CHANDLER
GOOD GOVERNMENT INDEX

2026
Executive Summary

Chandler Governance Group

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 133 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
- Ethical Leadership
- Long-Term Vision
- Adaptability
- Strategic Prioritisation
- Innovation

Robust Laws & Policies
- Rule of Law
- Quality of Judiciary
- Transparency
- Regulatory Governance

Strong Institutions
- Coordination
- Data Capability
- Implementation
- Quality of Bureaucracy

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

Attractive Marketplace
- Property Rights
- Attracting Investments
- Logistics Competence
- Stable Business Regulations

Global Influence & Reputation
- International Trade
- International Diplomacy
- Nation Brand
- Passport Strength

Helping People Rise
- Employment
- Income Distribution
- Price Stability
- Education
- Health
- Satisfaction with Public Services
- Personal Safety
- Gender Gap
- Non-Discrimination
- Environmental Performance

The Governance Competition: Stronger Capabilities Create Winners

Launched in 2021, the Chandler Good Government Index (CGGI) is among the world's most comprehensive gauges of capabilities and effectiveness of national governments. The Index's sixth edition offers cautious optimism as governments around the world face heightened geopolitical and economic uncertainty.

Since its launch, the CGGI has shown that governments that have painstakingly built capabilities and improved the lives of their citizens continue to lead the governance competition. Singapore takes the top rank for the fourth straight year in 2026, Norway climbs two rungs to rank second, and Denmark retains third place on the podium.

The Index has steadily expanded its global footprint, and 13 new countries were added in 2026, bringing the number of nations tracked to 133. The following are the key findings of the CGGI 2026 report:

- In 2026, 61% of indexed countries improved their overall scores from 2025, the biggest annual improvement to date. While this lifted the overall Index for the third consecutive year to the highest level since 2022, only 43% of countries tracked continuously since 2021 improved their overall scores during the six years.

- Between 2021 and 2026, the average overall scores for three regions increased, with Asia Pacific and Europe & North America improving the most, followed by the Middle East, Central & West Asia. However, regional averages for Africa and Latin America & Caribbean remained below their 2021 levels.

- The overall improvement in the Index since 2021 is propped up by two of the seven pillars—Strong Institutions and Helping People Rise—with global averages for the other five declining. The drop is the steepest for Financial Stewardship, which remains the weakest CGGI pillar, while Strong Institutions improved the most.

- The six-year improvement in the Helping People Rise pillar, which measures outcomes, suggests that countries that entered the period with stronger capabilities were more likely to see their scores for this pillar improve over the ensuing years.

- The CGGI shows that even in a period of stretched finances and deep geopolitical uncertainty, governments have found ways to improve outcomes for citizens. Those with stronger governance foundations appear to have been better positioned to do so.

The full CGGI 2026 report can be downloaded from our website, www.chandlergovernmentindex.com. The website also provides access to the online version of the Index, which enables users to dive deeper into the data and to view country profiles.

Learn more, by exploring the CGGI website

Scan the QR code to view website.

THE CHANDLER GOOD GOVERNMENT INDEX *2026*

The Winners

=	1	**Singapore**	Maintained rank from 2025
▲	2	**Norway**	Improved 2 places from 2025
=	3	**Denmark**	Maintained rank from 2025
▼	4	**Finland**	Declined 2 places from 2025
=	5	**Sweden**	Maintained rank from 2025
=	6	**Switzerland**	Maintained rank from 2025
=	7	**Germany**	Maintained rank from 2025
=	8	**Netherlands**	Maintained rank from 2025
▲	9	**United Arab Emirates**	Improved 1 place from 2025
▼	10	**Luxembourg**	Declined 1 place from 2025
▲	11	**Australia**	Improved 2 places from 2025
▼	12	**Ireland**	Declined 1 place from 2025
▲	13	**New Zealand**	Improved 1 place from 2025
▼	14	**Estonia**	Declined 2 places from 2025
▲	15	**Austria**	Improved 3 places from 2025
▲	16	**South Korea**	Improved 1 place from 2025
▼	=17	**Canada**	Declined 2 places from 2025
▲	=17	**Japan**	Improved 3 places from 2025
▲	19	**Iceland**	Improved 3 places from 2025
▲	20	**Belgium**	Improved 1 place from 2025

Country Rankings

Overall Rank		Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
1	Singapore	1	=8	1	1	1	=21	1
2	Norway	6	2	4	2	11	=13	2
3	Denmark	4	4	3	4	3	=25	4
4	Finland	5	1	2	17	2	20	5
5	Sweden	3	6	7	5	5	8	11
6	Switzerland	16	3	12	=14	4	9	3
7	Germany	24	13	9	11	=12	1	14
8	Netherlands	36	5	28	8	9	3	6
9	United Arab Emirates	2	27	8	10	6	27	19
10	Luxembourg	15	10	14	13	16	=18	=12
11	Australia	14	=8	5	16	14	=21	=23
12	Ireland	20	11	27	7	21	30	=12
13	New Zealand	7	7	6	23	22	35	=30
14	Estonia	21	14	10	=27	8	31	18
15	Austria	51	19	21	50	10	7	10
16	South Korea	22	24	11	6	40	29	15
=17	Japan	46	=16	13	30	24	24	7
=17	Canada	10	12	19	24	15	32	32
19	Iceland	=31	15	24	=27	18	36	8
20	Belgium	19	20	26	48	25	=13	17
21	United Kingdom	27	=16	18	58	23	5	=23

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 2026 Chandler Good Government Index was 1 December 2025.

Country Rankings

Overall Rank		Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
22	France	30	22	15	68	17	2	=23
23	Czech Republic	47	23	20	=25	36	10	16
24	Lithuania	18	21	17	=25	=26	38	29
25	Slovenia	68	36	16	=27	44	17	9
26	United States	8	18	36	66	=19	12	50
27	Spain	=62	40	23	49	=26	6	20
28	Portugal	58	35	30	41	30	=15	28
29	Israel	35	33	29	59	=19	43	=21
30	Qatar	9	=46	42	9	35	57	=30
31	Italy	34	31	=34	84	32	4	35
32	Poland	55	50	32	51	45	11	=21
33	Latvia	41	30	22	43	41	40	34
34	Malta	54	=46	=44	45	33	42	27
35	Croatia	66	56	=34	31	58	=15	33
36	Uruguay	12	25	31	61	28	63	55
37	Saudi Arabia	13	45	=40	52	31	66	38
38	Slovakia	=78	51	38	54	66	23	=23
39	China	17	74	=70	20	42	39	40
40	Malaysia	29	41	=64	=34	29	44	46
41	Cyprus	77	43	49	22	64	41	36
42	Greece	60	53	37	=72	46	=25	41
43	Georgia	42	26	33	53	38	48	58
44	Chile	61	34	25	55	=50	=33	61

Country Rankings

Overall Rank		Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
45	Bulgaria	70	52	51	42	=53	=33	=48
46	Oman	37	29	92	=36	=12	82	44
47	Hungary	=89	=81	39	76	39	=18	=42
48	Indonesia	23	39	50	19	47	65	71
49	Viet Nam	=25	66	=70	12	34	83	51
=50	Romania	88	54	=80	87	56	28	37
=50	Bahrain	28	28	=86	126	7	69	=42
=50	Albania	33	58	48	46	61	51	62
53	Costa Rica	=31	32	43	102	49	47	68
54	Serbia	80	=77	59	40	=50	52	39
55	Mauritius	52	37	=40	92	=62	59	56
56	Kuwait	=44	55	98	=14	72	78	47
57	Azerbaijan	=39	67	94	3	68	94	57
58	Thailand	108	=59	=67	18	70	=73	45
59	Philippines	57	=59	53	32	67	75	65
60	Montenegro	75	64	57	79	91	61	=48
61	Kazakhstan	83	79	46	21	97	90	=52
62	Rwanda	11	48	55	=94	37	95	=91
63	North Macedonia	=64	=75	47	96	65	70	=59
64	Armenia	=89	61	77	57	81	64	=59
65	Moldova	=78	65	66	65	100	87	=52
66	Jordan	59	42	=72	106	60	85	69
67	Dominican Republic	48	57	63	100	=62	77	=75

Country Rankings

Overall Rank		Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
68	Jamaica	56	63	60	75	=74	86	73
69	Uzbekistan	91	=103	90	38	59	99	54
70	Botswana	=25	38	56	82	=53	92	105
71	Mongolia	87	70	=61	=34	94	93	72
72	Peru	124	72	=80	=36	=87	46	86
73	Colombia	76	=77	=44	91	71	60	94
74	Panama	102	89	76	90	69	56	=75
75	Türkiye	=99	91	=61	85	=79	37	100
76	India	=73	68	=64	104	=79	58	89
77	Mexico	120	88	54	71	83	50	80
78	Russian Federation	104	108	=80	=72	112	54	=66
79	Morocco	43	73	=88	=94	73	=73	93
80	Tanzania	=44	=85	=100	64	77	91	87
81	Ukraine	=73	90	52	131	111	53	64
82	Brazil	=121	=75	=72	107	76	45	=83
83	Trinidad and Tobago	50	=81	79	93	118	79	81
84	Kyrgyzstan	106	=103	91	39	124	100	63
85	South Africa	85	44	58	109	48	55	=119
86	Paraguay	=97	=101	83	60	=87	68	95
87	Argentina	=97	94	=67	110	117	49	78
88	Egypt	81	80	78	125	43	67	99
=89	Bosnia and Herzegovina	126	105	111	62	90	=71	70

Country Rankings

Overall Rank		Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
=89	Benin	53	69	95	=77	52	127	106
91	Cambodia	103	119	104	33	95	97	74
92	Ghana	67	62	69	114	86	111	96
93	El Salvador	112	118	=88	117	105	62	=66
=94	Côte d'Ivoire	49	=85	93	103	55	113	107
=94	Namibia	71	49	96	111	57	101	110
96	Ecuador	111	111	=86	83	120	76	82
97	Tajikistan	69	117	124	47	93	124	79
98	Laos	=39	=120	117	=77	84	122	88
99	Algeria	=64	106	105	116	101	103	77
=100	Sri Lanka	109	84	85	108	=106	104	=83
=100	Bangladesh	=114	113	97	44	108	=119	85
102	Senegal	38	71	=74	132	=74	=116	104
103	Kenya	72	83	99	113	96	102	97
104	Uganda	=93	95	103	63	78	110	111
105	Tunisia	107	100	=74	124	104	84	=91
106	Guatemala	127	99	102	67	85	80	109
107	Honduras	125	110	=107	89	=106	=71	101
108	Nepal	101	87	113	86	127	128	102
109	Nicaragua	129	=129	121	56	=115	81	90
110	Zambia	=62	97	=100	130	99	=105	114
=111	Madagascar	=114	114	=125	69	121	=116	108
=111	Malawi	82	93	109	118	110	112	118

Country Rankings

Overall Rank		Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
113	Togo	=99	107	=114	101	119	=114	=112
114	The Gambia	95	92	106	122	=87	=107	=119
115	Cameroon	110	112	120	74	=115	132	=112
116	Ethiopia	92	124	116	88	114	123	116
117	Burkina Faso	96	=101	110	121	102	=119	117
118	Lesotho	105	96	123	81	128	=119	129
119	Pakistan	119	109	118	123	92	98	122
120	Liberia	86	98	128	119	98	=130	123
121	Nigeria	118	123	122	80	=122	=114	124
=122	Bolivia	123	132	84	128	132	109	98
=122	Guinea	=93	126	112	112	109	=125	=126
124	Mozambique	=121	=120	=114	127	103	=105	115
=125	Iran	130	131	119	105	131	96	103
=125	Mali	84	=120	130	115	82	129	131
127	Zimbabwe	116	115	127	97	=122	=130	125
128	Angola	113	127	=107	=98	130	118	130
129	Lebanon	128	125	=125	133	125	89	121
130	Sierra Leone	117	116	129	120	129	=107	132
131	DR Congo	131	=129	133	70	126	=125	128
132	Chad	132	128	132	=98	113	133	133
133	Venezuela	133	133	131	129	133	88	=126

The CGGI Website

The CGGI is designed to turn analysis into action.

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

All 133 countries featured in the Index can be individually explored on the website, with breakdowns for all 35 indicators. Users can use the interactive features to compare countries, view ranking trends over the years, or to customise the Index by increasing or decreasing the weightage of selected indicators. The website also features country profiles and stories about governance, including contributions by government practitioners, insight pieces, and further resources.

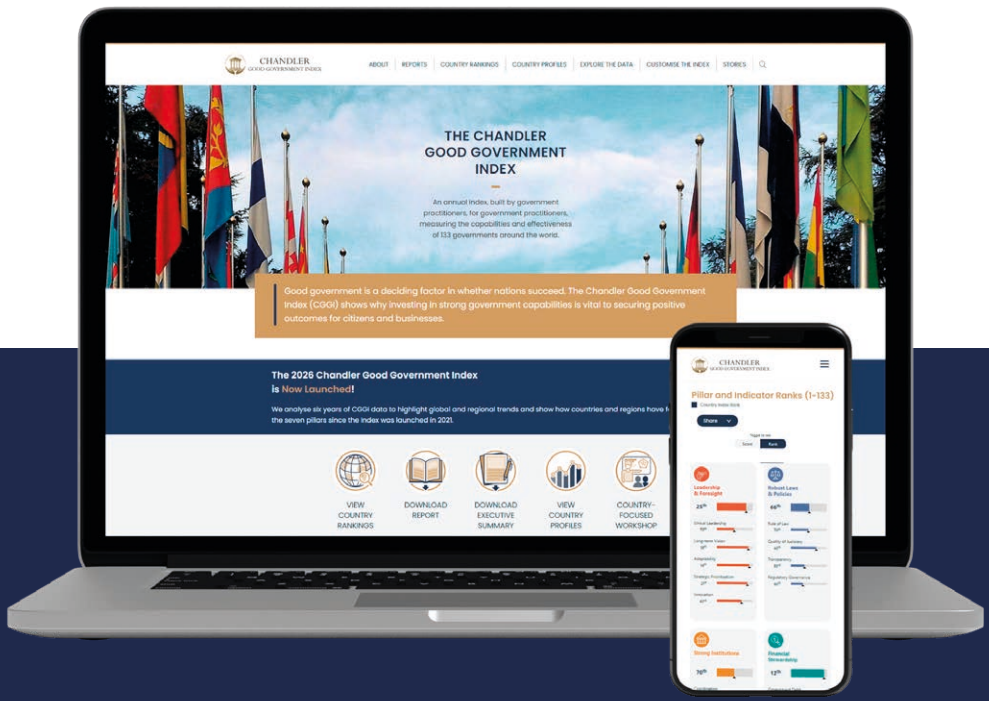
www.chandlergovernmentindex.com

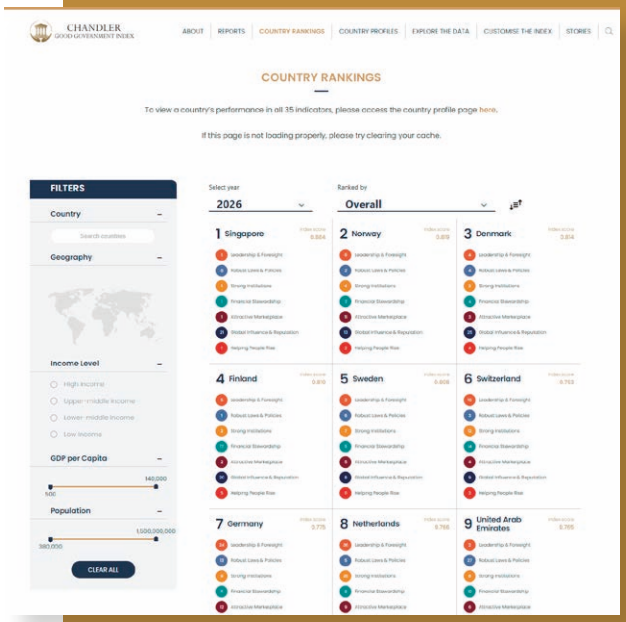
CGGI Website Features

- **VIEW COUNTRY RANKINGS**
- **DOWNLOAD REPORT**
- **VIEW COUNTRY PROFILES**

Learn more, by exploring the CGGI website

Scan the QR code to view website.





FEATURED READING

The Governance Imperative: Aligning Fiscal Discipline with Inclusive Growth

Countries with good public financial management, budget discipline, and fiscal transparency tend to perform better in delivering outcomes to citizens and typically rank at the top-end of the CGGI. They focus on providing basic public services, channel resources towards enhancing productivity and skills, and attract investments that create jobs and fuel economic growth.

Helping People Rise: Do Capabilities Drive Outcomes?

An analysis of CGGI data from 2021 to 2026 suggests that it does. Countries that entered the period with stronger capabilities were far more likely to see their Helping People Rise scores improve over the following five years. The investments countries make in their laws, institutions, and administrative capacity today will shape whether their citizens are healthier, safer, better educated, and more fairly treated for years to come, provided governments act on them.

About the Chandler Governance Group

The **Chandler Governance Group** (CGG) is an international organisation focusing on public sector effectiveness and capability development. We work with national and local governments to train and develop leaders, strengthen public institutions and systems, benchmark government capabilities, and share good practices.

The 2025 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, 5 September 2025.

Professor Adam Graycar, CGG expert, leads a consultative workshop with the Justice Sector Working Committee on proactive interventions, organised by Chandler Systems in partnership with the Anti-Corruption Commission of Bhutan. Thimphu, Bhutan, 1 August 2025.

CGG signs a Memorandum of Understanding (MOU) with the Agency for Governance Efficiency under the President of the Republic of Uzbekistan, to formalise a partnership to strengthen public sector performance and governance in Uzbekistan. Samarkand, Uzbekistan, 24 June 2025.

Some Key Areas of Our Work Include:

Chandler Systems (CS), which is the consulting division of CGG, provides clients with practical tools and solutions for institution building, data-led processes for strengthening organisational systems, policy design, and effective implementation. Our projects are driven by our core team, which brings deep collective expertise and practitioner tradecraft accrued across various levels and sectors of government in different countries. We also draw on decades of knowledge and experience from our Board, Advisory Council, and global network of experts.

Chandler Academy of Governance (CAG), which is the learning & development division of CGG, designs and delivers training programmes for public sector leaders, equipping them with the skills to deliver high performance government. Our signature programmes are anchored in our proprietary curriculum, practitioner-focused, and contextualised to local needs. They utilise a range of teaching techniques, including seminars, expert-led discussions, and site visits. We also work with clients to design customised programmes for public servants, tailored to the country context, client objectives, and participant profiles.

Chandler Institute of Governance (CIG), which is the knowledge division of CGG, develops high quality and relevant knowledge products for policymakers and government leaders, including the Chandler Good Government Index and *Governance Matters* magazine. Our knowledge products are practitioner-focused and designed to support leaders in policymaking and implementation, leveraging our considerable expertise in measuring and benchmarking government capabilities and effectiveness.

CGG CEO Wu Wei Neng shares insights on the role of leaders in building high performance government. Gaborone, Botswana, 30 October 2025

CIG engaging with Indonesian government officials on the design of a local government index, Jakarta, Indonesia, 20 November 2025.

For more news and information,
visit www.chandlergovernance.com

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The CGGI Advisory Panel

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Executive Director of the Basel Institute on Governance

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

Ms Nathalie Delapalme
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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 at a Glance

Multi-Dimensional Depth

6 Pillars for Capabilities

1 Pillar for Outcomes

35 Indicators

69 Data Sources

8 Advisors

Comprehensive Scope

94% of World Population

133 Countries Covered

5 Regions

15 Sub-Regions

Our Core Values

DATA-DRIVEN
NON-IDEOLOGICAL
NON-PARTISAN

Well Established

Launched in **2021**

6 Annual Editions

Media Footprint

>1700 Articles in Print and Online

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