



CHANDLER
INSTITUTE OF GOVERNANCE

Trust in Governance

Corporate Profile

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.

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, practical projects, and knowledge creation and sharing. 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

CIG 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, projects, and knowledge creation and sharing, CIG works to be a trusted partner to government leaders to help them unlock that potential and build strong nations.



The Chandler Institute of Governance

CIG was established in 2019. Our founder, with the support of a group of seasoned former government leaders from several countries, saw the value of an independent institute that would work directly with governments in highly practical ways. Through training, hands on projects and partnerships – 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.



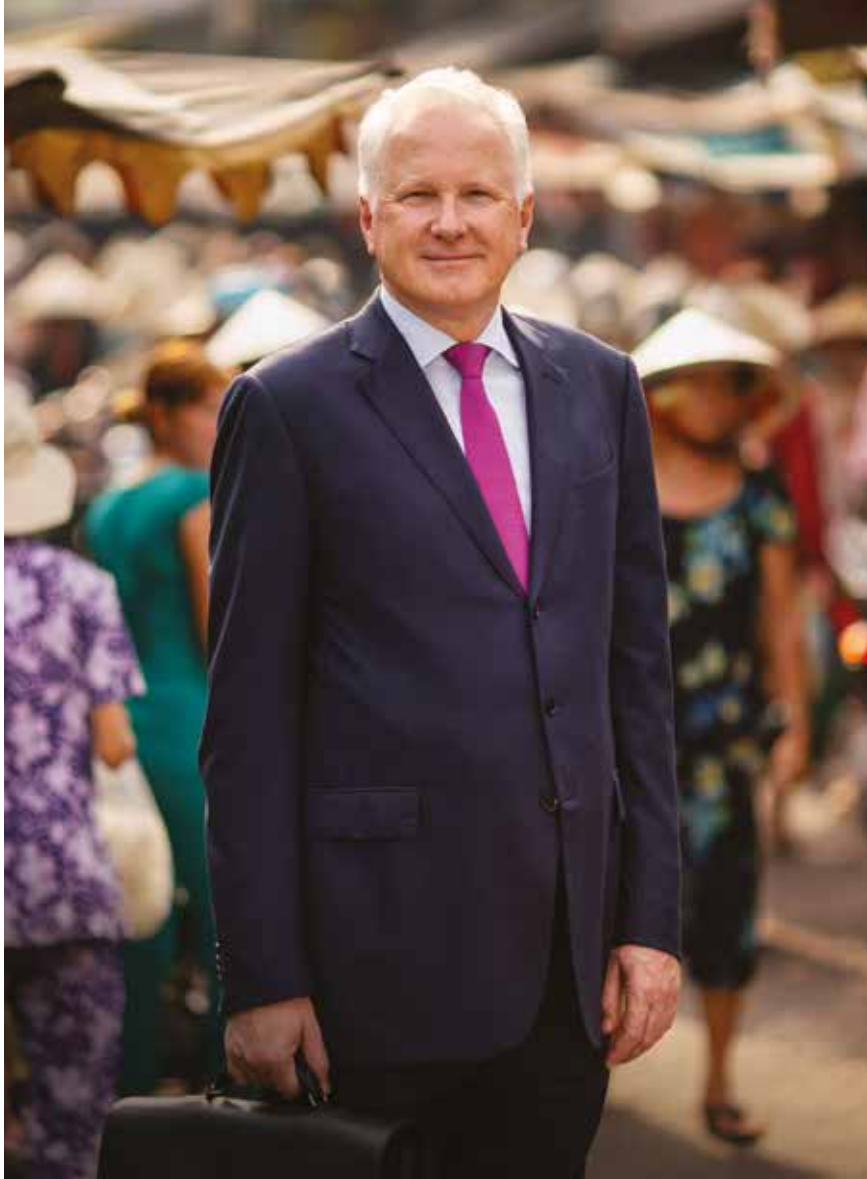
The Chandler Good Government Index

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 wide 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.



A VISION OF A BETTER GOVERNED WORLD

Our Founder's Story

A Lifelong Passion for Governance

CIG was established in 2019 by New Zealand-born entrepreneur and investor Richard F. Chandler. His passion for governance issues began when he was still a student at Auckland University. While completing his Master of Commerce degree, he wrote his thesis on corporate governance and went on to contribute a number of articles on the topic to domestic and international business journals.

In 1986, Richard Chandler founded Sovereign Asset Management alongside his brother, Christopher. Over the next 20 years, Sovereign invested in developing nations at a point of political and economic liberalisation. A key pillar of the company's strategy was the promotion of good corporate governance, encouraging the virtues of professionalism, integrity, transparency and accountability.

While investing in Brazil in the early 1990s, he witnessed the economy collapse when President Fernando Collor de Mello was forced to resign in a corruption scandal. In Russia in the 1990s, he sought to promote the development of responsible business practices as President Boris Yeltsin led an attempt to build a democratic society.

◀ Richard F. Chandler in Ho Chi Minh City, Vietnam, November 2018.



▲ Witnessing the fluctuating fortunes of developing nations, such as Brazil in the 1990s, increasingly highlighted the parallels between national and corporate governance.

In South Korea in the early 2000s, he experienced the consequences of a business culture poisoned by rampant corruption. These experiences were an early lesson in how the character of national governance shapes economic vitality and, ultimately, a country's hopes of building sustainable prosperity.

Building a Better World

In 1998, Richard Chandler sought to apply business principles to advancing the effectiveness of the social sector. Focusing on addressing poverty, he and his brother established Geneva Global as the "world's first philanthropic investment bank". Its aim was to use a rigorous, performance-minded approach to improve the allocation of capital within the philanthropic industry.

Geneva Global successfully identified and resourced many of the world's most promising social impact programmes. Yet while these projects had a deep impact on the lives they touched, they were

neither scalable nor sustainable. This experience revealed that long-term answers to building a better world lie not in addressing poverty's symptoms, but in establishing the foundational elements for prosperity.

The Prosperity Gap

In 2006, Richard Chandler left behind Geneva Global to pursue new ways of building a better world. He was guided in this mission by a new concept he developed: the "Prosperity Gap".

History shows that creative societies are prosperous societies. The Prosperity Gap represents the difference between current global GDP and what could be achieved if all nations were able to attain the same level of creative empowerment as the world's richest countries. The difference between the global economy's size and its potential gives us an indication of how many people around the world have been held back by weak and unjust institutions.

In 2021, global GDP was US\$ 96 trillion. Our research shows that had all people been given the same opportunity to contribute to the global economy as those living in the wealthiest and best governed nations, it would have been US\$ 366 trillion – representing a Prosperity Gap of a staggering US\$ 270 trillion.

A Front Row Seat to Weak Governance

To close the Prosperity Gap, Richard Chandler built a range of social enterprises in seven developing countries across Asia and Africa. These initiatives focused on the critical areas of healthcare and education. By using marketplace business models, they aimed to create scalable solutions to lift communities at the bottom of the social pyramid out of poverty.

These young start-ups struggled to survive and scale in the face of complex and inconsistently applied laws, bureaucracy and red tape, corruption, and weak infrastructure – particularly electricity and connectivity.

Supporting Systems Change

In 2013, Richard Chandler established the Chandler Foundation. Its early mission was to support organisations attempting to create the right enabling conditions in government, the marketplace, and communities to allow people's creativity and entrepreneurship to flourish.

The Foundation's work soon showed that there was one system above all that had the largest impact on national outcomes – government. Ultimately, the philanthropic initiatives it supported



▲ Richard Chandler's work in building social enterprises, such as Rumi Schools (pictured above), revealed the importance of national governance in creating lasting social change and prosperity, Mumbai, India, February 2007.

were attempting to compensate for the consequences of weak governance, which became the Foundation's key area of focus.

From Better Giving to Better Governance

Having tried to close the Prosperity Gap through both social businesses and philanthropy, Richard Chandler realised that a new truth was needed. The Prosperity Gap was not caused by a lack of foreign aid, philanthropy, capital investment or effective business models – all of which are available to developing nations. Rather, it is the result of a global Governance Deficit.

Addressing the Governance Deficit

While much has been studied on the issues of public leadership and political ideology, the art and science of governance remain relatively undeveloped. Recognising that we cannot influence what we do not model, Richard Chandler established CIG in Singapore to harness the knowledge and learnings of the city-state that built its success upon good governance, and to develop a comprehensive and integrated framework for improving national governance around the world. This included personally leading the development of the models and blueprints that underpin CIG's work.

The Chandler Governance Model, Strong Nation Blueprint, and National Development Model were all designed with the benefit of his real-world experience and his deep engagement in the challenge of architecting good governance. Four decades after his university thesis began the journey, his vision of a better-governed world continues to unfold.

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The Chandler Institute of Governance brings the weight and wisdom of real-world experience, a rich framework of models and methods, and a dedicated team of practitioners who share my dream of building a global movement of good government.

Richard F. Chandler

Founder, Chandler Institute of Governance

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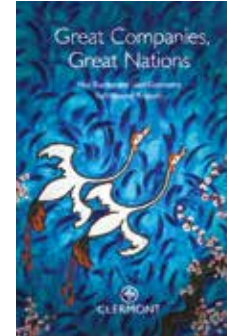
▲ CIG's location in Singapore, one of the most well-governed countries globally, allows it to draw from the city state's heritage and knowledge of good governance.



1982

Our Journey Begins

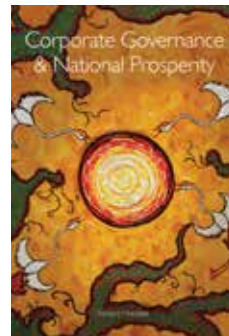
CIG's founder, Richard F. Chandler, writes his Master of Commerce thesis titled *Corporate Directorship Practices in New Zealand Listed Public Companies*.



2012

Great Companies, Great Nations

Drawing on decades of experience building businesses and investing across global markets, Richard F. Chandler examines 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

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



2019

Chandler Institute of Governance

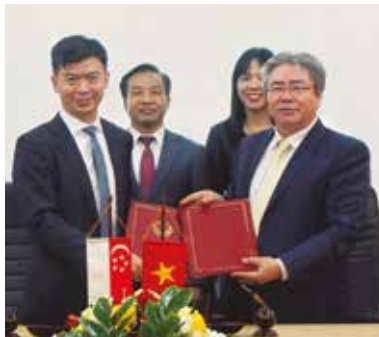
Built on a lifelong heritage and study of governance, CIG is founded to support public sector leaders and policymakers to build effective and accountable governments, institutions and policies.



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.



2020

CIG Expands Partnerships

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



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

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

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.



2022

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

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.



2023

Strong Nations for Africa Programme

CAG launches its first pan-African training programme that is focused on understanding the tradecraft of building strong nations. The programme has over 20 public sector leaders, drawn from 11 countries.



2023

Advising Zambia's Government on Performance Management

CIG works with the newly established Emoluments Commission in Zambia to support its first Strategic Plan, provide input into public sector pay policies, and promote a system of fair and transparent pay and benefits for public employees nationwide.

OUR MISSION

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



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



Building Strong Nations with Trust as the Foundation

At CIG, we partner with governments to build strong nations by supporting the establishment of effective governance architecture and enhancing government performance through practical training programmes, 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 implementing tough but necessary policies.

Trust in governments is realised when all stakeholders – individual citizens, community groups, businesses, investors and international partners – believe that a government will follow through on its commitments, and act with the best interests 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.



CIG in discussions with the Malawi Government on the enhanced individual performance management system, Lilongwe, Malawi, June 2023.



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

- Building institutional capabilities, improving systems and processes, and achieving strategic and policy goals
- Equipping governments with technology, tools and templates that support effective public service delivery
- 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 STRONG NATION BLUEPRINT

CIG's blueprint for building strong nations and our framework for equipping political and public sector leaders

Imparting the Tradecraft of Building Strong Nations

The work of CIG, including the curriculum developed by its training arm, the Chandler Academy of Governance (CAG), is anchored in the Strong Nation Blueprint (SNB). The SNB was developed by our founder, Richard Chandler, and posits that successful countries are built around three pillars, which are themselves underpinned by three crucial foundations.

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The Strong Nation Blueprint was developed by our founder, Richard Chandler, and posits that successful countries are built around three pillars, which are themselves underpinned by three crucial foundations. This framework is the basis for CAG's curriculum and training programmes.

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Starting with Firm Foundations

The SNB shows us that the first foundation of a strong nation is a national identity. Every country has a unique history, identity and culture, which shapes the values, beliefs and traditions of its people. These elements are established and sustained through a shared national story.

Next, a nation requires a constitution and institutions that promote good governance. A strong rule of law and the ability to enforce regulations provide a firm basis for defining the relationships between the state, businesses, communities and individuals.

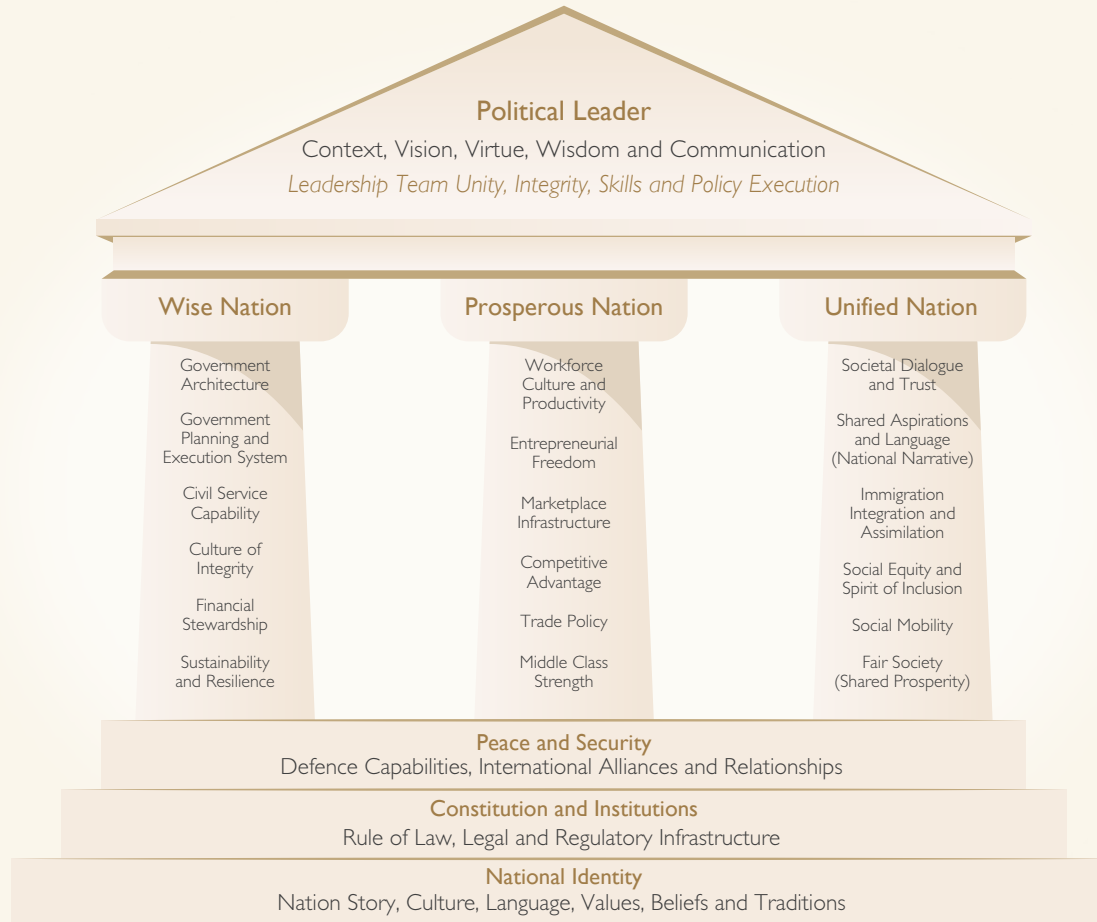
Third, strong nations create the conditions for peace and security for their citizens. This requires effective defence capabilities and building supportive international alliances.

The Three Pillars: Wisdom, Prosperity, Unity *A Wise Nation*

The first pillar of a strong nation is a Wise Nation – an effective governance architecture enables effective planning, policy design and execution. Success does not rely solely on the knowledge and wisdom of individuals. Having a capable civil service that is grounded in a culture of integrity and supported by effective organisations and strong operating systems ensures sustainable success.

Strong Nation Blueprint

The Architecture for CAG's Curriculum



A Prosperous Nation

The second pillar is a Prosperous Nation – a vibrant marketplace with a strong workforce culture and focus on productivity that can attract trade, investment and talent, and foster innovation and entrepreneurship. This in turn creates growth opportunities and meaningful jobs that support a thriving middle class.

A Unified Nation

The third pillar is a Unified Nation. Unified nations promote open dialogue, value trust, and have a shared sense of purpose and identity. They are open to talent and immigration, which are vital to sustaining competitiveness in a globalised economy, and provide newcomers with opportunities to actively participate in their local community.

Individuals in a unified nation have, and believe that they have, opportunities to succeed in their lifetimes. They can access services such as healthcare and education, which facilitate social mobility.

Political Leaders Are Stewards of the National Story

Strong nations have effective political leaders at the helm. They steward their nation's story, each writing a chapter during their time in office. They understand the national heritage that they have inherited and are able to draw on its positive threads while charting a path towards a long-term vision focused on the strength and shared prosperity of the nation.

They recognise that true success lies in building the architecture of a strong nation as a legacy to pass on to the next generation of leaders.



▲ CAG delivering the Academy's signature SNB module: Lessons from History: The Rise and Fall of Nations, Nairobi, Kenya, July 2023.

The Chandler Academy of Governance

The SNB is the basis for CAG's unique curriculum and training programmes.

One such example is the Strong Nations for Africa Programme (SNFAP), which was designed to equip senior public sector leaders across the continent with a total game understanding of how to build nations that are wise, prosperous and unified. Within the programme, CAG introduces our proprietary modules, drawn from the SNB. These include Lessons from the Rise and Fall of Nations, and Building National Unity in Cultures of Diversity.



▲ Building National Unity in Cultures of Diversity – participants engage in case study discussions during a classroom session facilitated by CIG, Singapore, September 2023.

In addition, our educational approach is guided by several principles that align with CIG’s broader philosophy on working with our government partners. Our curriculum is designed by practitioners, for practitioners. This means focusing on the “how” – above and beyond the “what” and “why”. At the same time, we draw from international good practices, while working

with our government partners to contextualise the learning. We also adopt a mix of pedagogical approaches that are customised to learner needs, such as online self-paced learning to complement in-person learning, and pedagogical tools to improve learner engagement, such as case studies and simulated policy games.

THE NATIONAL DEVELOPMENT MODEL

The path to building a strong nation

Building a Nation: Total Game Understanding

The National Development Model (NDM) articulates the long-term pathway by which governments can build their nations into countries that are strong and prosperous. This high-level vision draws on the Strong Nation Blueprint and CIG's programmes work together to provide a total-game approach to national success.

Nations are built through vision and stories, which together establish a strong national identity. In successful nations, the national story emphasises the leadership, culture, values and key milestones that made them great.

A nation's constitution and laws translate these ideas and ideals into a practical system of governance. A nation's constitution sets out its core beliefs, values and governance framework (executive, legislative and judicial bodies), acting as a guide for the development of laws and regulations which in turn guide the behaviour of all in society.

As well as the right architecture, governments require effective skills and capabilities. This can be achieved through measures such as education, training, and meritocratic recruitment and promotion policies within the public service.

The first three levels of the NDM thus set out how to establish an effective government, facets addressed throughout CIG's services.

Pursuing the Right Priorities: The National Development Policy Drivers

The next three levels of the NDM are what we call the National Development Policy Drivers. These detail the policy areas that governments must pursue in order to establish the enabling conditions for prosperity. Basic public goods such as education, housing and healthcare establish the conditions which citizens require to thrive. Marketplace infrastructure promotes the development of a flourishing, productive economy, generating wealth and prosperity. Creative society refers to the policies required for all people to have the chance to succeed, covering economic policies such as promoting business productivity and strategic sector development as well as addressing social issues such as gender equity.

Forces of Transformation: Culture and Societal Trust

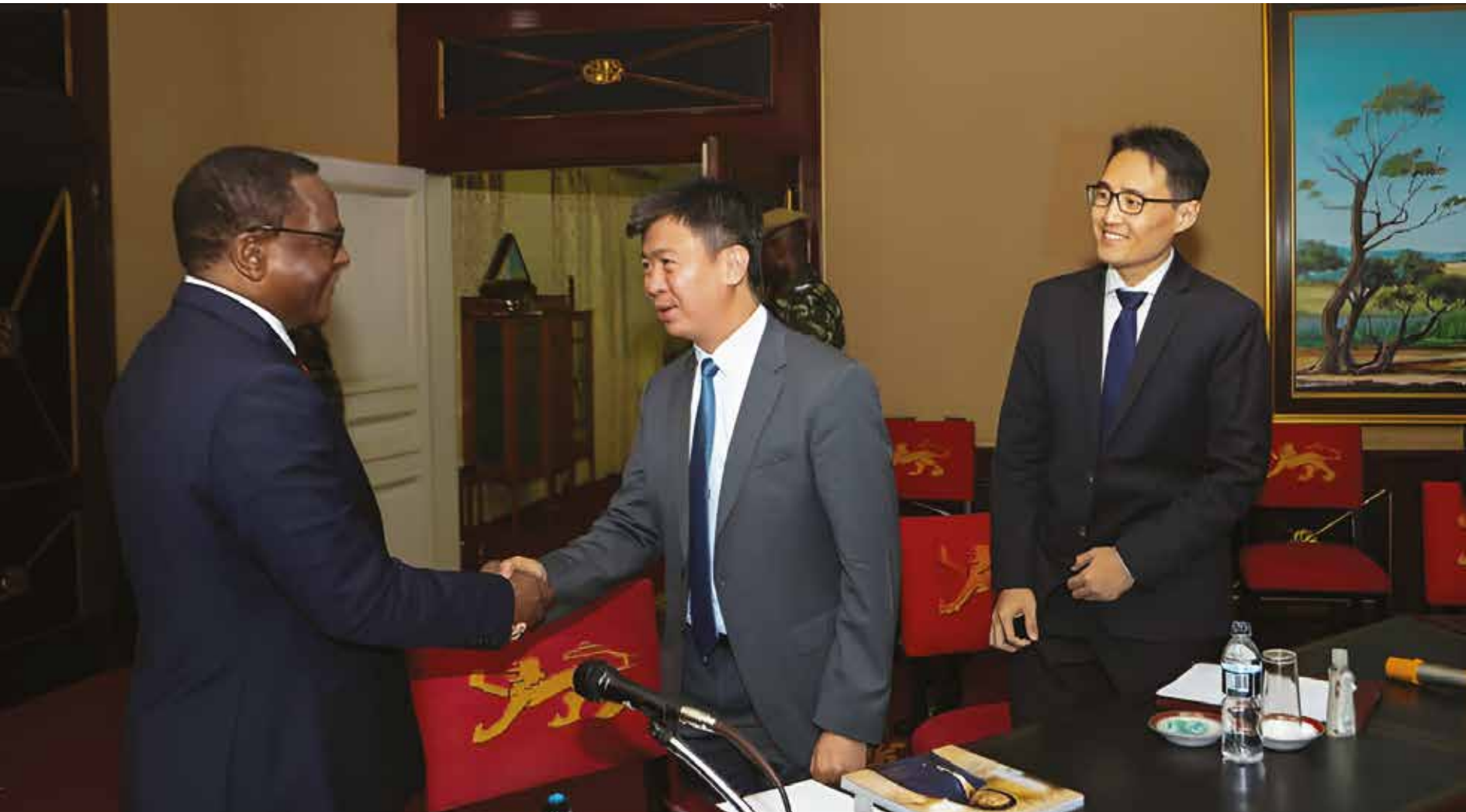
At the sides of the NDM are two unseen forces of transformation, Culture and Societal Trust. They are a reminder that a culture that inspires national unity, a commitment to prosperity-building values and high levels of societal trust are critical to successfully traversing the path to national development.

Achieving Social Mobility, Wealth and Well-Being

The final two steps on the NDM detail the results of these policies if they are executed effectively. Social mobility, wealth, and well-being should be the eventual goals of effective government policy. The nations that achieve these steps have been rewarded with economic strength and global influence, preconditions that enable them to provide the best quality of living for their people and to act as a beneficial influence on their neighbours and the planet.

National Development Model





▲ CIG calls on the President of Malawi, Dr Lazarus Chakwera, to establish a partnership in civil service reform, Lilongwe, Malawi, October 2022.

HOW CIG WORKS WITH GOVERNMENTS

Partnerships to Build Strong Nations

CIG is committed to partnering with government leaders to enhance government capabilities and build strong nations. Our partnership process is designed to foster a productive working relationship. Here is an overview of our government collaboration process:

1. Leadership Engagement

CIG actively involves political and civil service leaders through various means, including in-country scoping missions, video conferences, and the use of tools, such as Country Books, to better understand the government's objectives and priorities. This, in turn, informs our proposal of CIG-led initiatives aligned with these goals.

2. Diagnostics and Vision Setting

Leveraging CIG's proprietary measurement and analytical frameworks, such as the Chandler Good Government Index (CGGI), we partner closely with government officials to pinpoint critical priorities. We then conduct in-depth dialogues with key stakeholders to gain further insights into these priorities and ensure alignment with the nation's vision.

3. Planning

CIG works with our partners to facilitate workshops, engage stakeholders, and organise knowledge exchange sessions to chart a clear path forward. These efforts contribute to the development



▲ CIG facilitates modules on policy design, policy writing and programme implementation for emerging public service leaders, Nairobi, Kenya, July 2022.

of critical components, such as the National Action Plan and Strategic Plans, which are instrumental for mapping the allocation of resources required for capability development.

4. *Capability Development*

CIG partners with governments to design and deliver training programmes, to equip government leaders with the knowledge and tools to operate at the highest level. We work with governments to build effective government institutions. We support Ministries, departments and agencies by designing new systems and processes, and enhancing existing ones, in areas like strategic planning and implementation, performance management, pay and benefits, and communication. We also co-design practical frameworks and tools that optimise governance structures, foster a shared ethos, and enhance public service delivery.

5. *Policy and Programme Design*

CIG, together with our network of experts and partners, co-designs and delivers workshops for policy and programme development, provides technical input for enhanced frameworks and systems, and facilitates the process of making strategic decisions.

6. *Project Management and Results Delivery*

To ensure sustainability and continuity, CIG works with government partners to formulate effective change management strategies and robust implementation and operation system.



▲ CIG facilitates discussion on resource optimisation for the Mahatma Gandhi State Institute of Public Administration, Punjab, India, February 2020.

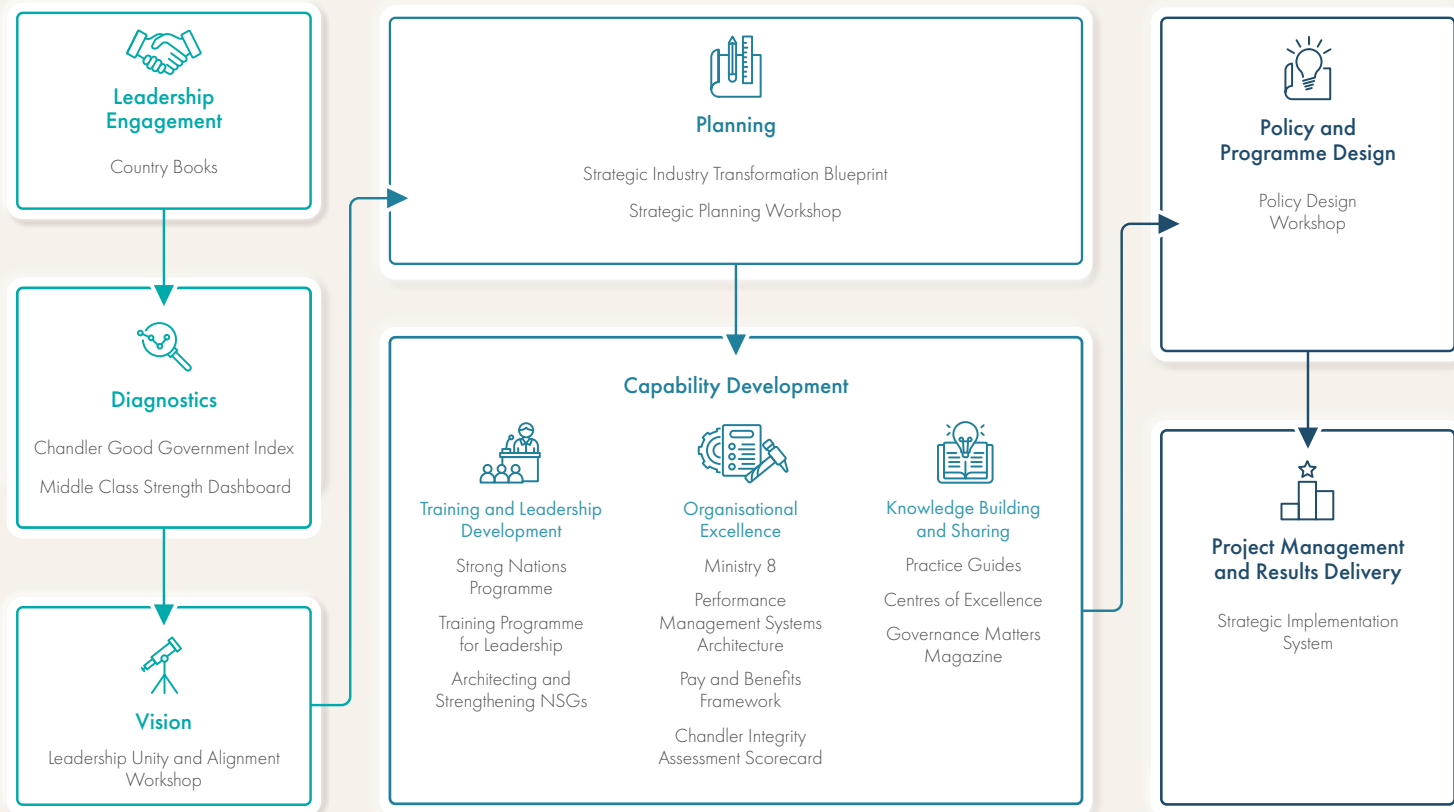
Aligning with the Chandler Governance Model

CIG provides services that are tailored for each step of the collaboration process. They are aligned to the Chandler Governance Model, which is our key framework for understanding what good governance entails, the path towards better governance, and the roles of each stakeholder in achieving that important goal.

Through this holistic approach, CIG and our government partners work hand in hand to strengthen government capabilities and contribute to the development of strong nations.

WORKING WITH CIG

Government Collaboration Process



CIG SERVICES

Leadership Engagement, Diagnostics and Vision



Country Books

The Country Book provides the national leaders with an overview of the seasons of the nation. It also analyses the governance performance of the country, with a proposal of CIG-led initiatives that support the government in achieving its priorities and goals.



Chandler Good Government Index

Our proprietary measurement and analytical framework – the Chandler Good Government Index (CGGI) is the most comprehensive index of effective national government in the world. It measures the capabilities and effectiveness of governments in 104 countries annually.



Middle Class Strength Dashboard

The Dashboard helps national leaders to assess the country's progress in building a strong middle class, through key indicators like education, health and standard of living. A strong middle class is crucial for building strong nations.



Leadership Unity and Alignment Workshop

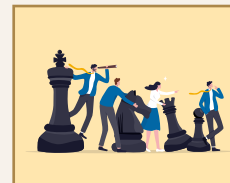
Facilitated retreat for senior national leaders to align on the government's strategic outcomes, critical policies and key focus areas. The session also aims to foster trust and underscore the common values and ethos essential for realising national priorities.

Planning



Strategic Industry Transformation Blueprint

An Industry Transformation Blueprint focuses on a single sector, and integrates different restructuring initiatives and programmes to be undertaken by the government and companies.



Strategic Planning Workshop

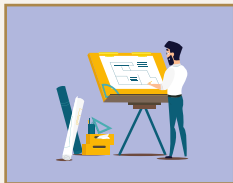
This strategic planning process supports organisations to prioritise and align their actions and initiatives with their vision and mission, and identify the optimal ways to achieve the mission.

Capability Development



Strong Nations Programme

This training programme is designed for government leaders, to equip them with an understanding of what strong nations entail, and the role of leaders in building strong nations.



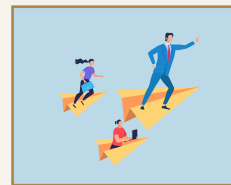
Architecting and Strengthening NSGs

A system to strengthen National Schools of Government (NSGs) through strategic planning and review, operationalisation activities like change management, and developing internal capabilities to execute its key functions.



Performance Management Systems Architecture

A robust performance management system is a cornerstone of effective public service delivery. CIG partners with MDAs to design and implement performance management systems, which recognise and reward good results, provide a principled basis for promotions and career development, and ensure accountability.



Training Programme for Leaders

Milestone programmes for public sector leaders that are developed in collaboration with our government partner. With a curriculum that is contextualised to the country's needs, the programme provides a practical foundation for building good governance and strong nations.



Ministry 8

Ministry 8 is CIG's proprietary organisational excellence framework, which will help political and public service leaders to architect and engineer strong Ministries, departments and agencies (MDAs), that are fit-for-purpose and underpinned by robust implementation systems.



Pay and Benefits Framework

CIG works with governments to establish a public service emoluments framework and forecasting model, which upholds merit and fairness and incentivises good performance.

CIG SERVICES

Capability Development



Chandler Integrity Assessment Scorecard

The Chandler Integrity Assessment Scorecard (CIAS) offers governments a practical, actionable, and customisable tool to measure the risks of corruption within each of their MDAs. It can then generate useable insights on how to further reduce corruption within these MDAs.



Centres of Excellence

Centres of Excellence (COEs) bring their practitioner expertise to our projects and training programmes, providing our government partners with solutions that not only align with international best practices but also incorporate insights from relevant national and regional case studies.



Practice Guides

Practice Guides are focused on specific issues of concern to many governments, with practical steps to support implementation of policies and programmes. Examples include those which address knowledge management and retention, managing technical experts in the public sector, and fostering ethical workplace cultures.



Governance Matters Magazine

Governance Matters is a practitioner-focused annual magazine that features informative stories and public-sector tradecraft from government leaders and experts globally. Distributed to public leaders across more than 140 countries, *Governance Matters* magazine catalyses meaningful conversations on the tradecraft of good and effective governance.

Policy Design and Implementation



Policy Design Workshop

This facilitated policy design process provides an interactive platform where stakeholders from different organisations and sectors come together to craft policies, regulations or programmes that align with government objectives. This involves co-creating solutions and prototypes to address specific challenges and policy goals.



Strategic Implementation System

This facilitated platform brings MDAs together to translate a strategic plan into a set of actionable workstreams as part of a broader implementation plan. It also explores strategies for the monitoring and evaluation of project progress and milestones, and tools for adapting to unexpected challenges.



CIG conducts governance training in Nairobi, Kenya, 2022.

STRENGTHENING GOVERNMENT CAPABILITIES IN VIETNAM

Leadership development and training

CIG's engagement with the Vietnamese government started as early as 2019, with the signing of several MOUs with various Ministries, departments and agencies. Public sector capability building was identified as a focus area.

Collaboration in Programme Design and Delivery

In 2022, CIG collaborated with the National Academy of Public Administration (NAPA) and the Ministry of Home Affairs (MOHA) in Vietnam, to design and deliver a training programme for specially selected public service leaders from across the country, at the national and local government levels.



▲ CAG shares perspectives of good national governance in relation to historical lessons from the rise and fall of nations, Hanoi, Vietnam, July 2023.

Named the Modern and Effective National Governance Programme for Emerging Leaders (MENGEPL), the programme was co-designed and co-delivered with NAPA, drawing upon CIG's unique revelations of good governance, but contextualised to the needs of the government and the national operating environment in Vietnam.

Unique Curriculum and Pedagogy

The four-week long programme was delivered over several months, covering important themes such as ethical leadership in the public service, building strong government institutions and systems, and analytical skills for effective policy design and implementation.

The programme included expert-led discussions, learning journeys to see policy implemented in practice, and a capstone project to help participants apply what they have learnt. Part of the programme was held in Singapore, where the Vietnamese participants could understand the Singapore context and draw relevant lessons for Vietnam.

Since its inaugural run, MENGEPL has become a lynchpin for talent development in the Vietnam public service, and a model for expanding the partnership between CIG and the Vietnamese government.

ENHANCING CIVIL SERVICE PERFORMANCE MANAGEMENT IN ZAMBIA

Supporting the establishment of the Emoluments Commission and formulation of public sector pay policy in Zambia

Performance management systems sit at the heart of strong organisations and an effective civil service. A critical component of performance management is civil service wage policy. Done well, it can shape the right motivations to support better performance. Conversely, poorly set wages can demotivate and create perverse incentives for individuals to justify unethical behaviour.

Supporting the Establishment of the Emoluments Commission

The Government of Zambia has identified emoluments reform as a strategic avenue for cultivating a professional public service. It established an Emoluments Commission (EC), with the mandate to determine, harmonise and rationalise wages and benefits across the entire civil service, judiciary, and state-owned bodies and corporations.

While supporting the Emoluments Commission (EC) in the operationalisation phase, CIG facilitated workshops on the various stages of the strategic planning process. We also conducted sessions to equip the Commission's secretariat with the tools and templates to source content from a variety of resources, including existing literature, multiple stakeholder groups and internal sources, all of which were instrumental in shaping its strategic plan. CIG also worked closely with the EC to architect its organisational structure, in alignment with its mission and strategy.



▲ CIG facilitates a workshop on strategic planning for the Emoluments Commission's secretariat, Lusaka, Zambia, July 2022;

Formulating Public Sector Pay Policy

In addition, CIG worked with the EC to equip its leaders with knowledge and skills to formulate a clean and principled pay and benefits system for the entire Zambia public service. This involved facilitated expert consultations and briefing sessions on international good practices in pay, benefits, pension and performance management policies.

Overall, CIG's initiatives were aimed at strengthening an organisation that will play a critical role in building a strong performance management system across the whole Zambian government, for many years to come.

ARCHITECTING NATIONAL SCHOOLS OF GOVERNMENT

Supporting the establishment of the Malawi School of Government

The Malawi School of Government (MSG) was established under the 2022 MSG Act through the merger of two existing institutions – the Malawi Institute of Management (MIM) and the Staff Development Institute (SDI). The MSG’s mandate is to develop and deliver human resource development programmes to build capacity for the public service and the private sector.

Supporting the Operationalisation of the MSG

CIG worked closely with MSG leaders to conduct international benchmarking workshops. CIG also conducted a series of stakeholder consultations to gain an understanding of the current operating context and ground sentiments, as well as the potential challenges and opportunities facing the MSG.

Following the sessions, CIG produced a comprehensive evaluative report analysing the current situation, and offered recommendations for the MSG’s future strategic direction – particularly in the area of professional training.

In addition to supporting the development of the MSG’s strategic plan, CIG worked with MSG to develop its new organisational structure, in alignment with its strategic priorities and mandate. In doing so, we drew upon good practice from other national schools of government globally.

Establishing an Ongoing Partnership

Over and above these collaborative activities, CIG has established an ongoing partnership with the MSG to develop staff capabilities in core areas like conducting training needs assessment, and pedagogical skills for curriculum design and delivery.



▲ CIG facilitates stakeholder consultations in support of the MSG’s strategic planning process, Lilongwe, Malawi, 10 May 2023.

BUILDING HIGH-TRUST NATIONS; CREATING CULTURES OF INTEGRITY

Systematically building trust through national integrity institutions and measurement tools

Trust is the foundational currency for strong nations, and a culture of integrity is essential to building and sustaining trust. At CIG, we believe that building high-trust nations starts with the government – by building trust with citizens and businesses, governments foster deeper societal trust.

Supporting Integrity Institutions in Zambia

CIG works with governments to support and build integrity institutions that champion transparency, accountability and the rule of law, such as anti-corruption agencies and audit and ombudsman institutions.

In Zambia, CIG established a partnership with the National Prosecution Authority (NPA), the nation's key public prosecution institution. Given its important constitutional and legislative mandate, the NPA is determined to demonstrate the highest standards of integrity. As part of a Memorandum of Understanding with the NPA, CIG facilitated a workshop focusing on organisational culture and development. This is part of a broader set of envisioned collaborative activities to champion good governance and integrity in Zambia.

Customised Tools for Measuring Corruption Risks

Government leaders also need tools to build cultures of integrity. To that end, CIG is developing the Chandler Integrity Assessment

Scorecard (CIAS), which aims to provide governments and anti-corruption agencies with a practical, non-ideological and customisable framework and toolkit to understand and assess the quality of integrity institutions, initiatives, and anti-corruption controls and measures. This will support leaders to take practical steps to address risks and vulnerabilities within their organisations and in their operations.



▲ CIG and the National Prosecution Authority's Director of Public Prosecution, Gilbert Phiri SC, sign an MOU to collaborate in promoting good governance and integrity, Lusaka, Zambia, 19 September 2023.

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



COSTA RICA

Directorate General for Civil Service

- HR management and performance appraisal training



GUINEA

- Design and deliver training programme for early-career public service leaders



INDIA

Mahatma Gandhi State Institute for Public Administration

- Conduct case writing and case teaching training
- Co-design and co-deliver public service leadership training

Punjab Bureau of Investment Promotion

- Design and training of performance management system



KENYA

Public Service Commission

- Co-design and co-deliver foundation training for young leaders



MALAWI

Department of Human Resource Management and Development

- Review and enhancement of the public sector performance management and assessment system

Malawi School of Government

- Provide technical support in the establishment of the MSG
- Co-design and co-deliver training programmes



PHILIPPINES

National Economic Development Authority

- Recommend an optimal governance structure for the Philippine bureaucracy to improve 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 management



SINGAPORE

Ministry of Defence

- Training for defence finance officers



UGANDA

- Support public sector capability development and training



VIETNAM

National Academy of Public Administration

- Co-design and co-deliver national governance training programme to develop senior leaders
- Online training for government officers, e.g., delivered a workshop on "Skills for International Negotiations"



ZAMBIA

Emoluments Commission

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

National Healthcare Insurance Management Authority

- Develop Strategic Plan
- Deliver Performance Management / Leadership Workshops

National Prosecution Authority

- Deliver workshops and implement initiatives on organisational culture change and development

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

Vice Chair of the Board 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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