



CHANDLER GOOD GOVERNMENT INDEX 2023 REPORT



CHANDLER
INSTITUTE OF GOVERNANCE



CHANDLER GOOD GOVERNMENT INDEX

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The Chandler Good Government Index® 2023

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CIG Index Team

Wu Wei Neng, Dominic Tan Gabriel-Dean, Victoria Giaever-Enger, Kiara Kijburana, Koh Yi Ting, Clarissa Li, Norwani Ranai, Wen Haoyu and Christopher Wong.

More details on the CGGI Advisory Panel are available on page 145.

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Please direct all queries to:

info@chandlergovernmentindex.com or
CGGI, c/o Chandler Institute of Governance,
20 Collyer Quay, #10-03,
Singapore 049319

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info@chandlergovernmentindex.com

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Chandler Institute of Governance

20 Collyer Quay, #10-03,
Singapore 049319

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Letter From the Editors

Each year we publish the Chandler Good Government Index (CGGI), the challenges—and scrutiny—facing governments seem to mount. The CGGI was first launched in early 2021, during the throes of the COVID-19 pandemic. As we share the 2023 Annual Report of the CGGI, the effects of the pandemic are waning while a host of other crises accelerate, from war to inflation, rising costs of living to food-security shortages. The climate crisis, though far from new, took on particular urgency with the recent Intergovernmental Panel on Climate Change (IPCC) report highlighting a rapidly closing window for nations to take action.

These interconnected challenges require governments to deftly navigate through these new waters. And, as we argue in this report, it places a premium on good governance.

At the Chandler Institute of Governance, we believe that if the quality of national governance is important, then it should be measured. We undertake that measurement fully aware that there is no perfect way to quantify global governance, but confident in the belief that there are key government capabilities which are linked to government performance and good outcomes. Our role at CIG is to shine a light on those capabilities, in times of crisis and in the calm alike, that all governments need to perform.

This edition of the CGGI Annual Report—our third to date—showcases how countries around the world are building greater resilience in response to crises. From fortifying their institutions, to paving the way for shared peace and prosperity, to building greater inclusivity—these governments found ways to collaborate with business and civic actors to build stronger nations. We are grateful to be able to share the wisdom and tradecraft of government practitioners from all corners of the globe.



Our hope in sharing the 2023 Chandler Good Government Index Report is that, during these challenging times, it can help inspire and inform those carrying the mantle of public service.

**Dominic Tan Gabriel-Dean and
Victoria Giaever-Enger**
Editors

Why Good Government Matters in a Polycrisis

Good Government Amid a “Polycrisis”

A bloody war and climate shocks. A deadly pandemic, refugee crisis, and rampant inflation—this isn’t 2023 (though it could be), but rather a sequence of crises that unfolded more than a century ago. The first shots of World War I were fired in 1914, and by the time the guns fell silent four years later 20 million people had died and 21 million more were wounded¹. The war’s ending overlapped with the onset of the Spanish Flu, which would more than double the war’s death toll.² Scientists today believe a climate shock—torrential rain and declining temperatures—increased battlefield casualties and quickened the spread of the pandemic, which by 1920 had infected one-third of the world’s population.³



While the crises of 2023 are often labelled as ‘unprecedented,’ history reminds us that the world is no stranger to awful pandemics, wars, and ecological disasters.

The war itself, and the redrawn borders and political upheaval it left in its wake, displaced as many as 7.5 million people.⁴ Economic crises abounded in post-war nations, though perhaps nowhere as aggressively as Germany: In Berlin in 1922, a loaf of bread cost roughly 160 Marks; less than a year later, crippling hyperinflation led that same loaf of bread to cost 100 billion Marks.⁵

While the crises of 2023 are often labelled as ‘unprecedented,’ history reminds us that the world is no stranger to awful pandemics, wars, and

ecological disasters. But today’s crises reflect a feature of today’s world for which there is no historical precedent: their deep interconnections. A century ago, a single shipping vessel couldn’t impede \$10 billion of cargo from moving a day.⁶ Nor could one country’s decisions to close its borders affect another country’s ability to manufacture key medicines or military technologies. It is a tangled state of affairs increasingly being described with a single word: ‘polycrisis.’

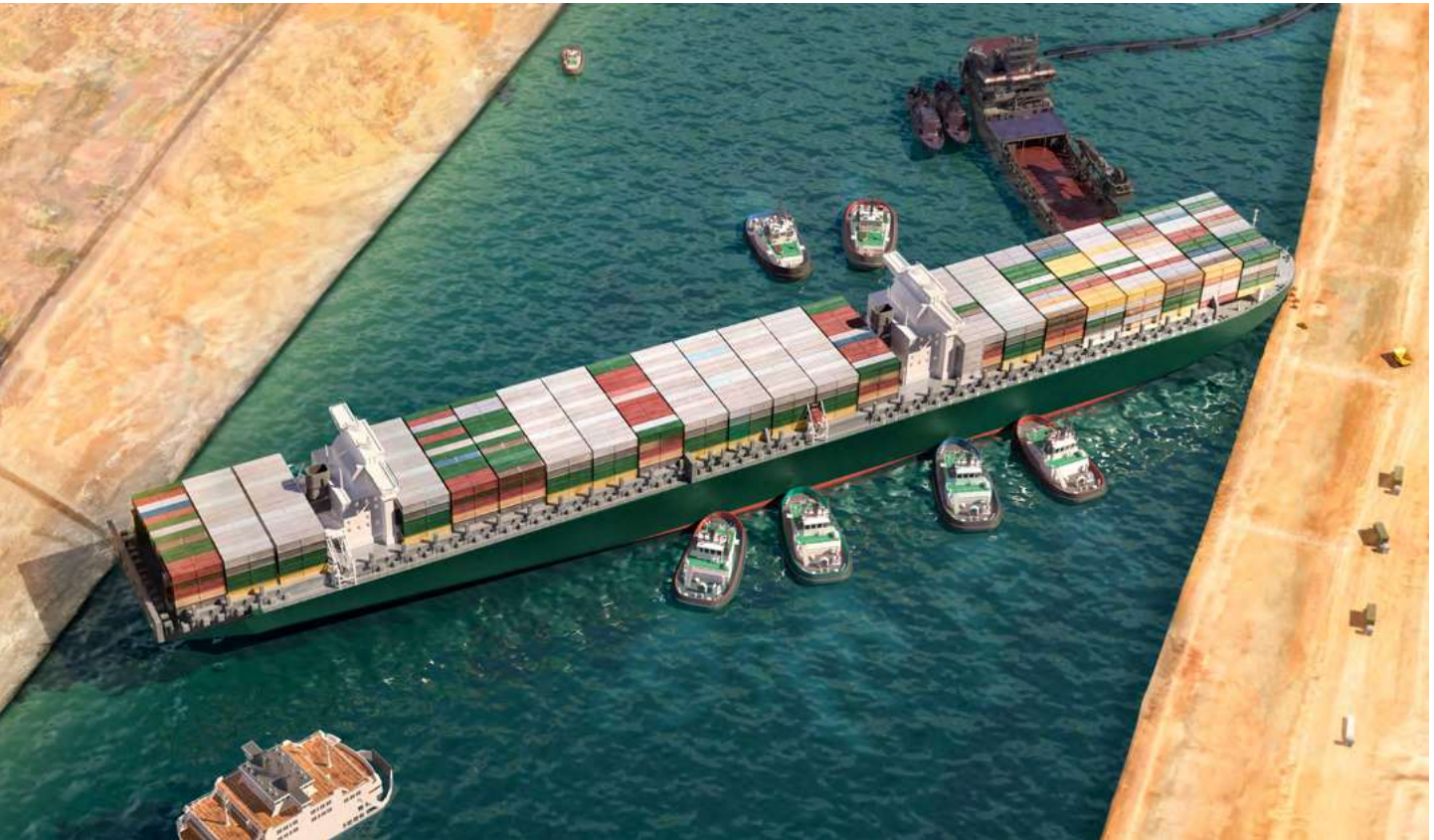
What is a Polycrisis?

Some write off ‘polycrisis’ as a buzzword⁷, or a dramatisation of ‘history happening,’ but for many the word conveys the complexity and intricacy of today’s simultaneous crises.

The World Economic Forum defines a polycrisis as “a cluster of related global risks with compounding effects, such that the overall impact exceeds the sum of each part.”⁸ The Cascade Institute echoes those two defining features of a polycrisis: that it is global, and its effects compounding. “A global polycrisis occurs when crises in multiple global systems become



Thousands of residents of Irpin abandon their homes and evacuate as Russian troops invade Ukraine, March 2022.



Tugboats take part in the refloating operation carried out to free the "Ever Given", a container ship operated by the Evergreen Marine Corporation, stuck in the Suez Canal, Egypt, March 2021.

causally entangled in ways that significantly degrade humanity's prospects," the Institute writes. "These interacting crises produce harms greater than the sum of those the crises would produce in isolation, were their host systems not so deeply interconnected."⁹

Investigating Government's Role in Recent Crises

While there remains debate about the exact role that national governments should play in addressing these crises, there's no debate that governments have an important role to play. In responding to the pandemic, national governments adopted notably different policies—producing notably different outcomes. Countries with similar wealth or demographic profiles were shown to experience different results for COVID-19-related infections, vaccination rates, and mortalities based on their government's policies—which, in turn, played a role in nation's varying economic recoveries.

We can, of course, see this playing out in how different countries respond, with varying degrees of success, to the same array of challenges, whether that's rising energy costs or securing their food supplies, high inflation or climate resilience.

Clearly, national governments aren't solely responsible for how a country manages a crisis. International organisations, civil society, businesses, citizens—all have a role to play. And at a time when crises are global, international cooperation matters hugely, whether that's working with other governments, or non-state actors like scientific coalitions, trade bodies or international finance organisations.



Health workers take part in a check up camp at a slum in Malad during the COVID-19 pandemic, India, 25 June 2020.



A 7.8-magnitude earthquake struck southern Türkiye and northern Syria in the dead of night on 6 February, causing widespread destruction and killing more than 50,000 people. İskenderun, Türkiye, February 2023.

But a polycrisis shines an intense spotlight on a government, and asks many difficult questions of it: How can a government cope with relentless change and uncertainty? How do they learn to maintain stability while adapting effectively? How can they distinguish what are the most important capabilities required, and then assess for themselves their own government's strengths and weaknesses? The CGGI was built to help answer questions precisely like these.

This edition of the CGGI annual report offers a special focus on how the pillars of good government stand together in the face of a polycrisis.



Why Capabilities Matter for Managing a Polycrisis

This edition of the CGGI annual report offers a special focus on how the pillars of good government stand together in the face of a polycrisis. Drawing on the 35 capabilities and outcomes indicators of the CGGI we examine in particular depth:

- **How Public Institutions Are Better Responding to Crises.** We explore how a government's leaders, civil service and institutions come together to prepare and respond.
- **Building Shared Prosperity.** How are governments confronting inflation and the cost-of-living crisis while still creating opportunities for more efficient marketplaces that support trade and sustain good jobs? We dive into a few ways.
- **Strong Nations Are Healthy and Inclusive.** We spotlight how governments are building more inclusive communities and resilient health systems.

Polycrisis or Not, Good Government Still Matters

While the popularity of 'polycrisis' is new, the term isn't—it was first coined in the 1990s by complexity

theorist Edgar Morin.¹⁰ It is fitting, then, that this edition of the CGGI Report focuses on polycrisis, but it does so by focusing on the principles of good government that are far from new. Maintaining a focus on excellent service delivery, maintaining integrity and accountability, engaging and communicating with key stakeholders—these are valuable in any time, and perhaps even more so during a time of crisis.

Another principle that holds true: The time to start preparing for a crisis is not the moment that one strikes. Yet, given that preparing for a polycrisis entails grappling with complicated issues that overlap and intersect; that can change in an instant and without warning; and which can be powerfully shaped by a huge range of actors and events, where does one start?

Perhaps by remembering that the planning is more important than the plan. The act of preparing for unforeseen challenges, the exercise of looking at the innovation required to meet tomorrow's challenges, the practice of communicating decisions—all build important “muscles” and skills for a government.

The time to start preparing for a crisis is not the moment that one strikes.

Though many governments can be proud of how they responded to the pandemic—whether working closely with research and scientific communities, or innovating in how public health services are accessed—the lingering challenges of that pandemic, and the many interwoven in this current polycrisis, remain daunting. In their 2023 forecast, the IMF saw ‘storm clouds’ on the global horizon.¹¹

This CGGI Report explores in depth the capabilities and skills that can serve countries well in any climate. And it looks to encourage governments to remember that, as the saying goes, “on the other side of the storm is the strength of having gone through it.”



High inflation saw food prices rising in the UK by 16.9% last year. Two elderly shoppers check the prices of frozen foods in a supermarket in London, UK, September 2022.





CHANDLER GOOD GOVERNMENT INDEX

PILLARS



Leadership & Foresight

Ethical Leadership
Long-Term Vision
Adaptability
Strategic
Prioritisation
Innovation



Robust Laws & Policies

Rule of Law
Quality of
Judiciary
Transparency
Regulatory
Governance



Strong Institutions

Coordination
Data Capability
Implementation
Quality of
Bureaucracy



Financial Stewardship

Government Debt
Country Budget
Surplus
Spending Efficiency
Country Risk
Premium



Attractive Marketplace

Property Rights
Macroeconomic
Environment
Attracting
Investments
Logistics
Competence
Stable Business
Regulations



Global Influence & Reputation

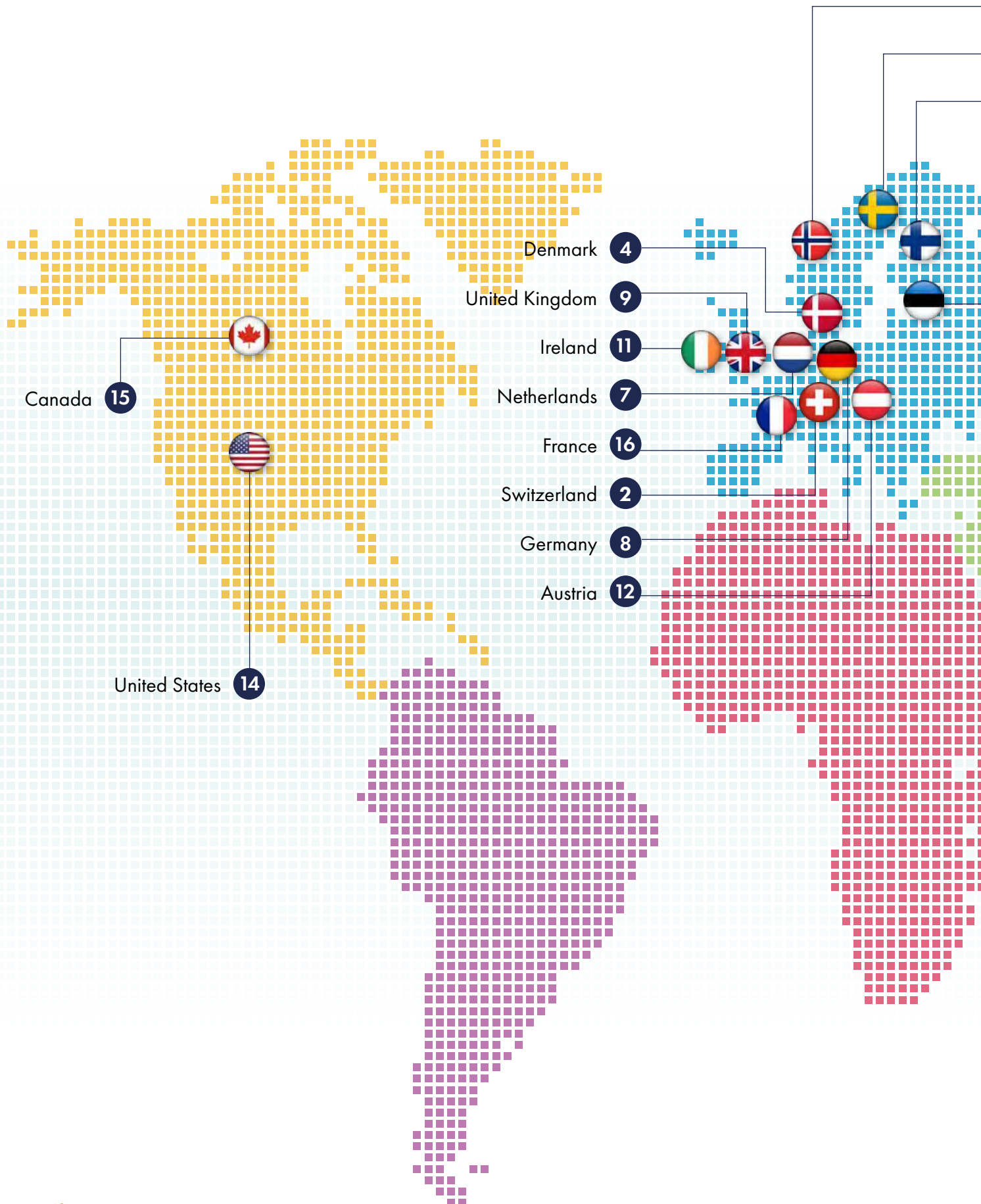
International
Trade
International
Diplomacy
Nation Brand
Passport Strength

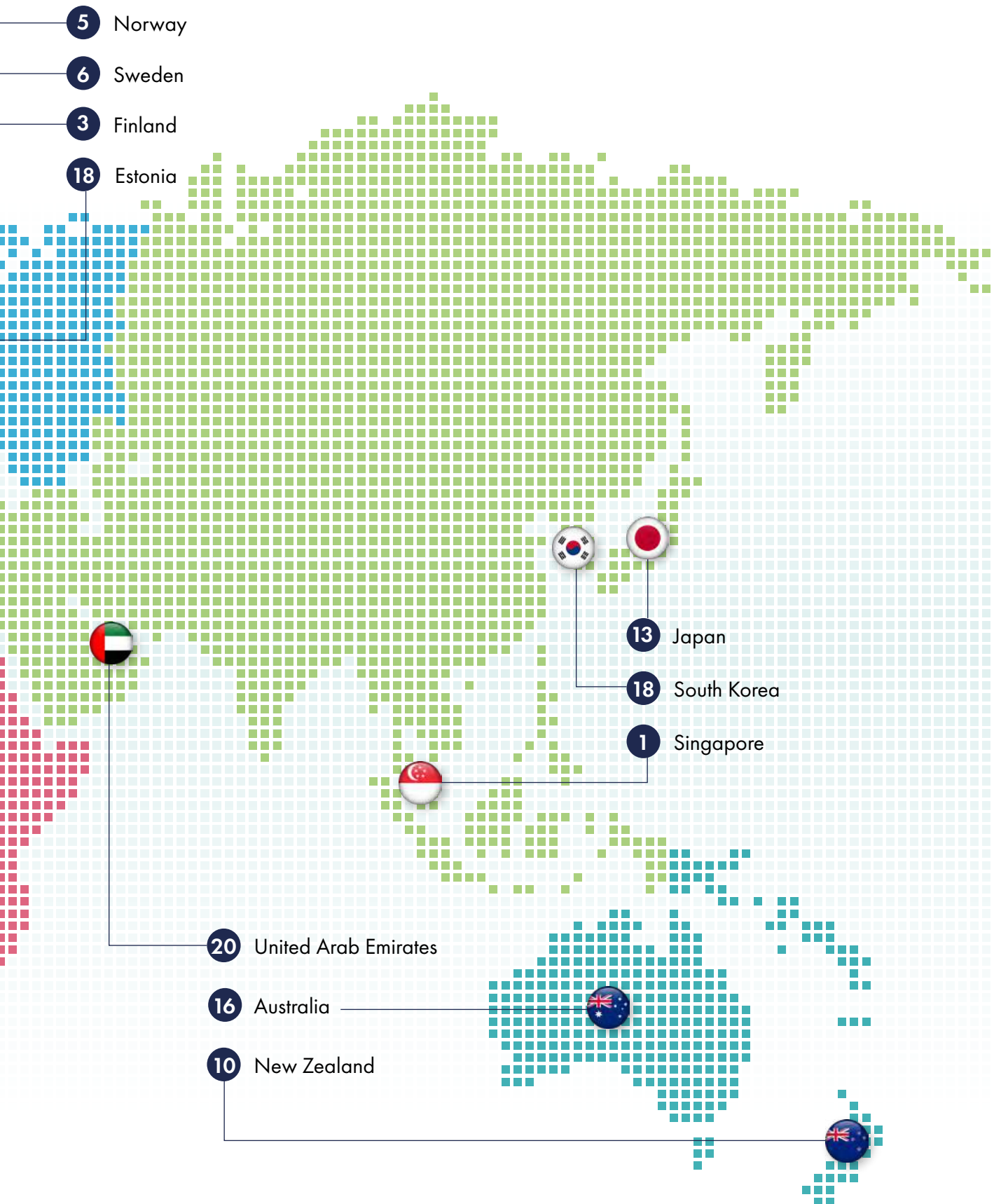


Helping People Rise

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

The Top 20 Countries





Country Rankings

Overall Rank

		Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
								
1	 Singapore	1	20	1	1	1	36	2
2	 Switzerland	11	1	10	4	2	12	4
3	 Finland	3	4	2	11	3	18	3
4	 Denmark	4	5	3	6	8	25	1
5	 Norway	7	2	9	2	18	14	5
6	 Sweden	5	6	7	9	12	10	7
7	 Netherlands	9	3	27	7	4	7	6
8	 Germany	13	14	12	5	5	1	11
9	 United Kingdom	17	13	8	21	9	4	20
10	 New Zealand	6	7	5	8	14	35	24
11	 Ireland	10	14	16	13	6	27	16
12	 Austria	22	12	24	25	10	10	10
13	 Japan	21	11	22	26	14	6	12
14	 United States	8	10	18	12	7	8	33
15	 Canada	12	17	6	14	17	22	22
16	 France	20	18	14	27	22	2	18
	 Australia	30	16	4	18	10	23	19
18	 South Korea	14	21	11	10	34	16	13
	 Estonia	15	8	13	16	20	30	13
20	 United Arab Emirates	2	35	21	3	16	46	28
21	 Belgium	32	19	28	24	19	20	13
	 Iceland	35	9	25	17	27	42	9
23	 Slovenia	38	28	20	30	33	23	8
24	 Czech Republic	42	29	26	20	23	13	17
25	 Portugal	40	34	31	41	21	9	21
26	 Spain	36	26	16	45	58	5	23

A shaded cell denotes that a country shares a joint pillar ranking.

Data cut-off for the 2023 Chandler Good Government Index was 1 December 2022.

Country Rankings

Overall Rank

		Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
27	Israel	34	27	30	22	13	45	28
28	Poland	47	39	32	22	41	17	25
29	Lithuania	26	23	19	27	52	38	28
30	Chile	19	32	22	31	23	26	45
31	Latvia	29	37	15	34	49	41	27
32	Italy	60	24	29	62	42	3	31
33	Malaysia	27	36	54	15	29	37	43
34	Uruguay	18	30	36	47	31	53	38
35	Hungary	59	51	37	51	28	15	36
36	China	25	76	55	18	35	34	39
37	Mauritius	23	57	33	41	32	62	37
38	Croatia	80	41	44	46	66	21	26
39	Bulgaria	55	33	40	32	50	31	44
40	Costa Rica	33	22	38	85	39	43	48
41	Romania	67	43	73	53	44	28	35
42	Georgia	53	31	35	65	36	51	50
43	Serbia	63	55	48	49	37	57	34
44	Greece	83	42	34	79	97	19	32
45	Russian Federation	73	47	68	37	74	31	39
46	Indonesia	36	40	61	33	38	54	68
47	Thailand	74	43	64	35	47	61	42
48	Kazakhstan	54	46	42	39	58	72	47
49	Vietnam	39	68	69	55	30	68	54
	Montenegro	28	49	53	73	53	67	52
51	Albania	49	67	45	65	50	64	45
52	Mexico	87	43	41	38	48	39	77

A shaded cell denotes that a country shares a joint pillar ranking.

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Country Rankings

Overall Rank

		Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
								
52	 Rwanda	16	54	52	50	26	89	76
54	 Panama	77	80	60	47	25	52	60
55	 Armenia	48	38	71	62	68	76	55
56	 Colombia	58	55	55	54	46	50	74
57	 India	43	53	57	40	57	48	87
	 Jamaica	41	60	66	57	40	80	63
59	 North Macedonia	65	69	43	65	70	70	49
60	 Morocco	44	58	79	44	44	63	75
60	 Peru	83	73	51	36	55	40	78
62	 Ukraine	72	64	62	87	93	47	41
63	 Türkiye	64	75	49	72	86	33	65
64	 Brazil	92	48	39	93	61	29	71
65	 Jordan	56	52	70	76	53	94	52
66	 Philippines	69	70	59	41	58	68	65
67	 Botswana	24	63	46	29	92	73	91
68	 Argentina	61	74	50	99	101	44	56
69	 South Africa	50	25	47	56	100	49	94
70	 Moldova	80	50	72	74	90	86	51
71	 Egypt, Arab Rep.	62	76	75	90	43	56	82
72	 Mongolia	89	58	58	89	78	85	61
73	 Senegal	31	80	77	69	56	100	86
74	 Kyrgyz Republic	91	64	80	60	74	98	57
75	 Tunisia	74	64	74	84	89	74	72
76	 Kenya	51	61	82	81	69	82	84
77	 Ghana	46	72	63	91	64	90	88
78	 Namibia	45	62	81	74	82	83	92

A shaded cell denotes that a country shares a joint pillar ranking.

Data cut-off for the 2023 Chandler Good Government Index was 1 December 2022.

Country Rankings

Overall Rank

			Leadership & Foresight	Robust Laws & Policies	Strong Institutions	Financial Stewardship	Attractive Marketplace	Global Influence & Reputation	Helping People Rise
									
79		El Salvador	97	93	67	97	84	59	59
80		Tajikistan	52	84	101	65	71	102	62
		Tanzania	57	91	88	52	65	75	85
82		Ecuador	90	94	76	95	84	65	64
83		Bosnia and Herzegovina	99	78	91	59	81	77	58
84		Sri Lanka	70	83	64	98	98	88	67
85		Uganda	66	70	78	82	62	84	97
86		Honduras	88	95	87	62	67	58	90
87		Algeria	68	99	84	92	91	78	69
88		Cambodia	94	98	99	58	63	97	72
89		Guatemala	101	89	85	70	79	60	89
90		Nicaragua	102	101	94	71	80	66	81
91		Pakistan	78	79	89	86	76	92	96
92		Nepal	86	82	96	93	94	95	79
93		Malawi	79	86	83	96	87	99	99
94		Madagascar	93	90	93	83	88	95	93
95		Ethiopia	74	100	97	61	96	93	98
96		Iran, Islamic Rep.	98	103	95	77	103	71	70
97		Zambia	80	96	86	101	73	87	101
98		Burkina Faso	70	88	92	80	76	104	102
99		Mozambique	95	87	90	102	83	81	100
100		Nigeria	96	85	102	87	98	91	103
		Lebanon	103	102	100	103	95	79	80
102		Mali	85	97	103	78	72	103	104
103		Zimbabwe	100	92	98	100	102	101	95
104		Venezuela	104	104	104	104	104	55	83

A shaded cell denotes that a country shares a joint pillar ranking.

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Index Insights

There is a strong relationship between good governance and a nation's ability to prepare for – and respond to – crises.

This is our third year publishing the CGGI – our first Index was built on data that largely predated the COVID-19 pandemic, our second incorporated data as the pandemic intensified, and this year's data was collected as the effects of the pandemic began to wane. This in itself presents an interesting snapshot of governance during a time of crisis. But, increasingly, a more relevant and telling snapshot is not how a government responds to a single crisis but rather a cluster of them – hence the growing popularity of the term “polycrisis” (see pg.11 for a look at Why Good Government Matters in a Polycrisis).

That is the focus of this Insights section – examining the relationships between good governance and crises. The breadth of government capabilities that the CGGI measures, and its geographical reach – 104 countries, or approximately 90% of the world population – enable us to explore that relationship from a number of angles, and at a number of levels. What does a country's overall CGGI score tell us about its ability to prepare for and manage a crisis – and what patterns emerge when we plot that across 104 countries?

We also dive into the data behind those overall scores – the CGGI's seven pillars, and 35 indicators – to explore the relationship at a more granular level. Stories and interviews which bring the data to life – and attempt to unpack what is causing some of the trends we are seeing – can be found later in this report.

Middle-Income Countries Moved Most in Rankings

This year's overall CGGI rankings were relatively stable – only one-third of countries moved more than two spots from last year's rankings. These movers tended to be upper- and lower-middle-income

countries with almost half of them (48%) moving more than two spots in the overall rankings. Some of the biggest improvers are Kenya, Kyrgyz Republic, North Macedonia and Vietnam. High-income and low-income countries, on the other hand, were much more stable – out of the 44 we measure, only five climbed or fell more than two spots.

More pronounced movements could be seen in the seven separate pillars and the individual indicators that comprise those pillars. Later in the report, we explore some of the biggest jumps in greater detail. The United Arab Emirates, for instance, broke into the top 20 overall rankings thanks to its strong performance in two pillars: Strong Institutions, and Leadership and Foresight. Thailand, meanwhile, moved up four places in the Helping People Rise pillar, an ascent partly powered by its performance in the Health indicator, where it climbed 22 spots in a single year.

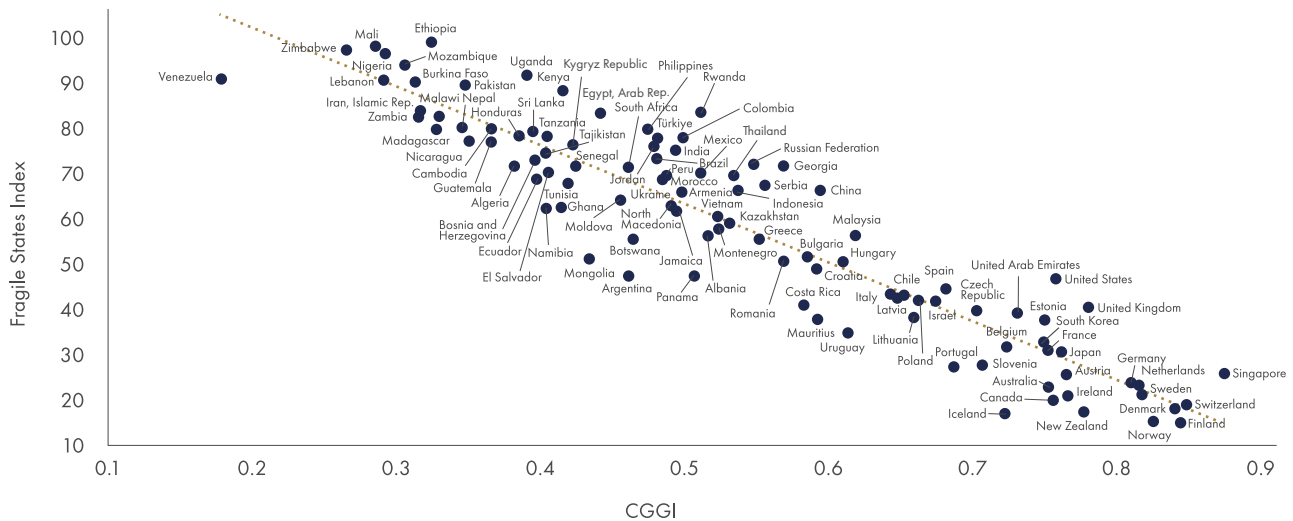
Good Governance and the Polycrisis

In its Global Risks Report, the World Economic Forum (WEF) shared four principles that governments can embrace to help prepare for the world's most pressing short- and long-term crises:

1. Strengthening risk identification and foresight;
2. Recalibrating the present value of “future” risks;
3. Investing in multi-domain risk preparedness, and
4. Strengthening preparedness and response cooperation.¹

The CGGI methodology and choice of indicators allow us to capture many of those principles – which means that the CGGI can credibly look at how good governance influences a country's capacity to manage and respond to current and looming crises. And we can also examine the key capabilities which allow governments to continue to perform despite facing increasing pressures.

Good Governments Can Manage Risks on the State

 $r = -0.93$


Source: CGGI 2023; Fragile States Index, 2022, The Fund for Peace

1 Good Governments Build Strong Nations That Have the Capacity to Manage Risks on the State

A strong relationship emerged when we compared countries' CGGI scores with the Fragile States Index, a political risk assessment tool developed by the Fund for Peace that measures important vulnerabilities that contribute to the risk of state fragility.²

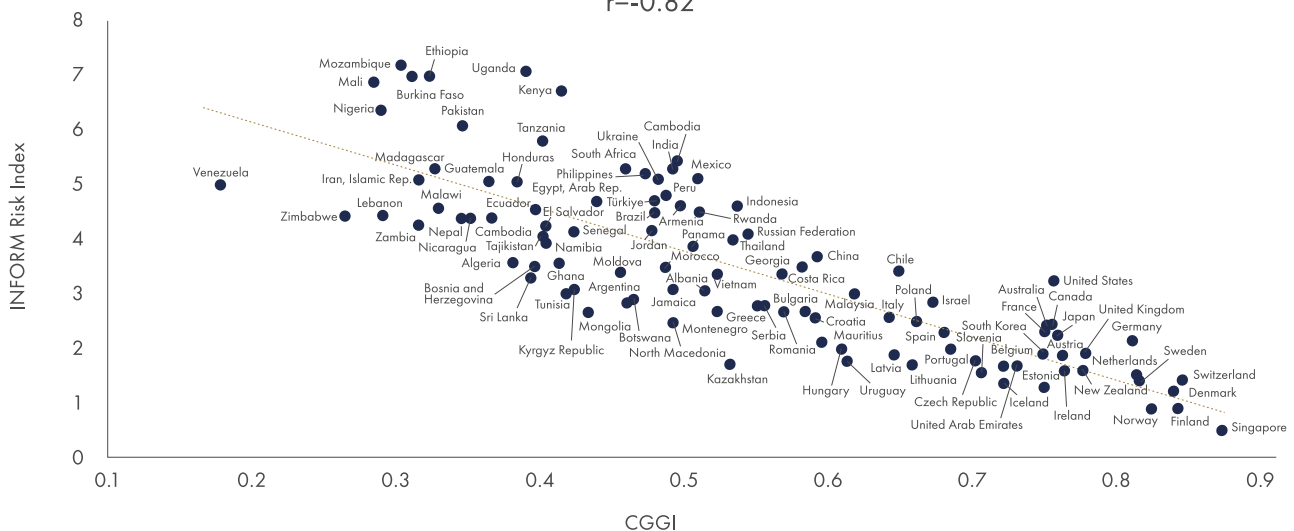
In other words, a well-governed country is likely to have developed more resilience to prepare for a polycrisis, and to manage it. Such a conclusion might not sound

surprising – but the strength of the relationship, and how well it holds up regardless of a country's income level, ideology, or geography, is powerful.

2 Good Governments Are Better Able to Respond to Crises

Comparing the 2023 CGGI rankings with the INFORM Risk Index by the Joint Research Centre of the European Union³, another strong relationship emerged – this time between the country's quality of governance and its ability to prevent and respond to humanitarian crises and disasters.

Good Governments Are Better Able to Respond to Crises

 $r = -0.82$


Source: CGGI 2023; INFORM Risk Index, 2023, Joint Research Centre of the European Union

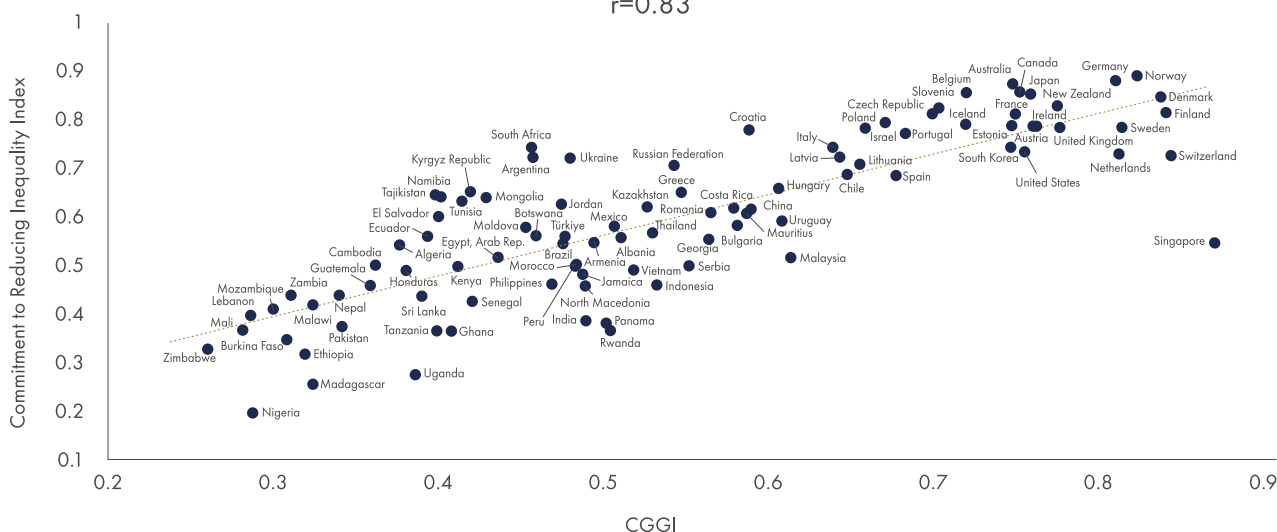
This relationship is particularly important and urgent for governments given the recent Intergovernmental Panel on Climate Change (IPCC) report⁴ and the rapidly closing window for nations to take climate action. Governments will have to – and some are already having to – manage the resulting environmental and humanitarian fallout of climate inaction.

3 Good Governments Are Better Prepared to Achieve Shared Prosperity

Among the many issues on which the COVID-19 pandemic shone a spotlight, one was that a crisis can disproportionately affect vulnerable groups. Crises can not only lead to unequal social and economic outcomes, but they can also widen them, which may even lead to social instability.

Good Governments Are Committed to Closing Inequalities

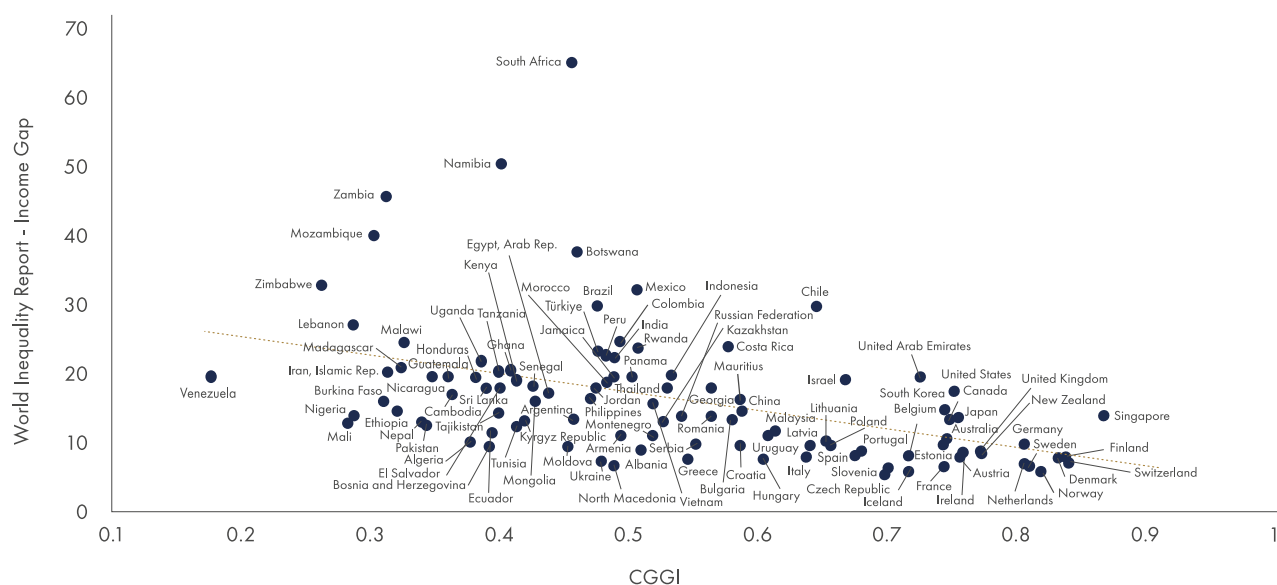
$r=0.83$



Source: CGGI 2023; Commitment to Reducing Inequality Index, 2022, Development Finance International, Oxfam

Good Governments Make an Impact in Closing the Income Gap

$r=-0.47$



Source: CGGI 2023; World Inequality Report, 2022, World Inequality Lab

This year's countries' CGGI rankings showed a strong relationship with the Commitment to Reducing Inequality (CRI) Index⁵, which ranks 161 governments worldwide. The index assesses governments' efforts based on action in three areas vital to reducing levels of inequality: social spending, progressive taxation, and labour rights.

While governments can take steps to build fairer and more inclusive societies, it may take consistent effort over a longer period to generate a significant impact. This year's CGGI country scores are significantly correlated to the Income Gap metric in the World Inequality Report⁶, highlighting a significant correlation between good governance and income inequality outcomes. However, this correlation is not as strong as compared to the correlation with preparedness to deal with inequalities, suggesting there are other important factors that contribute to income inequality outcomes and that changes in capabilities may take some time to impact outcomes.

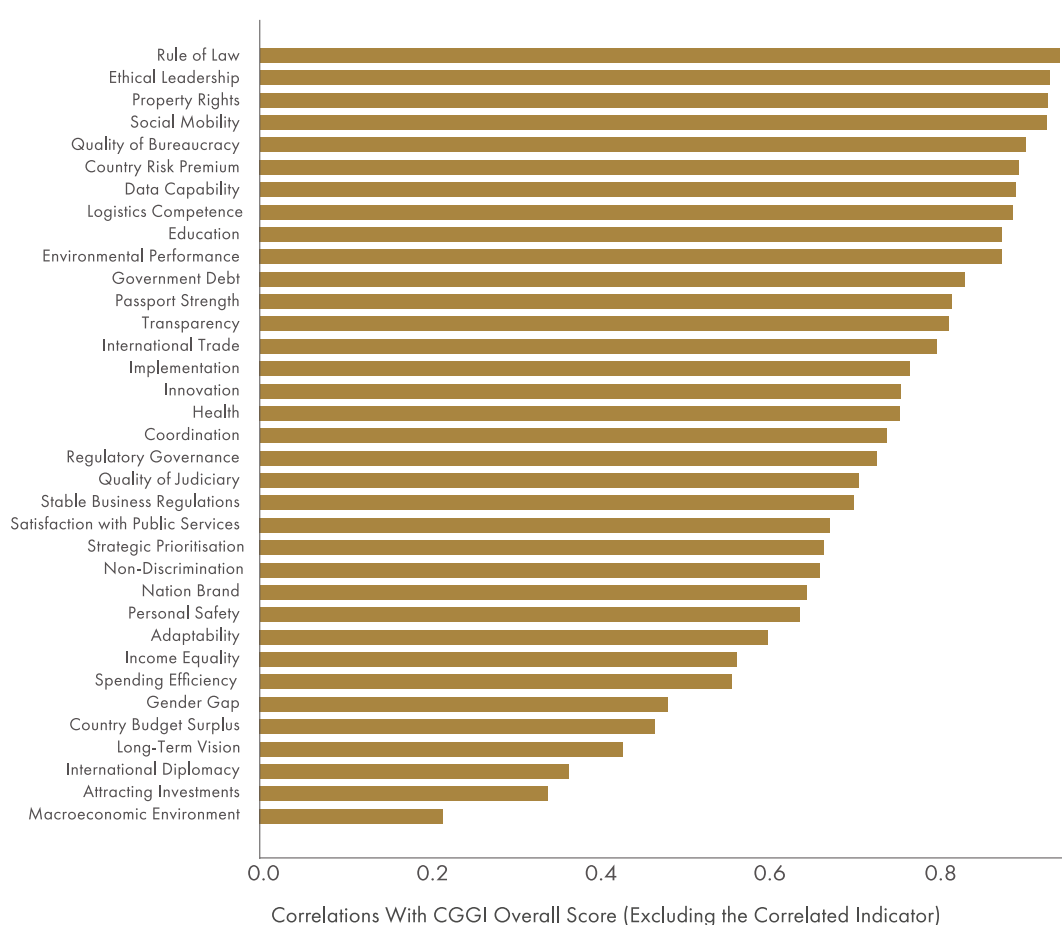
The Indicators Linked With Performance in a Polycrisis

To understand how governments can continue to perform while confronted with different interconnected crises, we take a deep dive into the indicator-level data of the CGGI.

Rule of Law, Ethical Leadership and Property Rights are Strong Indicators of Overall Performance

Crisis preparedness, crisis response, closing inequalities – as the data shows, good governance is correlated with all of them. But what does the data suggest are the capabilities that are the most highly correlated with overall good governance? Answering that requires diving into the CGGI's 35 indicators, of which 26 are focused on government capabilities, and nine on outcomes. As found in the CGGI 2022, three indicators remain the most strongly correlated with a country's overall CGGI score: Rule of Law, Ethical Leadership (previously known as the Anti-Corruption indicator) and Property Rights.

Examining the Relationship Between Individual Indicators and the Overall CGGI Score



Source: CGGI 2023

That such a finding holds true amid such turbulent times is, itself, a finding – a reminder of how fundamentally these three capabilities underpin government functions and public service delivery.

Good Governance Can Defray Impacts on Social Mobility From Crises

Among all nine outcomes measured in the 2023 CGGI Helping People Rise pillar, Social Mobility enjoys the highest correlation to government capabilities, or the average score of the Index's 26 capability indicators. The CGGI defines social mobility as "the extent to which socio-economic circumstances at birth influence a person's future status and prosperity." There is no single-sentence answer to "What does good government look like in practice?" but our findings suggest that social mobility is an important part of the conversation.

While all nine outcomes – which span education and healthcare, personal safety and income inequality – are important, social mobility implies an investment in people's futures and their aspirations for a better life. It can be difficult to draw clear lines, year-

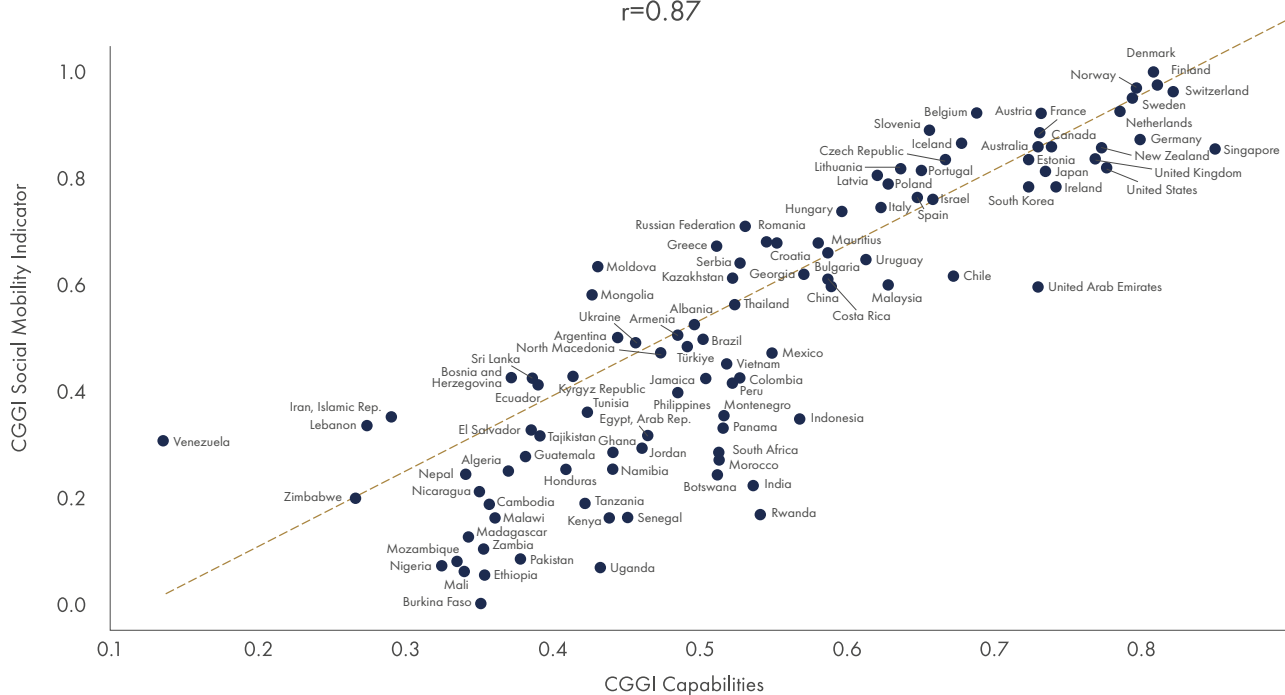
on-year, between good government and social mobility⁷, but there can be little doubt that countries that invest in good governance in the long term are likelier to improve their social mobility. It will remain a vital issue for governments, as lower wages and lost opportunities brought on by the pandemic have created long-term repercussions for social mobility.

Good Governance Is Crucial in a Crisis, the Calm, and in Between

The data presents a clear picture: good governance matters hugely in times of crisis (let alone a polycrisis). In their ability to prepare and respond, good governments enjoy a measurable advantage. But, of course, good governance matters hugely in calmer times as well. The capabilities and skills that effective governments rely on in times of crisis are often the products of decisions made well before any crisis strikes – unrehearsed often means unprepared. And the actions and behaviours that helped a country navigate a crisis are likely to be useful long after the crisis abates. So, while the particulars of good governance may change in a crisis, the principles that underpin it remain.

Good Governments Show a Strong Relationship With Social Mobility

$r=0.87$



Source: CGGI 2023

CGGI Data Process

The Chandler Good Government Index is a composite Index that measures the capabilities and effectiveness of governments. Our framework and dimensions (which we call pillars) of good governance are derived from interviews and research on what capabilities and characteristics are most important for a government to perform its duties and succeed.

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

1

Metrics

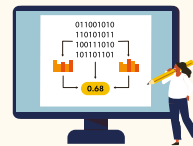
The Index uses the most relevant metrics for each indicator, as determined by government and data experts, research on the pillars, and a set of selection criteria:



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



The metric should as far as possible be actionable and measure some quality or capability of governance that government leaders and officers can act on to improve performance.



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



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

2

Imputation

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



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



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

3

Transformation & Normalisation

Each metric is normalised to a 0-1 scale to create a standardised scale for comparison and aggregation.

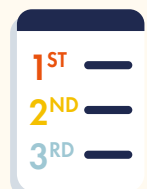
Indicators that comprise more than one metric are weighted equally, aggregated and rescaled again.



4

Data Aggregation & Ranking

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



THE PILLARS OF GOOD GOVERNMENT





Leadership and Foresight

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



Ethical Leadership

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



Long-Term Vision

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



Adaptability

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



Strategic Prioritisation

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



Innovation

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

Table 1.1 Leadership and Foresight Top Ten Countries

Countries	Pillar Rank	Ethical Leadership	Long-Term Vision	Adaptability	Strategic Prioritisation	Innovation	CGGI Rank
Singapore	1	4	1	1	1	3	1
United Arab Emirates	2	21	2	2	3	3	20
Finland	3	1	8	4	3	7	3
Denmark	4	1	12	11	3	3	4
Sweden	5	4	34	20	9	2	6
New Zealand	6	1	30	13	9	8	10
Norway	7	4	14	15	23	8	5
United States	8	22	9	5	9	20	14
Netherlands	9	8	10	8	23	37	7
Ireland	10	11	13	20	23	8	11

Similarly shaded cells indicate shared rankings in a given indicator.



Robust Laws and Policies

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



Rule of Law

Whether laws are just and impartial, whether governments observe due process and are accountable to the laws, and whether justice is accessible to all



Quality of Judiciary

Whether courts of law are efficient and independent from external influence



Transparency

The public availability and accessibility of government information



Regulatory Governance

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

Table 2.1 Robust Laws and Policies Top Ten Countries

Countries	Pillar Rank	Rule of Law	Quality of Judiciary	Transparency	Regulatory Governance	CGGI Rank
Switzerland	1	4	1	10	1	2
Norway	2	2	8	3	1	5
Netherlands	3	8	3	7	15	7
Finland	4	3	2	4	35	3
Denmark	5	1	10	5	15	4
Sweden	6	6	18	1	25	6
New Zealand	7	7	7	2	30	10
Estonia	8	15	16	9	1	18
Iceland	9	5	6	31	15	21
United States	10	20	4	20	1	14

Similarly shaded cells indicate shared rankings in a given indicator.



Strong Institutions

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



Coordination

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



Implementation

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



Data Capability

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



Quality of Bureaucracy

The capability and performance of the civil service, regardless of political and policy changes

Table 3.1 Strong Institutions Top Ten Countries

Countries	Pillar Rank	Coordination	Data Capability	Implementation	Quality of Bureaucracy	CGGI Rank
Singapore	1	1	36	1	1	1
Finland	2	2	1	20	1	3
Denmark	3	7	4	8	1	4
Australia	4	8	5	8	1	16
New Zealand	5	5	10	8	8	10
Canada	6	8	20	8	1	15
Sweden	7	43	3	2	1	6
United Kingdom	8	6	21	8	8	9
Norway	9	40	8	8	1	5
Switzerland	10	40	17	2	8	2

Similarly shaded cells indicate shared rankings in a given indicator.

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 debt dynamics and risk of a country, based on its debt-to-GDP levels, changes in debt, country credit ratings, and stage of economic development



Spending Efficiency

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



Country Budget Surplus

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



Country Risk Premium

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

Table 4.1 Financial Stewardship Top Ten Countries

Countries	Pillar Rank	Government Debt	Country Budget Surplus	Spending Efficiency	Country Risk Premium	CGGI Rank
 Singapore	1	1	2	2	1	1
 Norway	2	1	1	11	1	5
 United Arab Emirates	3	1	12	1	14	20
 Switzerland	4	1	8	7	1	2
 Germany	5	1	10	5	1	8
 Denmark	6	1	3	20	1	4
 Netherlands	7	1	11	8	1	7
 New Zealand	8	1	18	6	1	10
 Sweden	9	1	8	16	1	6
 South Korea	10	1	4	35	14	18

Similarly shaded cells indicate shared rankings in a given indicator.

Attractive Marketplace



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



Property Rights

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



Attracting Investments

The ability to attract foreign direct investment (FDI)



Macroeconomic Environment

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



Logistics Competence

The quality of logistics infrastructure and systems within a country



Stable Business Regulations

The stability of policies and regulations concerning business activities

Table 5.1 Attractive Marketplace Top Ten Countries

Countries	Pillar Rank	Property Rights	Macro Environment	Attracting Investments	Logistics Competence	Stable Business Regulations	CGGI Rank
 Singapore	1	2	15	3	7	2	1
 Switzerland	2	3	1	9	12	1	2
 Finland	3	1	69	31	10	13	3
 Netherlands	4	5	50	45	6	7	7
 Germany	5	19	28	34	1	11	8
 Ireland	6	15	57	1	26	8	11
 United States	7	14	27	44	13	6	14
 Denmark	8	6	19	61	8	10	4
 United Kingdom	9	16	34	15	9	32	9
 Australia	10	7	30	23	17	15	16
 Austria	10	4	35	91	4	3	12

Similarly shaded cells indicate shared rankings in a given indicator.



Global Influence and Reputation

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



International Trade

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



International Diplomacy

The extent of a nation’s diplomatic representation and presence 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

Table 6.1 Global Influence and Reputation Top Ten Countries

Countries	Pillar Rank	International Trade	International Diplomacy	Passport Strength	Nation Brand	CGGI Rank
Germany	1	2	8	4	2	8
France	2	2	4	12	22	16
Italy	3	2	9	6	5	32
United Kingdom	4	24	6	12	16	9
Spain	5	1	11	4	9	26
Japan	6	41	1	1	14	13
Netherlands	7	2	17	8	3	7
United States	8	48	3	16	12	14
Portugal	9	2	27	12	8	25
Austria	10	2	46	8	4	12
Sweden	10	2	43	8	6	6

Similarly shaded cells indicate shared rankings in a given indicator.

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

The literacy rate and years of schooling of 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 Equality

The evenness of income distribution across the population



Social Mobility

The extent to which socio-economic circumstances at birth influence a person's future status and prosperity



Gender Gap

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



Non-Discrimination

Freedom from discrimination, regardless of a person's socio-economic status, ethnicity, gender, identity, or faith

Table 7.1 Helping People Rise Top Ten Countries

Countries	Pillar Rank	Education	Health	Satisfaction with Public Services	Personal Safety	Environmental Performance	Income Equality	Social Mobility	Gender Gap	Non-Discrimination	CGGI Rank
Denmark	1	10	17	6	14	5	8	1	33	1	4
Singapore	2	1	6	1	1	9	63	13	18	5	1
Finland	3	2	15	13	13	2	4	2	6	3	3
Switzerland	4	17	3	2	9	4	21	4	38	12	2
Norway	5	15	5	7	5	13	4	3	24	16	5
Netherlands	6	13	14	3	35	1	9	6	50	4	7
Sweden	7	13	7	11	48	3	7	5	1	21	6
Slovenia	8	12	21	22	6	17	2	9	4	23	23
Iceland	9	21	8	34	7	29	1	11	6	11	21
Austria	10	25	19	8	12	8	11	8	55	33	12

Similarly shaded cells indicate shared rankings in a given indicator.



The Maeslantkering storm surge barrier, Rotterdam, Netherlands.

How Public Institutions Are Responding to Crises Better

Citizens and businesses look to governments to act in a crisis. Within governments however, confidence in their own ability to lead their organisations through a crisis appears to be declining. A recent global survey revealed only 23% of government leaders completely agreed that their organisation could quickly pivot and adapt in response to disruptive events, a smaller proportion compared to leaders across all other sectors.¹ Instead then of lurching from one crisis to the next, how can governments be better prepared and respond more effectively?

Some studies have identified certain governance “super-factors” that have a powerful positive impact on building government resilience. These include the control of corruption, societal trust, and high-quality political leadership.² And indeed many of these super-factors fall within the capabilities ranked in the CGGI. But there are many more organisational and institutional factors that must be considered and applied for a coherent and effective crisis response.³ Many of these indicators can be found in the CGGI’s first three pillars of good government under Leadership and Foresight (Pillar 1), Robust Laws and Policies (Pillar 2), and Strong Institutions (Pillar 3).

Effective Leadership and Laws in a Crisis

Good leaders, it is often argued, are forged in crisis. But first, good leaders establish strong foundations by developing and sustaining cultures of integrity, sound values, and competence. Leadership and Foresight capabilities prime public institutions to anticipate, prepare for, and mitigate crises, even when faced with unpredictable shocks. This helps ease the transition to a “new normal”, or even towards a “better normal”. Developing these capabilities serves governments well both in “normal” times and in a crisis. Long-Term Vision and Adaptability can help make sense of new information and adapt plans and actions accordingly; Strategic Prioritisation helps weigh up difficult policy trade-offs that may be needed; and Innovation allows for creativity and experimentation to develop more potential responses.

Robust Laws and Policies are the supporting frameworks for governments’ management of crises. A justice system that is consistent, principled, accessible, and transparent, engenders public trust—vital during a crisis.⁴ Robust policymaking processes that are balanced, inclusive, and effective, enable public institutions to respond efficiently and equitably when crises strike.





German President Frank-Walter Steinmeier (2nd from right) visits the construction site of the future vaccine production facility of Biontech together with Amadou Hott (centre), Minister of Economy from Senegal, Amadou Sall (right), Head of the Institut Pasteur de Dakar, and Holm Keller (2nd from left), Vice President for International Partnerships at Biontech, Diamniadio, Senegal, 22 February 2022.

Senegal's experience in the COVID-19 pandemic shows that effective leadership and policies can overcome limited resources and scientific uncertainty to mitigate a crisis. Once the virus was detected in the country in early 2020, the government took swift action to close schools and air travel, impose a nationwide curfew, and stop large gatherings, including at mosques, while providing financial support to those whose livelihoods were affected. The government was able to adapt its existing disease management infrastructure and processes that had been developed for other infectious diseases such as Ebola.

Key Government Capabilities to Manage Crises

Any disruptions or delays to the smooth delivery of public services during a crisis has significant repercussions on citizens and businesses. In a polycrisis, public sector institutions need to rely on certain capabilities—Coordination, good Data Capability, Implementation, and a competent civil service—more than ever.

Governments that regularly implement their own policies effectively and meet their policy objectives are likely to be better prepared for a crisis. Countries that had already implemented key digital government strategies well were better prepared to pivot during the

pandemic. Rwanda had rolled out Irembo, a national digital platform for public services, in 2014 as part of its government digitalisation plan, which allowed citizens to access cross-sectoral government services digitally. The government also made regulatory reforms investing in higher 4G network coverage and boosting the digital literacy of citizens.

Good government institutions have well-established processes in place to coordinate their crisis response effectively with other institutions, and not undermine one another. They also learn systematically from past failures and make improvements. South Korea's experience of Middle East respiratory syndrome (MERS) in 2015 led the government to make 48 reforms to its public health emergency preparedness and response. This included an "implementation playbook", which allowed government actions to be guided by science rather than politics.

Coordination across different parts of the public sector, as well as with private sector and civil society, reinforces positive impacts, and prevents unnecessary waste of resources when governments can least afford it. Months after the Indian Ocean tsunamis in December 2004 devastated the country, Sri Lanka moved from a system where disaster relief operations

were handled on an ad hoc basis to establishing the country's first National Disaster Management Council to lead and coordinate disaster-related work.

Effective stakeholder engagement and communication in a crisis is essential but it can be very complex. It means acknowledging, not dismissing, the severity of the situation, addressing people's fears, and building the trust that helps people move on. Hours after the Christchurch mosque terror attack in 2019, the New Zealand government made it clear that although security measures were being taken, its priority was assisting the victims and the bereaved. New Zealand Police also tapped its established communication channels with local communities by convening Muslim community leaders a day after the attack to help manage community interactions, and ease tensions.

Guarding Against Corruption

Unfortunately governments need to guard against corruption more than ever during a crisis. Governments under pressure to act quickly during a crisis, can compromise on due diligence and transparency for expediency, allowing bribery and fraud to be masked. Increased aid flows in response to a crisis can create opportunities for graft and theft. Corruption in post-disaster recovery efforts can lead to poorer recovery outcomes and increased vulnerability to future disasters, for instance by supplying cheaper and poor-quality materials for post-disaster rebuilding. A study by the Government Accountability Office in the US estimated that corruption and fraud related to the Hurricanes Katrina and Rita relief efforts accounted



People walking on the debris after the tsunami at Hikkaduwa, Sri Lanka, 26 December 2004.

for 10-22% of total payments, with losses of between USD 600 million and USD 1.4 billion.⁵ As noted corruption researcher, Prof Elizabeth David-Barrett says: "Cleaning up public procurement should be our global priority."⁶ That priority is even greater during a crisis when larger-than-normal sums are channelled to public procurement. Public trust in governments eroded by corruption makes it harder to mount effective responses to future crises.

Corruption has already tainted the pandemic response in both developed and developing countries. For instance, protests erupted in Paraguay in 2021 due to rigged prices and a black market for vaccines, while corruption scandals linked to 2020 pandemic spending in South Africa sparked uproar. According to Transparency International, the pandemic worsened corruption in the healthcare sector across the EU.⁷

Public institutions from any country can manage crises better when they focus on core capabilities. How governments can mitigate, prepare for, respond, and recover from a polycrisis will determine which countries can weather this storm and the next.

🇮🇹 ITALY

Italy has been a standout 2023 performer across the first three pillars of the CGGI. There have been substantial improvements in Strategic Prioritisation (from 87th to 23rd) and Innovation (from 33rd to 20th) in the past year. Public sector institutions in Italy also improved significantly in Coordination and Implementation, jumping respectively from 67th to 22nd and 58th to 8th in the rankings.



Policeman silhouetted in front of the Masjid El Noor as they stand guard at the Memorial Service to remember the victims of the Christchurch shootings, New Zealand, 22 March 2019.

Despite being hit early and hard by the COVID-19 pandemic, the crisis provided fresh impetus to the Italian government to seriously pursue reforms to improve government effectiveness and resilience. Despite reform efforts in the past, Italy continues to suffer from variable quality of public goods and services, and uneven public sector administrative capacity across regions. Public institutions and public service delivery in Italy have been some of the least trusted among OECD countries.⁸ This weakened Italy's initial response to the pandemic.

In February 2021, the formation of a technocratic unity government, led by former European Central Bank President, Mario Draghi, was a stop-gap measure during an unprecedented crisis, but it injected a much-needed dose of political stability. The Draghi government put together a credible National Recovery and Resilience Plan (NRRP), which helped Italy secure the largest share—EUR 191.5 billion (USD 226.3 billion) in grants and loans—from the EU's Recovery and Resilience Facility (RRF), a temporary financial facility to boost the EU's post-pandemic recovery. The government also added another EUR 30.6 billion (USD 32.9 billion) financed through its national budget. Italy's NRRP set out the structural reforms, all to be implemented by 2026, which are enabling Italy to emerge stronger from the pandemic, and be better prepared for future shocks and longer-term challenges such as climate change and digitalisation.



European Commission president Ursula von der Leyen hands over the "Next Gen EU" Italian recovery package to Italian Prime Minister Mario Draghi during a press conference on the National Recovery and Resilience Plan (NRRP), Rome, Italy, 22 June 2021.

A key plank of the NRRP is modernising Italy's public administration that draws on initiatives contained in the "Simplification Decree" introduced in July 2020 in response to the pandemic. The Simplification Decree simplified or relaxed some regulations and procedures related to the environment, renewable energy, infrastructure, procurement, and public administration, in order to accelerate the crisis response and recovery. For example, it temporarily accelerated approval requirements for health products. The Decree also took some steps towards addressing "defensive bureaucracy"—where the public sector is incentivised to take low-liability but ineffective choices—that can provide suboptimal outcomes during a crisis. It introduced temporary relaxations of public servants' personal liability before the Court of Auditors. The Simplification Decree was converted into law in July 2021.

Another NRRP priority is strengthening the public sector's human resources (HR) systems. The NRRP encourages renewal within Italy's ageing public sector workforce by financing the hiring of new public officials to fill gaps. Other reforms include the development of HR competency frameworks to guide the public administration's personnel movements and training priorities, and changes to public sector recruitment to attract more competent applicants.

Accelerating public sector digitalisation is a priority. The NRRP allocates EUR 6 billion (USD 6.5 billion) for digital infrastructure and digital governance, such as implementing a "once only" principle to boost interoperability of government systems and digital identities. The NRRP also focuses on building the competency of public servants in using digital technologies. To ensure that reforms stay on track, the Draghi government established a new office within the Ministry of Economy and Finance to centrally coordinate the implementation of the NRRP, and a steering committee within the Prime Minister's Office to guide its implementation.



GERMANY

From the Ukraine refugee crisis to the gas crunch, Germany has had to respond decisively in the face of growing geopolitics headwinds in 2022. Germany has performed well in Innovation and Strategic Prioritisation, rising 36 places to 24th, and 16 places to 40th respectively.



Thousands of Ukrainian refugees arrive every hour at the Berlin Central Station, Berlin, Germany, 7 March 2022.

The exodus from Ukraine following the start of the war in February 2022 set off Europe's biggest refugee wave since World War II. In Germany alone, about 1.1 million refugees arrived from Ukraine, on top of 214,000 asylum-seekers from elsewhere.⁹ This surpassed numbers seen during Europe's migrant crisis in 2015-2016 when huge numbers fled conflicts in Syria, Afghanistan, and Iraq. The strains of accommodating such a large influx—close to half a million applied for asylum in 2015, and another 750,000 in 2016¹⁰—almost brought down the government, but Germany managed to pull through. Refugees were first housed in reception camps, before shifting into better or private accommodation. Refugee children were quickly put into schools, with the curriculum incorporating education on German cultural norms. Ground-up networks of schools, refugee homes, and lawyers shared good practices for working with refugees.

The German government learnt from the 2015 experience—a key trait of a resilient government—and made changes to its refugee policies and processes. Rather than being distributed randomly to municipalities throughout Germany like other refugees, Ukrainian refugees were placed under a new distribution system that considered family ties. Those able to secure their own accommodation could choose where to reside in Germany. Only those applying for social benefits or housing would be allocated throughout Germany. While some municipalities faced resource and space crunches, others that had retained the prior physical

and policy infrastructure, are coping better. A cost-sharing mechanism with the federal government is helping to ease the financial burden on state and local authorities. The federal government has also proposed reforms to its migration policies, including lowering bureaucratic hurdles in the asylum system, and offering citizenship to those who have lived in Germany for some time.

The war in Ukraine also sparked an energy crisis in Germany, which had long been reliant on Russian natural gas. Natural gas, used for residential heating, as industrial feedstock, and for power generation, accounts for about a quarter of Germany's primary energy mix. More than half of Germany's gas supply came from Russia in 2021 via two pipelines. As tensions over Ukraine mounted, gas supplies from Russia to the EU were squeezed. In June 2022, Russia's state-owned energy company, Gazprom, cut gas deliveries through the Nord Stream 1 pipeline by 75%. By late August, Nord Stream 1 was shut down entirely.

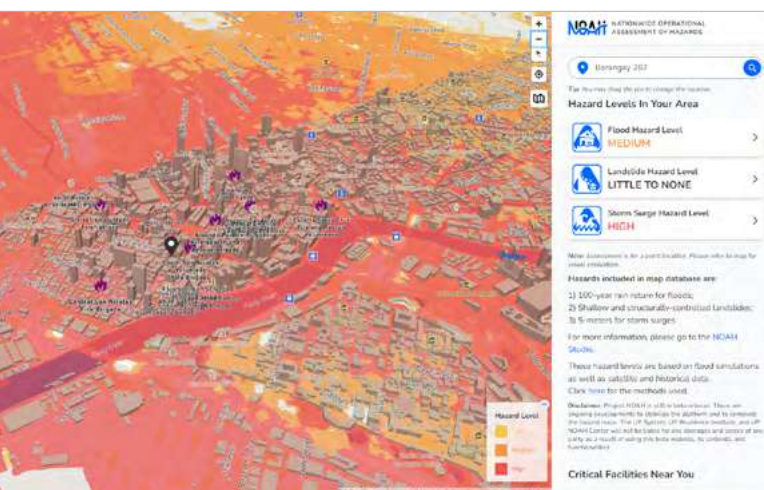
Germany's Ministry for Economic Affairs and Energy had a three-stage emergency gas plan in place since 2012. Stage one (early warning stage) of the emergency plan, which was triggered in late March 2022, required gas transmission system operators (TSO) to update the Ministry on the supply situation. Coordination with electricity TSOs was also increased to keep power grids stable in the event of reduced gas supplies. When Nord Stream 1's gas volumes fell, Germany moved to stage two (alert stage) on 23 June. While the government still relied on market-based measures, a law was passed in July that included the possibility of introducing a price-sharing mechanism to cover all gas consumers. In stage three (emergency stage), which has not yet been triggered, state intervention would take over and gas supplies would in effect be rationed.

So far, Germany has managed to avoid supply emergencies or rationing. The government is working to reduce its gas vulnerability by containing domestic demand and diversifying gas supplies. Citizens and companies have been asked to reduce gas consumption by at least 20%, while the government has limited the use of gas for lighting and heating in public buildings during winter. Germany has announced that it would replace all Russian energy imports as early as mid-2024. It is now buying more pipeline gas from other countries including Norway, as well as liquefied

natural gas (LNG) via existing European terminals, leasing floating storage and regasification units, and building new LNG terminals in record time.¹¹

PHILIPPINES

Within Southeast Asia, the Philippines faces one of the highest annual expected losses (as a proportion of GDP) from natural hazards such as typhoons, earthquakes, volcanic eruptions, and landslides. This has spurred the Philippine government to enhance its disaster risk management approach. The Philippines has seen an improvement in Coordination rising from 26th to 22nd place in 2023. The country also moved up six notches in governance outcomes under Helping People Rise (Pillar 7), buoyed by significant progress in Satisfaction with Public Services and Health.



Screenshot of the UP-NOAH (Nationwide Operational Assessment of Hazards) interactive online map highlighting the real time risk of floods, landslides, and storm surges in the Philippines. <https://noah.up.edu.ph/know-your-hazards>, accessed April 2023.

In 2010, the government enacted the Philippine Disaster Risk Reduction and Management (DRRM) Act, which replaced the previous National Disaster Coordinating Council with the National Disaster Risk Reduction and Management (NDRRM) Council. This move was seen as a paradigm shift in the country's approach to disaster management. The NDRRM Council had clearer and more comprehensive powers, an expanded mandate including disaster preparedness, and a broader stakeholder reach. Instead of only responding to disasters, the Philippines would shift towards more proactive disaster preparedness and mitigation, and a more holistic and comprehensive inter-agency and multi-sectoral approach.

The NDRRM counts over 40 government agencies as members, and includes representatives from civil society and private sector organisations. Overall responsibility for disaster preparedness lies with the Department of the Interior and Local Government, while the Department of Social Welfare and Development oversees disaster response, and the National Economic and Development Authority leads subsequent rehabilitation and recovery efforts. The new law also places greater emphasis on disaster management at the local levels, particularly in vulnerability assessment, disaster mitigation and preparedness.

Partnerships between the government and academia have helped to make better quality data available for decision making in integrated disaster prevention and mitigation. One example is the Nationwide Operational Assessment of Hazards (NOAH) project set up at the University of the Philippines in 2012. Initial funding for the project came from the Department of Science and Technology (DOST) as part of the national government's disaster prevention and mitigation programme. Project NOAH provides open access to accurate, reliable, and timely hazard and risk data to allow national government agencies, private sector, academia partners, and the public to make informed decisions for disaster risk reduction activities. Project NOAH won an honourable mention in the Averted Disaster Award 2022, which aims to recognise successful disaster mitigation interventions around the world.

Project NOAH has implemented several data-driven features, such as mapping of the country's flood, landslide and storm surge hazards. Through the deployment of more than 1,000 automated weather stations, rain gauges and flood sensors, the NOAH online portal offers near real-time data. It introduced the use of Web Geographic Information Systems in communicating hazards to the public in a user-friendly way and developed a People-Centred Early Warning System. For instance, the revamped NOAH website's interactive hazard map was widely shared on social media when Typhoon Karding hit the Philippines in September 2022. The NOAH research centre also undertakes research projects to develop technologies and tools that further build the capacity of the government and the public in disaster preparedness and response.

JAPAN

Japan regularly ranks among the most resilient countries in the world with the capability to absorb shocks ranging from natural disasters to financial collapse.^{12 13} Ranked 13th overall in the CGGI, Japan has seen improvements in governance areas such as Transparency as well as Coordination and Data Capability.

Japan is known for its earthquake-resilient cities, and adaptable utility and transport infrastructure. The government has historically invested more than 5% of Japan's fiscal resources in disaster risk reduction. At the national and subnational levels, the disaster risk reduction approach integrates both governance and technology. While the impacts of the Great East Japan Earthquake and tsunami that struck in 2011 were devastating, Japan's history of disaster risk management and preparedness likely reduced losses.

The Resilient Tokyo Project launched by the Tokyo metropolitan government in December 2022 is one of the latest in a series of resilience-building efforts. The Resilient Tokyo Project sets out a comprehensive infrastructure plan to cope with five possible scenarios in the Tokyo metropolitan area—water-related disasters such as heavy rain, typhoons, and

flooding; earthquakes and fires; volcanic eruptions; power outages and communications disruptions; and the outbreak of an infectious disease. This includes preparing for the possibility of multiple disasters happening at the same time. Some JPY 15 trillion (USD 114.3 billion) will be spent on the project up to 2049, including JPY 6 trillion (USD 45.7 billion) in the next 10 years, about 1.5 times more than in the past decade.

Building resilience to severe storms, typhoons, and flooding is one of the most critical areas for Japan. By some estimates, Tokyo would see 10% to 19% more rainfall and sea levels rising by about 0.6 metres in the 2040s. While the Metropolitan Area Outer Underground Discharge Channel, completed in 2006, has a 6.3 km system of tunnels and huge tanks to protect north Tokyo from flooding, changing rainfall patterns could pose new challenges. The metropolitan government is bringing forward plans to increase the capacity of reservoirs from 1.28 million to 1.5 million cubic metres, and building higher coastal levees and tidal walls. It is also using AI to better predict tsunamis and flooding. Tokyo, which still has about half of its power cables above-ground, is moving them underground to reduce the risk of power outages and road damage during typhoons.



Tourists visiting the the Metropolitan Area Outer Underground Discharge Channel in Tokyo. The system has 6.3 km of tunnels and huge tanks to protect north Tokyo from flooding, Japan, 28 August 2018.

PRACTITIONER STORY

Reforming to Perform in Mauritius

Mauritius is the top-ranked Sub-Saharan African country in the CGGI and has risen one place this year to rank 37th globally. It has also risen two places in the Leadership and Foresight pillar to rank 23rd, and moved up an impressive nine places to rank 37th in Helping People Rise. The Hon Minister Teeruthraj Hurdoyal shares how the country's civil service and leadership are contributing to this island nation's success story.



HON TEERUTHRAJ HURDOYAL
Minister of Public Service, Administrative
and Institutional Reforms, Mauritius

The Honourable Teeruthraj HURDOYAL is the Minister of Public Service, Administrative and Institutional Reforms of Mauritius and Member of Parliament (MP) for Montagne Blanche and Grand River South East. He was formerly a successful businessman and recipient of numerous local and international awards. He has a long and distinguished background as dedicated social worker. His public service career has seen him serve communities at the Village and District Council levels before his election to MP and current appointment as Cabinet Minister.

How and why did you come to join the public service?

Hon. Minister Teeruthraj Hurdoyal: I have always had a passion for serving Mauritian citizens. Before joining politics, I was a businessman. From 2002 to 2019, I was the Director of OTF Exports, and won numerous local and international awards as a young entrepreneur.



Aerial view of Port Louis, Mauritius, November 2016.

I started my political career as an elected member of the Village Council of Trou d'eau Douce. I rose to become chairman of the District Council of Flacq from 2012 to 2019. As Chairman, I contributed to the formulation and implementation of social welfare programmes and infrastructure projects throughout the eastern region of Mauritius. I was also elected President of the Association of District Councils in 2014.

In 2019, I stood for election as a candidate of the Militant Socialist Movement (MSM) party in the constituency of Montagne-Blanche and Grand River South East. I was elected as First Member of that constituency: a recognition of my hard work with the community.

My transition from the private sector to the public sector has been very smooth. I had already been involved in public administration through my work with the District Councils. As a Minister, I also have a team of professional and dedicated civil servants to assist me in fulfilling my duties to the best of my abilities.

As a Cabinet Minister, I am now in a better position to formulate policies and strategies, and implement projects and schemes, to enhance the quality of life of Mauritian citizens. It is my Ministry's mandate to transform the public service into a vibrant and citizen-centric service.



What are some key reforms in recent years that have helped the Mauritian public service perform well?

The Government of Mauritius wants to propel the country into the league of high-income countries, based on inclusiveness and shared prosperity. To do so, it has adopted major public service reform initiatives, including the following:

1. Since 2000, ISO certification for public sector organisations has helped streamline procedures and processes, ensuring consistency in government services and speeding up service delivery to improve customer satisfaction.
2. A Public Service Excellence Award was introduced in 2006 and has prompted public institutions to think out of the box in redesigning services, seek innovative ideas, and adopt international best practices to enhance customer experience and improve delivery channels.
3. An e-procurement system, implemented in 2015, ensures transparency, fairness and equity in the procurement of goods and services by government bodies. All public procurements are now conducted online.
4. The Business Facilitation Act of 2006 (amended in 2017), has greatly eliminated administrative bottlenecks to investment, streamlined business procedures and made permits and licenses easier to obtain in a timely manner. This has contributed to a more business-friendly environment: Mauritius now ranks 1st in Africa and 13th worldwide on the Ease of Doing Business Index. Small businesses can now start their business activities within three working days.
5. A Citizen Support Portal was launched in 2017 as an online platform where citizens can upload complaints, queries, suggestions and comments to do with government services. This portal has helped government organisations identify weaknesses, review strategies and redesign services to respond to citizen needs.
6. An InfoHighway platform, introduced in 2019, provides for data exchange and sharing among government agencies via e-services. Once a citizen has submitted documents to one public institution, they are no longer required to show them to different public organisations.
7. The Mauritius Research and Innovation Council, created in 2019, promotes and encourages research and innovation across all sectors to enhance the quality of life and sustain economic growth. The Council has set up a National SME Incubator Scheme to encourage the creation of innovative businesses, facilitated by a network of private sector-led accredited business incubators.



Winners of the 15th edition of the Public Service Excellence Award, with Vice-President of Mauritius, Mr Marie Cyril Eddy Boissézon, and Minister of Public Service, Administrative and Institutional Reforms, Mr Teeruthraj Hurdoyal, Port-Louis, Mauritius, March 2023.

We are digitalising our public sector so that public services can be easily accessed online by citizens from the comfort of their homes. We are trying to emulate Estonia where citizens can lead a normal life without ever entering a government office. The government has set up the MoKloud platform where citizens can submit applications, make online payments, and access their documents online, including birth and marriage certificates, COVID-19 vaccination passes and public sector payslips.

We are also setting up a Mauritius Digital Transformation Agency, which is tasked with accelerating the digitalisation and transformation of the public service and promoting a digital culture in Mauritian society.

What strategies guide Mauritius in transforming its public sector?

In 2017, the government approved the Public Sector Business Transformation Strategy to drive its transformation agenda and promote innovative technologies that improve public service delivery. The Strategy revolves around ten implementation pillars, ranging from digital transformation to public satisfaction. Taking a "Whole-of-Government" approach that emphasises a collective response to the business of government, it aims to create an enabling environment for the long-lasting transformation of Mauritius's public sector.

In May 2019, we set up the Public Sector Business Transformation Bureau (PSBTB) to realise the Strategy. The Bureau evaluates and monitors business

transformation programmes and initiatives through 37 Transformation Implementation Committees. Currently, 343 Business Transformation Initiatives are being implemented across the public service.

Since its inception, the PSBTB has embarked on a series of projects and programmes, including the following:

- Our Human Resource Management System (**eHR**) digitalises core HR operations in Ministries and Departments, including leave management and performance management. Officers in 78 government organisations can now apply for leave online, receive approval through SMS and email, and check their leave balances online. The eHR platform is also designed to interface with other government IT systems relating to public officers, such as for e-payslips, benefits and service schemes.
- Our **Sandbox Framework** promotes the adoption of innovative technologies in Ministries and Departments. It allows public bodies to work with innovative companies and start-ups to develop proof-of-concept applications that could eventually be scaled up to full solutions, without lengthy procurement procedures. One application supported by the Framework, for assigning schemes of service online, has reduced processing time over manual methods by 50%. So far, the Ministry has received 35 projects for consideration under the Framework. The Sandbox Framework will be a game changer in adopting and procuring emerging technologies in the public sector.
- Each year, the Bureau develops **key performance indicators** (KPIs) relevant to the public sector business transformation strategy. These KPIs relate to training, good governance, e-procurement, recruitment and the prescription of schemes of service. Adopting these KPIs has helped Ministries and Departments to fight corruption in the workplace, and to ensure they have the right staff with the right competencies and training to perform their duties well.
- The safety of public officers ranks high on the government agenda. We are implementing an **Occupational Safety and Health Management System**, based on ISO 45001 standards across the public service, to give organisations a tool to implement workplace safety and health norms and standards aligned with international best practices. So far, the system has been rolled out in 77 worksites across the public service.

How have recent global shocks, such as the pandemic and supply-chain disruptions, impacted the government's ability to provide public services in Mauritius?

The COVID-19 pandemic was an unprecedented global health challenge. Mauritius, being a small island state with limited resources was severely hit. It adversely impacted public service delivery in many sectors.

Resources had to be redirected to combat COVID-19, which reduced the availability of resources for other healthcare needs. Disruptions in supply chains made it difficult to obtain medical supplies. However, we managed to obtain the necessary supplies thanks to our good relations with countries such as India and China.

In education, lockdowns and school closures meant a challenging transition to online learning, particularly for students who did not have access to reliable internet and devices. Some classes were conducted on national television.

The pandemic also affected social services, particularly for vulnerable populations such as the elderly and those with disabilities. The government had to adapt to provide support to these groups while maintaining

social distancing and other sanitary measures. Food packs were delivered to some 8,000 families registered under the social register. The government worked with Mauritius Post to pay pensions at home to some 58,665 beneficiaries who usually received pensions through the post office. Mobile units were also used for vaccinating the elderly.

The tourism sector in Mauritius was most affected by the pandemic. Government assistance schemes to support businesses and protect jobs injected USD 600 million into the economy and saved more than 100,000 jobs. While this adversely affected public finances, it was essential to maintain social stability and cohesion.

Thanks to the commitment and able leadership of the Hon. Prime Minister, Pravind Kumar Jugnauth as well as the ingenuity, commitment and dedication of our public officers, we succeeded in managing the pandemic and minimising casualties. Today, Mauritius is lauded as a model for the management of the COVID-19 pandemic in Africa.

The pandemic's impact on government services prompted the government to develop mechanisms to ensure citizens are not deprived of basic services in a crisis. With help from the United Nations Development Programme, my Ministry developed a model for Business Continuity Plans that could be activated in such times. This model was then used to help Ministries and Departments develop their own Continuity Plans. To date, 15 Ministries have developed Business Continuity Plans, with others finalising theirs.

Mauritius is achieving impressive results in the Helping People Rise pillar and improving quality-of-life outcomes for its citizens. How have these gains been achieved?

Mauritius has had farsighted leaders since its independence, who had a vision for the country and the betterment of its citizens at heart. Though Mauritius was one of the poorest countries in the world, without any natural resources, the father of the nation, the late Sir Seewoosagur Ramgoolam, introduced the social welfare state: free health care services, old-age pensions and free education for all.

Bold measures such as attracting foreign investors helped transform the economic landscape and strengthened the Mauritian economy in the late 1980s and early 1990s. Under the leadership of the



Minister of Public Service, Administrative and Institutional Reforms, Mr Teeruthraj Hurdoyal, at a joint UN-Civil Service College workshop in Balaclava, Mauritius, 23 June 2022.



Mauritius' Prime Minister Pravind Kumar Jugnauth launches the Coalition for Disaster Resilient Infrastructure's Small Island Developing States' fund, during the Cop26 summit, Scotland, 2 November 2021.

late Sir Anerood Jugnauth, the standard of living of Mauritians from all walks of life improved greatly. We also saw greater emancipation of women. In 2000, the creation of Cybercity paved the way for Mauritius to embrace the digital economy and position itself as a major player in IT and financial services in the region. Our per capita income, which was USD 400 in the 1970s, is now USD 9,500—very few of our people live in absolute poverty.

The present government, under the leadership of Hon. Pravind Kumar Jugnauth, has further consolidated the welfare state, increasing basic pensions for the elderly, orphans, widows, and people with disabilities. The social budget accounts for more than USD 1 billion. Unprecedented measures such as the minimum wage, a negative income tax and a portable retirement gratuity scheme help improve the quality of life for those at the lowest rung of the ladder. To restore the people's purchasing power amidst global food price inflation, the government is providing a monthly

allowance of MUR 1,000 (USD 22) to all employees earning less than MUR 50,000 a month. It is also subsidising basic commodities and cooking gas.

As a caring and responsible government, we are doing our best within our means to provide maximum support and protection to vulnerable groups.

Mauritius ranks very highly in the Leadership and Foresight pillar (23rd, up two places from 2022) and performs particularly well in Strategic Prioritisation (9th) and Innovation (8th). What underlies strong public sector leadership in Mauritius?

The Mauritian public sector has a strong administrative class comprising high-calibre administrators from different backgrounds and diverse professional fields, which supported the government in devising the right policies, strategies and programmes to overcome challenges and shape the future of the country.

The public sector's good performance is also the result of visionary leadership, with long-term goals for Mauritius, effective policymaking, strong public-private partnerships and investments in embracing digitalisation and the digital economy, which have driven innovation and created new growth opportunities.

What is your approach to training civil servants and which training initiatives are the most impactful?

Training and development have always ranked high on the government agenda. It is critical for a modern and vibrant public service and an essential element for overall human resource management in the public sector.

Training should be a prerequisite for all public officers. The 2013 report of the Pay Research Bureau stipulates that all civil servants benefit from 40 to 60 hours of meaningful work-related training opportunities annually, to keep them abreast of new knowledge, techniques, and technologies to upgrade their skills.

To realise this, my Ministry has taken a number of measures. We set up the Civil Service College in November 2015 to cater to the continuous professional development of public officers at all levels. Each year, a dedicated budget is allocated to all Ministries and Departments for training and development—they are expected to use at least 90% of this budget as a KPI. Every Ministry and Department has a Training

Committee, chaired by a high-ranking officer, to elaborate its annual training plan and ensure officers are provided with appropriate training. A Training Manager has been appointed in each Ministry and Department to carry out periodic training needs assessments.

Many training initiatives have had a particularly meaningful impact on public service delivery. Equipping employees in the Workmen Group—who are the front liners and the first point of contact with the public—with communication and customer service skills improve interactions with citizens and projects a positive image of the public sector. It is also critical to give new public service recruits a broad overview of the machinery of government and establish what is expected of them, including the public service culture and code of conduct. We also provide training customised to the particular needs of each Ministry and Department, as well as technical training required for specific tasks. Our officers may go for overseas training under technical cooperation programmes to learn from best administrative practices around the world and apply these to the Mauritian context.

My Ministry is setting up state-of-the-art infrastructure for the Civil Service College, so it can offer all public officers meaningful work-related training opportunities annually and establish linkages with overseas training institutions. This will greatly contribute towards the vision of the College becoming a centre of excellence for training in the region.

Many governments find it hard to recruit and retain talent in public service—is this a concern for Mauritius?

Recruitment and retention are interrelated. In Mauritius, these are not critical issues, for a number of reasons. Our tertiary education institutions provide regular counselling in career planning to guide students to sectors with job opportunities. Our government bodies plan their human resource management to ensure that vacancies are filled promptly after officers retire. In sectors where qualified talent is scarce, the University of Mauritius mounts appropriate courses to furnish candidates to meet market needs. For instance, in the year 2000, facing a dearth of medical and health officers, the government created the Sir Seewoosagur Ramgoolam Medical College to train doctors for our health sector.

In emerging sectors such as the blue economy and light rail transport, where we lack qualified expertise, we rely on headhunting and contract expatriates for projects. A Mauritian counterpart understudies them so that they can take over after the expatriates leave.

We have also increased the age limit for entry into the public service from 40 to 50 years for medical specialists and other professionals in strategic positions. In certain cases, the scheme of service is reviewed to make recruitment more flexible. For example, when recruitment for a post is difficult, we may relax the criteria of years of experience, in order to find qualified candidates. In areas where we lack specialists, for example in the nursing and education sectors, we may recruit in-service and retired officers under contract to serve for a period, until our training institutions produce more professionals.

How can Mauritius further strengthen its civil service in future?

My vision for the public sector of tomorrow is one that is highly efficient, technology-driven, and capable of responding to the evolving needs of a more knowledgeable citizenry. In order to translate this vision into reality, the Mauritian public sector should leverage cutting-edge technologies to provide most of its services online, making them easily accessible to the population in the comfort of their homes. Mauritius should emulate Estonia, where 99% of public services are available online 24 hours a day. Artificial Intelligence (AI) will be the linchpin of public services of the future. We should explore how to use AI to provide recurring services across the public service, in a more efficient way, to enhance customer satisfaction, and provide consistent service delivery standards.

I also envisage a greener public sector that reduces its carbon footprint. We want the future public sector to make extensive use of solar energy, conserve water, rely on energy-saving devices to reduce CO₂ emissions, and go paperless. We have already developed an action plan for the greening of the public sector, which revolves around five levers: supply chain and procurement, buildings and infrastructure, mobility and fleets, culture and behaviour and digital transformation.

We also have a plan to professionalise the public service by offering public officers opportunities for continuous professional development and to obtain Industry Lead Certification such as ISACA, COBIT, and PMP certification, amongst others.

PRACTITIONER STORY

Empowering Judicial Reforms in Costa Rica

Costa Rica is the top-ranked middle income Latin America and Caribbean country in the CGGI and has risen two places this year to rank 40 globally. It ranks joint first for Regulatory Governance, 22nd for Coordination and 20th for Implementation. Justice Damaris María Vargas Vásquez, Vice President of the Supreme Court of Justice of Costa Rica, shares how the country's Judiciary is a cornerstone of the country's democracy and a champion of good governance and people-centred justice.



JUSTICE DAMARIS MARIA VARGAS VÁSQUEZ

Vice-President, Supreme Court of Justice of Costa Rica

Justice Damaris Maria Vargas Vásquez is Vice-President of the Supreme Court of Justice of Costa Rica and Magistrate of the First Chamber of the Supreme Court. Justice Vásquez Vargas also serves as Director of the Environmental Policy Project of the Judiciary, Director of the Political Access to Justice Project for Indigenous Villages, and Director of the Access to Justice Policy Project and Equal Opportunities for People with Disabilities. Her specialisation in Environmental Law has led her to serve as Coordinator of the Ibero-American Environmental Justice Commission, as Coordinating Magistrate of Costa Rica's Institutional Commission for Environmental Management and as a member of the World Union of Environmental Judges.

Costa Rica is highly regarded for its judicial independence and freedom from intervention by other institutions, and its courts are trusted by citizens and businesses to settle disputes efficiently. Costa Rica ranks 22nd globally for Robust Laws and Policies and 34th for Quality of Judiciary, rising four places this year. What do you think are the features particular to the Costa Rican system that allow for this independence and efficiency?

Justice Damaris Maria Vargas Vásquez: Costa Rica is a democratic, free, independent, multiethnic and multicultural Republic, as stated in Article 1 of our

Constitution. This statement reflects the reality of our country and what it means to be Costa Rican. We have been a country without an army for many, many years - a consolidated democracy of free men and women. We can say, without demagoguery, that the judicial branch of Costa Rica is composed of an independent Judiciary, whose decisions are respected by citizens. The Judiciary is a cornerstone of our democracy.

The foundations of an independent Judiciary were laid by those who wrote our constitution. A key element was to ensure a fixed percentage of the national budget for the Judiciary, so that the budget allocation would not be left to the discretion of political leaders. Another key aspect that ensures the independence of judges is that their appointment is not temporary, it is permanent, so that they will not be indebted to anyone for the free exercise of their constitutional function to administer justice, and will only adhere to the law. They are not appointed on political criteria, but on technical criteria that proves their suitability. The appointment of judges is made by the Judiciary itself, thus respecting the principle of the separation of powers.

The high quality of the Judiciary's work is a result of our robust professional training that ensures legal professionals are prepared, when necessary, to fill any gaps. Our Judicial School is well recognised across our region, and aims to strengthen the competencies of judges, and their support teams, with the requisite knowledge, skills and attitudes. Similarly, there is a judicial career system, which seeks to ensure the proper and appropriate appointment of judges, and those who replace them in their temporary absences.

You were elected to be the new Vice President of the Supreme Court in January 2023. What are your main goals as Vice President and what are the main challenges facing the country's courts?

Thanks to the confidence shown in me by my fellow magistrates, I was unanimously elected as Vice President of the Supreme Court of Justice. In response to this trust and above all, based on my own ideals, my goal is to bring added value to the institution. This means I am committed to responsible and honest work, focused on identifying opportunities for improving the administration of justice, finding practical ways to enhance effectiveness and efficiency.

Article 60 of the Organic Law of the Judiciary states that the function of the Vice-Presidency of the Supreme Court of Justice is to replace the person who occupies the Presidency, in their temporary absences. Since my election to this honourable position, I have been at the disposal of the President, as we work together with the same institutional values and efficiency.



The Supreme Court of Justice building, San José, Costa Rica, September 2022.

I bring to this role all my experiences from working in the Judiciary in different posts, bodies and regions of the country, for more than 33 years. This has allowed me to know personally, how a judicial office operates, both at the courts and administrative levels. This helps with ideas for modernisation, how to make services more efficient, and how to strengthen the independence of judges.

The Judiciary is also made up of the auxiliary bodies of justice: the Public Prosecutor's Office, the Judicial Investigation Agency which is the technical police, and the Public Defender's Office. Their important work strengthens citizens' confidence in the Judiciary.

The current financial situation that the country is going through means the Judiciary needs use its resources intelligently. We must seek coordinated solutions within and between the public and private sector on economic, social and environmental impact challenges so we can fulfil our Sustainable Development Goals commitments.

Our Constitution mandates prompt, effective and accessible justice which means each of us who work in the Judiciary need to focus on **people-centred justice**, to use the term preferred by the OECD. This means justice that meets the needs of workers, people in vulnerable situations, businesses and citizens in general.

An area of special interest for me will be to provide more security to citizens and services that meets their needs. Achieving this will require strategic prioritisation and institutional coordination between the Judiciary and the other branches of the State, while safeguarding judicial independence and the separation of powers.

It is worth recognising the institutional coordination work done by the current President of the Supreme Court of Justice and those who have preceded him. The administrative sector of our Judiciary are fundamental and are responsible for planning, IT modernisation, legal support and personnel management. Their technical and advisory expertise supports the work carried out by the Full Court and the Superior Council as well as the Public Prosecutor's Office, the Judicial Investigation Agency and the Public Defender.

Transparency and institutional efficiency must go hand in hand with **ethics**. The institutional values of integrity, honesty, responsibility, commitment, initiative and excellence are what should characterise us all as



Access to justice for indigenous peoples is a key policy area of providing people-centred justice. State officials undertake a visit to a community in the Taynín indigenous territory, Costa Rica, 2018.

judicial officials. We have a clear Code of Ethics based on our Ethics Policy. We are currently updating some of our other policies, including the Transparency and Anticorruption Policy, the Policy for Simplification and Speed of Procedures, the Citizen Participation Policy, and the Access to Justice Policies for indigenous peoples and people with disabilities, amongst others, which again reflect our focus on people-centered justice.

One particular area I would like to prioritise is finding ways to reduce delays in the legal system, which greatly impact our citizens. To this end, I bring a master's degree in Business Administration, certification in Project Management and more than 10 years of having served as an alternate member of the Superior Council of the Judiciary, in the Council of the Judiciary, and directing the Center for Support, Coordination and Improvement of the Jurisdictional Function. All these experiences give me a more comprehensive view and the chance to achieve greater impact through my work.

I will further be supporting the Presidency of the Supreme Court to promote and manage dialogue between various social sectors. This is a critical issue because space must be given for the protection and defence of the interests and rights of each citizen and the contribution that they can make to a stable society.

My work experience, professional training, as well as having been a university professor for many years, allow me to recognise the importance of having the

support of international organisations for planning and implementing public policies. The support of the United Nations system has been invaluable, as has the Ibero-American Judicial Summit and representatives of the different judicial bodies of Ibero-America, among many others that support us. It is very important to strengthen these type of ties and initiatives for identifying potential service improvements based on high international standards.

My life experience as a woman, mother, daughter, sister, and co-worker, among other facets of my life, helps me understand the needs and strengths of justice officials, who work every day to provide for our families. I thank God and my country for the opportunity to be the Vice President of the Supreme Court of Justice of Costa Rica, a function that I honour in my work every day with commitment, responsibility and honesty. Our ultimate goal is to provide an efficient and effective justice service, in line with our constitutional mandate of prompt, effective and accessible justice.

What additional roles did the Supreme Court assume during the recent COVID-19 pandemic and what have the courts learned about maintaining the rule of law in a crisis?

Faced with the national and global COVID-19 emergency, the judiciary remained a constant and effective cornerstone of our democracy. Thanks to our state-of-the-art technology, the Judiciary knew how to act immediately in the pandemic by creating protocols

for each of the criminal, labour, administrative dispute, civil, family, and agrarian courts. Hearings were held virtually to guarantee continuity of service. This also protected the lives of court officials and citizens in general, respecting social distancing guidelines from the Ministry of Health.

Remote working, which we had already implemented for our workers, was also boosted with more robust regulations and secure technology. All these protocols have clear rules for action, especially for helping people in vulnerable situations, in line with our focus on people-centred justice.

In your career, you were appointed to be a trial judge in various parts of the country, which you have described as a very hands-on role. Do you think that practical field exposure is beneficial for the training and development of judicial officials and judges and, if so, how could it be incorporated into the development programmes of the judiciary?

My goal has always been to generate a people-centered model in administering the law - for open and participatory justice. I began my work as first instance judge in the agricultural courts located in different parts of the country, with hearings not held in court rooms, but in the actual places where the disputes had originated.



Many agricultural disputes are settled by trial judges on location in rural areas. Aerial view of a coffee plantation in San Vito, Costa Rica, December 2019.

Interacting with the people directly whose lives are impacted by a local conflict, usually on their own properties, allows you to get immersed in the ways of life of those involved, such as their customs and their perspectives. This helps in finding a solution that really responds to citizens' needs. It fundamentally adds value and engenders trust in the justice system from those people involved in disputes. It is not pretending to solve a problem from behind a desk in some cold and distant office. Similarly, it helps in seeking out restorative solutions and alternative forms of conflict resolution that are led by the Judiciary.

With the passage of time and my promotions in the Judiciary to Magistrate of the First Chamber of the Supreme Court of Justice, I always kept my focus on people-centred justice, with my doors always open to citizens that need to be heard beyond a courtroom file that sometimes doesn't reflect their reality and their vulnerabilities.

People-centered justice comes about through projects where institutional policies are co-created and developed hand in hand with the populations who are impacted. It takes into account their vision of the world and their most pressing problems. We also listen closely to the respective inputs of judicial servants from various regional headquarters. Accountability is essential for continuous improvement, so I always try to emphasise this through my work and in developing programmes for the judiciary.

Outside of your Supreme Court duties you have been involved in conservation work as Coordinator of the Institutional Commission for Environmental Management. You represented the Costa Rican Judiciary in the Environmental Justice Commission of the Ibero-American Judicial Summit and as a member of the World Union of Environmental Judges. What is the role of national courts in the field of environmental justice?

Addressing the climate crisis must be a priority for the country. The Judiciary is the guarantor of compliance with national and international regulations. Costa Rica is a country committed to the environment. For this reason, our constitutional law declares that international human rights conventions are above the national Constitution, since the protection of natural resources is a global issue.

I have been involved in protecting nature throughout my legal career. I have had the great opportunity to actively participate in national and international fora that analyse diverse and relevant Environmental Law concerns.

My fellow magistrates honoured me by appointing me Coordinating Magistrate of the Institutional Environmental Management Commission. The Judiciary has met the standard for “Environmental Excellence”, granted by the Ministry of Environment and Energy, thanks to our Environmental Management Plan. We have been awarded the Ecological Blue Flag for several years by maintaining and promoting good environmental practices in our Judiciary buildings in the greater metropolitan area, and in some other regions. We aim to get this award country-wide for all our courts and offices.

Costa Rica has a strong reputation in the international arena as a patron of the environment. There is a very high level of confidence in the region for the work of our Judiciary and our robust environmental protection laws that are upheld in our Cassation Chambers, the Constitutional Chamber and the country's main courts.

The Costa Rican Judiciary is part of the Ibero-American Judicial Summit, where common issues that impact judiciaries are discussed. The Environmental Justice Commission of the Summit analyses environmental issues and currently brings together Brazil, Argentina, Mexico, Uruguay, Spain, Dominican Republic and Costa Rica. The representatives of these countries honoured me by appointing me Coordinator of the Environmental Justice Commission. Together we spearhead projects and good practices that consolidate environmental justice in our respective administrations to meet the needs of our shared planet.

In June 2010, the right to water and sanitation was recognised by the United Nations General Assembly. Water must be in sufficient quantity for safe, acceptable and affordable domestic and personal use (between 50 and 100 litres of water per person per day), the cost of which must not exceed 3% of household income, and be physically accessible within 1,000 metres, and its collection must not exceed 30 minutes. As the World Conservation Union (IUCN) points out, when resolving legal conflicts related to water, environmental protection principles must be upheld as a progressive and never regressive right.

In Costa Rica, the prioritisation of water usage for the general population, has long been in our Constitution. In 2018, I participated in the World Water Forum held in Brazil. I represented the Judiciary of Costa

Rica in approving the Brasilia Declaration on Water Principles which establishes the way forward for protecting water resources.

Water is a fundamental aspect of sustainable development, for socioeconomic development, energy, food production, ecosystems and species survival. The Brasilia Declaration was discussed again at the UN Water Conference in March 2023. This virtual event convened judges from around the world to analyse environmental law and the role of the Supreme Courts of Justice in guaranteeing access to water as a fundamental right for all people, especially those in vulnerable conditions.

Water is a fundamental aspect of sustainable development, for socioeconomic development, energy, food production, ecosystems and species survival.

During this forum, I participated in my capacity as a member of the World Environmental Institute, as Coordinator of the Environmental Justice Commission of the Ibero-American Judicial Summit and representative of the Institutional Environmental Management Commission. Law experts and academics from all parts of the world took part, including Brazil, Argentina, the Philippines, Mexico and the United States.

Being a university professor for several years as chair of Environmental Law has also allowed me to keep up to date with the subject, and at the same time, feedback the work I do from and to the Judiciary.

You were the first Director of Costa Rica's Center for Support, Coordination and Improvement of the Jurisdictional Function. Can you tell us more about the purpose of the Center and some of your key accomplishments there?

The Center for Support, Coordination and Improvement of the Jurisdictional Function (CACMFJ) was created based on recommendations made by the Judicial Audit. It strengthens the Judiciary by acting as a



The opening ceremony of the 8th World Water Forum which produced the Brasilia Declaration on Water Principles, Brasilia, Brazil, March 2018.

centralised office with two main functions. One deals with improving the coordination and planning for courts and tribunals throughout the country. The other provides support in appointing qualified substitute judges to ensure continuity of service in the event of temporary absences.

The CACMFJ controls and monitors all the courts and tribunals in the country and has a team of judges that it can deploy, based on requirements, which allows for a more agile public service. It also monitors and evaluates the compliance of each judge, and courtroom, against set performance management indicators.

I had the honour of being the first Director of the CACMFJ, and was appointed by the President of the Supreme Court of Justice. It well suited my experience both as a judge of first and second instance and my formal training in management and administration.

One proposed reform is the use of more Artificial Intelligence (AI) in courts. How does Costa Rica's judiciary plan to use AI to serve the public and expedite justice?

Artificial Intelligence has been used in the Judiciary for a long time, but has been further promoted in the

post-pandemic period, such as in offices that handle collections of legal documents. It can help with some repetitive tasks and for monitoring feedback, but always under the direction of staff.

Effective implementation of AI depends on the tech resources available and the institutional openness to innovation. Once AI is seen to perform well in a given function, we can proceed to roll it out more securely elsewhere.

My experience as coordinating judge of the Civil Jurisdiction and Judicial Collection Commission has allowed me to see the great advantages of AI in practice. One example is a model that was piloted in the Collection Court in Pérez Zeledón, and is now being replicated in other offices in the country. Other institutions making use of AI include the Judicial Investigation Agency (OIJ), and OIJ-Court Liaison Commission, to support their investigations of criminal proceedings.

AI will undoubtedly bring greater work efficiency; however, we believe it must be administered in an appropriate manner that can adjust to the real-life situations of citizens, especially vulnerable people, in line with the principle of people-centered justice.

PRACTITIONER STORY

Driving Digital Transformation in Latvia

Latvia has moved up the 2023 CGGI's rankings for Data Capability by nine places, from 34th to 25th. Gatis Ozols, Deputy State Secretary on Digital Transformation Affairs, and Government CIO of Latvia, sheds light on how governments can successfully digitalise and strengthen public services even during uncertain times.



GATIS OZOLS

Deputy State Secretary on
Digital Transformation Affairs
Government CIO, Latvia

Gatis Ozols is the Deputy State Secretary on Digital Transformation Affairs, and the Government CIO of Latvia. He is responsible for developing and steering the national and government digital transformation policy and strategy. The focal areas of Ozols and his team include public service digital transformation, governance of public sector ICT, using government as a platform for implementation, and building ecosystems to fuel the data economy.

Ozols has more than 15 years of experience in digital government in various positions. He has launched several EU-recognised award-winning initiatives, such as digital awareness programmes for citizens and benchmarks for digital government.

Latvia's Approach to Digital Transformation

Some years ago, the Latvian government decided to make a strategic investment in public sector digital transformation, to make our public services digital by default. We saw this as a way to solve the challenge of making our services more accessible.

Two-thirds of Latvians live in regions outside the capital city. It can be inefficient for government to set up service centres everywhere, particularly in rural areas. Moving away from the large public service buildings of the past, we have partnered with regional municipalities

to provide points for citizens to access central services digitally. There are service desks, such as in regional libraries, where municipality workers act as assistants to help citizens if they cannot perform self-service. If you need to consult, say, with the State Revenue Service or Social Security Service, you can have an online meeting from one of these centres, and you do not need to go to the institution itself. In this way, we are using technology to change the delivery model of government services to make them more efficient.

Today, some 87.7% of our services are available digitally. Around 84% of Latvians use e-government services, which exceeds the EU average of 65%.¹ Our recent survey on user satisfaction on e-government services scored an average of 70% in satisfaction levels—an encouraging sign that Latvians are happy with and able to access public services online.²

A Conducive Environment for Change

Although the COVID-19 crisis has been the best driver of change in recent years, Latvia's digital transformation began even before the pandemic.

Within the public sector, there was a business-driven need to work more efficiently and to provide better services to our citizens. It helps that Latvia does not have a very complex administrative structure: we only have the national government and municipalities, so we can implement horizontal, nationwide initiatives quite easily. We also made reforms two years ago to reduce the number of municipalities from 119 to 43. There are also strong relations between agencies, NGOs, and government. All this makes it easier to create partnerships. This is one advantage of being a smaller country.



There was also public demand for more modern ways to use government services. The banks were pioneers in this regard, showing how complex services can be delivered digitally. So, we took the banks as role models when developing and rolling out digital public services. We were able to partner with them to use their authentication tools to allow citizens to switch easily from banking to government services.

Strategic Priorities

In 2021, Latvia adopted the *Digital Transformation Guidelines for 2021-2027* as our national strategy. As a country, Latvia will not be a highly developed, large-scale industrial economy. Instead, we will focus on building up our knowledge and data economy.

The Guidelines focus on development towards two broad goals. One is the implementation of next-generation technological infrastructure that society

will need: from telecommunications, such as our 5G rollout, to security needs, quantum computing, artificial intelligence (AI) and so on, including investments in business and innovation. The other aspect we focus on is building up the essential knowledge and skills our people will need in the digital economy and elevating these to a high level of saturation.

These are not just broad, horizontal guidelines—we have tried to be very sector specific. We engaged with each vertical sector (such as healthcare, social security, and so on) to see where their potential for digital transformation is, what their strategies are, and what their role is in this overall shift. The Guidelines were not written by some government official at their desk, they were developed through discussions and workshops with each sectors. This process was vital.

Latvia's pandemic recovery efforts also aim to complement the *Guidelines* and support digital transformation in the public and private sector, and close the digital skills gap. More than EUR 384 million has been earmarked for the *Latvian Recovery and Resilience Plan*. Some recent milestones we achieved include the implementation of a regulatory framework on the organisation and implementation of remote learning, and the development of the digital services economy.³

Enabling and Upskilling Latvians

Right now, we are focusing on equipping citizens to be better digitally enabled. To this end, we provide all citizens with personal digital identities and digital signatures free of charge, which they can use whether in connection with government or business. Today, around 58.7% of Latvians own a government issued digital identity. For some government services, they can also use the digital identity tools provided by banks, which are also widely accepted.

In the beginning, we saw how the private sector was bringing people onboard with digital services, especially those in certain groups such as the elderly or people with disabilities. So we formed coalitions to develop digital skills. One early initiative was training a network of more than 6,000 digital agents, all across the country, to help citizens with digital government services. We are now establishing digital innovation





A Latvian e-ID card being verified by a customer service officer for access to government services, Latvia, 2022.

hubs to mentor and help companies to digitally transform their businesses. The digital innovation hubs aim to support at least 7,000 enterprises and provide training courses to 3,000 of them by 2026. Financial instruments such as loans and grants have also made available since 2022 to support businesses to gain access to Industry 4.0 solutions.⁴

The Latvian government is also placing a strong emphasis on rescaling and retraining, through different long- and short-term programmes, as well as offering vouchers and support initiatives for both citizens and businesses. In the past two years, we have reformed our education system towards a competence model. Technology is now an integral part of all educational processes and delivery—and not introduced separately in a computer training class.

One of Latvia's best recognised accomplishments is our engagement with women in technology. One globally recognised initiative, Riga Tech Girls, has NGOs in partnership with tech companies to attract women and girls to technology, with training, mentorship, and other programmes. We see a lot of women motivated to change their careers as a result. Around 23% of our ICT specialists in the country are women, as compared to the EU average of 19%.⁵

We also have programmes for unemployed people and those at risk, to help them upskill.

Readying the Public Sector for Transformation

Latvia is developing special programmes to build digital skills and capabilities in the public sector. For us, this is a significant investment, amounting to around EUR 6-8 million. We are working with our state administration training school to develop programmes on the use of digital for various aspects and for different contexts.

There will be different levels of technology and digital transformation capabilities we want to develop that will go beyond just technical know-how and coding, or how to use the data for analysis. An important priority is training to help policymakers consider how to use technology for transformation. This essential next phase is more about transformation and less about specific technologies. It will not matter that we have nice technology tools if our policies are old-fashioned; we would lose potential benefits for the government and country.

Governing the Digital Future

One area Latvia has invested in is the use of AI and machine learning in public services. An example of this is image recognition for road safety. We have devices that detect speeding automatically. We also have a unified chatbot platform for public agencies, with some ten chatbots that can share knowledge with one another, to assist citizens receiving public services. The State Revenue Service is also using AI for tax risk management, fraud detection, and processing of tax claims. AI is also used to automatically transcribe our cabinet hearings in Latvian.



Andra Levite, First Lady of Latvia; and Anna Andersone, CEO of Riga TechGirls launches the new season of the education programme "Get to Know the Technologies", Riga, Latvia, 9 August 2022.



The high-precision timers being built by hand in the lab of Latvian start-up Eventech are currently being used to track satellites with high precision, Riga Technical University, Latvia, 27 November 2020.

About 15 years ago, we made a strategic investment in the digitalisation of smaller languages, because we saw that the big tech companies were focusing on the major languages. We realised that if we did not do this for Latvian or other minor languages, they would disappear in the digital era. So we invested heavily in research, and in private companies that specialised in language technologies. We also gathered language resources to make them publicly available for training. Now, these are being used in the next wave to train artificial intelligence. Today, small language technology development is one of the core activities of Latvia's educational and business sectors.

Right now, we cannot leave decision-making to AI, but AI can still help to improve our decisions. As we begin to use more automated decision-making processes, we must consider issues such as the algorithms' inherent biases, to ensure fairness and non-discrimination. To mitigate such risks, we are developing an Artificial Intelligence Act to regulate, certify, and oversee high-risk AI. This is an important foundation in order to be ready for the next decade of AI development. It is also important for the government to make sure that AI has human oversight. AI tools such as ChatGPT can make up facts in a very confident way that often can be false. So we will need to have the right skills to critically evaluate the results we get.

In Latvia, we believe that the citizen is the one who owns their data, and should be able to give or withhold permission for its use. The ability of citizens to control their own data is something we need to secure as we become a data economy and the public and private sectors begin to exchange more data. One way to do this is to anonymise the data so it is discoverable and accessible for wider research without compromising privacy.

In Europe, there is a range of approaches to how governments should take care of the personal data of citizens that it manages. Privacy is not always regarded in the same universal way: there are cultural differences. In Latvia, as in the Nordic countries, there is the idea that once a government institution has my information, another institution should not need to ask me again for that information, they should just give me the end service that I am entitled to. For example, large families of more than three people are entitled to special benefits, such as electricity or tax rebates. These are automatically applied by the government, based on information it has collected, without any additional approval or application needed from the citizen.

In some countries, people would not be happy if the government took such an approach, or even if it were to issue digital identity numbers, as Latvia does. It is

often a matter of whether citizens see the value in these approaches, and whether the government is seen as abiding by values and principles they can trust.

Looking to the Future

We have taken a holistic government approach to design our national digital transformation strategy. In the next phase, we want to shift our perspective from digitising public services to enabling a data economy, by facilitating the uptake of data and its use. For example, we are looking to provide government data to the private sector so it can use it to develop new products and services.

In Latvia, we also see that to deepen digital transformation, we need to create ecosystems that bring together the public, private, and research or academic sectors. We also see that such ecosystems and networks spur more people and more industries to also be digitally transformed by involving them. Last year, we established a Memorandum of Understanding (MOU) and an ecosystem to develop the metaverse, a strategic emerging technology. This has attracted both local companies and global players.

Of course, we will continue to evaluate and evolve our public service delivery model, and explore how emerging technologies can be used for the benefit of our citizens.

Making Digital Transformation Work

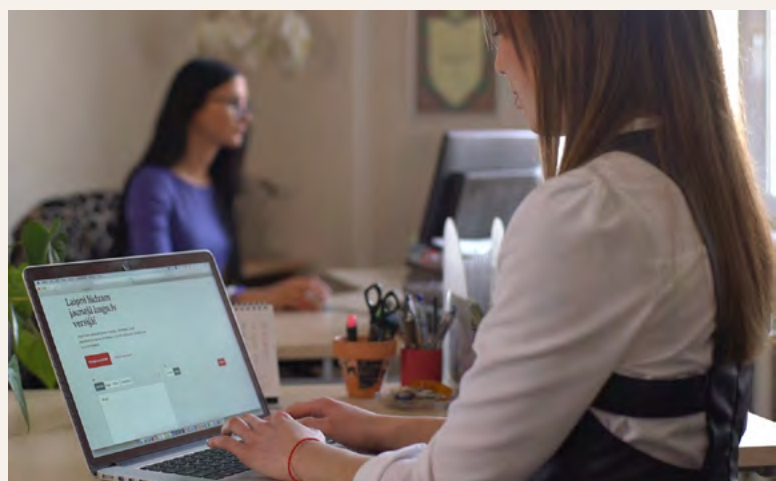
In a small, compact country like Latvia, attracting the right talent is an ongoing challenge. Individually, our institutions offer only a limited scope of work that makes it difficult to attract top talent in data analytics, user experience design, or other tech-related expertise. However, by consolidating some government processes into cross-functional, cross-sectoral themes, we can create government-wide competency centres that can now provide a more challenging and attractive environment for top talent.

But fewer and fewer problems can be solved by governments alone. We need to design holistic approaches to tackling challenges, and build partnerships to address them. A core competency of government is to be open and engaged with other actors. We should be thoughtful about which areas governments should take care of, and which can be better tackled by big tech or by civil society.

In our experience, it is important to find a common goal for the government, private sector, and civic groups to work towards together, which they cannot achieve on their own. Partnering with other sectors allows governments to see new trends and developments that may be outside of the public sector's perspective. We can then jump in from the government's view with public challenges for private and civic groups to work on and begin to pilot some solutions.

Emerging technologies evolve rapidly, and their successful use is an iterative process—they cannot be rolled out from day one. It is vital for governments to have a safe way to test emerging technologies, new capabilities, and fresh ideas, and to ensure that those involved in these experiments will not be punished in any way for unsuccessful attempts. While there will always be systemic matters that government should take care of, there must also be spaces for small-scale experimentation and grassroots activities to take place. These build confidence and trust and could later be implemented on a larger scale.

For digital transformation to take place, it is essential to have strong political support and leadership. Institutional leaders should also understand how their organisations need to change to work in new ways. There needs to be foresight—to see future-oriented scenarios and trends and how these might apply to present circumstances. Sometimes, we spend a lot of energy solving problems with current tools that might no longer be a problem in a year or two. Public sector leaders should have a mindset of being able to see different future options and possibilities.



The Latvian government's investment in small language technologies has been fruitful. Documents in Latvian can now be translated into English and vice versa instantaneously.



United Nations Secretary General Antonio Guterres speaks during the 77th session of the United Nations General Assembly (UNGA) at the U.N. headquarters in New York City, US, 20 September 2022.

Building Shared Prosperity

The global economic mood is darkening. The ongoing polycrisis is derailing any post-pandemic boost. The United Nations expects world output growth to slow from an estimated 3% in 2022 to 1.9% in 2023, one of its lowest in recent decades.¹ UN Secretary-General, António Guterres has urged governments not to fall into “short-term thinking or knee-jerk fiscal austerity that exacerbates inequality, increases suffering and could put the SDGs (Sustainable Development Goals) farther out of reach”.² That will be a tall order for developed and developing economies, many of which have yet to fully recover from the pandemic.

Governments with strong financial and economic muscles are at an advantage in mounting a robust response without having to rely on external financing or aid. That advantage comes with practising robust financial stewardship and developing sustainable and inclusive economies. Financial stewardship lies in sustainably acquiring, prudently allocating, and fairly distributing public funds. Attractive and competitive markets create jobs and economic opportunities that are more resilient to shocks, while generating financial resources for governments. In a highly globalised world, a country’s global influence and reputation

expands the scope for cross-border trade, capital, and opportunities. These characteristics are reflected in the Chandler Good Government Index’s (CGGI) pillars of Financial Stewardship (Pillar 4), Attractive Marketplace (Pillar 5), and Global Influence & Reputation (Pillar 6).

In responding to crises, governments have a suite of demand-side and supply-side fiscal and monetary policy levers as well as risk management tools at their disposal. Governments can impact the economy through the scale and structure of government spending, changing the level and types of taxes, and government borrowing. On the other hand, central banks can indirectly target economic activity by influencing the money supply in an economy through interest rate adjustments, bank reserve requirements, as well as buying and selling government securities and foreign exchange.

Fiscal Policy Levers

In the thick of a crisis, urgent fiscal measures are often needed to keep households and businesses afloat and protect jobs. When the spread of COVID-19 infections prompted restrictions and lockdowns, most countries implemented some form of cash transfers, although the scale differed. The US federal government



The Australian government implemented the “JobKeeper Payment” wage subsidy scheme for affected businesses.

sent out unprecedented stimulus cheques totalling USD 931 billion to 165 million Americans—about half the population. In Liberia, where half of the population lives below the national poverty line, less than 15,000 households, about 1.3% of the population, received emergency cash transfers. On the other hand, wealthy countries such as Belgium and Sweden with well-developed social safety nets, provided few pandemic-related cash handouts. Many governments injected wage subsidies to stem job losses. The Australian government implemented one of the largest labour market interventions in its history – the AUD 130 billion (USD 87 billion) “JobKeeper Payment” wage subsidy scheme for affected businesses. It also provided loans and grants to businesses, enhanced tax concessions and deferred tax payments, and loan guarantees to help SMEs with cash flow.

Governments can intervene through demand- and supply-side policies to stimulate the economy. In the 1980s the US implemented supply-side measures to counter prolonged stagflation—dubbed Reaganomics after the US president at the time—focused on tax cuts for individuals and businesses, decreased social spending, and deregulation such as removing price controls on oil and gas, and liberalising some industries including financial services. The US economy experienced a period of growth with lower unemployment and reduced inflation.

On the other hand, demand-side policies such as strategic public investments in areas such as education, health, digital infrastructure, and climate change can further strengthen resilience to shocks. Japan’s “Abenomics” in 2013 attempted to jolt the economy out of its long deflationary slump with a three-pronged approach combining fiscal expansion, monetary easing, and structural reform. The fiscal stimulus package included JPY 10.3 trillion (USD 105.4 billion) for public infrastructure projects, such as bridges, tunnels, and earthquake-resistant roads. While Abenomics helped to lift growth, it did not match its ambitious targets. It has, however, been credited for helping Japan to withstand subsequent economic shocks including the pandemic.

Monetary Policy Levers

This past year higher food and energy prices have driven up inflation globally, in many countries into the double digits. This erodes real incomes and squeezes living standards. The International Monetary Fund (IMF) has named taming inflation the highest priority for policymakers.³ Central banks in developing and developed economies continue to tighten monetary policy by hiking interest rates.

However, fighting inflation can be fraught, especially if monetary policies run up against vulnerable public finances. Tighter monetary policy alone had limited effect in Brazil when its economy experienced high inflation and one of its worst recessions from 2014 to 2016. One key underlying cause was excessive government spending—a large part constitutionally mandated—and loose fiscal and monetary policies. Between October 2014 and August 2016, the Brazilian central bank raised the interest rate by three percentage points to 14.25%. It announced lower inflation targets for subsequent years in a bid to anchor inflation expectations. The government introduced austerity measures in 2015, and an “expenditure ceiling” in 2016, which mandated zero real growth for federal primary expenditures for the next 20 years. By 2017, inflation had eased, but economic growth, though positive, remained feeble.

Managing Financial Risks of Shocks

Governments can take steps to mitigate the financial risks of shocks. Most OECD countries incorporate some budgetary flexibility such as allowing for reallocation of funds across budget lines or government programmes. They also embed contingency reserves in their annual budgets for emergencies. Such measures were

especially useful in the early response to COVID-19 when emergency financial support was diverted to healthcare, households, and other sectors. Governments also rely on non-cash, or balance sheet, measures such as loan or debt guarantee schemes, but these can expose governments to higher risks. The government of Netherlands put safeguards in place, such as a ceiling for the overall level of contingent liabilities, and clear criteria for taking on new contingent liabilities.

Countries have also come together to pool their risk using supranational platforms. Following a series of devastating hurricanes and tropical storms in the Caribbean in 2004, the Caribbean Community (CARICOM), worked with the World Bank and international donors to create the first inter-state risk pool, the Caribbean Catastrophe Risk Insurance Facility (CCRIF) in 2007. CCRIF created an emergency reserve fund supplemented by the collective purchase of reinsurance policies providing up to USD 140 million in additional coverage.

Transitioning from response to recovery requires more financial firepower. Compared to the 2008 GFC, when governments relied almost equally between monetary stimulus such as quantitative easing and fiscal stimulus, in the pandemic, governments have been more willing to both spend and borrow. While just over half of the fiscal stimulus for the GFC involved

tax measures that were subsequently paid for by austerity programmes,⁴ budget deficits and debt levels have risen globally this time round.

Within the EU, the unprecedented scale and impact of the pandemic prompted its member states to band together to expand their access to financial support through the NextGenerationEU (NGEU). Unlike the 2009 Euro debt crisis, the EU acted swiftly this time to deploy large-scale financing mechanisms. NGEU is designed as a EUR 806.9 billion (USD 870 billion) temporary instrument to boost the EU's immediate recovery, as well as its longer-term transformation into a greener, more digitalised, and more resilient Europe. The core component of the NGEU is the EUR 723.8 billion (USD 780 billion) Recovery and Resilience Facility (RRF), which provides grants and loans to support reforms and investments in member states. Almost two-thirds of RRF funding has been allocated to Italy and Spain, two of the EU's worst-hit economies. The NGEU effectively pools debt obligations. It allows the European Commission to leverage the EU budget, joint guarantees from member states, and its established track record, to scale up borrowing on behalf of the EU at relatively low cost and redistribute the funds to its member states.

Bolstering International Relations to Garner Support

In an interconnected world, governments need to bolster and safeguard their diplomatic networks, economic links, international partnerships, and country "brand". These relationships between states are a key source of power influencing outcomes in a crisis.

Following the outbreak of the war in February 2022, by year end the Ukrainian economy had shrunk by 30%.⁵ Ukraine intensified efforts to seek diplomatic, economic, and military support from the international community. It has been able to shore up strong support internationally— its soft power increased the most among 121 nation brands as measured by Global Soft Power Index 2023.⁶ International donors have stumped up funding for Ukraine to keep essential services running and meet critical humanitarian needs. The Group of Seven (G7) nations announced economic support to Ukraine of USD 39 billion for 2023. The IMF is finalising a USD 15.6 billion four-year loan package for Ukraine to provide immediate financial assistance and support structural reforms for post-conflict rebuilding.⁷



G7 leaders gather for a presentation by Ukraine President Volodymyr Zelenskyy at the G7 Summit at Schloss Elmau in Germany, 27 June 2022.



A worker checks the SMT process to produce ventilators at Vsmart factory of Vingroup, Hanoi, Vietnam 3 August 2020.

Positioning for Economic Recovery

To position their economies for recovery, governments can take advantage of changing global trade and investment priorities. Recent geopolitical risks, commodities shocks, and supply-chain disruptions mean many companies are looking for alternative offshore manufacturing bases, especially across Asia.⁸ There are emerging trends towards “nearshoring” or “friendshoring”, which will have a significant impact on the future patterns of global trade and investment.⁹

Meanwhile for workers and citizens, in times of economic crisis, job-related inequities tend to deepen. Spain saw one of the sharpest GDP contractions in Europe in 2020 and job losses among low-income workers were four-times higher than for high-income workers. Furthermore, inequalities persist long after a recession ends.¹⁰ US households in the top income decile saw little change in the years after the GFC, but those in the bottom decile dropped sharply. One key reason is that labour markets tend to recover more slowly after a recession— some job losses, especially for low-wage workers, can be permanent, as their bargaining power and skills are chipped away. These are all deep-seated structural issues that rely on government to find the right mix of policies to build an attractive marketplace and sound economy based on the goal of shared prosperity.

VIETNAM

The Vietnam economy was one of the few bright spots during the COVID-19 pandemic. It had one of the world’s higher GDP growth rates (2.9%) in 2020, at a time when most economies were contracting. In 2022, economic growth was 8%, the highest in 25 years. The country has been one of the world’s fastest-growing economies over the past three decades. Vietnam improved its overall ranking in the CGGI in 2023, moving up from 56th to 49th position, scoring notable gains in the Country Budget Surplus and Macroeconomic Environment indicators.

Vietnam’s openness to trade and investment and its model of FDI-led export-driven manufacturing helped to cushion the economic fallout of the pandemic. Since the “Doi Moi” economic reforms in the 1980s, robust FDI inflows allowed Vietnam to climb the value chain from garments and footwear to electronics and become a key node in global manufacturing supply chains. It joined the World Trade Organization in 2007 and has since signed several bilateral and multilateral free trade agreements (FTA), including with Japan, Korea, and the EU. Despite the onset of the pandemic, steady export demand, particularly for higher-tech electronics, kept factories in Vietnam running.

Vietnam has also been one of the big economic winners in an era of rising China-US tensions. It has successfully positioned itself to multinational companies as a viable alternative manufacturing hub to China, where pandemic restrictions and rising labour costs made supply chains more brittle in the trade-and-tech battle between the two superpowers.

This economic resilience has been accompanied by the government's VND 350 trillion (USD 15.4 billion) socioeconomic recovery programme, the largest in Vietnam's history, to reboot and accelerate the post-pandemic economy. A large share of the programme has been directed to infrastructure projects in transportation, digitalisation, water security, climate change, and disaster resilience. Drawing lessons from its 2008 stimulus package for the global financial crisis, the recovery programme has been designed to rein in the risk of real estate speculation and high inflation through balanced fiscal policies, interest rate policy, and managed cash injection.

NORWAY

Norway's economic resilience is backed by a strong fiscal, monetary and financial governance framework. Norway consistently sits high in the CGGI, rising one place this year to fifth overall and remains second for Financial Stewardship. It jumped nine spots from 23rd to 14th in Global Influence & Reputation and rose five places to top the Nation Brand indicator.

Despite large oil and gas reserves in the North Sea, the government takes a prudent approach to budgeting that gives it ample fiscal buffer to counter shocks. Rather than using its oil and gas revenues directly like most hydrocarbon exporting countries, Norway's budget relies on the profit generated by its sovereign wealth fund, the Government Pension Fund Global. Established in the 1990s to invest the surplus revenues of Norway's oil and gas sector, it is one of the world's largest with over USD 1 trillion in assets, all of which are held abroad to decouple it from the domestic economy. Conservative fiscal rules preserve the fund's capital.



Norway's Finance Minister Trygve Slagsvold Vedum gives a lecture titled "Security and Prosperity Development in an Uncertain World" at the University of Oslo, Norway, February 2023. Photo: Celine Lyse Augdal / Ministry of Finance.

Transfers from the sovereign wealth fund are capped at 3% of its expected long-term real return, but are flexible enough to allow the government to draw down more in a crisis, as happened in 2020/2021 in response to the pandemic. Norway enjoys a strong net public asset position and central government debt is relatively low and issued solely to finance capital expenditure.

Norway has used its resource wealth to generate inclusive growth, notably by expanding its welfare state. The country has a strong social safety net, one of the lowest income inequalities in the world, and performs well in most measures of well-being. In the 2020 response to the pandemic, the government rolled out fiscal measures amounting to 4.4% of GDP. Measures included larger wage subsidies for temporary layoffs, more generous unemployment benefits, a subsidy for businesses to take back temporarily laid-off workers, expanded sickness and childcare, and more funding for education and training.



SOUTH KOREA

Strong external demand, crucial to South Korea's export-driven economy, supported the country's recovery from the pandemic. South Korea offers an attractive business environment and moved up 12 places for Stable Business Regulations. Korea shares joint top ranking with several countries in the Government Debt indicator.

Economic restructuring in South Korea was already underway before the pandemic. The government announced the Korean New Deal in July 2020 to make the economy greener and more digitalised. Armed with KRW 160 trillion (USD 144 billion), the New Deal has two main thrusts—the Digital New Deal and Green New Deal. It aims to create more inclusive growth by expanding employment, 1.9 million new jobs by 2025, and strengthening social safety nets, including expanding unemployment insurance and social security programmes. A beefed-up version of the plan, dubbed Korean New Deal 2.0, was introduced in 2021 in response to the economic fallout of the pandemic.

Successive governments have channelled funding and resources into encouraging startups in a bid to diversify Korea's conglomerate or chaebol-dominated economy. The "creative economy" initiative launched in 2013 provided funding for seed capital, incubators, and networking opportunities for entrepreneurs. The government has eased borrowing for SMEs by guaranteeing a large portion of bank loans. It has also encouraged Korean banks and large firms including chaebols to invest in start-ups. Big chaebols such as Samsung and Hyundai have launched their own start-up incubators. The capital, Seoul, ranks among the top start-up hubs globally and boasts a USD 177 billion start-up ecosystem, far ahead of the



Jeong Seong-gyun, head of autonomous driving at 42 Dot, the start-up which created the technology for the country's first self-driving bus route, posing outside a self-driving bus in Seoul, South Korea, 23 November 2022.

global average.¹¹ Despite the pandemic, Korean start-ups attracted 78% more venture investment in 2021. The government has nurtured deep-tech clusters in areas such as biotechnology, AI and big data, fintech, advanced manufacturing and robotics, and IoT. It also became one of the first national governments to invest in the metaverse.

At the same time, the government has taken other steps to shape a more inclusive economy. It launched a Social Value Solidarity Fund in 2019 to support social ventures, with the government matching private funding for the fund. Korean state-led enterprises have been required to measure their social value performance since 2018. Some in the private sector have followed suit, such as SK Group, which became the first chaebol in 2018 to adopt double bottom line of social and financial returns to its businesses.

TANZANIA

Tanzania has achieved relatively strong economic growth over the past decade, albeit from a low base. Despite a growing population and stark rural poverty, the overall poverty rate has declined. The resource-rich country's GDP was growing 5-7% annually up until a pandemic dip of 4.8% in 2020 and 4.9% in 2021, but now looks set fair above 5% for 2022 and 2023. In July 2020, the World Bank upgraded Tanzania from low to lower-middle income status. While the country avoided a recession, the pandemic severely impacted tourism, a major foreign-exchange earner for Tanzania, but gold exports remained robust.

Despite a relatively low overall ranking in the CGGI, up three places to 80 in 2023, Tanzania enjoys some very bright spots. The country ranks 27th in the Country Budget Surplus and 18th in the Spending Efficiency indicators. It ranks 28th for Adaptability and its Nation Brand indicator has risen from 42nd to 36th place.

Tanzania has achieved macroeconomic stability through market-oriented reforms, prudent macroeconomic policies and disciplined fiscal policy. It has kept its current account balance largely in check, although the current account deficit has increased recently due to the rising cost of imports including oil, transport equipment, and iron. Most state-owned enterprises have been privatised. The government has also implemented measures to cut



European tourists and locals perform the national dance of the Masai tribe. Tourism which is a major foreign-exchange earner for Tanzania, has been badly hit by the pandemic.

government expenditure and prevent waste of public funds. According to the World Bank, public spending in Tanzania has been relatively contained and generally lower than comparable countries in East Africa.¹² Still, expenditure for the country's socio-economic response and recovery plan increased the public deficit. While its public debt has increased from 24% of GDP in 2009 to 40% in 2020, the World Bank and IMF have assessed the country's debt levels to be still manageable. In comparison, countries in the region that already had elevated public debt levels when the pandemic struck, have had far less fiscal space to implement pandemic-related response packages.

Tanzania has made controlling inflation an important policy aim, with the medium-term target set at 5%. Although the inflation rate spiked to 10-15% between 2008 and 2012, it fell to 3.5% by the end of 2019. Inflation in Tanzania is expected to stay within the central bank's target rate despite global commodity prices pressures. The continued independence of the central bank is crucial as it take steps to modernise Tanzania's monetary policy and transition from the reserve money programme to inflation targeting.



Duvvuri Subbarao (centre), Governor of The Reserve Bank of India, arrives for the annual monetary policy in Mumbai, India, 20 April 2010.

PRACTITIONER INTERVIEW

The Role of Central Banks in Managing a Crisis



DUVVURI SUBBARAO
Former Governor of the
Reserve Bank of India

Dr. Duvvuri Subbarao served as Governor of the Reserve Bank of India (RBI) from 2008 to 2013. Prior to that, he was Finance Secretary and Secretary to the Prime Minister's Economic Advisory Council. Subbarao joined the Indian Administrative Service (IAS) in 1972, topping the highly competitive civil services entry examination. As a career civil servant, he worked in various positions in state and federal government. He was a Lead Economist in the World Bank (1999–2004). Subbarao's book, "Who Moved My Interest Rate", chronicles his experiences in leading the Reserve Bank of India through five turbulent years. After stepping down as Governor, RBI, Subbarao was a Distinguished Visiting Fellow at the National University of Singapore and the University of Pennsylvania.

Today's macroeconomic environment is challenging on many fronts. How does it compare with previous crises, such as the Global Financial Crisis?

Dr. Duvvuri Subbarao: There are similarities and differences between the Global Financial Crisis of 2008-2009 (GFC) and the current one triggered by the pandemic and the Ukraine war. The similarity is that in a globally connected financial system, what happens anywhere affects countries everywhere. Every financial crisis triggers fear and uncertainty, causing anxiety and panic in the markets. At the heart of every crisis is the threat to financial stability. In both the above crises, central banks have mostly responded from the same playbook to restore financial stability: cutting interest rates, infusing liquidity, and communicating that they will do whatever is necessary to restore confidence to the markets.

But the current crisis is also different from the GFC in some ways. The GFC was caused by a bubble in the financial system, due to irrational exuberance in the US subprime mortgage market, and then it spread to the rest of the world. The financial crisis triggered by the pandemic originated from a virus outside the financial system. In the GFC, the shock transmitted from the financial sector to the real economy: the shock was endogenous. Whereas in the pandemic-driven financial crisis, the shock transmitted from the real economy to the financial sector: the shock was exogenous. Hence, the GFC had to be addressed from within the financial sector, with central banks at the forefront, whereas the solution to the pandemic-driven crisis had to come from science, with central banks in a holding operation. In the GFC, restoring financial stability in the US was necessary and sufficient to restore financial stability everywhere, whereas the pandemic will not end in any country until it ends everywhere.

What advice do you have for emerging economies facing more challenging economic prospects at a time of high and persistent inflation?

In a financially interconnected world, not only does pressure in the financial system of a country spread to other countries, even the measure taken by one country to manage the crisis within its borders have cross-border spillovers. This contagion effect has implications for emerging economies, mostly by way of constraining their options. Central banks in emerging economies have fewer degrees of freedom than those available to advanced economies.

For example, the objective of quantitative easing by advanced economies was to stimulate their own economies. In the event, the money was not absorbed in their domestic economies; instead it spilled over into emerging markets, putting upward pressure on their exchange rates and asset prices. When the crisis abated and inflation caught up, advanced economies reversed their monetary policies, resulting in capital outflows from emerging markets and downward pressure on their exchange rates. So emerging economies have to fight both inflation and exchange rate fluctuations, with fewer degrees of freedom.

Take India's case right now. The Reserve Bank of India cannot ease monetary policy even if the inflation outlook suggested it should because the US Federal Reserve and the European Central Bank are still tightening, and both the dollar and euro are strong. If

the RBI went in the opposite direction, there would be the risk of capital outflow causing depreciation of the exchange rate and imported inflation.

The most basic advice for emerging economies for navigating through a financially globalised world is to foster a strong, resilient macroeconomic environment. Macroeconomic stability is not something that can be achieved overnight; it is a long haul. They have got to be keeping track of this, with not just the central banks but also governments and all regulators together. Second, they have to make sure their regulation and supervision are sound and strong. They must make sure their financial institutions are adequately capitalised, and that there is no bubble forming anywhere—not just in the banking system, but in the larger financial system. Third, make sure there is no pressure in the exchange rate. The problem for India during my term was there was pressure built up in the rupee exchange rate, so when there was a trigger, it led to a sudden collapse. The fourth lesson, which stems from the Asian Financial Crisis, is that even though it may be costly, emerging markets must maintain an adequate level of foreign exchange reserves.



Reserve Bank of India building, Mumbai, India, February 2020.
Photo: Anurag Vijay.

In the past year, inflation has spiked globally, causing a massive rise in the cost of living. In this current climate, is monetary policy alone enough to control inflation?

Experience has taught us two things. That monetary policy is not sufficient when inflation is high and persistent, as it is now, whether in advanced economies or in emerging markets. For sure, monetary policy has to be the first line of defence, and central banks have to be at the forefront. But monetary policy has to be supported by fiscal and supply policies.

Inflation, as we know, comes from demand pressures as well as supply shocks. For example, one cause of inflation today is demand pressure from stimulus measures during the pandemic. It is also the result of supply disruptions due to the war in Ukraine, the lockdown in China, disruption in supply chains, natural calamities, and so on.

Monetary policy is most efficient in combating inflation that comes from demand pressures. It is not very efficient in combating inflation coming from supply shocks. Nevertheless, it has to be a frontline measure, because if inflation is allowed to persist, inflation expectations tend to harden. In situations like this, monetary policy alone is not sufficient to reduce inflation.

What do you make of the view, expressed by former Governor of the Bank of Japan, Masaaki Shirakawa, that the first goal of the central bank should be financial stability, even before price stability?

He is absolutely right. No matter how it is actually written, the mandate of central banks boils down to price stability, financial stability, and supporting growth and employment. In normal times the *inter se*

In a crisis, it is also very important for governments and central banks to be acting together, and to be seen to be acting together. The public needs to get the impression that the authorities are acting together to resolve the crisis.



Reserve Bank of India governor Duvvuri Subbarao speaks during a press conference, Mumbai, India, 27 January 2013.

priority among these different objectives varies from country to country, and within a country, from one situation to another. But in a financial crisis, the overriding priority is to restore financial stability. You cannot do anything else unless there is confidence in the markets.

You have written that central banks must communicate carefully, because their every word will be scrutinised by markets. What should central bankers pay attention to in this regard?

The theology of central bank communication has changed over the past 20 years. The orthodoxy used to be that central banks should not speak; their actions must speak for themselves. Any communication beyond action is not only unnecessary, but counterproductive.

This has changed, because of repeated crises. Central banks have learned that effective communication can in fact be a positive policy tool. Especially when they have to fight to restore market confidence.

But even in normal times, central banks have taken to communicating more actively because they have found it to be a useful tool for managing expectations.



When you tell the public that this is what we have done, these are the outcomes we are expecting, you can actually catalyse those outcomes.

That said, there are many challenges, and central banks have to be extremely careful about what they say and how they say it. When Janet Yellen was chair of the Federal Reserve and said that the Fed would be “patient” before reversing the easy money stance, everyone wanted to know what patient meant. More recently, when current Fed Reserve chair Jay Powell said inflation is “transitory”, people researched intensely on whether transitory meant three months or three years.

One lesson for central bankers is to communicate clearly and unambiguously. Ambiguity can lead to more complications rather than easing the situation. This is a delicate balancing act, because central banks should not sound any more certain than they actually are. So as much as you communicate unambiguously, you also have to communicate the extent of uncertainty you have, because communicating false certainty to the markets and the public is bad policy and can do more harm than good.

How much to communicate is also a challenge. When the US Federal Reserve was doing the first series of stress tests of banks after the GFC, there was speculation about which banks were strong and which vulnerable. The apprehension was that if the Fed Reserve released the stress test results, some banks might come under real threat. If it did not, there would be all sorts of unhelpful speculation. On the other hand, by disclosing to the public where in the financial system there are vulnerabilities, you are giving them time to prepare. For central banks, when and how to release information is an important judgement call.

During a crisis, it may be appropriate, even effective, for the government and central bank to synchronise their communication. In normal times though, central banks have to demonstrate that they are acting independently and in what they judge to be the best public interest. Central banks have to ensure that they do not leverage their credibility to turn into cheerleaders for their governments.

While central banks are expected to be independent, they come under more pressure from citizens and governments during a crisis. How can this tension be managed?

The central task for policymakers in a time of crisis is to restore stability. In normal times, central banks are very deliberative and worry about the credibility of their actions: whether their actions will have the intended impact. If the intended outcome does not materialise, the credibility cost to central banks can be quite high. In times of crisis however, central banks have got to be less cautious, less circumspect. They have to play a percentage game. They must err on doing too much rather than too little, too late.

In a crisis, it is also very important for governments and central banks to be acting together, and to be seen to be acting together. The public needs to get the impression that the authorities are acting together to resolve the crisis. If the public perceives any differences or disharmony, it will add to already prevailing fear and uncertainty and in fact accentuate the crisis.

You have long been a champion of institutional independence. Is this still important today?

Independence is a qualitative word. As an institution, the RBI is independent. In the run up to a policy meeting, it is standard practice for the RBI to consult



A Rajasthani woman shows her Aadhaar (proof of national identity) letter at an event celebrating Aadhaar Enabled Service Delivery in Dudu district. Aadhaar is the world's largest social inclusion programme, India, 20 November 2012.

all stakeholders such as banks, non-bank finance companies, financial markets, economists, etc. The central bank should also consult the government because the government is a big stakeholder in central bank policies. But consultation should not degenerate into acquiescence.

How you manage this balance depends on the personalities and chemistry of individuals involved: the central bank governor, the prime minister, the finance minister, and so on. At some point, you have got to communicate that a no is a no. You can be open minded to the extent that it is possible without compromising the larger public interest.

In theory, all central banks are independent. How this is actually operationalised in practice depends on the strength and culture of institutions in the country.

During your tenure at the RBI you oversaw initiatives to boost financial literacy and financial inclusion. How is financial literacy related to a country's financial stability?

I am not aware of any concrete studies that establish causation or even correlation between the depth of financial literacy and financial stability. But heuristically I can say that every financial crisis is,

in some sense, at least partly caused by ignorance or lack of awareness. People are prone to herd behaviour and irrational exuberance. They invest in risky instruments. They get duped by dubious financial institutions and fly-by-night operators.

Financial literacy can protect them to some extent, because presumably it equips them to make more informed decisions. But I would say that it is not an ironclad protection, because herd behaviour and exuberance are common human frailties that even educated, financially aware people are prone to.

What can central banks do to promote financial inclusion and bring more unbanked people into the fold?

Whether central banks, which are run with a technical mandate, should be involved in financial inclusion is a contentious question. In most emerging economies, including in India, financial inclusion is a development objective. My own view is that RBI has a role to play, in the sense that it is the regulator and supervisor of banks, financial markets, and large non-bank financial institutions. It can help ensure that there is financial inclusion, not necessarily by mandating, but through persuasion and guidance.

For instance, for a long time RBI had a branch expansion policy that said banks had to open five rural branches for each urban branch licence we gave them. The licensing regime is now gone of course. Today, we have a policy that requires 40% of bank lending to be in designated priority sectors. These are measures to give thrust to financial inclusion as broadly defined.

The common understanding of financial inclusion is getting more households into the financial system: you want to give people an account in a bank on the understanding that poorer households are eager to have a bank account because they are eager to find a safe place for their savings. This is a misperception. What the poor want is credit; insurance; remittance facilities.

During my tenure at RBI, financial inclusion in India was not taking off because we too had this mistaken understanding. But then we learnt from experience.

For instance, central banks have a responsibility to mandate “Know Your Customer” (KYC) requirements when a bank account is opened. Many people are financially excluded because they are unable to meet the KYC requirements.

The expenditure of poorer households is also lumpy; their incomes are irregular. So you have to design instruments suitable for them, such as no-frills accounts with no minimum balance requirements and a limited number of transactions a month.

Today, digital technology is contributing to financial inclusion because the cost of banking transactions has come down, while ease and convenience have gone up. The Aadhaar initiative has been a huge gamechanger as it has allowed people with no other document to establish their identity. It has been hugely empowering, especially for women.

In light of the cryptocurrency revolution, what do Central Bank Digital Currencies (CBDCs) mean for the future of central banking?

When cryptocurrencies first emerged, central banks were nonchalant. In fact, Bitcoin came out when I was Governor of RBI. Our view then was that it would not take off. But then came stablecoins, the second generation of cryptocurrencies. Unlike the first generation of cryptocurrencies, which are backed by

nothing more than a computer algorithm, stablecoins are backed by real assets and track fiat currencies issued by central banks.

There is a big difference in the way advanced economies and emerging markets view these cryptocurrencies. Advanced economies do not feel threatened by cryptocurrencies. Emerging markets on the other hand fear that private cryptocurrencies will displace fiat money issued by them and put them out of the loop on economic activity. Consequently, the ability of a central bank to control money supply and interest rates will erode. It is this threat to their monetary sovereignty that emerging markets are apprehensive about.

My own take is that the 100 or so central banks around the world that are embarking on CBDCs, including the RBI, are doing it more as a defensive mechanism, to ensure that their monetary sovereignty is preserved.

It is not clear that CBDCs will take off. Digital transactions are already widely in use. I don't see how using CBDCs will enhance user experience. Nevertheless, there is a possibility that CBDCs will reduce the cost of cross-border transactions, which currently are very expensive. That will be a huge positive.

What advice would you give to the new, up-and-coming generation of central bankers?

Central bank staff around the world, including in emerging economies, are typically top-class professionals with a formidable reputation for professional and pecuniary integrity.

But central bankers everywhere, and especially in emerging economies, are prone to tunnel vision. They know a lot about banking and finance, but they do not know much about what is happening outside. For example, if inflation has gone up from 6% to 6.5%, do you treat it as just a number? Or do you think in terms of how common people experience inflation in the marketplace?

I believe that central bankers need to get their hands dirty and expose themselves to the real world. Only then can they better appreciate their job responsibilities in a more realistic context and deliver on their mandate more effectively.

PRACTITIONER STORY

Creating a Colombian Oasis for Investors in Latin America

Colombia has shot up nine spots to rank 46th in the Attractive Marketplace pillar and ranks third for Attracting Investments in the Latin America and Caribbean region.



JULIO CÉSAR PUENTES MONTAÑO
Vice President of PROCOLOMBIA,
Colombia

Julio César Puentes Montaña is an economist. He holds a master's degree in economics from Universidad Nacional, with a specialisation in negotiation and international relations, an executive MBA from Universidad de los Andes and a Master's degree in Global Management from Tulane University. He has over 24 years of professional experience, half of which was spent developing public-private initiatives for the economic development of territories, and the other half managing projects and companies in the private

sector. He led the conceptualisation and launch of Invest in Bogotá, the first public-private initiative achieved at a city level in the world. During his time at Ecopetrol, he led and made viable one of the assets with the most strategic partners in the CPO-09 Llanos basin, due to its location and contribution to reserves for the country. His experiences in family group companies in sectors such as energy, oil and gas, transportation, logistics, and mobility, among others, gave him the opportunity to design strategies for growth, diversification, and portfolio reorganisation. Now, as Vice President of Investment Promotion at Procolombia, his main challenge will be to deploy and execute the investment attraction strategy of the new government.



ProColombia celebrates 30 years of heritage and success in nation branding and investment and tourism promotion, Bogotá, Colombia, 27 July 2022.

Attracting foreign direct investment is a key plank in Colombia's slate of national policies and priorities. This has allowed our country to put together the best practices to develop and sharpen its competitive advantages to boost its economy. Our deliberate approach is designed to go beyond government cycles and is reflected in our foreign direct investment (FDI) which tipped the scales at USD17 billion in 2022, the highest figure ever recorded in the history of the Central Bank of Colombia, and represented an 81.7% increase compared to 2021.

While Colombia is the fourth largest economy in Latin America, the growth rates have been one of the most dynamic in the region at 10.7% in 2021 and 7.5% in 2022, both of which were above the Latin American average. This was despite the challenges the government had to confront during the COVID pandemic. Factors such as having a substantial domestic market that is supported by more than 51 million inhabitants—the third largest in the region, and our rich diversity in sectoral opportunities and access to numerous business centres, are what makes Colombia an attractive destination for investors.

Furthermore, Colombia has been opportunistic and quick to position itself as a commercially viable nearshoring platform for investors seeking to move closer to their suppliers in the value chain as well as their end consumers. That is in part thanks to our geographic location which allows companies to be connected efficiently with the main business centres on the continent.

Adding to the commercial allure is the slew of trade agreements, double taxation and investment treaties inked by the Colombian government with other international signatories, countries and trading blocs. These have helped not only to broaden the expansive supplier network but also serve as enablers of higher operational efficiencies for businesses planning to set up, expand or enlarge their footprints in Colombia. They also serve as support for entrepreneurship and are made more accessible by the rich cache of talents (who speak two or more languages) available for hire in our country's workforce.

Additionally, we have also been quick to respond to global trends by sending out clear signals about our national priorities and commitment towards sustainability and care for the environment. For

instance, while we are already one of the lowest emission-producing countries in the world, Colombia is nevertheless still forging ahead to further reduce our emissions by 51% in 2030, and becoming carbon neutral by 2025.

As the first in the region to incorporate the United Nations (UN) Sustainable Development Goals (SDGs) into our national development plan, Colombia was also the first to develop and implement a green taxonomy. That has helped to fast-track our position and enhanced our reputation as a leader in the energy transition space, being the fourth emerging market among 170 countries deemed most attractive to invest in renewable energy.¹



ProColombia organises business matchmaking forums in Latin America like the Colombia Travel Mart. Here, tourism agencies and operators learn about the latest opportunities in the industry, Bogota, Colombia, 24 February 2023.

All these are based on the recognition that foreign investments are fundamentally vital to the continual progress of the Colombian economy. It is for this reason that we are convinced that a robust, efficient and internationally standardised regulatory framework will provide the best tools when it comes to attracting high value-added investments with long-term commitments.

As a signatory to the World Trade Organization (WTO), we also firmly adhere to its principles of striving for the fair and equal treatment of both foreign and domestic investors. At the same time, we continue to seek ways to remove bureaucratic hurdles facing business—such as eliminating the need for prior authorisations for foreign investment as well as easing the incorporation process to make Colombia an even more friendly destination for investment and business.

Of course, we cannot afford to rest on any laurels in light of the current bumpy times and terrain in the current global order, when investment conditions and capital flows can change quickly as recent events have shown.

Hence, there is always the need to reinforce and improve the business climate within our borders.

It is for such reasons that the Ministry of Commerce, Industry, and Tourism has been tasked to formulate a Reindustrialisation Policy—a national blueprint that will develop the key pillars for the further transformation of the Colombian economy in areas such as finance, technology, education, technology and infrastructural connectivity. More efforts are also in the works to establish a multilateral framework for the promotion of inclusive and sustainable investment via cross-border cooperation, collaboration and agreements that will foster trade, investment, and environmental sustainability.

Role of ProColombia vis-à-vis Other Investment Promotion Agencies

At ProColombia, a government agency under the Ministry of Commerce, Industry and Tourism, some of the bigger challenges we face include competition from countries with similar strategies.

To this end, we have since 2019 been actively deploying an array of strategies to identify, approach, and attract companies to operate from Colombia and serve the Latin American region and the United States by taking advantage of the broad range of trade agreements (FTAs). These FTAs offer wide tariff advantages and robust connectivity which includes access to 680 ports worldwide and 123 direct flights.

In addition to attracting foreign direct investment, ProColombia which has a global network of 23 offices in North, Central, and South America, Europe and Asia. We have trained our focus on strengthening the Colombian brand, non-mining exports and tourism by offering advisory services including trade, legal, and educational information about Colombia's market, products, services and companies to assist potential and new entrants in setting shop up in the country.

To ensure that we dovetail our work with the government's priorities and integral vision, ProColombia's multidisciplinary teams collaborate

closely in coordination with the Ministry of Commerce, Industry, and Tourism to identify which sectors and projects and where foreign direct investment can be leveraged to boost export growth and tourism. We make it clear to investors that their opportunities are not confined within our borders by guiding them in their efforts to expand into other markets through the various programs offered by the agency.

ProColombia also views the Regional Investment Promotion Agencies (APRIS) as a complementary partner with deep knowledge of the other outlying regions in Colombia. This partnership has been instrumental in introducing intermediaries between investors and regional authorities and facilitating the setting up of in-situ projects. This is especially helpful as certain regions with limited budgets can pose challenges when it comes to articulating and implementing protocols and development strategies.

We have a clear purpose at ProColombia which is to attract foreign investments that promote innovation and enable technology transfer, generate value-added exports, while at the same time helping in the drive to develop human capacity, create quality jobs, and contribute to the goal of grafting the country's micro, small, and medium-sized enterprises into global value chains.

Our coordination efforts with our various partner agencies for our nearshoring strategy have been stepped up significantly to attract investment to locations beyond our capital Bogota and the main cities. We do this by granting special tax status



Julio Cesar Puentes Montaña, Vice President of ProColombia meeting with the Minister of Commerce, Industry and Tourism of Colombia, H.E. Germán Umaña Mendoza, Bogota, Colombia.



The Colombia Investment Summit brings together the Colombian government, investors and businesses, and regional promotion agencies with the aim of pursuing partnerships and investment opportunities, Bogota, Colombia, 20 October 2021.

and other incentives to municipalities and territories that may require improvement of access roads, thus overcoming logistics-related and digital connectivity issues. These have led to 108 new investments springing up in 36 municipalities at the last count. ProColombia is currently also exploring investment opportunities with 350 new companies with sustainable businesses and operations for 60 new projects.

Under the leadership of President Gustavo Petro, and in coordination with the Ministry of Commerce, Industry and Tourism, ProColombia has a key role to play in addressing the climate crisis and reduction of carbon emissions which include vital sectors within the local economy covering agriculture and rural development, commerce, industry, tourism, transportation, housing, energy and mining, health, and social protection, among others—all of which will entail the adoption of new practices, integrated and environmentally friendly development models. New foreign direct investment will be channelled to projects with environmental, social, and governance components, as well as impact investments in areas that generate financial returns to vulnerable populations and regions, while addressing pressing social and environmental needs.

Skill Sets for Successful Investment Promotion

Based on my experience at ProColombia, the key areas that governments need to ensure the success of public-private partnerships (3P) includes the ability to design and manage complex contracts; attract and

retain private sector partners; ensure transparency and accountability; manage risks effectively, and have a clear understanding of the value proposition for both public and private partners.

Additionally, effective stakeholder engagement, political stability, and regulatory certainty are also important factors that can contribute to the overall success of public-private partnerships. But ultimately, the most important thing is that there is trust and credibility between the parties.

An effective investment promotion officer in today's age would need to have a strong grasp of global economic trends, investment strategies, and regulatory environments. Other qualities would be possessing excellent communication and interpersonal skills, which are vital when building relationships with investors and stakeholders, as well as the ability to create compelling marketing materials and proposals.

Furthermore, investment promotion officers should have analytical and research skills to identify market opportunities, potential risks and challenges, and the ability to develop sound and viable investment strategies. They should also have project management skills to coordinate with various stakeholders, manage complex projects, and adapt to changing market conditions. These skillsets would equip an officer to be better poised to secure investments in today's fast-evolving business landscape.

PRACTITIONER STORY

Spain: Championing a Robust Trade Ecosystem

Spain tops the rankings in the International Trade indicator in both the 2023 and 2022 CGGI. Antonio García Rebollar unravels the Spanish routes to trade excellence and partnerships in Asia.




ANTONIO GARCÍA REBOLLAR

Economic and Trade Counsellor,
Spanish Embassy in Singapore

Antonio García Rebollar has held his post as the Economic and Trade Counsellor at the Spanish Embassy in Singapore since September 2021. He has been working in Asia (Japan, Korea, and Malaysia) for 15 years, with ten years in private banking and investments, and served eight years at the Ministry of Economy and Industry in Spain.

This article is written by Mr Antonio García Rebollar in his personal capacity. The opinions expressed in this article are the author's own and do not reflect the view of the Ministry of Industry, Trade and Tourism, or the Government of Spain.

Spain believes firmly in free markets and multilateral rules governing international trade and maintaining an open economy that is friendly to trade and investments despite our late entry into the international arena at the end of the last century.

Ever since we joined the European Union (EU) in the 1980s, our stance had been one of being supportive towards our free trade agreements (FTAs) with various trading partners. As a rule, we work in alignment with countries that follow the norms in the areas that pertain to international governance and free market principles.

The rationale is that free trade on the whole generates a host of positive effects on the global economy. It increases competition between companies and allows consumers to access a wider range of goods and services at lower prices. While some industries may face increased competition arising from free trade, others may benefit from the increased demand for their products and services that help to create more jobs and boost overall employment levels.

Free trade can also promote innovation by encouraging companies to invest in research and development to improve their competitiveness, which helps to reduce poverty by creating

new opportunities for economic growth in developing countries. What is important, however, is to ensure that the benefits of free trade are distributed fairly and that the negative effects on certain industries and communities are adequately addressed.

The value chains within the EU are generally well-defined among member countries. As such, the economies, while they may be disparate, are more or less fully integrated to exploit the benefits of free trade. While it is true that the opening-up process to full competition does create some level of anxiety for companies that are less competitive globally, the benefits emanating from the resources available to EU members do favour those who have the competitive edge.

While some short-term protective measures may arise, the benefits of free trade will prevail in the long run. The least favoured companies will just have to adapt to the new economic landscape through better education and skills training for their employees. Ultimately, all parties will be better off.

On its part, the Spanish government has invested in an expansive network of embassies, and economic and commercial offices to provide business-related support and protect our private companies abroad from certain practices from other companies or governments. However, the main reason for the success of these companies can be attributed to having good management and execution. That is because intervention by the government in the free market is minimal.

Outreach to Latin America

As an EU member state, Spain plays a key role in the European Council, the European Parliament, and the European Commission, which are the main institutional pillars of the EU. They not only represent the national interests of Spain, but also contribute to the decision-making process in the development and implementation of EU policies, which range from those related to the environment, energy, transport, trade, and many other areas of common interests.



Spanish Prime Minister Pedro Sánchez at the EU leaders' summit, Brussels, Belgium, 24 June 2022.

The size of our economy makes us an important member of the EU since Spain is among the top 15 economies in the world in gross domestic product (GDP) rankings. With a GDP of more than 1 trillion euros, it is also an important contributor to the EU budget, with a key role in shaping economic policies that affect the entire bloc. Spain is an active participant in many EU initiatives and programmes, such as Erasmus+, Horizon Europe, and the European Defence Fund. These programmes provide funding and support for research, education, innovation, and other areas that are important for the development of EU policies that affect the lives of millions of people across the continent.

By leveraging on the EU's financial clout, as well as robust public and private institutions, Spain can step up in its role as a key actor in channelling the flows of FDI and official development assistance (ODA) to Latin America to raise the latter's potential for further economic development.

One of the ways in which Spain can play a leading role after it assumes the Presidency of the EU Council in the second half of 2023 is to fast-track the progress in free trade agreements with Latin American economies and Mexico due to our shared historical links, which in more recent times, have seen a strong bilateral foreign direct investment (FDI) relationship that is already bolstered by multifaceted cultural, migratory, and political ties. It should also be noted that Spain, which is a major biotech hub and the seventh-largest donor of COVID-19 vaccines in the world, has supported the COVAX initiative [the global collaboration to accelerate the development, production, and equitable access to COVID-19 tests, treatments, and vaccines] in many Latin American and Caribbean countries.

In fact, ever since the drive towards privatisation within the southern continent across the Atlantic, and a pick-up in the pace of Spanish international outreach from the 1990s onwards, Spanish enterprises have made tremendous inroads with several of them taking majority stakes in overseas telecommunications companies as well as operating metros and airports outside of Spain. Two of the country's largest banks have reaped a greater share of profits in Latin America than at home. Spain is also home to some of the world's leading producers in the food, garment, and transport industries.

The EU-Latin America summit in the latter half of 2023 will certainly offer opportunities to rejuvenate free trade agreements with the Southern Common Market, commonly known by the Spanish abbreviation, Mercosur (encompassing Argentina, Brazil, Paraguay, and Uruguay), as well as Chile and Mexico, and help to further trade relations and economic ties between both regions. In fact, Latin America has already proven its importance by partially alleviating the supply chain woes in the wake of the war in Ukraine, which included the increase of grain exports to Europe.

By leveraging on the EU's financial clout, as well as robust public and private institutions, Spain can step up in its role as a key actor in channelling the flows of FDI and official development assistance (ODA) to Latin America to raise the latter's potential for further economic development.

Areas of focus can include sustainable projects and initiatives that can have longer-term structural impacts such as in the green hydrogen, gas distribution, and semiconductor sectors. Chile, for example, has the potential to become a leading global player in green hydrogen production. Other economic segments where opportunities abound as post-pandemic

economic activity recovers would include digitalisation efforts to foster financial inclusion and tourism, as well as facilitating investment in small and medium businesses (SMEs).

On the flip side, just as Spain can assist in the channelling of European investment and aid to Latin America, it can also enhance its role as a gateway to the European market for Latin American businesses aspiring to expand in other regions.

Fostering a Trade and Investment Mindset

Spain has several institutions and organisations that are responsible for training and equipping civil servants working in trade and investment. The institutional framework is spearheaded by both the Ministry of Economy and Competitiveness and ICEX Spain Trade and Investment.

The ministry is responsible for promoting economic growth and competitiveness by providing training to civil servants through its various departments, such as the Directorate General for International Trade and Investment, which focuses on developing trade policies and supporting Spanish companies in their efforts to expand overseas.



New cars parked at the port of Pasaia and awaiting export, Spain, 20 May 2014.

ICEX is the public entity under the Ministry of Industry, Trade and Tourism responsible for promoting the internationalisation of Spanish companies and their competitiveness in foreign markets. It provides training to civil servants through various programmes, such as the ICEX Master in Internationalisation of Companies, which is a postgraduate course that provides specialised training in international business. Similar programmes that provide training in international business and trade promotion are also conducted by the Spanish Chambers of Commerce and the country's diplomatic missions, which through their commercial and economic offices render assistance to Spanish companies in foreign markets.

Spanish civil servants are also provided with the necessary resources, such as access to trade data and market research, and are trained to employ digital platforms and tools to facilitate trade and investment transactions.

After spending a decade in private banking and investments, I think it is imperative to have a solid financial background and a sound knowledge of market research to understand the dynamics of trade and investments at a macroeconomic level. I often

encourage my colleagues to pursue studies in financial theory and practices for a better understanding of the global economy in order to be of help to companies embarking on the internationalisation process. Of course, the study of company accounts and strategy is also very useful in penetration into new markets.

From a personal perspective, having spent 15 years as an economic and commercial counsellor for the Spanish government, I have also witnessed the growth of the Asian economic engine—one which was propelled not only by access to freer and more market-oriented economies, but also the presence of a large, well-trained labour pool backed by innovative Asian management practices.

Building partnerships in Asia can be a complex process as the cultural and business practices can vary significantly across different countries in the region. From my observations, it takes longer to cultivate trust and long-term relationships with potential business partners compared to Western countries.

My advice for businesses preparing to participate in the Asian landscape is: be prepared to invest more time and resources in order to navigate the



H.E. Mercedes Alonso Frayle, Ambassador of Spain to Singapore, and Antonio García Rebollar, Economic and Trade Counsellor, recognises UNA, a restaurant at Alkaff Mansion as a global ambassador of Spanish cuisine, Singapore, 23 March 2023.



Spain has been actively working in diversifying its trade, effectively mitigating the impact of supply chain disruptions, Valencia, Spain, 23 July 2022.

process and establish successful networks. It is also vital to show respect and be willing to adapt your business practices to fit the local culture to avoid misunderstandings. Consider working with local consultants or advisors who can help you navigate the local business landscape and provide insights into cultural norms and practices.

Navigating Shifts in the Trade and Investment Landscape

Over the past 20 years, the trade and investment landscape has undergone significant changes, largely due to advances in technology and shifts in the global economy.

With the former, it is the advent of digitalisation in which the bulk of trade and investment today is conducted online through e-commerce platforms and promotional campaigns via social media. Additionally, the growth of the services sector has led to increased investment in industries such as technology and finance.

Meanwhile, the rise of emerging markets such as China, India, and Brazil has triggered changes in global trade patterns, with many countries looking to expand their trade ties with them. The upshot has been a proliferation in regional trade agreements with many countries seeking to establish themselves as key players through these agreements. Such developments have led to a corresponding increase in FDI rather than portfolio investment due to more countries offering attractive incentives and policies to

bring in investors. More recently, there has also been a greater emphasis on the promotion of green and sustainable investments.

On the other hand, there has also been a recent shift towards more protectionist policies sparked by the US-China tariff war, which has spilt over into the technology front with the import restrictions on American semiconductors to China. The Russian invasion of Ukraine has also led to a sharp drop-off in trade between Russia and the EU, which has led to serious distortions affecting the price of oil and gas in energy markets.

As a result of such developments, as well as the fallout from the COVID-19 pandemic, the global trade environment faces new challenges on multiple fronts including supply chain disruptions and heightened geopolitical tensions.

To mitigate the impact of supply chain disruptions, it is advisable for businesses to have multiple suppliers and alternative sourcing options to reduce the risk of being overly dependent on a single supplier or location. Additionally, it would be prudent to invest in supply chain management software and analytics tools to better track inventory levels, monitor suppliers in order to identify weak links, and pre-empt potential disruptions. Be sure to have contingency and crisis management plans in place in the event of emergencies.

Finally, it is always important to stay informed about geopolitical events by keeping track of international news, industry publications, and government reports to stay up-to-date on the possibilities of any potential risks of disruptions.



H.E. Mercedes Alonso Frayle, Ambassador of Spain to Singapore with the team at the Spanish Embassy in Singapore, March 2023.

Strong Nations Are Healthy and Inclusive

The mounting crises of the past year have challenged social, environmental and health systems. Large swathes of humanity have been left vulnerable to war, disease, and natural disasters, pushing millions closer to poverty. Many societies, even those in high-income and well-governed nations, are suffering from increased polarisation, entrenched inequality, and growing disunity.

These challenges do not appear to be abating. To build stronger and more resilient nations that are ready to confront the shockwaves of the ongoing polycrisis, governments will need to ensure that nobody is left behind. A recent study by the Oxford COVID-19 government response tracker found that it was not pandemic preparedness that correlated with fewer pandemic deaths, but levels of interpersonal trust in society.¹ It also found that societies with higher levels of interpersonal trust did not require very harsh lockdown measures as people could trust each other to follow social distancing guidelines.

These insights are key to understanding what governments can do to promote greater social cohesion and increase trust during a crisis. Tackling inequality, closing the gender gap, ensuring universal access to quality healthcare, and using education to enable social mobility are critical areas that governments can address to create more inclusive societies that engender trust. Ultimately, community and business actors need to work in unity with governments to prepare for the growing number of crises ahead.

The costs of inequality in societies have been well-documented. Experts estimate a cost of USD 22.9 trillion to the economy due to inequality in employment, education, and income over the past 30 years just in the US alone.² The pandemic exposed the huge social and economic costs of years of under-investment in social protections such as healthcare. In Asia-Pacific alone, 60% of people have no access to social protection and 40% have no access to healthcare. These vulnerabilities from the lack of inclusive growth continue to hinder post-pandemic recovery.

Take the gender gap for example. Two years after the pandemic, the Global Gender Gap Report estimates that it will take 132 years to close the gender gap, and if not addressed could shrink the global economy by trillions of dollars by 2030.³ More gender-equal policies such as



better maternity leave can help societies accelerate recovery. The IMF estimates that if women's participation is on par with men's, the global GDP would be 20% higher.⁴

Some governments have been better at prioritising inclusive growth when planning for the future, even when faced with limited tools, resources, and capital. This year, the Chandler Good Government Index (CGGI) has captured this with a number of countries making noted improvements in scores and rankings under **Pillar 7: Helping People Rise**. To find out how these governments have made inroads in creating better and more inclusive national outcomes despite facing a polycrisis, we asked ourselves the following questions:

What makes these countries stand apart? What capabilities do these governments have? What policies and practices help mitigate crises to improve outcomes for all members of society? What can governments do to build healthy and inclusive communities that can confront the growing crises of our time?

Several countries, including Indonesia, Kenya, Portugal, Senegal and Costa Rica, were more successful in creating good national outcomes over the past year despite the polycrisis. These countries have maintained an integrative approach to post-pandemic recovery. A focus on green growth and sustainable policies, and the assurance that the vulnerable have larger social safety nets were some of the major factors of their success.

These countries and many others have learned to overcome limited resources to deal with short-term crises and generate long-term impacts. An ability to deal with short-term crises like the pandemic, while investing in change that pays dividends in the future—such as closing gender gaps and promoting social inclusion—is key to society's well-being and prosperity. To meet escalating global crises, the World Bank emphasised sustainability and inclusive growth, matched by trillions in investments in global public goods, as a priority for the global community.⁵

Instead of looking at health or social issues in policy siloes, governments that placed inclusive growth at the centre of development have been more successful at dealing with current shocks and planning for the future. For example, Indonesia's capacity to shift budgets and policies to ensure inclusive growth remains a top-most priority to its government.

The pandemic has exacerbated inequalities and weaknesses in health and education systems throughout the globe. Some countries have invested heavily in health and education outcomes in response

to these fault lines, while also thinking ahead of the impending climate crisis. We see this in Senegal's and Costa Rica's efforts to continue their impressive response to pandemic healthcare and improve primary healthcare. Other countries have focused on green growth and sustainable policies that ensure larger social safety nets for the vulnerable. Portugal's innovative social inclusion policies are one great example.

Kenya's efforts at decentralisation are an example of how nations have also used innovative systems of governance to promote inclusive development plans. Ultimately these country examples demonstrate that regardless of income level, size or resources, governments are exploring multiple policy levers to help people rise in response to the polycrisis.

INDONESIA

Keeping Inclusive Growth a Central Priority

Indonesia's experience with post-pandemic planning and recovery holds important lessons for peer countries on how to prioritise and promote inclusive growth by responding flexibly and changing policy priorities as needs shift. At the start of the pandemic in 2020, Indonesia launched a comprehensive budget known as the COVID-19 Handling and National Economic Recovery Programme (PC-PEN). In the first year of the programme, the focus was on boosting the healthcare sector, primarily in the procurement of vaccines and in social protections for vulnerable households. The budget also included support for SMEs and regional governments. As the pandemic wore on and new crises such as the increasing cost-of-living and inflation emerged, the government reallocated funds where it was most necessary, with healthcare and social protection programmes receiving the lion's share of resources.⁶

Inclusive growth has been central to Indonesia's policy directions and programmes, especially in the reforms to its healthcare system to close the gaps exposed by the pandemic. These gaps were primarily in uneven and unequal access to healthcare, inefficiencies in referral services, primary healthcare services, and unsustainable financing models. Learning from Indonesia's experience of taking advantage of the 1998 Asian financial crisis to carry out large-scale transformations, President Jokowi announced a major health sector transformation blueprint in 2021 during the thick of the pandemic, and allocated 9.4% of the nation's total budget to the programme.⁷

One of Indonesia's major goals is to move toward more health promotion and prevention activities within its primary healthcare model. Integrated health services posts (Posyandu) and community health centres (Puskesmas) carry the bulk of primary healthcare in the nation. The Ministry of Health of Indonesia aims to standardise and expand the health services offered at health services posts to include lab testing and screening of chronic and endemic illnesses such as cancer and tuberculosis.⁸ City hospitals will also be better equipped to conduct moderate-level surgical operations such as heart stents, and provincial hospitals will be upgraded and enabled to offer all major medical procedures. These developments go a long way toward promoting equitable health access in Indonesia. The Indonesian health sector learned the importance of digitisation in modernising and streamlining healthcare during the pandemic. In response, the Indonesian government has already started rolling out a big-data record-keeping system for all government hospitals.

To close the inequality gap, President Jokowi set out to reduce the Gini coefficient to the range of 0.376-0.378 in 2022 through a range of social protection schemes. The government identified 161 million poor and vulnerable people that would receive assistance to meet basic needs such as housing, food, energy



Through the digital-based registration of the Healthy Living Community Movement, Indonesia is conducting vaccinations for all Indonesians to fight the COVID-19 pandemic, Indonesia 28 August 2021.

bills and education. The education sector was also uplifted by cash provisions to students from low-income families to increase enrolment rates.⁹ COVID-19 exposed the problem of inequity in education—girls, the poor, children with disabilities, and those speaking minor languages were disproportionately affected by school closures. This has prompted more investment in supporting vulnerable students' access to quality education. For example, reforming the curriculum in the early years to focus more on literacy and numeracy rather than traditional subjects, promotes better learning outcomes for vulnerable groups. National exams which are high-stakes and often privilege students from wealthier backgrounds were also scrapped during the pandemic as testing was not possible. This prompted a move towards competency-based assessment models.¹⁰

These comprehensive social protection, health, and education schemes that Indonesia adopted this past year are reflected in Indonesia's 2023 rankings for the CGGI's Helping People Rise pillar, which moved up five places to rank 68th.



KENYA

Inclusivity and Responsiveness Through Decentralisation

Among the 2010 constitutional reforms in Kenya was a rethinking of governance structures that, in the words of former President Uhuru Kenyatta, left an "impactful and transformative" result.¹¹ A significant element of the reforms was the transfer of decision-making authority, or devolution, for a variety of policy domains, ranging from local health to commerce, from the central government to county governments. In an effort to reduce regional inequality and give communities a greater say over their own affairs, the reform also aimed to "give powers of self-governance to the people".

Since the implementation of devolution across Kenya's 47 counties in 2013, notable advances have been made towards increasing participation of the public, reducing unnecessary bureaucracy, fostering local economic growth and contributing to a more equitable distribution of natural resources.^{12 13 14} Of all the notable benefits, those related to "Helping People Rise" provide potent lessons for policymakers who recognise that enhancing the welfare of the citizenry goes hand in hand with economic development.¹⁵ One of the most practical ways that this devolution has promoted inclusivity, particularly for women and minorities, has been with participatory budgeting.



Devolution has enabled the inclusivity of women and minorities from low-income groups through participatory budgeting, Nairobi, Kenya, October 2017.

The process ensures that public funds are used to meet citizens' needs and that citizens have greater oversight over how money is spent. While there are still many challenges in getting more participation from youth, women and minorities in this process, a focus on participatory budgeting has opened up spaces for regional governments to think about how to raise capacity for increased public participation, and to get more people to the decision-making table.

Devolution is also bringing tangible benefits for Kenya as the nation builds on its infrastructure of social resilience to mitigate crises. Although there are challenges to adjusting to a decentralised health sector, the process enabled greater opportunities for populations to participate in the creation of governance systems for healthcare. It also gave more responsibility to local-level leaders, who are naturally closer to their constituents.^{16 17} Overall, there was a marked improvement in the structure of healthcare provision.¹⁸ In some local counties, health sector stakeholders, such as health workers, were also able to actively participate in the design of local healthcare offerings.¹⁹

Budgeting in Kenya has also benefitted from devolution. All areas of government financing from healthcare to infrastructure have undergone revisions. Giving space to local government actors to determine the

most appropriate use of funds enables policymaking to be closer to the ground. The notion of participatory budgeting also became possible in an effort to enable local stakeholders to contribute to budgeting processes. In some counties in Kenya, this influenced how much public funds were spent on the needs of the citizenry and provided oversight of public expenditures.²⁰ While the full impact of devolution in the country continues to be analysed by academics and bureaucrats, the process has empowered local authorities to make policies that are closer to the ground realities of the people they ultimately serve. **Kenya's ranking in this year's CGGI in the Helping People Rise pillar rose nine places to 84th, and notably rose 21 spots in the Satisfaction with Public Services indicator to 61st.**

PORTUGAL

A Long-Standing Commitment to Inclusion and Equality

Portugal moved up three places this year in the Helping People Rise pillar and ranks 21st. One of the most forward-thinking aspects of Portugal's inclusive policymaking this past year has been the emphasis on health, housing, and education. A key hallmark of its 2021 recovery and resilience plan was its strong social protection measures. Portugal was badly affected by the 2008 financial crisis and adopted a series of austerity measures through the early 2010s by cutting back public spending on social inclusion and programmes aimed at targeting poverty. This led to roughly a 2% increase in the share of those at risk of poverty between 2010 and 2015. Even before the pandemic, Portugal recognised the detrimental effects of long-term austerity on social inclusion. The nation boosted welfare and pension funds, resulting in a fall from 19.5 % in 2015 to 16.2% in 2020 for those at risk of poverty after social transfers even during the pandemic.²¹

Building on these modest gains in poverty reduction, the 2021 plan prioritises investments in the National Health Service. During the second wave of COVID-19, Portugal's health system was severely strained. Its government responded with major financial investment in the health sector to fill labour gaps by increasing the number of doctors and nurses. One of the main lessons gained by Portugal during the pandemic is the importance of ensuring that the most vulnerable groups can continue to access healthcare. This was supported by an increase in telehealth medicine. Arguably, the longer-term investment by the Portuguese government in poverty reduction and social inclusion helped to build



Ukrainian refugees exit the charter flight that brought them to Figo Maduro Military Airport, Lisbon, Portugal, 10 March 2022.

trust, which also resulted in high rates of vaccination. The 2021 plan also has investments aimed at strengthening the National Health Service, which provides universal healthcare, and extending the coverage of social services—this includes long-term care and measures to support people with disabilities.²²

As early as 2020, the government also introduced inclusive family policies aimed at alleviating labour burdens on women. Paternity leave was extended from 15 to 20 days. Families with children under the age of three now enjoy tax deductions and financial support for early-childhood education. Low-income families are able to freely access pre-kindergarten services.

Two innovative policies in Portugal stand out in promoting social inclusion at local levels. The 2021 plan pledged EUR 250 million to support social interventions in poor urban areas and an innovative social housing programme. Access to decent living environments and quality buildings for housing helps to build resilience not only in social terms, but also in practical terms as the recent earthquakes in Türkiye and Syria have demonstrated. The social housing investment, worth EUR 1.2 billion, is being rolled out across Portugal. Investments in housing needs within a locality are coordinated between the national and municipal governments. At least 26,000 households will benefit from decent and adequate housing by



2026, including families that require financial assistance and groups that are vulnerable. The scheme includes the construction of new buildings or the renovation of existing homes and buildings, as well as the acquiring or leasing of new buildings where necessary.²³

Portugal's approach to inclusive education attempts to tackle the relatively low secondary and tertiary completion rates for a high-income country. As the country moves to a more green and digital economy, matching educational programmes with in-demand skills is key to ensuring access to the formal labour market. Thus the education reform includes the modernisation of vocational education institutions to better match skills development to the needs of the market, and the boosting of skill levels of the population, allowing more young people to access employment.

Through Europe's ongoing migration crisis, Portugal has always maintained inclusive and open policies for refugees, naturalisation and integration. Portugal is a global leader in inclusive social policies for new arrivals, most notably granting citizenship to children of undocumented migrants after a year of arrival, and all children regardless of legal status can access education. All immigrants, even undocumented ones, can raise complaints to the Commission on Equality for Racial Discrimination.

Overall, with a focus on social inclusion across sectors, such as a stronger safety net for the poor, greater access to quality healthcare, housing and education as well as an upskilled workforce, Portugal seems poised to contend successfully with complex crises.

SENEGAL

Looking to the Past to Prepare for the Future: Building More Resilient Health Systems

Sub-Saharan African countries that handled Ebola were well-placed to deal with COVID-19. Drawing on lessons from Ebola, these countries are shoring up their health systems to face future shocks despite limited resources. One such country is Senegal, which moved up **three places from 86th to 83rd in this year's Health indicator under the Helping People Rise pillar.**

Senegal established its Health Emergency Operations System in 2014 in response to the Ebola outbreak; the system was designed to be a permanent emergency response system. This early investment proved critical in the country's relatively successful COVID-19 response. As the pandemic began, the government unit was able to quickly establish a regime of rapid testing, isolation and treatment of cases. Senegal also relied on its strong research capacity to facilitate rapid testing. At the start of the pandemic, the Pasteur Institute in Dakar was the only facility able to test for COVID-19, but within months, field labs had been established in all its regions and 48-hour testing has become the gold standard.²⁴

Health systems in nations with large rural areas are not always accessible. Decentralisation and a reliance on community health clinics have proved essential to Senegal in ensuring basic healthcare access. Local teams were mobilised to curb the spread of COVID-19. The Senegalese government saw the need to move quickly to increase isolation and treatment capacity, and thus rapidly trained personnel to set up field hospitals and treat patients. This national approach was replicated in all regions. Senegal has 14 medical regions, further subdivided into 79 health districts. The districts have health centres with doctors and nurses, and a further subdivision of *postes de santé*, or health posts staffed by a nurse or midwife. These community health workers became essential nodes in building trust in the community and educating them about COVID-19. The capacity to coordinate between state and local government, right down to the health clinic level, was a critical part of ensuring universal support to all citizens in handling the virus.



The Senegalese Minister of Health and Social Action, Ablaye Diouf Sarr gets vaccinated during the official launch of the vaccination campaign against COVID-19, Dakar, Senegal, 23 February 2021.

Even more impressively, while creating a comprehensive national approach to COVID-19, Senegal worked hard to ensure the continuity of essential health services. This was made possible with its nimble subnational public health model that allowed information and services to flow freely between the capital to all areas of the country. Community health centres were mapped, ensuring that reproductive, maternal and child health services could still be provided. The government supported private clinics to continue their primary care functions and paid for any COVID-19 treatments. During lockdowns, the government also adapted its ongoing disease management programmes, such as home delivery of antiretroviral and tuberculosis drugs so patients could avoid going to health centres. Community health workers also relied on phone and video calls to continue patient management and support.²⁵

Post pandemic, Senegal has increased funding for all entities and bodies working to respond to acute outbreaks. The nation has continued to invest in its community health centres and build local capacity to close gaps in the provision of basic healthcare. The Senegalese government has also launched programmes to support the most vulnerable members of the community: women, youth, children and people

with disabilities. A three-year emergency programme was started to promote youth employment and socio-economic inclusion. During the pandemic, the government quickly reallocated its budget to invest in priority sectors, such as healthcare and social support programmes for the most vulnerable, particularly those living with disabilities, and this has continued after the pandemic. These social support programmes include food distribution, and the payment of utility bills.²⁶

While Senegal works to close gaps in basic healthcare provisions and access in rural areas, the government has capitalised on the lessons from the pandemic to promote digitisation. Prior to the pandemic, the government launched a comprehensive digitisation of the health sector roadmap as part of its efforts to streamline the country's health system coverage. This included the use of telemedicine, helping hospitals to digitise health records and promoting biomedical innovation. The pandemic saw the launch of a digital health certificate, known as the SMART health card, aimed primarily at updating vaccination status and test results. The e-health card has since transitioned into providing up-to-date health information for its users.²⁷

These lessons from Senegal's COVID-19 response and post-COVID investments are important as they demonstrate that even with fewer resources, governments that prioritise inclusive health policies are better prepared for new health crises on the horizon.

COSTA RICA

Responding Comprehensively to the Pandemic to Bolster Healthcare and Social Protections

Costa Rica's approach to a healthy nation highlights the importance of long-term investments in healthcare and education. These investments prepared Costa Rica to face the crisis of the pandemic and the shockwaves of the evolving polycrisis that lie ahead. **In this year's index, Costa Rica moved up five places to rank 48th in the Helping People Rise pillar.**

From as early as the 1940s when Costa Rica dismantled the coffee oligarchy and military, government spending has focused on creating social safety nets, robust public health and education access—all of which are key factors in ensuring resilient systems that support all citizens. Costa Rica is the only country in Central America where everyone has access to electricity and clean drinking water, and one of the few in the region to offer universal healthcare.²⁸

By the 1970s, Costa Rica was spending more on health as a proportion of GDP than many high-income countries. The public health system also relied on a community health model that brought health access to local communities. Local teams of doctors, nurses, and community health workers would visit households annually to assess their needs. This allowed Costa Rica to have a comprehensive picture of the health needs, and the social and environmental conditions affecting the health and well-being of almost all of its residents. The country had also contended with public health outbreaks and natural disasters in the past and had installed emergency preparedness measures. These historic developments helped Costa Rica to swiftly respond to COVID-19.

Costa Rica's response to the pandemic also benefitted from a centralised government that coordinated across all ministries, and the close partnerships it enjoys with the private sector and universities. The government was also able to capitalise on the strong social and community bonds in the country to mount a united response to the pandemic.

Some of the hallmarks of Costa Rica's comprehensive national pandemic strategy included coordination across government agencies, localised responses, effective communication with the public, reliable information and data flows that helped informed policy, financial assistance, and support to business and tourism sectors. Costa Rica also recognised that this was not just a health crisis, but also a social one. Its policy responses always reflected a careful balancing act between health and economic needs. Costa Rica never adopted a full lockdown like many countries in Latin America, and instead focused on stricter lockdowns in hotspots and more relaxed measures in regions with a low number of cases.²⁹ In November 2020, Costa Rica was the first country in Latin America to open its borders to tourists and even dropped testing requirements for visitors.³⁰ As the pandemic wore on, Costa Rica continued to draw on the principles of coordinated government response, strong public and private partnerships, sound decision making that balanced acute needs with long-term effects, and effective localised containment measures.

Despite these efforts, Costa Rica still saw a 26% rise in households falling into poverty and a rise in income inequality. This was largely due to systemic issues

brewing over the past decade which include low access to opportunities for lesser-educated workers, an ageing population and strikingly low labour participation of women compared to neighbouring countries.^{31 32}

Moving forward, the Costa Rican government has continued to look broadly at the challenges that lie ahead as it prioritises its investments. Even during the pandemic, health authorities were already reviewing and revising emergency preparedness guidelines and protocols in preparation for a new pandemic. Another important step the government has taken is to look at future challenges in holistic and integrated ways to identify policy objectives accordingly. Its pandemic recovery plans focus on how to support society's most vulnerable members, ensure the sustainability of public finances and champion low-carbon green growth. Some initiatives include the use of cash transfers to the poorest, measures to help small-medium enterprises (SMEs) and preserve jobs, the increase of tax revenue and acceleration of deployment of green technologies. Costa Rica looks well-positioned to dismantle inequalities and steel itself against upcoming crises.



Healthcare workers inoculating the homeless against COVID-19, San Jose, Costa Rica, 17 July 2021.

PRACTITIONER STORY

Narrowing the Gender Gap in Sweden

Sweden ranks 1st globally for the Gender Gap indicator in the 2023 Chandler Good Government Index, moving up six places despite having no major gender equality programmes over the past year. Rather, this achievement has been borne on the back of reform efforts with the support of a national consensus built over several decades. We speak with Lena Ag, the Director General of the Swedish Gender Equality Agency to understand Sweden's long-term strategy in closing the gender gap.



LENA AG

Director General at the Swedish Gender Equality Agency (SGEA)

Lena Ag is the first Director General of the Swedish Gender Equality Agency since 2018. She has dedicated her professional life to issues regarding gender equality, peacekeeping processes and human development, domestically and internationally.





Director General at the Swedish Gender Equality Agency, Lena Ag attributed the recent rise in Sweden's ranking for the Gender Gap indicator to the result of its long-term efforts toward gender equality rather than any major political reforms over the past year. As a nation, Sweden has been actively working politically for a gender-equal society since the 1970s. This culminated in the passing of the Gender Equality Act in 1979 which promotes equal rights for both sexes in work, employment, working conditions and opportunities for human capital development. It also made gender discrimination in the workplace illegal. While the law is gender-neutral, it is aimed primarily at improving women's conditions in work environments.

The ultimate aim of Swedish gender equality policies is for women and men to have the same opportunities, rights and responsibilities in all areas of life. Gender mainstreaming has been a core strategy since 1994, which means that decisions in all policy areas and at all levels must be made with a gender equality perspective. The Swedish Discrimination Act in 2009 demands that employers not only actively promote equality between men and women, but also take measures against harassment.

The bar was raised further in 2018 when the Swedish Gender Equality Agency (SGEA) was founded under the Ministry of Employment. Right away the agency was tasked to render support to all other government agencies, municipalities, county councils, regions and civil society to co-opt and integrate with a gender perspective in all aspects of their operations through the Gender Mainstreaming in Government Agencies (GMGA) programme. An important part of SGEA's mandate is supporting implementation and monitoring Sweden's national ten-year strategy to prevent men's violence against women.

The SGEA also works on policy analysis and follow-up of progress with universities on gender mainstreaming objectives, and facilitates international exchange and cooperation. It also provides government grants to women's mobilisation, gender equality projects and programmes preventing men's violence against women in Sweden.

Gender Equality Has Broad Political and Popular Consensus Among Swedes

Gender equality goals are generally shared by all political parties in Sweden, despite different opinions concerning how far-reaching the political measures could be applied. For instance, to what extent should policy determine who in the family stays home with the children and makes use of parental leave insurance? Nonetheless, the increased equality in the sharing of childcare and household chores among partners has led to greater labour market participation for women and equality on both the employment and healthcare fronts as a whole.

Over time the focus on economic participation and a gender-equal education system has paid off, even if there are still issues to be addressed. The labour market, for instance, is still very gender segregated as men and women continue to choose gender-traditional occupations. Hence, a disparity in pay persists due



Parental leave is central to family life in Sweden. With each passing year, more fathers are taking paid leave to be with their young children.



Healthcare is a popular profession in Sweden. Despite Sweden's progress in closing the gender gap, more women than men choose to work in the healthcare sector.

to differences in profession, sector, position, work experience, age, and other gender-related issues. In 2021, women's average monthly salaries in Sweden were 90.1% of men's.

The business sector remains male-dominated. According to Statistics Sweden's bi-annual report on gender equality from 2022: only 10% of the companies listed on the Stockholm Stock Exchange had women chairpersons; women account for 36% of board members; and only 13% of the companies had female CEOs.

Director General Ag says there is still a lot that can be done to encourage both men and women to choose "non-traditionally" when it comes to their educational choices, which will influence their careers in terms of what occupations they will take up.

The Swedish view of gender equality is that it is not only about human rights. It is also a matter of socio-economic efficiency, and how resources are



deployed to improve human capital and cope with potential areas of labour shortages. For instance, the healthcare and education sectors need to recruit more personnel in the coming years, and will benefit from having labour from both genders.

Gender equality measures can help dismantle the barriers towards professions that are either traditionally male or female-dominated. The development of the technology sector for instance is an area where more women can be encouraged to choose a career path by pursuing a STEM (science, technology, engineering, mathematics) education.

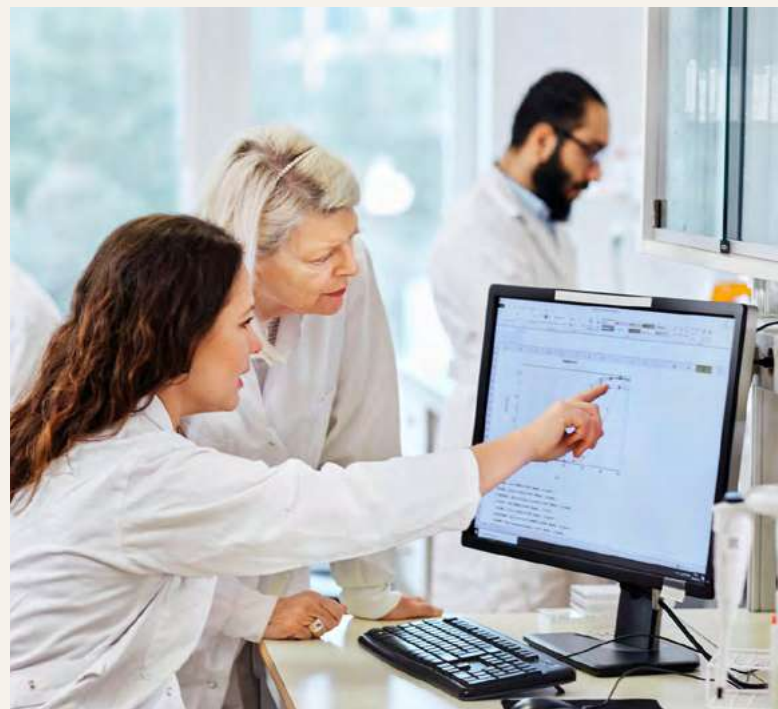
One reason that there is a strong consensus towards gender equality – both among Swedish political parties and the population as a whole – is a gender-equal society is an important objective for our society. This consensus drives the long-term commitment to the work towards gender equality from political leadership, which also is a factor behind the progress of Sweden's national gender agenda.

It helps that most Swedes are of the view that they live in an equal society. A recent study by the SGEA showed that 79% of women and 87% of men see themselves living in a gender-equal society. There have, however, been recent signs of an increasing degree of polarisation between younger men and women, with young men harbouring slightly more negative attitudes towards the need for further policy measures aimed at gender equality.

Impact of the COVID-19 Pandemic On Gender Equality

Like the rest of the world, the COVID-19 pandemic had a negative impact on gender equality. Women in general were harder hit by issues relating to job security and income levels. This is true even in sectors where they have a higher share of the headcount compared to those dominated by men. That disparity is seen in the healthcare sector, where most of the workforce are women, who often found themselves on the frontlines fighting the pandemic.

The health effects for men and women were also different, with more men dying from COVID-19. Men were also less inclined to change their behaviour in response to the coronavirus crisis, such as following health-related advice and recommendations from the authorities.



Encouraging women to pursue a science, technology, engineering or mathematics education may help in closing the gender gap in STEM professions.



The Swedish Gender Equality Agency in a staff meeting with H.E. Paulina Brandberg, Sweden's Minister for Gender Equality and Working Life, Sweden, 22 March 2023.

Women were more likely to look after relatives and care for older people and those with disabilities. The incidence of mental illness is higher among women than men of working age or older. Mental illness is also more prevalent among young women than men of the same age, but men commit suicide to a larger extent than women.

Policy measures such as the pandemic support and subsidies employed to mitigate the ill effects on the economy also tended to be skewed towards male-dominated sectors. Based on these findings, there is evidently a strong need to reassess some of the pandemic measures and explore ways to better integrate gender equality in Sweden's responses to future crises.

Swedish Gender Mainstreaming Mechanisms

The Swedish institutional structure, with its self-acting agencies that are not directly controlled by politicians in their daily business, has been key to the success of the progressive march toward gender equality.

Sweden's overall strategies to achieve gender equality involve all government agencies and institutes of higher education. The robustness of the approach is based on the fact that the agencies carry out the measures that are most suited to attain gender equality themselves, and within their areas and scope of responsibility and governance.

The operating perspective is that the impact of gender equality initiatives will be greater if properly applied by an agency themselves, rather than having prescribed measures imposed by external actors. That is because gender mainstreaming programmes adopt a "soft" governance approach; one that relies strongly on the commitment of the organisations handling the mainstreaming processes.

It is especially vital that senior management within these organisations are committed to the common objectives. Another challenge is to develop and maintain a long-term focus since such changes will not happen overnight. Success is predicated on the persistence of the work needed to address the relevant issues within the various agencies.

Role of Swedish Gender Equality Agency

The SGEA is not subject to any direct political influence. For instance, the minister responsible for the agency cannot tell the agency how to decide on a specific issue. Hence, the SGEA is able to stay objective, offering its input, recommendations and support for the implementation of various policy measures. Sweden has an institutional structure, with fairly small ministries with different kinds of agencies to help them in the work for implementing policy. If the SGEA was set up in other countries, it is likely that it would have been part of a ministry instead of a separate organisation.

The SGEA provides assistance in areas such as raising awareness, developing the methodology and implementation of programmes, coordinating gender mainstreaming efforts, as well as monitoring developments and progress. The organisation is not directly responsible for achieving the changes *per se*. It reports to the government that will take the necessary steps to hold the other agencies accountable for their work on gender equality.

While it has no formal power to coerce the actors into taking the necessary measures and delivering outcomes, the SGEA instead relies on the trust that other ministries and agencies will treat their assignments from the government seriously. It is also vital that all actors not only have clear assignments from the government but also contribute to coordination efforts. Otherwise, it will be difficult for the SGEA to be the driver of change.

The SGEA's support includes the formulation of training programmes that are evidence-based and rooted in statistics and research work that provides an important foundation for transitions to take place.

It is also important that the programmes are tailored toward target groups with the right mix of individuals, while taking into consideration their backgrounds and job roles. The training programmes are also designed to include workshop participation, discussions and the sharing of experiences with examples and case studies from other agencies.

In practice, gender mainstreaming means that agencies should look into their own areas of operations and analyse how each area or aspect can nurture the conditions for gender equality, and eventually contribute to Sweden's overarching gender policy objectives.

That would mean making a thorough analysis of data on activities pertaining to gender. However, if the data is not available, the SGEA conducts the necessary surveys. The agency works closely with Statistics Sweden, the government's central statistics bureau, to widen the scope and availability of gender statistics to help them identify and parlay suitable action plans to improve gender focus.

While the SGEA supports the gender mainstreaming process all along the way, the responsibility for the work is solely on the other agencies. The government entities we work with must conduct the necessary analyses to identify gender-related issues, and develop and adopt the methods for monitoring and evaluating of their activities.

The agency also provides the methodological frameworks and guiding documents, training and means for cooperation, as well as exchanges of experience between agencies. Each agency is responsible for its own tasks, the SGEA, which is currently staffed by 130 personnel, does not get involved in an agency's work. The onus on gender mainstreaming lies with each government agency.

When asked how her experience has enabled her work at the agency, Director General Ag points to how her career brought her a deeper understanding of the time and nature of political change. "My background has been invaluable in order to understand how transformative change is made in a society from grassroots mobilisation to actual political policymaking," she says. "The continued progress in gender equality in Sweden is ultimately the result of a long political struggle and hard work from a strong civil society, particularly the women's movement, generating pressure on the political level to deliver political reforms."

The article is written from interview responses from Lena Ag, the Director General of the Swedish Gender Equality Agency (SGEA) and information from the SGEA.



Sweden is a world leader in gender equality. The Gender Equality Act ensures equal rights for both sexes in work, employment, and working conditions, and made gender discrimination in the workplace illegal.

PRACTITIONER STORY

Achieving Better Health Outcomes in Thailand

Thailand moved up 22 spots in the 2023 Chandler Good Government Index to rank 33rd globally for Health. The World Health Organization (WHO) recognised Thailand's success in managing the COVID-19 pandemic, and has been working with its government to document lessons for future health emergencies. We speak with Deputy Prime Minister and Minister of Public Health Anutin Charnvirakul to understand Thailand's approach to building healthcare and community resilience.



ANUTIN CHARNVIRAKUL
Deputy Prime Minister and
Minister of Public Health, Thailand

His Excellency Anutin Charnvirakul has been Thailand's Deputy Prime Minister and Minister of Public Health since July 2019. He formerly served as Deputy Minister of Public Health from July to October 2004 and March 2005 to September 2006 and as Deputy Minister of Commerce from October 2004 to March 2005. He has been leader of the Bhumjaithai Party since November 2012.

Charnvirakul graduated from Hofstra University, United States with a Bachelor's Degree in Industrial Engineering. He has also been awarded Honorary Doctorate Degrees in several fields, including Civil Engineering, Management, Public Administration, and Economics. He was President of Sino-Thai Engineering and Construction Public Company from March 1995 to June 2004. He also served as Director of the Federation of Thai Industries and Thai Contractors Association under H.M. the King's patronage.

As Minister of Public Health, he brings over 25 years of experience in business development and organisational management. His priorities in public health are to: "Reduce health expenditures, increase revenue, make people healthy, and make the nation wealthy." Under his leadership, Thailand is the first country in Asia to legalise medical cannabis.

In your view, what were some of Thailand's strengths that contributed to a successful pandemic response?

Anutin Charnvirakul: First and foremost, we are so grateful to the Royal Family of Thailand. Our current King's grandfather has been honoured with the title of "Father of Modern Medicine and Public Health of Thailand". His initiatives and efforts produced the most remarkable and lasting impact on the advancement of modern medicine and public health. The King's grandmother was also a steward of public health in her role as a nurse. So, our healthcare system has been highly recognised and well-supported by Thai society.

Political commitment plays a major role in our pandemic response. Thailand has a strong tradition of public health development dating back almost 100 years. The foundations of our public health are taken seriously by the country's administration. We have full political support, from the top office down to all coalition members.

We also have a countrywide network of public health and medical supplies. Thailand is probably one of the few countries in the world with a public hospital in every district, with almost 20,000 hospitals across the nation. More than half of our country's best and brightest students attend medical school and pursue a public health-related education.

Since it was established in 2001, our national health security system has also been made available to all Thai people equally. The public appreciates this, and in return, they readily cooperate with the government.



H.E. Anutin Charnvirakul, Deputy Prime Minister and Minister of Public Health, visits a COVID-19 vaccination booth at Bang Sue Grand Station in Bangkok.

As a result of these factors, we enjoyed strong political support, public cooperation, and access to good knowledge and resources during the COVID-19 pandemic. We had also prepared ourselves to be self-reliant on medical supplies, so these were readily available for our people at the height of the pandemic. Our local pharmaceutical manufacturer even worked with AstraZeneca to produce vaccines.

Based on Thailand's experience, what lessons can we learn about crisis management from the pandemic?

One lesson we learnt from the COVID-19 pandemic is that no one can stand alone. Cooperation between countries is the key. We must make sure that rich countries help poorer countries. Poorer countries that have difficulties in gaining access to medical supplies should be given priority, because the people from these countries travel globally, and are often the ones who provide labour to wealthier countries. If not vaccinated, they may carry the infection elsewhere.

Thailand understands the importance of regional cooperation. When we signed the joint venture agreement with vaccine manufacturers, one condition we agreed on was that Thailand would treat ASEAN (Association of Southeast Asian Nations) countries as our supply domain. Thai-manufactured vaccines would not be used solely in Thailand, and prioritised for Thai people only. When we distributed the first batch of vaccines, Thai people asked why our government did not secure vaccines for ourselves first but let them go to our neighbouring countries. I had to explain that, as the WHO has argued, "No one is safe, until everyone is safe."

Based on this principle, we were able to persuade our people to receive at least four doses of COVID vaccinations—more than other countries—in line with the research that it greatly reduces the risk of serious illness and death. We had to make sure everybody was protected before letting them perform any activities that would expose them to contact with other people.

In summary, we walked the talk of “no one is safe, until everyone is safe”.

The mobilisation of over a million local volunteers was key to Thailand’s pandemic response. What is the role of these volunteers in Thailand’s healthcare system?

We have over one million village health volunteers (VHVs) who aid the Ministry of Public Health in its work. The VHV is an official scheme. A Ministry department looks after their welfare and administration, and VHVs receive training and some compensation for their contribution to society.

During the peak of the pandemic when we had a lockdown and people were required to stay home, it was the VHVs across Thailand’s 77 provinces who were on the frontline. They separated the sick from the healthy, and ensured those with the virus were quarantined and looked after. They carried out area surveillance, making sure no strangers came into their neighbourhoods without being screened.

Once we observed how effective the VHVs were during the pandemic, we further recognised them as “the Thai People’s First Doctors”, so that they could feel proud of their work. In Thailand, the word “doctor” (Moh หมอ) can mean not just a medical doctor, but



Village health volunteers facilitate the line to receive the AstraZeneca COVID-19 vaccine, Krabi, Thailand, 23 June 2021.



A village health volunteer screening voters to prevent the spread of COVID-19 at a sub-district polling station.

also a person who cures other people suffering from grief and illness, or even hardship. Being conferred with this title energised the VHVs and gave them a sense of ownership over their work. This is under the recent “Three-doctor Policy” of the Ministry of Public Health, which recognises three doctors at three levels. The first doctor is the VHVs at the community level; the second doctor is the health workers of a health-promoting hospital at the sub-district level, and the third doctor is a family medicine doctor at a general hospital at the district level.

There was a lot of synergy between the deployment of VHVs and the use of technology. For instance, everyone has a mobile phone. So medical doctors in the hospitals can perform telemedicine through the VHVs. A medical doctor can make a diagnosis over the phone, and the VHV can collect the prescription from the nearest hospital and deliver advice and medication to the patient at home. This reduces patient congestion in hospitals, which means the medical doctors can better attend to patients who really require close supervision.



The Ministry of Public Health also recognises VHV by giving them financial security through a sinking fund that compensates their families in the event of death. We understand that VHV have families whom they might worry about should anything happen to them. So, we try to reduce this anxiety. Whenever an individual VHV dies, the other one million VHV put half a baht into this public fund, and the fund has disbursed THB 500,000 (approximately USD 15,000) to the families of each deceased VHV.

A VHV is an ordinary Thai citizen. Each VHV takes care of about 30 to 40 people. Through them, we can make sure that every Thai person can have a basic understanding and appreciation of good health practices. This helps strengthen our public health system to a very high standard.

How has the Universal Coverage Scheme (UCS) in Thailand evolved to meet the needs of Thai citizens?

When I travelled abroad to meet with my counterparts

in public health, they said our UCS is one of the best in the world. Thailand's UCS is genuinely universal: our people can go to any public hospital whenever they are sick and receive healthcare treatment.

I am probably one of the longest-serving ministers in the Public Health Ministry of Thailand. When I came into office, Thailand already had the UCS but it was not completely universal. My very first policy direction was to ensure that our universal health coverage includes every disease and every Thai person, without exception. Previously, rare diseases and their costly treatments were not covered by UCS. But I said—universal is universal. So, rare diseases are now being covered. Once we adopted the UCS scheme, we had to ensure that everyone is safe. Today, Thai citizens can go to any hospital for treatment. Previously, they could only go to a hospital where they had enrolled. Now we not only provide coverage for every disease, but also offer treatment everywhere.

One service I am proud of bringing under public health coverage is kidney dialysis. Previously, if patients undergoing peritoneal kidney dialysis wanted to switch to haemodialysis, they had to pay about THB 2,000 for each haemodialysis session, perhaps three times a week. That means Thai people with kidney problems who chose haemodialysis would have to spend at least THB 25,000 per month. One doctor in charge of a dialysis facility I visited reported to me that some of these people come only once and then stop, after which they feel that they can no longer bear the expense; they feel they are a burden and would prefer to die. I was stunned. I could not let this happen while I am in charge of this Ministry.

Because I had a good working relationship with my colleagues across the health ministry offices, I was able to do something about this. Right away, I called the Secretary General of the National Health Security Office and asked if we could include self-selection for haemodialysis under universal health coverage. When I presented this case, I received unanimous support from all 33 members of the UCS board for the first time.

This is one of the strengths of the Thai public health system: everybody cares for the big picture, and tries to put aside personal feelings or partisan politics to focus only on the well-being of our people.

What are some capabilities that the Government of Thailand is developing to prepare to face complex public health crises in the future?

I believe that when people have good health and have access to the healthcare system, they feel a personal responsibility to stay healthy. For example, when VHV's are health conscious, they can pass this mindset on to their family members and community.

Family matters in Thai society. In the rural areas of Thailand, when one patient goes to the hospital, five family members follow them. Initially, the VHV, or what we colloquially call the first doctor, visits the patient. If the VHV finds the patient has a fever and symptoms, they call up the doctor in the hospital. The doctors in the hospital then interview the patient, and diagnose and prescribe medication. This significantly reduces the workload at a hospital, as well as costs.

I have also initiated policies to improve self-reliance. The Thai Ministry of Public Health owns the largest pharmaceutical factories in Thailand. The Government Pharmaceutical Organisation (GPO) has access to all pharmaceutical products. As a government body, we can procure licences, pay royalty fees, acquire active pharmaceutical ingredients and manufacture any type of medicine. We have special legal provisions so the GPO does not compete with commercial pharmaceutical manufacturers. When it is a matter of national security and public health, our laws allow us to produce any kind of medicines and vaccines required.

When you are self-reliant, budget is not really an issue. During the pandemic, our main goal was to keep our people safe. The cost of related healthcare services was borne by the government, which provided a budget per capita for patients at each service station. The government spent about USD 12 billion on COVID-related services, and probably only 20% went to private hospitals, which preferred to focus on their regular patients and let the COVID-19 patients be cared for by subsidised government hospitals. So nearly USD 10 billion out of 12 billion spent would have gone to government-owned public hospitals. The majority of funds stayed within the public health system.

Public hospitals in Thailand survive year on year. Any major investments are made by the central government. They tend to be short on funds, with

charges from the UCS being their only income. In a province of 30,000 people, they receive a per-capita budget that covers 30,000 people. If there are more patient visits, their budget becomes tight. But because of the pandemic, extra allocations were made to each of these hospitals to help them deal with the crisis. This has allowed hospitals to recover from their financial problems and make investments for the future. For example, many hospitals used part of their COVID funds to procure radiation machines for cancer treatment so they no longer need to transfer cancer patients to other hospitals.

Beyond the loss of life due to COVID-19, which we grieve, I would say the pandemic experience was very helpful to the Public Health Ministry. We were able to address structural financial problems, we strengthened our national foundation of public health, and we learned from the experience in coping with a pandemic—one of the most severe in the history of mankind. We have to take the positive aspects of this pandemic and move on with resolve and readiness.

What led you to be active in the Thai Red Cross Society's "Heart With Wings Operation" that airlifts donated organs for emergency transplants?

I am a pilot and many of my friends are cardiologists. We have many areas in Thailand that can be accessed only by a weekly flight. I fly with teams of doctors to



H.E. Anutin Charnvirakul flies a medical team to Udon Thani to pick up donated human organs. That was his 40th flight under the "Heart with Wings Operation" since 2014.



H.E. Anutin Charnvirakul, Deputy Prime Minister and Minister of Public Health of Thailand observes a cannabis oil shelf at the Asian Hemp Expo, Bangkok, Thailand, 30 November 2022.

every part of Thailand, for charity, to deliver donated organs to their recipients in time. It is a mission I feel I cannot refuse, no matter what.

In our culture, the surviving relatives of a deceased patient generally agree to donate their working organs, because it is a chance for the individual who has passed to make one last merit. But we have only a few short hours to make the transfer.

So if this were to happen during the night, or in a city that is not easily accessible, they call me and I fly to bring the donated organs back to Bangkok, where there are many patients waiting for a transplant. We only have a limited timeframe to get the donated organs from the deceased to the patient. In the case of a heart transplant, the timeframe is even tighter at four hours. The sooner the transplant takes place the better.

What has your experience been like working for the Ministry of Public Health?

As a former businessman with an education in engineering, the Public Health Ministry was probably the last workplace I would have chosen. In Thailand, we think that working with medical doctors is probably one of the hardest things to do. When I was appointed

as Deputy Minister of Public Health 20 years ago, I felt it was a punishment; that I didn't belong there. But I was too young to refuse. That was my assignment and so I accepted it.

But after two years in office, I completely changed my mind, and came to believe that I was lucky to work there. I could see how we could make plans and put them into action at once. It satisfied me as an engineer that wants to see what we are building come to fruition.

Later on, when I became the party leader and I could choose my portfolio, my first pick was to head the Ministry of Public Health. I have been able to roll out policies such as legalising cannabis, strengthening our foundation for public health, and improving universal health coverage for all.

Despite the COVID-19 pandemic and many other challenges, it has been a good four years (2019–2023). I have been able to get through it all together with my excellent team and colleagues. In many instances, I have been surprised: "Are we really that good?" But we are that good. All of this has come about because of the collective knowledge, experience, and dedication of people in the Public Health Ministry of Thailand. I am proud to be part of it.



THE GOVERNANCE COMPETITION—MOVERS AND SHAKERS IN 2023

Rising Above in the Governance Competition



A 19th century engraving of ancient Rome. The capital of the Roman Empire was a bustling hub for commerce, arts and the sciences.

At the height of its influence, the Roman Empire stretched from Western Europe to the Middle East to North Africa. *Roma Caput Mundi* – Rome declared itself, of course in Latin, as the capital of the world. And it was a capital to which many were drawn – immigration accelerated in 212 AD when Emperor Caracalla extended citizenship rights to all born within Roman territory. Rome became the epicentre of global commerce and trade. Arts and sciences flourished.¹ The empire left an enduring legacy in government, law, architecture and engineering – and served as an early example of how well-governed nations attract talent and capital.²

Since the dawn of civilisation, good governance has been the deciding factor in whether a nation succeeds. It remains so today.



That same empire would come to exemplify precisely the opposite lesson – how poor governance can repel talent and capital. By the 5th Century, Rome's borders and economy had contracted, its institutions were crumbling, and the empire was undergoing a decline from which it would never recover. Similar arcs – albeit with different timelines, characters, and details – emerge in the rise and fall of the Han Dynasty, one of the golden ages of Imperial China, or the Mali Empire of West Africa. A thread linking the trajectories of these once-great nations and so many others like them is the development – and subsequent erosion – of good government.

The Most Important Competition Today and Its Prize

Since the dawn of civilisation, good governance has been the deciding factor in whether a nation succeeds. It remains so today.

Talent and capital gravitate towards good governance – and in a world where people and investments cross borders in historic numbers, the competition for them has never been so fierce. Well-governed countries typically enjoy a high demand for immigration and



Singapore is ranked 1st in the 2023 Chandler Good Government Index. Known for its political and social stability, and vibrant markets, the country is a hotspot for immigrants and investors alike, Singapore, 13 August 2016.

foreign direct investments – and all the benefits that flow from them, whether in the form of greater creativity, entrepreneurship, or innovation.

In times of crisis – and we are living through a “polycrisis” (see pg 11 for more) – talent and capital tend to move even faster, as citizens and businesses flee to safety. We can glimpse this in the “brain drain” and “brain gain” from the Russo-Ukrainian conflict – more than 1,000 international business have curtailed their operations in Russia, while 10% of the country’s tech workforce left within a single year.^{3 4} Meanwhile, countries like Singapore (ranked 1st in the 2023 CGGI) and the United Arab Emirates (ranked 20th) both took steps to attract top tech talent in 2022,^{5 6} and saw their respective capital inflows increase.^{7 8}

Climate change will likely shift migration patterns, along with capital and talent movements, even further, as will the rise of remote working. This will only intensify the competition – and increase the premium on good government.

Today’s Outcomes Don’t Guarantee Tomorrow’s Success

The outcomes of governance competition shape a nation’s trajectory – but, as history shows, those trajectories can be changed. Latvia, for example, saw its population fall 25% over 25 years due to a lack of

opportunity and falling birth rates within the country.⁹ This report tells of a transformed Latvia, thanks in part to a focus on digital technology to empower its public sector and citizens.

Vietnam, North Macedonia, Kenya, Morocco, Indonesia, and the United Arab Emirates (UAE) – these are just some of the countries that climbed between three to six ranks in this year’s CGGI.

To better understand what can spark and sustain this change, we take a closer look in this section at three nations: Singapore, the UAE, and Rwanda. We hear from local experts and practitioners on what is driving their results, and possible lessons for other countries.

Singapore: From Third to First

Singapore moved from 3rd to 1st in this year’s Index. The country’s response to the COVID-19 pandemic was laudable. Beyond securing a high vaccination rate – which accelerated the opening of its economy – Singapore’s recovery from the pandemic outperformed peer countries and surpassed its pre-crisis levels.¹⁰ The country recently released a white paper reviewing the nation’s response to the pandemic to prepare for future crises.¹¹ We speak with experts across government, academia and business to understand what’s driving Singapore’s strong performance today, and how the country is preparing for the challenges of tomorrow.

UAE Cracks the Top 20

The UAE recently fulfilled its Vision 2021, an ambitious 10-year plan whose fruits can be glimpsed in this year's CGGI: the country ranked 20th globally. Its performance was particularly improved in two pillars: Strong Institutions, and Leadership and Foresight. As the country embarks on the *UAE Centennial 2071*, its 50-year national plan, we speak with H.E. Mohamed Bin Taliah, Chief of Government Services, about his country's focus on service excellence.

Rwanda: Promoting Good Governance through Monitoring and Measurement

Rwanda maintained its position as the highest-scoring low-income country on the CGGI, ranking 52nd globally. It outperformed its peer countries and ranked 16th in Leadership and Foresight, and jumped 11 places to rank 52nd for Strong Institutions. Given that the country was, just under 30 years ago, being called a "human tragedy" and "worst humanitarian crisis in a generation" by world leaders¹², this transformation is remarkable. And good governance has been at the heart of it. We speak with Dr Usta Kaiteisi, CEO of the Rwanda Governance Board, on how her organisation supports the government's commitment to good governance by tracking its performance.

These stories of good governance, along with others mentioned in our report, are by no means exhaustive – but they are, we hope, success stories we can emulate. Sharing snapshots such as these from around the world reminds us that good governance, regardless of geography or ideology, is possible.



Kigali is the capital city of Rwanda and a vibrant business centre. Rwanda attracted USD 211 million of FDI in 2021, Kigali, Rwanda, 21 September 2018.



The Services Pioneers from all federal entities of the United Arab Emirates participated in the forum to exchange expertise and experiences that would enhance the efficiency of government services and discussed transformational initiatives that would have a significant impact on people's lives, United Arab Emirates, June 2022.

PRACTITIONER STORY

Punching Above Its Weight — Singapore Standing Tall

Singapore moves from 3rd place to 1st in the 2023 CGGI.

Singapore gained its independence back in 1965 and since then, from a small island with limited natural resources and prospects, it has grown to consistently rank globally as one of the safest and most desirable places to live and do business in. Good government is credited as being the not-so-secret of its success. Singapore's national development has inspired a huge amount of scholarship and analysis, while its civil service is frequently held up as an example of what a highly trained, high-performing government looks like in practice.

The Chandler Institute of Governance spoke with three experts from across government, business, and academia to explore different perspectives on what is powering Singapore's strong performance, how it has responded to the polycrisis, and the key challenges looming on its horizon.



DR ANN FLORINI

Fellow, Political Reform Programme
New America

Dr Ann FLORINI, an academic and author who, in 2006, founded the Centre on Asia and Globalisation at the National University of Singapore. Dr Florini later created and ran the unique Masters of Tri-Sector Collaboration at the Singapore Management University, a programme focused on helping business, civil society, and government work together. Dr Florini is now a Fellow in the Political Reform programme at New America and on the Arizona State University Faculty, and has previously held senior appointments at the Brookings Institution and Carnegie Endowment for International Peace.



DR HSIEN-HSIEN LEI

Chief Executive Officer
The American Chamber of Commerce
in Singapore

Dr Hsien-Hsien LEI, who, as CEO of the American Chamber of Commerce in Singapore, leads "the largest and most active international business association in Singapore and Southeast Asia", representing the interests of more than 600 companies registered in Singapore. Dr Lei is also an Adjunct Associate Professor at the National University of Singapore Saw Swee Hock School of Public Health, and a member of the Johns Hopkins Bloomberg School of Public Health's Advisory Board.



LIM SIONG GUAN

Former Head of the Civil Service,
Singapore

LIM Siong Guan, who over his 37-year career in the Singapore government held roles that included serving as the first Principal Private Secretary of Singapore's founding Prime Minister Lee Kuan Yew, and as the Head of the Civil Service. He also, in separate stints, served as a permanent secretary at the Ministries of Defence, Education, and Finance, and the Prime Minister's Office. Among other positions of leadership throughout his career, Mr Lim was Chairman of the Singapore Economic Development Board, and Group President of GIC, one of the country's sovereign wealth funds, from 2007 to 2016.

Singapore's Performance in the Seven Pillars of the 2023 CGGI



Singapore moved from 3rd to 1st in the 2023 Chandler Good Government Index. To what extent do you agree with the rankings, and what do you see as the strengths of the Singapore government?

Lim Siong Guan: From the earliest days of modern Singapore, there have been clear principles for national governance which the government has consistently practised. They can be summarised as:

- Leadership is Key: Competent and effective leadership, worthy of trust.
- Anticipating Change; Staying Relevant: Future-oriented yet doing well today.
- A Stake for Everyone; Opportunities for All: Looking out for all.
- Meritocracy: Recognition and reward according to performance and contribution, with integrity and incorruptibility.

Besides living out these principles, a particular strength of the Singapore government is the almost natural capacity to operate on a whole-of-government basis, and sometimes even on a whole-of-nation basis. An important reason for this is the physical smallness of Singapore, because it allows an ease of communication and an agility of response which larger countries will find significantly more difficult to do.

I think Singapore's #1 ranking on the Chandler Good Government Index is deserved from an objective point of view, but not good because it may diminish the sense of urgency to keep doing better with even greater creativity and imagination.

Dr Hsien-Hsien Lei: Singapore has earned its high ranking on the Index through sound governance, stability, transparency, and clear communications. Companies have made Singapore their regional headquarters due to the predictability of the business environment along with a safe and strong infrastructure. The government regularly conducts consultations with stakeholders to gauge sentiment and receive feedback which is often incorporated into future decision-making. Singapore has rational employment, tax and business policies that enable growth and support sustainability.

We asked Dr Lei about the government's policies and initiatives she felt supported businesses and investors, and how Singapore had adjusted to meet the changing needs of businesses and investors in recent years.

Singapore is a great partner to businesses and investors. The Economic Development Board (EDB) enables the success of foreign companies by facilitating investments, supporting innovation, connecting potential partners, and providing access to government incentives. Additionally, the Ministry of Manpower has rolled out a number of initiatives including the COMPASS framework and the ONE pass to support the talent needs of businesses in a transparent and fair manner.

But clearly today, investors and businesses are facing major disruptions to operations. Risk mitigation is top of mind. Singapore has strategically developed 2030 plans for trade, manufacturing, and sustainability along with others that hold opportunities for the

public and private sectors to solve problems together. In particular, both local and foreign businesses have the chance to raise Singapore's competitiveness in the global marketplace and lead in innovation, technology and the green economy.

The focus of this report is how governments can respond to the current polycrisis. How prepared is Singapore?

Lim Siong Guan: The Singapore government is thinking about the future all the time, for which it has a well-oiled scenario- and strategic-planning process. But specifically planning for the future can only extend to the known-knowns and the known-unknowns. The government also needs the capacity to cope with the unknown-unknowns. Here the qualities of being aware of important changes happening in the world, being alert to new dangers, and having the agility to change and to respond quickly and appropriately, having a facility to learn through doing, are all critical.

Dr Hsien-Hsien Lei: Singapore is good at looking around corners. Even more important, Singapore's leaders learn from experience and critically examine how to be prepared for future crises. For example, in

March 2023, a white paper on Singapore's response to COVID-19 was published by the government, in which they identified what was done well, what could have been done better, and the lessons learned. These lessons are not only applicable to future pandemics, but also to other crises: prioritisation, resilience, partnerships, capacity building, science & technology, crisis planning and management, and clear communications.

Dr Ann Florini: "Polycrisis" conveys the idea that we have a cascading series of problems that are all interacting with each other. That interaction is something that governments generally are very bad at managing, because they have divided themselves into bureaucracies focused on dealing with a single problem. There's a lot of talk about whole-of-government approaches and very little execution of them.

Singapore does better than most at finding ways of looking across different components and problems. It has some advantages in the way ministers move across agencies. Another advantage, frankly, is that it's small. And therefore, there's a small group of people who are all trying to do the same thing.



The Singapore Parliament House is housed within the nation's central civic district.

We asked Dr Florini a follow-up question: Given that scenario planning is an important capability that can help governments anticipate — and therefore better navigate — crises, what are Singapore's capabilities in this area?

I think Singapore is best-in-class when it comes to using futures methodologies and scenarios methodologies and inculcating an understanding of that approach throughout the government.

I was blown away by Singapore's futures work. I participated in some of the training sessions the Civil Service College conducted for government officials at various levels. When I designed the programme for Singapore Management University, we had an entire module on scenarios and futures, taught by a person who conducts training for the Singapore government.

That approach is absolutely necessary for governments to be able to cope with the polycrisis, because if you have no capacity to look ahead, you're going to be continuously blindsided. The standard tools of public policy — which are very linear and assume that things will settle back down — often rely on false assumptions. Scenarios methodology forces you out of your usual boxes of thinking. And it allows room for human imagination and speculation. Scenarios are not forecasts — they'll never work as forecasts. If you try to use them as predictions of what's going to happen, they're probably actively unhelpful. But if you use them as a way of enlightening people and getting them to think about how all these different pieces fit together, they're extraordinary.

I'd love to see government officials from all over the world getting that kind of training. Some do. But it is nothing like Singapore's broad, systemic approach to cultivating an understanding of future scenarios and their complexities.

What are some of the biggest challenges facing Singapore?

We put this question to Mr Lim with a focus on the civil service: What were the challenges Singapore's civil service faced, and what capabilities does the country need to build to maintain its high standards?

Lim Siong Guan: In the earlier decades of Singapore's independence, where the government would like Singapore to get to in, say, 30 years, can by and

In the next five years, Singapore will need to maintain its competitive edge against other markets that are growing more rapidly and have a younger working population.



large be seen somewhere in the world. The dream for the future is a dream of possibilities already achieved somewhere else. The challenge for Singapore then is to choose where we want to go, to learn how to do it and to adapt accordingly. It is the most sensible approach in the passage from Third World to First World.

The challenge for the civil service of Singapore today is to dream the Singapore 30 years from now which we cannot see anywhere in the world today. It is a challenge of imagination and creativity, of learning through doing, and of being able to secure public trust, interest, support and participation all along the way.

Dr Hsien-Hsien Lei: In the next five years, Singapore will need to maintain its competitive edge against other markets that are growing more rapidly and have a younger working population. The demographics of Singapore as a super-ageing society will require a shift in mindset in how local and foreign companies along with local and foreign talent can contribute to the economy together with multiplicative effect. The digital economy is also changing consumer behaviour which will place new demands on supply chains. Overall, Singapore is well-positioned to face any challenges that come up because of its thoughtful, well-researched and open approach.

Dr Ann Florini: One obvious problem that Singapore faces is the US-China relationship. That is so challenging for all concerned, and it is very hard to see the situation simplifying for Singapore in the near future. I think given the conditions under which it finds itself, Singapore's doing a good job at walking those tight-ropes.

We also live in a very fragile global economy, and Singapore, because it is such an outward-looking country, is particularly vulnerable to downturns.



Downtown Singapore is a hotbed for commerce, shopping, entertainment and the arts for Singaporeans and visitors alike, 2014.

The consequences of climate change are going to keep worsening, and that too poses a real threat. To be a small tropical island in a world of rising seas and great storms and heat waves – that's a great challenge. But if any place can build itself some security from the impacts of climate change, it's going to be Singapore. On climate change and oceans and other issues, Singaporean diplomats have played a disproportionate role in helping the world move forward. It is often said that Singapore punches way above its weight internationally. That's because of the quality of the people that are involved in engaging Singapore with the rest of the world — the quality of the diplomatic corps and the quality of the international engagement. Its work on climate is something we should all be grateful for.

Another key challenge is the question of Singapore's low birth rate. The demographic crisis is an existential one. There are efforts to bring in migrants, but I'm not sure those match the scale of the challenge yet. So, what's going to happen there?

And another issue for Singapore, curiously, is that it has a very effective bureaucracy. It's very good at top-down initiatives. But the whole set of issues

that we're talking about in the polycrisis requires a degree of capacity for bottom-up, self-organised engagement. It requires going far beyond consulting with the citizens; it requires empowering and engaging them. And that's not something most governments are good at.

On climate change and oceans and other issues, Singaporean diplomats have played a disproportionate role in helping the world move forward.

Singapore — like so many other countries — would benefit from a greater variety of voices engaged. This polycrisis isn't just a current crisis, it's a long emergency, and it's the shape of the future. Things are going to get more challenging. To have a real diversity of voices involved in shaping how you respond — I think that's something all governments are going to have to do.

Three Questions on Governance with Lim Siong Guan

The CGGI believes that governments have an important role to play in fostering innovation and a culture of excellence. Mr Lim Siong Guan's extensive and historic public service experiences provide a rare and unique insider's view on how these governance capabilities can be strengthened.

In your book and lecture series "Can Singapore Fall?", you said Singapore needs to begin a new Age of Pioneers to stop the nation from falling into an Age of Decadence and an Age of Decay. What do you think is the government's role in ushering in a new Age of Pioneers?

Lim Siong Guan: Pioneers are people who create and who get into new spaces, be it business or technology, society or culture. The government's role would be to encourage and enable the spirit of innovativeness. Opening space for start-ups today is an example, but probably too narrow. The spirit of innovativeness should not be just about start-ups or technology. We should want the bus captain, the nurse, the teacher, the homemaker... everyone to imbibe and display openness to, and practice innovativeness. It is a process that needs to start even before school.

Cultivating the right culture is a big part of running a successful civil service. As the former Head of Civil Service, you were also instrumental in building the Public Service for the 21st Century programme. What were the elements of Singapore's civil service culture that allowed it to become one of the best civil services in the world? How was this culture intentionally built? What advice do you have for other government leaders who are seeking to build a strong culture in their civil service?

We try to inculcate in every civil servant the sense that they are important players in creating the best possible Singapore for Singaporeans today and into the future. They are not simply to follow the orders of the minister, but to actively contribute towards creating the kind of Singapore they think is good for future generations. This process is enormously enabled by what the founding Prime Minister Mr Lee Kuan Yew believed, that no matter what brilliant ideas his ministers may have, they come to nothing if there is no civil service which has the competence and effectiveness to bring the ideas to life. The congruence in the intentions of the political and public service leaderships to attend to the long-term survivability and continued success of the nation produces real power and energy.

You were Principal Private Secretary to Singapore's first Prime Minister, Lee Kuan Yew. What were some key lessons you learnt from him on effective governance?

The most important lesson I learnt was that running a country cannot be like running a company. When running a company, removing the poorer performers among its workers will improve the overall performance of the company. When running a country, the government has to provide for all. And in the process, the government should eschew the politics of expedience – doing what is convenient for the moment – and instead adopt a politics of explanation and of conviction – to explain and convince the people of the need sometimes for unpopular policies to secure a worthy future not just for the current generation, but also for the generations to come.



Lee Kuan Yew, Prime Minister of Singapore from 1959 to 1990.

PRACTITIONER STORY

Excellence in Government Services: The Emirati Way

The United Arab Emirates (UAE) emerged in the Top 20 of the 2023 CGGI despite it being a challenging year for countries globally. The nation is ranked 2nd for our Index's Leadership and Foresight pillar, and moved up 13 places to rank 21st in our Strong Institutions pillar. The UAE is also ranked 5th globally and 1st in the Middle East and North Africa region for Satisfaction with Public Services, 3rd worldwide in Innovation and 2nd in Implementation indicators. We speak with H.E. Mohamed Bin Taliah, Chief of Government Services in the UAE, to understand how a focus on service has created world-class public services in his country.



H.E. MOHAMED BIN TALIAH
Chief of Government Services of the
United Arab Emirates Government

His Excellency Mohamed Bin Taliah is the Chief of Government Services of the United Arab Emirates Government. He oversees the development of government services and the design and implementation of programs that ensure providing consistent high-quality services to constituents through the "Emirates Government Service Excellence Program" (EGSEP). He also oversees other programs including the Global Star Rating System, Khadamat System, and the Best M-Government Award.

Bin Taliah is driven by a strong passion to serve the people of the UAE and enhance their lives through innovative design and development of seamless, intuitive services. His primary goal is to position the UAE as a global leader in Government Services by leveraging advanced technologies and tools to empower government entities and public servants. With synchronised and tireless efforts, Bin Taliah strives to provide proactive services across categories, delivering exceptional experiences to all UAE constituents and service beneficiaries.

The United Arab Emirates (UAE) is ranked 5th globally and 1st in the Middle East and North Africa region in the Chandler Good Government Index for Satisfaction with Public Services. How has the UAE sought to design citizen-centric public services?

H.E. Mohamed Bin Taliah: When it comes to customer satisfaction, we are guided by our UAE Government Promise for the Services of the Future (see box story on page 118). One of our principles is "Listening to Customer's Voice".

We have a number of tools that we have invested in and matured over time to make sure that there is open communication with our constituents who use government services through any platforms: be it websites, mobile apps, call centres or physical service centres. We have also introduced a "UAE Mystery Shopper" application that lets constituents anonymously rate any service and also suggest improvements or offer detailed feedback. Besides these, we have released a new version of "Customer Pulse"—an easy-to-fill survey shared with any individual who has gone through a government process online or offline.

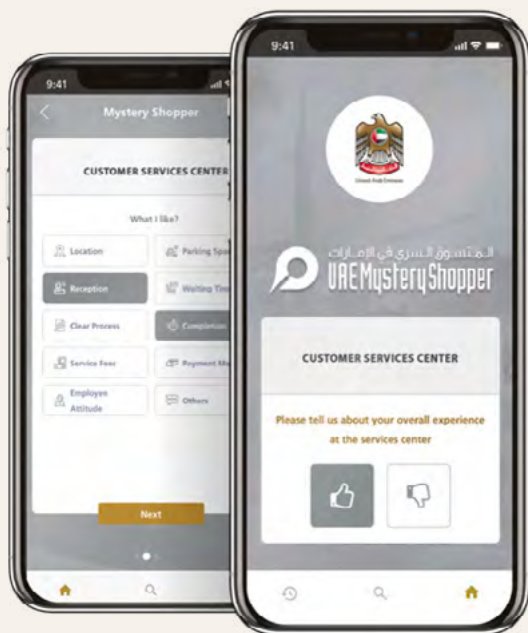
Such tools ensure that we are constantly listening to the customer's voice. We take customer's input seriously and we act upon it in most cases with immediate effect. It is always shared with top management in the respective entities and detailed



His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, launched the Emirates Government Service Excellence Program in 2011 to promote customer service quality and excellence in government services.

monthly statistics are circulated to ensure that progress is monitored and repeated complaints are handled with permanent resolutions.

No doubt, this has helped us improve in leaps and bounds in many areas of our government services provisioning process and framework. Our latest published results show a satisfaction level of 88% from some three million filled surveys. We are very happy with the results; at the same time, we continue to work tirelessly to achieve higher levels of satisfaction across services and channels.



The UAE Mystery Shopper app allows customers to evaluate their experience at a service centre, and government entities to better understand customer needs, United Arab Emirates, March 2020.

What are the key thrusts of the Emirates Government Services Excellence Programme?

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai launched the Emirates Government Services Excellence Programme (EGSEP) in March 2011. The programme aims to provide federal government services at the state level with consistent quality, and to raise the efficiency of government services to a '7-star' level, by focusing on customers as a priority.

When the Programme was launched, it was able to build on a decade-long foundation of learning and development, that had seen our public sector go through several phases of evolution: both in terms of the mode and quality of government services provided, as well as in the operational efficiency of back-office systems and processes. Since then, EGSEP has been instrumental in numerous key policies, initiatives and frameworks that together have contributed to our current standing in global rankings and customer satisfaction levels.

In 2021, we launched the "Emirates Government Services Strategy 2021-2025"¹ with four main priorities: promoting the well-being of customer and society; enhancing trust between the government and constituents; enhancing government services sustainability; and increasing the UAE's competitiveness. I invite governments around the world to read about our five-year strategy and the goals we have set for ourselves.

The UAE Government Charter for Future Services

The UAE Government launched its Charter for Future Services in 2020 to set the main principles for designing and providing government services in the UAE. The below points are the main principles of the UAE Government Charter for Future Services. They represent a framework for designing, developing and providing government services.



Human-Centered Services

Providing government services that are tailored to meet human needs, requirements and preferences, and designed with customers' feedback in mind.



Digital Services by Default

Providing proactive digital government services to suit future lifestyles.



Integrated, Varied and Consistent Service Channels

Providing government services through various, integrated and coordinated channels that cater to customer preferences through a unified government interface.



Seamless and Proactive Experience

Providing bundles of seamless, interconnected and proactive services to the customer on time and before request, based on life events.



One-time Data Provision

Designing interconnected and integrated government services that request customer data only once.



Safe Data and Guaranteed Privacy

Protecting the data shared among government entities to keep it safe and ensure customer privacy.



Listening to Customer's Voice

Listening to the customer's voice and ensuring transparency in the evaluation results.



Value Added Services

Adjusting government fees to reduce costs and increase efficiency in government entities.

Source: The UAE Promise²

The EGSEP programme also includes the renowned Global Star Rating Programme³, the government services development programme, the services pioneers, the services circles and the M-Gov Award, among so many other initiatives and tracks. Federal and the local government entities are coordinated and aligned: our Global Star Rating Programme covers both without differentiation. At both the federal and local government levels, our focus is on the best we can do for our country and for every single person living in it or visiting it.

How has the UAE nurtured a strong culture of customer happiness and service excellence in its civil service corps?

Our Global Star Rating Programme emphasises customer satisfaction, customer experience and happiness, as well as service excellence. Four out of the eight pillars on which government entities are evaluated revolve around the customer, as well as the empowerment of service employees. The “Customers” pillar assesses the entity’s understanding of its customer base and how it uses customers’ data and profiles to provide them with better services.

The “Customer Experience” pillar evaluates the consistency of customer experience and happiness across the various phases of the customer’s journey with the service. The “People” pillar focuses on an entity’s service and human resources culture, and how this empowers the entity to design and provide services for, and reach out to, its customers. Finally, the “Service Channels” pillar focuses on the entity’s operational efficiency and effectiveness in its communications with customers. It is evident that, in the years since its inception, the Global Star Rating Programme has had a substantial positive effect on the civil service sector and the quality of service offered to constituents.

The United Arab Emirates has earned a global reputation for excellence in services across sectors, such as hospitality, airlines, aviation, and banking, just to name a few. To nurture excellence in government services as a mindset among government employees was an enabler rather than a challenge. The employees of these government entities themselves experience a high quality of service from the different sectors on a daily basis. It is thus natural that staff in the public sector would want to be on par with or better than the other sectors that render services to constituents.



Groups of Service Pioneers and specialists from all federal entities ideate and discuss new services design, and transformational services and bundles in the Services Circles Event, June 2022.

Our people have been and remain a driving force in our service excellence journey. During the pandemic, government services in the UAE continued with almost no interruption. This exceptional resilience was thanks to the dedication of the teams across our government entities, and the readiness of our supporting systems and infrastructure.

The UAE government has adopted various models of customer engagement and co-creation of services. What impact have these had, and can you share a success story?

The very first statement in our Government Promise for the Services of the Future is that human beings come first. The beneficiaries of our services are at the core of everything we do. Not only do we design human-centric services by default, but we also engage constituents throughout the process from the service design stage to the post-launch phase.

For example, we launched the "Services 1" Centre as a one-stop shop for government services. We use it to hold co-creation sessions with citizens to jointly design new services; we take in their feedback, suggestions and ideas on how such services can best serve their needs.

We also hold regular Customer Councils where we discuss topics related to government services with a range of beneficiaries, including investors and entrepreneurs, youth, elderly citizens and others. We have held more than 136 councils so far, and the outcomes have always been invaluable. We also avail ourselves of various other feedback channels to keep communications open between the government and our constituents.

How does the UAE train and equip civil servants to deliver on its promise of service excellence?

The UAE is a country of the future and our talent needs to always be future-ready. Investing in our human capital and enhancing government capabilities with future-proof skills is a main pillar of our government services strategy. The UAE government continually develops the competencies of our talented federal government workforce, equipping them with the necessary skills and knowledge needed to shape the future we envision for our country. It also creates for them the best possible work environment to boost efficiency and productivity. To support these aims, there have been a number of impactful initiatives over the past few years.

For example, in 2017, the UAE Government trained 7,000 frontline employees and upskilled them on how to innovate through government service design, how to serve different segments of government beneficiaries, and how to address customer complaints and feedback. In 2018, service centre managers, heads and supervisors undertook qualification and capacity-building training, as part of a Train the Trainers programme for the Managers of Customer Happiness Centres. This was to equip them with the latest and most essential concepts and principles for efficiently managing their frontline and customer service teams. More senior-level managers and directors undertook similar training as part of a Government Services Experience Programme on how to design seamless and convenient customer experiences.

Prior to the pandemic, we also launched an online course on service excellence and how to manage customers, which our employees could access from any device. This boosted adoption and usage. We recently also launched the Jahiz initiative, one of the UAE government's major transformational projects.



Customer Councils are a unique discussion platform where customers share ideas about future services with government entities to enhance efficiency, United Arab Emirates, 29 June 2021.

Jahiz, (which means "ready" in Arabic), seeks to enhance the future readiness of federal government talents. Through a digital platform, Jahiz offers staff a specialised journey to develop four groups of skills most closely related to the future direction of government work, namely: Digital Skills, Data and AI Skills, New Economy Skills, and 10X Skills.

Recognising individual and organisational excellence is a key pillar of the UAE's government ecosystem. What advice do you have for designing such recognition frameworks?

The UAE Global Star Rating Programme has been running since 2011. We can see how it has motivated government entities to go above and beyond in their efforts to achieve excellence and advance their ratings. When you visit a government service centre today, you can clearly notice its star rating at the entrance: the employees see it every day, as do their customers whenever they visit the facility. Be it an entry-level employee or the director-general of a government entity, one cannot help but want to see five, six, or even seven stars decorating the entrance wall of one's place of work. It prompts every staff



member to think about how they can contribute to achieving this recognition. This is the type of impact we designed this programme to achieve.

In general, a recognition programme in the government sector, whether for entities or individuals, should have clear and measurable objectives that are aligned with the country's vision and goals. It has to have fair and objective standards, which are perceived as such by every entity involved. The implementation of such programmes needs to be fair and consistent. The effectiveness of recognition programmes should also be assessed on a regular basis—this is often missed and can have negative implications.

Finally, such recognition programmes add tremendous value when leadership supports them. Throughout the years, His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, has made it a point to attend the award ceremonies of the best-performing service centres across the country in person. Such events resonate on a government-wide scale and motivate other entities and individuals to also strive for such

achievements when they go to work in the morning. His Highness Sheikh Mohammed also awards the top ten best-performing service agents and front liners with an annual medallion for the top Government Service Heroes, in recognition of their exceptional work. These award-winners are carefully selected based on a year-long process of close observation and assessment.

How can governments continue to deliver high-quality services in times of crisis?

The UAE government has invested heavily in building its technical infrastructure since the last decade of the 20th century. It has worked tirelessly to improve its readiness, not only to meet the demands of the present time but for decades to come. Such well-considered and planned investments have proven invaluable in times of crisis.

During a crisis, the expectations of citizens and businesses are as great as ever. They expect government services to experience minimal to no interruption. If the nature of the crisis asks for certain measures and extra services to be provided, these add to citizen expectations of government. The pandemic experiences of governments around the world have shown that adapting is no longer the way to go: being ready is. Governments need to be ready at any time to continue providing their full suite of services even during challenging circumstances.

The UAE led by example during the pandemic on many fronts. With our technology and technical infrastructure, some 93% of the most frequently used services had already been made available on government digital platforms. This enabled our constituents to continue transacting with the government digitally during the pandemic. All this was supported by our suite of Government Enablers, including the UAE Pass, Digital Signature and Digital Vault capabilities. Our government websites and apps also provided information and services related to COVID-19 with a high degree of reach, frequency of updates and rich functionality. From a G2G standpoint, our government digital infrastructure and services—including Distant Work, Video Conferencing and Secure Communication—supported our government in operating remotely for long periods during the pandemic. The infrastructure that we had built over the years prior to the pandemic made a decisive difference in our readiness. We are committed to carrying on with enhancing our infrastructure.

PRACTITIONER STORY

The Power of Accountability: Rwanda Measuring Its Way to Good Governance

Rwanda is ranked 1st out of all low-income countries in the 2023 Chandler Good Government Index and 52nd globally. The nation has jumped up 16 ranks to 40th for Strategic Prioritisation, up 11 ranks to 52nd in the Strong Institutions pillar, and up 19 ranks to 39th for Implementation. Dr Usta Kaitesi, CEO of the Rwanda Governance Board, tells us how measuring good governance keeps Rwanda's public sector accountable to its commitment to good governance.



DR USTA KAITESI
Chief Executive Officer,
Rwanda Governance Board, Rwanda

Dr Usta Kaitesi is the Chief Executive Officer of the Rwanda Governance Board (RGB). She is also a commissioner in the Rwanda Law Reform Commission. Dr Kaitesi previously served as the Deputy Chief Executive officer of the RGB, the Principal of the College of Arts and Social Sciences of the University of Rwanda and served in different capacities at the UR Law School. She was the Vice Chairperson of the technical support commission to the parliament of Rwanda for the Review of the Constitution of the Republic of Rwanda in 2015. Kaitesi was a member of the Rwanda Bar Association and the East African Law Society. Kaitesi holds a PhD in Law from the University of Utrecht, the Netherlands, a Master of Laws from the University of Ottawa, Canada, and a Bachelor's degree in Law from the then National University of Rwanda.

In 1994, then UN Secretary-General Boutros Boutros-Ghali described Rwanda, a country being torn apart by civil war and genocide, as “a human tragedy”. From those bloody, bitter divisions, Rwanda charted an improbable course of healing, economic growth, poverty reduction, political stability, and development – only a generation later, Rwanda was often described as a “miracle”. And with good reason. In 1994, life expectancy at birth in Rwanda was 14 years; by 2011 it was 63 years.¹

Contributing to that progress was the country's governance, particularly its use of “home-grown solutions” (HGS), which the World Bank credits with “significant improvement in access to services and human development indicators”.²

Rwanda's commitment to good governance could also be glimpsed in a move that, in 2016,³ received little attention outside of the country: the creation of the Rwanda Governance Board (RGB), an organisation tasked with, among other mandates, promoting “good governance and quality service delivery” as well as a “culture of excellence”.

To those tasks the RGB brings a data-driven approach, monitoring service delivery and conducting research on governance in Rwanda. It seems to be working. Rwanda has performed consistently well in the Chandler Good Government Index, scoring second-highest overall among sub-Saharan African countries. In the 2023 CGGI, Rwanda moved up three positions in its overall rank to 52nd, and jumped 11 positions in the CGGI's Strong Institutions pillar.

To get a better sense of how the RGB approaches monitoring good governance, and what other governments might learn from them, the Chandler Institute of Governance spoke with its CEO, Dr Usta Kaitesi.

Set Up to Succeed

In 2016, a law was passed that officially created the Rwanda Governance Board, and codified its mission, vision, and structure.⁴ Also in the law were a number of provisions that positioned the RGB to succeed. Three, in particular, are worth highlighting.

First, the RGB's efforts were, from the outset, tied to concrete outcomes – “offering evidence-based advice on policies and strategies”, as Dr Kaitezi says and connected with the country's senior decision-makers. The RGB shares its insights – in the form of an Annual Report and Action Plan with key decision-makers, including the President, Parliament, both Chambers, the President of the Supreme Court, and the Prime Minister. That law helps ensure that the RGB's insights reach those in a position to act upon them.

Second, the law that created the RGB also safeguarded the organisation's independence, helping to maintain the integrity of its operations and findings. “RGB is independent,” the law reads. “In the exercise of its mission, RGB shall not receive instructions from any other institution.”

And third, the RGB's scope recognises that good governance extends beyond the government. “The RGB regularly monitors the service delivery and compliance with the principles of good governance in the public and private sector as well as in non-governmental organisations,” Dr Kaitezi says.

Keeping Score—and Sharing It

Each year, the RGB publishes the Rwanda Governance Scorecard (RGS), which Dr Kaitezi calls “a crucial tool that tracks the country's performance in relation to the national, regional and global governance commitments and targets.”

The RGS is built on eight pillars that range from rule of law to economic and corporate governance. Those pillars are comprised of 35 indicators and 144 separate variables – and “those variables and indicators actually reflect our national priorities,” says Dr Kaitezi.

Stephen Rodrigues, former UNDP Resident Representative in Rwanda, has called the RGS “an important tool for all state actors to assess their work, appreciate their achievements, and recognise areas requiring attention.”⁵ Jendayi E. Frazer, former US Assistant Secretary of State for African Affairs, called the Scorecard “a credible and world-class policy tool based on universal standards of good governance”.

Connected to National Strategy and Targets

“We have the National Strategy for Transformation (NST) as an interpretation of our national vision. The NST has three major pillars: economic transformation, social transformation, and transformational governance. And through those pillars, we have specific priorities, targets, and deadlines. The RGS also looks at sector development strategies, which have their own specific targets or reflect the NST's standards.”

The Eight Pillars of the Rwanda Governance Scorecard



Rule of Law



**Economic &
Corporate
Governance**



**Quality of
Service Delivery**



**Anti-Corruption,
Transparency &
Accountability**



**Investing in
Human & Social
Development**



**Safety &
Security**



**Participation &
Inclusiveness**



**Political Rights
& Civil Liberties**

Since every government institution is working toward specific targets against which they track their progress, the RGB is able to simply ask them to share that data.

Using Data to Inform Action

One goal of the Scorecard, according to the latest RGS report, is “generating credible and reliable data on governance, serving as an evidence-based source to inform policy, decision making, and implementation.”

The most recent RGS concludes with a list of policy recommendations, which range from reducing the backlog of court cases to improving “the role of non-state actors, specifically civil-society organisations, in promoting good governance and the fight against corruption.” The RGS also tracks the progress being made against policy recommendations from earlier scorecards, as well as the government’s long-term performance across key pillars.



Dr Usta Kaitesi, CEO of the Rwanda Governance Board presents an analysis of the state of governance from the Rwanda Governance Scorecard to members of the National Consultative Forum of Political Organisations General Assembly, Kigali, Rwanda, 24 June 2021.

Giving Citizens a Voice in the Scorecard

A unique feature of the Governance Scorecard, Dr Kaitesi points out, is its use of data from the Citizen Report Card (CRC).

The CRC, built on data collected from around 10,000 households, acts as both a standalone report and an important source of data for the Governance Scorecard, “allowing a direct citizen voice as one of the RGS’s data sources,” says Dr Kaitesi. As with the Governance Scorecard, the data in the CRC is informed by the country’s National Strategy for Transformation. “We

ask Rwandans how they appreciate services, how they appreciate participation, and how they appreciate the performance of government and service providers across the 16 sectors of service delivery,” says Dr Kaitesi. This offers a data-driven picture of how the government is progressing against a target in the NST: 90% satisfaction with government service delivery by 2024.

The CRC, Dr Kaitesi points out, is more than a valuable research tool. It’s a way for the government to track progress on an important national goal. The CRC is also “a space for citizen participation,” she says; a way for citizens’ voices to be heard and shared with leaders.

Resources for the Report Card

The RGB collects all the data that goes into the CRC. It is able to do that, despite boasting a relatively small staff of full-time employees, by hiring as many as 70 part-time enumerators to collect the data.

“To create the CRC we need resources, and a big budget,” says Dr Kaitesi. “As we speak now my team is in the countryside. Moving around homes. It’s a very rainy season, so sometimes you see them pushing their cars off the mud. We use resources on the ground, we need transportation.”

The RGB also makes use of technology. “We use recent systems for data collection,” says Dr Kaitesi, “we have templates that help with data collection. They follow all the required standards like GPS so we are able to monitor whether the survey is being done as planned.” They also invest in software, systems, and tablets.

But perhaps the most critical resource, Dr Kaitesi says, is the human one. “We need academic skills, research skills. We need research capacities within the institution and within our staff. We need statisticians that are on the team. And of course, as you know, statistics also evolve over time. So we need to train them consistently on understanding and improving our methods of data collection. And then we have researchers that have at least a master’s level in order to help us do a scientific analysis. We have a team that has been in practice in the local government structures. But when it comes to writing, we do it with my team. Before we used to use consultants to run this, and it was quite costly. But for me, it didn’t transfer knowledge to my staff. We need continuous knowledge growth, which improves the way we do our questionnaire, which improves the understanding of how we do the analyses.”

Virtuous Cycle of Trust and Impact

Asked about what underpins the success of the CRC, Dr Kaiteisi begins by talking about trust. “Our citizens have trusted us to give us the information,” she says. That trust is earned, in part, because they know their voices can have an impact. “We give our report to the Parliament, both the Senate and Chamber of Deputies together; the citizens will hear the government being held accountable for what we produced through the data that we collected from them.”

It creates a powerful flywheel. Because people trust the RGB, they provide it with the data that goes into the Report Card and Governance Scorecard; which helps make the CRC and RGS more useful for national and local leaders; and since leaders actually take that information on board, it encourages people to contribute. And so it goes.

It has taken time and persistence. “When we started, we asked people to go and find spaces for us to share our findings. Our biggest challenge now is we have 30 districts in this country, every district wants us to go and disseminate [the findings]. Because they want to plan on the basis of the findings that we have given them, because that's going to be evidence-based. So now we go to the districts and tell them, “This is what your citizens tell us isn't working’.”

Speaking about those districts, Dr Kaiteisi once again touches on the close relationship between trust and efficacy. “When we started, they would all ask us about our methods, how we collected the data, to see if they could trust the data. They still ask sometimes. And I think any research institution should be willing to be transparent about their methodologies, because that informs action. And it builds trust.”

Lessons from the RGB

The Power of a Shared Vision

“Governments that seek to set up a particular governance monitoring institution like RGB should, first of all, determine the mission and responsibilities that will be assigned to that institution, based on the needs of the citizens,” says Dr Kaiteisi when asked how other nations might emulate the RGB's successes. In other words, start with a clear picture of why before diving into the what or how. “When I spoke about the Scorecard that we have, I started on the commitments that exist at a national level, I started with a shared vision, I started with the

strategies. Almost every country now is interested in producing a report on how they are doing on the UN's Sustainable Development Goals – that might be common ground to get started.”

The Importance of Political Will and Culture

Two other crucial ingredients to factor in, according to Dr Kaiteisi are political will and a culture of accountability. “There is an intentional leadership approach that instils a culture of holding ourselves accountable,” she says. “When you determine to hold yourselves accountable, under any institution, you create systems that are going to be fair in the process of holding one another accountable. And the Rwanda Governance Board, when you look at the trajectory of how it was created, and what it has become, we have been given the autonomy to exercise our research and the obligation to

When you determine to hold yourselves accountable, under any institution, you create systems that are going to be fair in the process of holding one another accountable

disseminate the results to inform policy and action. That is exactly what it says in our law. So the clarity of the mandate is also very core to informing action. When we publish our results, we share them at the strategic level, but also we share them at the delivery level. We go to district councils and their partners to show them what the results look like.”

Ongoing Commitment, Not One-Off Support

The RGB shows that thoughtful design, in how a monitoring body is structured and empowered, pays dividends in the long run. And it also reveals that, for monitoring and measuring to be truly effective, it requires ongoing support. “There exists the commitment of the government to empower and support such institutions to perform their responsibilities with independence,” Dr Kaiteisi says, “so we are able to inspire meaningful impact in delivery.”

Homegrown Solutions: “The Bedrock of Rwanda’s Reconstruction”



Close to 90% of Rwandans take part in Umuganda, a nationwide community work that is held on the last Saturday of each month. Some examples of community work include the building of schools and medical centres.

Part of the RGB’s mission is to “preserve, protect, and promote the use of home-grown solutions in Rwanda and devise strategies meant for applying them efficiently”. Among the RGB’s guiding principles is “promoting a culture of home-grown innovations in performance and governance”.

But what are Rwanda’s home-grown solutions and innovations (often referred to as HGS)? And why do they receive such focus—not only in the RGB’s mandate, but also in Rwanda’s Constitution, where two separate articles mention home-grown solutions?

HGS are “Rwanda’s trademark solutions developed by Rwandans based on local opportunities, cultural values, and history to fast track their development,” Dr Kaitezi says. “Rwandans, based on their values, initiate home-grown mechanisms to deal with matters that concern them in order to build the nation, promote national culture, and restore dignity...

they have been the bedrock of Rwanda's reconstruction and transformation journey after the Genocide against the Tutsi.”

“Rwandans were faced with seemingly insurmountable problems – the country had a deep social divide and faced a difficult international environment,” reads one summary of Rwanda’s HGS.⁶ “However, they were determined to pursue self-reliance and were thus compelled to find innovative solutions. To do so, they used one of their most valuable social resources that were available: their cultural heritage.”

Perhaps the most well-known HGS is *Imihigo* (sometimes referred to as *umuhigo*), or performance contracts. In Dr Kaitezi’s words, *imihigo* is “a performance-based management tool to strengthen strategic planning and management and improve service delivery in all government institutions.” Other governments may use performance contracts, but *imihigo*’s cultural

roots make it unique, not only in name, but also in heritage, as the practice is inspired by the way leaders and chiefs used to set time-bound targets or goals. Far from being solely a top-down directive, *imihigo* was also implemented at the local level, where citizens have a greater sense of ownership and responsibility for its success.

Imihigo might be the best-known HGS but it is far from the only one. Dr Kaitezi also spoke about *Ubudehe*, a programme designed to promote self-governance among local communities. “We have chosen a governance system as a country that is citizen-centred. *Ubudehe* facilitates programmes that permit citizens to create local projects. So, a given amount of money is set aside, and given to the community. The community can decide to fund a collective project like building a health clinic, building a house, or supporting a business by giving it seed capital. They can even decide to work with other villages to create an income-generating project. It responds to specific, local needs, and creates space for entrepreneurship.” *Ubudehe* started in a select number of local communities, but proved so effective that it has since expanded to all villages in Rwanda.

Homegrown solutions and initiatives span the fields of governance, justice, economic growth, and social welfare. *Umuganda* describes how local communities came together to rebuild schools and clinics; *Gacaca*, derived from a Kinyarwanda word meaning “a plant so soft to sit on that people prefer to gather on it”, were the local courts that tried perpetrators of the genocidal violence.

While Rwanda’s homegrown solutions differ in detail, all share some common traits: they are anchored in the country’s heritage and culture; they are created by Rwandans, not external advisors, to benefit Rwandans; they are conveyed in Rwanda’s own language; and they are united in a powerful purpose. “It’s Rwandan, wherever they are,” says Dr Kaitezi. “It reminds us that every Rwandan has a responsibility to develop, to develop his or her country through what they do.”

Governance and Justice

Gacaca

Traditional conflict resolution

Abunzi

Mediation and reconciliation committees

Inama y’Igihugu y’Umushyikirano

National Dialogue Council

Itorero/Ingando

National Civic Education Programme

Umwiyerero

National Leadership Retreat

Economy

Umuganda

Community work

Imihigo

Performance contracts

Social Welfare

Ubudehe

Participatory socio-economic development program

Girinka

One Cow per Poor Family

Source: *Rwandapedia*

This involvement is central to the HGS’s successes – and their sustainability. “The question with so many projects becomes: whose project is it? If you embark on a project in a way that people feel like they don’t own, that they don’t feel partners in, then they don’t feel it’s for them. But if they participate in designing, implementing, and monitoring, then it’s likely to succeed and be sustainable because people have a sense of ownership; they feel like it’s theirs.”

BEHIND THE NUMBERS



CGGI in Action

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

CGGI in the Graduate Classroom in the Philippines



ALEX BRILLANTES

Professor Emeritus of
Public Administration,
University of the Philippines

Dr Alex Brillantes is Professor Emeritus of Public Administration at the University of the Philippines, a former Dean of the National College of Public Administration and Governance (UPNCPAG) and Secretary-General of the Eastern Regional Organization for Public Administration (EROPA). Here he shares about how he uses the CGGI in his graduate classes and what makes the CGGI such a useful tool.

It was back in the early 2000s, that my colleagues and I at the University of the Philippines began to look at the question: “How can we measure good governance?” I even wrote a book chapter on this topic. There were of course key metrics back then from the United Nations and others, but nothing that captured all the key indicators.

Now we have the CGGI and it’s wonderful to find an index which has this comprehensive range of indicators. It is a powerful tool because it focuses on key indicators that matter and the pillars are very well thought out.

There are three main reasons why I like the index. Firstly, it is well **grounded** and builds upon the good work of previous global indices. Secondly, it is more **granular** than most indices, going into specific indicators in government that often get overlooked. Thirdly, it has its origins in Asia which adds a different perspective on how governance can work in different parts of the world.

I like how the index ultimately points to Helping People Rise, because at the end of the day governance is about equity, intergenerational equity. Helping People Rise is what matters, and including this pillar helps towards changing the mindsets of some of our people in government and the need for capacity building towards ultimately helping our citizens. If you push the envelope further, and think that these indicators reflect government performance, you could even see a link to personnel performance management - which should matter to people who are working in government.

I have been using the CGGI with my graduate students and in some training programmes for local government officials. With my students, my primary goal for them is to become a better public servant, not just to get a graduate qualification. I task my students to write their own report on the Index.



Public servants from various agencies and ministries in a training programme at the University of the Philippines National College of Public Administration and Governance (UPNCPAG), September 2022.



Master of Public Administration (MPA) and Doctor of Public Administration (DPA) students with Prof Alex Brillantes at the University of the Philippines National College of Public Administration and Governance (UPNCPAG), December 2022.

They like the rankings of the countries, but they also like to localise it. CGGI is grounded and yet contemporary so that's why I like to ask them to apply it and measure ourselves against others. I tell them, "Look at the Philippines – do you agree or disagree?"

From the Philippines point of view, we know where we should be, and you know, at one point in the 60s, Philippines was quite up there as a high-performing government. And now the question we always ask is, "What happened to us? — was it leadership, was it our institutions, was it the implementation of laws? Was it corruption?" Having these index indicators means we can take a long hard look at ourselves and undergo some self-criticism.

The students enjoy using it as well - they find it useful because it offers a third perspective on where we are, from a credible institution. And it all comes back to the fact that we mustn't be complacent, we need to ask what we could do much better.

In the annual report, personally I like looking at the practitioner stories, from Africa and around the world, but also how our neighbours in ASEAN are doing. The Global Influence & Reputation pillar is important within the context of 'glocalization'. We often talk about the importance of globalization and international relations, but we also need to **compete** as a nation. There is a global governance competition going on and I think a recognition of this fact is really unique to the CGGI."

Governance Stakeholders and the CGGI

Governance stakeholders around the world take a particular interest in the CGGI. This interest goes beyond simply checking on how their own country performs and how their peers are faring in the Index. Many leaders take a deep interest in how the CGGI is constructed and in singling out the indicators that define the framework



His Excellency Dr Lazarus Chakwera, President of Malawi, receives a copy of the CGGI Report from CIG Board Member Mr Tim Hanstad, Blantyre, Malawi 25 July 2022.



CIG Deputy Executive Director Kenneth Sim shares a copy of the CGGI with Mr Vu Chien Thang, Vice Minister, Ministry of Home Affairs, Vietnam, October 2022.



Wu Wei Neng, Executive Director of CIG, explains how the CGGI can be used to build government capabilities at the Asian Venture Philanthropy Network Global Conference, Bali, Indonesia, June 2022.

and support the Index's underlying philosophy. The CGGI is being consulted and referenced in many diverse countries and different contexts. CGGI readers include Heads of State, Ministers, Members of Congress, civil servants, justice experts and philanthropists.



Executive Director Wu Wei Neng discusses the CGGI as part of a panel on 'Corruption Measurement as an Agent of Change' at the World Justice Forum, The Hague, Netherlands, June 2022.

In 2022, The Congressional Policy and Budget Research Department of the House of Representatives of the Philippines released a report to its members on the country and ASEAN's performance in the CGGI.



House of Representatives of the Philippines, Batasang Pambansa Complex, Quezon City, Republic of the Philippines, July 2022.

When CGGI Means Business

As a public good, the Chandler Good Government Index also acts as a practical tool for businesses and investors. The quality of national governance and stability of a country are part of a robust risk and investment strategy, and indices help in identifying positive governance momentum that can open up new destinations for investment.

Robeco Switzerland is an international asset management firm which uses the CGGI as an analysis tool in their Country Sustainability Ranking report, profiling the environmental, social and governance (ESG) metrics of 150 countries. The report offers Robeco's investors an insight into current risks and investment opportunities. Max Schieler, Senior Sustainable Investment Country Analyst, shares how Robeco utilises the CGGI.



MAX SCHIELER

Senior SI Country Analyst,
Executive Director,
Robeco Switzerland Ltd

Max Schieler: In our view, good governance is an important prerequisite for a country's economic development, political stability, security, and social cohesion. It is also key to advancing the Sustainable Development Goals (SDGs). The importance of good governance to a country's progress has been confirmed by numerous empirical studies.

The CGGI is a novel approach. The Index is based on a broad set of indicators that capture various relevant facets of governance, and merges them into a single score that allows for ranking and cross-country comparisons.

We have been using the Chandler Good Government Index by comparing its results against our governance scores for countries. The CGGI is an interesting alternative measure of a government's and a country's governance performance. As it is based on a broad set of indicators, and partly different from the ones we use in our country's sustainability ranking, the CGGI is helpful as a cross-check of our own governance assessment.

CGGI in Conversations

Beyond highlighting the importance of investing in government capabilities, the CGGI is shaping discussions around governance in the media. The findings of the first two editions of the CGGI are igniting a chain of conversations between stakeholders and citizens across the globe on the quality of national governance. The CGGI has also been cited in various prominent op-eds by government

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

Key Opinion Pieces



"Making that link with governance again, Rwanda was recently classed as the best performing low income country in the world and ranked second amongst countries in sub Saharan Africa in the 2022 Chandler Good Government Index."



"This year the UK was in the top 10 of 104 countries featured in the Chandler Good Government Index, where issues such as government debt, income inequality and discrimination, not to mention the attractiveness of a marketplace, are all measured."



"This was brought home to me recently through the Chandler Good Government Index, which highlights the strength of institutions when they consider their rankings. The UK is at a respectable number 10 on the list, but in order to maintain or improve this position we have to think carefully about what our actions say to the rest of the world."



"Ultimately, the real business of any good government is to deal with the unpopular and difficult national decisions for the larger good. As the Chandler Good Government Index puts it, investing in strong government capabilities is vital in securing positive outcomes for citizens and businesses."



"This year, Japan ranked 15th out of 104 nations rated by the Singapore Chandler Institute of Governance on the effectiveness of their governance."



PAULO GOMES

Cofounder of New Capital African Partners, expert on sovereign advisory, finance and structural projects



ALASTAIR CAMPBELL

Former Director of Communication and Press Secretary to PM Tony Blair



SALMA SHAH

Former Special Adviser to the UK Home Secretary, Sajid Javid



YEO WHEE JIM

Founder of Light My Path Consulting, former Institute Director of Governance and Policy at the Singapore Civil Service College



TOSHIHIRO MENJU

Managing Director of Japan Center for International Exchange, Expert on Immigration Policy

Methodology and Indicator Updates

The CGGI is into its third iteration, and the methodology for the 2023 Index has remained the same as in 2022—all the 56 metrics used in the 2022 edition have continued to be used this year.

We have updated the name and definition of our *Anti-Corruption* Indicator, now known as *Ethical Leadership*. The change highlights the importance of government leaders in enabling effective corruption control, and how their commitment to corruption control influences how well citizens and businesses trust their governments. Only the indicator's name and definition are adjusted, there is no change in its underlying metric and data source.



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

The new definition highlights the importance of government leaders in enabling effective corruption control, and how their commitment to corruption control influences how well citizens and businesses trust their governments.

Note: Only the indicator's name and definition are adjusted. There is no change in its underlying metric and data source

Overview of Methodology

The Chandler Good Government Index is a composite Index that measures the capability and effectiveness of governments. Our framework and dimensions (pillars) of good governance are derived from interviews and research on what capabilities and characteristics are most important for a government to perform its duties and succeed.

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

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

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

**CHANDLER
GOOD GOVERNMENT
INDEX**

PILLARS



Pillars of the Chandler Good Government Index

The CGGI uses metrics that determine the capabilities of government, that affect the performance of government, and 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 in general.

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

Imputation

Missing data from the metrics are imputed via several methods:

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

These are commonly used in many major global indices.

Transformation and Normalisation

Each metric is normalised to a 0–1 scale to create a standardised scale for comparison and aggregation. Indicators that comprise more than one metric are weighted equally, aggregated, and rescaled again.

Data Aggregation and Ranking

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

Index Country Coverage

The Index is globally representative and measures a total of 104 countries. The total population of the countries included in the CGGI represent approximately 90% of the overall global population (2022). We will continue to expand our country coverage as more data becomes available.

Limitations and Challenges

The Index is composed of third-party open-source data. As such, the Index is subject to the robustness and methodologies of those data sources. We believe every indicator that is measured in the Index represents an important aspect of good

governance, but have chosen not to include certain indicators due to data discrepancies and methodological challenges.

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

The CGGI measures several subjective qualities of government, such as how effective the leadership is in implementing policies, or how stable business regulations are in a country. These qualities of government tend to be assessed through expert assessments or surveys. We acknowledge the subjectivity of the data. We have made every effort to identify and use metrics where the methodology of expert assessments is robust and evidence-driven. The CGGI ranks countries (overall, by pillar and by indicator) based on their scores to the third decimal place. We recognise the inherent limits and challenges of false precision. When the scores are displayed as rankings, these are ordinal in nature and may not reflect the actual scores of countries.

Opportunities for Further Work by the Research Community

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

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

Table 1: Indicator Definitions and Sources**Pillar One: Leadership and Foresight**

Indicator	Definition	Year	Type	Source
Ethical Leadership	Score on the Corruption Perceptions Index, which measures perceptions of corruption in the public sector. This is a composite indicator, and the scale ranges from 0 (highly corrupt) to 100 (very clean).	2021	Survey	Transparency International—Corruption Perceptions Index 2021 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]	2019	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Government Long-term Vision) 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]	2019	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Government’s Responsiveness to Change) https://www.weforum.org/reports
Strategic Prioritisation	Response to the survey question: “To what extent does the government set and maintain strategic priorities?” [1 = worst; 10 = best] Response to the survey question: “How much influence do strategic planning units and bodies have on government decision-making?” [1 = worst; 10 = best] *The Bertelsmann Stiftung Transformation Index ranks countries based on the extent to which they are transiting towards democracy and a market economy. Country scores in the BTI and SGI are obtained through an expert assessment of two experts per country and four levels of review. Further info can be found on their website: https://www.bti-project.org/en/methodology.html	2022	Survey	Bertelsmann Stiftung Transformation Index* (Prioritisation) https://www.bti-project.org/en/home.html Bertelsmann Stiftung Sustainable Governance Indicators (Strategic Planning (Proxy)) https://www.sgi-network.org/2022/
Innovation	Response to the survey question: “How innovative and flexible is the government?” [1 = worst; 10 = best] Response to the survey question: “To what extent does the government respond to international and supranational developments by adapting domestic government structures?” [1 = worst; 10 = best] *The Bertelsmann Stiftung Transformation Index ranks countries based on the extent to which they are transiting towards democracy and a market economy. Country scores in the BTI and SGI are obtained through an expert assessment of two experts per country and four levels of review. Further info can be found on their website: https://www.bti-project.org/en/methodology.html	2022	Survey	Bertelsmann Stiftung Transformation Index (Policy Learning) https://www.bti-project.org/en/home.html Bertelsmann Stiftung Sustainable Governance Indicators (Adaptability (Proxy)) https://www.sgi-network.org/2022/

Pillar Two: Robust Laws and Policies

Indicator	Definition	Year	Type	Source
Rule of Law	This measures the perceptions of the extent to which agents have confidence in and abide by the rules of society, in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence.	2022	Survey	Worldwide Governance Indicators — Rule of Law, The World Bank www.govindicators.org
	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.	2022	Survey	World Justice Project—Rule of Law https://worldjusticeproject.org/our-work/research-and-data/wjp-rule-law-index-2022
Quality of Judiciary	Response to the survey question: “In your country, how independent is the judicial system from influences of the government, individuals, or companies?” [1 = not independent at all; 7 = entirely independent]	2019	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Judicial Independence)
	Response to the survey question: “In your country, how efficient are the legal and judicial systems for companies in settling disputes?” [1 = extremely inefficient; 7 = extremely efficient]	2021	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Efficiency of Legal Framework in Challenging Regulations) https://www.weforum.org/reports
Transparency	This indicator is the processes subdomain in Government and Civil Service Transparency for the TRACE Bribery Risk Matrix. It measures aspects of how transparent government regulatory functions are such as transparency in public procurement, transparency in government policymaking, publicised laws, and government data.	2021	Qualitative	TRACE Bribery Risk Matrix — Transparency Sub-indicator https://www.traceinternational.org/trace-matrix
	The Index assigns countries covered by the Open Budget Survey a transparency score on a 100-point scale using a subset of questions that assess the amount and timeliness of budget information that governments make publicly available in eight key budget documents in accordance with international good practice standards. The eight key documents are: Pre-Budget Statement; Executive’s Budget Proposal and Supporting Documents for the Executive’s Budget Proposal; Enacted Budget; Citizens Budget; In-Year Reports; Mid-Year Review; Year-End Report; and Audit Report.	2021	Survey	Open Budget Survey https://www.internationalbudget.org/open-budget-survey/methodology/
Regulatory Governance	The Global Indicators of Regulatory Governance indicator explores how governments interact with the public when shaping regulations that affect their business community. The project charts how interested groups learn about new regulations being considered, and the extent to which they are able to engage with officials on the content. It also measures whether or not governments assess the possible impact of new regulations in their countries (including economic, social, and environmental considerations) and whether those calculations form part of the public consultation. It also captures two additional components of a predictable regulatory environment: the ability of stakeholders to challenge regulations, and the ability of people to access all the laws and regulations currently in force in one, consolidated place. Main respondents are regulatory agencies: Ministries of Commerce, Ministries of Corporate Affairs, Ministries of Finance, Ministries of Trade and Ministries of Economy.	2018	Survey	World Bank—Global Indicators of Regulatory Governance https://rulemaking.worldbank.org/

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] Composite score of coordination factors from Bertelsmann SGI: Cabinet Committees, Ministerial Bureaucracy, Informal Coordination, Line Ministries [1 = worst; 10 = best] *The Bertelsmann Stiftung Transformation Index ranks countries based on the extent to which they are transiting towards democracy and a market economy. Country scores in the BTI and SGI are obtained through an expert assessment of two experts per country and four levels of review. Further info can be found on their website: https://www.bti-project.org/en/methodology.html	2022	Survey	Bertelsmann Stiftung Transformation Index (Policy Coordination) https://www.bti-project.org/en/home.html Bertelsmann Stiftung Sustainable Governance Indicators (Inter-ministerial Coordination (Proxy)) https://www.sgi-network.org/2022/
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. 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.	2019	Quantitative	World Bank—Statistical Performance Indicators (SPI) https://datanalytics.worldbank.org/SPI/
		2022	Quantitative	UN E-government development index 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] In response to the question: "To what extent can the government achieve its own policy objectives?" [1 = worst; 10 = best] The two metrics are aggregated, scaled using distance-to-frontier and weighted by 0.75. *The Bertelsmann Stiftung Transformation Index ranks countries based on the extent to which they are transiting towards democracy and a market economy. Country scores in the BTI and SGI are obtained through an expert assessment of two experts per country and four levels of review. Further info can be found on their website: https://www.bti-project.org/en/methodology.html	2022	Survey	Bertelsmann Stiftung Transformation Index (Implementation) https://www.bti-project.org/en/home.html Bertelsmann Stiftung Sustainable Governance Indicators (Implementation (Proxy)) https://www.sgi-network.org/2022/
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]	2022	Survey	Economist Intelligence Unit (Quality of Bureaucracy/Institutional Effectiveness) http://info.worldbank.org/governance/wgi/Home/downloadFile?fileName=EIU.xlsx
	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]	2022	Survey	Political Risk Services International Country Risk Guide (Bureaucratic Quality) http://info.worldbank.org/governance/wgi/Home/downloadFile?fileName=PRS.xlsx

Pillar Four: Financial Stewardship

Indicator	Definition	Year	Type	Source
Government Debt	Index measuring the change in public debt, weighted by a country's credit rating and debt level in relation to its GDP.	2019	Assessment	World Economic Forum—Global Competitiveness Index (Debt Dynamics) https://www.weforum.org/reports
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.	2021	Quantitative	IMF—Government Net Lending/Borrowing (5-year average) https://www.imf.org/external/datamapper/GGXCNL_NGDP@WEO/OEMDC/AD
Spending Efficiency	Response to the survey question: "In your country, how efficiently does the government spend public revenue?" [1 = extremely inefficient; 7 = extremely efficient in providing goods and services]	2018	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Efficiency of Government Spending) https://www.weforum.org/reports
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. 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. Country credit ratings are assigned scores based on predetermined bands.	2022	Quantitative	NYU Stern—Country Default Spreads and Risk Premiums 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* Response to the survey question: "In your country, to what extent is property protected?" [1 = not at all; 7 = to a great extent]	2019	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Physical Property Rights)
	PRIndex Physical Property Rights* Response to the survey question: "In the next five years, how likely or unlikely is it that you could lose the right to use this property, or part of this property, against your will?" [1 = Very worried; 4 = Not worried at all]	2020	Survey	https://www.weforum.org/reports Prindex—PRIndex Physical Property Rights
	*These two metrics are aggregated using simple average.			https://www.prindex.net/data/
	Intellectual Property Rights Response to the survey question: "In your country, to what extent is intellectual property protected?" [1 = not at all; 7 = to a great extent]	2019	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Intellectual Property Rights) https://www.weforum.org/reports
Macroeconomic Environment	Standard Deviation of Inflation* The component measures the standard deviation of the inflation rate over the last five years. GDP deflator was used as the measure of inflation for this component. When these data were unavailable, the Consumer Price Index was used.	2022	Quantitative & Assessment	Fraser Institute's—Standard Deviation of Inflation https://www.fraserinstitute.org/economic-freedom/approach
	Static Inflation* Inflation is normalised in a U-shaped function to capture the detrimental effects of high inflation and deflation. Countries with inflation rates between 0.5% and 4% receive the highest possible score of 100. Outside this range, scores decrease linearly as the distance between the optimal value and the actual value increases.			World Economic Forum Global Competitiveness Index—Inflation https://www.weforum.org/reports
	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.			
	*These two metrics are aggregated using simple average.			
	Unemployment rate refers to the share of the labour force that is without work but available for and seeking employment.	2022	Quantitative & Assessment	International Labour Organisation, ILOSTAT database https://ilostat.ilo.org/

Attracting Investments	Foreign direct investments are the net inflows of investment to acquire a lasting management interest (10% or more of voting stock) in an enterprise operating in an economy other than that of the investor. It is the sum of equity capital, reinvestment of earnings, other long-term capital, and short-term capital as shown in the balance of payments. This metric shows net inflows (new investment inflows less disinvestment) in the reporting economy from foreign investors, and is divided by GDP. Countries are scored based on predetermined bands.	2016-2020, 5-year average	Quantitative	IMF—Net Inflow of Foreign Direct Investment as % of GDP https://data.worldbank.org/indicator/BX.KLT.DINV.WD.GD.ZS
	The Index evaluates a variety of regulatory restrictions that typically are imposed on investment. Countries are scored poorly for inefficient and poorly implemented investment laws and practices. The restrictions include: • National treatment of foreign investment • Foreign investment code • Restrictions on land ownership • Sectoral investment restrictions • Expropriation of investments without fair compensation • Foreign exchange controls • Capital controls	2022	Quantitative	The Heritage Foundation Index of Economic Freedom—Investment Freedom 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: • The efficiency of customs and border management clearance • The quality of trade and transport infrastructure • The ease of arranging competitively priced shipments • The competence and quality of logistics services—trucking, forwarding, and customs brokerages • The ability to track and trace consignments • The frequency with which shipments reach consignees within scheduled or expected delivery times	2019	Survey	World Bank—Logistics Performance Index https://lpi.worldbank.org/international/global
Stable Business Regulations	Response to the survey question: “In your country, to what extent does the government ensure a stable policy environment for doing business?” [1 = not at all; 7 = to a great extent]	2021	Survey	World Economic Forum—Executive Opinion Survey for the Global Competitiveness Index (Government Ensuring Policy Stability) https://www.weforum.org/reports

Pillar Six: Global Influence and Reputation

Indicator	Definition	Year	Type	Source
International Trade	Number of regional trade agreements (RTAs). RTAs are reciprocal preferential trade agreements between two or more parties and the database is a repository of the legal texts and annexes of all RTAs notified to the WTO, preferential tariff and trade data provided by RTA parties, and other related documents. The number of FTAs counted for each EU member state includes its bilateral trade agreements with other EU states. This approach recognises the value that each bilateral agreement has, as a platform and capability for encouraging trade between EU member states. These agreements collectively also enhance the EU's global influence as a single trading and economic actor. They hence represent a distinctive government capability of each EU member state that cannot be discounted.	2022	Quantitative	World Trade Organisation – Regional Trade Agreements https://www.wto.org/english/tratop_e/region_e/region_e.htm
	Trade freedom is a composite measure of the extent of tariff and nontariff barriers that affect imports and exports of goods and services. • Trade-weighted average tariff rates • Qualitative evaluation of nontariff barriers including quantity restrictions, regulatory restrictions, customs restrictions, direct government intervention	2022	Quantitative & Qualitative	The Heritage Foundation—Trade Freedom https://www.heritage.org/index
International Diplomacy	Number of Diplomatic Missions Abroad. Data is derived from Lowy's Global Diplomacy Index and desktop research on official foreign ministry websites and secondary sources. Diplomatic missions include: • Embassies and High Commissions • Consulate-General and Consulates, provided they are headed by a dedicated home-based head/chief of missions with accreditation in the host country • Permanent missions and representations or delegations to multilateral organisations such as UN, EU, NATO, and OECD • Representative offices or delegations to countries where there is no formal diplomatic relationship, provided they are headed by a dedicated home-based head/chief of missions	2022	Quantitative	Number of Diplomatic Missions Abroad https://globaldiplomacyindex.lowyinstitute.org/
Nation Brand	This measures the accuracy of the strategic positioning of the national tourism organisations (NTOs) of all 198 countries and territories included in the ranking. The country brand receives a higher rating if that country's NTO focuses its strategic and promotion positioning on the tourism-related brandtags with the highest demand as measured by total online searches from international tourists.	2021	Quantitative	Bloom Consulting—Country Brand Strategy Rating taken from World Economic Forum Travel & Tourism Competitiveness Report 2021 https://www.bloom-consulting.com/
	This indicator measures the average number of international associations meetings held annually in each country between 2017 and 2019. These figures are based on the ICCA Association database, which includes meetings organised by international associations, matching the following criteria: a) take place on a regular basis, b) rotate between a minimum of three countries and, c) have at least 50 participants.	2017-2019	Quantitative	Number of International Association Meetings—The International Congress and Convention Association (ICCA) https://www.iccaworld.org/
Passport Strength	Number of destinations passport-holders can access without a prior visa.	2022	Quantitative	Henley's Passport Index https://www.henleyglobal.com/passport-index

Pillar Seven: Helping People Rise

Indicator	Definition	Year	Type	Source
Education	This metric measures the mean of years of schooling for adults aged 25 years and more and expected years of schooling for children of school-entering age.	2022	Quantitative	United National Development Programme—Education Index https://hdr.undp.org/content/human-development-report-2021-22
	Harmonised learning outcomes are produced using a conversion factor to compare international and regional standardised achievement tests. These tests include PISA, TIMSS, PIRLS, SACMEQ, LLECE, and PASEC. The harmonised learning outcomes score highlights levels of student learning in reading, mathematics, and science in over 100 countries based on data from four international learning assessments and three regional learning assessments. All mean scores were calculated on a scale with a centre point of 500 except 2004–2010 PASEC (0 to 100 scale), 1997 LLECE (250 centre point), and PIAAC (0 to 500 scale).	2020	Quantitative	World Bank—Harmonized Learning Outcomes https://datatopics.worldbank.org/education/wDashboard/dqlearning
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.	2021	Quantitative	United Nations Population Division World Population Prospects—Life Expectancy at Birth https://population.un.org/wpp/
	Adult survival rate is calculated by subtracting the mortality rate for 15- to 60-year-olds from 1.	2021	Quantitative	United Nations Population Division World Population Prospects—Adult Survival Rates https://population.un.org/wpp/
Satisfaction with Public Services	This measures the satisfaction with public transportation system, roads and highways, and education system.	2021	Survey	Gallup World Poll—Satisfaction with Public Services taken from Worldwide Governance Indicators http://info.worldbank.org/governance/wgi/Home/downloadFile?fileName=GWP.xlsx
Personal Safety	This indicator is an aggregate of Global Peace Index—Level of Violent Crime, Gallup’s Law and Order Report, and UNODC’s homicide rates and robbery rates. Metrics are scaled and averaged.	2022	Survey & Quantitative	Economist Intelligence Unit (Level of Violent Crime) taken from Global Peace Index 2022 https://www.visionofhumanity.org/maps/#/ Gallup Law and Order Report 2021 https://www.gallup.com/file/analytics/357173/2021_Global_Law_and_Order_Report.pdf United Nations Office on Drugs and Crime (UNODC) https://dataunodc.un.org/

Environmental Performance	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: • Sanitation & Drinking Water—Unsafe drinking water • Waste Management—Controlled solid waste • Pollutions Emissions—SO₂ growth rate, NO_x growth rate • Water Resources—Wastewater treatment	2022	Quantitative	Yale—Environmental Performance Index https://epi.yale.edu/
Income Equality	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.	2021	Quantitative	Standardized World Income Inequality Database, Solt, Frederick. https://fsolt.org/swiid/
Social Mobility	This indicator is adapted from the WEF's Global Social Mobility Report, which focuses on policies, practices, and institutions that collectively determine the extent to which everyone in society has a fair chance to fulfil their potential, regardless of their socio-economic background, the origin of their parents, or the place where they were born.	2022	Qualitative & Quantitative	Social Mobility Composite Indicator
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-, secondary- and tertiary-level education. A longer-term view of the country's ability to educate women and men in equal numbers is captured through the ratio of the female literacy rate to the male literacy rate.	2022	Qualitative & Quantitative	Global Gender Gap Index—Economic Participation and Opportunity and Educational Attainment https://www.weforum.org/reports/global-gender-gap-report-2022/
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.	2022	Survey	World Justice Project—Rule of Law Index https://worldjusticeproject.org/rule-of-law-index/global/2022

The CGGI Advisory Panel



Dr Reuben Abraham
CEO of Artha Global



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Executive Director of the
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Equitable Growth,
Finance, and Institutions
(EFI) Vice Presidency
at the World Bank

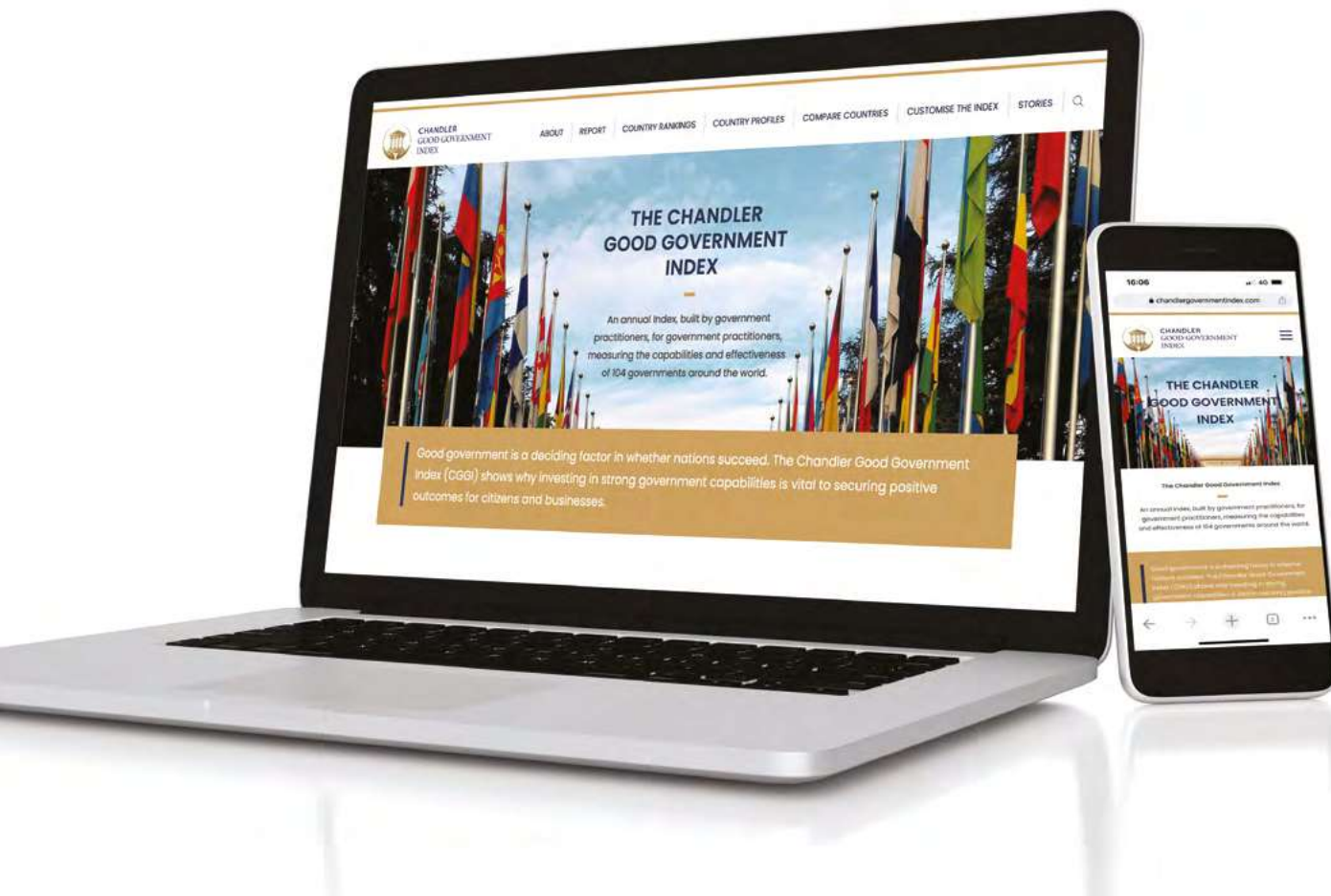


**Dr Manuel Gerardo
Flores Romero**
Coordinator of the
Regulatory Policy
Programme in Latin
America of the OECD



Prof Kent Weaver
Professor of Public
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at Georgetown
University

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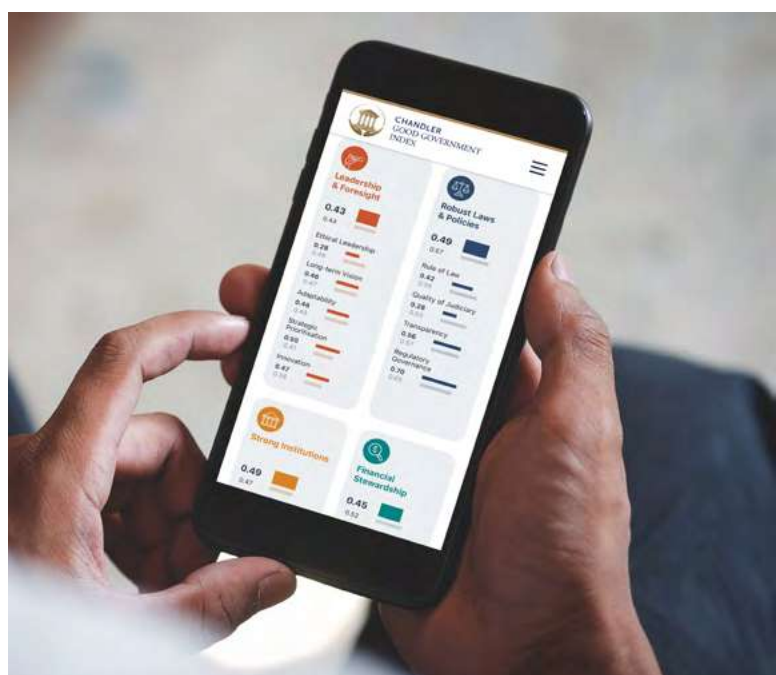


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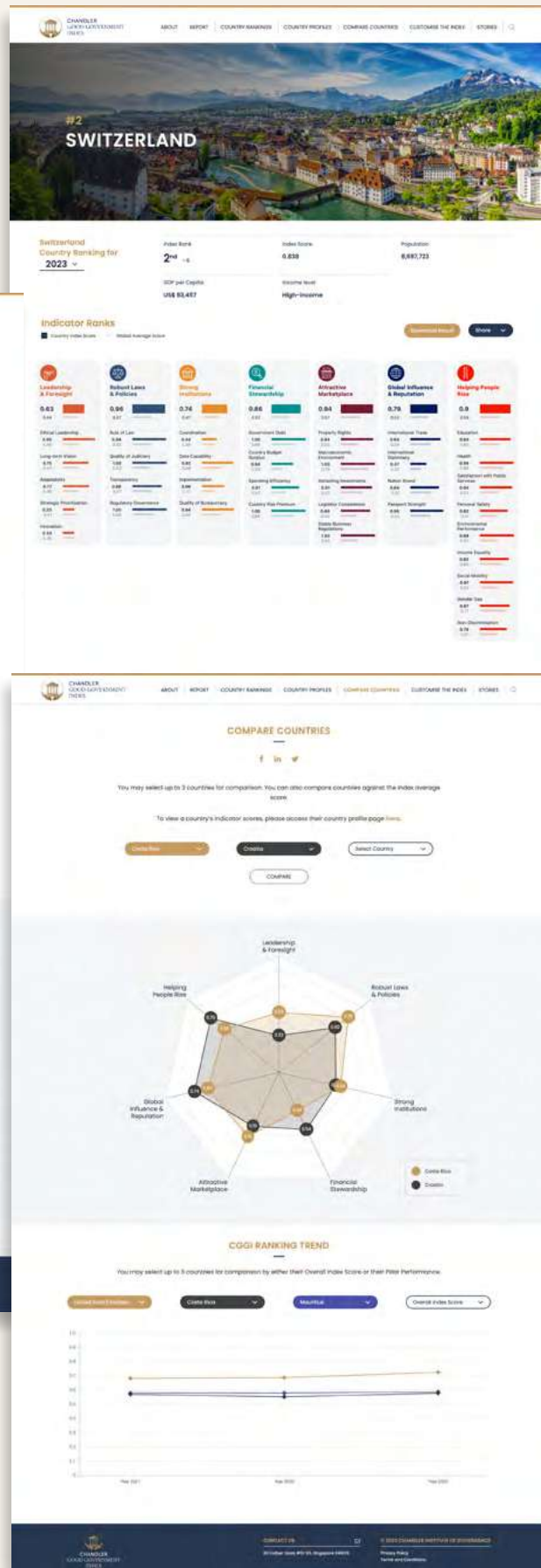
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Kenneth Sim, Dean of CAG, and Wu Wei Neng, Executive Director of CIG, interacting with Fellows from the Kenyan Public Service Emerging Leaders Fellowship Programme, Nairobi, Kenya, July 2022.



Kenneth Sim, Dean of CAG, sharing perspectives on modern and effective national governance and its importance in building strong nations, Hanoi, Vietnam, October 2022.

with government leaders and organisations globally in delivering our training programmes. This allows us to draw on good practices globally, while at the same time ensuring that learning is customised to the local context. CAG adopts different learning pedagogies, such as blended learning, to cater to learners' needs, improve accessibility to learning, and maintain high learner engagement levels.

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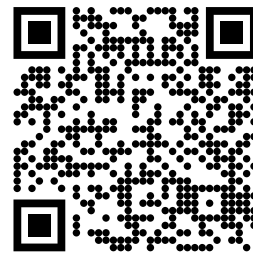
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Wu Wei Neng, Executive Director of CIG, facilitating the strategic planning process for the Emoluments Commission, Lusaka, Zambia, July 2022.

Endnotes

Why Good Government Matters in a Polycrisis (page 11)

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