# CHANDLER
# GOOD GOVERNMENT INDEX

**2025 REPORT**

# CHANDLER
## GOOD GOVERNMENT
## INDEX

# The Chandler Good Government Index® 2025

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**Chandler Institute of Governance**
20 Collyer Quay, #10-03,
Singapore 049319
**https://www.chandlerinstitute.org/**

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# Letter From the Editors

The Chandler Good Government Index (CGGI) was launched in 2021 as the world's most comprehensive measure of national government capability and effectiveness.

In this milestone fifth edition, the CGGI's global coverage continues to grow. Seven new countries have been added to the Index for 2025, bringing the total number of countries tracked for government performance to 120. We report on the CGGI's winners of the governance competition, as well as other promising countries on the rise.

With five years of time series data on government performance worldwide, we uncover insights on trends and trajectories in the Index, revealing striking changes both for individual countries as well as globally.

For the first time, we dive deeper into the performance of the five regions that make up the CGGI's world map. We also spotlight countries within each region that have advanced their government capabilities, in quite different circumstances, and often against considerable odds.

As the world roils from geopolitical tensions, economic shocks to climate challenges, the less fit will fall further and faster behind. A country's ability to stay the course through stormy conditions has become more vital than ever for present survival and future success. As the old adage that Rome was not built in a day reminds us, the capabilities of good government that any country needs in order to do well take decades, not just a year, to design, develop, and deploy.

This is where our attention to how governance is advancing over time, alongside absolute year-on-year performance, is salient. It allows us to assess government effectiveness for continuity as well as responsiveness. We want to mark both short-term and longer-term gains in efforts to improve governance— or backsliding when it occurs.

We also look at performance in each of the seven pillars that make up the Index, recognising countries that have shown sterling progress in each of these core aspects of good government—the list of standout countries may prove surprising.

We are as ever grateful to our contributors for sharing their experiences and insights with fellow government practitioners through this Report. Their experiences show that no matter how challenging the context, measurable and meaningful progress can be made.

Whatever the operating conditions might be today, we believe building up good—and ultimately high-performing—government is the best way for any country to play the long game and win a better future. We hope the CGGI, and this Report, will guide and inspire all those in government in this ongoing endeavour.

Dr Alvin Pang
Mazlan Ahmad
Editors

# The Chandler
# Good Government Index 2025
# The Winners

**1**

**=**

**Singapore**

Maintained rank
from 2024

**2**

**=**

**Denmark**

Maintained rank
from 2024

**3**

**=**

**Norway**

Maintained rank
from 2024

**4**

**=**

**Finland**

Maintained rank
from 2024

**5**

**=**

**Sweden**

Maintained rank
from 2024

**6**

**=**

**Switzerland**

Maintained rank
from 2024

**7**

**=**

**Netherlands**

Maintained rank
from 2024

**8**

**▲**

**Germany**

Improved 1 place
from 2024

**9**

**▲**

**United Arab Emirates**

Improved 5 places
from 2024

**10**

**▼**

**Luxembourg**

Declined 2 places
from 2024

## 11
**Ireland**
Declined 1 place
from 2024

## 12
**Australia**
Declined 1 place
from 2024

## 13
**New Zealand**
Declined 1 place
from 2024

## 14
**Canada**
Improved 1 place
from 2024

## 15
**Estonia**
Improved 1 place
from 2024

## 16
**United Kingdom**
Declined 4 places
from 2024

## 17
**South Korea**
Maintained rank
from 2024

## 18
**France**
Improved 1 place
from 2024

## =19
**Austria**
Declined 1 place
from 2024

## =19
**Japan**
Improved 1 place
from 2024

4

# Governance Competition: The Winners in 2025

**T**he world is increasingly on edge. Social unrest and economic pressures have prompted profound policy shifts, incited protests, deepened political divides, and eroded trust in political and economic institutions.[1]

Against this backdrop of stormy developments and crisis after crisis, we ask: who is holding steady—or even pulling ahead—in the most critical competition of our time?

## The Lions Roar

Legend has it that a 13th century prince from a powerful kingdom in maritime Southeast Asia set foot on a small island at the southern tip of the Malay Peninsula. There, he spotted a creature said to be a lion. Taking this as an auspicious sign, he named the island "Singapura" or "Lion City", a name that would endure and evolve into modern-day Singapore.

Singapore once again tops the CGGI in 2025—its fourth time in pole position since the Index was launched in 2021. The gap between Singapore and its closest competitor has only grown, as the country continues to improve on the CGGI, from year to year.

Denmark and Norway, which also have the lion boldly emblazoned on their coat of arms, defend their second and third place positions from 2024 this year. Denmark, in particular, has shown remarkable progress in a crowded field near the top of the list: over the past five years it has ascended steadily to 2nd in 2025 from 6th in 2021, improving its scores in six out of seven CGGI pillars.
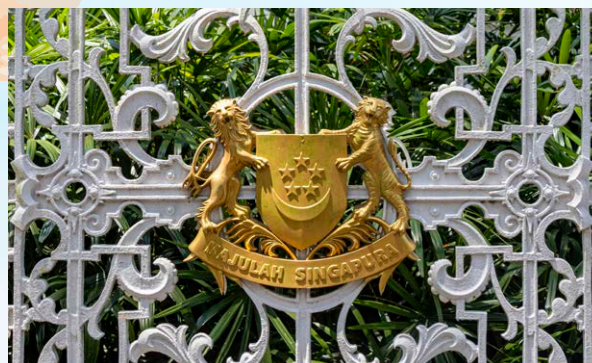


Lions of Governance. Top: The golden coat of arms found at the main gate of The Istana, Singapore. Centre: The Danish coat of arms above the gate at Frederiksborg Castle, Hillerød, Denmark. Bottom: Norway's coat of arms carved into the door of an old hall known as Håkon's Hall, Bergen, Norway. These countries—each bearing lions on their crests—lead the CGGI 2025 rankings with strength, consistency, and roaring good government.

**CGGI Scores for the Top Three Countries**
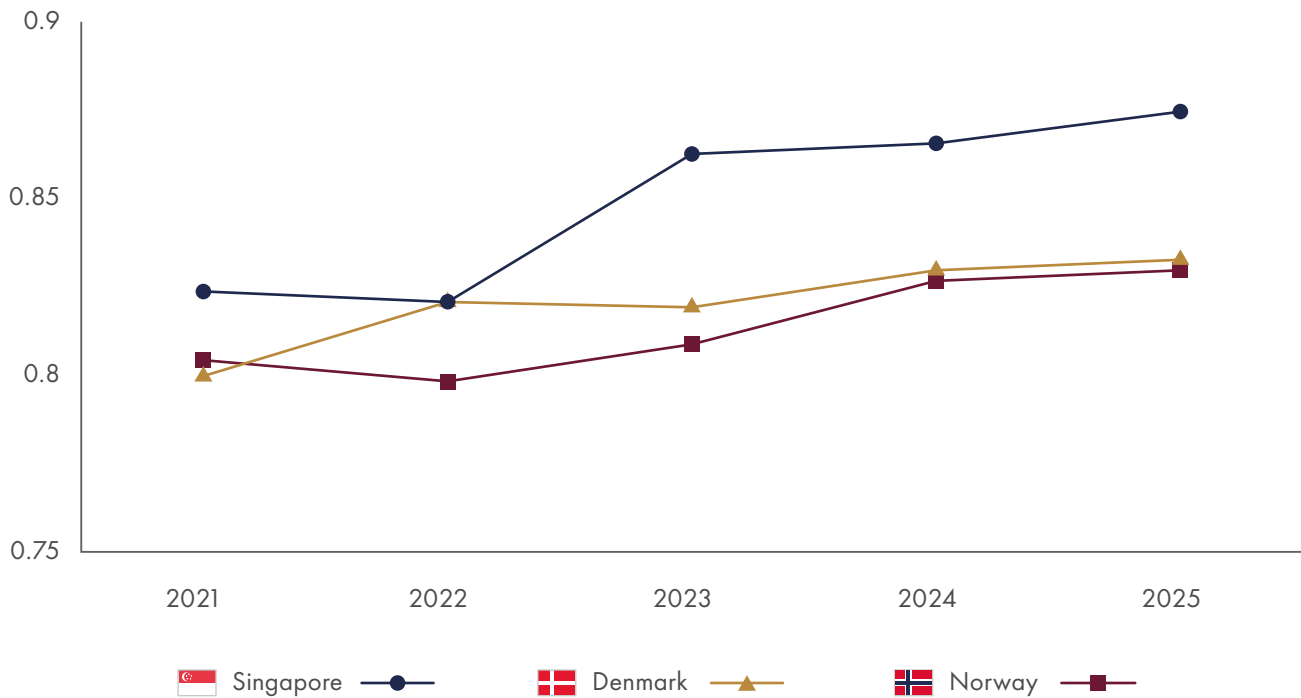


## Rounding up the Top 20

European countries once again dominate the top rankings this year, taking 13 out of the top 20 spots in CGGI 2025. Northern Europe shines particularly bright, with Finland and Sweden rounding up the top five.

Meanwhile, countries from the Asia Pacific region are also making their mark. In addition to Singapore, Australia, Japan, New Zealand, and South Korea have all remained in the top 20.

In a striking development, the United Arab Emirates (UAE) has broken into the top ten, climbing from 14th place in 2024 to 9th in 2025. As the only Middle Eastern country in the top 20, the UAE's evolution from 2021 to 2025 has been both broad-based and profound. The UAE has improved in six of its seven pillars, with Financial Stewardship taking centre stage. We explore the UAE's remarkable journey later in this report.

## Waiting in the Wings: U.S.

Ranked 23rd this year, the U.S. is one of two G7 countries not ranked within the top 20 this year, declining from 21st in CGGI 2024. While the country performs well in most areas, it faces notable challenges in the Financial Stewardship pillar, where scores were dragged down by weaknesses in the Spending Efficiency and Country Budget Surplus indicators. Additionally, the country's performance in the Helping People Rise pillar—which looks at a government's ability to deliver outcomes that are important to citizens, such as Personal Safety, Income Distribution, and Non-Discrimination—lags behind its peers.

In contrast, Lithuania, just outside the top 20, warrants special mention for its steady progress on the CGGI. The country has advanced from 30th in 2021 to 25th in 2025, recording consistent improvements (in score) each year.

## Good Governance is Not Built in a Day

The top 20 has shown remarkable stability across the past five years. Of the countries on the list, 18 have stayed within the top 20 between 2021 and 2025, even if their relative positions have shifted. This stability is not surprising, since the CGGI focuses on capabilities that take time to build. Good government is never a matter of chance: it results from a long, painstaking process of architecting institutions, strengthening systems, developing skills, and, perhaps most crucially, cultivating a culture of integrity and excellence.

This is why it is more important than ever to begin the work of building high-performance government, today.

# Government Effectiveness Around the World

*The Chandler Good Government Index has been measuring government effectiveness—both in terms of capabilities and outcomes—annually since 2021. Beyond the top 20, certain countries stand out for their achievements.*

**Winners by...**

## ...Region

**Africa**
🇲🇺 **Mauritius**

**Asia Pacific**
🇸🇬 **Singapore**

**Europe & North America**
🇩🇰 **Denmark**

**Latin America & Caribbean**
🇺🇾 **Uruguay**

**Middle East, Central & West Asia**
🇦🇪 **United Arab Emirates**

## ...Income Group

**High Income**
🇸🇬 **Singapore**

**Upper-Middle Income**
🇨🇳 **China**

**Lower-Middle Income**
🇻🇳 **Vietnam**

**Low Income**
🇷🇼 **Rwanda**

## ...CGGI Pillar

**Leadership & Foresight**
🇸🇬 **Singapore**

**Robust Laws & Policies**
🇫🇮 **Finland**

**Strong Institutions**
🇸🇬 **Singapore**

**Financial Stewardship**
🇳🇴 **Norway**

**Attractive Marketplace**
🇸🇬 **Singapore**

**Global Influence & Reputation**
🇩🇪 **Germany**

**Helping People Rise**
🇸🇬 **Singapore**

# Introducing Seven New Countries

*In 2025, CGGI has added seven new countries to its rankings—Angola, Bolivia, Côte d'Ivoire, Cyprus, Kuwait, Laos, and Sierra Leone—bringing its total coverage to 120 countries with 90% of the world's population.*

**119**

### Sierra Leone

Sierra Leone, which means Lion Mountains in Portuguese, is named for the hills encircling Freetown Harbour, Africa's largest natural harbour. It ranks highly in Attracting Investments, driven by its strategic location, abundant natural resources,[1] and government-instituted reforms.[2]

**110**

### Bolivia

One of only two landlocked countries in South America, Bolivia is home to the Salar de Uyuni—the world's largest salt flat and richest lithium source. It ranks 19th in Price Stability, although economic pressures may exert upward price momentum in the future.[3]

**90**

### Côte d'Ivoire

Côte d'Ivoire is the world's largest cocoa exporter and an emerging oil player. It is Africa's second-fastest growing country, ranking 6th in Price Stability partly due to shared currency and sound monetary policies within the West African Economic and Monetary Union.[4]

**37**



### Cyprus

As Europe's largest ship management centre[5] and a highly trade-dependent nation, Cyprus generates nearly all its GDP from exports and imports of goods and services[6]—securing the 2nd spot in the International Trade indicator.

**53**



### Kuwait

One of the world's largest oil producers, Kuwait leaps to 1st place in the Country Budget Surplus indicator with soaring oil output and accelerated infrastructure growth projects.[7]

**103**



### Laos

Laos, with its mountainous terrain and rich natural resources supporting an agriculture-based economy, ranks highly in Long-Term Vision through sustainable agriculture initiatives such as Vision 2040.[8]

**118**



### Angola

Known for its vast mineral and petroleum reserves, Angola is among the world's fastest-growing economies, ranking 5th in the Country Budget Surplus indicator as increased investments in oil and gas infrastructure drive robust economic growth.[9]

# Taking Flight, Waiting in the Wings

*Countries with significant shifts (2021–2025)*

**B**uilding capabilities in government is slow, painstaking work. It takes many years of concerted effort to nurture talent, design effective systems and processes, and establish robust, credible institutions. Often quietly accomplished behind the scenes, this foundational work seldom receives the same attention as more visible achievements, such as the unveiling of a new hospital or airport.

In these pages, we celebrate the countries that have made remarkable strides in the CGGI over the past five years—countries poised to soar. At the same time, we highlight countries with systems of governance that remain figuratively grounded; still in the process of building up the momentum needed to take flight.

Mongolia dazzles, rising from 88th in 2021 to 76th in 2025—as a star rapidly on the rise, it trails only the UAE. The country has made impressive progress in Leadership & Foresight (+6), with gains in its Long-Term Vision (+2) and Adaptability (+4) indicators.

Mongolia's Vision 2050 strategy seeks to address longstanding problems, such as rising income inequality, environmental deterioration, and worsening corruption.[1] Over the past 30 years, the

## Largest Decline

**Sri Lanka**
▼ 25 places

**Panama**
▼ 24 places

**Honduras**
▼ 23 places

**Lebanon**
▼ 18 places

**Nicaragua**
▼ 18 places

**Argentina**
▼ 18 places

country has tripled its GDP per capita, transitioning as an upper-middle-income nation in 2024.[2] Life expectancy increased significantly, from 62.8 years in 1989 to 70.4 years in 2019. Mongolia also shows promise as an Attractive Marketplace (+12), making notable headway in Attracting Investments, particularly to its mining industry.

Italy, too, stands out as a rising global star, moving up from 35th in 2021 to 29th in 2025. It has progressed admirably across four pillars, particularly with improvements in Leadership & Foresight.

Since 2021, Italy has embarked on transformative administrative reforms, aimed at simplifying and digitising governmental procedures for efficiency. In 2022, the government introduced legislation to restructure the civil service: defining professional profiles of public sector employees, unifying recruitment platforms, and streamlining the hiring process.[3]

We unpack the performance of other rising stars— Jordan, the UAE, and Vietnam—in subsequent sections of this report.

## Most Improved

| Italy | Jordan | Vietnam | Mongolia | UAE |
|-------|--------|---------|----------|-----|
| ▲ 6 places | ▲ 11 places | ▲ 12 places | ▲ 12 places | ▲ 19 places |

# Five Years On— What Does 'Good' Government Look Like?

**T**he Chandler Good Government Index (CGGI) launched in 2021 amid a world still reeling from the grip of a global pandemic. As governments—ready or not—raced to protect lives and secure livelihoods, the CGGI offered a timely lens to measure government effectiveness across the world.

In 2022, we found that governance quality was a better predictor of pandemic preparedness than income level. In 2023, we looked at how "good" governments seemed more able in responding to polycrisis. Last year, we highlighted how they are also better equipped to govern for the future.

Each year, the message has been simple and clear: the quality of governments matters—for resilience, for prosperity, for progress. Now in its fifth year, the CGGI reinforces this message. One of its most consistent findings is the strong link between government capabilities—measured in the first six pillars of the CGGI—and outcomes that Help People Rise, the seventh and final pillar. The relationship has only grown stronger over the past five years. In short, capable governments generally deliver better results.

This year, we dive into five years of CGGI data to uncover what the numbers reveal about the nature and quality of governance globally.

**Capable Governments Deliver Better Outcomes**
**(r = 0.93)**
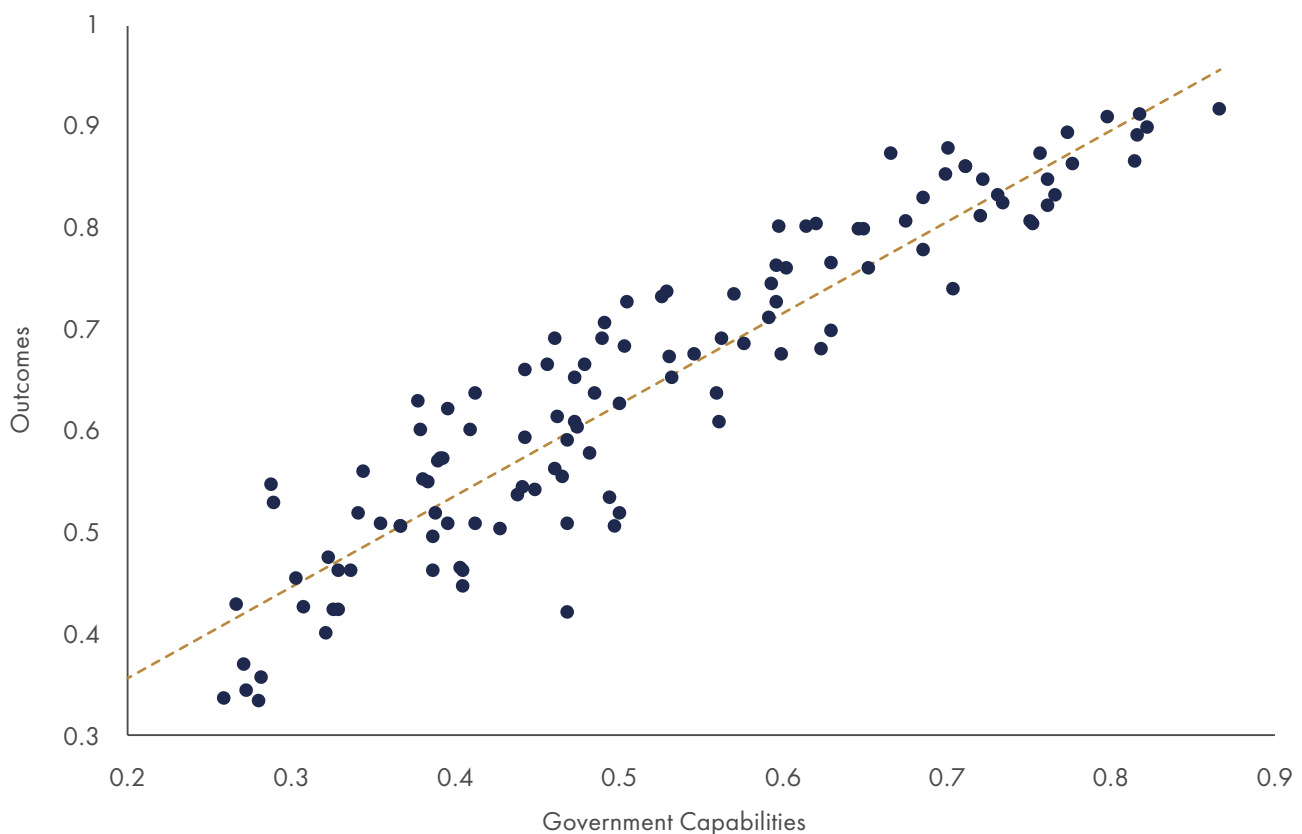
**Widening Governance Gap (2021–2025)**



Countries ranked 1–52 in 2021

0.24

0.26

Countries ranked 53–104 in 2021

Average Score
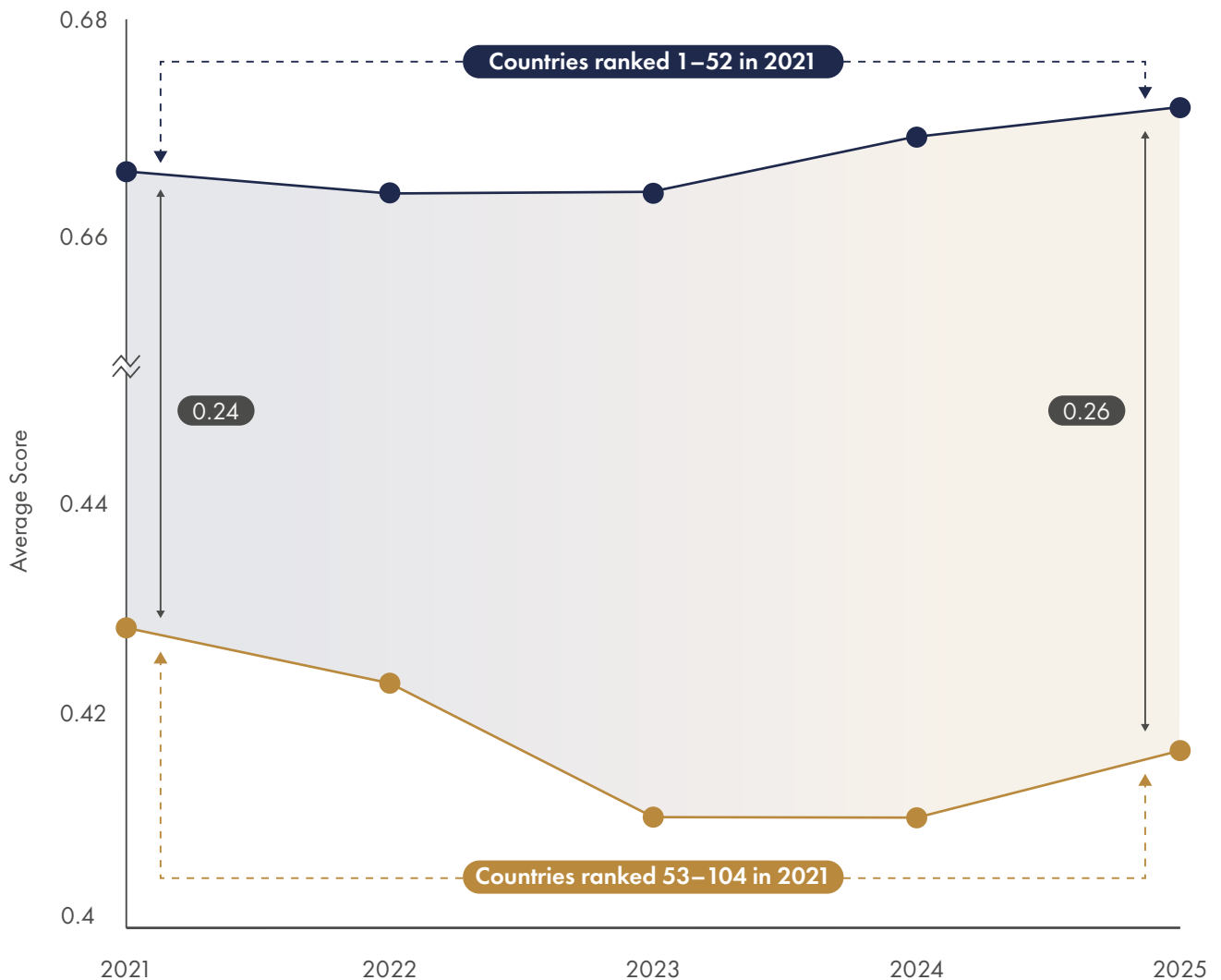
## The Governance Gap: The Better Improve, The Weaker Decline

The overall picture is not rosy. Between 2021 and 2025, 57 countries saw their CGGI scores decline, while only 45 made gains. Even among the improvers, progress has been choppy. Just five countries—the United Arab Emirates (UAE), Spain, Vietnam, Mongolia, and China—made consistent year-on-year improvements over the five years.

More troubling still is the pattern of bifurcation in the global governance landscape: the best are getting better while the weaker ones are declining. This widening divide is what we call the governance gap. Countries ranked in the top half in CGGI 2021 have, on average, improved their CGGI scores over the past five years. Conversely, countries in the bottom half have, on average, slipped noticeably,

although a slight uptick in the past year may offer some cautious optimism.

The governance gap is also apparent across geographies. The performance of countries from Africa and Latin America & the Caribbean—which were already the weakest—has declined most sharply over the past five years. In contrast, countries from Europe & North America and Asia Pacific—already leading the pack—have largely improved over the same period (see chart on next page).

A closer look at sub-regional trends underscores this widening governance gap between the broader regions. South Asia and Sub-Saharan Africa, already the weakest performers on the CGGI, have seen their scores decline over the past few years.

**Widening Governance Gap by Region (2021—2025)**
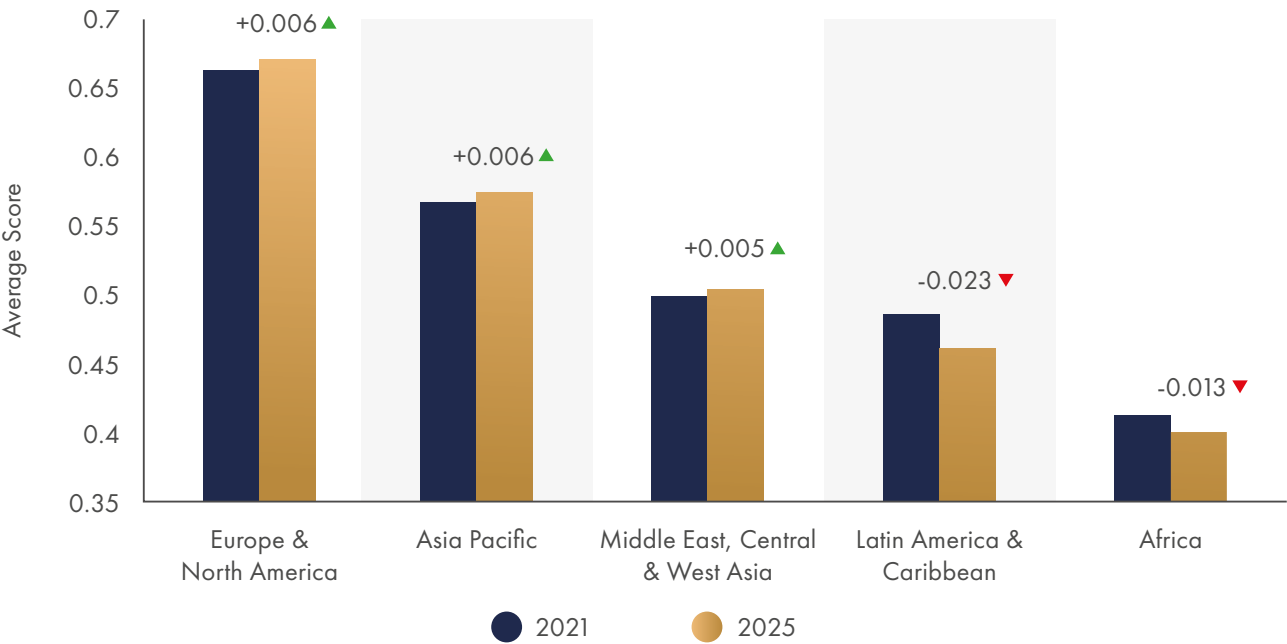


# China's Progress Towards Effective Government

China ranked 41st on the CGGI in 2025, which is a slight improvement from its 42nd place in 2021. Its rank improvement was tempered by the inclusion of new countries over the years, some of which were ranked above China. It is notable that China is one of the few countries to have made consistent and credible year-on-year score improvements.

China's improvements in the CGGI ranking are due in large part to progress in Leadership & Foresight, where it ranks 17th. Within this pillar, China does particularly well in two areas: Long-Term Vision and Adaptability. The country is now on to its 14th Five-Year National Development Plan, which represents a coordinated and intentional strategy for the government and the country between 2021 and 2025.

Despite challenges to China's economic growth in recent years, the country fares relatively well in the Attractive Marketplace pillar, ranking 35th.

This has been helped by robust improvements in the Stable Business Regulations indicator.

China also saw improvements in the International Trade indicator over the past five years, as the country sought to expand its international economic space—a move that seems prescient in today's geopolitical environment.
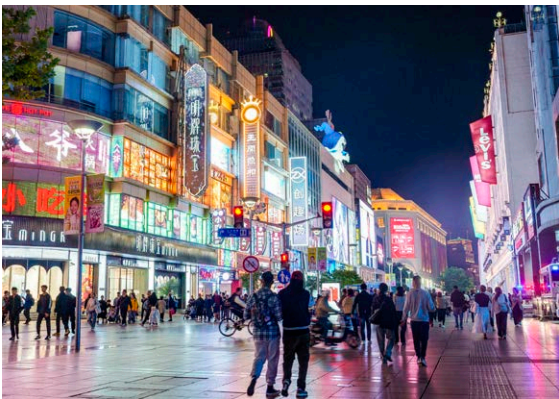


Nanjing Road in Shanghai, one of China's busiest commercial streets. Shanghai, China, 8 May 2024.

## A Poorer, More Fragmented World?

A key driver behind these movements is deteriorating performance in Financial Stewardship—the CGGI pillar that saw the sharpest decline across the board over the past five years. Only one region—Middle East, Central & West Asia—eked out a small improvement, with seven out of the 12 countries showing positive momentum.

One indicator in particular stands out: Country Budget Surplus. This indicator suffered steep declines across the board, reflecting the immense fiscal strain triggered by the widespread surge in pandemic spending and concurrent drop in revenues. Many countries were caught off-guard, leading to disruptions in budget plans, emergency spending, and reliance on various other resources to finance additional investments.[1] This impact still lingers as global growth remains subdued: IMF projections at the start of this year for 2025 and 2026 stood at 3.3%, below the pre-pandemic historical average of 3.7%.[2]

Meanwhile, geopolitical tensions are rising across the world. Generally, country performance on the Global Influence & Reputation pillar has declined over the past five years, with a more acute dip especially in the past one year. Only the Middle East, Central & West Asia region bucked the trend, while the average country score for all other regions declined over the past five years. This points to an erosion in governments' capabilities to sustain diplomatic networks and nurture international partnerships, at a time when the need for this is even greater.

## Strengthening Institutions, Helping People Rise

Not all is doom and gloom. From 2021 to 2025, many regions recorded meaningful gains in the Strong Institutions pillar. This looks at how effectively government ministries, departments, and agencies translate plans and policies into concrete action. Standout performers under the pillar include the UAE, Singapore, and Italy—countries that are also among the biggest overall improvers on the CGGI.

Also encouraging is the momentum in Helping People Rise, the second most improved pillar over the five-year period. Most regions performed better, with the UAE again leading the way, followed by Spain and Uruguay. In Northern Europe, Finland and Latvia made their mark among the top ten improvers in this pillar.

### Average Pillar Score Changes by Region (2021 to 2025)



Legend: Europe & North America · Asia Pacific · Middle East, Central & West Asia · Latin America & Caribbean · Africa
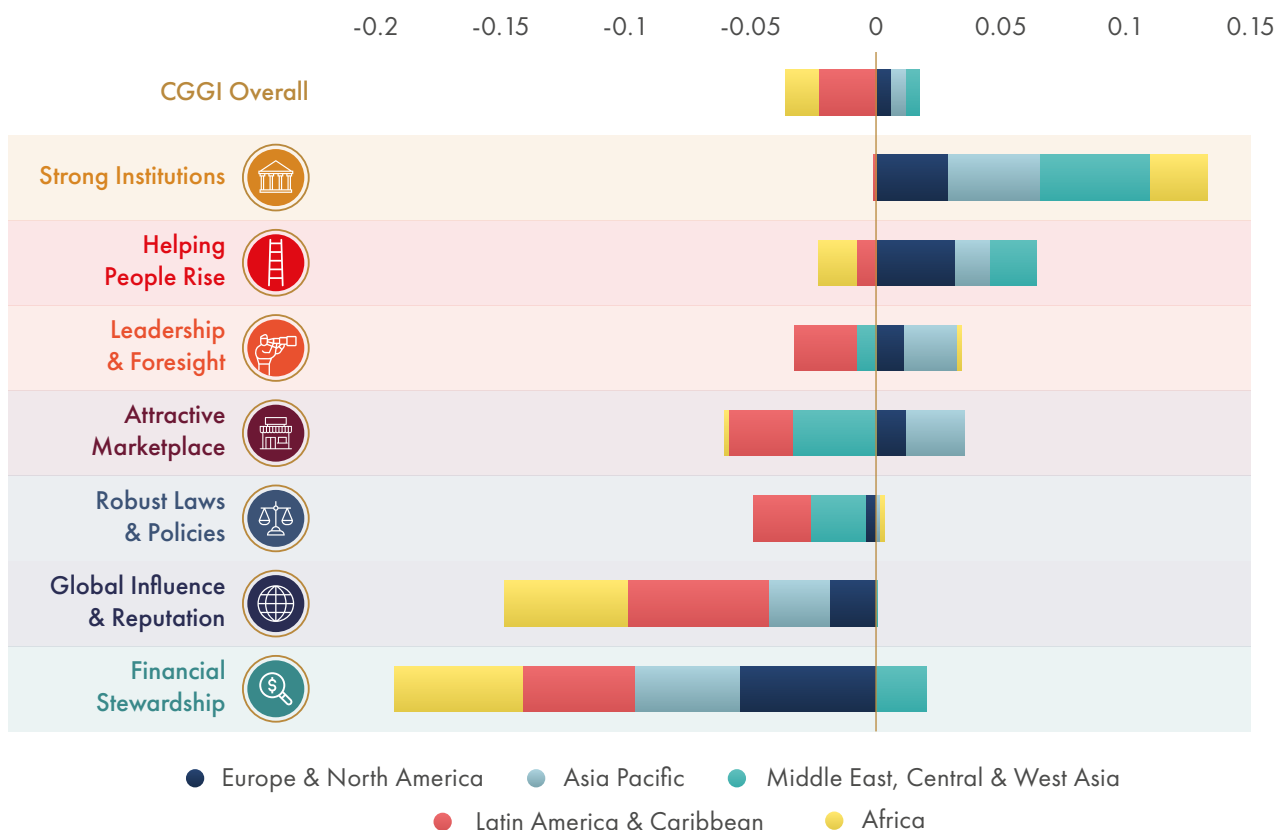
# Uruguay: Regional Rising Star



Uruguay combines modern investment appeal with vibrant historic charm. With its network of regional and bilateral free trade agreements, the country is a gateway to Latin America. Mercosur Building, Montevideo, Uruguay, 13 April 2023.

Uruguay (33rd) is the highest ranked country in Latin America & the Caribbean, and also the only one from the region to have improved in rank over the past five years. The improvement was most evident in Leadership & Foresight and Attractive Marketplace, where the country ranked 9th and 19th respectively in 2025.

Under the leadership of newly elected President Yamandú Orsi, who took office in November 2024, the country is pursuing a vision of bridging political divides and ensuring that no citizen is left behind, economically, socially, or politically.[3] Regionally, Uruguay continues to affirm its constructive role in maintaining peace and security. The Minister of Foreign Affairs, Mario Lubetkin, has reiterated Uruguay's commitment to deeper regional economic and social integration through multilateral organisations such as the Southern Common Market (MERCOSUR) and the Community of Latin American and Caribbean States (CELAC).[4]

### Winning the Governance Competition

Five years of CGGI data offer a clearer picture of the common threads that unite the best performers in the governance competition. What differentiates a good government from a *great* one?

Three areas stand out. Year after year, the indicators for Regulatory Governance and Rule of Law show the strongest correlation with high overall CGGI scores. These support CIG's core belief and raison d'etre—while leadership matters, good governance is ultimately about the architecture and engineering of nations. Having the right institutions and systems is critical for governments to perform well, and work effectively. Ethical Leadership, which looks at a government's capability to build cultures of integrity, remains one of the most strongly correlated indicators to overall CGGI scores. This is not surprising, as corruption erodes trust.

### Does Wealth Matter?

The top 20 countries are largely dominated by high income countries, while the lower ranked ones are mostly those with lower GDP per capita. The direction of causation is not so clear-cut, and the relationship warrants further study.

Importantly, several countries buck this trend. Rwanda, Vietnam, and Indonesia are countries that outperform their peers at similar levels of economic development, showing that national wealth is not necessarily a pre-requisite for effective government.

### High Performance Government

Across many parts of the world there is growing disillusionment with government: a sense that it is falling short. Nowhere is this sentiment more acutely felt than in the developed West, where voters delivered a clear verdict in 2024—in all 12 countries that held

**Country CGGI Scores Increase With Income Levels**
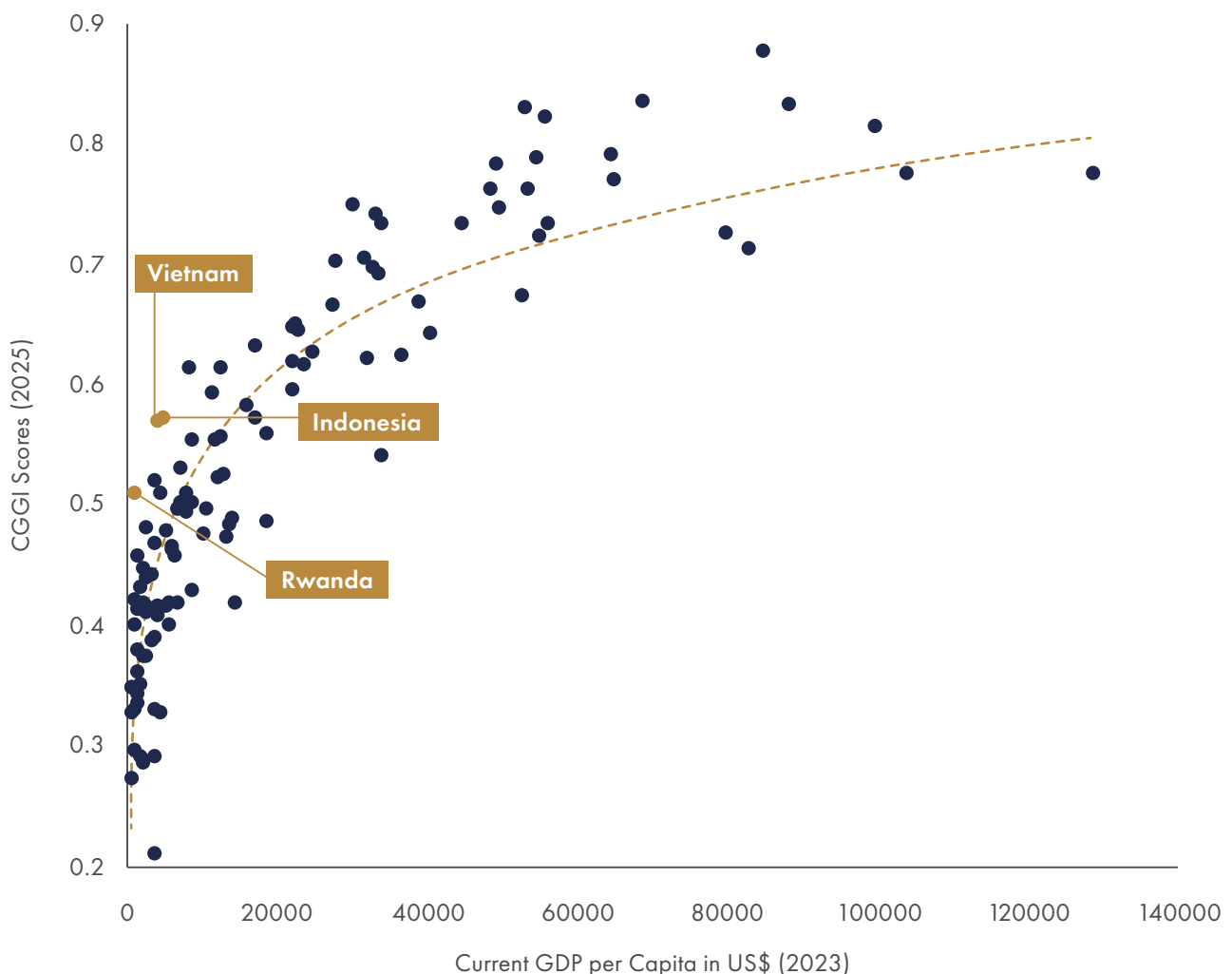
elections, incumbent parties lost vote share. Centrist parties bore the brunt, while many right-leaning parties gained ground in this "year of elections".[5]

This wave of political change has triggered high-stakes and high-visibility responses by many incoming governments worldwide. In the U.S., Argentina, and Vietnam, governments have launched initiatives to improve public-sector efficiency, streamline government, and reduce red tape. Even in countries that appear to be advocating for more measured ways (for now) of improving government, such as New Zealand and the U.K., concrete moves have been made in the same direction.

No matter where one stands along the political spectrum, there is renewed consensus on the urgent need to strengthen governments to deliver better outcomes. High-performance government is an expectation that is here to stay.



Cutting through the red tape: As disillusionment with the status quo grows, governments worldwide are under pressure to boost efficiency, trim bureaucracy, and deliver results.

# The Chandler Good Government Index

*Published annually, the Chandler Good Government Index (CGGI) is developed by government practitioners, for government practitioners. It measures the effectiveness of 120 national governments by using 35 equally-weighted indicators that are grouped into seven pillars. The CGGI helps us to better understand and benchmark government performance, and to foster honest conversations about opportunities for progress.*

*The CGGI is unique in its focus on government capabilities that are important for all countries, regardless of political system or ideology. It is one of the most comprehensive indices of its kind.*

## PILLARS

| Leadership & Foresight | Robust Laws & Policies | Strong Institutions | Financial Stewardship | Attractive Marketplace | Global Influence & Reputation | Helping People Rise |
|---|---|---|---|---|---|---|
| Ethical Leadership | Rule of Law | Coordination | Government Debt | Property Rights | International Trade | Education |
| Long-Term Vision | Quality of Judiciary | Data Capability | Country Budget Surplus | Attracting Investments | International Diplomacy | Health |
| Adaptability | Transparency | Implementation | Spending Efficiency | Logistics Competence | Nation Brand | Satisfaction with Public Services |
| Strategic Prioritisation | Regulatory Governance | Quality of Bureaucracy | Country Risk Premium | Stable Business Regulations | Passport Strength | Personal Safety |
| Innovation | | | | | | Environmental Performance |
| | | | | | | Income Distribution |
| | | | | | | Employment |
| | | | | | | Gender Gap |
| | | | | | | Non-Discrimination |
| | | | | | | Price Stability |

# Country Rankings

| Overall Rank | | | Leadership & Foresight | Robust Laws & Policies | Strong Institutions | Financial Stewardship | Attractive Marketplace | Global Influence & Reputation | Helping People Rise |
|---|---|---|---|---|---|---|---|---|---|
| 1 | | Singapore | 1 | 9 | 1 | 5 | 1 | 25 | 1 |
| 2 | | Denmark | 3 | 4 | 3 | 2 | 3 | 26 | 4 |
| 3 | | Norway | =10 | 3 | 9 | 1 | 13 | 10 | 2 |
| 4 | | Finland | 5 | 1 | 2 | 14 | 2 | 18 | 6 |
| 5 | | Sweden | 4 | 7 | 8 | 4 | 6 | =8 | 10 |
| 6 | | Switzerland | 18 | 2 | 17 | 7 | =4 | =8 | 3 |
| 7 | | Netherlands | 27 | 5 | 30 | 6 | 11 | 6 | 5 |
| 8 | | Germany | 23 | 12 | 14 | 13 | 7 | 1 | 11 |
| 9 | | United Arab Emirates | 2 | 28 | 10 | 3 | 8 | 35 | =17 |
| 10 | | Luxembourg | =10 | 8 | 15 | 12 | =16 | 28 | 8 |
| 11 | | Ireland | 15 | 10 | 13 | 10 | =4 | 27 | =15 |
| 12 | | Australia | 16 | 11 | 7 | 9 | 12 | 16 | 21 |
| 13 | | New Zealand | 6 | 6 | 6 | 11 | 22 | 33 | 25 |
| 14 | | Canada | 7 | 14 | 5 | 19 | 10 | 19 | =23 |
| 15 | | Estonia | 13 | 13 | 11 | 22 | 9 | 32 | =17 |
| 16 | | United Kingdom | 22 | 16 | 4 | =44 | 21 | 4 | 20 |
| 17 | | South Korea | 20 | 24 | 12 | 8 | 40 | 20 | =15 |
| 18 | | France | 25 | 22 | 16 | 54 | 15 | 2 | 22 |
| 19 | | Austria | 31 | =19 | 27 | 36 | 14 | 7 | =12 |
| | | Japan | 29 | 17 | 20 | 38 | 20 | =12 | =12 |
| 21 | | Iceland | 34 | 15 | 21 | 15 | 28 | 36 | 7 |
| 22 | | Belgium | 21 | =19 | 28 | 30 | 24 | =21 | 14 |
| 23 | | United States | 8 | 18 | 18 | 62 | 18 | 11 | 37 |

*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 2025 Chandler Good Government Index was 1 December 2024.*

# Country Rankings

| Overall Rank | | | Leadership & Foresight | Robust Laws & Policies | Strong Institutions | Financial Stewardship | Attractive Marketplace | Global Influence & Reputation | Helping People Rise |
|---|---|---|---|---|---|---|---|---|---|
| 24 | | Czech Republic | 37 | 25 | 24 | =25 | 33 | 14 | 19 |
| 25 | | Lithuania | 14 | 21 | 23 | =20 | 25 | 38 | 31 |
| 26 | | Slovenia | =45 | 34 | 19 | 32 | 39 | 23 | 9 |
| 27 | | Spain | =48 | 35 | 22 | =44 | 23 | 5 | =23 |
| 28 | | Israel | 33 | 27 | 29 | 48 | =16 | =45 | 29 |
| 29 | | Italy | 28 | 29 | 31 | =87 | 27 | 3 | =34 |
| 30 | | Portugal | 57 | 32 | 35 | 43 | 34 | =12 | 30 |
| 31 | | Latvia | 39 | 31 | 25 | 35 | 41 | 43 | 32 |
| 32 | | Poland | 64 | 51 | =32 | 42 | 44 | 15 | 26 |
| 33 | | Uruguay | 9 | 23 | =32 | 63 | 19 | 57 | 45 |
| 34 | | Malta | 41 | 45 | =46 | =25 | 26 | =45 | 27 |
| 35 | | Chile | 43 | 30 | 26 | 28 | 49 | 29 | 51 |
| 36 | | Slovakia | 72 | 41 | 38 | =46 | 59 | 30 | 28 |
| 37 | | Cyprus | 78 | =36 | 48 | 18 | 32 | 44 | =34 |
| 38 | | Saudi Arabia | 12 | 42 | =40 | 58 | 31 | =64 | 36 |
| 39 | | Croatia | 83 | =54 | 36 | 27 | 55 | 17 | 33 |
| 40 | | Greece | 42 | 48 | 37 | 64 | 42 | 24 | 41 |
| 41 | | China | 17 | 65 | =68 | 23 | 35 | 41 | 43 |
| 42 | | Georgia | 32 | 26 | 34 | 53 | 30 | 55 | 53 |
| 43 | | Hungary | 62 | 75 | =40 | 77 | 38 | =21 | 39 |
| 44 | | Malaysia | 44 | =43 | =65 | 56 | 29 | 37 | 49 |
| 45 | | Bulgaria | 65 | 46 | 52 | 39 | 58 | 39 | =47 |
| 46 | | Costa Rica | =35 | 33 | 39 | 91 | 46 | 48 | =60 |
| 47 | | Indonesia | 26 | 39 | 49 | 40 | 43 | 59 | =67 |
| 48 | | Vietnam | 30 | 62 | 67 | =16 | 36 | 74 | 52 |

# Country Rankings

| Overall Rank | | | Leadership & Foresight | Robust Laws & Policies | Strong Institutions | Financial Stewardship | Attractive Marketplace | Global Influence & Reputation | Helping People Rise |
|---|---|---|---|---|---|---|---|---|---|
| 49 | | Romania | 81 | 50 | =83 | =75 | =50 | 34 | 38 |
| 50 | | Serbia | 77 | 71 | =59 | =46 | 48 | 56 | 40 |
| 51 | | Mauritius | 38 | =36 | =40 | =92 | =65 | 60 | 54 |
| 52 | | Albania | =35 | =57 | =46 | 52 | 54 | 61 | 59 |
| 53 | | Kuwait | 67 | =52 | 88 | =16 | 68 | 85 | 42 |
| 54 | | Thailand | =94 | 63 | 63 | 24 | 67 | =64 | 50 |
| 55 | | Kazakhstan | 80 | 72 | 44 | 29 | 93 | 77 | 44 |
| 56 | | Montenegro | =73 | 61 | =50 | 67 | 78 | 70 | 46 |
| 57 | | Philippines | 70 | 60 | 53 | 49 | 61 | 71 | 64 |
| 58 | | Jordan | 47 | =43 | =68 | 79 | 60 | =91 | =60 |
| 59 | | Armenia | 79 | =57 | =76 | 51 | 79 | 72 | 55 |
| 59 | | Rwanda | 19 | 47 | =56 | 78 | 37 | =95 | 91 |
| 61 | | Botswana | 24 | 38 | =56 | 68 | 57 | 84 | =97 |
| 61 | | Colombia | =53 | 70 | 43 | 74 | =63 | 52 | 87 |
| 63 | | North Macedonia | 69 | =73 | 45 | 90 | =63 | 76 | 58 |
| 64 | | Dominican Republic | 51 | =52 | =61 | =92 | 56 | 78 | 69 |
| 64 | | Moldova | 76 | =57 | =65 | 73 | 88 | 86 | =47 |
| 66 | | Jamaica | 55 | =54 | 64 | 82 | =65 | 82 | =67 |
| 67 | | Peru | 111 | =67 | 81 | =33 | 80 | 42 | 74 |
| 68 | | Russia | 92 | 97 | 78 | 60 | 102 | 50 | 56 |
| 69 | | Panama | 90 | =87 | 74 | =87 | =52 | 53 | 66 |
| 70 | | Mexico | 112 | 77 | 54 | =71 | 81 | 47 | 73 |
| 71 | | India | 71 | 64 | =61 | 84 | 73 | 58 | 80 |
| 72 | | Ukraine | 56 | 83 | =50 | 119 | =98 | 51 | 57 |
| 73 | | Brazil | 99 | 66 | 70 | 97 | 69 | 40 | 78 |

# Country Rankings

| Overall Rank | | | Leadership & Foresight | Robust Laws & Policies | Strong Institutions | Financial Stewardship | Attractive Marketplace | Global Influence & Reputation | Helping People Rise |
|---|---|---|---|---|---|---|---|---|---|
| 74 | | Türkiye | =94 | 89 | 58 | =75 | 74 | 31 | 92 |
| 75 | | Morocco | 50 | 76 | 87 | 70 | 71 | 73 | 85 |
| 76 | | Mongolia | 84 | 69 | =59 | 59 | =89 | 89 | 72 |
| 77 | | South Africa | =73 | 40 | 55 | 99 | 45 | 54 | 113 |
| 78 | | Tanzania | 40 | 80 | 95 | 57 | 77 | 83 | 86 |
| 79 | | Paraguay | =85 | 91 | 79 | 55 | =84 | 62 | 84 |
| 80 | | Kyrgyzstan | 102 | 95 | 85 | =33 | =112 | 100 | =60 |
| 81 | | Egypt | 59 | 78 | 75 | 112 | 47 | 67 | 99 |
| 82 | | Cambodia | 93 | 111 | 99 | =20 | =91 | =93 | =70 |
| 83 | | Senegal | =48 | 79 | =76 | 95 | 72 | 110 | =93 |
| 84 | | Bosnia and Herzegovina | 116 | 98 | 101 | 41 | 87 | =87 | 65 |
| 85 | | Tajikistan | 61 | 113 | 110 | 31 | =84 | 115 | 77 |
| 86 | | Argentina | 113 | 86 | 73 | 114 | 111 | 49 | 76 |
| | | Ecuador | 104 | =99 | =83 | 94 | 110 | 68 | 75 |
| | | Ghana | 52 | 56 | 71 | 118 | 70 | 105 | =93 |
| 89 | | El Salvador | 100 | =108 | 86 | =110 | 103 | 63 | 63 |
| 90 | | Algeria | 66 | =99 | 98 | 98 | =89 | 107 | =70 |
| | | Côte d'Ivoire | =45 | 81 | 89 | 96 | =52 | 108 | 102 |
| | | Namibia | 63 | 49 | 91 | 102 | 62 | 98 | =103 |
| 93 | | Benin | =53 | =67 | 92 | 85 | =50 | 117 | 108 |
| 94 | | Kenya | 58 | =73 | 93 | 101 | =91 | =95 | =89 |
| 95 | | Bangladesh | 103 | 103 | 90 | 37 | 101 | 109 | 82 |
| 96 | | Tunisia | 98 | 90 | 72 | 106 | 97 | =79 | 81 |
| 97 | | Guatemala | 114 | 92 | 97 | 69 | 83 | 69 | 100 |
| 98 | | Uganda | 87 | =87 | 96 | =71 | 76 | 90 | =105 |

# Country Rankings

| Overall Rank | | | Leadership & Foresight | Robust Laws & Policies | Strong Institutions | Financial Stewardship | Attractive Marketplace | Global Influence & Reputation | Helping People Rise |
|---|---|---|---|---|---|---|---|---|---|
| 99 | | Sri Lanka | 97 | 82 | 82 | 104 | =98 | 97 | =97 |
| 100 | | Honduras | 115 | 102 | 102 | 81 | 96 | 66 | 96 |
| 101 | | Nepal | 96 | =84 | 103 | 61 | 116 | 111 | =93 |
| 102 | | Nicaragua | 117 | 118 | =112 | 50 | 107 | 75 | 79 |
| 103 | | Laos | 60 | 114 | 109 | 100 | 82 | 114 | =89 |
| 104 | | Zambia | 68 | =93 | 94 | 120 | 94 | 101 | =103 |
| 105 | | Cameroon | 91 | =99 | =112 | 65 | =105 | 120 | =105 |
| 106 | | Madagascar | 107 | 105 | 116 | 80 | 108 | =102 | 101 |
| | | Malawi | 75 | =84 | 100 | 116 | 104 | =93 | =111 |
| 108 | | Ethiopia | =85 | =108 | 107 | 86 | =105 | 106 | =111 |
| 109 | | Pakistan | 88 | =93 | 106 | 107 | 86 | =102 | 115 |
| 110 | | Bolivia | 108 | 119 | 80 | 109 | 119 | 99 | 83 |
| | | Burkina Faso | 89 | 96 | 105 | =110 | 95 | =112 | 110 |
| 112 | | Mozambique | 109 | =106 | 108 | 113 | 100 | =87 | 107 |
| 113 | | Iran, Islamic Rep. | 119 | 117 | 111 | 66 | 118 | =91 | 88 |
| 114 | | Mali | 82 | =108 | 119 | 105 | 75 | =118 | 117 |
| 115 | | Lebanon | 118 | 115 | 117 | 117 | 109 | =79 | 109 |
| 116 | | Nigeria | 110 | 112 | 114 | 89 | =114 | =112 | 120 |
| 117 | | Zimbabwe | 101 | 104 | 115 | 103 | =112 | =118 | 116 |
| 118 | | Angola | 105 | 116 | 104 | 83 | 117 | 116 | 118 |
| 119 | | Sierra Leone | 106 | =106 | 118 | 108 | =114 | 104 | 119 |
| 120 | | Venezuela | 120 | 120 | 120 | 115 | 120 | 81 | 114 |

# Regional Insights Africa

**28** Countries

**0.400**
**Average Country Score**

**95** Median
Country Rank



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🏅 **Top 5 Countries**

**1** 🇲🇺 **Mauritius**

**2** 🇷🇼 **Rwanda**

**3** 🇧🇼 **Botswana**

**4** 🇲🇦 **Morocco**

**5** 🇿🇦 **South Africa**

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⭐ **Rising Stars (2021–2025)***

**1** 🇹🇿 **Tanzania**

**2** 🇷🇼 **Rwanda**

*\*Only two countries saw their rankings improve between 2021 and 2025.*

As a region, Africa continues to face challenges in improving the quality of governance. The average score for countries in Africa was the lowest amongst all regions, although there has been modest improvement between 2024 and 2025.

Africa is the world's second-largest and second-most populous continent, with its 28 CGGI-ranked countries accounting for a population of about 1.16 billion. The region's young demographic (70% of Sub-Saharan Africa's population is under 30[1]) presents both potential for growth and considerable governance challenges.

Mauritius retains its place as Africa's top-ranked country for the fifth consecutive year, although its rank has fallen from 36th in 2021 to 51st in 2025. This reflects both increasing global competition as new countries enter the CGGI, and declines in its performance across several pillars, including Financial Stewardship and Attractive Marketplace.

**Regional performance trends:** Of the 28 ranked African countries, only two—Tanzania and Rwanda—moved up the ladder from 2021 to 2025, with the rest dropping in rank. The average score for the region's countries declined during the pandemic years of 2021–2023, but picked up in 2024–2025.

**Pillar trends:** Countries in Africa have seen mixed performance across the CGGI pillars. The region's average score for Strong Institutions has improved, while those for Financial Stewardship, Global Influence & Reputation, and Helping People Rise, have declined, with the remaining two pillars recording flat performance. Of most concern is Financial Stewardship, which has experienced the most sustained decline, as fiscal envelopes tighten and government debt burdens bite across the region.

Port Louis is the economic, cultural, and political centre as well the most populous city of Mauritius. Port Louis, Mauritius, 15 July 2019.

## Data Trends

Morocco recorded Africa's most significant score improvement for Data Capability. The country has made efforts to enhance government transparency and digital infrastructure, such as its Digital Morocco 2030 vision.[2]

Botswana's performance in Quality of Judiciary has improved significantly between 2021 and 2025. In 2022, the country initiated digitalisation projects to streamline judicial process and improve its ability to clear outstanding cases.[3]

Zimbabwe has risen markedly in rank in Adaptability since 2021. Following a devastating drought caused by El Niño in 2024, the government instituted a National Climate Change Adaptation Plan to secure its long-term water supply and enhance food security.[4]

# Country Spotlight
# Tanzania

**T**anzania is ranked 78ᵗʰ in 2025, up from 82ⁿᵈ in 2021, making it the country with the most improved ranking in Africa. The Tanzanian government's increasing adoption of new policy solutions and reform strategies corresponds with notable rank gains in the Leadership & Foresight pillar.

In recent years, Tanzania's government has expanded digital governance initiatives and introduced structural reforms to improve administrative efficiency and service delivery. The government's Digital Tanzania Project is laying a foundation for technology-driven governance solutions,[1] while new regulatory frameworks, such as the Data Protection Act, seek to enhance security in the digital space.[2]

Tanzania has also sought to implement more reliable and predictable government policies, and has consolidated its strategic ties with countries such as Egypt, France, and Türkiye.[3] This has boosted international confidence, in turn attracting more foreign direct investments and development loans. The country's foreign and domestic investment surged 21.6% to US$ 6.56 billion in the fiscal year ended June 2024.[4]

### Tanzania's CGGI Rank
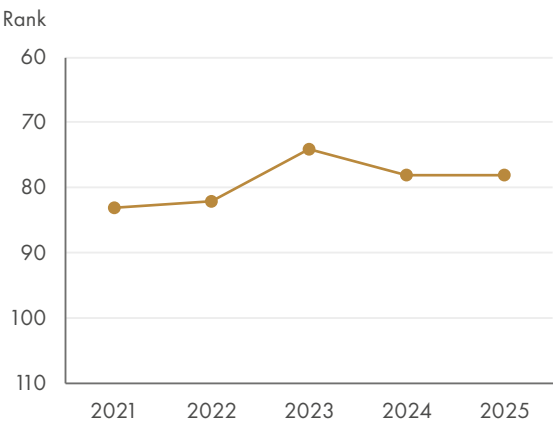


### Tanzania's Pillar Dashboard

| | Rank |
|---|---|
| **Overall** | **78** ▲ |
| Leadership & Foresight | **40** ▲▲ |
| Robust Laws & Policies | **80** ▲ |
| Strong Institutions | **95** ▼ |
| Financial Stewardship | **57** ▼ |
| Attractive Marketplace | **77** ▲ |
| Global Influence & Reputation | **83** ▼ |
| Helping People Rise | **86** = |
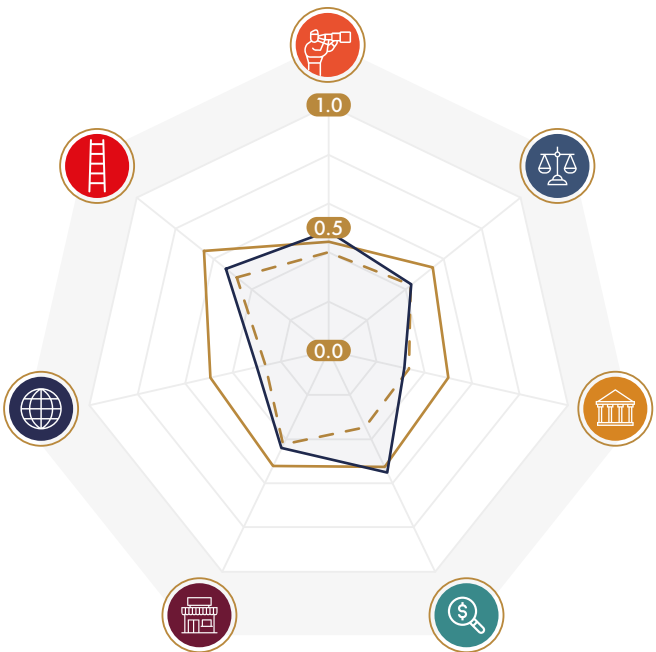


*2025 CGGI rankings and rank movements since 2021. A double arrow indicates rank movement of 15 places or more.*

*Each pillar is represented by a position on an axis that radiates from the centre, with scores increasing from 0 at the centre to 1 at the outermost ring. The farther a line extends from the centre, the higher the score in that pillar.*

🇹🇿 Tanzania ——— World Average ——— Regional Average – – – –

PRACTITIONER STORY

# Following through on the '4Rs' in Tanzania

*Sakina Bakari Mwinyimkuu, Director of the Division of Performance Monitoring & Evaluation in Tanzania's Prime Minister's Office—Policy, Parliament and Coordination, explains how the division's work supports ambitious national development plans in Africa's latest rising star.*

**SAKINA BAKARI MWINYIMKUU**
Director of the Division of Performance Monitoring & Evaluation in Tanzania's Prime Minister's Office—Policy, Parliament and Coordination

*In her role as Director of Performance Monitoring and Evaluation, Sakina Bakari Mwinyimkuu brings expertise in performance management, development planning, and monitoring and evaluation, providing critical leadership and strategic guidance to public institutions on tracking the progress and impact of policy initiatives. She is also Co-founder and Executive Secretary of Emerging and Senior Women Leaders in Tanzania, an initiative that mentors young and emerging female leaders.*

**W**hat factors have contributed to improving government effectiveness in Tanzania over the past five years?
Tanzania has good and stable leadership. Our President, Samia Suluhu Hassan, assumed office in 2021, in a smooth transition following the passing of John Magufuli. Since then, she has been focused on reforms to improve relations with different communities, enhance government transparency, and restore democratic practices.

Tanzanians have a culture of respecting one another. Despite our cultural diversity—with more than 124 tribes in the country—there is a certain unity, supported by Swahili as the main common language.



The Maasai tribe in Tanzania: Known for their nomadic lifestyle, the Maasai depend on rearing livestock—cows, goats, and sheep—for their sustenance and livelihood. They wear vibrant traditional attire known as *shukas,* rich with patterns and colors that are imbued with symbolic meaning. Photo credit: focuseastafricatours.com

President Samia Suluhu Hassan officially inaugurated a Presidential committee to evaluate land issues in Ngorongoro Conservation Area. Dar es Salaam, Tanzania, 20 February 2025. Photo credit: State House communication official Instagram page @ikulu.mawasiliano.

We treat each other as Tanzanians. Whenever there is disagreement, we look for a way to sit together and build consensus. As a result, there has been relative political stability, and little civil unrest, compared with some other countries in the region. Indeed, when the current President came to power, she brought all the opposition political parties together to discuss how they wanted to participate, on equal political ground.

President Samia's philosophy and agenda in government can be summed up as the "4Rs": Reconciliation, Resilience, Reforms and Rebuilding. These four principles frame, guide, and focus everything we do in government.

For instance, one of the President's priorities in government has been structural reforms. She has put in place key institutions to develop a vision guiding Tanzania's economic transformation. This includes setting up a Planning Commission through the Planning Commission Act of 2023 to coordinate national planning and priorities, and completing flagship government projects of which we have 18 across the country. Another is the new division that I am now heading, responsible for all government performance monitoring and evaluation.

## What role does your department play in improving the work of the Tanzanian government?

The department was set up in 2023 to track the progress of government policies, programs, plans, and projects. We provide performance reports, monitoring local, sectoral, and national indicators on how government is faring in implementing developmental plans and national goals. There are now monitoring and evaluation units in all ministries and local government authorities. Efforts are ongoing to ensure all government institutions have evaluation units, including independent departments, 248 parastatals and government-linked companies, reporting directly to the top leadership—be it the Ministry's Permanent Secretary, the organisation's CEO, Regional Administrative Secretaries, or District Executive Directors.

The Tanzanian government is taking a strategic approach to national development, and we are in the process of finalising a new national vision 2050 by June 2026. At present, we monitor indicators towards five-year development plans, identify performance gaps, and offer recommendations on areas where more effort is needed.

We also release public reports to show citizens how we are doing in different areas of government, and whether we have met particular targets—say for water projects or building health dispensaries. These reports show the people there are ongoing projects, and give them a stake to intervene if the projects are not progressing according to plan. This promotes government accountability and spurs government organisations to do better.
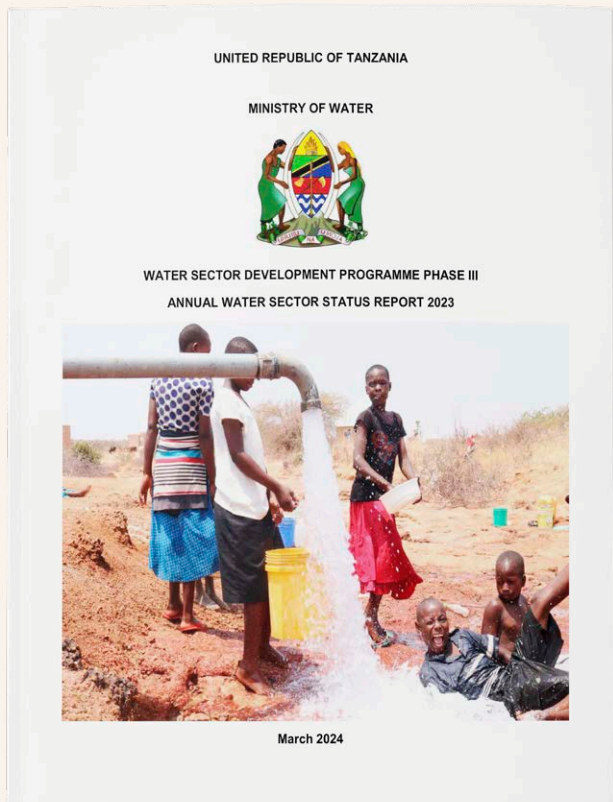


The Annual Water Sector Status Report is one of the tools used in public update sessions to keep citizens informed on progress in key water projects—promoting transparency, dialogue, and trust between the government and the public.

We also work with the Ministry for Information, Culture, Arts and Sports to conduct monthly sharing sessions with the media in which government officials, such as the CEO from the National Health Insurance or Water Authority or the Health Minister, update the public on progress made in key projects. This gives citizens a chance to understand what is going on and to speak up on matters they care about. It is also an opportunity for the government to explain issues, share evidence, and clarify facts, addressing any potential rumours or controversies in circulation.

**Apart from your department providing performance oversight, how else is Tanzania promoting better coordination across government?**

Tanzania has a system of national coordinating ministries. These include six central government ministries: the President's Office—State House, President's Office—Regional Administration and Local Government, President's Office—Public Service Management, President's Office—Planning and Investments, Prime Minister's Office, and the Ministry of Finance. Five other institutions are responsible for coordination at the national level: the President's Office—Planning Commission, Treasury Registrar, National Bureau of Statistics, National Audit Office, and E-Government Authority. The Prime Minister's Office has the mandate to coordinate all government interventions overall.

Apart from recent reforms to streamline processes and reduce bureaucracy, we have also been carrying out digitalisation, which makes processes simpler, easing coordination between ministries and agencies, as well as between local and central governments. This is an important factor because Tanzania has 31 administrative regions, each with its local government agencies, that we have to coordinate across.

My office is now finalising an integrated government performance system that will serve as a digital dashboard bringing together all the performance reports being produced, with more detailed information, including inputs from the public. The data will be consolidated with minimal human intervention—we want the data to speak for itself.

**The CGGI shows that Tanzania has made progress in putting in place more Robust Laws & Policies, strengthening the judiciary, and improving transparency. What are recent moves in this direction?**

Tanzania has recently placed significant emphasis on strengthening the judiciary. We have been investing in training and development for judges, magistrates, and court staff, to enhance the competence and professionalism of judicial officers—particularly in areas such as commercial law, environmental law, and human rights.

We have also invested in technology to make our judicial proceedings at different levels more efficient.

For example, we now have digital case management systems. A citizen can track and follow up on his or her case online, and see the outcomes. Reducing delays helps to ensure justice is delivered more swiftly and with greater accountability.

We assess the performance of our judges and magistrates—they are given targets to meet, and they report on the extent to which these have been met. This has helped reduce the number of backlogged cases.

There has also been an ongoing review of our legal framework to ensure it meets the needs of our stakeholders and is in line with international standards. For instance, we have reformed our land laws to address land disputes, especially in rural areas, as well as to improve property rights for women in marginalised groups.

The government is also working with the Tanzania Law Association (TLS). We now have a well-known public movement called the Mama Samia Legal Aid campaign under the Ministry of Constitutional and Legal Affairs. The campaign started in April 2023, and as of now, has reached 25 out of 26 national regions,[1] supporting more than 2 million citizens on various legal issues. Government officials and lawyers go to the regions, districts, and wards to listen to the people, identify the legal challenges they have, and help with their cases.



Laying the first section for Soga, a significant stop on both the Central Line Railway and the newer electric Tanzania Standard Gauge Railway. Kibaha, Tanzania, 19 September 2018.

### How is the Tanzanian government making the country a more Attractive Marketplace?

One of the government's focal points is investment in infrastructure to increase production capacity and boost future economic growth. For instance, the Julius Nyerere Hydropower Station, which will be completed this year, will help address the national challenge of electricity supply. We are also building an East Africa crude oil pipeline running 1,443 km from Uganda to Tanzania. Another project is a standard gauge railway line that will link Dar es Salaam to the Mwanza region,



The Julius Nyerere Hydroelectric Project on the Rufiji River is one of Tanzania's key efforts to strengthen energy capacity and tackle long-standing electricity supply challenges, while supporting broader economic development. Rufiji River, Stiegler's Gorge, Selous Game Reserve, Tanzania. February–October 2024.
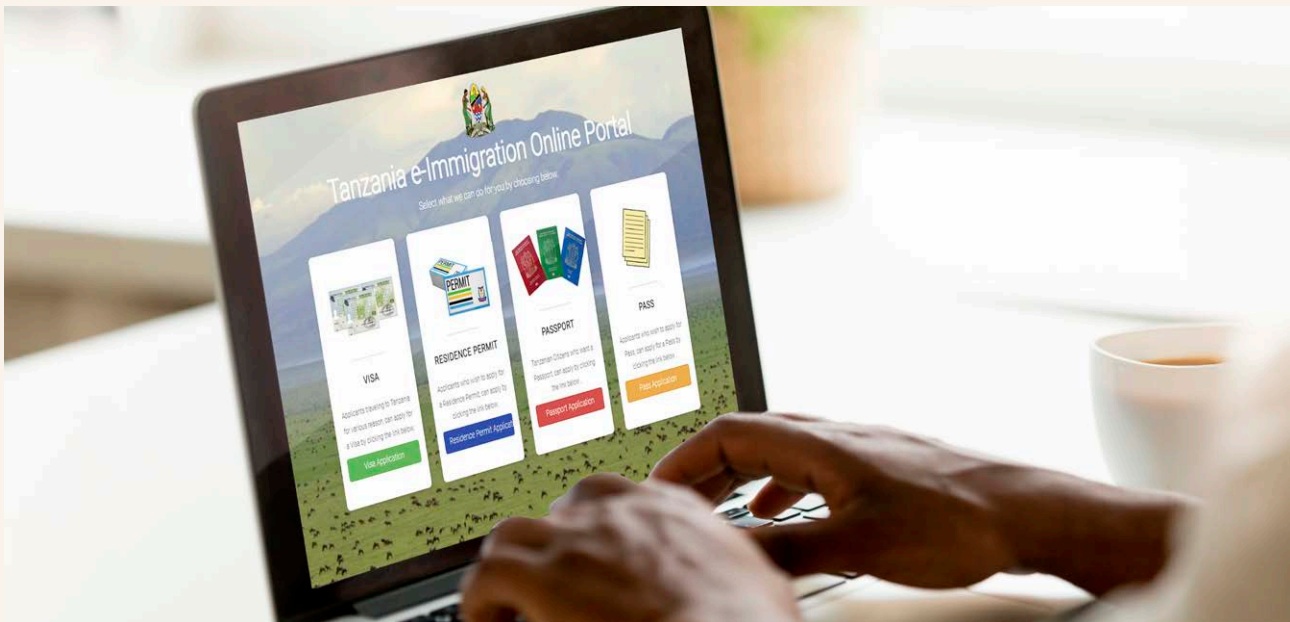
Tanzania's e-Immigration Portal has streamlined passport applications by reducing processing delays and minimising human intervention—part of digitalisation efforts to improve public services, curb corruption, and strengthen government efficiency and accountability.[2]

as part of an East African Railway Master Plan, cutting travel time from eight hours by road to only three hours.

Nevertheless, economic diversification and job creation remain issues. Youth unemployment is high. Tanzania is still mainly reliant on agriculture using older technologies. There have been some initial efforts to modernise agricultural practices and to involve youth. What we need is a concerted, whole-of-government approach to modernise our agriculture. We are also looking to promote industrialisation through nationalisation in areas such as manufacturing, agro-processing, textiles, and technology.

**In seeking to improve governance in Tanzania, what key challenges remain?**

There is a prevailing need to improve public sector efficiency. We are currently using technology to improve service delivery—a passport that used to take six months to get can now be obtained within a week. There are other services that lag behind in this digital transformation. While there have been improvements to high-level centralised services, local government service delivery often remains inefficient, and that is what over 70% of our population still rely on.

Corruption and nepotism are still concerns at various levels of administration. We are reducing these incidents through better HR policies, and by using digital technology: with less human intervention in service delivery, there are fewer opportunities for corrupt practices. You can get your driving licence without ever seeing an officer; you can follow up on your court case online without having to interact with a judicial clerk who might pressure you for a bribe. These measures will help improve governance in general, and make us a better place to do business.

We are also strengthening our government oversight bodies and enforcing accountability in public institutions, to ensure that findings from audits are acted upon in a timely manner. The establishment of my division is further indication that the Tanzanian government is serious about monitoring and evaluating progress in the public sector, assuring the public and the market that whatever we commit to will be achieved.

*While there have been improvements to high-level centralised services, local government service delivery often remains inefficient, and that is what over 70% of our population still rely on.*

# Regional Insights
## Asia Pacific

**19** Countries

**0.573**
Average Country Score

**54** Median Country Rank

🏅 **Top 5 Countries**

| | | |
|---|---|---|
| 1 | | Singapore |
| 2 | | Australia |
| 3 | | New Zealand |
| 4 | | South Korea |
| 5 | | Japan |

⭐ **Rising Stars (2021–2025)**

| | | |
|---|---|---|
| 1 | | Mongolia |
| 2 | | Vietnam |
| 3 | | Cambodia |
| 4 | | South Korea |
| 5 | | China |

**A**sia Pacific is the most populous CGGI region, comprising 19 ranked countries with a total population of about 2.19 billion and an average GDP per capita of about US$ 17,400. The Lao People's Democratic Republic, a new CGGI entrant for the region, debuts at 103rd place.

Asia Pacific is the second best-performing region globally, trailing only Europe & North America. It accounts for five out of the top 20 highest ranked countries. This includes Singapore, the top ranked country in CGGI 2025, as well as Australia (12th), New Zealand (13th), South Korea (17th), and Japan (19th).

**Regional performance trends:** The average score for Asia Pacific countries improved slightly over 2021 – 2025. East Asia led the way—the average score improvement of countries from this sub-region was the highest compared to all sub-regions globally. This has been driven largely by significant progress from China and Mongolia, although Japan and South Korea also registered slight improvements over the same time period.

Meanwhile, Southeast Asia improved moderately over the past five years, while Oceania recorded a small decline.

South Asia, on the other hand, recorded a significant decline—it continues to be the second weakest performing sub-region globally. Performance of



A sculpture outside Gyeongju Station marks South Korea's hosting of APEC 2025. Gyeongju, South Korea, 8 September 2024.

South Asian countries has been weaker, in particular, in the Financial Stewardship, Global Influence & Reputation, Leadership & Foresight, and Helping People Rise pillars.

**Pillar trends:** Over the 2021–2025 period, the average score for the region's countries improved in five pillars, with notable exceptions in Financial Stewardship and Global Influence & Reputation, which are also the two worst performing pillars globally. Strong Institutions was the region's best-performing pillar. Sub-regions Southeast Asia and East Asia saw general improvement in their scores across most pillars.

## Data Trends

Cambodia is among the best performers globally in Satisfaction with Public Services. The country has been steadily pursuing a programme of decentralisation reforms, such as the "Improved Service Delivery for Citizens in Cambodia" initiative, which enhances local government services in waste and water management, health, and administrative services.[1]

Indonesia has made significant rank gains in the Coordination indicator over 2024–2025. Since 2019, the government has adopted a system of Coordinating Ministries to enhance communication and streamline coordination across the public sector.[2]

Laos shows strength in a few areas such as the Long-Term Vision (21st) and Adaptability (27th) indicators. Laos has launched a Vision 2030 plan to achieve upper middle-income status by the coming decade.[3]

# Country Spotlight
# Vietnam

**V**ietnam stands out as one of Asia Pacific's most remarkable improvers, rising 12 ranks from 2021 to 2025. In just one generation, the country has been transformed from one of the world's poorest nations into a dynamic middle-income economy, driven by bold economic reforms and global market shifts.[1] It has made notable and widespread gains, improving in six of the seven CGGI pillars, with the sole exception of Global Influence & Reputation.

In the Leadership & Foresight pillar, Vietnam has surged to 30th place globally. The nation has excelled across all five indicators, with particularly stellar progress in Strategic Prioritisation and Long-Term Vision. Vietnam has embarked on an ambitious state-led reform agenda to become a developed, high-income nation by 2045. In 2024, the Ministry of Home Affairs spearheaded a transformative overhaul of the

political system—streamlining government agencies, consolidating ministries, and implementing sweeping structural changes aimed at fortifying governance and public service efficiency.[2]

**Vietnam's CGGI Rank**
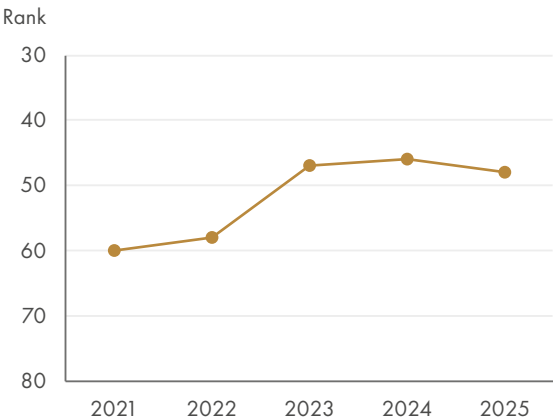


**Vietnam's Pillar Dashboard**

| | Rank |
|---|---|
| Overall | 48 ▲ |
| Leadership & Foresight | 30 ▲▲ |
| Robust Laws & Policies | 62 ▲▲ |
| Strong Institutions | 67 ▲ |
| Financial Stewardship | 16 ▲▲ |
| Attractive Marketplace | 36 ▲ |
| Global Influence & Reputation | 74 ▼ |
| Helping People Rise | 52 ▲ |
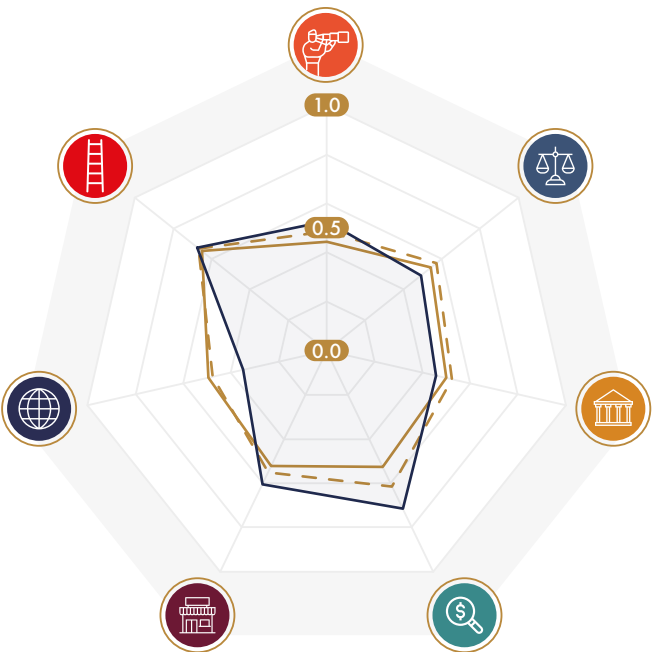


*2025 CGGI rankings and rank movements since 2021. A double arrow indicates rank movement of 15 places or more.*

*Each pillar is represented by a position on an axis that radiates from the centre, with scores increasing from 0 at the centre to 1 at the outermost ring. The farther a line extends from the centre, the higher the score in that pillar.*

★ Vietnam ——— World Average ——— Regional Average – – – – –

PRACTITIONER STORY

# Taking Vietnam to the Next Level

*ISOL@MOHA is a governmental institute for fundamental and applied research in organisational science and state organisation in Vietnam. It recommends ways to streamline government, such as by enhancing efficiency, reducing the administrative burden on citizens and enterprises, and advancing e-government and digital government initiatives. ISOL's Director General discusses how Vietnam is working to modernise and improve efficiency in government.*

**DR LE ANH TUAN**
Director General, Institute of State
Organizational and Labor Sciences,
Vietnam

*Dr Le Anh Tuan is Director General of the Institute of State Organizational and Labor Sciences, Ministry of Home Affairs, Vietnam (ISOL@MOHA). He specialises in state management, administrative procedures and reform, and the civil service, with a focus on personnel management and talent recruitment in government. He has led research projects on decentralisation and government organisation, and also contributes to scientific research and policy consultation for the Ministry of Home Affairs.*



Aerial view of the ancient town of Hoi An, a UNESCO world heritage site and one of Vietnam's most popular tourist destinations. Hoi An, Vietnam, 17 April 2024.

**V**ietnam's stated goal is to become a developed country by 2045, with a high income and a democratic and equitable society. What is its roadmap for development?
To become a high-income society, Vietnam aims to maintain a high economic growth rate, at around 6.5% to 7.5% per year. However, economic growth must go hand in hand with sustainable development, including environmental considerations. There must also be comprehensive social development to ensure social equity and improve people's quality of life.

> *Economic growth must go hand in hand with sustainable development, including environmental considerations.*

Vietnam also needs to shift its economic structure to industries with higher added value, based on a foundation of science, technology, and innovation. The government continues to improve institutions and create a favourable business environment, so that by 2030 many enterprises will develop into large multinational corporations, capable of competing

Vietnam's old rail system is slow, costly, and risky. It struggles with poor cost-efficiency and frequent accidents at unprotected level crossings—key reasons behind the push for high-speed rail. Level crossing at Le Chan, Hai Phong, Vietnam, 18 November 2024.

internationally in basic and priority industries: especially in the fields of information and digital technology, telecommunications, automation, new materials, and biotechnology.

Vietnam is trying to create more favourable conditions for the private economy to develop. For instance, it is prioritising completion of key national infrastructure projects, especially for transportation (including high-speed roads and railways) and energy (such as nuclear power projects), alongside a transition to greener growth.

To strengthen accountability and attract investors, the government is pursuing measures to promote more transparency and market stability, particularly in the stock market. It is also encouraging Vietnamese companies, particularly listed corporations, to raise their corporate governance to international standards, such as through the Vietnam Corporate Governance Scorecard (VNCG50).[1] Vietnam is also deepening its economic integration with the global supply chain and international trade, taking advantage of its free trade agreements (FTAs) and diplomatic ties.

To support these cross-sectoral initiatives, the government is working to reduce its own administrative red tape and improve the capacity, effectiveness, and efficiency of its state apparatus. In Vietnam, the state

plays a central role in leading national modernisation efforts, ensuring that they proceed according to important principles such as public accountability and the rule of law. It also prioritises broad societal participation, and consensus in making decisions with national impact, harmonising interests among stakeholders.

Vietnam is currently focusing on strengthening its legal framework and system of regulations, processes, and procedures: clarifying responsibilities and risks while ensuring policy stability and consistency. The government is also establishing mechanisms for dialogue between the public and private sectors to discuss issues, share information, and build mutual understanding. There are now a number of annual conferences between the government and domestic and foreign enterprises, as well as foreign investors and sponsors. A number of priority areas for cross-sectoral partnership have been clearly identified, including investment in infrastructure and the development of science, technology, and innovation.
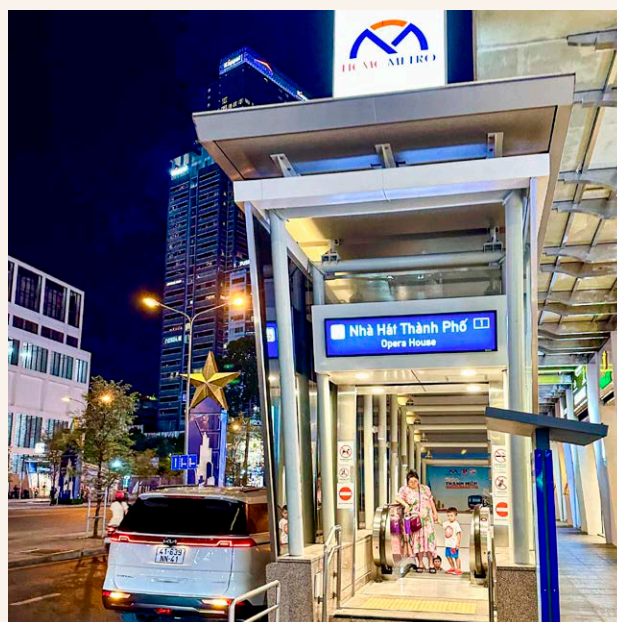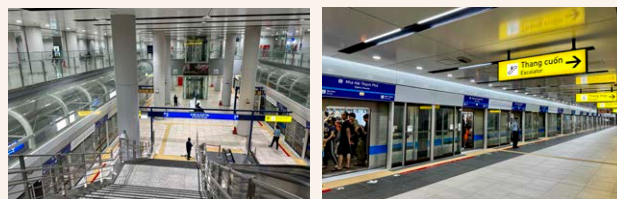




Line 1 of the new Ho Chi Minh City Metro rapid transit system opened for service in Vietnam's most populous city on 22 December 2024. Additional lines are currently under construction or being planned. Ho Chi Minh City, Vietnam, 28 March 2025. Photo Credit: Alvin Pang.

Announcement ceremony for the 15th Provincial Governance and Public Administration Performance Index (PAPI) Report 2023. Hanoi, Vietnam, 2 April 2024. Photo credit: tcnn.vn

**In February 2025, Vietnam's National Assembly approved the largest government overhaul in decades, including a 20% reduction in the size of ministries, government agencies, and workforce. What will this mean for Vietnam's national government capabilities?**

Since the 1990s, Vietnam has been pursuing a comprehensive public administrative reform programme to enhance governance quality and manage the transition to a market economy. This is an ongoing process, and reforms are currently in their third phase (2021–2030).

More recently, the government has intensified efforts to streamline the administrative apparatus, including reducing the number of governmental entities as well as reviewing internal organisational structures. From 1 March 2025, the previous 22 ministries and ministerial-level agencies have been reduced to 14 ministries and three ministerial-level agencies. Government-affiliated agencies have been merged and reorganised. The civil service workforce is not just being reduced—there are also moves to improve its quality by shifting it towards a more merit-based, competency-driven system aligned with job positions.

These moves complement other public sector reform efforts over the past five years. For instance, there has been considerable progress in combating corruption

and wastefulness, as well as measures to ensure more accountability and transparency, particularly in public finance and state budget management. These efforts are beginning to yield positive outcomes, with improved public perception of and trust in the government. The Provincial Governance and Public Administration Performance Index (PAPI),[2] an annual nationwide, citizen-centred policy monitoring framework that reflects citizens' assessments of government performance, has shown notable improvements in transparency, the rule of law, efficiency, and government effectiveness.

As part of national digital transformation strategies, there are also efforts to make better use of digital technologies in the public sector to enhance government efficiency and improve service delivery. One of these is the National Public Service Portal,[3] which hosts more than 4,200 online public services.

**In pursuing government reforms, what are some of the challenges and opportunities Vietnam faces?**

In Vietnam, reform processes are often approached with caution at the start. Once they are implemented however, there tends to be a high degree of consensus across government.

One prevailing challenge is the need to carry out different reforms simultaneously. Reducing regulations

The 9th extraordinary session of Vietnam's 15th National Assembly saw the passing of laws that paved the way for sweeping reforms of the state bureaucracy. Hanoi, Vietnam, 18 February 2025. Photo credit: Chinhphu.vn

and streamlining the administrative apparatus ought not to disrupt the proper functioning of the state, which can impact citizens, businesses, and the country's socio-economic development.

To be effective, reforms must be comprehensive, integrated, and in tandem with other conditions such as a right-sized, competent, and qualified civil service workforce. Better governance can also result from streamlining inter-agency connections, eliminating redundancies in public sector functions, and the good use of information technology and digitalisation.

At ISOL, our research and policy recommendations focus primarily on key challenges for digital transformation and public sector human resource management—particularly attracting and retaining talent, and developing digital skills among civil servants. In recent years, training programmes for digital transformation have become a key component of professional development across ministries, sectors, and localities.

**What competencies, qualities, attitudes should future government officials have, and how is Vietnam cultivating them?**

Given the rapidly changing economic, political, and social landscape, both domestically and internationally, the next generation of public sector officials and leaders in Vietnam should have strategic planning capabilities; they must be able to formulate and communicate a vision, inspire teams and the community, and help guide and motivate development. They need to make quick decisions based on data and evidence through the effective use of new technologies, particularly digital technology, including artificial intelligence (AI). They should promote innovation within the public sector to enhance effeciency and the quality of services. As professionals, they must have a robust understanding of their specialised fields of responsibility, as well as the interdisciplinary knowledge needed to address complex issues.

Future civil servants and public sector leaders must also uphold a spirit of service, responsibility,

professionalism, and ethics. They should have an attitude of humility, listen actively to different views, be open to new ideas, and be willing to learn from others' experiences as well as from real world situations. To facilitate innovation and creativity within the system, they must be ready to accept and manage risk, and be able to experiment with new ideas and approaches without being afraid of change.



Senior Vietnamese public sector leaders visited the Intelligent Operations Center (IOC) in Binh Duong and experienced firsthand how advanced AI and automated systems streamline traffic management, boost public security, and support environmental monitoring. Binh Duong, Vietnam, 26 July 2024.

> *Future civil servants and public sector leaders must also uphold a spirit of service, responsibility, professionalism, and ethics.*

To inculcate these qualities, Vietnam conducts comprehensive training and professional development programmes for civil servants at both central and local levels. These programmes cover general policy planning and design capabilities, as well as specific competencies civil servants need to be effective in their roles. They also cultivate key skills such as communication, citizen engagement and complaint handling, as well as core values such as the public sector code of conduct, responsible and ethical public service, and a healthy workplace culture.

A professional, transparent, and effective civil service is upheld by mechanisms for the inspection, supervision, and accountability of public officials. In empowering and decentralising state management functions, public officials are entrusted with greater authority to make decisions and carry out tasks, whilst also holding them to higher accountability for their work outcomes. For this approach to work, an effective framework of appropriate rewards and strict disciplinary measures is essential.
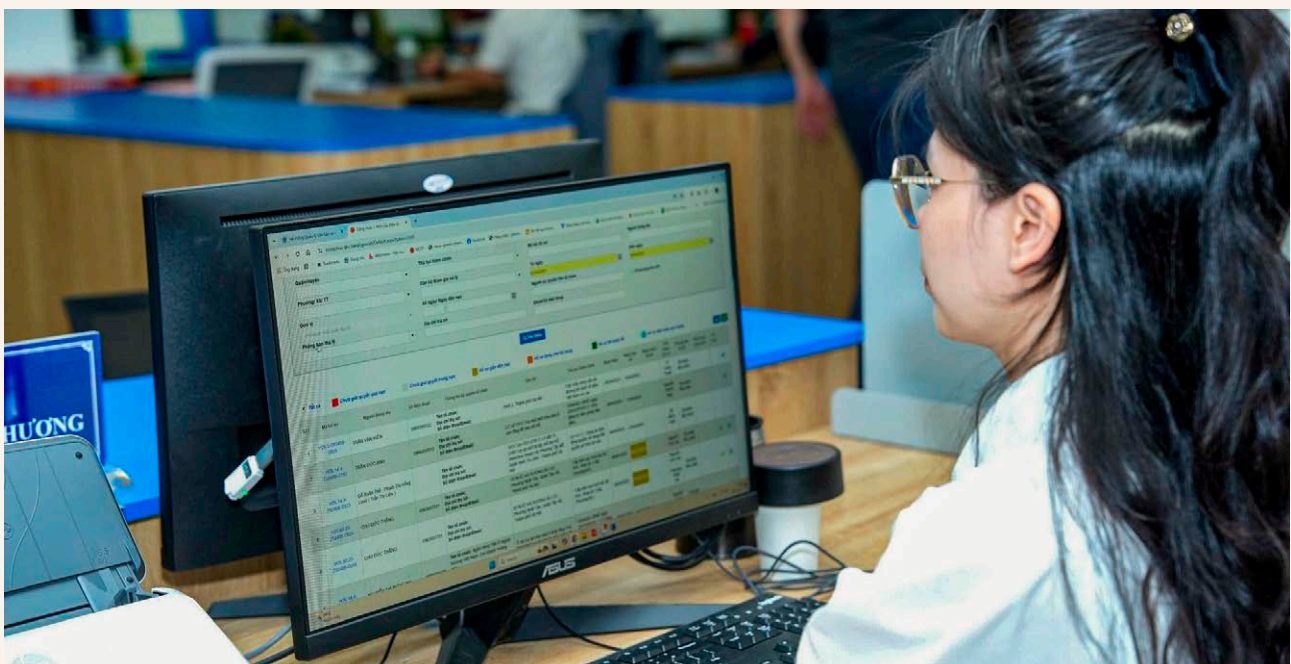


As part of efforts to streamline government, Vietnam aims to digitalise all administrative procedures. Photo credit: Chinhphu.vn

# Regional Insights
# Europe &
# North America

**41** Countries

**0.668**
**Average Country Score**

**27** Median
Country Rank



## 🏅 Top 5 Countries

**1** 🇩🇰 Denmark

**2** 🇳🇴 Norway

**3** 🇫🇮 Finland

**4** 🇸🇪 Sweden

**5** 🇨🇭 Switzerland

## ⭐ Rising Stars (2021–2025)

**1** 🇮🇹 Italy

**2** 🇱🇹 Lithuania

**3** 🇦🇱 Albania

**4** 🇩🇰 Denmark

**5** 🇬🇷 Greece

With 14 countries in the CGGI top 20, Europe & North America is the best performing region—and the wealthiest, with an average GDP per capita of about US$ 41,000. The region covers 41 ranked countries with a total population of about 1.1 billion.

Among sub-regions, Northern Europe leads, contributing four of the five highest-ranking countries this year. The average scores for countries in sub-regions Eastern Europe and Southern Europe trail those for Northern Europe, Western Europe, and North America.

Denmark, a standout performer in the region, has seen steady progress since 2021, rising to 2nd place in 2025, up from 6th in 2021. The country has improved its performance across six pillars, particularly in Financial Stewardship, with significant gains in Government Debt and Country Budget Surplus indicators, as it adopts stringent debt and deficit criteria in the EU's Stability and Growth Pact.[1]

Italy shines as the biggest improver, excelling particularly in Leadership & Foresight. The country's ambitious 2024 Recovery and Resilience Plan combines 66 reforms and 150 investments to tackle structural challenges to its growth.[2]

**Regional performance trends:** Overall, the average score for the region's countries improved modestly from 2021 to 2025. Out of the 22 countries that improved their scores over this period, 18 hail from the Northern Europe and Southern Europe sub-regions, while average scores for the countries from the North America, Western Europe, and Eastern Europe sub-regions declined.

**Pillar trends:** From 2021 to 2025, the average score for the region's countries improved in four CGGI pillars, with Helping People Rise showing the most significant gains. However, Robust Laws & Policies, Financial Stewardship, and Global Influence & Reputation experienced declines. At the indicator level, the region saw the biggest improvement in Non-Discrimination.



President of the Council of Ministers, Giorgia Meloni, speaks at the signing of an urban regeneration and environmental clean-up agreement in Bagnoli, part of Italy's ambitious 2024 Recovery and Resilience Plan. Naples, Italy, 15 July 2024.

## Data Trends

Cyprus (37th) debuts in the CGGI, ranking highly in the Financial Stewardship (18th) pillar and International Trade (2nd) indicator. The country's vibrant trade sector is underpinned by its position as the largest third-party ship management hub in Europe.[3]

The Czech Republic (24th) has made impressive gains in Global Influence & Reputation (+11) since 2021, bucking the global trend of decline in this pillar. Its strong Nation Brand (8th) has helped fuel a rapid post-pandemic recovery in tourism.[4]

Greece (40th) has emerged as the region's top improver in Attractive Marketplace. The country's dynamic economic growth has consistently outpaced the Eurozone average over 2021–2025.[5]

# Country Spotlight
# Lithuania

Lithuania, the largest Baltic country and economy, is one of the top five improvers in the region, rising to 25th globally in 2025 from 30th in 2021. In the same period, the country has made notable strides in Leadership & Foresight, particularly excelling in the Long-Term Vision and Adaptability indicators. Its "Lithuania 2050" national strategy guides future development in addressing critical issues such as climate change, demographic transitions, technological trends, and geopolitical shifts.[1]

Building on a robust regulatory framework and stable institutions, Lithuania has also made significant gains in Attractive Marketplace, particularly in the Attracting Investments indicator. A key focus has been the development of its tech sector. Initiatives such as GovTech Lab Lithuania foster innovation in the public sector by identifying challenges that can be solved with emerging technologies, engaging startups and small and medium-size enterprises to develop GovTech solutions.[2] Lithuania's digital transformation is bearing fruit, with startups contributing over EUR 100 million in taxes to the national budget for both the second quarter ended June and third quarter ended September 2024.[3]

### Lithuania's CGGI Rank
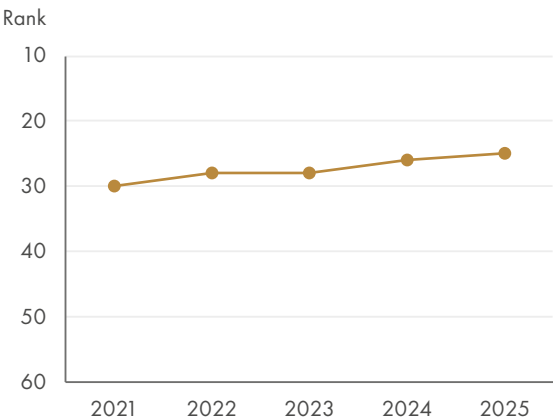


### Lithuania's Pillar Dashboard

| | Rank |
| --- | --- |
| Overall | 25 ▲ |
| Leadership & Foresight | 14 ▲▲ |
| Robust Laws & Policies | 21 ▲ |
| Strong Institutions | 23 ▼ |
| Financial Stewardship | 20 ▲ |
| Attractive Marketplace | 25 ▲▲ |
| Global Influence & Reputation | 38 ▼ |
| Helping People Rise | 31 = |
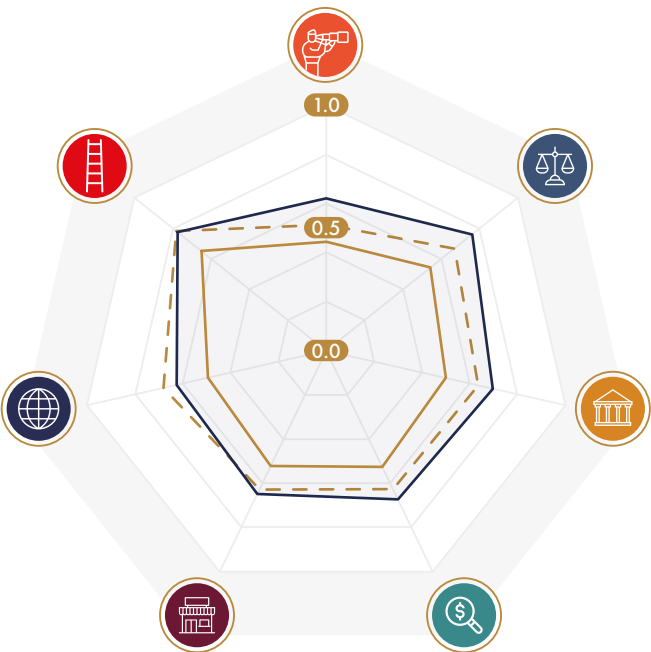
*2025 CGGI rankings and rank movements since 2021. A double arrow indicates rank movement of 15 places or more.*



*Each pillar is represented by a position on an axis that radiates from the centre, with scores increasing from 0 at the centre to 1 at the outermost ring. The farther a line extends from the centre, the higher the score in that pillar.*

Lithuania ——— World Average ——— Regional Average – – – –

# Lithuania: Promoting Good Governance through Institutional Integrity

*Lithuania's consistent improvement in governance rankings demonstrates its sustained commitment to strengthening institutions, enhancing integrity and transparency, and upholding the rule of law. Its National Agenda on the Prevention of Corruption (NAPC) 2022–2033 embeds anti-corruption measures into public administration and national governance, with the national anti-corruption body, the Special Investigation Service (STT), playing a pivotal role in shaping and implementing systemic reforms to prevent corruption.[1]*

**LINAS PERNAVAS**
Director, Special Investigation Service, Lithuania

*Linas Pernavas has been the Director of the Special Investigation Service of Lithuania since June 2023. As Head of the Lithuanian Police (2014–2019), he led significant police reforms, enhancing public safety and improving working conditions. He then served as Lithuania's police attaché in the U.K. (2019–2023). In 2023, he was elected President of EPAC/EACN, the pan-European anti-corruption networks. He has received multiple honours, including the Officer's Cross of the Order of the Grand Duke Gediminas.*



President of the Republic of Lithuania, Gitanas Nausėda, and STT director, Linas Pernavas, attending the International Anti-Corruption Conference. Vilnius, Lithuania, June 2024.

Lithuania has made significant national efforts to strengthen governance through sound legal frameworks and policies. Our legal system is aligned with the European Union (EU) standards, prioritising transparency, judicial quality, and regulatory governance. In recent years, efforts have also been made nationally to improve strategic planning—both at the state level and within institutions. The aim is to ensure institutions have clear, actionable goals and measures to achieve their objectives.

Lithuania's institutions prioritise evidence-based decision-making, and we are recognised as one of Europe's leading open data trendsetters, both in the economy and in public sector governance. By making data more accessible, citizens, NGOs, and the media have better means to scrutinise institutions and hold them accountable. Contributing to data-driven risk management, STT has developed a Big Data analytics model that enables more effective as well as timely identification and prevention of corruption risks.

Governance is a shared responsibility that relies on institutional cooperation. Understanding this, Lithuania actively engages in regional and European networks to strengthen policies and enhance cross-border governance. Collaboration with international partners supports the adoption of best
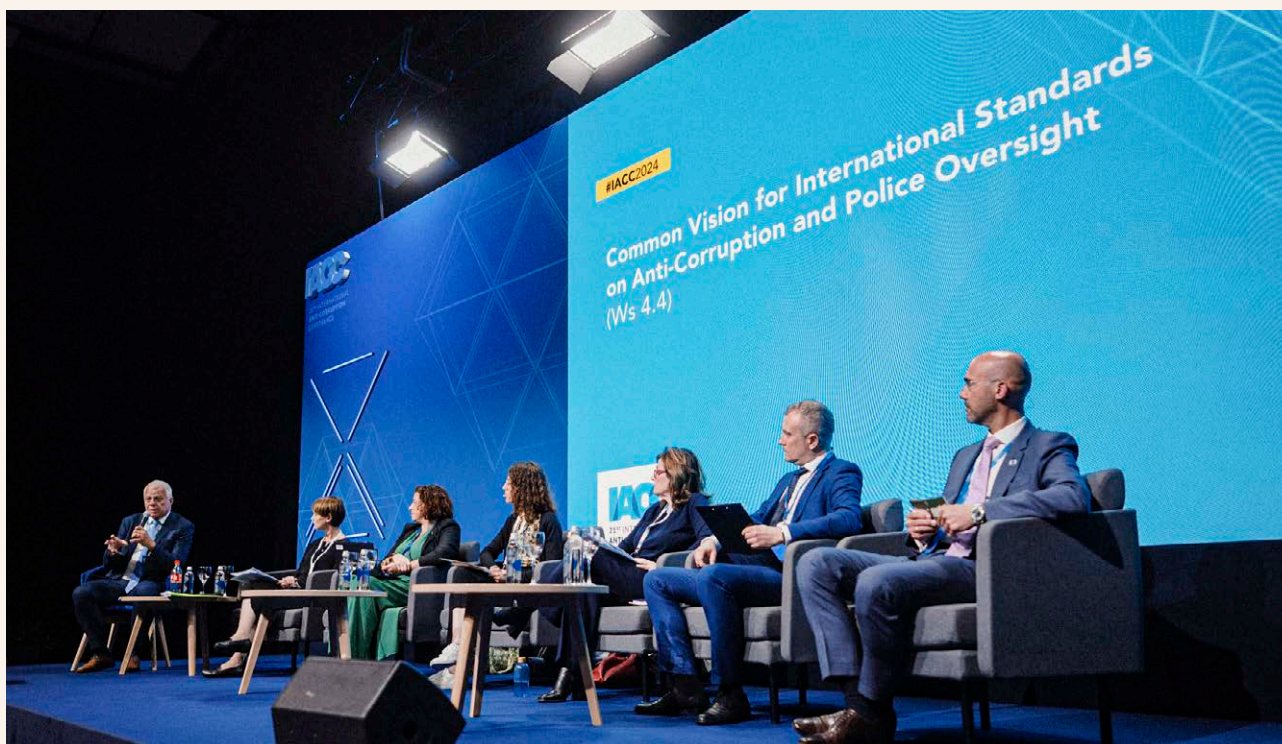
A session of the International Anti-Corruption Conference. Vilnius, Lithuania, June 2024.

practices and continuous improvement in governance frameworks.[2] For instance, Lithuania has enhanced its global role in anti-corruption efforts in recent years. In 2024, it hosted the 21st International Anti-Corruption Conference in Vilnius, which brought together over 2,000 experts, demonstrating Lithuania's commitment to global cooperation.

### A Strategy for Clean and Coordinated Governance

Effective anti-corruption efforts cannot be the responsibility of any one institution: they require a coordinated approach that brings together a broad range of stakeholders—including public institutions, civil society, and businesses. Lithuania's NAPC 2022–2033 represents a structured and coordinated strategy for the long term,[3] with the STT actively monitoring its progress across various government sectors.

Recognising that corruption risks and governance challenges evolve, the strategy was designed to be adaptable. Its implementation is structured in shorter three-year periods, allowing adjustments based on emerging trends, lessons learned, and shifts in the broader governance landscape. By providing a structured yet flexible roadmap, the

NAPC strengthens integrity at all levels of society. It promotes the understanding that anti-corruption efforts and effective management of corruption risks must be integral to all governance activities, ensuring long-term resilience against corruption in Lithuania's governance framework.

The NAPC strengthens transparency, accountability, and integrity across government and public administration levels. It includes measures to improve conflict of interest management, increase lobbying transparency, enhance whistleblower protections, and reinforce ethical leadership through public sector human resource management guidelines. For example, we set out annual anti-corruption objectives in expectation letters to reinforce personal accountability for ethical governance.

The implementation of NAPC is coordinated at the highest level through a dedicated commission, which includes ministers and heads of key administrative and oversight institutions. The commission is chaired by the Prime Minister, with the Minister of Justice and the Director of the STT as acting heads. This composition ensures ethical leadership in anti-corruption efforts and reflects the understanding that in addition to a strong legal framework, effective coordination is

# Realising the National Anti-Corruption Strategy

Lithuania's National Agenda on the Prevention of Corruption (NAPC) aims to create a corruption-resilient environment in the public and private sectors by focusing on three main areas. First, it seeks to shape anti-corruption attitudes and enhance competencies. Second, it promotes sustainable political, managerial, administrative, and financial solutions that resist undue influence while ensuring high-quality public and administrative services. Third, it strengthens corruption control mechanisms, supports the impartial administration of justice, and reinforces the rule of law. Specific objectives support these directions, and an implementation plan introduces concrete measures every year to drive progress. Regulatory frameworks alone are insufficient—effective implementation is key.

As the coordinating institution for the NAPC, the STT plays a central role in monitoring and evaluating its implementation. Every year, STT assesses progress and provides recommendations to improve the process, ensuring that anti-corruption efforts remain effective, responsive, and aligned with evolving challenges. Formal compliance does not automatically create impact: through implementation reports and active communication, STT takes a strong, results-oriented approach to ensure that the strategy is effective and that meaningful progress is made in achieving national anti-corruption goals.

essential for aligning legal measures and ensuring the successful implementation of strategic initiatives.

**Supporting Ethical and Professional Leadership**
When promoting ethical leadership and building resilience to corruption in institutions, we use all available tools to support and empower decision-makers in fostering integrity. Ensuring public sector leadership operates in a corruption-resilient environment is one of our key priorities. One example is the strategic anti-corruption guidelines we have introduced for newly appointed ministers. These guidelines provide an overview of corruption risks within their respective areas of responsibility and offer practical recommendations for minimising those risks. This initiative helps ensure that ethical leadership begins at the highest levels of government and extends throughout institutions.

In Lithuania's anti-corruption framework, public sector leaders are directly responsible for implementing anti-corruption measures, and must lead by example.

To support them, we equip leaders with the necessary knowledge and tools to foster transparency, set ethical standards, and create a culture where accountability is a priority. In addition to issuing guidebooks for public and private sectors, we launched the Integrity Academy, a knowledge-exchange platform that connects experienced professionals with public sector organisations. Institutions that voluntarily join this initiative commit to actively creating an anti-corruption environment while benefiting from expert advice and shared experiences.

Another recent initiative aims to foster ethical leadership and professionalism in the future generation of public institution personnel. Seven key Lithuanian institutions working in national security developed a new National Security undergraduate study programme at Mykolas Romeris University to equip professionals with specialised competencies for national security, law enforcement, and the public sector. Beyond technical expertise, the curriculum emphasises ethical conduct, accountability, and

professional integrity. By aligning with the needs of strategic security institutions, this programme enhances institutional transparency, strengthens operational efficiency, and contributes to developing a highly skilled and ethical workforce in the national security sector.

### Seeking and Sharing Best Practices in Regulatory Governance

In Lithuania, we emphasise learning from good practices and integrating high-quality international recommendations into our legal and institutional frameworks. Our alignment with EU regulations and international standards set by organisations such as the OECD, the Council of Europe, and the United Nations have established a strong foundation for upholding core principles of good governance, including integrity, transparency, and the rule of law.

A systemic approach has been key to achieving results. Legal reforms, data-driven government, and improvements in the accessibility and quality of public and administrative services have strengthened oversight mechanisms and increased institutional efficiency. A strong legal framework supports these efforts to ensure the independence of both law

enforcement agencies and judicial institutions. The STT, with its broad mandate to combat corruption, continuously works to refine and strengthen legal mechanisms. To make the most of our mandate, we regularly submit legislative proposals to improve the Criminal Procedure Code, and recommend refinement of prosecutorial guidelines to streamline and accelerate pre-trial investigations.

Having worked in Lithuanian law enforcement for many years, I have personally seen a strong emphasis placed on enhancing inter-agency cooperation, particularly in information sharing, capacity building, and joint training programmes. As a relatively small country with a population of less than 3 million, our resources, including those allocated to law enforcement, are not unlimited. However, we can achieve meaningful results and pursue higher level cases with a spirit of active cooperation. Hence, international partnerships and the exchange of best practices are deeply embedded in our development.[4]

### Achieving Real Impact for Citizens

Satisfaction with public services is closely linked to citizens' experience of government procedures. I have seen in practice how anti-corruption measures

**Overview of Lithuania's Anti-Corruption Assessment with OECD Standards:
Regulation vs. Implementation in Key Areas**
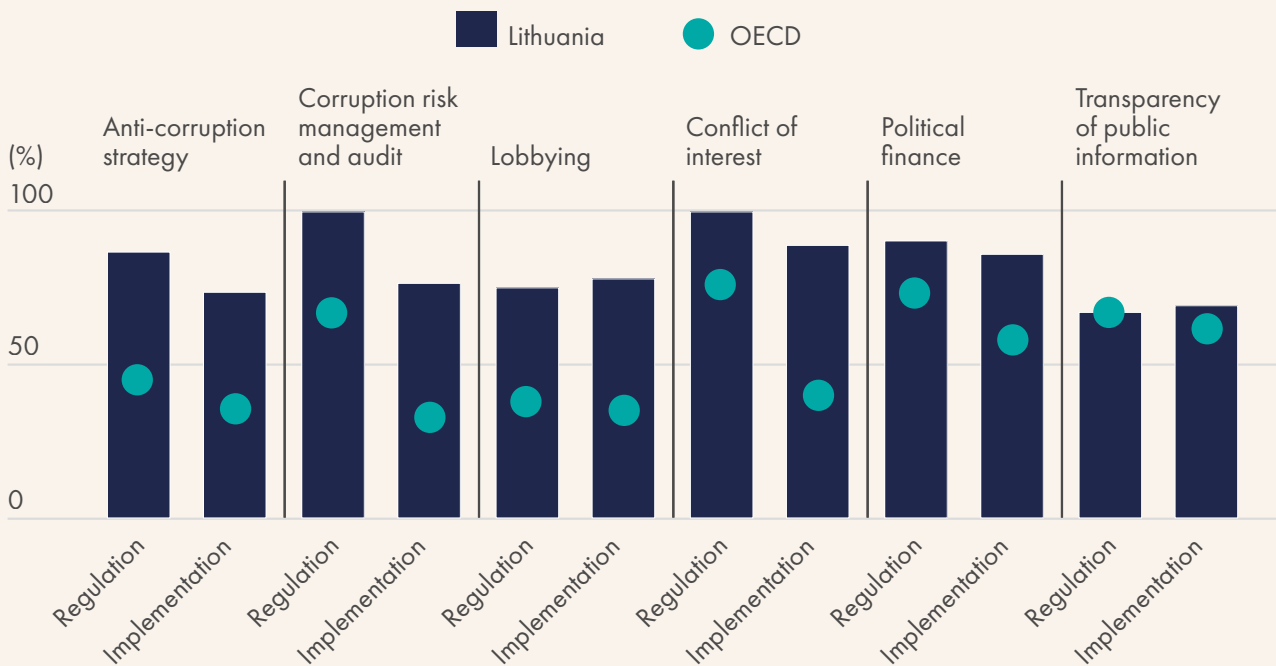


Anti-Corruption and Integrity Outlook 2024 – Country Notes: Lithuania. 26 March 2024.[5]

can directly improve these services by making them clearer, more transparent, and more efficient.

As part of our anti-corruption work, we make assessments of various state and municipal processes, including those that directly affect citizens. The risks we identify and the recommendations we provide contribute to meaningful improvements: such as faster and more transparent access to medical services, ensuring that funds for road and street repairs are allocated based on clear principles, improving housing adaptation for people with disabilities, enhancing passenger transportation services, or ensuring fair and transparent electricity consumption calculations.

Anti-corruption education and raising awareness are measures that empower citizens. In my experience, they are most effective when they focus on areas with the most significant impact. For example, a recent national campaign, "To Give or Not to Give", organised in cooperation with a non-governmental organisation representing young doctors, encouraged local communities to discuss how healthcare services can be provided and received based on principles of transparency and integrity without informal payments to medical professionals—a practice that remains common among some residents.

As a trusted institution, STT also receives thousands of reports on potential corruption through our whistleblower channel, enabling us to respond quickly to possible corrupt activities affecting citizens and businesses.
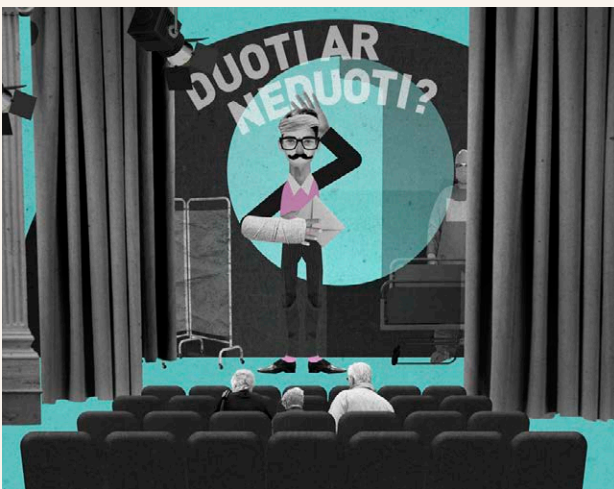


A screenshot from an animated Lithuanian video on bribery in the health sector, "To Give or Not to Give?"

> *Satisfaction with public services is closely linked to citizens' experience of government procedures.*

**Challenges and Opportunities Ahead**

Like many nations, Lithuania faces a rapidly evolving landscape shaped by geopolitical, technological, economic, and social factors. Ensuring transparency, integrity, and the rule of law are core to addressing future challenges and seizing opportunities.

The shifting geopolitical situation in the region further underscores the importance of maintaining transparency in public spending, particularly in defence and national security. Strong oversight mechanisms are crucial to safeguarding public funds and ensuring the highest standards of integrity in the national defence sector.

Another key issue is the increasing complexity and sophistication of corrupt practices, which are extending into financial systems, legislative processes, and the digital sphere. Cyber-enabled fraud, cross-border bribery, and the misuse of advanced technologies are challenges that require continuous adaptation in investigative tools and enforcement strategies. Effectively addressing these risks demands strong international cooperation, as corruption—particularly involving foreign actors or illicit financial flows—often transcends national borders.

At the same time, Lithuania has significant opportunities to strengthen its resilience against corruption. Advances in technology, particularly artificial intelligence and data analytics, can enhance criminal intelligence, investigative processes, and corruption prevention efforts. We are continually working to more effectively leverage these tools to better detect and respond to corruption risks, safeguarding our institutions and ensuring our governance systems and processes continue to function well.

# Regional Insights
# Latin America & Caribbean

**19** Countries

**0.462**
Average Country Score

**73** Median
Country Rank



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🏅 **Top 5 Countries**

**1** 🇺🇾 Uruguay

**2** 🇨🇱 Chile

**3** 🇨🇷 Costa Rica

**4** 🇨🇴 Colombia

**5** 🇩🇴 Dominican Republic

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⭐ **Rising Star (2021–2025)\***

**1** 🇺🇾 Uruguay

*\*Uruguay is the only country in the region that saw its rank rise between 2021 and 2025.*

The Dominican Republic's Minister of Industry, Trade and MSMEs, Víctor Bisonó, speaks on economic growth at the Atlantic Council in 2024. The Dominican Republic has made notable gains, led by improvements in Strong Institutions. Washington D.C., U.S., 29 January 2024.

Comprising 19 ranked countries, the Latin America & Caribbean region has generally not performed well on the CGGI. In each of the past five years, the average score for the region's countries has lagged behind every other region except Africa. Only two countries from the region were within the top 40 in CGGI 2025, while the rest of the countries ranked in the bottom half of the Index.

This year, we added a new country from the region to the CGGI—Bolivia—which debuts with a global rank of 110th.

**Regional performance trends:** The average score for the region's countries declined from 2021 to 2025, and fell further behind relative to the next best performing region—the Middle East, Central & West Asia. Only three countries—Costa Rica, Uruguay, and Venezuela—saw their scores improve over this five-year period, out of which only Uruguay improved in rank, from 38th in 2021 to 33rd in 2025.

**Pillar trends:** Across all seven pillars, the region saw a general decline from 2021 to 2025, especially in Leadership & Foresight, where the decline was significant. There was a slight recovery in the past year, as average scores rose in two pillars: Strong Institutions and Helping People Rise. A standout performer was the Dominican Republic (64th in 2025), which improved in five pillars in the past year.

## Data Trends

Costa Rica has made substantial progress in its Data Capability and Implementation indicators. The country successfully concluded negotiations in 2025 to join the Digital Economy Partnership Agreement, the world's first standalone digital trade agreement, which includes Singapore, New Zealand, and Chile.[1]

Bucking the regional trend, Uruguay excelled in Leadership & Foresight and Helping People Rise over 2021–2025—driven by a resilient economy that weathered the pandemic in 2021–2022 relatively well and recovered in 2024 after a severe drought.[2]

Guatemala has maintained a consistently high rank for Price Stability (15th in 2025), with its low, controlled inflation rate underpinned by prudent monetary and fiscal policies.[3]

# Country Spotlight
# Jamaica

Jamaica's CGGI score has remained stable between 2021 and 2025, with notable rank improvements across several pillars. During this period, the country saw its rank rise in the Strong Institutions (+1), Financial Stewardship (+3), and Global Influence & Reputation (+10) pillars.

In Financial Stewardship, Jamaica has demonstrated notable performance, particularly for the Government Debt and Country Budget Surplus indicators. Over the past decade (2014–2024), the nation has reduced its public debt from 144% of GDP to 72%.[1]

Also noteworthy is Jamaica's progress in the Nation Brand indicator, which contributed to the country's improvement in Global Influence & Reputation. The country welcomed a record-breaking 4.3 million visitors and generated US$ 4.3 billion in tourism earnings in 2024.[2] Realising its ambitious 5x5x5 growth strategy, introduced in 2020, Jamaica is on track to welcome five million visitors and generate US$ 5 billion in annual tourism revenue by the end of 2025.[3]

**Jamaica's CGGI Rank**
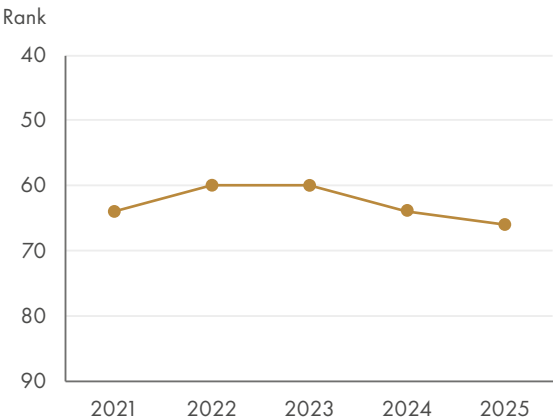


**Jamaica's Pillar Dashboard**

| | Rank |
|---|---|
| Overall | 66 ▼ |
| Leadership & Foresight | 55 ▼ |
| Robust Laws & Policies | 54 ▼ |
| Strong Institutions | 64 ▲ |
| Financial Stewardship | 82 ▲ |
| Attractive Marketplace | 65 ▼ |
| Global Influence & Reputation | 82 ▲ |
| Helping People Rise | 67 ▼ |
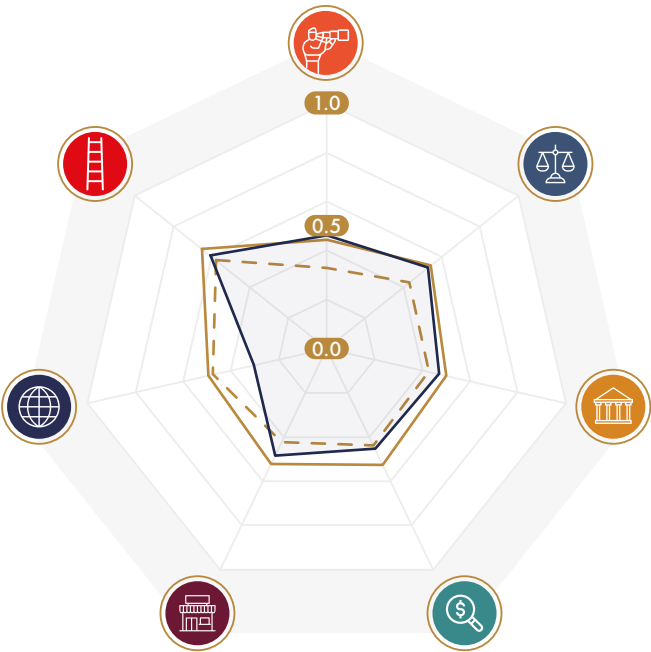
*2025 CGGI rankings and rank movements since 2021. A double arrow indicates rank movement of 15 places or more.*



*Each pillar is represented by a position on an axis that radiates from the centre, with scores increasing from 0 at the centre to 1 at the outermost ring. The farther a line extends from the centre, the higher the score in that pillar.*

🇯🇲 Jamaica ——— World Average ——— Regional Average – – – –

**PRACTITIONER STORY**

# Activating the Public: Realising Fiscal Reforms in Jamaica

*CARICAD Executive Director Devon Rowe, a former Permanent Secretary for Finance, recounts the broad sectoral consensus and concerted leadership behind Jamaica's remarkable financial turnaround—and what lessons it could hold for other countries in the region.*



Jamaican banknotes, including the JMD 1,000 bill featuring Michael Manley, who served as the fourth Prime Minister and played a pivotal role in shaping the country's social and economic policies.

**DEVON ROWE**
Executive Director of the Caribbean Centre for Development Administration (CARICAD)

*Devon Rowe is Executive Director of the Caribbean Centre for Development Administration (CARICAD). He joined the regional organisation in 2016, following a career in the Jamaican public service, where he served as Permanent Secretary in two ministries, and as a Board member of public sector companies in investment, development finance, infrastructure, and health. He is also a member of the Committee of Experts in Public Administration (CEPA) at the United Nations. In 2014, he was conferred the Order of Distinction, Commander Rank by the Government of Jamaica, in recognition of his outstanding contribution to public service.*

**You have had a long and distinguished career in the Jamaican public service, including as Permanent Secretary in two ministries, among other leadership positions. In your experience, what makes for good governance?**

I spent 37 years working in the Jamaican public service, starting out as a temporary clerk right after high school, eventually working my way up to the top level. Growing up in East Kingston in the 1970s, I believe I had an understanding of what the average citizen needs from the government. Back then, we were raised with a sense of mission: to contribute to society. Jamaica's small economy meant that the government played a crucial role in providing policies and services to benefit a wide range of people, rather than being driven solely by the private sector. These perspectives have always guided my work in government.

One reason Jamaica has stayed relatively stable over the years is that political transitions have always been smooth. Political parties typically work within the law and usually have the full support of a dedicated public service. A huge milestone in the early 2000s was the creation of the Vision 2030 plan, which aims to guide Jamaica towards becoming a developed nation and by 2030 being "the place of choice to live, raise families and do business".[1] Since the plan was developed in a bipartisan way, it continued to be implemented when a new government took over.

In our system of government, the Prime Minister and the Finance Minister are key positions for the achievement of the development agenda or simply getting things done. For that matter, in some Caribbean states, these two roles are sometimes held by the Prime Minister. At the same time, it is crucial for political leaders to have the respect and support of the public sector to ensure alignment between the political and administrative arms of government.

During my time as Financial Secretary in the Ministry of Finance, I made sure that whatever my minister committed to the public was delivered. If something could not be delivered, the ministry worked diligently to put the minister in a position to explain the reasons for deviations and put forward alternatives. This was typical of the ministry and helped support credibility and secure greater acceptance. The public service knows very well that public trust is a vital part of good governance in Jamaica.

Many years ago, the Jamaican government developed a Consultation Code[2] designed to guide public consultations for the creation of policy. Though useful, there are not as many consultations as there should be, partly because they can be very costly. Additionally, I think the public should be more engaged in policy discussions. The citizens may not always demonstrate interest in formal settings unless there is a well-defined or immediate impact. During my time in public service, I also observed a tendency to address matters only when they become urgent, which is not the best approach to governance. Fortunately, over recent decades this challenge has been addressed through medium and long-term planning.

In government, we do need to step back and think creatively about what we need to do to actively

Andrew Holness, Prime Minister of Jamaica since 2016, at the Conference of Heads of Government of the Caribbean Community (CARICOM). Nassau, Bahamas, 16 February 2023.

encourage public participation. This is a crucial aspect of governance and was particularly important when Jamaica underwent the IMF-supported economic reforms programme that began in 2013. As the Permanent Secretary playing a lead role in this effort, it was obvious that a great deal was to be accomplished in a short time span.

**Jamaica has made notable strides in Financial Stewardship, including reducing its debt-to-GDP ratio by almost half, from 144% to 72% over the past decade. How did Jamaica realise the significant reforms needed for this achievement?**

The government created a domestic group called the Economic Program Oversight Committee (EPOC), which included members from the private sector, financial sector, unions, and civil society. This group monitored and supported the reforms internally in (Jamaica), independent of any external review body. EPOC, by being the public face of communication on progress delivering an independent perspective, helped to build trust and social consensus showing domestic and international stakeholders that Jamaica was committed to the reforms. Everyone had skin in the game and were therefore invested in the success of the programme.

Because Jamaica's economic reforms were part of our own national Vision 2030 plans, we were

able to negotiate with the IMF, ensuring that the pace of implementation and conditions for support were best suited to our own practical circumstances and context. We certainly were facing a difficult set of objectives. It is important to note that the Economic Reform Programme has been continued by successive administrations since 2013.

For example, consolidating all our fiscal incentives from many pieces of legislation into one omnibus Act within seven months as a condition of IMF support was not an easy task. My previous experience in legislative changes suggested that this was nearly impossible to accomplish. Yet, working with experts from the private and public sectors, we met the target. Collaboration was an immensely useful asset.

The ministry held meetings across industries and civil society to discuss issues and made amendments based on their feedback. We had a standing provision that recognised that we would not always agree but we had to agree to disagree agreeably when necessary. We worked with a respected tax expert from the private sector, and with expert legislative drafting support, prepared the legislation. The political leadership made it clear that economic reforms were the top priority. Staff from various ministries worked together with the Ministry of Finance to ensure the programme's success.

> *We had a standing provision that recognised that we would not always agree but we had to agree to disagree agreeably when necessary.*

Internally, the political leadership made it clear that the economic reforms were Job Number One. This meant that staff from across ministries were released from the usual hierarchical arrangements to support efforts with the Ministry of Finance, across and despite silos, to ensure the success of the reform. Cohesion and support at the level of the Committee of Permanent Secretaries were also vital in helping to break down traditional institutional barriers.

With progress came confidence in our collective ability to effect the reforms, and in turn, greater buy-in.

The government communicated extensively about the programme with unions, the financial sector, and



Montego Bay remains one of Jamaica's most prominent tourism destinations, with ongoing real estate and road development projects set to further boost the city's global appeal and economic prospects. Montego Bay, Jamaica, 27 November 2024.

civil society, not just through parliamentary speeches but also through conversations within ministries, town hall meetings, and targeted discussions.

This demonstrates the benefits of having an inclusive process that allows people to participate. While they may not get everything they want, overall, the outcome is in their best interest.

### Apart from your economic achievements, what else might account for Jamaica's growing global reputation in recent years?

Our positive working relationship with international institutions such as the UN, World Bank, and the IMF in the past decade has helped to raise Jamaica's profile. This builds on the legacy of previous Prime Ministers, who many say set a high standard for Jamaica to be globally recognised in foreign affairs. Jamaica and Jamaicans are recognised as well in

sports, music, and the arts. We are signatories to many international treaties and are known for our efforts to live up to the spirit and expectations of the agreements. We have maintained good relations with almost all, if not all countries in the world.

Jamaica is also a pioneer in governance, sometimes taking on issues from which others in the region may learn. For example, as part of our IMF-supported programme, we carried out a debt exchange, restructured our fiscal system, and introduced new laws. These experiences would have benefitted other Caribbean countries as well. Conversely, Jamaica does not hesitate to research and adapt lessons from the region or elsewhere.

Jamaica's Statistical Office and systems are among the best in the region. For instance, Jamaica is recognised for good data collection and



Aftermath of Hurricane Beryl in downtown Kingston, highlighting the Caribbean's vulnerability to climate and economic shocks. Kingston, Jamaica, 5 July 2024.

management, which supports evidence-based decision making. I have also been told that our Vision 2030 plan helped inform the development of the UN Sustainable Development Goals (SDGs), which speaks to its soundness and robustness.

**Since your retirement in 2016, you have remained engaged in regional public governance as Executive Director of CARICAD. In your view, what are the main challenges the region faces, and what might be done to address them?**

The Caribbean remains economically vulnerable. COVID-19 exposed the fragility of the tourism industry in the region. Climate change will increase the environmental risks we face given Jamaica is already exposed to natural hazards such as hurricanes, volcanoes, earthquakes, and droughts. While economic diversification has begun, it must



be accelerated. The region handled the pandemic relatively well, particularly given the limited resources we have at our disposal. It highlighted what in-country capabilities and systems could do. That said, there is an urgent need to accelerate the improvement of our health infrastructure. I suppose that prevention in our case is cheaper than cure, so we may need to do much more with preventative education. I also think that public sector transformation in areas such as education, agriculture, and technology is necessary.

The future is digital. Digital transformation and the advent of artificial intelligence (AI) can sound terrifying when we think about the potential risk of job losses and it may frighten us into inaction. However, it is also an opportunity for governments to increase skills in the digital realm by providing more opportunities for digital skills, literacy, access, and inclusion.

Climate change is an economic and survival reality for the Caribbean. We are putting lives and livelihoods at the centre of our policy choices. Beyond the talk that we have heard, we need to find ways to gather the resources needed for adaptation or mitigation so that polices can be implemented.

Notwithstanding our small size and limited resources, implementation remains a challenge. Public sector organisations must shift the pendulum from solely process and control to an outcome focused culture. Consequently, skills will have to be enhanced and systems modified to facilitate output and outcomes, whilst retaining rules for accountability and transparency. Innovation, initiative, and good judgement must be rewarded in the public sector without the fear of ending careers for officials making mistakes while seeking to resolve problems. Regionally, we are likely to need better whistleblower protection and better access to information so that we can build trust on which progress will depend.

Finally, exceptional leadership is crucial to raise awareness of the challenges, ensure transparency, dispel distrust, and deliver solutions that support the achievement of the vision. Whether citizens are in the formal workforce or not, young or old, we need to make the most of their capabilities. This mindset change, I believe, will empower our citizens to be activated, enabling our region to deliver and to thrive, well beyond expectations.
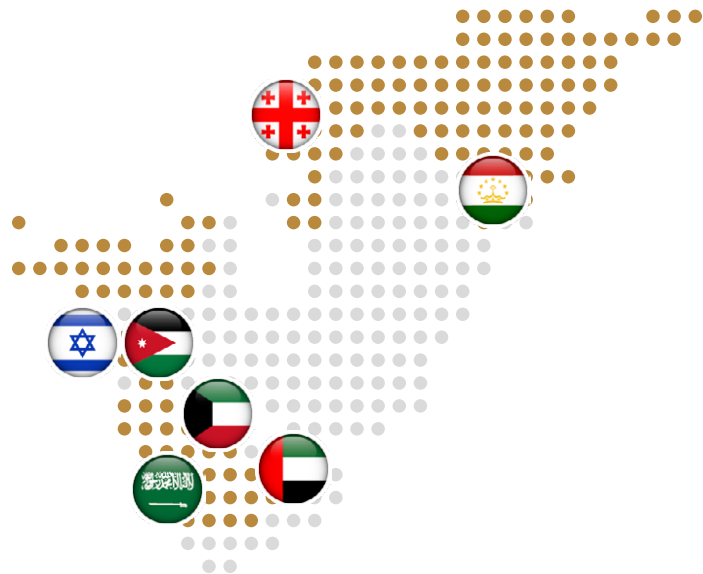
# Regional Insights
# Middle East, Central & West Asia

**13** Countries

**0.505** Average Country Score

**58** Median Country Rank



## 🏅 Top 5 Countries

1. 🇦🇪 United Arab Emirates
2. 🇮🇱 Israel
3. 🇸🇦 Saudi Arabia
4. 🇬🇪 Georgia
5. 🇰🇼 Kuwait

## ⭐ Rising Stars (2021–2025)

1. 🇦🇪 United Arab Emirates
2. 🇯🇴 Jordan
3. 🇹🇯 Tajikistan

The Middle East, Central & West Asia region comprises 13 ranked countries, with a total population of about 300 million and an average GDP per capita of US $17,400.

There is wide variance in the performance of countries within the region. The UAE—the best performing in the region and one of the biggest rising stars globally—is the region's only representative in the top 10 countries in CGGI 2025. The region also includes Iran (113th) and Lebanon (115th), which lie at the other end of the ranking table.

In 2025, two countries—the UAE, and new CGGI entrant, Kuwait—share the top spot in the Country Budget Surplus indicator.



President Emomali Rahmon of Tajikistan speaks at the World Leaders Climate Action Summit during COP29, a summit focused on climate finance and global sustainability. Baku, Azerbaijan, 12 November 2024.

The last year was a generally good one for the region's countries. Except for Israel, every country improved in their CGGI score between 2024 and 2025.

Taking a longer term perspective, from 2021 to 2025, the regional picture is mixed. The average country score for the region improved moderately. But the overall improvement was driven largely by the Middle East sub-region. Only four countries—Georgia, Jordan, Tajikistan, and the UAE—had improved scores over this time period.

**Regional performance trends:** The Middle East sub-region stood out with the average score for its seven constituent countries improving substantially between 2021 and 2025. They had broader and robust gains across five pillars, notably in Strong Institutions and Financial Stewardship.

The three countries from the Central Asia sub-region had relatively stable scores between 2021 to 2025, while West Asia's trio of countries declined slightly on average, with score improvements in just three pillars.

**Pillar trends:** Strong Institutions stands out as the region's best-performing pillar between 2021 and 2025, buoyed by gains in Data Capability. Both Financial Stewardship and Helping People Rise also showed sustained improvements. However, the region's performance in Robust Laws & Policies and Attractive Marketplace declined moderately.

## Data Trends

Rising star Tajikistan recorded substantial progress in Financial Stewardship over 2021–2025. The country has taken some concrete steps in this area. For example, it completed a Finance Sector and Fiscal Management Improvement Financial Programme in 2024, in collaboration with the Asian Development Bank.[1]

Jordan has recorded notable progress in Data Capability (+7 ranks) between 2021 and 2025, as it implements plans for digital transformation in public administration, and pursues data-driven policymaking, in line with its Economic Modernisation Vision 2033.[2]

Kazakhstan has recorded significant improvement in Non-Discrimination. This is in line with legislative reforms to enhance human rights protections and promote gender and social equality, including a 2023 Presidential Decree mandating anti-discrimination laws and a dedicated unit within the National Centre for Human Rights to tackle discrimination.[3]

# Country Spotlight
# United Arab Emirates

The United Arab Emirates (UAE) has lifted itself into the CGGI global top ten, climbing five ranks from 2024 to claim 9th place in 2025 (+19 since 2021). This remarkable rise underscores the country's consistent efforts in strengthening its institutions and diversifying its economy.

The UAE's most significant gains are in Financial Stewardship and Strong Institutions. The nation dominates the global rankings of several indicators, taking the top spots in Adaptability, Strategic Prioritisation, Innovation, Implementation, and Country Budget Surplus.

A key driver of the UAE's success is its strategic focus on innovation and technology-led governance reforms. The launch of the Science, Technology, and Innovation Policy in 2024 aligns with the country's broader Vision 2031 and its long-term UAE Centennial 2071 strategy.[1] These initiatives aim to enhance research capabilities,

accelerate digital transformation, and position the UAE as a leader in emerging industries. The country's "Projects of the 50" initiative seeks to further foster economic diversification, entrepreneurship, and digitalisation, as it develops its governance model for the future.[2]

## The UAE's CGGI Rank
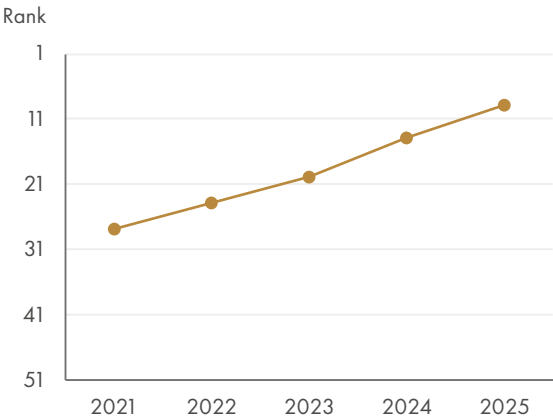


## The UAE's Pillar Dashboard

| | Rank |
|---|---|
| Overall | 9 ▲▲ |
| Leadership & Foresight | 2 ▲ |
| Robust Laws & Policies | 28 ▼ |
| Strong Institutions | 10 ▲▲ |
| Financial Stewardship | 3 ▲▲ |
| Attractive Marketplace | 8 ▲ |
| Global Influence & Reputation | 35 ▲ |
| Helping People Rise | 17 ▲ |
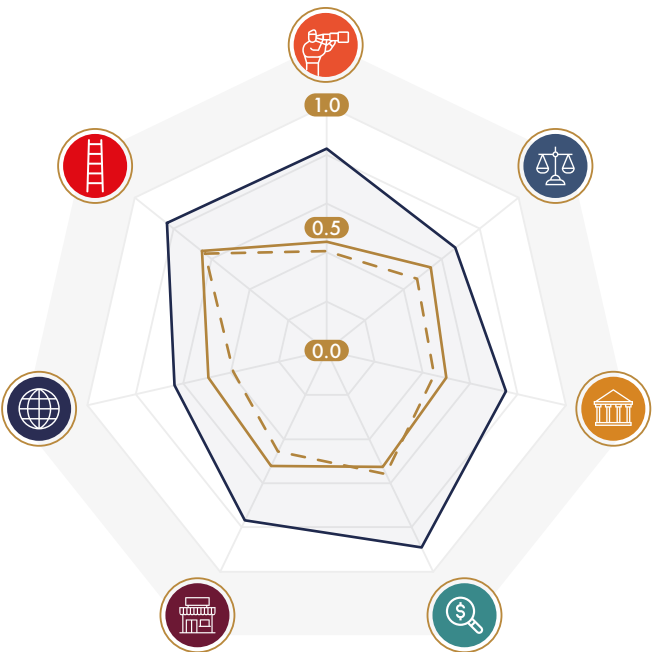
*2025 CGGI rankings and rank movements since 2021. A double arrow indicates rank movement of 15 places or more.*



*Each pillar is represented by a position on an axis that radiates from the centre, with scores increasing from 0 at the centre to 1 at the outermost ring. The farther a line extends from the centre, the higher the score in that pillar.*

UAE ▬▬▬ World Average ▬▬▬ Regional Average ─ ─ ─

# Developing a Future-Ready Emirati Workforce

*The UAE's Ministry of Human Resources and Emiratisation (MoHRE) plays a pivotal role in achieving its national Vision 2031. H.E. Shayma Yousef Alawadhi, Acting Undersecretary of Labour Market Development & Regulation and Assistant Undersecretary for Communications & International Relations, shares how the ministry is making strides to deepen domestic capabilities, attract global talent, and enhance the labour market's overall efficiency and competitiveness.*

**H.E. SHAYMA YOUSEF ALAWADHI**
Acting Undersecretary of Labour Market Development & Regulation and Assistant Undersecretary for Communications & International Relations, Ministry of Human Resources and Emiratisation (MoHRE)

*In her dual role at MoHRE, Alawadhi helps shape the UAE's labour market landscape, driving strategies that address the dynamic needs of the market, enhance labour protection, and propel digital business development. She has also led the ministry's communications and international relations since 2022, spearheading bilateral and multilateral discussions on the UAE labour market and fostering global partnerships. She previously held managerial roles at the Federal Authority for Government Human Resources and Abu Dhabi Securities Exchange, following a career in the UAE tech industry.*

practices and reforms. Towards these goals, the government has adopted comprehensive standards across the public and private sectors to ensure more efficient and effective management, in line with international best practice.

> *The UAE leadership places particular emphasis on transparency, adaptability, efficiency, and continuous improvement in public services and institutional performance.*

**I**n 2025, the UAE ranked 9th overall on the CGGI and is the only country from the Middle East in the global top ten. What drives good government in the UAE, and how does MoHRE contribute to national objectives? The UAE leadership places particular emphasis on transparency, adaptability, efficiency, and continuous improvement in public services and institutional performance. The UAE's Vision 2031[1] and UAE Centennial 2071[2] plans provide clear, long-term direction for our national governance

The country has invested towards building robust institutions that are characterised by data-driven decision making, high-quality performance, and effective coordination. All UAE government entities operate on principles of collaboration and integration. This is crucial because collective effort is needed to effectively implement strategies and objectives, especially in sectors like the labour market, where the state's role is foundational.

One priority of the UAE is to empower national talent, attract global talent, and enhance the UAE

The annual Emirates Labour Market Award recognises the outstanding achievements of private sector entities, leading businesspersons and employees, and best practices in the UAE labour market. Abu Dhabi, UAE, 14 November 2024.

labour market's efficiency, competitiveness, and innovation. MoHRE plays a central role in aligning the national workforce with this and other strategic priorities, particularly through innovation, strategic workforce planning, and social development. The ministry takes a proactive approach to labour market reforms, continually evaluating the needs of the economy and responding with relevant policies to ensure that the workforce can meet the demands of a rapidly evolving labour market.

An example of the ministry's key initiatives to enhance competitiveness and innovation is the Emirates Labour Market Award, which acknowledges and rewards businesses and individuals who have contributed significantly to the UAE labour market. The annual award highlights outstanding achievements and practices of companies and individuals to promote a culture of excellence and best practice, encourage others to follow suit, and inspire continuous improvement within the labour market.

As a result of these efforts, our labour market experienced strong growth in 2024. Our total workforce expanded by 12.4%, and the skilled workforce increased by 13.23%. The number of companies has also grown by 17.02%, with new businesses accounting for 32.16%. These figures underscore our labour market's competitiveness and effective policies.

**A key plank of your "We the UAE 2031" national plan towards economic diversification and sustainable development is integrating Emirati talent into the private sector. How has this Emiratisation of the labour force proceeded, and to what effect?**

The UAE's Emiratisation policies are rooted in a comprehensive vision for the country's future that centres on developing national talent, encouraging their active involvement in national economic growth. To achieve this, MoHRE, which spearheads national Emiratisation efforts, implements a comprehensive policy designed to increase the employment of UAE nationals in the private sector. This policy sets specific targets and regulations for companies based on their size and sector, with the broader objective of diversifying the economy and promoting sustainable development, while driving greater efficiency, agility, and productivity in the labour market.

In 2022, the UAE introduced an Emiratisation mandate requiring companies with 50 employees or more to achieve a 2% annual increase in the Emiratisation of skilled positions. This means that for every 100 skilled employees, at least eight should be UAE nationals by the end of 2025. The goal is to reach a 10% Emiratisation rate by 2026. In 2024, stipulations required companies with 20–49 employees across 14 key economic sectors to hire at least one Emirati by the end of the year and another by the end of 2025. The goal is to involve a wider range of businesses in Emiratisation efforts.

Another key initiative is the Nafis programme, which was established in 2021 to enhance the competitiveness of Emirati professionals through training and development opportunities as well as financial incentives and career counselling. MoHRE works closely with Nafis to eliminate hiring barriers, support compliant businesses, and change perceptions regarding Emirati talent. This enables Emiratis to fill a variety of private sector jobs while keeping pace with evolving labour market needs as we diversify our economy. Emiratisation in the private sector has since reached unprecedented levels. By the end of 2024, 131,883 Emiratis were employed across 28,000 private companies—a 192.5% increase since the launch of Nafis in 2021.

> *The UAE's Emiratisation policies are rooted in a comprehensive vision for the country's future that centres on developing national talent.*

**How has MoHRE sought to advance governance in its policy and administrative reforms?**

Our governance model takes a proactive approach to reforms, prioritising adaptability, efficiency, and sustainability in the labour market. A significant component of this is ensuring the protection of workers and safeguarding their rights. MoHRE, in collaboration with its partners in the public and private sectors, has put in place robust regulations to promote fair treatment and welfare. For example, the Workers Protection Programme provides a financial
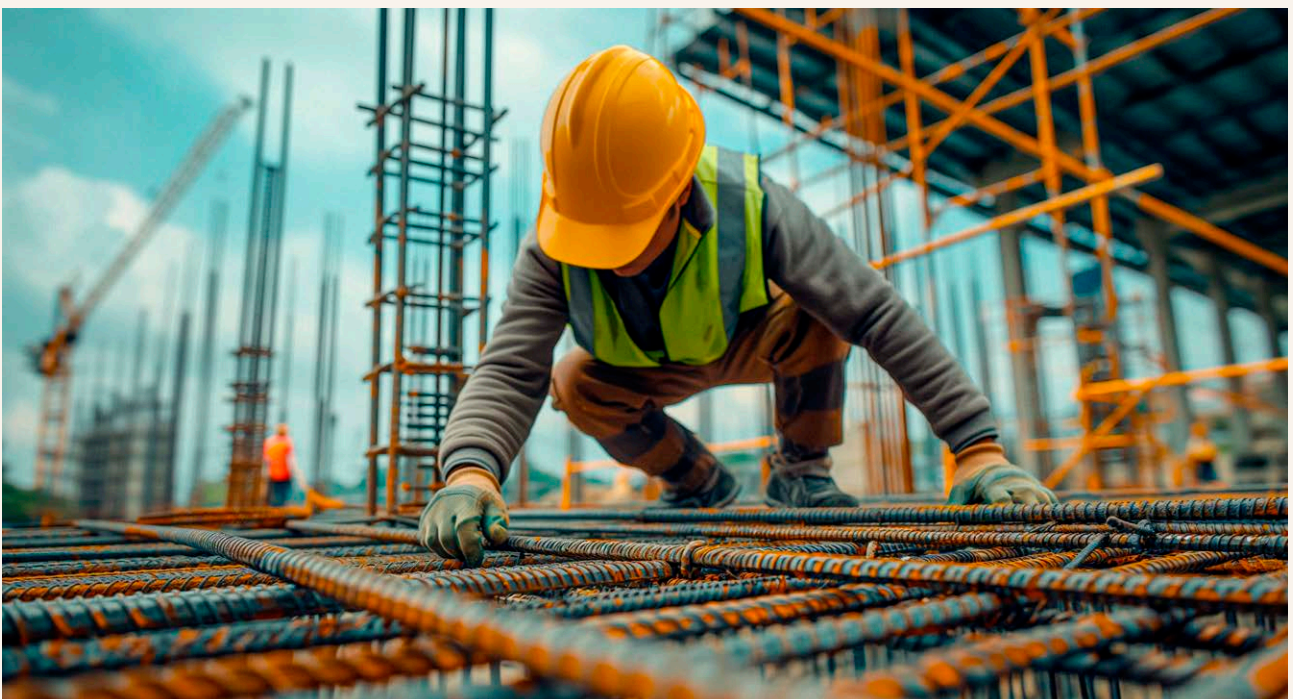


MoHRE has implemented robust regulations to ensure protection of workers and safeguard their rights, such as instituting the Midday Break policy, which prohibits outdoor work during peak sunlight hours.

UAE office workers leveraging digital tools in a modern workplace. As part of its governance reforms, MoHRE is embracing digital transformation to streamline labour services, bridge skills gaps, and prepare the workforce for a tech-driven future.

safety net for workers in case their employers are in financial distress. Another policy, the Unemployment Insurance Scheme, guarantees continued security for employees in the federal government and private sector. During periods of unemployment, this scheme offers financial compensation of up to three months to insured individuals who lose their jobs, while the Wage Protection System ensures that wages are paid to workers efficiently and on time. Such initiatives help ensure good governance in employer-employee relationships and in the UAE labour market as a whole.[3]

MoHRE's governance model also focuses heavily on enhancing compliance with laws and regulations, which is critical in maintaining a stable labour market. The ministry regularly carries out inspections on institutions across the country, ensuring that both public and private sector entities comply with national labour laws so that the rights of workers are protected.

The ministry has also embraced digital transformation—a key aspect of the UAE's broader governmental vision and governance framework. As part of simplifying governmental procedures and reducing bureaucracy, we have introduced a range of digital services. A prominent example is the Work Bundle[4]—an integrated digital platform unifying all essential services for the recruitment of

private sector employees. Another example is the Labour Market Simulation Model,[5] an innovative tool that enables economists, policymakers, and ministry staff to analyse labour market data under a variety of scenarios and conditions, and to estimate the effects of policy changes and trends on labour market metrics, such as employment, wages, and workforce participation.

Our ministry-level initiatives reflect a broader governmental trend. The UAE invests heavily in online public services, connectivity, and ICT-driven initiatives. It has since been recognised as a front-runner in digital governance: notably, we achieved a perfect 1.000 score in the Telecommunication Infrastructure Index, the only country to do so, and we lead all Asian and Arab nations in the Human Capital Index for e-government.[6]

### What do you see as the main challenges in the next few years, and how are you addressing them?

Given the radical transformations in the global economy—particularly with the rise of automation, data-driven industries, and the gig economy—we see addressing the skills gap as the most prominent challenge ahead of us. We need to ensure our workforce is equipped with new capabilities that are fast becoming an essential part of doing business internationally.

We are continually addressing challenges brought about by rapid economic developments, including skills gaps, and seeking to align education with labour market demands. For instance, one of our ongoing priorities is ensuring that young Emiratis are well-prepared to contribute to the UAE's growing economy. The ministry supports our youth with career advancement opportunities. We also have initiatives to bridge gaps in private sector job incentives, including programmes to subsidise wages and enhance job stability, and to reduce disparities between private sector employees and their peers in the government sector.[7]

Another area of focus is artificial intelligence (AI). While specialised talent is still lacking in this area, the UAE is already addressing this important technological opportunity with significant investments: we expect the contribution of AI to our economy to reach some AED 96 billion by 2030. MoHRE has

established partnerships to create tailored training programmes for students to gain practical skills and real-world work experience in AI fields, reinforcing the connection between education and the labour market.

A continual challenge is ensuring that UAE has a steady supply of qualified professionals to drive business expansion and economic growth. We are developing initiatives to support job creation and attract and retain top talent from all around the world. For instance, in 2021, the UAE introduced new visa schemes to bring in talent and independent entrepreneurs. This includes the Green Visa, which gives holders self-residency without being tied to a company work permit, the Freelancer Visa for the self-employed,[8] and the Golden Visa giving foreign talent—including not just investors but outstanding individuals, such as experts in the sciences or humanitarian pioneers—long-term residency to live, work, or study in the UAE with special benefits.[9] [10] In February 2025, we added a Blue Visa, offering 10-year residency to individuals who make exceptional contributions in the field of protecting the marine or land environment.

As the workforce diversifies in the coming years, with increasing numbers of migrant workers entering the labour market, we will also need to revisit and enhance our current policies to strengthen social protections for workers, particularly those in vulnerable sectors. This is to ensure we provide robust support to those who need it most, even as the UAE grows economically.



Dubai's Museum of the Future is a key hub for AI innovation, hosting events, exhibitions, and forums that shape the UAE's AI-driven future. Dubai, UAE, 21 June 2023.

# Leadership & 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 & Foresight: Top Ten Countries

| Countries | Pillar Rank | Ethical Leadership | Long-Term Vision | Adaptability | Strategic Prioritisation | Innovation |
|---|---|---|---|---|---|---|
| Singapore | 1 | 5 | 1 | 3 | =1 | =1 |
| United Arab Emirates | 2 | 23 | 3 | 1 | =1 | =1 |
| Denmark | 3 | 1 | 23 | 21 | =5 | =5 |
| Sweden | 4 | =6 | =18 | 14 | =10 | 4 |
| Finland | 5 | 2 | 25 | 16 | =5 | 7 |
| New Zealand | 6 | 3 | =16 | 17 | =10 | =8 |
| Canada | 7 | =12 | 13 | 10 | =10 | =19 |
| United States | 8 | 22 | 9 | 8 | =10 | =19 |
| Uruguay | 9 | =15 | 26 | =46 | =5 | =1 |
| Luxembourg | 10 | =9 | 6 | 7 | =64 | =19 |
| Norway | 10 | 4 | =18 | 26 | =19 | =8 |

# ALGERIA

**CGGI Rank 2025 ***

| | | |
|---|---|---|
| *Overall* | 90 | = |
| **Leadership & Foresight** | **66** | ▲ |
| Ethical Leadership | 76 | ▼ |
| Long-Term Vision | 52 | ▲ |
| Adaptability | 38 | ▲ |
| Strategic Prioritisation | 64 | ▲▲ |
| Innovation | 66 | ▲▲ |

*\*Symbols show change in ranks between 2021 and 2025.*
*A double arrow indicates rank movement of 15 places or more.*

In the past five years, Algeria has overcome historical, political, and economic challenges to make notable strides. According to the World Bank, in 2024 it transitioned from a lower-middle income to an upper-middle income country.[1]

Since taking office in December 2019, the government led by President Abdelmadjid Tebboune has embarked on long-term initiatives to increase accountability and efficiency. Algeria's constitution, amended in 2020, now provides for limits on terms in office, a more independent judiciary, the establishment of a Constitutional Court, and institutes a number of new consultative and independent bodies to provide expertise to the government.[2]



Renewable energy sources, such as solar power, are central to Algeria's strategy to move beyond hydrocarbons and build a more resilient, low-carbon economy. Tuareg Village, Algeria, 25 May 2011.

At the heart of the government's 2030 Agenda and five-year Development Plan is a long-term vision of developing a more diversified, adaptable, and resilient economy. Currently Africa's largest producer of natural gas,[3] Algeria's economy is highly dependent on hydrocarbons, which account for around 90% of export revenues.[4] The country's comprehensive energy transition plan prioritises growth and investment beyond hydrocarbons—by tapping into Algeria's abundant solar resources, and substituting natural gas consumption with blue and green hydrogen.[5] To drive this strategy, significant regulatory reforms were introduced, along with new institutions: the Ministry of Energy Transition and Renewable Energies (METRE), established in 2020, and the Algerian Renewable Energy Company (SHEAMS), set up in 2021 as a standalone renewable energy company under METRE.

Algeria is also making long-term investments in access to water, health, housing, telecommunications, and basic infrastructure.[6] Desalination plants and distribution networks are being built at scale to address water security and climate-induced challenges—all deploying Algerian skills and expertise.[7] Several megaprojects are underway in the mining sector for the production of iron, phosphate, and zinc.[8] Building on its extensive urban rail transport system across the northern coast, a new 2,400 km trans-desert railway network is set to connect Algeria's north with its far south, boosting development across Africa's largest country by geography.[9]

Since 2020, the government has implemented innovations to support the small and medium-sized enterprises (SMEs) and startups vital to diversifying the Algerian economy. Measures such as the Startup Algeria Initiative[10] promote entrepreneurship by linking funding, partners, and resources. The country's national digital transformation strategy extends beyond the private sector: more than 500 digital projects, mostly related to digitalising public services, are slated for completion by 2026.[11]

To support modernisation, the government has made it a strategic priority since 2022 to shift the primary foreign language taught in Algerian schools from French to English, "the international language, also the language of science and technology".[12] [13] While this move marks a significant departure from the country's historical ties to France, enhanced English skills are expected to help young Algerians pursue careers in emerging technologies, boost the country's competitiveness in the global market, and create new opportunities for trade and investment. Education Minister Abdelhakim Belabed has lauded the move as "a strategic choice in the country's new education policy" and a significant success.[14]

# Robust Laws & 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 & Policies: Top Ten Countries

| Countries | Pillar Rank | Rule of Law | Quality of Judiciary | Transparency | Regulatory Governance |
|---|---|---|---|---|---|
| Finland | 1 | 2 | 2 | 4 | 7 |
| Switzerland | 2 | 4 | 1 | 16 | 9 |
| Norway | 3 | 3 | 10 | 3 | 12 |
| Denmark | 4 | 1 | 13 | 5 | 5 |
| Netherlands | 5 | 9 | 4 | 6 | 6 |
| New Zealand | 6 | 8 | 20 | 2 | 4 |
| Sweden | 7 | 6 | =23 | 1 | 10 |
| Luxembourg | 8 | 7 | =6 | 24 | 3 |
| Singapore | 9 | 13 | =23 | 11 | 1 |
| Ireland | 10 | 11 | 18 | 9 | 8 |

# MOLDOVA

## CGGI Rank 2025*

| | | |
|---|---|---|
| *Overall* | 64 | ▲ |
| **Robust Laws & Policies** | **57** | ▲ |
| Rule of Law | 59 | ▲ |
| Quality of Judiciary | 103 | ▼ |
| Transparency | 27 | ▲ |
| Regulatory Governance | 62 | ▲ |

*Symbols show change in ranks between 2021 and 2025.*
*A double arrow indicates rank movement of 15 places or more.*

Despite being one of Europe's smallest, most geopolitically vulnerable, and least affluent nations, Moldova is steadily overcoming its vulnerabilities by implementing substantial regulatory and legal reforms to improve governance and rebuild public trust.

Moldova's aspiration for closer integration with the European Union (EU) has been a significant catalyst for recent regulatory reforms to its justice system. While Moldova was granted official EU candidate status in June 2022, full accession is contingent on deep-cutting structural reforms to align the country's laws, policies, and practices with exacting EU standards. Led by President Maia Sandu, now in her second term of office, the government has redoubled efforts to combat corruption and organised crime.[1]

Moldova has also worked to overcome long-standing state capture and fraud committed by powerful oligarchs,[2] with a series of de-oligarchisation institutional reforms to increase transparency and enhance the rule of law.[3] In step with new anti-corruption laws and policies, the country's CGGI indicator for Ethical Leadership has also risen 25 places over the past five years (to 58th in 2025).

To further advance the rule of law, the government adopted a comprehensive strategy in 2021 to strengthen the legal system, with a focus on enhancing access to justice, improving the efficiency of courts, and raising the professionalism of legal practitioners.[4] Judicial reforms included laws aimed at restructuring the judiciary and ensuring that judges are selected based on merit rather than political affiliations.[5]

A new judicial map has been drawn up to improve the network of courts in the country and deliver better access to justice.[6]

The implementation of the Public Procurement Law, aimed at improving transparency in procurement processes, has led to greater accountability and reduced opportunities for corruption. Further progress was made in 2023 with the introduction of amended legislation for procurement in the energy, water, transport, and postal services, a National Programme for Development of the Public Procurement System, and an expanded mandate for the Public Procurement Agency.[7]

Moldova's regulatory governance has significantly improved since 2019 with a new Administrative Code that regulates the way public institutions and authorities work.[8] The new streamlined legislation prioritises transparency, coherence, and accessibility, with all administrative procedure regulations consolidated into a single act.

In January 2024, a new Law on Access to Information of Public Interest (LAIPI) came into force, requiring the government to be proactively transparent with information to the public and ensuring citizens have greater access to information held by public authorities.[9] The new legislation even requires courts handling appeals of acts of information providers to impose financial sanctions on authorities that violate citizens' rights of access to information.[10]



Moldova and Romania strengthen judicial cooperation with a new Bilateral Action Plan (2025–2027), aligning Moldova's justice system with EU standards. Chișinău, Moldova, 17 October 2024.

# 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

### Data Capability
The ability to gather and use data, and to provide quality digital and online services

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

### 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 |
|---|---|---|---|---|---|
| Singapore | 1 | 1 | 14 | =1 | =1 |
| Finland | 2 | 2 | =1 | =12 | =1 |
| Denmark | 3 | 7 | =1 | =9 | =1 |
| United Kingdom | 4 | 6 | 17 | =15 | =8 |
| Canada | 5 | =8 | 26 | 11 | =1 |
| New Zealand | 6 | 5 | 18 | 17 | =8 |
| Australia | 7 | =8 | =1 | 19 | =1 |
| Sweden | 8 | =44 | =1 | 8 | =1 |
| Norway | 9 | =42 | =1 | 14 | =1 |
| United Arab Emirates | 10 | =3 | 44 | =1 | =26 |

# INDONESIA

## CGGI Rank 2025*

| | | |
|---|---|---|
| *Overall* | 47 | ▼ |
| **Strong Institutions** | **49** | ▲ |
| Coordination | 48 | = |
| Data Capability | 61 | ▲ |
| Implementation | 43 | ▼ |
| Quality of Bureaucracy | 47 | ▲ |

*Symbols show change in ranks between 2021 and 2025.*

With more than 275 million inhabitants, Indonesia is the fourth most populous country in the world. Delivering public services across the 5,000 km-long archipelago of more than 17,000 islands tests the nation's different levels of government. Since 2001, a decentralisation drive has led to better developmental outcomes, with greater fiscal autonomy at the local government level linked to greater administrative productivity, albeit with some disparities.[1]

Indonesia's government operates according to a unique system of Coordinating Ministries—specialised bodies tasked with synchronising and streamlining efforts across various ministries, ensuring that policies are implemented effectively and in alignment with the country's development agenda.[2] Of the 48 ministers in the current cabinet, seven are Coordinating Ministers.

Greater institutional and political stability and policy coordination in recent years have facilitated steady advances in Indonesia's public administration capabilities. In 2020, during the COVID-19 pandemic, the government launched a National Economic Recovery (PEN) programme—a coordinated economic stimulus response balancing health, social protection, and economic support that has been widely credited with accelerating the country's post-pandemic economic recovery.[3]

Indonesia has also ramped up its data capabilities, improving its information and communications technology (ICT) infrastructure, and expanding digital literacy programmes.[4] Mandated in 2019, the One Data Policy, also known as Satu Data Indonesia, is a government initiative to standardise data across all ministries and agencies, ensuring that data is accurate, up-to-date, integrated, accessible, and shareable between central and regional government levels. The ultimate aim is to improve policy-making through quality data access and interoperability.[5] In 2024, the government also launched INA Digital as an initiative to integrate its diverse government digital applications and services into a single portal,[6] beginning with three main services introduced at the end of 2024: the INA Ku public service portal, the INA Gov government administration portal, and the INA Pas digital ID sign-on service.[7]

Advances in government digital and data capabilities demand a capable and digitally literate public service. The Indonesian Ministry of Communication and Digital Affairs (Komdigi) and the Ministry of State Apparatus and Bureaucratic Reform have been cooperating to drive the government's digital transformation,[8] with ongoing reforms in recruitment, training, and professional development to improve the quality of the bureaucracy. The government has committed to training and capacity-building programmes for civil servants to enhance their digital skills.[9] The National Civil Service Agency (BKN), responsible for overseeing recruitment and career development for civil servants, also increasingly recognises merit in practice.[10]



Communication and Digital Affairs Minister Meutya Hafid (right) and State Apparatus and Bureaucratic Reform Minister Rini Widyantini (left). Jakarta, Indonesia, 4 February 2025. Photo Credit: ANTARA/HO-Kemkomdigi.[11]

A sterling test of Indonesia's government coordination is the relocation, currently underway, of its state capital from the city of Jakarta on Java island to the planned city of Nusantara in East Kalimantan on the island of Borneo.[12] The move, announced in 2019, is likely to take several years.

# Financial Stewardship

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

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

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

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

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

## Financial Stewardship: Top Ten Countries

| Countries | Pillar Rank | Government Debt | Country Budget Surplus | Spending Efficiency | Country Risk Premium |
|---|---|---|---|---|---|
| Norway | 1 | =1 | =1 | =7 | =1 |
| Denmark | 2 | =1 | 4 | 38 | =1 |
| United Arab Emirates | 3 | 14 | =1 | 31 | =15 |
| Sweden | 4 | =1 | 10 | 10 | =1 |
| Singapore | 5 | =1 | 6 | 20 | =1 |
| Netherlands | 6 | =1 | 18 | 14 | =1 |
| Switzerland | 7 | =1 | 7 | 33 | =1 |
| South Korea | 8 | 20 | 16 | 13 | =15 |
| Australia | 9 | =1 | =71 | 6 | =1 |
| Ireland | 10 | 18 | 14 | 30 | =18 |

# PORTUGAL

## CGGI Rank 2025*

| | | |
|---|---|---|
| *Overall* | *30* | ▼ |
| **Financial Stewardship** | **43** | ▲ |
| Government Debt | 65 | ▲▲ |
| Country Budget Surplus | 23 | ▲ |
| Spending Efficiency | 81 | ▼ |
| Country Risk Premium | 33 | ▲ |

*Symbols show change in ranks between 2021 and 2025.*
*A double arrow indicates rank movement of 15 places or more.*

Following the European sovereign debt crisis, Portugal experienced a decade of growing national indebtedness and low productivity growth.[1] Facing insolvency in 2011, the Portuguese government undertook deep-cutting reforms to restore fiscal sustainability and economic resilience.[2]

The government adopted a fiscal consolidation strategy to restrict public spending, which had outpaced economic growth. It also enacted structural reforms to boost growth, create jobs, and improve competitiveness, and stabilised the financial sector through recapitalisation and deleveraging.[3] It reduced wages and increased working hours in the public sector, froze some pensions, and reduced certain social benefits.[4] However, any tax increases or benefit cuts were designed to minimise impact on the lowest-income groups.

Government debt sustainability has since become a cornerstone of Portugal's financial strategy. The government has sought to moderate its debt over time, limiting the debt risk of state-owned enterprises (SOEs) and renegotiating debt terms associated with some Public Private Partnerships (PPPs).[5] Portugal's debt-to-GDP ratio decreased from a peak of 132.9% in 2014 to around 116% in 2019. Borrowing soared during the economic shock of the global pandemic; however, public debt has declined since 2020 by 40% to 94.4% of GDP in 2024,[6] and is expected to fall further.[7][8][9]

In recent years, Portugal has achieved a more sustainable fiscal balance, posting budget surpluses in 2022, 2023, and 2024.[10] To reduce budget
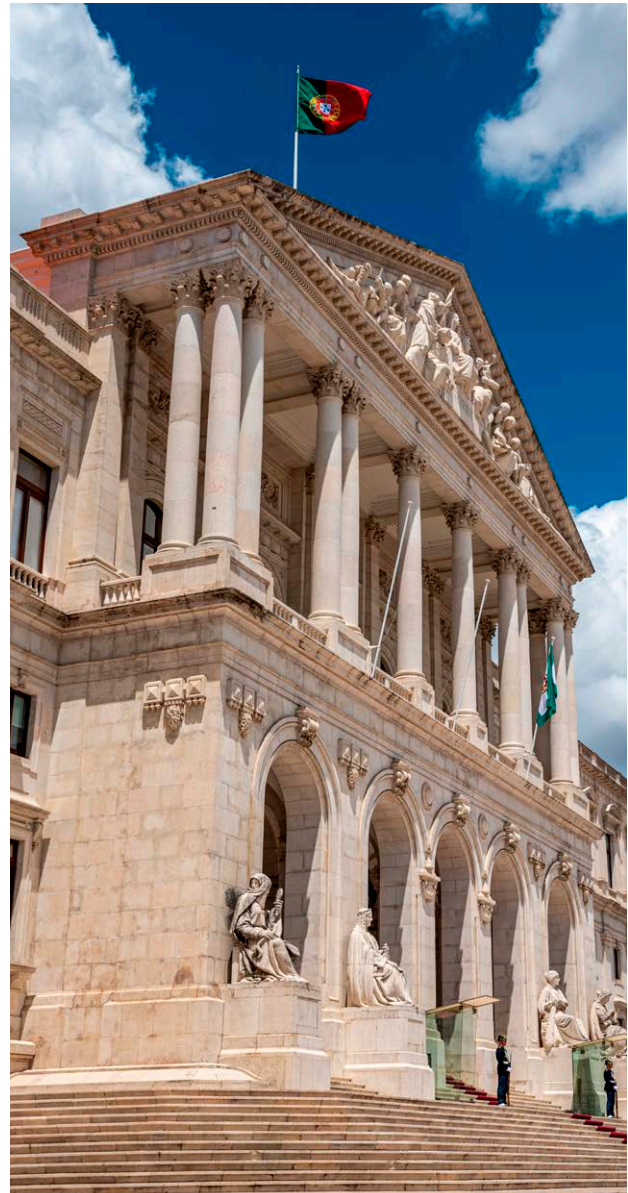
São Bento Palace, Assembly of the Portuguese Republic. Lisbon, Portugal, 30 October 2024.

deficits with more predictability and accountability, the government has adopted a multi-year budgeting framework, with clear expenditure ceilings and revenue targets.[11] It introduced a digital tax administration system to boost tax compliance, combat tax evasion and broaden the tax base,[12] adjusting value-added tax (VAT) rates to generate additional revenue.[13]

Portugal's improved Country Risk Premium rank (+11 in 2025) reflects increased investor confidence in its financial stewardship. The macroeconomic outlook for Portugal is positive, with the economy expected to grow by around 2% on average until 2028.[14]

# 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)

**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 | Attracting Investments | Logistics Competence | Stable Business Regulations |
|---|---|---|---|---|---|
| Singapore | 1 | 3 | =1 | 1 | 1 |
| Finland | 2 | 1 | 29 | 2 | 6 |
| Denmark | 3 | 6 | 22 | =3 | 8 |
| Ireland | 4 | 7 | =1 | =24 | 11 |
| Switzerland | 4 | 2 | =97 | =3 | 2 |
| Sweden | 6 | =19 | 6 | =7 | =20 |
| Germany | 7 | 17 | 32 | =3 | 25 |
| United Arab Emirates | 8 | 30 | =39 | =7 | 5 |
| Estonia | 9 | 9 | =1 | =24 | =38 |
| Canada | 10 | 22 | 41 | =7 | 18 |

# GUATEMALA

## CGGI Rank 2025*

| | | |
|---|---|---|
| *Overall* | *97* | ▼ |
| **Attractive Marketplace** | **83** | ▲ |
| Property Rights | 85 | ▲ |
| Attracting Investments | 64 | ▲ |
| Logistics Competence | 83 | ▲▲ |
| Stable Business Regulations | 69 | ▲▲ |

*Symbols show change in ranks between 2021 and 2025.
A double arrow indicates rank movement of 15 places or more.*

After several moribund decades hindered by corruption, under-developed human capital, and an inconsistent regulatory framework,[1] Guatemala is now capitalising on its strategic advantages as an attractive marketplace for investors. Located close to both North and South American markets, and with easy access to both the Pacific and Atlantic Oceans, it is the largest economy in Central America by population (17.6 million)[2] and GDP (US$ 120.9 billion).[3]

Guatemala's property rights and legal protection regime still faces challenges, including land titling and registration concerns, as well as indigenous land claims. Following President Bernardo Arévalo's agenda for economic growth and anti-corruption,[4] and a commitment to upholding citizens' rights in line with the constitution, such issues have improved.[5]

The country's ability to attract investments has improved in recent years, exceeding national targets.[6] The government's 2020–2024 investment initiative, "Guatemala Moving Forward", has promoted how nearshoring businesses can benefit from relatively affordable pricing for electricity, real estate, water supply, and human resources. The country has a diversified economy and is making gains in driving new business opportunities in agriculture[7] (where it has a comparative advantage) and in light manufacturing.[8] All this is underpinned by Guatemala's record of macroeconomic stability and inflation control, thanks to a legacy of prudent monetary and fiscal policies.[9]

Guatemala's relatively underdeveloped logistics capability and infrastructure have long hindered economic development.[10] However, the country's major ports are poised to modernise, with significant investment in Puerto Quetzal on the Pacific Ocean and Puerto Santo Tomás de Castilla on the Atlantic Ocean.[11] [12] The country's road network is also being upgraded under the Road Development Plan (2018–2032).[13] The upgraded Escuintla-Puerto Quetzal highway (Guatemala's first approved PPP project) began construction in July 2024, marking an important step towards more efficient transport, sustainable tourism, and social investment in the south of the country.[14]



Puerto Quetzal, the largest and most important commercial port on the Pacific Ocean, handles containerised cargo, fuel, and cruise ships. Puerto Quetzal, Guatemala, 20 July 2023.

The government is also working across ministries and agencies to provide digital tools and statistics to support clearer and more stable business regulations, promoting greater transparency, and facilitating a more conducive environment for business development.[15] The 2021 Law for the Simplification of Administrative Requirements and Procedures has made it easier for citizens and businesses to interact with government agencies by streamlining bureaucratic processes, reducing required documentation and digitising procedures.[16] These developments highlight Guatemala's commitment to enhancing competitiveness, promoting investment opportunities, and further legislative reforms aimed at supporting economic growth.[17]

# Global Influence & 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

### International Diplomacy
A nation's overall international relationship, and its diplomatic representation abroad

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

### 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 & Reputation: Top Ten Countries

| Countries | Pillar Rank | International Trade | International Diplomacy | Passport Strength | Nation Brand |
|---|---|---|---|---|---|
| Germany | 1 | =2 | 5 | =2 | 1 |
| France | 2 | =2 | 4 | =2 | =5 |
| Italy | 3 | =2 | 9 | =2 | 2 |
| United Kingdom | 4 | 28 | 3 | =14 | 26 |
| Spain | 5 | 1 | 11 | =2 | 12 |
| Netherlands | 6 | =2 | 14 | =7 | =5 |
| Austria | 7 | =2 | =23 | =7 | 3 |
| Sweden | 8 | =2 | 20 | =7 | 10 |
| Switzerland | 8 | 30 | 12 | =14 | =16 |
| Norway | 10 | 31 | 25 | =14 | 4 |

# TÜRKIYE

## CGGI Rank 2025 *

| | | |
|---|---|---|
| *Overall* | *74* | ▼ |
| **Global Influence & Reputation** | **31** | ▲ |
| International Trade | 40 | ▼ |
| International Diplomacy | 8 | ▼ |
| Passport Strength | 66 | ▼ |
| Nation Brand | 14 | ▲ |

*\*Symbols show change in ranks between 2021 and 2025.*
*A double arrow indicates rank movement of 15 places or more.*



Archers compete in traditional Turkish archery competitions, which are on the UNESCO Intangible Cultural Heritage list, at the 5th World Nomad Games. Astana, Kazakhstan. 11 September 2024.

Türkiye's strategic location at the crossroads of Europe and Asia, has enabled it to play a key role in international trade routes and geopolitical dynamics for centuries. In recent years, the country has made the most of its geographic, cultural, and diplomatic ties to enhance its global influence.

Significant economic growth from 2006 to 2017 has helped propel Türkiye to upper-middle income status as one of the largest economies in the world.[1] Its prosperity has increased its importance in regional and global markets: Türkiye has 23 free trade agreements (FTAs) in force, mostly with Europe and Central Asia, and is actively updating and negotiating new FTAs with nations in Asia as well as with the Gulf Cooperation Council and MERCOSUR.[2]

On the centenary of the Republic in 2023, the government announced its "Century of Türkiye" strategic initiative.[3] A broad vision for Türkiye's long-term development and foreign policy goals.[4] Century of Türkiye emphasises the country's role in regional leadership, global economic integration, defence and security cooperation, and soft power expansion.[5]

Türkiye has consistently ranked in the CGGI top ten for International Diplomacy over the past five years. The country now has the third-largest diplomatic network in the world with 261 missions, behind only China and the US.[6] Since 2003, Türkiye has nearly quadrupled the number of its embassies in Africa to 44.[7] Beyond investing in bilateral relations, Türkiye has also expanded its influence through multilateral fora such as the G20, the Council of Europe, the OECD, and is a strategically important member of NATO. New multilateral fora that Türkiye has founded, such as the Organization of Turkic States (OTS), are emblematic of Türkiye's soft power.[8][9] Such diplomatic efforts and multilateral engagements play a crucial role in fostering international cooperation, facilitating communication, and preventing conflicts—in turn advancing national interests while enhancing the country's reputation abroad.

Türkiye also engages in mediation efforts and diplomatic initiatives in the Middle East, Europe, and North Africa. It has taken in millions of refugees from conflict zones (including more than 3 million from Syria). Such efforts have garnered attention and support from international organisations and other countries, boosting its humanitarian image.[10]

Türkiye has become a key destination for tourism and for the MICE (Meetings, Incentives, Conferences, and Exhibitions) industry. The country broke its all-time tourism record in 2024 with more than 62 million tourists drawn to the country's rich cultural history and unique geography.[11] Its capital, Istanbul, has become an aviation mega-hub: its international airport was recently named the world's "most connected airport", with non-stop flights to 309 destinations. It also serves as the base for national carrier Turkish Airlines, which flies to 130 countries—the most by any airline.[12]

Long considered a bridge between the East and West, Türkiye's strong performance in this pillar is driven by its strategic positioning as a nation embracing a growing role on the world stage: "the embodiment of a bridge between...tradition and the future".[13]

# 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

### Employment
The quality and quantity of employment opportunities within the country

### 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

### Price Stability
Inflation rate and the volatility of inflation

## Helping People Rise: Top Ten Countries

| Countries | Pillar Rank | Education | Health | Satisfaction with Public Services | Personal Safety | Environmental Performance | Income Distribution | Employment | Gender Gap | Non-Discrimination | Price Stability |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Singapore | 1 | 21 | 11 | 1 | 1 | 9 | =58 | 10 | =13 | 4 | 33 |
| Norway | 2 | 4 | 7 | 27 | 3 | 16 | =9 | 9 | 8 | 2 | 21 |
| Switzerland | 3 | 7 | 3 | 5 | 10 | 3 | 26 | =7 | =43 | 8 | 10 |
| Denmark | 4 | 6 | =16 | 20 | =15 | 10 | 16 | 11 | =25 | 1 | 53 |
| Netherlands | 5 | 3 | 15 | 9 | 35 | 6 | 7 | 5 | =47 | 7 | =76 |
| Finland | 6 | 8 | 28 | 28 | 11 | 12 | 6 | 29 | 3 | 3 | =41 |
| Iceland | 7 | 1 | 14 | 51 | 7 | =26 | 3 | 15 | 4 | 18 | =73 |
| Luxembourg | 8 | =33 | 18 | 14 | 14 | 2 | =17 | 24 | 28 | 13 | 50 |
| Slovenia | 9 | 11 | 27 | 35 | 6 | 33 | 2 | 13 | 15 | 16 | 68 |
| Sweden | 10 | 5 | =9 | 25 | 32 | 8 | =17 | 41 | 5 | 12 | 51 |

# JORDAN

## CGGI Rank 2025 *

| | | |
|---|---|---|
| *Overall* | 58 | ▲ |
| **Helping People Rise** | **60** | ▲ |
| Education | 82 | ▼ |
| Health | 39 | ▲ |
| Satisfaction with Public Services | 74 | ▼ |
| Personal Safety | 51 | ▼ |
| Environmental Performance | 42 | ▲ |
| Income Distribution | 61 | ▲ |
| Employment | 118 | ▼ |
| Gender Gap | 94 | ▼ |
| Non-Discrimination | 49 | ▲ |
| Price Stability | 11 | ▲ |

*Symbols show change in ranks between 2021 and 2025.
A double arrow indicates rank movement of 15 places or more.*



Temple of Hercules of the Amman Citadel complex (Jabal al-Qal'a), a national historic site in the heart of the city. Amman, Jordan.

The Jordanian government's 2022 Economic Modernisation Vision,[1] based on accelerated economic growth and improved quality of life for all citizens, is beginning to bear fruit, as its performance in this CGGI Pillar and several related indicators demonstrates.

Well-regarded for its healthcare services, with a high medical worker-to-population ratio for doctors, dentists, and pharmacists,[2] Jordan's 2023–2025 national health strategy[3] looks to build a more integrated health system to face future crises, including incoming refugees and climate change. The strategy also involves investments in health infrastructure and services related to mental health, reproductive health, family planning, eldercare, environmental health, and health at schools.

Despite a fast-growing population[4] faced with prevailing water scarcity[5] and other ongoing environmental stressors that will be exacerbated by climate change,[6] Jordan has also advanced its Environmental Performance. Recognising environmental threats as both immediate and long-term challenges, the government has set up initiatives such as the Ministry of Environment's Jordan Environment Fund,[7] to increase community awareness, better track environmentally hazardous materials, and plant more trees. Jordan's National Water Strategy[8] has also made strides in improving the quality and quantity of recycled water for irrigation and industry.

Jordan's tax system and improved labour income have been credited with further reducing income inequality.[9] Its National Aid Fund's Unified Cash Transfer Programme has been lauded for its redistributive and cost-effective initiatives, estimated to have reduced inequality by 0.7 percentage points and poverty by 1.4 percentage points.[10][11]

Jordan has also advanced its Non-Discrimination efforts, in recent years, with changes to the constitution to promote gender equality,[12][13] and legislation to support those living with disabilities.[14] In 2022, the United Nations (UN) praised Jordan for its leadership on disability rights in the region.[15]

Jordan is a primary host country for refugees from the region's conflicts, although providing humanitarian aid and support to millions of displaced persons has tested the country's resources and infrastructure. Despite these challenges, the country has shown economic resilience and maintained Price Stability. This has been achieved through continued implementation of sound macro-economic policies and reform progress,[16] as well as the Jordanian dinar's peg to the U.S. dollar, which has helped consolidate the currency's long-term value.[17]

# The CGGI Advisory Panel

**Dr Reuben Abraham**
CEO of Artha Global

**Ms Elizabeth Anderson**
Executive Director of the
Basel Institute on Governance

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

**Ms Nathalie Delapalme**
CEO of the
Mo Ibrahim Foundation

**Mr Adrian Brown**
Founder and Chief Executive
of The Windfall Trust

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

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

**Prof Kent Weaver**
Professor of
Public Policy and
Government at
Georgetown University

# CGGI in Action

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



Policymakers, experts, and government leaders gathered in London for the global launch of the CGGI 2024, engaging in discussions on building future-ready governments and the evolving global governance landscape. London, U.K., 15 May 2024.

Filipino government leaders, officials, and scholars of public administration, attend a lecture on the CGGI, discussing Philippines' performance in the Index and opportunities for progress. Manila, Philippines, 13 March 2025. Photo credit: University of Makati



CIG delivered a virtual lecture anchored on the CGGI to Indonesian government leaders, officials, and public administration scholars, exploring Indonesia's performance in the Index and opportunities to enhance governance capabilities. Jakarta, Indonesia, 27 August 2024.





CIG CEO, Wu Wei Neng, and government leaders around the world discuss the findings of CGGI 2024. Top: Washington, D.C., U.S., 28 May 2024. Bottom: Singapore, 26 August 2024.

# 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 four 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 leaders and other 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.
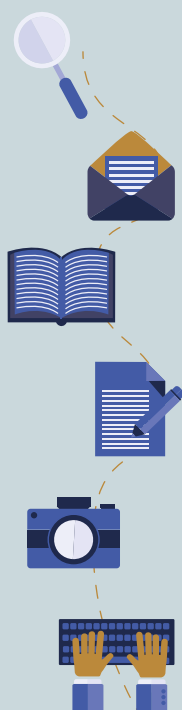
**FT** FINANCIAL TIMES

The Telegraph

CNN

yahoo! finance

GLOBE WORLD NEWS ECHO

POLITICO

**MP** MercoPress.

## CGGI 2024 MEDIA FOOTPRINT

### 934
Engagements with journalists and editors worldwide on the CGGI

More than

### 100
Articles in print and online

# CGGI 2024 MENTIONS

**David Maddox**
Political Editor at
The Independent.

"Weak leadership, poor economic management and Brexit have dragged Britain out of the top 10 countries in a global index on good government. The decline of Britain under the Tories has been charted by the global Chandler Good Government Index (CGGI) which saw it take 11th place."

**The ✪ INDEPENDENT**

**Kyriakos Mitsotakis**
Prime Minister
of Greece

"I will close today's review with the spectacular improvement in the quality of governance—the biggest improvement worldwide!— achieved by Greece in the four years 2021–2024. According to the annual authoritative Chandler Good Government Index (CGGI), Greece has managed to improve its ranking by nine positions over four years."
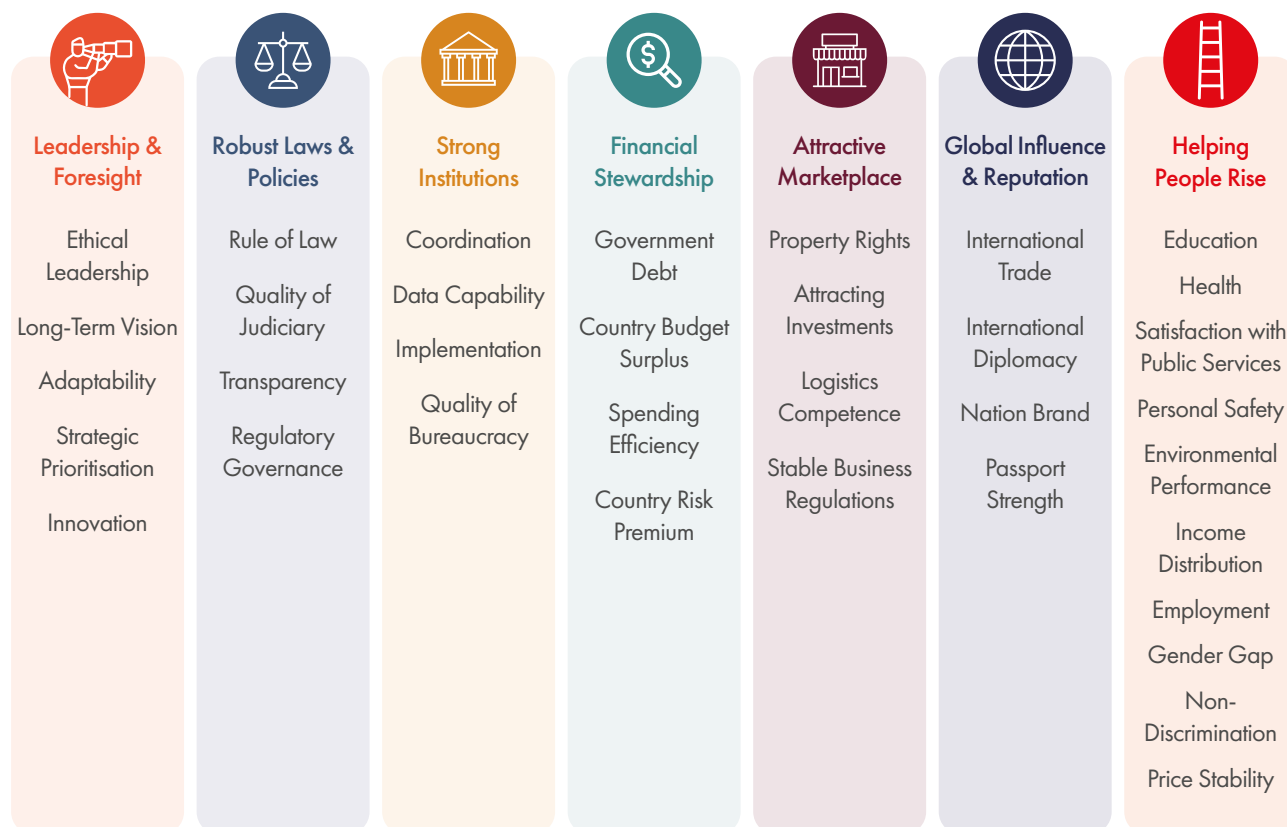
**Alvin Tan**
Minister of State for
Trade and Industry,
Culture, Community and
Youth, Singapore

"The Chandler Institute of Governance has ranked Singapore 1st in the fourth edition of its Chandler Good Government Index (CGGI)...While Singapore did well in Leadership and Foresight, Strong Institutions and building an Attractive Marketplace, we were second in Financial Stewardship and fourth in Helping People Rise. We will do more to strengthen these pillars."

# Methodology and Indicator Updates

## PILLARS

| Leadership & Foresight | Robust Laws & Policies | Strong Institutions | Financial Stewardship | Attractive Marketplace | Global Influence & Reputation | Helping People Rise |
|---|---|---|---|---|---|---|
| Ethical Leadership | Rule of Law | Coordination | Government Debt | Property Rights | International Trade | Education |
| Long-Term Vision | Quality of Judiciary | Data Capability | Country Budget Surplus | Attracting Investments | International Diplomacy | Health |
| Adaptability | Transparency | Implementation | Spending Efficiency | Logistics Competence | Nation Brand | Satisfaction with Public Services |
| Strategic Prioritisation | Regulatory Governance | Quality of Bureaucracy | Country Risk Premium | Stable Business Regulations | Passport Strength | Personal Safety |
| Innovation | | | | | | Environmental Performance |
| | | | | | | Income Distribution |
| | | | | | | Employment |
| | | | | | | Gender Gap |
| | | | | | | Non-Discrimination |
| | | | | | | Price Stability |

C IG reviews the Chandler Good Government Index (CGGI) methodology regularly, and may make changes to indicators, metrics, and data sources to ensure the Index's continued relevance.

In this fifth annual edition of the CGGI, we have incorporated seven new countries—Angola, Bolivia, Cote d'Ivoire, Cyprus, Kuwait, Laos, and Sierra Leone—bringing the total to 120, up from 113 in CGGI 2024 and 104 in CGGI 2023. This edition also features six indicator-level updates and a refined imputation methodology for enhanced accuracy.

Where relevant and possible, we may also apply these changes to past years' data. As a result, some of the scores and rankings for past years may be different from what we had previously published.

### 1. Revised Spending Efficiency Indicator

Previously, this indicator was derived from a single metric in the WEF Executive Opinion Survey— namely, "In your country, how efficiently does the government spend public revenue?". However, this question has since been discontinued in the Survey.

We have developed a new methodology for the Spending Efficiency indicator, comparing public spending with social outcomes in two key domains: health and education.

For the health domain, the input variable is public health spending per capita (Purchasing Power Parity [PPP]), with life expectancy and adult survival rate as outputs. In the education domain, the input variable is public education spending per capita (PPP), and the outputs comprise the Human Development Index's

(HDI) education index, youth literacy rate, and the proportion of youth not in education, employment or training (NEET). Further methodological details are in the Technical Annex, available on the CGGI website.

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

## 2. Revised International Diplomacy Indicator

Previously, the International Diplomacy indicator was based solely on a nation's diplomatic representation abroad. However, this measure alone does not fully capture diplomatic capability, as the number of diplomatic missions may also be influenced by factors such as the country's size, its diaspora, and government budget. To make the indicator more comprehensive, an additional metric has been incorporated: results from the International Relations pillar of Brand Finance's Global Soft Power Index. This metric is developed by Brand Finance using survey responses on three aspects: influence in diplomatic circles, assistance to countries in need, and the quality of relations with other nations.

Notably, this additional metric was unavailable at the CGGI 2021 data cut-off date. Consequently, when retrospectively recalculating the International Diplomacy indicator, the CGGI 2021 score relies solely on the original metric (the number of diplomatic missions abroad), whereas scores for CGGI 2022 onwards employ the revised methodology incorporating the Brand Finance metric.

> **International Diplomacy:**
> The strength of a nation's international relationships and its diplomatic representation abroad.

## 3. Added Employment Indicator

The new Employment indicator measures both the availability and quality of employment opportunities: the former is captured by adult and youth unemployment rates, while the latter is assessed via the ratio of informal employment in non-agricultural sectors. This indicator is placed under the Helping People Rise (HPR) pillar given its importance to outcomes for individuals.

> **Employment:**
> The quantity and quality of employment opportunities in the country.

## 4. Added Price Stability Indicator

The Price Stability indicator looks at the inflation rate and the standard deviation of inflation. Previously incorporated as part of the Macroeconomic Environment indicator, we have moved it to the Helping People Rise pillar, recognising the impact of inflation on individuals' economic prospects and living standards.

> **Price Stability:**
> Inflation rate and the volatility of inflation.

## 5. Removed Indicators

We have removed two indicators from the CGGI in this latest edition of the Index—Social Mobility and Macroeconomic Environment.

- We observed that the Social Mobility indicator has conceptual overlap with other CGGI measures—particularly within the Helping People Rise pillar, including Education, Health, Income Distribution, and Employment. The removal of this indicator is not a reflection of reduced emphasis on social mobility.

- The components of the previous Macroeconomic Environment indicator—which are employment and price stability—are now separate indicators in their own right, thereby obviating the need for the Macroeconomic Environment indicator.

### Updated Imputation Methodology

Previously, missing data for a given metric was imputed via two principal methods:

**Method A:** Referencing another indicator or study that measures a similar concept or theme.

**Method B:** Calculating the average values of "peer" countries by filtering for geography, income and/or population size.

This year we have retained Method A for indicators where applicable metrics can be found, but have revised Method B to yield more reliable imputed numbers by utilising all available data points rather than relying solely on those of peer countries. As a recognised and well-accepted approach used by other indices, the new regression-based method adopts three steps (below), details of which are in the Technical Annex, available on the CGGI website.

**The Impact of Methodology Update to Past CGGI Overall Ranks (2024)**



**Step 1:** Identify the optimal regressor for the metric

**Step 2:** Pre-fill missing metric values with past year's data if available

**Step 3:** Estimate the remaining missing metric values through linear regression with its optimal regressor

### Impact Analysis of Retroactive Calculation

To allow accurate comparisons over time, the methodology and data sources must remain consistent. At the same time, it is essential that the CGGI framework and methodology remain relevant and up-to-date. Consequently, CGGI results reported in previous editions have been retroactively calculated to reflect the new methodology—a procedure commonly adopted by other global indices, such as the Worldwide Governance Indicators and the Human Development Index.

Overall, this retroactive calculation has had a relatively small impact on past CGGI overall rankings, as demonstrated by the figure above. Only eight countries experienced a change of more than five places in their 2024 CGGI overall rankings, including Peru (improved by 10 places), the United States (declined by 6 places), and the Philippines (improved by 6 places).

The revision of the Spending Efficiency indicator has caused the greatest movement. The combined effect of removing the Macroeconomic Environment indicator and introducing the Employment and Price Stability indicators has caused the second most significant impact on the CGGI overall rankings reported in previous editions. Other methodological updates have relatively limited effects.

### 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 87 depicts the Index's framework, which is made up of seven pillars and 35 indicators. The 35 indicators are made up of more than 60 metrics—of which more than 50% of them 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 atnd 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.

### 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 pages 92–102.

### Transformation and Normalisation

Each metric is normalised to a 0–1 scale using the distance-to-frontier method. The 'frontiers'—that is, the minimum and maximum values for each metric—are determined from the data recorded between CGGI 2021 and CGGI 2024. For CGGI 2025, these frontier values remain unchanged from those determined in CGGI 2024, thereby avoiding annual fluctuations due to new frontier values. Consequently, any metric value in CGGI 2025 that exceeds or falls below the established frontiers is assigned a score of 1 or 0, respectively. For indicators comprising multiple metrics, each metric is equally weighted, normalised, and then aggregated to form the final indicator score.

### 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, covering 120 countries—up from 113 in CGGI 2024 and 104 in CGGI 2023. Collectively, these countries represent over 90% of the world's population. We will continue to extend our country coverage as further 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 team 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) that government leaders and officers can act on to improve performance.

# 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 effectively. The 35 indicators are composed of over 60 metrics, more than 50% of them quantitative data sources.

CIG reviews the CGGI methodology regularly, and may make changes to indicators, metrics, and data sources to ensure the Index's continued relevance. Where relevant and possible, we may also apply these changes to data from previous years. As a result, some of the scores and rankings for past years may be different from what we had previously published.

## 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.

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

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.

The metric must provide data points for a wide 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.

Imputing missing values through linear regression utilising all available data from the metric, with any gaps first imputed using the prior year's data where available.

## 3 Transformation & Normalisation

Each metric is normalised to a 0–1 scale using the distance-to-frontier method. The "frontiers"—the minimum and maximum values for each metric—are determined from the data recorded between CGGI 2021 and CGGI 2024. Any metric value in CGGI 2025 that exceeds or falls below the established frontiers is assigned a score of 1 or 0, respectively. For indicators comprising multiple metrics, each metric is equally weighted, normalised, and then aggregated to form the final indicator score.

## 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.

# Table 1: Indicator Definitions and Sources

## Pillar One: Leadership & 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]. | 2023 | Survey | Transparency International—Corruption Perceptions Index<br><br>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] | 2023 | Survey | World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Government Long-term Vision)<br><br>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] | 2023 | Survey | World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Government's Responsiveness to Change)<br><br>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]<br><br>Response to the survey question: "How much influence do strategic planning units and bodies have on government decision-making?" [1 = worst; 10 = best]<br><br>The two metrics are aggregated, scaled using distance-to-frontier and weighted by 0.75.<br><br>*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 assessment of two experts per country and four levels of review. Further information can be found on its website: https://www.bti-project.org/en/methodology.html | 2024 | Survey | Bertelsmann Stiftung Transformation Index* (Prioritisation)<br><br>https://bti-project.org/en/reports/global<br><br>**Bertelsmann Stiftung Sustainable Governance Indicators (Strategic Planning [Proxy])**<br><br>https://www.sgi-network.org/2024/ |
| Innovation | Response to the survey question: "How innovative and flexible is the government?" [1 = worst; 10 = best]<br><br>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]<br><br>The two metrics are aggregated, scaled using distance-to-frontier and weighted by 0.75.<br><br>*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 information can be found on its website: https://www.bti-project.org/en/methodology.html | 2024 | Survey | Bertelsmann Stiftung Transformation Index (Policy Learning)<br><br>https://bti-project.org/en/reports/global<br><br>**Bertelsmann Stiftung Sustainable Governance Indicators (Adaptability [Proxy])**<br><br>https://www.sgi-network.org/2024/ |

## Pillar Two: Robust Laws & 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. | 2024 | Survey | **Worldwide Governance Indicators —Rule of Law, The World Bank**<br>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. | 2024 | Survey | **World Justice Project— Rule of Law Index**<br>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?"<br>[1 = not independent at all; 7 = entirely independent] | 2023 | Survey | **World Economic Forum— Executive Opinion Survey for the Global Competitiveness Index (Judicial Independence)**<br>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?"<br>[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)**<br>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. | 2023 | Quantitative & Qualitative | **TRACE Bribery Risk Matrix— Transparency Sub-indicator**<br>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. | 2023 | Survey | **Open Budget Survey**<br>https://internationalbudget.org/open-budget-survey-2023/ |
| Regulatory Governance | The ability of the government to formulate and implement sound policies and regulations that permit and promote private sector development. | 2023 | Survey | **Worldwide Governance Indicators —Regulatory Quality, The World Bank**<br>https://www.worldbank.org/en/publication/worldwide-governance-indicators |

## Pillar Three: Strong Institutions

| Indicator | Definition | Year | Type | Source |
|---|---|---|---|---|
| Coordination | Response to the survey question: "To what extent can the government coordinate conflicting objectives into a coherent policy?" [1 = worst; 10 = best]<br><br>Composite score of coordination factors from Bertelsmann SGI: Cabinet Committees, Ministerial Bureaucracy, Informal Coordination, Line Ministries [1 = worst; 10 = best]<br><br>The two metrics are aggregated, scaled using distance-to-frontier and weighted by 0.75.<br><br>*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 information can be found on their website: https://www.bti-project.org/en/methodology.html | 2024 | Survey | Bertelsmann Stiftung Transformation Index (Policy Coordination)<br><br>https://www.bti-project.org/en/home.html<br><br>Bertelsmann Stiftung Sustainable Governance Indicators (Inter-ministerial Coordination [Proxy])<br><br>https://www.sgi-network.org/2024/ |
| Data Capability | 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. | 2022 | Quantitative | World Bank—Statistical Performance Indicators (SPI)<br><br>https://datanalytics.worldbank.org/SPI/ |
| | 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. | 2024 | Quantitative | The United Nations (UN) E-Government Development Index<br><br>https://publicadministration.un.org/egovkb/en-us/About/Overview/-E-Government-Development-Index |
| Implementation | In response to the question: "How effective is the government in implementing its own policies?" [1 = worst; 10 = best]<br><br>In response to the question: "To what extent can the government achieve its own policy objectives?" [1 = worst; 10 = best]<br><br>The two metrics are aggregated, scaled using distance-to-frontier and weighted by 0.75.<br><br>*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 information can be found on their website: https://www.bti-project.org/en/methodology.html | 2024 | Survey | Bertelsmann Stiftung Transformation Index (Implementation)<br><br>https://www.bti-project.org/en/home.html<br><br>Bertelsmann Stiftung Sustainable Governance Indicators (Implementation [Proxy])<br><br>https://www.sgi-network.org/2024/ |
| Quality of Bureaucracy | In response to the question: "Assess the quality of the bureaucracy and its ability to carry out government policy." [0 = worst; 1 = best] | 2023 | Survey | Economist Intelligence Unit (Quality of Bureaucracy/Institutional Effectiveness)<br><br>https://www.worldbank.org/en/publication/worldwide-governance-indicators |
| | 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] | 2023 | Survey | Political Risk Services International Country Risk Guide (Bureaucratic Quality)<br><br>https://www.worldbank.org/en/publication/worldwide-governance-indicators |

## Pillar Four: Financial Stewardship

| Indicator | Definition | Year | Type | Source |
|---|---|---|---|---|
| Government Debt | This indicator assesses government debt levels using public debt-to-GDP ratios, adjusted according to sovereign credit ratings.<br><br>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. | 2024 | Quantitative | International Monetary Fund World Economic Outlook—Public Debt to GDP<br><br>https://www.imf.org/external/datamapper/datasets/GDD |
| Country Budget Surplus | 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.<br><br>Countries are scored based on predetermined bands. | 2023 | Quantitative | IMF—Government Net Lending/Borrowing (5-year average)<br><br>https://www.imf.org/external/datamapper/GGXCNL_NGDP@WEO/OEMDC/AD |

| | | | |
|---|---|---|---|
| Spending Efficiency | The in-house indicator methodology assesses a country's spending efficiency by comparing public expenditure with social outcomes across two principal domains: health and education.<br><br>For the health domain, the input variable is public health spending per capita (Purchasing Power Parity [PPP]), and the output variables are life expectancy (50% weight) and adult survival rate (50% weight).<br><br>In the education domain, the input variable is public education spending per capita (PPP), and the output variables comprise the Human Development Index's (HDI) education index (50% weight), youth literacy rate (25% weight), and the proportion of youth not in education, employment or training (NEET) (25% weight).<br><br>This indicator's methodological details are in the Technical Annex, available on the CGGI website. | 2020–2022, 3-year average (outpouts), 2017–2019, 3-year average (inputs) | Quantitative | World Development Indicators—Domestic general government health expenditure per capita<br><br>https://data.worldbank.org/indicator/SH.XPD.GHED.PP.CD<br><br>United Nations Development Programme—Health Index<br><br>https://hdr.undp.org/<br><br>WHO Global Health Observatory—Adult mortality rate<br><br>https://www.who.int/data/gho/data/indicators/indicator-details/GHO/<br><br>World Development Indicators—Government expenditure on education, total (% of GDP)<br><br>https://data.worldbank.org/indicator/SE.XPD.TOTL.GD.ZS<br><br>IMF World Economic Outlook Database—GDP per capita<br><br>https://www.imf.org/external/datamapper/PPPPC@WEO/<br><br>United Nations Development Programme—Education Index<br><br>https://hdr.undp.org/<br><br>World Development Indicators—Literacy rate, youth total<br><br>https://data.worldbank.org/indicator/SE.ADT.1524.LT.ZS<br><br>World Development Indicators—Share of youth not in education, employment or training<br><br>https://data.worldbank.org/indicator/SL.UEM.NEET.ZS |
| Country Risk Premium | 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.<br><br>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.<br><br>Country credit ratings are assigned scores based on predetermined bands ranging from 0 ("Default") to 1 ("AAA"). | 2024 | Quantitative | NYU Stern—Country Default Spreads and Risk Premiums<br><br>http://pages.stern.nyu.edu/~adamodar/New_Home_Page/datafile/ctryprem.html |

## Pillar Five: Attractive Marketplace

| Indicator | Definition | Year | Type | Source |
|---|---|---|---|---|
| Property Rights | Physical Property Rights*<br><br>Response to the survey question: "In your country, to what extent is property protected?"<br>[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)<br><br>https://www.weforum.org/reports |
| | Prindex Physical Property Rights*<br><br>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?"<br>[1 = Very worried; 4 = Not worried at all]<br><br>*These two metrics are aggregated using simple average. | 2024 | Survey | Prindex—Prindex Physical Property Rights<br><br>https://www.prindex.net/data/ |
| | Intellectual Property Rights<br><br>Response to the survey question: "In your country, to what extent is intellectual property protected?"<br>[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)<br><br>https://www.weforum.org/reports |
| 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.<br><br>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.<br><br>This metric shows net inflows (new investment inflows less disinvestment) in the reporting economy from foreign investors, and is divided by GDP.<br><br>Countries are scored based on predetermined bands. | 2018–2022, 5-year average | Quantitative | IMF—Net Inflow of Foreign Direct Investment as % of GDP<br><br>https://www.imf.org/external/datamapper/BFD_GDP@AFRREO/SSA/OEXP/OIMP |
| | The Index evaluates a variety of regulatory restrictions that are are typically imposed on investment. Countries are scored poorly for inefficient and poorly implemented investment laws and practices.<br><br>The restrictions include:<br><br>• National treatment of foreign investment<br><br>• Foreign investment code<br><br>• Restrictions on land ownership<br><br>• Sectoral investment restrictions<br><br>• Expropriation of investments without fair compensation<br><br>• Foreign exchange controls<br><br>• Capital controls | 2024 | Quantitative & Qualitative | The Heritage Foundation Index of Economic Freedom—Investment Freedom<br><br>https://www.heritage.org/index/ |

| 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: | 2023 | Survey | **The World Bank—Logistics Performance Index**<br><br>https://lpi.worldbank.org/international/global |
|---|---|---|---|---|
| | • The efficiency of customs and border management clearance<br><br>• The quality of trade and transport infrastructure<br><br>• The ease of arranging competitively priced shipments<br><br>• The competence and quality of logistics services—trucking, forwarding, and customs brokerages<br><br>• The ability to track and trace consignments<br><br>• The frequency with which shipments reach consignees within scheduled or expected delivery times | | | |
| 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?"<br><br>[1 = not at all; 7 = to a great extent] | 2024 | Survey | **World Economic Forum— Executive Opinion Survey for the Global Competitiveness Index (Government Ensuring Policy Stability) taken from WEF Travel and Tourism Report 2024**<br><br>https://www.weforum.org/publications/travel-tourism-development-index-2024/ |

## Pillar Six: Global Influence & 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.<br><br>The number of FTAs counted for each European Union (EU) member state includes its bilateral trade agreements with other EU states.<br><br>This approach recognises the value that each bilateral agreement has, as a platform and capability for encouraging trade between EU member states.<br><br>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. | 2024 | Quantitative | World Trade Organization— Regional Trade Agreements<br><br>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.<br><br>Trade-weighted average tariff rates<br><br>• Qualitative evaluation of nontariff barriers including quantity restrictions, regulatory restrictions, customs restrictions, direct government intervention | 2024 | Quantitative & Qualitative | The Heritage Foundation Index of Economic Freedom—Trade Freedom<br><br>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.<br><br>Diplomatic missions include:<br><br>• Embassies and High Commissions<br><br>• Consulate General and Consulates, provided they are headed by a dedicated home-based head/chief of missions with accreditation in the host country<br><br>• 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)<br><br>• 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 | 2024 | Quantitative | Number of Diplomatic Missions Abroad<br><br>https://globaldiplomacyindex. lowyinstitute.org/ |
| | The International Relations pillar from Brand Finance's Global Soft Power Index captures the following three aspects through survey responses: influence in diplomatic circles, assistance to countries in need, and the quality of relations with other nations. | 2024 | Survey | Brand Finance's Global Soft Power Index— International Relations<br><br>https://brandirectory.com/ softpower |

| | | | | |
|---|---|---|---|---|
| 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.<br><br>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. | 2024 | Quantitative | **Bloom Consulting—Country Brand Strategy Rating taken from World Economic Forum Travel & Tourism Competitiveness Report 2024**<br><br>https://www.weforum.org/publications/travel-tourism-development-index-2024/ |
| | This indicator measures the average number of international association meetings held annually in each country between 2019 and 2023. 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. | 2019–2023, 5-year average | Quantitative | **Number of International Association Meetings—The International Congress and Convention Association (ICCA)**<br><br>https://www.iccaworld.org/ |
| Passport Strength | Number of destinations passport-holders can access without a prior visa. | 2024 | Quantitative | **The Henley Passport Index**<br><br>https://www.henleyglobal.com/passport-index |

## Pillar Seven: Helping People Rise

| Indicator | Definition | Year | Type | Source |
|---|---|---|---|---|
| Education | **Education Duration**<br>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. | 2023 | Quantitative | United Nations Development Programme—Education Index<br>https://hdr.undp.org/ |
|  | **Basic Education Outcome***<br>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. | 2023 | Quantitative | UNESCO Institute for Statistics—Youth Literacy Rates<br>https://data.worldbank.org/indicator/SE.ADT.1524.LT.ZS |
|  | **Advanced Education Outcome***<br>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.<br>*These two metrics are aggregated using simple average. | 2023 | Quantitative | International Labour Organization—Share of Youth Not in Education, Employment or Training (NEET)<br>https://data.worldbank.org/indicator/SL.UEM.NEET.ZS |
| 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. | 2023 | Quantitative | United Nations Population Division World Population Prospects—Life Expectancy at Birth<br>https://population.un.org/wpp/ |
|  | Adult survival rate is calculated by subtracting the mortality rate for 15 to 60-year-olds from 1. | 2023 | Quantitative | United Nations Population Division World Population Prospects—Adult Survival Rates<br>https://population.un.org/wpp/ |
| Satisfaction with Public Services | This measures the satisfaction with public transportation system, roads and highways, and education system. | 2023 | Survey | Gallup World Poll—Satisfaction with Public Services taken from Worldwide Governance Indicators<br>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.<br>Metrics are scaled and averaged. | 2024 | Survey & Quantitative | Economist Intelligence Unit (Level of Violent Crime) taken from Global Peace Index 2024<br>https://www.visionofhumanity.org/maps/#/<br>**Gallup Law and Order Report 2023**<br>https://www.gallup.com/analytics/356963/gallup-global-laRw-and-order-report.aspx<br>**United Nations Office on Drugs and Crime (UNODC) 2023**<br>https://dataunodc.un.org/ |
| Environmental Performance | 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:<br>• Sanitation & Drinking Water—Unsafe drinking water<br>• Waste Management—Controlled solid waste<br>• Pollutions Emissions—$SO_2$ growth rate, $NO_x$ growth rate<br>• Water Resources—Wastewater treatment | 2024 | Quantitative | Yale—Environmental Performance Index<br>https://epi.yale.edu/ |

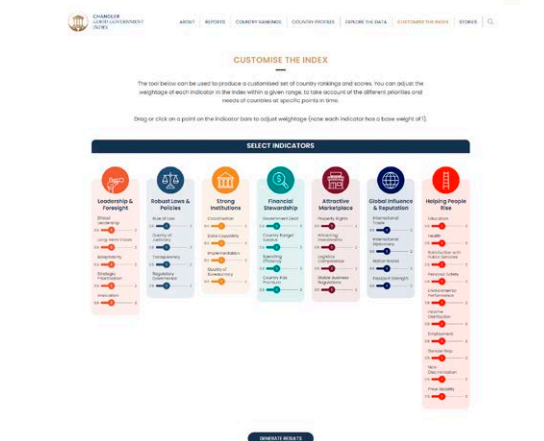| | | | | |
|---|---|---|---|---|
| Income Distribution | This indicator measures the extent to which the net distribution of income (that is, post-tax, post-transfers), among individuals or households within an economy deviates from a perfectly equal distribution. A Gini Index score of 0 represents perfect equality, while a score of 100 implies perfect inequality. | 2024 | Quantitative | Standardized World Income Inequality Database, Solt, Frederick. https://fsolt.org/swiid/ |
| Employment | Adult unemployment rate is the ratio of the number of unemployed adults (age: 25+) within the labour force over the total number of adults within the labour force. | 2023 | Quantitative | ILOSTAT Database— Unemployment rate by sex and age (%, 24+, both sex) https://ilostat.ilo.org/topics/ unemployment-and-labour- underutilization/ |
| | Youth unemployment rate is the ratio of the number of unemployed youths (age: 15–24) within the labour force over the total number of youths within the labour force. | 2023 | Quantitative | ILOSTAT Database— Unemployment rate by sex and age (%, 15-24, both sex) https://ilostat.ilo.org/topics/ unemployment-and-labour- underutilization/ |
| | Proportion of informal employment in non-agriculture employment is the ratio of the number of informally employed citizens in non-agriculture sectors over the total number of employed citizens in non-agriculture sectors. | 2023 | Quantitative | ILOSTAT Database— Proportion of informal employment in total employment by sex and sector (%, Sex: Total, Non-agricultural) https://ilostat.ilo.org/topics/ informality/ |
| Gender Gap | 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). This subindex captures the gap between women's and men's current access to education through ratios of women to men in primary, seconday, 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. | 2024 | Qualitative & Quantitative | Global Gender Gap Index— Economic Participation and Opportunity and Educational Attainment https://www.weforum.org/ publications/global-gender-gap- report-2024/ |
| Non-Discrimination | 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. We recognise there is an overlap in this measure as it is also measured as part of the much broader Rule of Law indicator. | 2024 | Survey | World Justice Project— Rule of Law Index https://worldjusticeproject.org/ rule-of-law-index/global |
| Price Stability | The component measures the standard deviation of the inflation rate over the past five years. The GDP deflator was used as the measure of inflation for this component. When these data were unavailable, the Consumer Price Index was used. | 2020– 2024 | Quantitative | Fraser Institute's—Standard Deviation of Inflation https://www.fraserinstitute.org/ economic-freedom/approach |
| | 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. | 2020– 2024, 5-year average | Quantitative | International Monetary Fund— Inflation Rate https://www.imf.org/external/ datamapper/PCPIPCH@WEO/ OEMDC |

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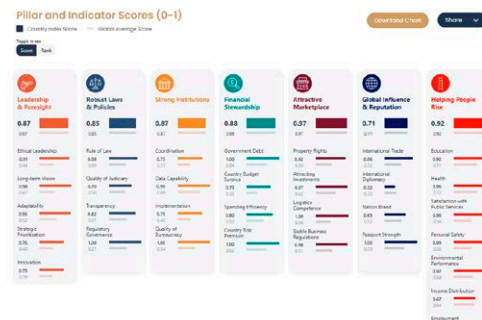COUNTRY PROFILES**
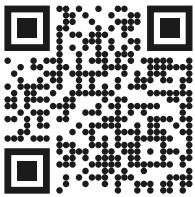
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# About the Chandler Institute of Governance

**T**he **Chandler Institute of Governance (CIG)** works with governments worldwide to build a strong and efficient public sector. We are a team of seasoned government practitioners grounded in real-world experience, ensuring that governments receive practical, actionable solutions that drive results. We focus on the critical "how" of governance, building high performance governments through strengthening institutions and systems, equipping leaders, and sharing knowledge. Drawing on proven practices from Singapore and around the world, we tailor our solutions to each country's unique needs—because context matters in governance.



The 2024 cohort of the Strong Nations for Africa Programme (SNFAP) celebrated the conclusion of the final programme segment held in Singapore. Jointly developed and delivered by the Chandler Academy of Governance (CAG) and the African Association for Public Administration and Management (AAPAM), the programme brought together senior African public sector leaders to engage with seasoned government practitioners and exchange good practices aimed at building more effective and high-performance governments. Singapore, 30 August 2024.



Lam Yi Young, CIG expert and Board Member, facilitates a group discussion at a Brunei civil service institute workshop focused on developing a productivity measurement framework. Bandar Seri Begawan, Brunei, 18–20 February 2025.



CIG Chief Executive Officer, Wu Wei Neng, presents *Governance Matters* magazine and CIG core books to Yoliswa Makhasi, then Director General of South Africa's Department of Public Service and Administration (DPSA), during the MOU signing between CIG and DPSA to strengthen public sector professionalisation and state capacity. Pretoria, South Africa, 1 August 2024.

**Some Key Areas of Our Work Include:**

**Chandler Academy of Governance** (CAG), which is the training arm of CIG. CAG partners with governments to design and deliver training that equips leaders with the capabilities required to meet the realities and demands of public service work. Our training courses cover topics such as public policy development, strategic planning, and citizen engagement, among others—we invite you to browse our course catalogue for more training offerings, and to explore our website for other custom programme possibilities.

**Government Projects**, which support governments in architecting effective organisations, and strengthening government organisations through systems building. We provide leaders and agencies with actionable insights, recommendations, tools, and implementation support, leveraging our global network of experts and past practitioners with deep knowledge of and experience in government.

**Chandler Good Government Index** (CGGI), which measures the capabilities and effectiveness of governments in 120 countries across 35 unique indicators. CIG can work with our government partners to conduct country-focused workshops that deep-dive into the trends associated with the country's performance on the Index relative to peer groups and over time, as well as the strengths and opportunities for progress. We can also co-develop a customised and detailed Government Capability Scorecard to enhance understanding of areas for action and reform.

*Governance Matters* **(GM) magazine**, which is our practitioner-focused annual magazine that features positive stories and public-sector tradecraft from government leaders and experts globally. Distributed to public leaders across more than 140 countries, we are always open to potential contributions that can catalyse meaningful conversations on good and effective governance.



CIG Managing Director (Strategy and Research), Kenneth Sim, leads a discussion on good government with senior Vietnamese public sector leaders during the first segment of the Modern and Effective National Governance Programme for Emerging Leaders. Ho Chi Minh City, Vietnam, 1–5 July 2024.



Professor Christopher Stone facilitates a workshop on public sector integrity and anti-corruption, organised by CIG in partnership with the Government of Uganda. Kampala, Uganda, 27 November 2024.

For more news and information, visit www.chandlerinstitute.org
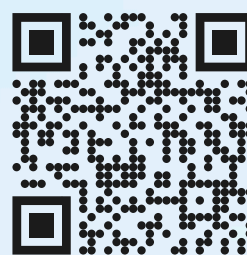


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**Lithuania: Promoting Good Governance through Institutional Integrity (Page 46)**
1. Lithuania was among the first to implement the Whistleblower Protection Directive, reinforcing safeguards for those exposing corruption. International evaluations, including those by the European Commission, the Council of Europe, the OECD, and the UNODC, have also recognised Lithuania's advancements. In Transparency International's 2024 Corruption Perceptions Index, Lithuania ranked 12th in the EU and 32nd globally, reflecting its steady progress in anti-corruption efforts.
2. Lithuania is also a member of the European Partners Against Corruption and the European Anti-Corruption Network (EPAC/EACN), the largest network of anti-corruption authorities and police oversight bodies in Europe, uniting 120 organisations from 39 countries, serving as a vital platform for collaboration and shared approaches to tackling corruption.
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2. The UAE Centennial Plan 2071 is a long-term, full-vision plan that extends for 5 decades after 2021 and forms a roadmap for the government's long-term vision of fortifying the country's reputation and soft power. The plan also aims at investing in future generations, by preparing them with the skills and knowledge needed to face rapid changes. (See https://u.ae/en/about-the-uae/strategies-initiatives-and-awards/strategies-plans-and-visions/innovation-and-future-shaping/uae-centennial-2071)

3. To ensure labour market governance and enhance compliance with laws and regulations, the Ministry has strengthened its partnerships to conduct joint inspection campaigns, carrying out more than 2,200 joint inspections with partners in 2024. (See the January 2025 issue for MoHRE's Labour Market magazine: https://www.mohre.

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11. The programme is complemented with economic empowerment efforts, which help beneficiaries improve skills and connect them to work opportunities. (See: https://www.worldbank.org/en/news/feature/2024/10/17/jordan-s-national-aid-fund-cash-transfer-program-creating-a-brighter-future)

12. In 2022 the constitution was updated to allow the use of both feminine and masculine pronouns when addressing Jordanian citizens. (See: https://jordantimes.com/news/local/senate-passes-2022-draft-constitutional-amendments)

13. A new article to the constitution was added (Chapter Two) that stipulates that the state "guarantees women's empowerment and support to participate actively in society's construction in a way that ensures equal opportunities based on justice and equity and protects them from all forms of violence and discrimination". (See: https://jordantimes.com/opinion/lena-aloul/today-history-was-made)

14. In 2017, Jordan passed specific anti-discrimination legislation that includes the requirement to provide reasonable accommodations for Jordanians living with disabilities. (See: https://jordantimes.com/news/local/jordan-hosts-multi-regional-global-disability-pre-summit)

15. Jordan was noted for being one of the first states to co-draft the UN Convention on the Rights of Persons with Disabilities, and being among the first to ratify it. (See: https://www.ohchr.org/en/press-releases/2022/09/jordan-un-expert-lauds-efforts-disability-rights-and-encourages)

16. International Monetary Fund. (12 December 2024). Jordan—IMF Executive Board Concludes 2024 Article IV Consultation and Second Review Under the Extended Fund Facility. https://www.imf.org/en/News/Articles/2024/12/13/pr-24467-jordan-imf-concludes-2024-aiv-consultation-and-second-review-under-the-eff

17. Central Bank of Jordan. (n.d.) Operational Framework. https://www.cbj.gov.jo/En/Pages/Operational_Framework

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