



CHANDLER

INSTITUTE OF GOVERNANCE

Trust in Governance

WELCOME
FROM OUR
EXECUTIVE
DIRECTOR



Wu Wei Neng,
Singapore, 2019.



The need for strong nations – and the good governments upon which they are founded – has never been more urgent.

A central belief of the Chandler Institute of Governance (CIG) is that good government is the foundation of a strong nation. As the world grapples with issues ranging from global pandemics to climate change, economic instability to geopolitical tension, that belief has only deepened. The need for strong nations – and the good governments upon which they are founded – has never been more urgent.

The following pages give an overview of how CIG works with leaders across all levels of government, and partners with government departments and organisations across the world, to build strong nations for the next generation.

Strong nations around the world are all unique, but they share common features: they are wise, prosperous, and unified. These features are in fact grounded in the quality of their national governance - the capabilities, systems and skills of their public servants and institutions. By working with governments to enhance these capabilities and systems, CIG contributes to their nation-building journeys.

This work takes many forms: training programmes, technical assistance, knowledge creation, and strategic counsel. Yet all of our work is informed by our heritage in governance,

and animated by the same principles – an intense focus on practicality, working in partnership, humility, and a determination to empower and equip our partners with the tools to succeed in public service.

CIG is one of the few privately funded non-profit institutions focused on national governance. We place a strong emphasis on the practical aspects of governance and nation-building, and the pragmatic realities of policy implementation, rather than abstract theory. Taking a unique “for practitioners by practitioners approach”, we engage experts with deep government experience and expertise, and with a track record of practical excellence. This uniquely positions CIG to support governments and public leaders around the world.

I thank you for your interest in CIG, and invite you to be a part of our journey to foster a peaceful and prosperous world through excellence in national governance.

Wu Wei Neng

WU WEI NENG
Executive Director

OUR STORY

SHAPING THE CHARACTER AND CULTURE OF
NATIONAL AND LOCAL GOVERNMENTS





A Trusted Partner to Government Leaders

The Chandler Institute of Governance was founded to help foster a peaceful and prosperous world through excellence in national governance.

We believe that good governments are the foundation of strong nations – that good governance unlocks a nation’s potential and is a prerequisite to achieving sustainable national prosperity.

Through our training, programmes, knowledge creation and counsel, CIG works to be a trusted partner to government leaders to help them unlock that potential and build strong nations for the next generation.



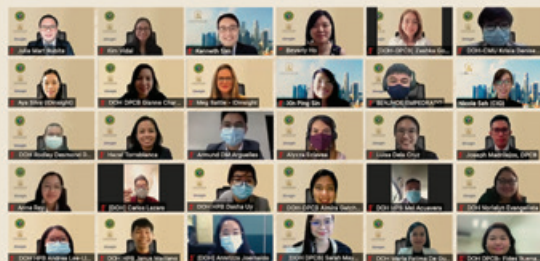
A Vision of a Better Governed World

Good governance has been a lifelong focus for our founder, New Zealand-born entrepreneur and investor Richard F. Chandler. He wrote his master’s thesis on corporate governance, and worked to improve corporate governance around the world for more than 30 years. These experiences strengthened his understanding that sound, long-term corporate and national governance is the essential foundation of prosperity, well-being and development.



The Chandler Institute of Governance

The Chandler Institute of Governance (CIG) was founded in 2019, with the support of a group of seasoned former government leaders from several countries. Our founder observed how many think tanks failed to achieve concrete results, and saw the value of an independent institute that would work directly with governments in highly practical ways. Through training, partnerships and hands-on projects – dealing with the “how” rather than the “why” – CIG focuses on the practitioner’s tradecraft of governance.



Offering More Modalities of Training and Engagement

Less than a year after CIG was established, the world faced the worst pandemic in modern history. As nations struggled to meet urgent healthcare, economic and social demands, success or failure hinged on the quality of their governance, and the degree of trust between people and their governments. CIG pivoted to online training and engagements, building on relationships established before the Covid-19 pandemic. Today, we continue to support various government agencies on concrete workstreams and projects both online and offline.



The Chandler Good Government Index

Countries and cities around the world are competing for scarce talent and investment. This “governance competition” is the most important global contest today. Governments need timely, non-ideological insights into their capabilities and performance, to benchmark themselves and learn from other countries. In partnership with our network of government experts, CIG designed and launched the inaugural Chandler Good Government Index (CGGI) in 2021, ranking and scoring the institutional capabilities and outcomes of 104 governments.



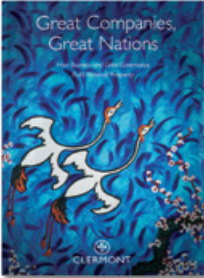
The Chandler Academy of Governance

As CIG’s training efforts matured and grew, we established the Chandler Academy of Governance (CAG) in 2021 to consolidate and scale up CIG’s training activities. CAG develops its own proprietary curriculum, drawing upon CIG’s total game understanding of how government leaders architect strong nations, and adopts a wider range of pedagogical models, including online learning. At the same time, CAG continues to differentiate itself through a laser focus on practitioner-oriented learning that is contextualised to the needs of the specific government partners we work with.



1982

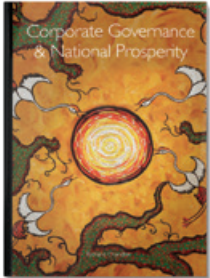
CIG's founder, Richard F. Chandler, wrote his Master of Commerce thesis titled *Corporate Directorship Practices in New Zealand Listed Public Companies*.



2012

Great Companies, Great Nations

Drawing on decades of experience building businesses and investing across global markets, Richard F. Chandler examined how good corporate governance is synonymous with national prosperity, and how governments can shape – for better or worse – corporate governance standards.



2010

Corporate Governance and National Prosperity

This publication by Richard F. Chandler illustrates how good corporate governance increases national prosperity, by aligning the interests of investors, businesses and government.



2020

CIG Expands Partnerships

CIG signs several MOUs and broadens our collaboration with national and local governments.



2019

Chandler Institute of Governance

Built on a lifelong heritage and study of governance, CIG was founded to support public sector leaders and policymakers to build effective and accountable governments, institutions and policies.



2021

Chandler Good Government Index

CIG launches the world's most comprehensive index measuring government capabilities and outcomes. It enables countries to benchmark their performance and highlights opportunities for learning and progress.



2021

Launch of Governance Matters

The inaugural issue of CIG's global magazine *Governance Matters* is launched in 140 countries, providing a platform for government leaders and practitioners to share insights, experiences and good practices, and to highlight inspiring stories of good governance.



2022

Signature of First MOU in Africa

CIG signs an MOU with a public agency in Zambia, laying the foundation for deepening partnerships in government capability development in Africa.



2021

Chandler Academy of Governance

The Chandler Academy of Governance (CAG) is established to consolidate and scale up CIG's training efforts for government leaders globally.



2022

Project Partnership with Asian Development Bank

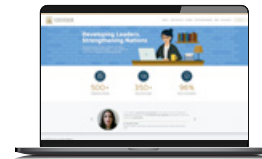
CIG wins a competitive Asian Development Bank tender to provide technical assistance in improving the efficiency and performance of governance and institutional structures in the Philippines. This marks CIG's first project partnership with a regional development bank, and further expands CIG's relational network of partners and experts.



2022

Milestone Leadership Training Programme

CAG collaborates with the Kenyan government and partners to design and deliver its first year-long milestone leadership programme, for young public sector leaders in Kenya.



2022

Chandler Academy Global Learning Portal

With the launch of its online learning portal, CAG increases its global reach and makes its practitioner-oriented programmes accessible to government leaders around the globe.

OUR MISSION

TO ENHANCE GOVERNMENT PERFORMANCE
THROUGH TRAINING, PROJECTS, PROGRAMMES,
KNOWLEDGE CREATION AND COUNSEL



CIG signs a Memorandum of Understanding with the Vietnam Academy of Social Sciences, Hanoi, 2019.



Building Strong Nations with Trust as the Foundation

At the Chandler Institute of Governance, we partner with governments to build strong nations by supporting the establishment of effective governance architectures, and enhancing government performance through practical training, hands-on projects, partnerships and knowledge sharing.

The foundation of strong nations is good governance and trust. A capable and effective government creates trust across all levels of society, catalysing greater investment, innovation, entrepreneurship, and economic growth. Trust also allows governments greater flexibility and support from citizens when making new policies.

Trust in governments is realised when all stakeholders - which includes individual citizens, community groups, businesses, investors and international partners - believe that a government will follow through on its commitments, and in line with the best interest of the people it serves.

We believe this is within the reach of all governments.



Good governance and trust is the foundation of strong nations, Vienna. Austria, 2015.

THE CHANDLER PROSPERITY MODEL

Our vision and inspiration for a better world arise from the Chandler Prosperity Model's insight that good governance, trust, and opportunities for people are the engines of national prosperity:

Governance as a Discipline: The Architecture and Engineering of Strong Nations

The Taj Mahal, Hagia Sophia, Pantheon, and Imperial Ancestral Temple in Beijing seem to have little in common other than that they are all beautiful buildings. Yet their external differences belie a number of less visible similarities: each was once only a compelling vision; each demanded years of coordinated, consistent work to become real; and each still stands today thanks to a combination of sound engineering and skilled craftsmanship.

The same might be said of governance. Like architecture and engineering, it is a discipline that can be studied and developed. When the right blueprints, materials, skills, and teams combine, it is possible to build something durable and significant. Just as architectural styles vary around the world, so will forms of governance – yet the principles and practices that underpin the structural integrity of a building, or a government, hold true across continents and cultures.

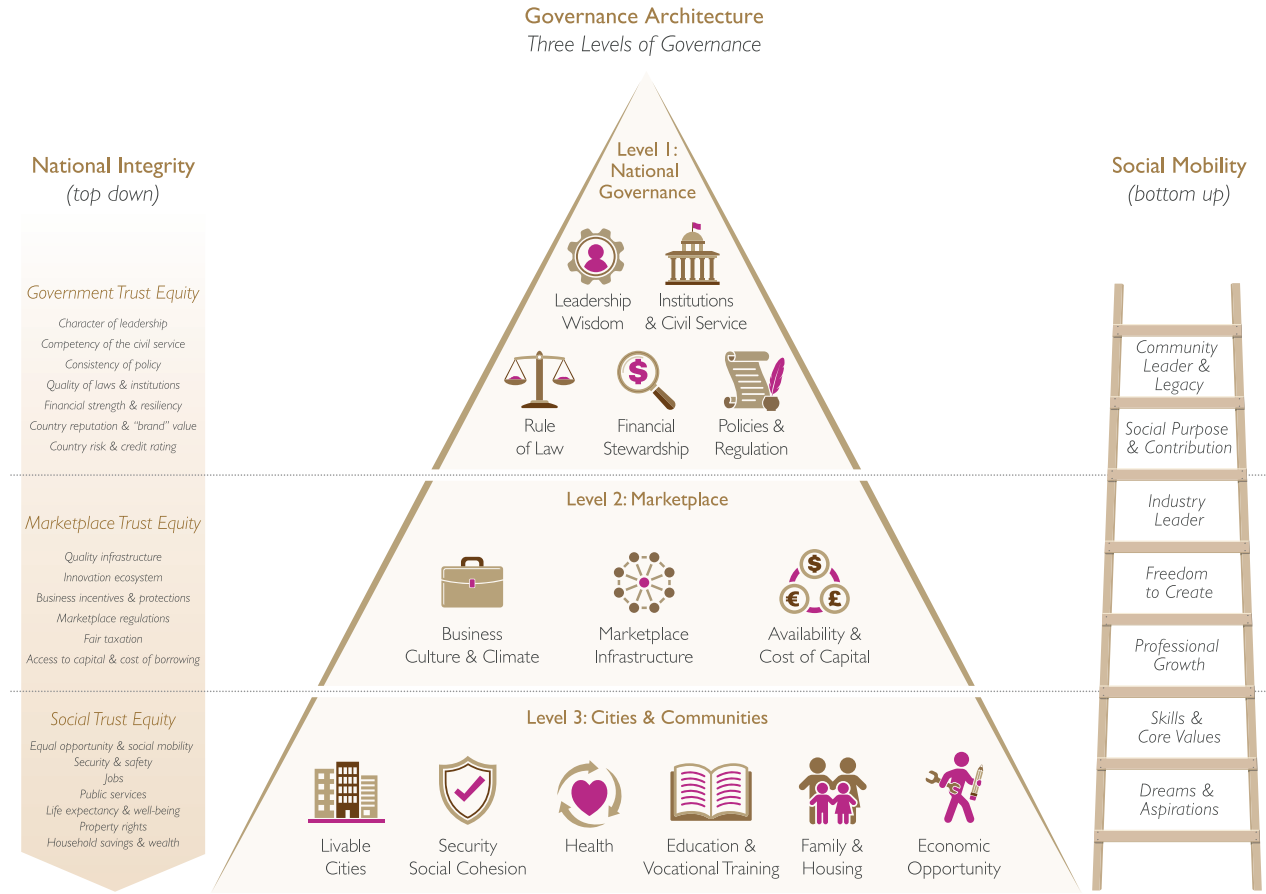


The Hagia Sophia and Pantheon are all masterpieces made possible with the same underlying principles of architecture and engineering. These disciplines, like governance, can be studied and developed to build legacies that stand the test of time.



The Chandler Prosperity Model: A Total Game Understanding

The three levels in this model highlight the multi-dimensional nature of prosperity.



Each nation has an identity and story anchored in heritage, culture, values and traditions

Three Levels of the Chandler Prosperity Model

National Governance – the top level of the Chandler Prosperity Model (CPM), flourishes when countries are led by ethical and competent leaders who steward the national story for the long term. It has sound institutions and a competent civil service to develop effective policies and deliver public services. The first level of the CPM reflects the core components of effective national governance.

Marketplace Vitality – which corresponds to the second level of the CPM – is a result of having business-friendly regulations, infrastructure and systems to attract capital, talent, investments and entrepreneurship. These components are the engine for growth opportunities, productivity and meaningful jobs, all of which are hallmarks of a prosperous nation.

Cities and Communities – the third level of the CPM – is grounded in a strong and authentic identity shared by its citizens. Its people enjoy quality healthcare and education, feel safe and secure, and have equal access to opportunities.

Unleashing the Trust Waterfall

The three levels of the CPM are distinct, and yet interdependent and interrelated.

National Governance sits atop the model because its influence and actions powerfully shape the opportunities that citizens, communities and businesses enjoy. Our data analysis finds a clear relationship between countries with robust rule of law, low government corruption and secure property rights on the one

hand, and higher GDP per capita on the other. When governments create sound and principled legal, regulatory and institutional infrastructure, they unleash the power of the marketplace and create more opportunities for communities.

Trust is the oxygen of strong nations, and the goal of governance should be to expand trust across all levels of society. Good governance fosters greater investor confidence, innovation, entrepreneurship, and economic growth. This in turn provides governments with financial resources and tax revenue to build better systems, hire and retain talented civil servants, and deliver high-quality infrastructure and services, such as schools, hospitals, law enforcement, airports, and public housing.

When communities and citizens enjoy inclusive access to quality public services such as security, healthcare and education, and marketplace opportunities like high quality jobs, they will naturally trust their governments and employers more, and be more prepared to work hard for their futures, contribute to national development, pursue their aspirations, and see themselves as part of a unified and harmonious society.

The fastest way to build trust is to eliminate corruption. Transparency International's Corruption Perceptions Index shows that every country that has low levels of corruption has high levels of prosperity. There are no exceptions. This is why government integrity is so important. High-trust societies start with the integrity of national leaders. We call this the "Trust Waterfall" because integrity flows from the government into the marketplace and the community.

The Trust Waterfall

Prosperity and Well-being
are Built on Trust

Government Trust Equity

Character of leadership
Competency of the civil service
Consistency of policy
Quality of laws & institutions
Financial strength & resiliency
Country reputation & “brand” value
Country risk & credit rating

Marketplace Trust Equity

Freedom to create
Business incentives & protections
Marketplace regulations
Marketplace infrastructure
Fair taxation
Access to capital & cost of borrowing

Social Trust Equity

Equal opportunity & social mobility
Security & safety
Jobs
Public services
Life expectancy & well-being
Property rights
Household savings & wealth

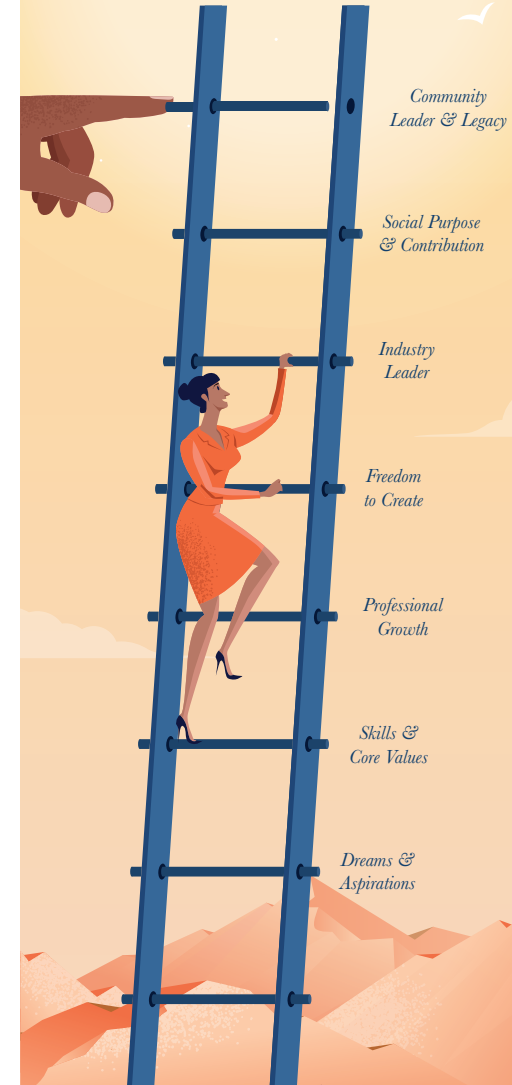
Helping People Rise: The Importance of Social Mobility

Policymakers and economists have been grappling with income inequality for decades. Yet, the focus on inequality without building social mobility is missing the forest for the trees. The Chandler Good Government Index, which measures the capabilities and outcomes of 104 governments, shows a close relationship between good national governance and social mobility – the opportunity for all members to change social position over time. It is a relationship that holds true regardless of income level, ideology, or geography. Good governance is deeply connected to prosperity and opportunity.

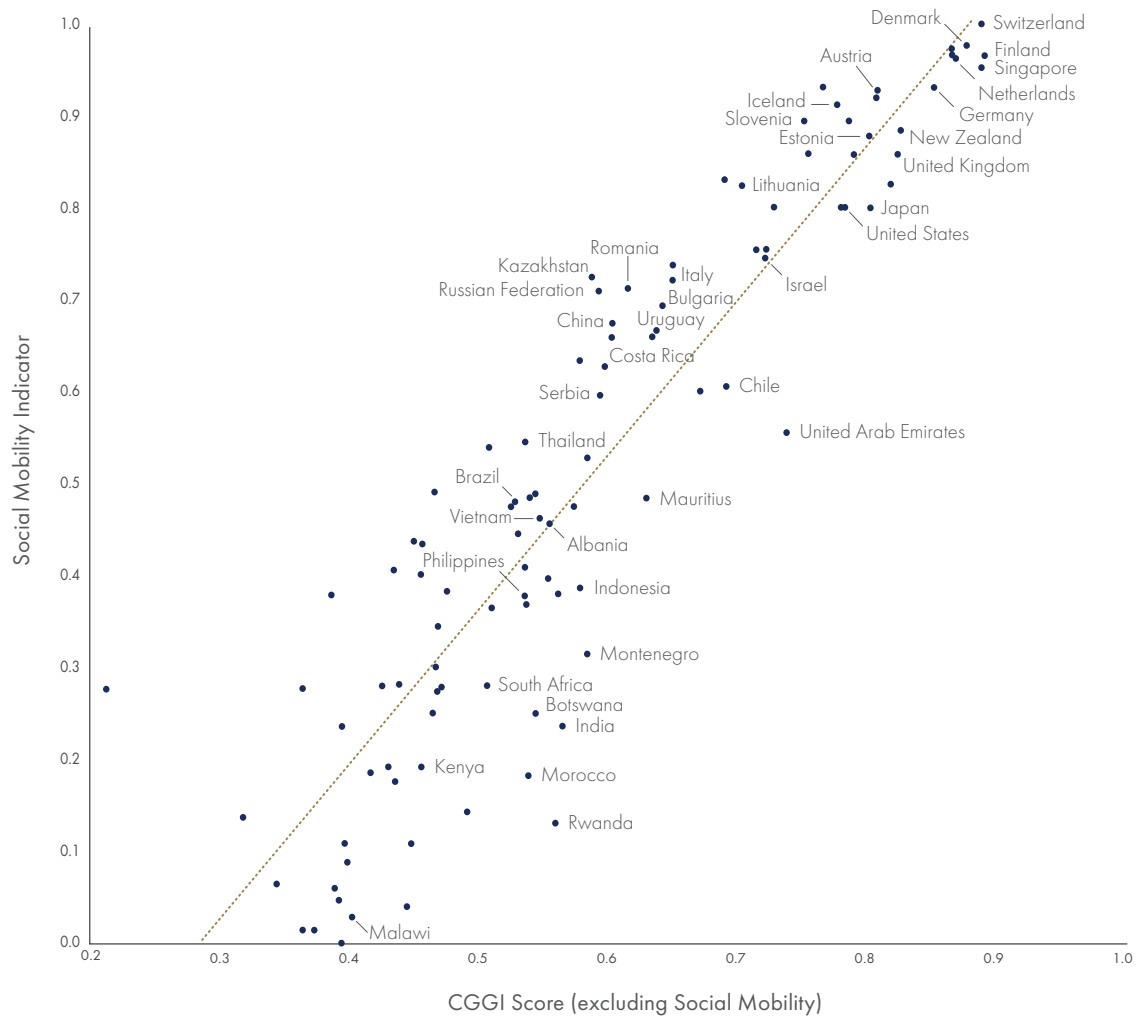
The relationship between good governance and social mobility reveals that both top-down and bottom-up initiatives have important roles to play in creating a strong nation. Governance that values social mobility results in the implementation of policy that allows room for individuals to choose what role they want to play in society – yet people cannot be dragged up a ladder, only given the opportunity to climb it.

The Social Mobility Ladder

Helping People Rise
through Social Mobility



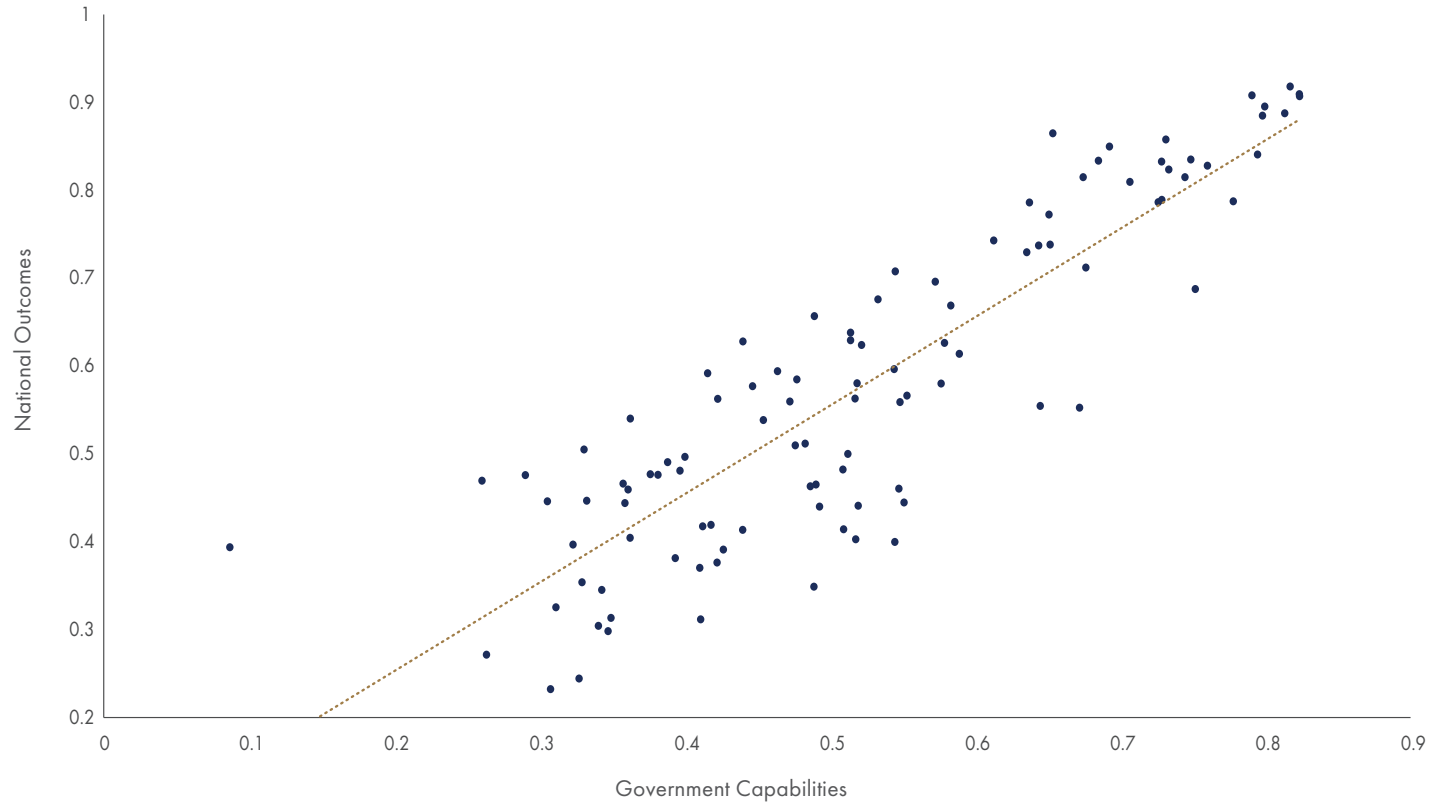
Nations with Good Governments have Higher Social Mobility



Source: Chandler Good Government Index 2022 (CGGI)

Why Governments are Important

Investing in good government capabilities improves national outcomes.



Source: Chandler Good Government Index 2022 (CGGI)

The Chandler Good Government Index measures the performance of 104 governments, across 26 indicators of government capabilities, such as long-term vision and rule of law, and 9 indicators of national outcomes, such as education and healthcare.

Winning the Governance Competition

Talent and capital migrate to good governance. This migration can be seen in the pages of history – in 15th Century Renaissance Florence, for instance – as well as the newspapers of today, with the ebbs and flows of capital and talent around the world. Tracking those flows offers a glimpse of those who are winning – and those who are falling behind – in what our founder, Richard F. Chandler, calls the governance competition.

This competition is a high-stakes contest for capital and talent in which every nation, state, and city participates. On the line are their short-term performance and long-term strength. The winners are those whose governments are the most trusted and most competent. Sound governance translates into stability and strong brand equity, boosting investment and growth.

History tells us that the “winners” of today’s governance competition are not guaranteed to be the victors of tomorrow, just as it reminds us that a country’s past struggles need not inhibit its future growth. Nations rise and fall – prosperity leads to complacency, loss of discipline and decay. Wealth does not always imply wisdom.

A powerful insight that emerged from the Chandler Good Government Index was that governments with strong capabilities deliver better outcomes than governments with weaker capabilities. Put differently, improving government capabilities is important if we want to improve the lives and livelihoods of citizens, from healthcare to education to environmental protection.

Governments that master the architecture and engineering of strong nations, to build professional and adaptive institutions, fair and just societies, shared prosperity and exciting national narratives will attract and retain the talent and capital that will meet the challenges of the near and distant future. These nations will not just be the winners of the governance competition, they will be the leaders of tomorrow’s world.

Why Governments are Important



Own and manage more than **\$75 trillion** of commercial assets



Account for an estimated **25%** of all Research & Development spending in the OECD



Control more than **\$35 trillion** of expenditure every year



Provide over **700,000** hospital beds in more than **25,000** public hospitals in India



Hire over **one-third** of the world’s workforce



Manage nearly **100,000** public schools in the U.S. alone



The Chandler Academy conducts governance training in Nairobi, Kenya, 2022.



BUILDING STRONG NATIONS

Leveraging our practitioner-orientation and drawing on international good practices, CIG supports governments as they develop the capabilities to build strong nations. We do this through:



Training & Development

- Delivering training programmes for public service leaders that are focused on practical knowledge and application
- These programmes are designed and delivered with our partners to ensure that training is contextualised



Government Projects & Partnerships

- Equipping governments with technology, tools and templates that support effective public service delivery
- Building institutional capabilities, improving systems and processes, and achieving strategic and policy goals
- Technical assistance is co-designed and delivered by experienced practitioners



Knowledge Sharing

- Developing indices and diagnostic toolkits to measure and benchmark government capabilities and performance
- Our knowledge products and research provide government leaders with practical tools that apply in the real world of policy implementation and service delivery

THE CHANDLER GOVERNANCE MODEL

Our blueprint for building strong nations, and our guide for training and development.

Imparting the Tradecraft of Building Strong Nations

The Chandler Governance Model (CGM) is our holistic framework of how governments can build a strong nation. It guides the Chandler Academy of Governance (CAG) in creating and delivering programmes that equip government leaders with the skills and knowledge needed to succeed in their important missions.

The CGM shows us that strong nations are built on a foundation of integrity, culture and story. Every country has a unique history, identity and culture, which shapes the values, beliefs and traditions of its people.

Governments are the stewards of their nation's story. Successful nations have a good understanding of their history, and develop strategies and policies that align with, and are relevant to, their national story. Each successive government is tasked with writing a chapter in this longer story, and leaving behind a better and stronger nation for future generations. All successful nations also demonstrate a strong rule of law and a culture of integrity, which provide a principled and transparent basis for defining the relationships between the state, businesses, communities and individuals. In addition, they develop capabilities and international alliances to create the conditions for peace and security.

Beyond this, governments have a duty to undertake three key tasks.

First, they must establish professional and effective civil services – technocratic organisations that share a common purpose, values and culture, are well organised, and supported by effective planning, budgeting and implementation systems. These result in a wise nation, that can develop sound policies, strategies and programmes, and make good choices.

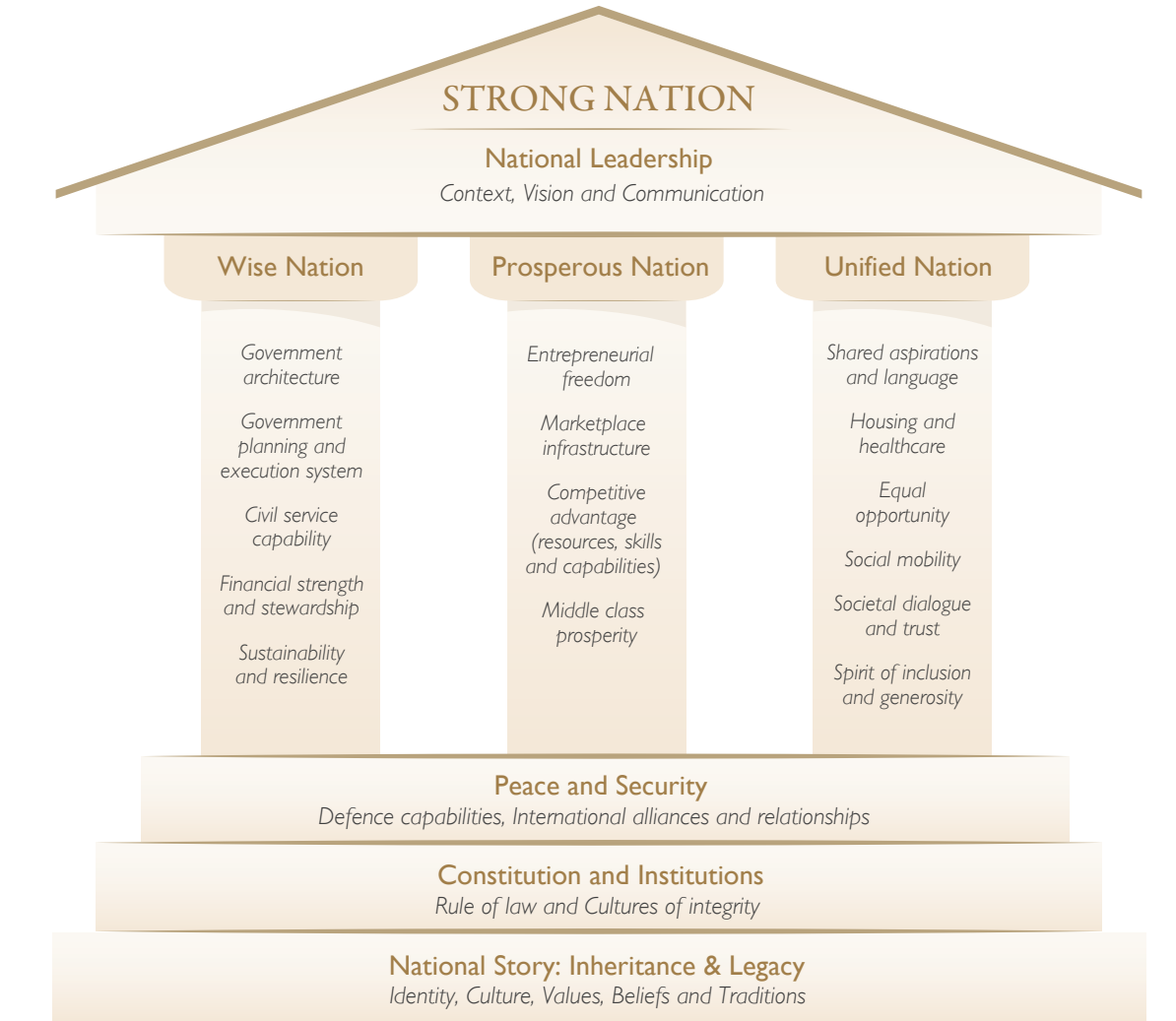
Second, governments need to create vibrant and creative economies, that reward innovation, drive investment and entrepreneurship, and attract capital and talent. This creates a prosperous nation, which generates jobs that meet the aspirations of a thriving population.

Third, governments should encourage shared aspirations and identity through inclusive and broad-based platforms, traditions and experiences. Universal access to healthcare, affordable housing and education supports equal opportunities and social mobility, and the rejection of discrimination based on ethnicity, gender, language or religion supports the creation of a harmonious, unified nation.

The CGM also highlights the role of national leadership that can steward and architect the country's progress over time. Such leadership must be contextual. Effective national leaders must accurately discern the current environment, adapt their leadership styles and priorities to the needs of the nation, and communicate clearly and authentically.

The CGM is the intellectual framework for CAG's curriculum and reflects its total game understanding of building strong nations. This, combined with CAG's commitment to practitioner-oriented learning, defines how CAG supports government leaders, as they develop the capabilities to build strong, prosperous and unified nations.

The Chandler Governance Model: A Framework for Building Strong Nations



SUPPORTING GOVERNMENTS GLOBALLY

Since our inception, the Chandler Institute of Governance has partnered with and supported governments and organisations around the world.





BANGLADESH

Bangladesh Institute of Governance & Development

- Curriculum review and redesign for Masters Programme in governance and development



COSTA RICA

Directorate General for Civil Service

- Public sector HR management and performance appraisal training



INDIA

Mahatma Gandhi State Institute for Public Administration

- Conduct case writing and case teaching training
- Co-design and co-deliver leadership training for public service leaders in the Punjab state

Punjab Bureau of Investment Promotion

- Design performance management system and provide training on its implementation



KENYA

Public Service Commission

- Co-design and co-deliver a year-long foundation training programme for young public sector leaders in Kenya



PHILIPPINES

National Economic Development Authority

- Recommend an optimal government-wide institutional and governance structure for the Philippine bureaucracy to improve the efficiency and effectiveness of public service delivery

Department of Health

- Train young public servants in policy development, research and evidence collection, and negotiation



RWANDA

Rwanda Cooperation

- Co-design and co-deliver capability development plan and workshops for Rwanda Cooperation's management



SINGAPORE

Ministry of Defence

- Training for defence finance officers



VIETNAM

National Academy of Public Administration

- Co-design of a new programme to develop senior leaders
- Online training for government officers, e.g., delivered a workshop on "Skills for International Negotiations"

Hanoi University of Home Affairs

- Build case teaching and writing skills for HUHA faculty, to enhance the quality of civil service training through the use of case studies



ZAMBIA

Zambia Cabinet Office

- Develop Strategic Plan
- Emoluments benchmarking, harmonising and forecasting capability development

National Healthcare Insurance Management Authority

- Develop Strategic Plan
- Deliver Performance Management / Leadership Workshops

OUR IDENTITY

A CULTURE OF EXCELLENCE,
A PASSION FOR EXECUTION



CIG team members, Chandler Institute of Governance Headquarters, Singapore, 2022.



A Global Centre of Excellence for Effective Governance

Our Calling is to design and deliver practical and relevant products and services that shape the character and culture of national and local governments. In turn, this will improve trust between the government, the marketplace and communities, and provide a conducive policy environment for investment, work, savings and progress. With better governance, nations will be well-placed to build fair, mobile and inclusive societies.

Our One Thing is working with governments to improve their capabilities and performance.

Our Defining Traits are a relentless focus on practicality and relevance of our work to meet the needs of governments, our practitioner knowledge of the culture and practice of governance, and our determination to empower and build up the effectiveness of our government partners. Headquartered in Singapore, we draw inspiration from the country's pragmatism, agility, global outlook and success.

Our Edge is our expertise in practical execution and delivery of workstreams and projects, our network and community of government practitioners and experts around the world, and our instinct to listen deeply to and understand our government partners frankly and sincerely.

OUR VALUES

*Our legacy is determined by the culture of governance
we help to shape, and the governments we empower to succeed.*



Partnering with Excellence

We listen, learn and work closely together with our partners to achieve shared goals

Relevance through Innovation

We innovate to meet the ever-changing needs of governments and partners through high-quality and practical products and services

Serving with Integrity

We honour our purpose and act in the best interests of our government partners







OUR CULTURE

Our culture is a tapestry of principles and behaviours that create a shared consciousness of how we operate, and what it means to be part of the CIG team.

Integrity is at the core of all we do. We prize honesty and accountability, and we earn credibility through acting with a noble purpose and in the best interests of our government partners. We stay away from partisan politics and advocacy. Relevance is achieved through a relentless focus on high-quality work that meets the actual needs of governments, and anticipating shifts in industry trends and culture. Partnership means staying connected with governments, listening with humility and an open mind, empowering others and each other, and understanding the power of shared effort.

As a developmental organisation, CIG strongly believes in the empowerment and growth of our team, through new challenges and opportunities, structured skills training and mentorship, and a close-knit environment, where people support each other to succeed. Arrogance and showmanship are not tolerated. We constantly seek to learn from, work with, and understand governments better, to build a global centre of excellence on the tradecraft of governance.

OUR LEADERSHIP



Lee Kok Fatt
Chairman

Former Principal Private Secretary to the President of Singapore, senior Administrative Service officer, Government of Singapore.



Gyanendra Badgaiyan
Board Member

Former Finance Secretary and Secretary to the Chief Minister of Delhi, senior Administrative Service officer, Government of India.



Tim Hanstad
Board Member

CEO of the Chandler Foundation, Co-Founder and former CEO of Landesa, U.S.



Wu Wei Neng
Executive Director

Former Singapore Government officer serving in Trade and Industry, Defence, Climate Change, International Negotiations, and Public Sector Development and Training portfolios.



Kenneth Sim
Dean, Chandler
Academy of Governance

Former Special Assistant to the Deputy Prime Minister, senior Administrative Service officer, Government of Singapore.

THE SPIRIT OF CIG

TRUST IN GOVERNANCE



CONTACT US

If you would like to discuss a possible collaboration or partnership, please email us at info@chandlerinstitute.org or write to us at the following address.

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Good governance is about the architecture and engineering of nations. While leadership is important, the true legacy of a leader is the strength and resilience of the nation – reflected in its constitution, laws, institutions and civil service.



Richard F. Chandler
Founder, Chandler Institute
of Governance

www.ChandlerInstitute.org
TRUST IN GOVERNANCE

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