



CHANDLER GOOD GOVERNMENT INDEX 2025

EXECUTIVE SUMMARY

The Governance Competition in 2025: Winning the Long Game

The CGGI in 2025 sees countries around the world grappling with the challenges of a world rocked by seismic geopolitical shifts and transformative technologies, while still weathering the aftershocks of multidimensional crises in the past five years.

The overall picture is sobering. Between 2021 and 2025, more than half of the ranked countries saw their CGGI performance decline, with uneven progress even among the improvers. That said, the world's brighter spots have become more evident. Singapore leads this year's list again for the fourth time, and widened its lead. Denmark has defended its runner-up position against stiff competition, followed closely by Norway.

European countries continue to dominate, with 13 of the top 20 positions on the CGGI. The Asia-Pacific region is also showing strength, with five top-20 spots; regional stars Vietnam, Mongolia, and China are also among the very few countries globally to have made consistent year-on-year improvements over the past five years. The United Arab Emirates (UAE), the only country from the Middle East region to break through to the top ten, shines for its consistent improvement on the CGGI from 2021 to 2025. Latin America and the Caribbean, as well as Africa, continue to lag behind the other regions—although there are countries within these regions which pulled ahead. Shaking off the malaise of the pandemic era, rising stars such as Uruguay, Tanzania, and Rwanda are advancing public sector reforms and making investments for the future.

The top 20 performers have stayed remarkably consistent since the CGGI was first launched in 2021. What this shows most of all is that strengthening government effectiveness is a long game. The governance gap is widening—the best performers build on their strengths to do even better, while the poorest performers tend to decline further. These

virtuous and vicious cycles are why the hard work needed to get good government going cannot wait—or else the climb may get ever more challenging.

In terms of performance for the pillars of good government, we see a sharp decline across the board in Financial Stewardship, as the strain of pandemic-era crisis spending continues to weigh on budget surpluses across nearly all regions, except for the Middle East, Central & West Asia. Meanwhile, a decline in Global Influence & Reputation does not bode well for countries' ability to address cross-border challenges and to exploit win-win solutions. Yet, amid these headwinds, hope endures: there have been encouraging strides in building Strong Institutions and the outcomes that are important for Helping People Rise.

Five years of CGGI data also tell us that of all the indicators of good government we measure, Regulatory Governance, the Rule of Law, and Ethical Leadership are the most strongly related to overall performance. And while national wealth tends to correlate with good government performance, we see countries outperforming their economic peers at different levels of income—reinforcing the view that prosperity is not a prerequisite for effective governance, but may well be an outcome of it.

One of our most consistent findings is that government capabilities, measured in the first six pillars of the CGGI, are strongly linked to outcomes that are important for Helping People Rise, our seventh pillar. Capable governments deliver better results. Across the world, people are holding their governments to account—and at times taking dramatic measures to do so. As governments are being asked to deliver more with less, and to demonstrate the value of the work they do, the CGGI offers a solid basis with which to mark palpable progress, and from which to chart a steady way forward in a changed and increasingly volatile world.



The Chandler Good Government Index

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

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

PILLARS



Leadership & Foresight

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



Robust Laws & Policies

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



Strong Institutions

- Coordination
- Data Capability
- Implementation
- Quality of Bureaucracy



Financial Stewardship

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



Attractive Marketplace

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



Global Influence & Reputation

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



Helping People Rise

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

The Chandler Good Government Index 2025 The Winners





For all the country rankings and the CGGI 2025 Annual Report visit: <https://chandlergovernmentindex.com/>

11



Ireland

Declined 1 place from 2024

12



Australia

Declined 1 place from 2024

13



New Zealand

Declined 1 place from 2024

14



Canada

Improved 1 place from 2024

15



Estonia

Improved 1 place from 2024

16



United Kingdom

Declined 4 places from 2024

17



South Korea

Maintained rank from 2024

18



France

Improved 1 place from 2024

=19



Austria

Declined 1 place from 2024

=19



Japan

Improved 1 place from 2024



Governance Competition: The Winners in 2025

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

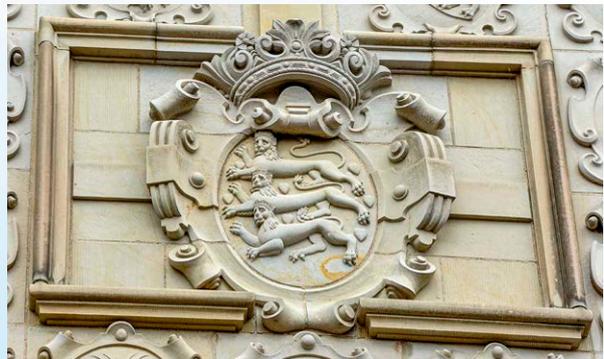
Against this backdrop of stormy developments and crisis after crisis, we ask: who is holding steady—or even pulling ahead—in the most critical competition of our time?

The Lions Roar

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

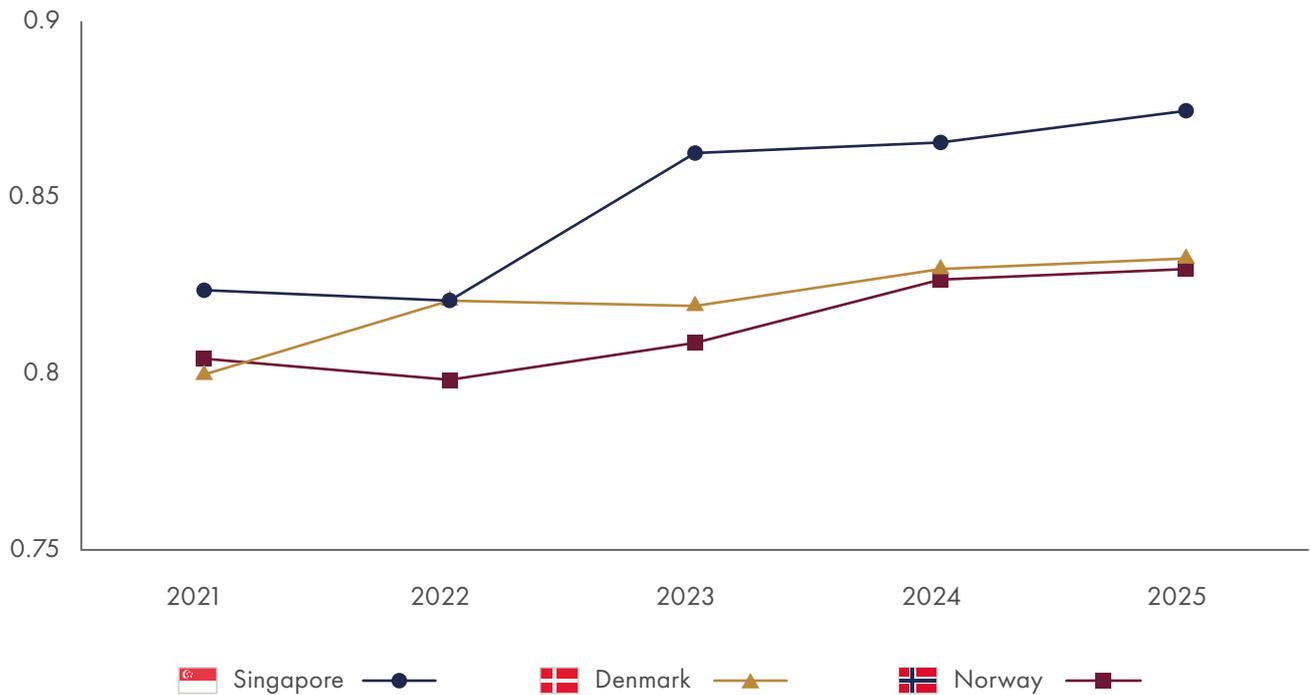
Singapore once again tops the CGGI in 2025—its fourth time in pole position since the Index was launched in 2021. The gap between Singapore and its closest competitor has only grown, as the country continues to improve on the CGGI, from year to year.

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



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

CGGI Scores for the Top Three Countries



Rounding up the Top 20

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

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

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

Waiting in the Wings: U.S.

Ranked 23rd this year, the U.S. is one of two G7 countries not ranked within the top 20 this year, declining from 21st in CGGI 2024. While the country performs well in most areas, it faces notable challenges in the Financial Stewardship pillar, where scores

were dragged down by weaknesses in the Spending Efficiency and Country Budget Surplus indicators. Additionally, the country's performance in the Helping People Rise pillar—which looks at a government's ability to deliver outcomes that are important to citizens, such as Personal Safety, Income Distribution, and Non-Discrimination—lags behind its peers.

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

Good Governance is Not Built in a Day

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

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

Government Effectiveness Around the World

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

Winners by...

...Region



Africa

 Mauritius

Asia Pacific

 Singapore

Europe & North America

 Denmark

Latin America & Caribbean

 Uruguay

Middle East, Central & West Asia

 United Arab Emirates

...Income Group



High Income

 Singapore

Upper-Middle Income

 China

Lower-Middle Income

 Vietnam

Low Income

 Rwanda

...CGGI Pillar



Leadership & Foresight



Singapore



Robust Laws & Policies



Finland



Strong Institutions



Singapore



Financial Stewardship



Norway



Attractive Marketplace



Singapore



Global Influence & Reputation



Germany



Helping People Rise



Singapore



Taking Flight, Waiting in the Wings

Countries with significant shifts (2021–2025)

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

In these pages, we celebrate the countries that have made remarkable strides in the CGGI over the past five years—countries poised to soar. At the same time, we highlight countries with systems

of governance that remain figuratively grounded; still in the process of building up the momentum needed to take flight.

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

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

Largest Decline



Sri Lanka
▼ 25 places



Panama
▼ 24 places



Honduras
▼ 23 places



Lebanon
▼ 18 places



Nicaragua
▼ 18 places



Argentina
▼ 18 places

country has tripled its GDP per capita, transitioning as an upper-middle-income nation in 2024.² Life expectancy increased significantly, from 62.8 years in 1989 to 70.4 years in 2019. Mongolia also shows promise as an Attractive Marketplace (+12), making notable headway in Attracting Investments, particularly to its mining industry.

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

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

We unpack the performance of other rising stars—Jordan, the UAE, and Vietnam—in the CGGI 2025 Report.

Most Improved



Five Years On— What Does ‘Good’ Government Look Like?

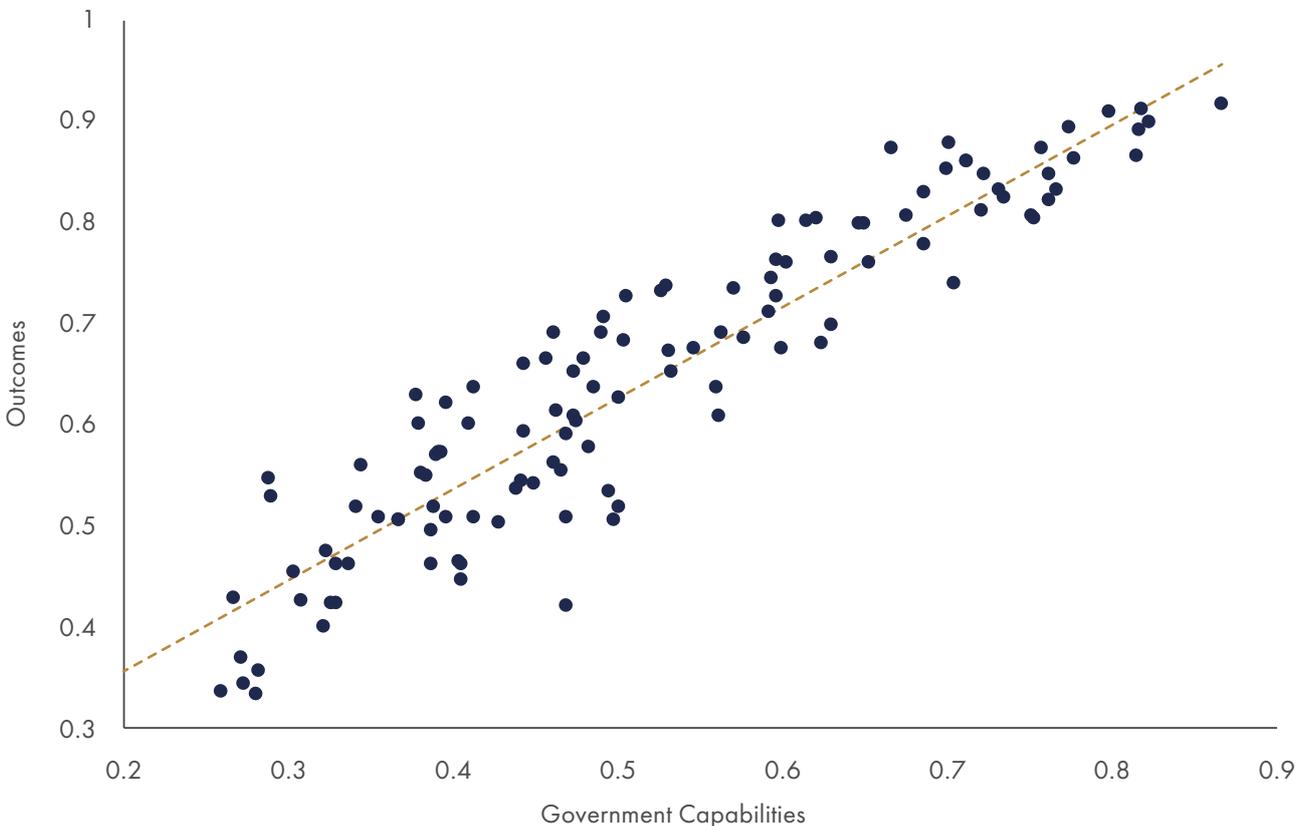
The Chandler Good Government Index (CGGI) launched in 2021 amid a world still reeling from the grip of a global pandemic. As governments—ready or not—raced to protect lives and secure livelihoods, the CGGI offered a timely lens to measure government effectiveness across the world.

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

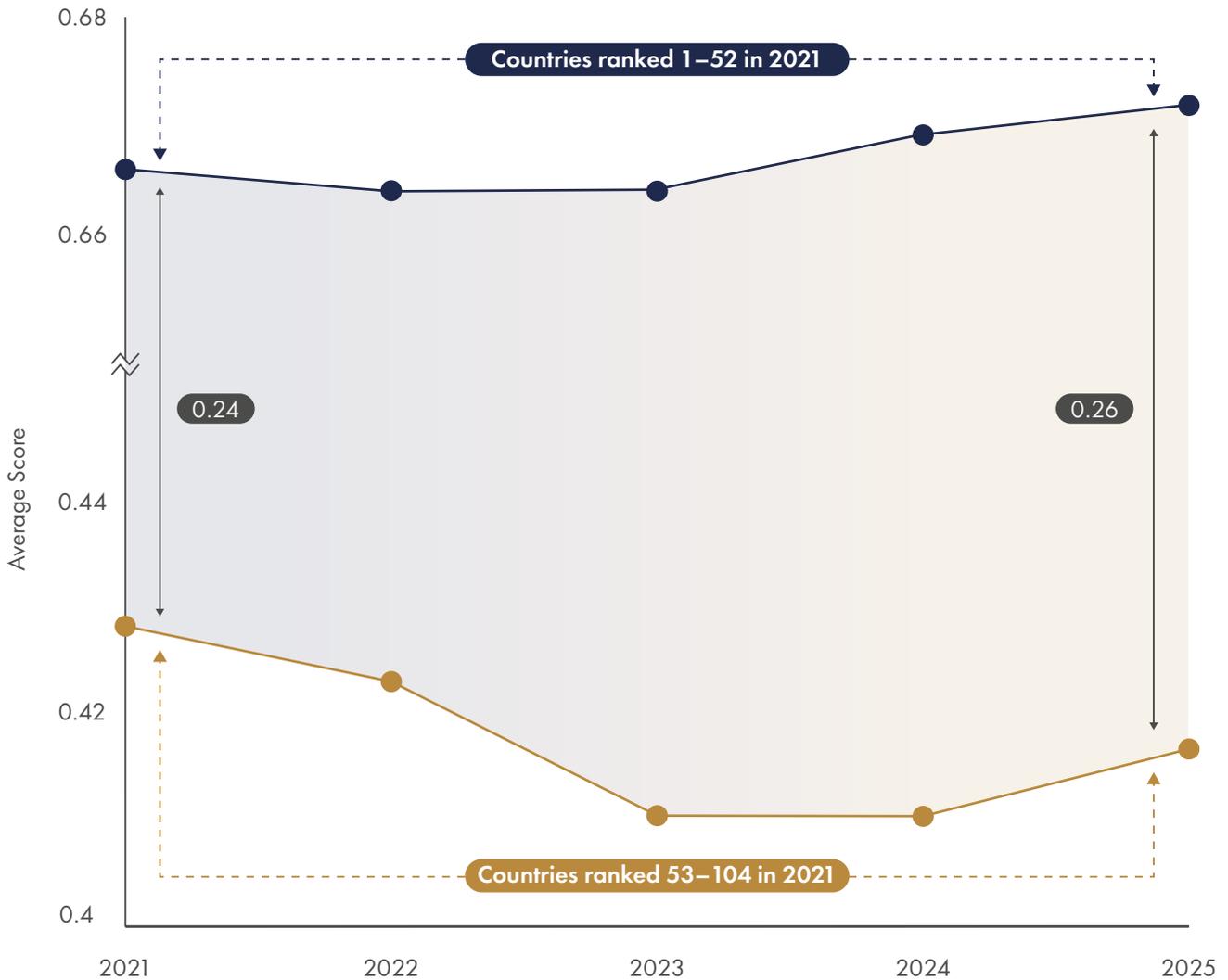
Each year, the message has been simple and clear: the quality of governments matters—for resilience, for prosperity, for progress. Now in its fifth year, the CGGI reinforces this message. One of its most consistent findings is the strong link between government capabilities—measured in the first six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

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

Capable Governments Deliver Better Outcomes
($r = 0.93$)



Widening Governance Gap (2021–2025)



The Governance Gap: The Better Improve, The Weaker Decline

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

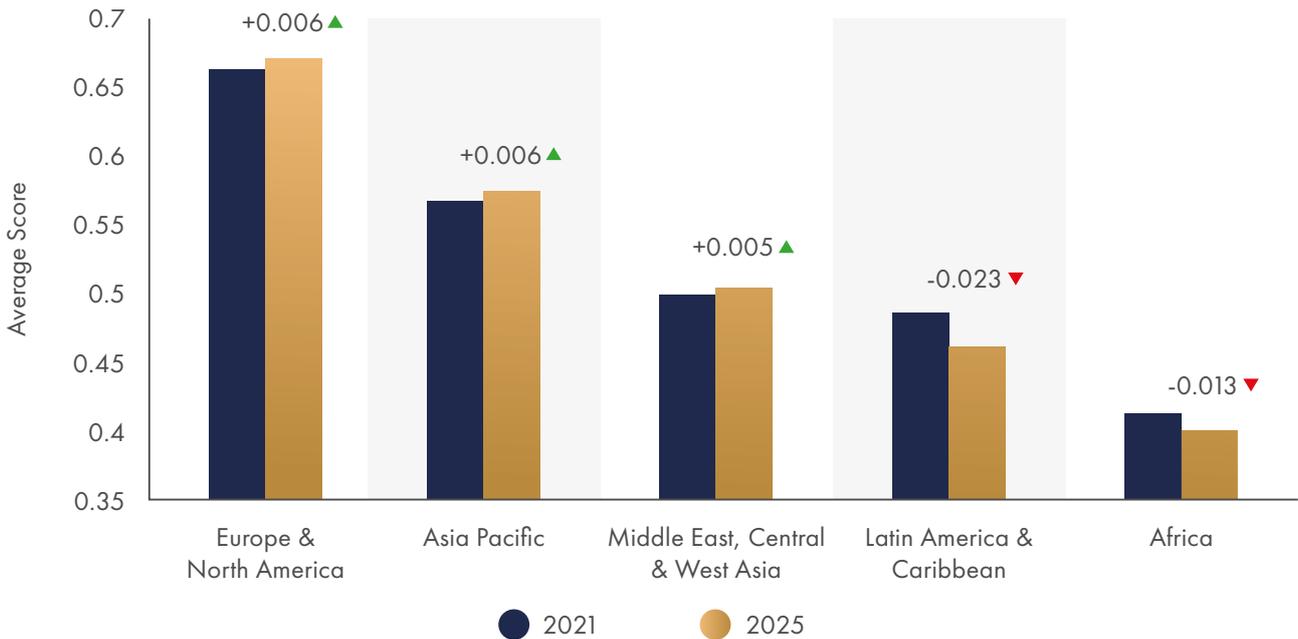
More troubling still is the pattern of bifurcation in the global governance landscape: the best are getting better while the weaker ones are declining. This widening divide is what we call the governance gap. Countries ranked in the top half in CGGI 2021 have, on average, improved their CGGI scores over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

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

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

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

Widening Governance Gap by Region (2021–2025)



China’s Progress Towards Effective Government

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

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

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

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

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



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

A Poorer, More Fragmented World?

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

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

Meanwhile, geopolitical tensions are rising across the world. Generally, country performance on the Global Influence & Reputation pillar has declined over the

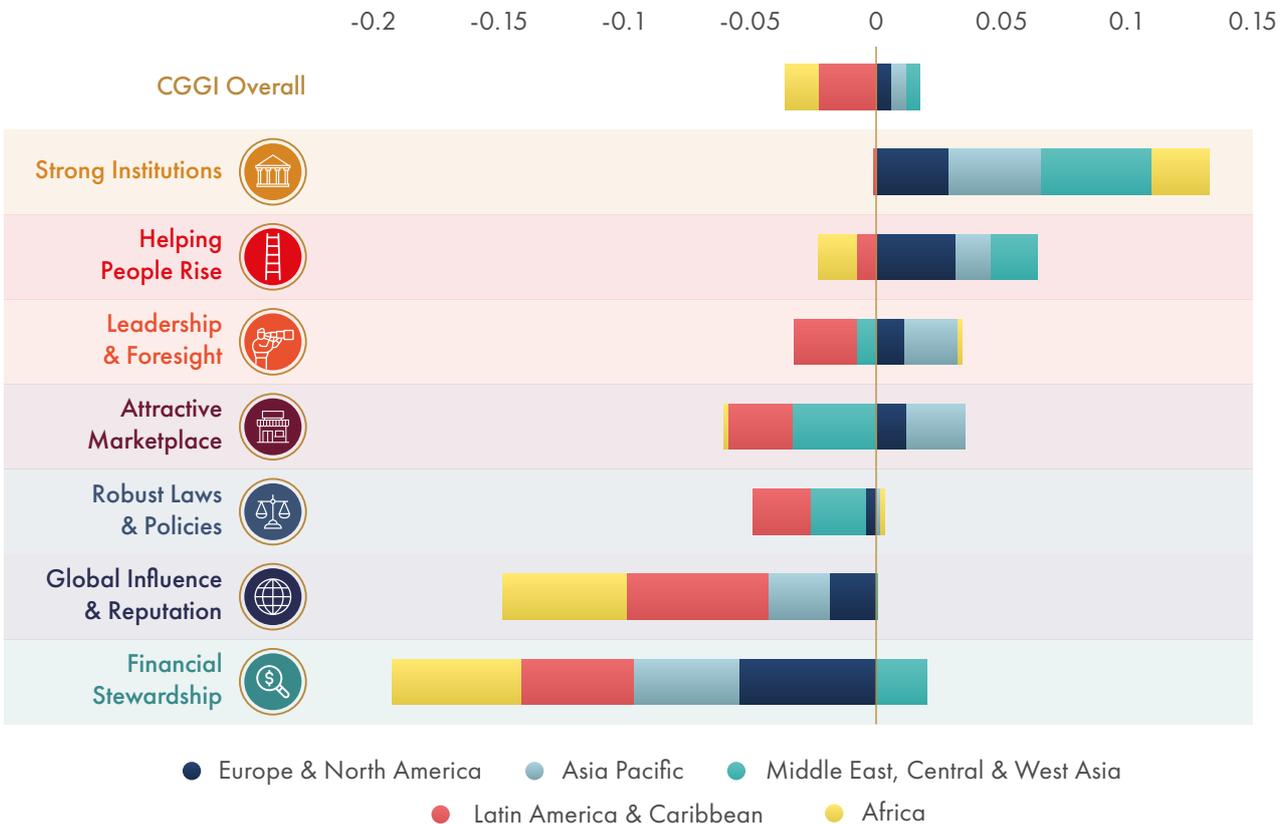
past five years, with a more acute dip especially in the past one year. Only the Middle East, Central & West Asia region bucked the trend, while the average country score for all other regions declined over the past five years. This points to an erosion in governments’ capabilities to sustain diplomatic networks and nurture international partnerships, at a time when the need for this is even greater.

Strengthening Institutions, Helping People Rise

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

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

Average Pillar Score Changes by Region (2021 to 2025)



Uruguay: Regional Rising Star



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

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

Under the leadership of newly elected President Yamandú Orsi, who took office in November 2024, the country is pursuing a vision of

bridging political divides and ensuring that no citizen is left behind, economically, socially, or politically.³ Regionally, Uruguay continues to affirm its constructive role in maintaining peace and security. The Minister of Foreign Affairs, Mario Lubetkin, has reiterated Uruguay's commitment to deeper regional economic and social integration through multilateral organisations such as the Southern Common Market (MERCOSUR) and the Community of Latin American and Caribbean States (CELAC).⁴



Winning the Governance Competition

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

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

Does Wealth Matter?

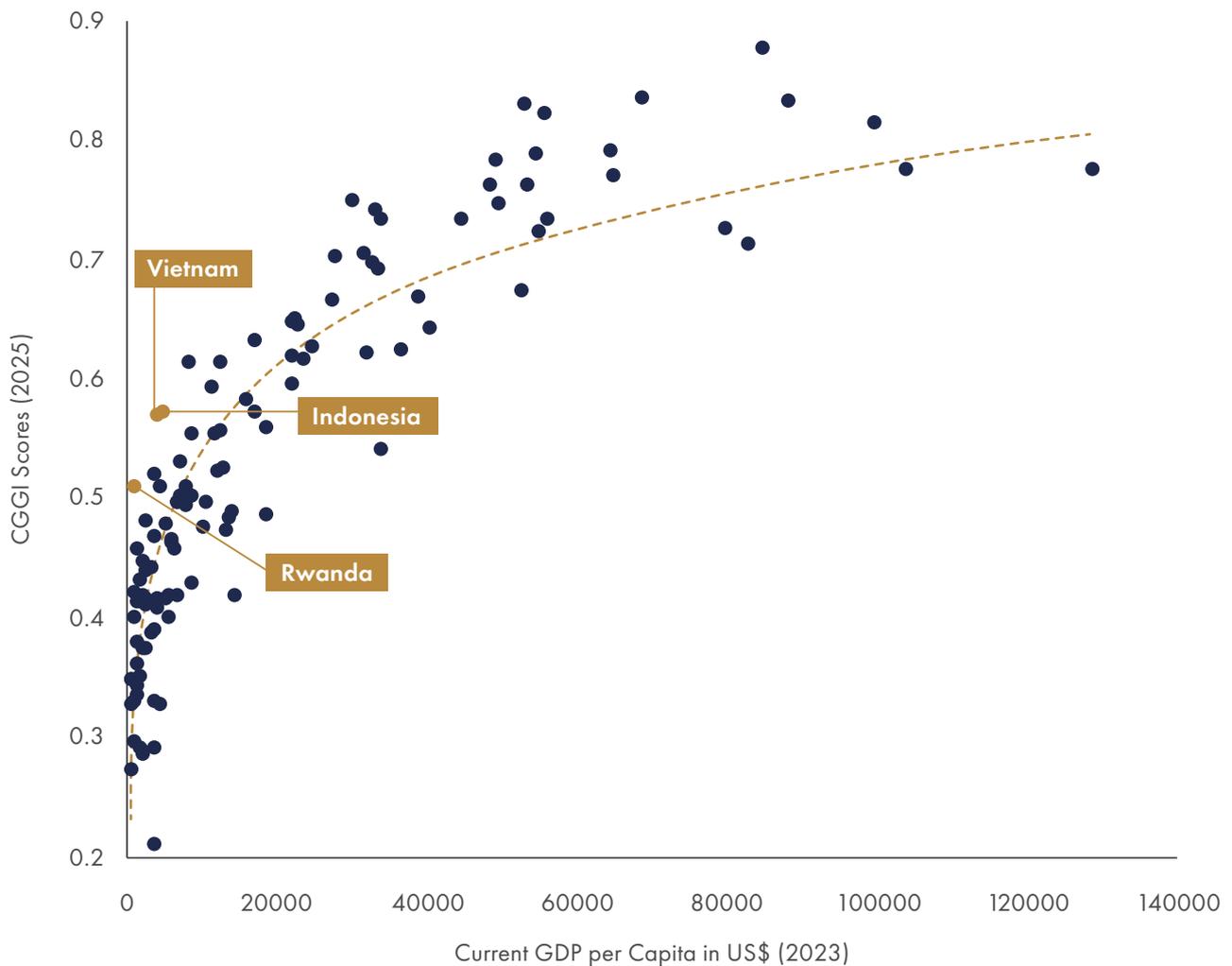
The top 20 countries are largely dominated by high income countries, while the lower ranked ones are mostly those with lower GDP per capita. The direction of causation is not so clear-cut, and the relationship warrants further study.

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

High Performance Government

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

Country CGGI Scores Increase With Income Levels



elections, incumbent parties lost vote share. Centrist parties bore the brunt, while many right-leaning parties gained ground in this “year of elections”.⁵

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

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



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



CGGI Data Process

The Chandler Good Government Index is a composite index that measures the capabilities and effectiveness of governments. Our framework and dimensions (which we call pillars) of good governance are derived from interviews and research on what capabilities and characteristics are most important for a government to perform its duties effectively. The 35 indicators are composed of over 60 metrics, more than 50% of them quantitative data sources.

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



Metrics

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



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



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



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



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



Imputation

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



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



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



Transformation & Normalisation

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



Data Aggregation & Ranking

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



Country Rankings



Overall Rank

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

The use of an equal sign indicates that two or more countries hold the same position in a given pillar ranking. Data cut-off for the 2025 Chandler Good Government Index was 1 December 2024.

Country Rankings



Overall Rank

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

Country Rankings



Overall Rank

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

Country Rankings



Overall Rank

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

Country Rankings



Overall Rank

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

The CGGI Advisory Panel



Dr Reuben Abraham
CEO of Artha Global



Ms Elizabeth Anderson
Executive Director of the
Basel Institute on Governance



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



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Mr Adrian Brown
Founder and Chief Executive
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Dr Ed Olowo-Okere
Senior Advisor in the
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Finance, and Institutions
(EFI) Vice Presidency
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**Dr Manuel Gerardo
Flores Romero**
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Prof Kent Weaver
Professor of
Public Policy and
Government at
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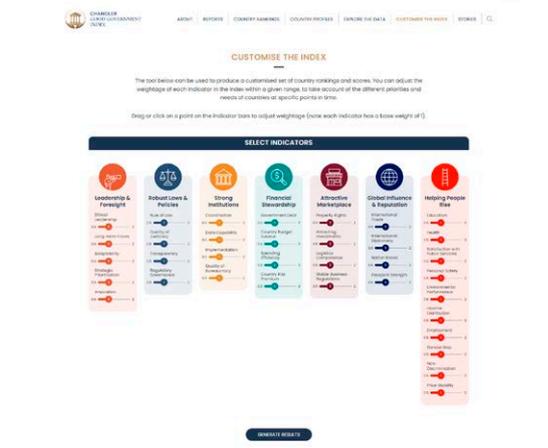
The CGGI Website

The CGGI is designed to turn analysis into action.

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

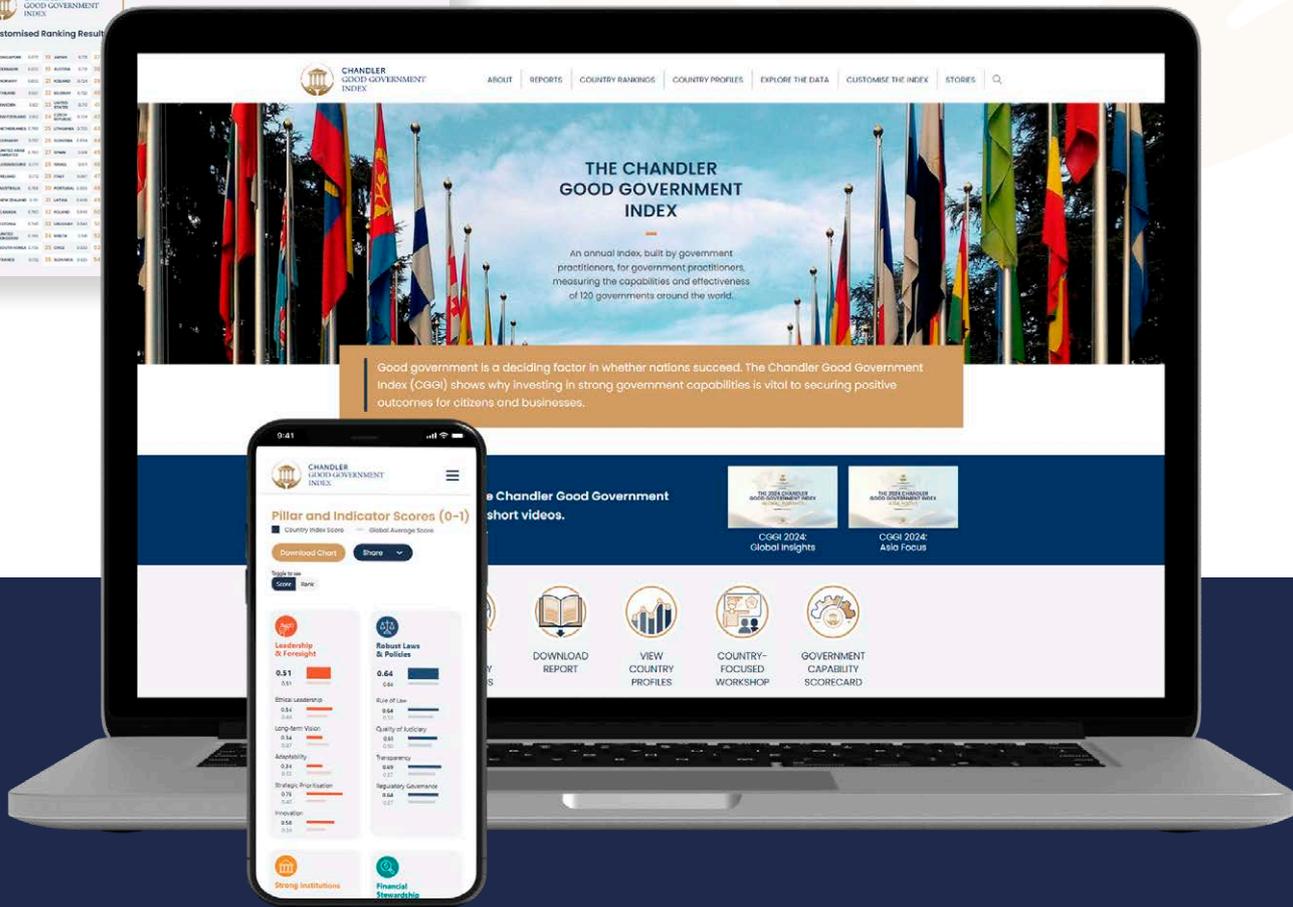
All 120 countries featured in the Index can be individually explored on the website, with breakdowns for all 35 indicators. Users can use the interactive features to compare countries, view ranking trends over the years, or to customise the Index by increasing or decreasing the weightage of selected indicators. The website also features country profiles and stories about governance, including contributions by government practitioners, insight pieces, and further resources.

www.chandlergovernmentindex.com



This screenshot displays a table titled 'Customised Ranking Result' showing the top 20 countries. The table includes columns for Country, CGGI Score, and a 'View Profile' link for each country.

Country	CGGI Score	View Profile
1. Singapore	0.97	View Profile
2. Denmark	0.95	View Profile
3. Norway	0.93	View Profile
4. Iceland	0.92	View Profile
5. Sweden	0.91	View Profile
6. Netherlands	0.89	View Profile
7. Switzerland	0.88	View Profile
8. Luxembourg	0.87	View Profile
9. Belgium	0.86	View Profile
10. Austria	0.85	View Profile
11. New Zealand	0.84	View Profile
12. Canada	0.83	View Profile
13. Finland	0.82	View Profile
14. South Korea	0.81	View Profile
15. Japan	0.80	View Profile
16. United Kingdom	0.79	View Profile
17. Germany	0.78	View Profile
18. France	0.77	View Profile
19. Australia	0.76	View Profile
20. Taiwan	0.75	View Profile



CGGI Website Features



VIEW
COUNTRY RANKINGS



DOWNLOAD
REPORT



VIEW
COUNTRY PROFILES



Learn more, by exploring the
CGGI website

Scan the QR code to view website.

A-B	C-D	E-G	H-J
Albania	Cambodia	Ecuador	Honduras
Algeria	Cameroon	Egypt, Arab Rep.	Hungary
Angola	Canada	El Salvador	Iceland
Argentina	Chile	Estonia	India
Armenia	China	Ethiopia	Indonesia
Australia	Colombia	Finland	Iran, Islamic Rep.
Austria	Costa Rica	France	Ireland
Bangladesh	Cote d'Ivoire	Georgia	Israel
Belgium	Croatia	Germany	Italy
Benin	Cyprus	Ghana	Jamaica
Bolivia	Czech Republic	Greece	Japan
Bosnia and Herzegovina	Denmark	Guatemala	Jordan
Botswana	Dominican Republic		
Brazil			
Bulgaria			
Burkina Faso			

K-M	N-R	S-T	U-Z
Kazakhstan	Namibia	Saudi Arabia	Uganda
Kenya	Nepal	Senegal	Ukraine
Kuwait	Netherlands	Serbia	United Arab Emirates
Kyrgyz Republic	New Zealand	Sierra Leone	United Kingdom
Laos	Nicaragua	Singapore	United States
Latvia	Nigeria	Slovakia	Uruguay
Lebanon	North Macedonia	Slovenia	Venezuela
Lithuania	Norway	South Africa	Vietnam
Luxembourg	Pakistan	South Korea	Zambia
Madagascar	Panama	Spain	Zimbabwe
Malawi	Paraguay	Sri Lanka	
Malaysia	Peru	Sweden	
Mali	Philippines	Switzerland	
Malta	Poland	Tajikistan	
Mauritius	Portugal	Tanzania	
Mexico	Romania	Thailand	



Singapore Country Data for 2025

INDEX RANK: **1st**

INDEX SCORE: **0.875**

POPULATION: 5,977,648

GDP/PPS CAPITA: US\$ 84,734

INCOME LEVEL: High Income

Learn more about how governments can use the CGGI as a diagnostic tool here.

Pillar and Indicator Scores (0-1)

Pillar	Score	Indicator	Score
Leadership & Rule of Law	0.87	Rule of Law	0.88
Robust Laws & Policies	0.85	Quality of Judicial System	0.87
Strong Institutions	0.87	Anti-Corruption	0.88
Financial Soundness	0.88	Government Debt	0.87
Attractive Markets	0.87	Property Rights	0.88
Global Influence & Reputation	0.71	International Trade	0.88
Helping People	0.92	Education	0.92

Filters: Country, Geography, Income Level, GDP per Capita, Population

Select year: 2025

Rank	Country	Leadership & Rule of Law	Robust Laws & Policies	Strong Institutions	Financial Soundness	Attractive Markets	Global Influence & Reputation	Helping People
1	Singapore	0.87	0.85	0.87	0.88	0.87	0.71	0.92
2	Denmark	0.85	0.85	0.85	0.88	0.87	0.71	0.92
3	Norway	0.85	0.85	0.85	0.88	0.87	0.71	0.92
4	Finland	0.85	0.85	0.85	0.88	0.87	0.71	0.92
5	Sweden	0.85	0.85	0.85	0.88	0.87	0.71	0.92
6	Switzerland	0.85	0.85	0.85	0.88	0.87	0.71	0.92
7	Netherlands	0.85	0.85	0.85	0.88	0.87	0.71	0.92
8	Germany	0.85	0.85	0.85	0.88	0.87	0.71	0.92
9	United Arab Emirates	0.85	0.85	0.85	0.88	0.87	0.71	0.92
10	Luxembourg	0.85	0.85	0.85	0.88	0.87	0.71	0.92
11	Ireland	0.85	0.85	0.85	0.88	0.87	0.71	0.92
12	Australia	0.85	0.85	0.85	0.88	0.87	0.71	0.92

Filters: Country, Geography, Income Level, GDP per Capita, Population

Select year: 2025

Ranked by Overall: 0.87

Rank	Country	Overall Score
1	Singapore	0.87
2	Denmark	0.85
3	Norway	0.85
4	Finland	0.85
5	Sweden	0.85
6	Switzerland	0.85
7	Netherlands	0.85
8	Germany	0.85
9	United Arab Emirates	0.85
10	Luxembourg	0.85
11	Ireland	0.85
12	Australia	0.85

Endnotes

Governance Competition: The Winners in 2025 (Page 5)

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Taking Flight, Waiting in the Wings (Page 9)

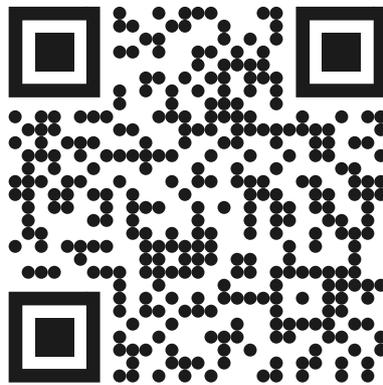
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