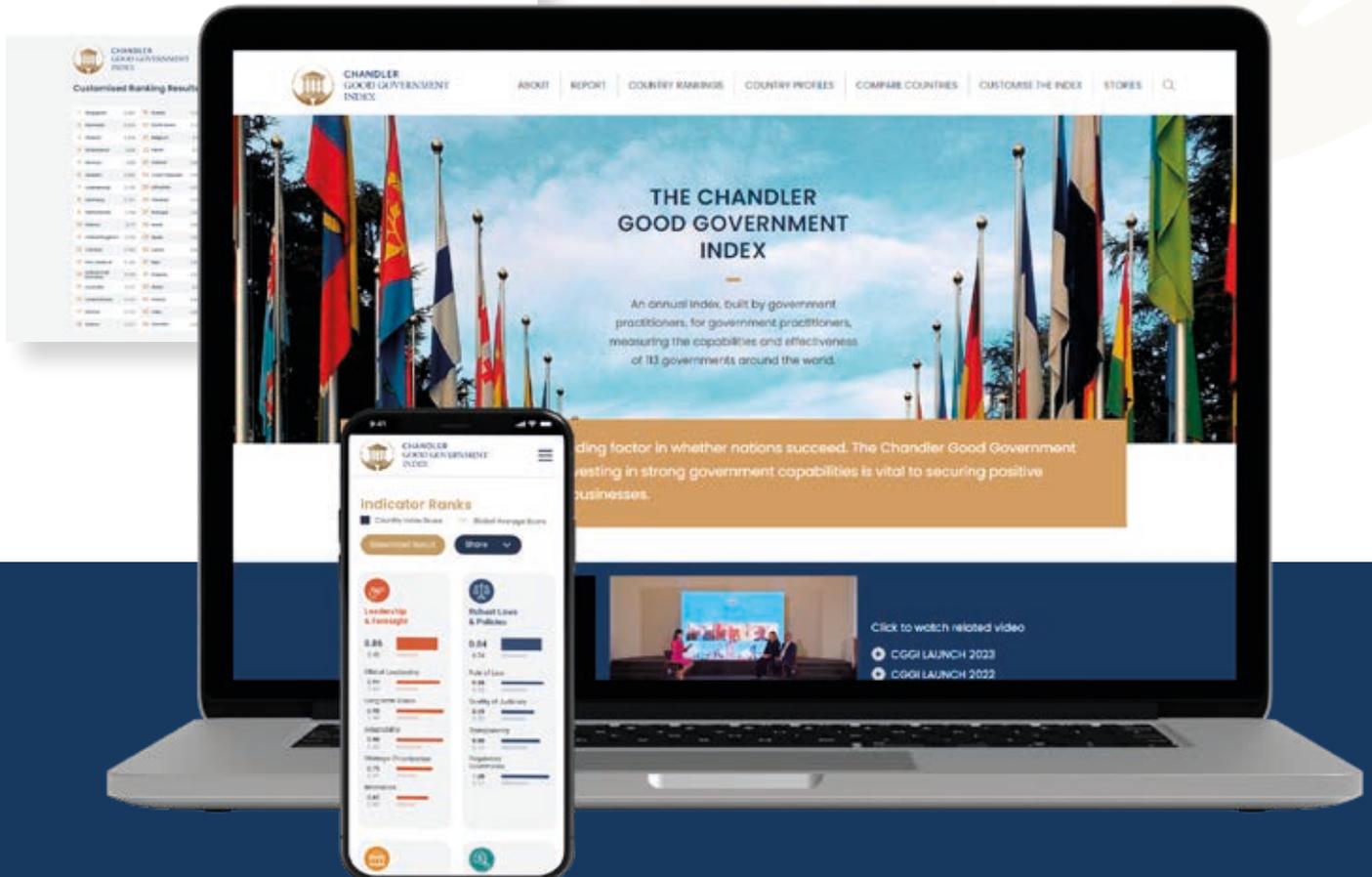
The CGGI Website

The CGGI is designed to turn analysis into action.

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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.

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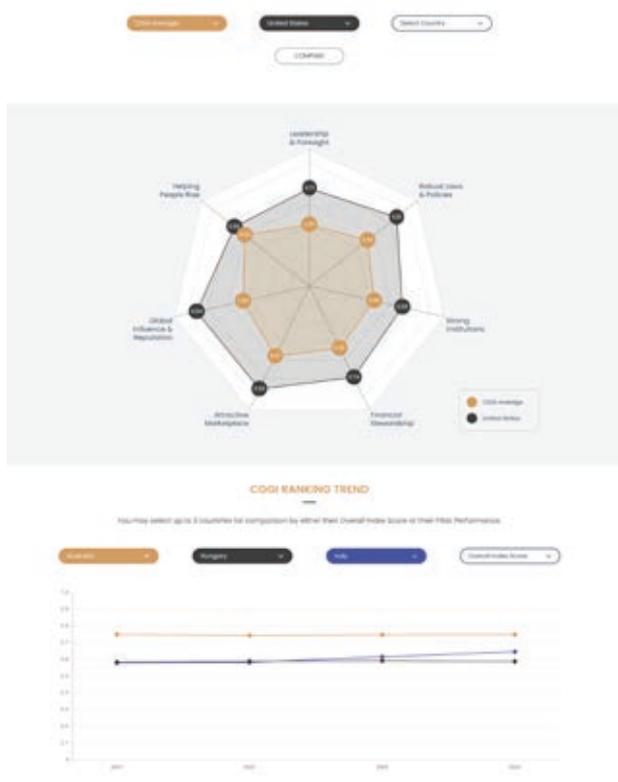
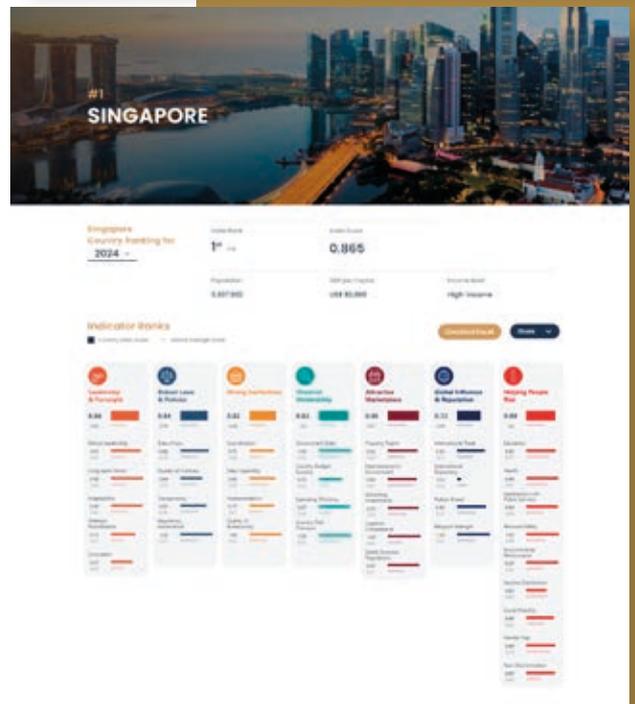
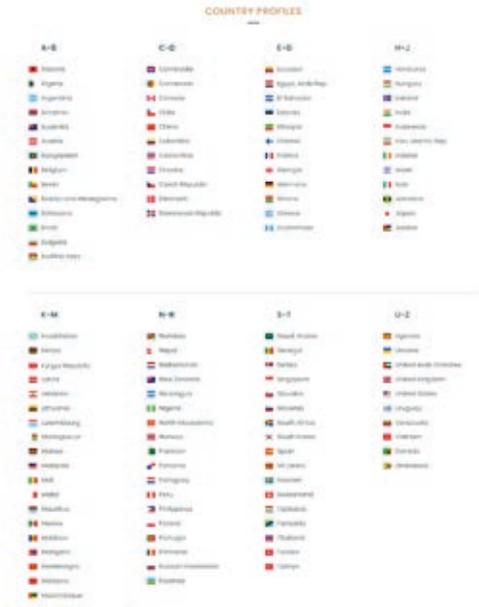


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The **Chandler Institute of Governance (CIG)** is an international non-profit organisation, headquartered in Singapore. CIG supports government leaders in enhancing government performance. We do this through practitioner-oriented training programmes, government projects, and knowledge creation and sharing.

Training

Through the **Chandler Academy of Governance (CAG)**, CIG develops and delivers training programmes for government leaders. Our practitioner-focused programmes are anchored in proprietary models of national development and insights gained from hands-on practical experience. In addition, CAG partners with government leaders and organisations globally in delivering our training programmes. This allows us to draw on good practices globally, while at the same time ensuring that learning is customised to the local context. CAG adopts different learning pedagogies, such as blended learning, to cater to learners' needs, improve accessibility to learning, and maintain high learner engagement levels.

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CIG works in close partnership with national and local governments to undertake practical projects to strengthen their institutional architecture, design new systems and processes, enhance existing ones, and equip public servants with the knowledge, skills, and tools necessary for improved public service delivery. We believe that different circumstances and contexts require different approaches. Hence, our approach is to facilitate goal assessment and strategic planning exercises, clarify institutional priorities, identify stakeholder needs, evaluate policy options, and identify concrete recommendations and action steps, to support decision-making by governments. We then work closely with our government partners and our network of public sector experts and practitioners worldwide to implement and see through initiatives and build internal capabilities for long-term ownership.

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CIG partners with the Government of Malawi to train master trainers in 13 selected agencies to support the implementation of the enhanced individual performance management system in the Malawi Civil Service. Lilongwe, Malawi, 27 November 2023.



Senior Vietnamese public sector leaders participate in the Modern and Effective National Governance Programme for Emerging Leaders (MENGPPEL), a collaboration between CAG and the National Academy of Public Administration. Hanoi, Vietnam, 24 February 2023.

implementation, and capability-building across various domains of governance. They range from Practice Guides and Case Studies, to the histories of *Greats in Governance* and global surveys.

Governance Matters is our flagship practitioner-focused magazine that features positive stories and public sector tradecraft from government leaders and experts globally. Distributed to public leaders across more than 140 countries, *Governance Matters* catalyses meaningful conversations on the tradecraft of good and effective governance.

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Core Expert Group discussion to refine the Chandler Integrity Assessment Scorecard (CIAS) for in-country implementation. London, United Kingdom, 28 February 2024.

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Top Performers & Rising Stars (page 30)

1. For year-on-year comparability, this analysis only covers the 104 countries listed in the CGGI since 2021. The nine new countries added in 2024 are not included in the regional groupings.
2. The regional classifications used in this commentary are based on the United Nation's M49 standard (<https://unstats.un.org/unsd/methodology/m49/>) and World Bank (<https://data.worldbank.org/country>). A full list of these regional groupings can be found in Appendix 1, on page 122 of this Report.
3. "Significant improvement" means an increase in score of over 0.05 in a given pillar (0-1 scale).
4. Other countries in the top ten for improvers in overall score from 2021 to 2024, and that should be recognised, are: Italy, China, Mongolia, Lithuania, Singapore, and Georgia.
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Appendix 1: Region Classification

The regional groupings below draw on the World Bank's regional classifications (<https://data.worldbank.org/country>) and the United Nations' M49 Standard Country or Area Codes for Statistical Use (<https://unstats.un.org/unsd/methodology/m49/>).

CGGI Region Classification	Countries
Australia & New Zealand	Australia, New Zealand
Central & West Asia	Armenia, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Türkiye
East Asia	China, Japan, Mongolia, South Korea
Eastern Europe	Bulgaria, Czech Republic, Hungary, Moldova, Poland, Romania, Russian Federation, Slovakia, Ukraine
Latin America & Caribbean	Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela
Middle East & North Africa	Algeria, Egypt, Iran, Islamic Rep., Israel, Jordan, Lebanon, Morocco, Saudi Arabia, Tunisia, United Arab Emirates
North America	Canada, United States
Northern Europe	Denmark, Estonia, Finland, Iceland, Ireland, Latvia, Lithuania, Norway, Sweden, United Kingdom
South Asia	Bangladesh, India, Nepal, Pakistan, Sri Lanka
South-East Asia	Cambodia, Indonesia, Malaysia, Philippines, Singapore, Thailand, Vietnam
Southern Europe	Albania, Bosnia and Herzegovina, Croatia, Greece, Italy, Malta, Montenegro, North Macedonia, Portugal, Serbia, Slovenia, Spain
Sub-Saharan Africa	Benin, Botswana, Burkina Faso, Cameroon, Ethiopia, Ghana, Kenya, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zambia, Zimbabwe
Western Europe	Austria, Belgium, France, Germany, Luxembourg, Netherlands, Switzerland

