

THE KPI INSTITUTE

GOVERNMENT SERVICES INDEX

2023

FUTURE
READINESS



DIGITALIZATION



CITIZEN
EXPERIENCE



GOVERNANCE



SOCIETY
WELFARE



GOVERNMENT SERVICES INDEX (GSI) 2023

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ISBN 9798863250038

Internal reference code: TKI0231281

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I.

PREFACE

The integration of artificial intelligence (AI) has become a transformative force for the public sector, reshaping the dynamics between citizens and their government. AI is revolutionizing citizen experience by fundamentally reshaping interactions, perceptions, and feelings during engagements with government entities.

Across every touchpoint—from online information access to in-person services, and interactions with representatives to civic participation—AI is enhancing the entire citizen journey. Its algorithms analyze citizen data to deliver personalized services tailored to individual needs. AI-powered chatbots provide instant responses to citizen queries, improving accessibility. Not content with the present, AI employs predictive analytics to anticipate citizen needs and preferences. It also makes government information and services more accessible for individuals with disabilities. AI also makes it easier for citizens to provide feedback by incorporating emotion analysis to gauge their sentiments during interactions with government entities.

AI has played a pivotal role in the digitalization of government processes by transforming service delivery, improving accessibility, and increasing efficiency. This was due to its ability to automate routine tasks, which led to reduced manual workload and expedited processes. AI also facilitates the seamless integration of diverse datasets from various government agencies. Furthermore, AI-driven predictive modeling identifies patterns and trends in citizen behavior. This accelerates service delivery and frees up resources for more complex and value-added tasks while enhancing data interoperability to ensure a holistic understanding of citizens' needs.

AI helps pave a smooth path to future readiness by ensuring that government agencies are adaptive, innovative, and capable of meeting ever-evolving societal needs. Consequently, AI facilitates agile decision-making by processing vast amounts of data in real-time. AI-driven innovation in service delivery ensures that governments remain at the forefront of technological advancements. AI also helps governments proactively identify and address issues before they escalate. Governments can thus respond swiftly to emerging challenges, ensuring a more adaptive governance framework with AI-driven insights guiding proactive problem-solving and mitigating potential challenges.

Ultimately, AI transforms the governance framework by influencing the processes, structures, and mechanisms

through which public institutions operate. It fosters data-driven decision-making and ensures that policies and services align with citizens' actual needs. Moreover, AI streamlines administrative processes by automating repetitive tasks and contributes to enhanced transparency by providing citizens with real-time information, thus promoting trust in government processes and decision-making.

The impact of AI on societal welfare is evident through its ability to address disparities, promote inclusivity, and optimize government programs. Targeted programs are being designed based on AI-driven insights to ensure that resources reach marginalized communities. AI optimizes government programs by analyzing data on the well-being and economic security of individuals, families, and communities. This facilitates the efficient allocation of resources and the effectiveness of welfare initiatives.

AI has emerged as a silent orchestrator of modern governance, weaving its digital tendrils through the fabric of citizen services. Whereas once, the labyrinth of bureaucratic processes made it too strenuous for citizens to access government services, AI-powered virtual assistants can now guide them through the entire journey, seamlessly interpreting complex jargon into digestible language and predicting potential hurdles before they arise. The once-daunting task of interacting with government entities has transformed into a conversation—a dialogue with a digital companion rather than a faceless bureaucratic endeavor. AI-powered interfaces now use predictive analytics to tailor recommendations to unique needs, delivering an unprecedented level of personalization in government services.

Citizens emerged from this digital rendezvous with a renewed sense of connection to their respective governments, marveling at how technology has not only streamlined processes but humanized the citizen experience. In this era of AI-infused governance, individual stories of connecting with the government are becoming emblematic of a new chapter—one where citizens no longer battle bureaucratic labyrinths but instead embark on collaborative journeys with their digital counterparts.

The KPI Institute's latest Government Services Index serves as a reliable compass for anyone who wishes to navigate the terrain of AI-powered governance, beckoning them to contemplate not just the present, but the future landscape as well: a future where the synergy between technology and governance is poised to redefine the citizen-government relationship.

2. METHODOLOGY

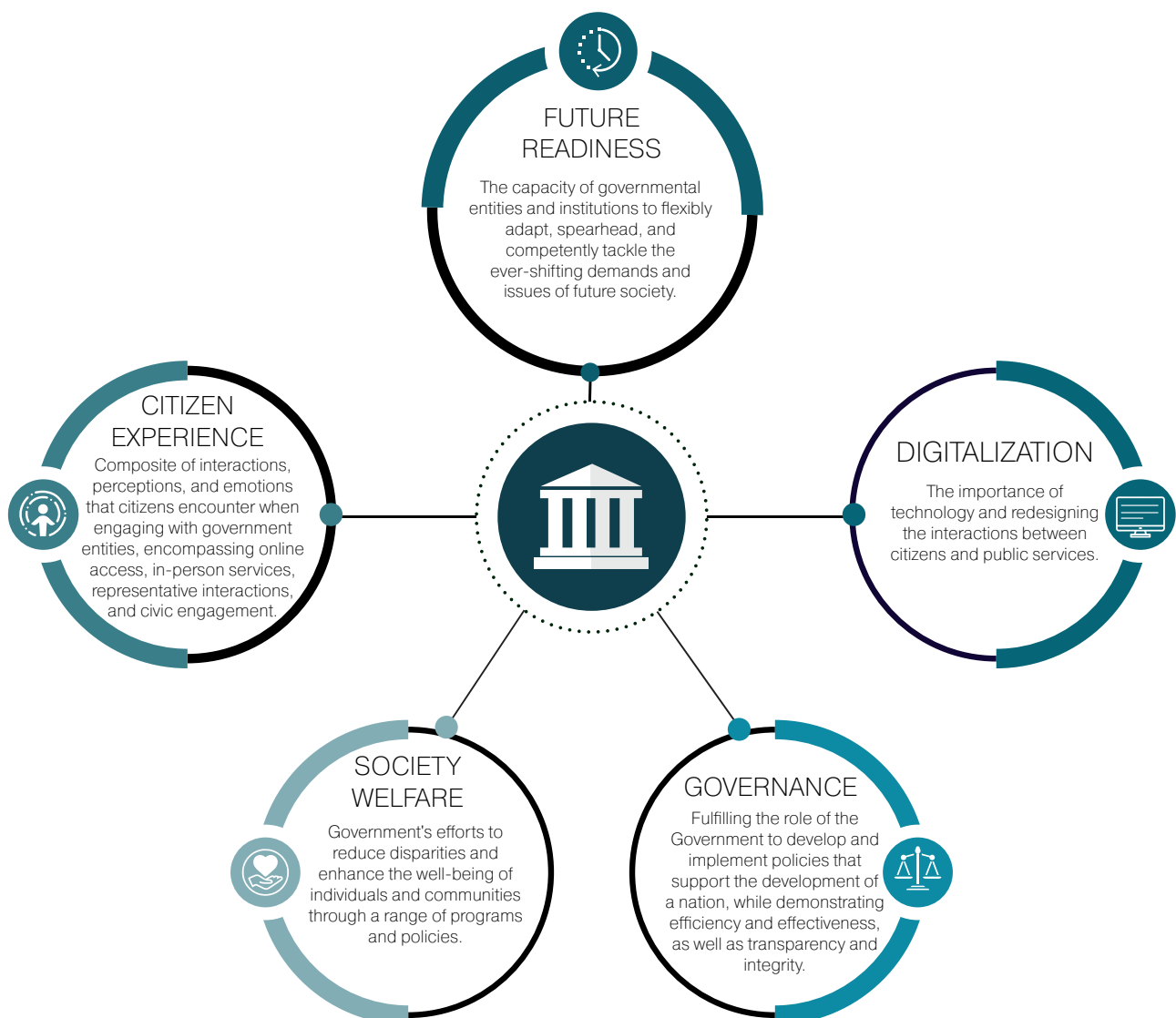
2.1 Index Composition

The Government Services Index (GSI) is a composite set of indicators aiming to capture the performance of governments across multiple critical dimensions.

The development of the GSI is rooted in a comprehensive analysis of pertinent academic and practical literature concerning the fundamental factors that contribute to success of government service delivery. These factors have been cross-referenced with indicators documented by global organizations.

Over 100 articles and 40 global indexes were analyzed to identify relevant areas of interest in measuring the quality of government services and the availability of global data. Additionally, more than 900 indicators were reviewed.

The index contains five dimensions representing the areas of interest, and it is built on data collected for 30 indicators. The dimensions were chosen based on key value drivers for high-performing government services.





2.2 Data-based Considerations

Having examined 900 indicators across various global indexes, The KPI Institute employed a meticulous selection process to identify and incorporate the indicators featured in the Government Services Index. The criteria guiding this selection process include:

DATA SOURCE RELIABILITY



The indicators' data is collected and published by independent and international organizations with high expertise in data collection and performance measurement.

INDICATOR RELEVANCY



The indicators were reviewed for their relevance to the assessment of government services within the dimensions of Government Services Index.

NO GAPS OR OVERLAPS



Further filtering was applied to the indicators that were marked as relevant to government services to ensure that the chosen indicators leave no gaps within the focus of each dimension, and therefore, within the focus of the overall Government Services Index. More importantly, the filtering process ensured that there were no overlaps between the chosen indicators, especially between the indicators that are created as a composite aggregation of different indicators by the source owner.

DATA REPORTING FREQUENCY



To enable the annual release of the GSI, indicators with annual data collection and publishing annual frequency were prioritized for selection.

DATA RECENCY



To make sure data are timely relevant, indicators with most recent data collection year prior to 2020 were excluded. The choice of 2020 as the earliest acceptable year recognizes the global impact of the COVID-19 pandemic. All available historical data for the chosen indicators between 2020 and 2023 were collected.

GLOBAL COVERAGE



A threshold of covering at least 100 countries was a criterion for selecting the indicators. This ensures that the chosen indicators have a global coverage of different geographical and economic groups. The criterion aimed to end up with the most possible comprehensive and diverse list of countries in the GSI while keeping missing data imputation required at the least possible levels as per general conventions in the practice of missing data treatment.

DATA TYPE SUITABILITY



To perform aggregations and calculate scores, data types of the collected indicators were reviewed, and only indicators with numerical data were eligible for inclusion. Continuous numerical data type was prioritized over discrete numerical data to allow for greater variance in the scores after normalization. In case of discrete numerical data type, indicators with wide scale and high variance among values were prioritized.

USE LICENSE



Only indicators that are allowed without restrictions by their primary sources for non-commercial use purposes were included in the GSI.

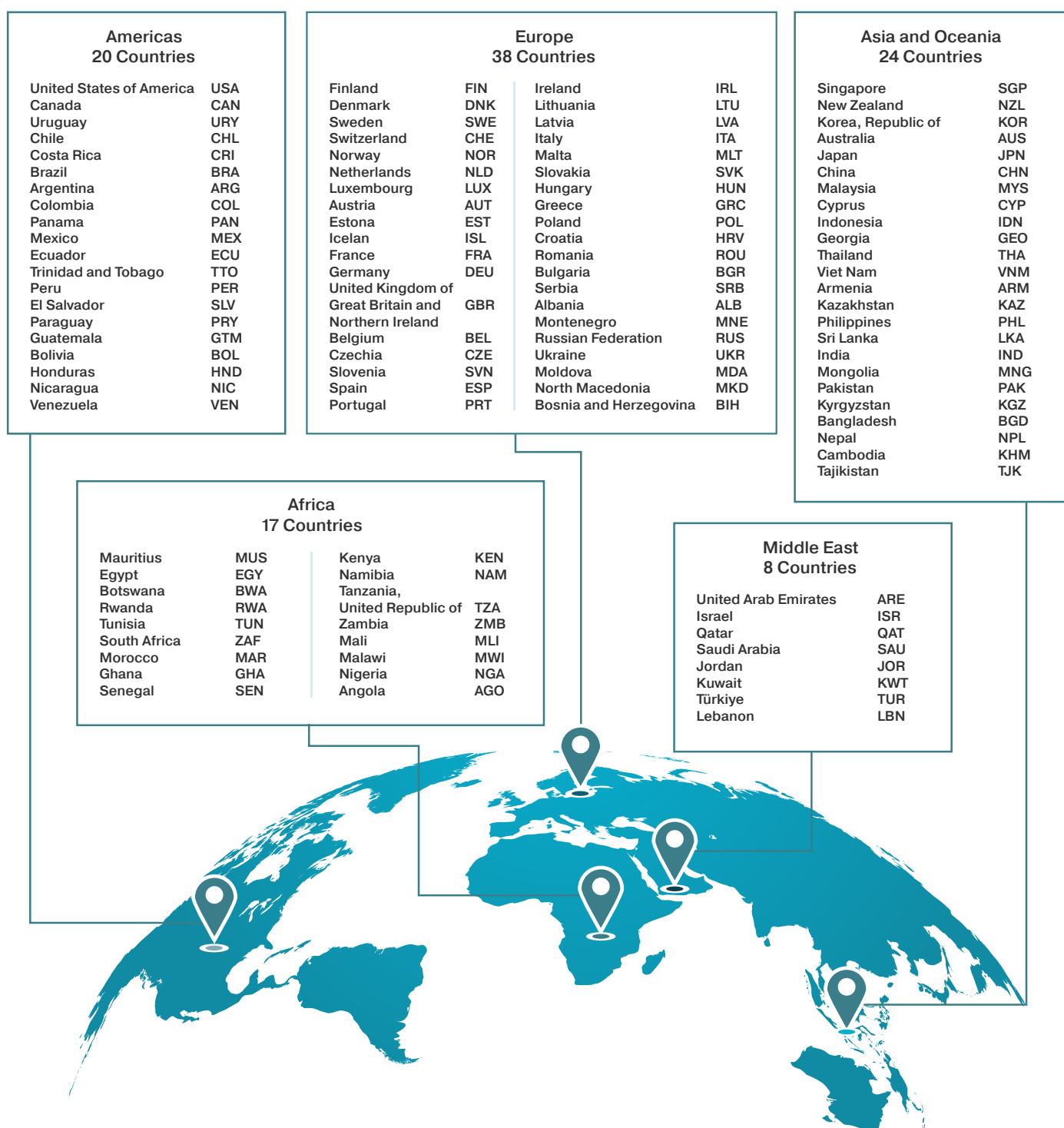
2.3 Index Coverage

The second of its series (following the GSI 2022), the GSI 2023 report includes 107 countries, covering five regions. The distribution of the regions follows the UN Geoscheme region groups, with two exceptions:

First: For more meaningful regional scores and insights, countries in Oceania were appended to the Asia group under the name of Asia and Oceania.

Second: For more relevant scores and insights for the GSI readers, countries in the Middle East that belong to the Asia region under the UN Geoscheme were grouped separately under "Middle East."

The following map shows the regional distribution of the countries included in the GSI 2023 report:



2.4 Calculation

The GSI score for each country is calculated as the arithmetic mean of normalized values of the index indicators after imputing missing data. Similarly, the score of each dimension of the index is calculated using the arithmetic mean of indicators within the dimension.

2.4.1 Data Collection

The application of the selection criteria, as outlined in subsection 2.2 of the methodology, led to the selection of 30 indicators, which were drawn from a wider pool of 912 reviewed indicators. These chosen indicators are distributed across the five dimensions of the GSI.

Available historical data within the specified timeframe (2020 to 2023) was collected for the 30 indicators selected in relation to the 212 countries recognized by the International Organization for Standardization (ISO) per the ISO 3166-1 alpha-3 coding system.

By extracting the latest available data points for each country and indicator, we assembled a dataset comprising 6,360 data points. Of these data points, 39% were found to be missing, signifying that the information was unavailable from the indicator's sources.

The normalization is done on a 0 to 100 scale—the closer the score is to 100, the better the performance of the respective government. This interpretation applies to all score levels of the index: the overall score, dimension scores, and indicator scores.

2.4.2 Data Elimination

Countries with a significant number of missing values in over 10 indicators (equivalent to one-third of the 30 selected indicators) were excluded. The removal of countries exhibiting a substantial percentage of missing values serves the purpose of upholding high accuracy at both the country and overall dataset levels. Simultaneously, this process ensures adequate representation at the regional and global scales.

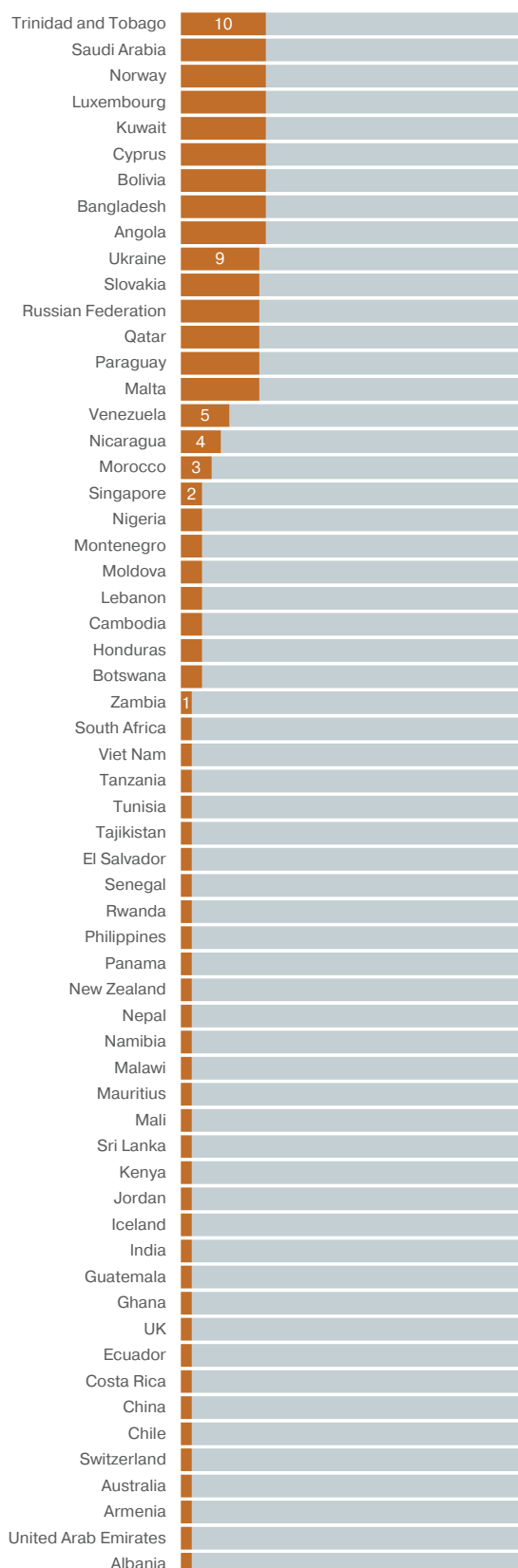
The data curation process successfully diminished the overall percentage of missing data in the dataset to 6.4%, a significant improvement from the initial 39% of data that was absent. These thresholds for allowable missing data percentages, applied at both the country and dataset levels, align with established conventions in the practice of handling missing data.

2.4.3 Data Imputation

The 6.4% of values that remain missing in the dataset following the removal of certain countries corresponds to a total of 206 missing data points. These missing values are distributed across countries and indicators as outlined below:

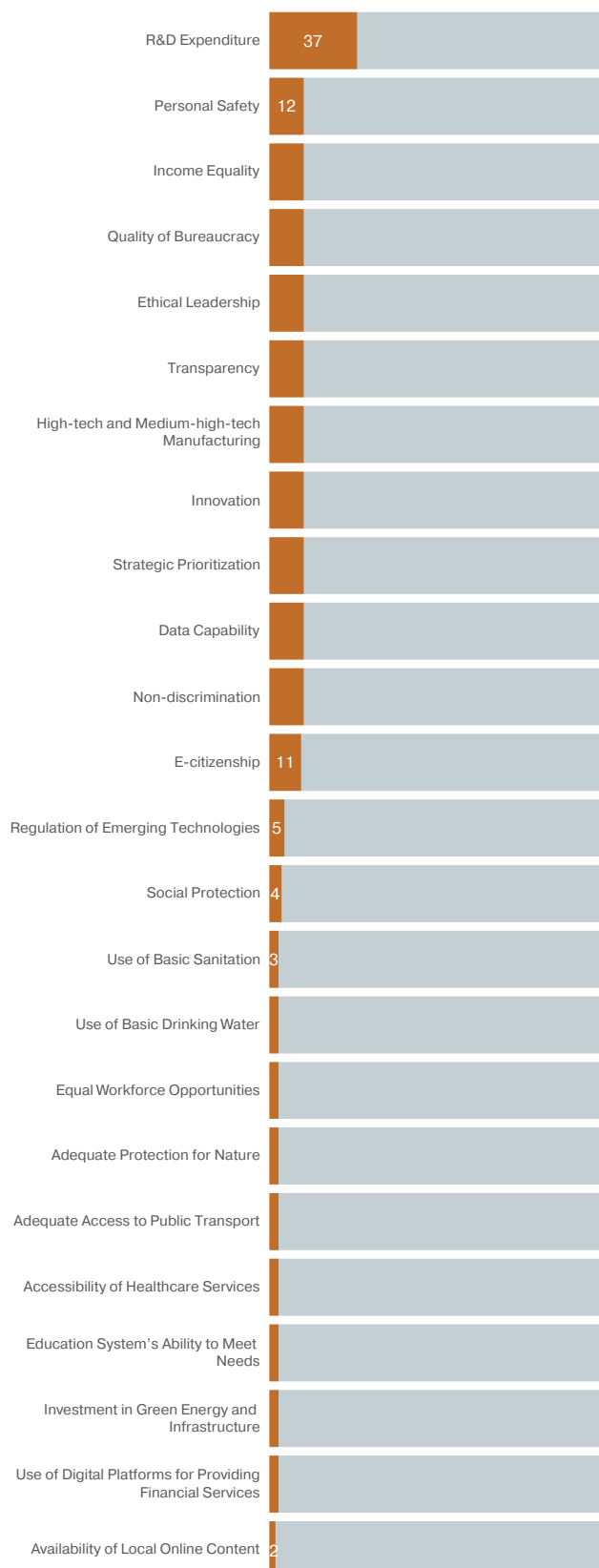
Number of missing values per country

Countries that are not mentioned here have no missing values.



Number of missing values per indicator

Indicators that are not mentioned here have no missing values.



The missForest imputation method—a nonparametric technique tailored for mixed-type data that uses a random forest to predict missing values—was applied to all the missing values to ensure the validity and reliability of the subsequent analysis using the imputed data.

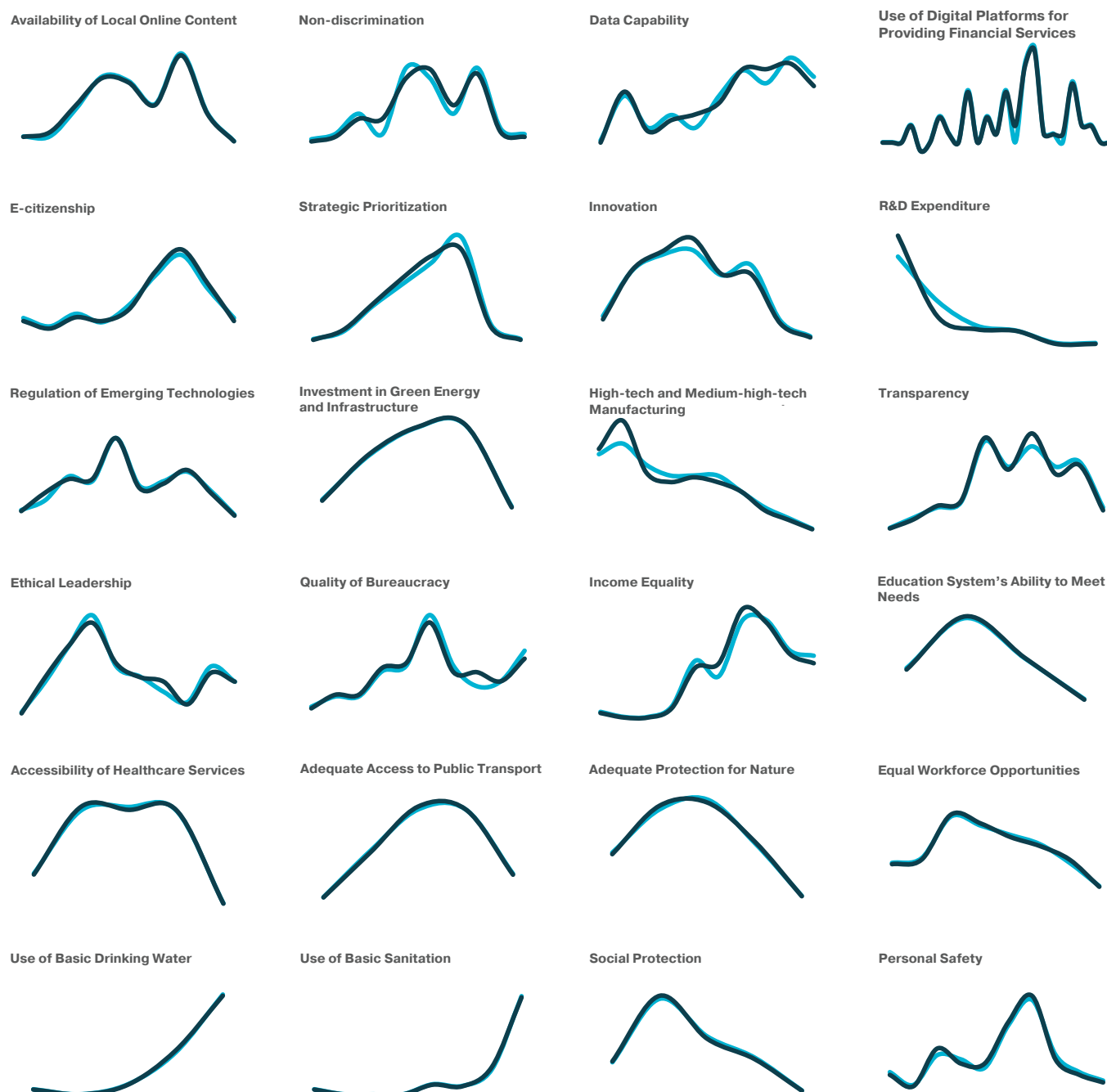
MissForest is a well-known imputation method that has several advantages over other imputation techniques. It is relevant to the GSI methodology because:

- It can handle both continuous and discrete variables, as well as the complex interactions and nonlinear relations among them.
- It is robust to high dimensionality and multicollinearity, as the random forest can select the most relevant predictors for each variable.
- It maintains the overall distributions of the variables and the correlations between them, introducing no bias or distortion in the imputed data.

The following charts show the distribution of each indicator before and after data imputation:

Distribution of indicator values, pre-imputation and post-imputation

Indicators that are not mentioned here have no missing values.



2.4.4 Data Scaling and Aggregations

After the imputation stage, all indicator scales were unified to a set range between 0 and 100 using the min-max normalization method to ensure comparability and having meaningful scores after aggregations.

Since all 30 indicators included in the GSI 2023 have a positive connotation (higher values reflect better performance). The following normalization formula was applied to all the indicators:

$$\text{normalized value} = \frac{\text{original value} - \text{minimum value in the indicator}}{\text{maximum value in the indicator} - \text{minimum value in the indicator}} \times 100$$

Using normalized values, several aggregations were made to provide the index scores on global, regional, dimensional, and indicator levels. The aggregations on

the different levels aim to provide the users with various perspectives on the index and cross-sectional insights.

List of aggregation names and methods

COMPUTATION	METHOD
Country Total Scores	Arithmetic mean of all indicators' normalized values per country
Country Dimensional Scores	Arithmetic mean of indicators within the respective dimension per country
World Average Total Score	Arithmetic mean of Country Total Scores of all countries
World Average Dimension Score	Arithmetic mean of the respective Country Dimensional Score of all countries
World Average Indicator Score	Arithmetic mean of the respective indicator values for all countries
Regional Average Total Score	Arithmetic mean of Country Total Scores of countries within the respective region
Regional Average Dimension Score	Arithmetic mean of the respective Country Dimensional Score of countries within the respective region
Regional Average Indicator Score	Arithmetic mean of the respective indicator values for countries within the respective region

2.4.5 Indicators Reliability

To gauge the reliability and internal consistency of each indicator in assessing its respective dimension, thus serving the overall scope of the GSI, Cronbach's alpha was used in computing. This calculation was conducted at both the dimensional level and the broader index level, utilizing normalized values post-imputation.

Cronbach's alpha is a statistical measure that quantifies the internal consistency or reliability of a set of items

(indicators) within the same construct (dimension or the overall index). It is used to determine the level of agreement between the items on a standardized 0 to 1 scale. A high value for alpha indicates that the items are closely related and measure the same characteristics.

The following table shows Cronbach's alpha between indicators on the level of each dimension and the level of the overall index.

Cronbach's alphas per dimension and overall index

Dimension	Cronbach's alpha
Future Readiness	0.90
Digitalization	0.90
Governance	0.96
Society Welfare	0.92
Citizen Experience	0.71
Overall Index	0.98

Per the conventions of measuring internal consistency relevant to the aim of this index, the lowest acceptable alpha level was set at 0.7. The highest level was set at 0.99, as a Cronbach's alpha coefficient that is higher than 0.99 may indicate redundancy (overlaps) among the indicators.

The previous table shows that all Cronbach's alphas on the level of dimensions and the overall Index are higher than 0.7 and lower than 0.99. Therefore, the construct of indicators was considered internally consistent and reliable.

2.4.6 Income Level Groups and Score Quartiles

The categorization of countries into income level groups, as referred to in the GSI 2023, is contingent upon the income classifications established by the World Bank in July 2022. These classifications are based on each country's gross national income (GNI) per capita in 2022, computed using the World Bank Atlas method. It's important to note that Venezuela was unclassified by the World Bank due to the "pending release of revised national accounts statistics."

The groups as defined by the World Bank are distributed as follows:

Income level groups

Income Level Group Name	GNI per capita Atlas Method Range
High Income	\$13,206 or more
Upper Middle Income	\$4,256 to \$13,205
Lower Middle Income	\$1,086 to \$4,255
Low Income	\$1,085 or less

The GSI also categorizes countries based on their total scores, utilizing quartiles for this purpose. As a result, the upper and lower boundaries of these quartiles may vary from one edition of the index to another.

In the GSI 2023, the upper and lower bounds (scores) of countries in each quartile are as follows:

Lowest and highest bounds of GSI country total score

Quartile	Lowest Score	Highest Score
Top Quartile	72.24	89.68
Upper Middle Quartile	54.6	72.02
Lower Middle Quartile	44.57	53.85
Bottom Quartile	17.64	44.42

2.4.7 Relationship Between Countries Income and Scores

The connection between a country's gross national income (GNI) per capita, as measured using the Atlas method (current US\$), and the GSI scores, both at the dimensional and overall levels, can be explained using a logarithmic linear-log model.

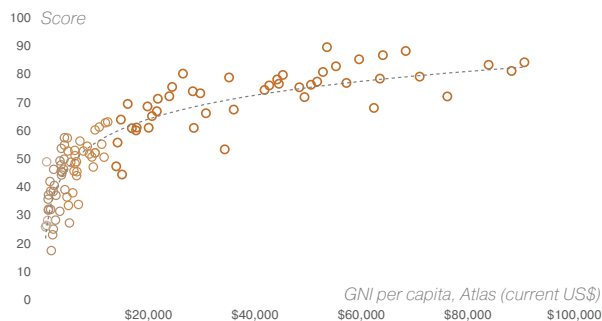
A logarithmic regression is a statistical method used to explain the relationship between two variables that shows a nonlinear pattern of decelerating growth or decay. Applying this definition to the charts below, it is notable that an increase in GNI per capita (Atlas method) beyond \$20,000 tends to have less impact on the dimensional and overall scores, compared to an increase under \$20,000.

Relationship between countries income and scores

○ Low income ○ Lower middle income ○ Upper middle income ○ High income

Overall Score

$$y = 12.18\ln(x) - 56.45, R\text{-Squared} = 0.78$$



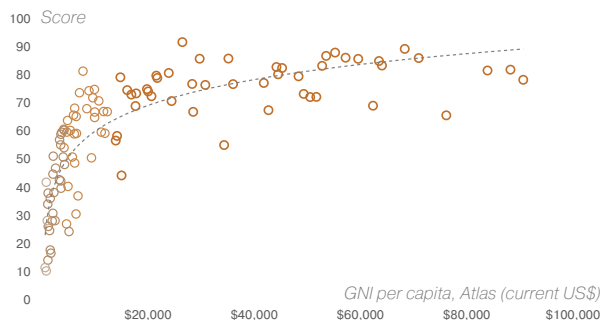
Future Readiness

$$y = 11.27\ln(x) - 60.47, R\text{-Squared} = 0.63$$



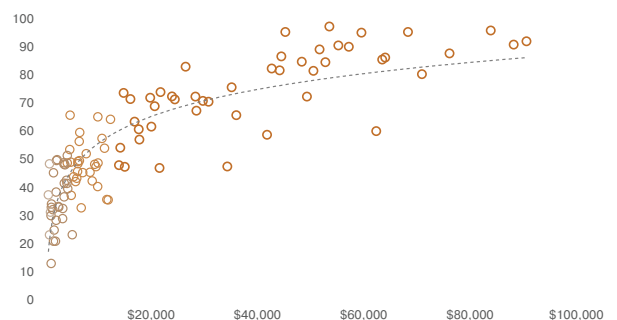
Digitalization

$$y = 13.27\ln(x) - 62.13, R\text{-Squared} = 0.69$$



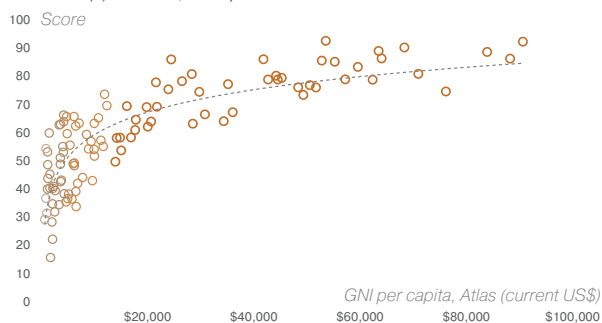
Governance

$$y = 13.84\ln(x) - 71.75, R\text{-Squared} = 0.70$$



Society Welfare

$$y = 11.51\ln(x) - 46.53, R\text{-Squared} = 0.69$$



Citizen Experience

$$y = 11.15\ln(x) - 41.42, R\text{-Squared} = 0.63$$



The logarithmic relationship between the scores and GNI per capita (Atlas method) can be described using the following equation:

$$y = a \times \ln(x) + b$$

In the equation above, y is the dimension score or overall score and x is the GNI per capita (Atlas method). The exact values (rounded to two decimals) for parameters a and b, as well as the coefficients of determination (R-squared)

are detailed in the table below. All p-values are significantly lower than an alpha level of 0.05, indicative of a significant relationship in all models.

Parameter values and R-squared of the logarithmic relationship between countries income and GSI scores, per dimension and overall index

Dimension	a parameter	b parameter	R-squared
Future Readiness	11.27	-60.47	0.63
Digitalization	13.27	-62.13	0.69
Governance	13.84	-71.75	0.70
Society Welfare	11.51	-46.53	0.69
Citizen Experience	11.15	-41.42	0.63
Overall Score	12.18	-56.45	0.78

2.5 How to Use the Index

Significance of the Study

The Government Services Index, an incredibly valuable informational resource provided by The KPI Institute (TKI), plays a central role in evaluating and comparing the performance of governments in the public services area across a diverse set of countries and regions. This comprehensive index meticulously assesses a set of 30 specific indicators thoughtfully structured within five critical dimensions: Future Readiness, Digitalization, Governance, Citizen experience, and Society Welfare. These assessments culminate in a holistic overall score

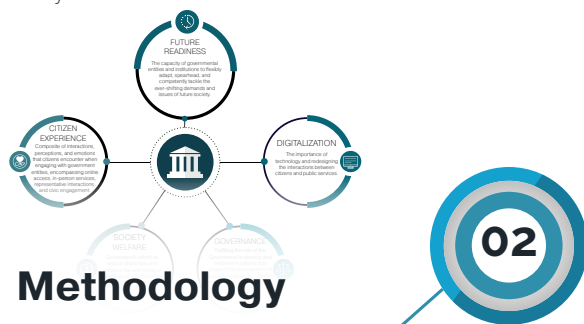
for 107 nations, representing a diverse array of regions on a global scale. The significance of this section within the report cannot be overstated as its primary aim is to empower readers with the knowledge and insights they need to effectively navigate and use this invaluable tool. Consider this section your indispensable guide, carefully crafted to enhance your experience with the report and enable you to extract maximum value and knowledge swiftly and efficiently.

I. PREFACE

01

Start With the Preface

Before delving into the main content, begin by exploring the Preface. This section serves as a gateway to understanding the report's core theme and objectives. The Preface provides essential contextual information that outlines the report's scope, purpose, and the overarching questions it aims to answer. It sets the stage for the ensuing content and offers a roadmap for navigating the report, ensuring the reader is well-prepared to interpret the subsequent material effectively.



For those with a keen interest in the inner workings of the index, a deeper understanding of its formulation and calculation can be found in the Methodology section. This comprehensive section meticulously unveils the intricate mechanics of the index creation process. It begins with an exploration of the index's composition, delving into the finer details of its five dimensions, the definitions that underpin them, and each indicator's strategic assignment respective to its dimension.

The Methodology section also delves into the critical aspects of data collection, data screening, data elimination, the criteria used for selecting high-quality data and addressing missing data in specific countries, the procedures used to estimate values when accurate data is unavailable for specific countries as well as the intricate correlations between public service performance and a country's national income, offering valuable insights into the complex dynamics at play. The section functions as a pivotal resource for those who wish to comprehend the index's development process in-depth, particularly if their interest lies in replicating this valuable tool over an extended timeframe. It is here that the index's inner workings are meticulously explained, offering transparency and insight into its construction and calculation.

03

General Findings

The section encapsulates the principal findings and ultimate conclusions arising from the rigorous analysis conducted in 2023. Herein, a streamlined summary of paramount significance unfolds, presenting key insights and rank-based data pertaining to 107 national governments as represented in the report. With its distilled insights and rankings, the section is akin to the architectural blueprint of the report. As you read it, you will equip yourself with the necessary foundation to navigate and decipher the wealth of information that follows.

Country Name	Overall Rank	Future Readiness Rank	Digitalization Rank	Governance Rank	Citizen Experience Rank	Society Welfare Rank
Denmark	1	1	1	1	1	1
Switzerland	2	2	2	2	2	2
Finland	3	3	3	3	3	3
Netherlands	4	4	4	4	4	4
Germany	5	5	5	5	5	5
France	6	6	6	6	6	6
Sweden	7	7	7	7	7	7
Belgium	8	8	8	8	8	8
Australia	9	9	9	9	9	9
Canada	10	10	10	10	10	10
South Korea	11	11	11	11	11	11
Japan	12	12	12	12	12	12
United Kingdom	13	13	13	13	13	13
Spain	14	14	14	14	14	14
Italy	15	15	15	15	15	15
Portugal	16	16	16	16	16	16
Greece	17	17	17	17	17	17
Poland	18	18	18	18	18	18
Czechia	19	19	19	19	19	19
Slovakia	20	20	20	20	20	20
Slovenia	21	21	21	21	21	21
Lithuania	22	22	22	22	22	22
Latvia	23	23	23	23	23	23
Estonia	24	24	24	24	24	24
United States	25	25	25	25	25	25
Canada	26	26	26	26	26	26
United Kingdom	27	27	27	27	27	27
France	28	28	28	28	28	28
Germany	29	29	29	29	29	29
Italy	30	30	30	30	30	30
Spain	31	31	31	31	31	31
Portugal	32	32	32	32	32	32
Greece	33	33	33	33	33	33
Poland	34	34	34	34	34	34
Czechia	35	35	35	35	35	35
Slovakia	36	36	36	36	36	36
Slovenia	37	37	37	37	37	37
Lithuania	38	38	38	38	38	38
Latvia	39	39	39	39	39	39
Estonia	40	40	40	40	40	40
United States	41	41	41	41	41	41
Canada	42	42	42	42	42	42
United Kingdom	43	43	43	43	43	43
France	44	44	44	44	44	44
Germany	45	45	45	45	45	45
Italy	46	46	46	46	46	46
Spain	47	47	47	47	47	47
Portugal	48	48	48	48	48	48
Greece	49	49	49	49	49	49
Poland	50	50	50	50	50	50
Czechia	51	51	51	51	51	51
Slovakia	52	52	52	52	52	52
Slovenia	53	53	53	53	53	53
Lithuania	54	54	54	54	54	54
Latvia	55	55	55	55	55	55
Estonia	56	56	56	56	56	56
United States	57	57	57	57	57	57
Canada	58	58	58	58	58	58
United Kingdom	59	59	59	59	59	59
France	60	60	60	60	60	60
Germany	61	61	61	61	61	61
Italy	62	62	62	62	62	62
Spain	63	63	63	63	63	63
Portugal	64	64	64	64	64	64
Greece	65	65	65	65	65	65
Poland	66	66	66	66	66	66
Czechia	67	67	67	67	67	67
Slovakia	68	68	68	68	68	68
Slovenia	69	69	69	69	69	69
Lithuania	70	70	70	70	70	70
Latvia	71	71	71	71	71	71
Estonia	72	72	72	72	72	72
United States	73	73	73	73	73	73
Canada	74	74	74	74	74	74
United Kingdom	75	75	75	75	75	75
France	76	76	76	76	76	76
Germany	77	77	77	77	77	77
Italy	78	78	78	78	78	78
Spain	79	79	79	79	79	79
Portugal	80	80	80	80	80	80
Greece	81	81	81	81	81	81
Poland	82	82	82	82	82	82
Czechia	83	83	83	83	83	83
Slovakia	84	84	84	84	84	84
Slovenia	85	85	85	85	85	85
Lithuania	86	86	86	86	86	86
Latvia	87	87	87	87	87	87
Estonia	88	88	88	88	88	88
United States	89	89	89	89	89	89
Canada	90	90	90	90	90	90
United Kingdom	91	91	91	91	91	91
France	92	92	92	92	92	92
Germany	93	93	93	93	93	93
Italy	94	94	94	94	94	94
Spain	95	95	95	95	95	95
Portugal	96	96	96	96	96	96
Greece	97	97	97	97	97	97
Poland	98	98	98	98	98	98
Czechia	99	99	99	99	99	99
Slovakia	100	100	100	100	100	100

04

Detailed Country Rankings

This section presents a closer look at the top-performing countries within each dimension. It highlights which nations excel in various aspects of public service, shedding light on the diverse skillsets of public servants across the globe. This not only recognizes exceptional achievements but also provides valuable insights into best practices and strategies employed by leading nations worldwide. By delving into the specifics of how each nation fares across various indicators, readers are given a more comprehensive picture of their strengths and areas for improvement. Showcasing each government's performance on every indicator under each dimension grants readers a granular perspective on the factors contributing to their success. This knowledge can be invaluable for policymakers, advisors, and leaders seeking to improve public services within their own nations. Additionally, this section serves as a springboard for the regional insights to follow.

05

Regional Insights

This section goes beyond individual countries to offer a holistic view of regional performance within each dimension. By assessing the overall performance of regions and comparing them to the global level, readers can identify regional trends and variances, pinpointing the factors that drive regional disparities. Moreover, this section includes benchmarking against neighboring or comparable regions, placing regional performance in a global context. This comparison is particularly useful for understanding the unique characteristics, challenges, and strengths of each region, enabling readers to make informed comparisons and draw valuable insights from these variations.

06

Other Sections to Explore:

> **References**

All sources of information used in the report are listed in the References section, providing transparency and opportunities for further research or verification. You can refer to these sources for in-depth exploration of specific topics, claims, or data points.

> **Appendices**

In this section, you'll find a comprehensive account of each indicator along with its definition. Including these indicators under specific dimensions is justified for governmental tracking purposes. Transparency about data collection years and sources is also provided.

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6. APPENDIX A: INDICATORS AND SOURCES

L. FUTURE READINESS

ID	Indicators	Description	Reference	Data Source	Data Year
1.1	GOVERNMENT'S DIGITAL CAPABILITY	Measures the extent to which the Government uses digital technologies to improve its services and operations.	The extent of the Government's digital capability is measured by the number of digital services available to citizens and businesses.	World Economic Forum, Global Competitiveness Index	2018-2019
1.2	GOVERNMENT'S DIGITAL CAPABILITY	Measures the extent to which the Government uses digital technologies to improve its services and operations.	The extent of the Government's digital capability is measured by the number of digital services available to citizens and businesses.	World Economic Forum, Global Competitiveness Index	2018-2019
1.3	GOVERNMENT'S DIGITAL CAPABILITY	Measures the extent to which the Government uses digital technologies to improve its services and operations.	The extent of the Government's digital capability is measured by the number of digital services available to citizens and businesses.	World Economic Forum, Global Competitiveness Index	2018-2019
1.4	GOVERNMENT'S DIGITAL CAPABILITY	Measures the extent to which the Government uses digital technologies to improve its services and operations.	The extent of the Government's digital capability is measured by the number of digital services available to citizens and businesses.	World Economic Forum, Global Competitiveness Index	2018-2019
1.5	GOVERNMENT'S DIGITAL CAPABILITY	Measures the extent to which the Government uses digital technologies to improve its services and operations.	The extent of the Government's digital capability is measured by the number of digital services available to citizens and businesses.	World Economic Forum, Global Competitiveness Index	2018-2019

3. GENERAL FINDINGS

As per the hereby Government Services Index, Finland secures the first rank, Denmark claims the second spot, and Singapore holds the third position, establishing themselves as the leading countries globally as far as the provision of government services in 5 five critical areas of public service performance: Future Readiness, Governance, Digitalization, Society Welfare and Citizen Experience. Among the top three performing countries, two belong to Europe, while one represents the Asia and Oceania region. Notably, all three nations fall under the high-income group category.

In the aforementioned dimensions, Finland dominates the global rankings in Governance, Society Welfare, and Citizen Experience. Singapore excels in Future Readiness, securing the top spot globally, while Denmark performs exceptionally well in Digitalization, securing the second position worldwide.

The top-ranking countries significantly surpass the global average score, with Finland achieving an overall score of 89.68, Denmark scoring 88.37, and Singapore 86.84. Each country consistently scores above 75 in every dimension, outperforming the world average. In terms of indicator performance, both Finland and Denmark surpass the global average for every indicator, while Singapore outperforms the global score for all but two indicators.

Finland's stellar performance is rooted in its government's adeptness at aligning public services with citizens' expectations and evolving socio-economic needs. Embracing the Nordic model, Finland seamlessly integrates a capitalist economy with a robust public sector, ensuring that essential services prioritize well-being, sustainability, and social equity.

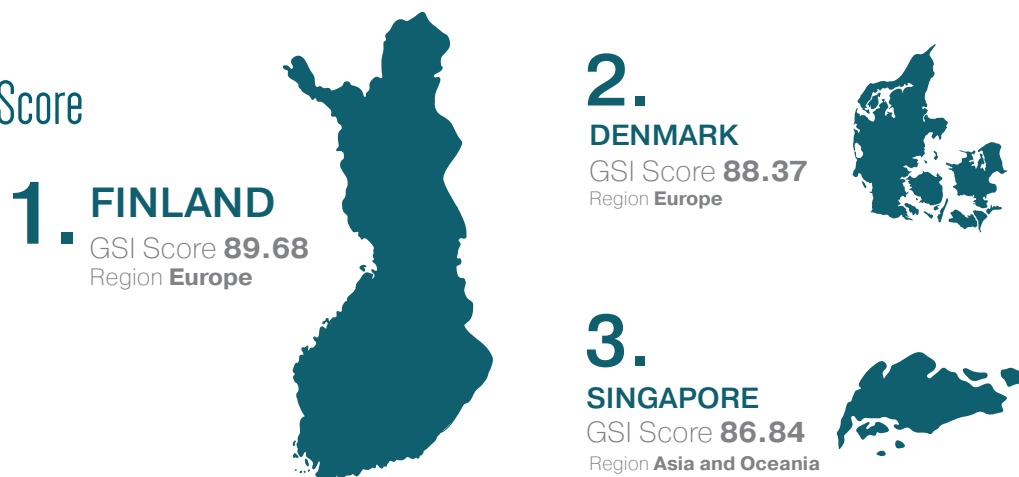
Finnish citizens hold a positive perception of the government's capability to provide high-quality services, reciprocated by the government's emphasis on civic participation. Additionally, Finland strategically invests in digitalization and e-government services to enhance citizen interaction with public services.

Similarly, Denmark's performance is propelled by the adoption of the Nordic model. The nation's professional, merit-based bureaucratic system and high accountability instill trust in government institutions. The digital transformation of public services further elevates citizen satisfaction. Denmark's integrated national digital service infrastructure empowers public authorities at all government levels to provide high-quality services to the population. Moreover, the government emphasizes equity and inclusion within society, ensuring that public services are accessible to all citizens.

Singapore's impressive performance is attributed to its adaptability to challenging circumstances, coupled with a policy focus on innovation and state-of-the-art technologies. The government places significant importance on its preparedness to respond to changes and disruptions, utilizing scenario planning as a primary tool in this respect. New policies are consistently implemented to navigate the evolving landscape of technology and global events.

Situated in one of the world's fastest-growing markets, Singapore strengthens its status as a global tech hub through a safe environment, a transparent regulatory framework, talent retention strategies, and technology-supportive policies. Beyond facilitating technological development, the government actively adopts new technologies, integrating them into public services and showcasing an unsurpassed commitment to innovative and citizen-centric governance.

Global Rank Based on GSI Score



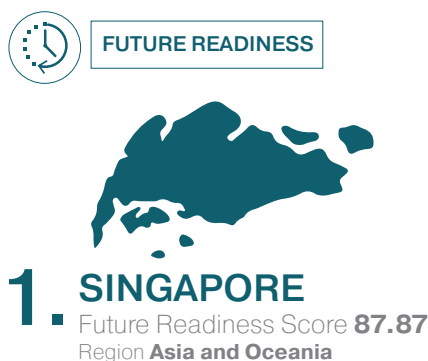
3.1

Global Leaders in Government Services

Global Leaders in Future Readiness

Singapore claims the first position in Future Readiness with an impressive score of 87.87. The country is internationally recognized for its highly efficient and technologically advanced public services, consistently demonstrating a long-lasting commitment to innovation and digitalization. The nation's dominance in this dimension is evident, with a substantial lead over the second-ranking country, Sweden. Securing a score of 77.50, Sweden showcases its steadfast dedication to attaining excellence in public services, remarkable through its well-established focus

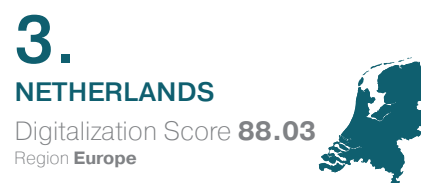
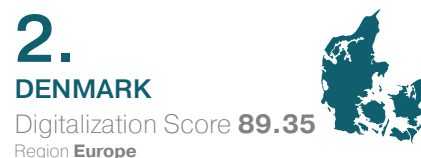
on sustainability, which leads to robust long-term plans and readiness for the future. Finland, securing the third position with a score of 77.34, has also demonstrated noteworthy progress in advancing its future readiness initiatives. Finland's future-ready status in government services is a result of its proactive adoption of digital technologies, commitment to innovation, sustainability practices, user-centric design, and strategic planning for the evolving needs of its citizens and the broader society.



Global Leaders in Digitalization

At the peak of the Digitalization hierarchy is Estonia, boasting an impressive digitalization score of 91.76. Recognized as a pioneer in digital innovation, Estonia has cultivated sophisticated e-governance systems and digital infrastructure. This noteworthy score underscores Estonia's steadfast commitment to leveraging technology to enhance various aspects of society and the economy. In close pursuit is Denmark, another European nation, commanding a digitalization score of 89.35. Denmark consistently leads in digital transformation, placing strong

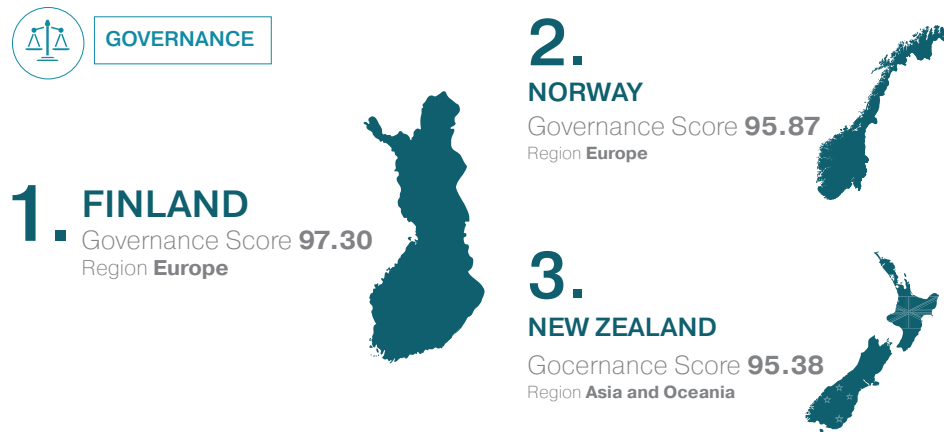
emphasis on digital services, e-commerce, and digital education. Securing the third position is the Netherlands, with a Digitalization score of 88.03. The Netherlands has made significant progress in digitalization, particularly in the realms of e-government services, digital infrastructure, and innovation. The nation's dedication to digital transformation is strongly supported by initiatives that foster a favorable ecosystem for digital startups and enterprises.



Global Leaders in Governance

Finland secured the top position in the Governance ranking with an outstanding score of 97.30. This exceptional performance reflects Finland's steadfast commitment to implementing commendable governance principles along with its dedication to transparency and accountability. Following closely is Norway, with a Governance score of 95.87. Norway has long been acknowledged for its effective governance mechanisms,

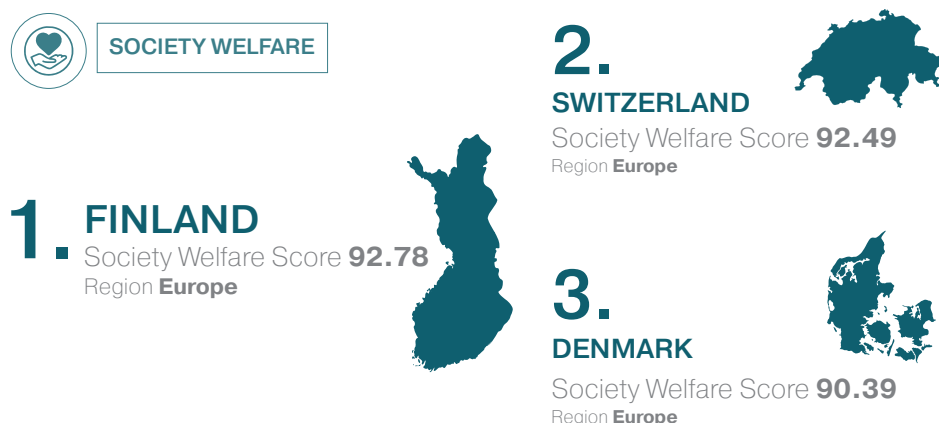
marked by minimal corruption levels and a notable degree of political stability. New Zealand, a high-income nation in the Asia and Oceania region, is occupying the third position, with a Governance score of 95.38. New Zealand, characterized by robust governance practices, a well-structured legal framework and transparent public institutions, has established its reputation as one of the most proficiently governed nations globally.



Global Leaders in Society Welfare

Securing the top position in the Society Welfare Ranking is Finland, attaining a score of 92.78. Renowned for its robust social safety net system, Finland ensures universal access to healthcare and education. Finland's social safety net extends to a range of welfare services, such as unemployment benefits, family support programs, housing assistance, and various social services to support vulnerable populations. The comprehensive nature of Finland's welfare system reflects a societal ethos that values the dignity and welfare of every individual. Following closely is Switzerland, positioned second in the Society Welfare Ranking with a score of 92.49. Switzerland boasts a high standard of living and a formidable social safety net system. Occupying the third position in Society

Welfare Denmark earns a score of 90.39. Denmark, with its robust social safety net, guarantees universal access to healthcare, education, and other essential welfare services. The emphasis on social welfare is deeply ingrained in Denmark's societal values, reflecting a commitment to creating an equitable and supportive environment for all residents. This approach not only contributes to a high standard of living but also reinforces Denmark's reputation as a country where the well-being of its citizens is a top priority. The nation's model of social safety nets serves as an inspiration for others seeking to build societies characterized by fairness, equal opportunities, and a strong sense of community.



Global Leaders in Citizen Experience

Securing the top position in the Citizen Experience Ranking is Finland with an impressive score of 93.52. Renowned for its extensive history of investing in public services, Finland caters to the high expectations of its citizens regarding service quality. Estonia claims the second spot in the Citizen Experience Ranking, earning a score of 93.10. Estonian citizens benefit from easy online access to diverse government services, reflecting the government's dedication to ensuring user-friendly service interactions. Taking the third position in the Citizen Experience Ranking is Singapore, with a commendable score of 92.65. Singapore distinguishes itself with a strong emphasis on customer service within the public

sector. The Singaporean government is steadfast in its commitment to providing citizens with a top-tier experience, implementing various initiatives to enhance the delivery of public services. Singapore has been a pioneer in adopting innovative service delivery models. This includes the use of emerging technologies, such as artificial intelligence and data analytics, to optimize service delivery, streamline processes, and improve overall efficiency. The Singaporean government offers multi-channel service delivery. Whether through online platforms, mobile applications, or traditional channels, citizens can choose the mode of interaction that suits them best.



CITIZEN EXPERIENCE

1. FINLAND
Citizen Experience Score **93.52**
Region **Europe**



2. ESTONIA
Citizen Experience Score **93.10**
Region **Europe**



3. SINGAPORE
Citizen Experience Score **92.65**
Region **Asia and Oceania**



3.2

GSI Heatmap

Top Rank  Bottom Rank









































Country Name	Overall GSI Rank	Future Readiness Rank	Digitalization Rank	Governance Rank	Society Welfare Rank	Citizen Experience Rank
Finland	1	3	4	1	1	1
Denmark	2	6	2	4	3	4
Singapore	3	1	11	13	6	3
Sweden	4	2	9	5	12	7
Switzerland	5	11	24	6	2	9
Norway	6	16	16	2	5	19
Netherlands	7	15	3	8	11	10
Luxembourg	8	17	15	7	7	30
Austria	9	13	12	16	10	15
Estonia	10	19	1	17	21	2
New Zealand	11	23	14	3	16	13
United States of America	12	5	6	21	13	52
Korea, Republic of	13	4	7	22	23	12
Iceland	14	43	10	14	4	20
France	15	14	13	19	15	18
Germany	16	9	39	10	26	11
Australia	17	32	5	9	17	29
UK	18	27	19	12	18	21
Belgium	19	8	40	20	24	8
Japan	20	18	48	18	19	5
Czechia	21	20	43	30	9	22
Canada	22	21	21	15	25	36
United Arab Emirates	23	12	25	44	8	24
Slovenia	24	24	26	26	14	27
Spain	25	26	8	31	29	16
Portugal	26	30	18	25	27	23
Ireland	27	22	54	11	28	54
Israel	28	10	36	27	31	35
Lithuania	29	29	23	23	34	6
Uruguay	30	25	31	29	33	26
Latvia	31	35	29	28	35	14
Qatar	32	34	44	42	20	25
Italy	33	28	27	36	36	28
Saudi Arabia	34	38	20	70	22	17
Malta	35	36	28	32	37	50
Slovakia	36	33	38	33	44	33
Chile	37	39	22	24	58	49
Costa Rica	38	37	50	38	32	70
China	39	7	64	89	30	47
Malaysia	40	44	42	45	41	41
Hungary	41	31	35	46	42	76
Greece	42	49	33	40	52	44
Cyprus	43	55	51	34	48	34
Poland	44	46	37	39	57	32
Mauritius	45	54	56	37	47	45
Croatia	46	45	45	41	53	38
Indonesia	47	41	59	52	38	72
Georgia	48	64	61	35	40	77
Thailand	49	60	34	73	46	56
Romania	50	47	68	48	59	46
Bulgaria	51	53	62	49	60	48
Jordan	52	63	73	60	45	31
Serbia	53	65	47	72	56	37
Viet Nam	54	42	67	87	49	57
Kuwait	55	74	72	67	43	51
Albania	56	62	66	71	39	84
Brazil	57	61	17	51	80	55
Armenia	58	75	57	57	55	58
Argentina	59	67	52	59	71	43
Türkiye	60	56	30	82	67	68
Kazakhstan	61	78	32	78	66	53
Colombia	62	57	46	56	74	71
Montenegro	63	59	77	64	61	61
Russian Federation	64	70	49	88	63	42
Ukraine	65	72	58	81	70	40
Egypt	66	68	69	95	50	75
Botswana	67	51	94	47	51	102
Rwanda	68	66	85	62	65	39
Moldova	69	82	60	75	62	64
North Macedonia	70	52	78	61	78	60
Philippines	71	76	71	63	72	63
Panama	72	80	70	66	73	65
Mexico	73	71	41	68	83	89
Sri Lanka	74	77	76	77	64	82

Country Name	Overall GSI Rank	Future Readiness Rank	Digitalization Rank	Governance Rank	Society Welfare Rank	Citizen Experience Rank
India	75	50	74	54	88	66
Ecuador	76	89	53	76	75	78
Tunisia	77	69	84	58	76	69
South Africa	78	58	65	43	100	88
Mongolia	79	83	63	65	82	67
Trinidad and Tobago	80	88	82	69	68	81
Morocco	81	40	87	80	84	74
Peru	82	86	55	55	91	79
Pakistan	83	73	100	96	54	83
Ghana	84	79	88	53	86	86
El Salvador	85	92	79	83	92	59
Senegal	86	48	102	74	87	91
Kenya	87	81	81	84	98	62
Paraguay	88	94	75	79	96	80
Kyrgyzstan	89	99	89	93	77	87
Bangladesh	90	87	80	92	90	85
Namibia	91	84	98	50	97	94
Tanzania, United Republic of	92	85	92	98	89	73
Bosnia and Herzegovina	93	95	90	94	85	97
Guatemala	94	102	86	86	95	92
Nepal	95	96	99	90	81	106
Cambodia	96	100	91	105	79	98
Tajikistan	97	90	105	106	69	90
Bolivia	98	103	83	99	99	93
Honduras	99	98	95	91	101	104
Zambia	100	97	96	97	102	101
Lebanon	101	105	101	102	93	96
Mali	102	91	107	103	94	100
Malawi	103	93	106	85	104	107
Nigeria	104	101	93	100	106	95
Nicaragua	105	104	97	104	105	105
Venezuela	106	107	103	107	103	99
Angola	107	106	104	101	107	103

3.3

Global Ranking

COUNTRY FLAG	COUNTRY NAME	GSI SCORE	GLOBAL RANK	INCOME GROUP	RANK	REGION	RANK	QUARTILE
	Finland	89.68	1	High income	1	Europe	1	Top Quartile
	Denmark	88.37	2	High income	2	Europe	2	Top Quartile
	Singapore	86.84	3	High income	3	Asia and Oceania	1	Top Quartile
	Sweden	85.4	4	High income	4	Europe	3	Top Quartile
	Switzerland	84.36	5	High income	5	Europe	4	Top Quartile
	Norway	83.46	6	High income	6	Europe	5	Top Quartile
	Netherlands	82.91	7	High income	7	Europe	6	Top Quartile
	Luxembourg	81.24	8	High income	8	Europe	7	Top Quartile
	Austria	80.89	9	High income	9	Europe	8	Top Quartile
	Estonia	80.34	10	High income	10	Europe	9	Top Quartile
	New Zealand	79.84	11	High income	11	Asia and Oceania	2	Top Quartile
	United States	79.24	12	High income	12	Americas	1	Top Quartile
	Korea, Republic of	78.99	13	High income	13	Asia and Oceania	3	Top Quartile
	Iceland	78.54	14	High income	14	Europe	10	Top Quartile
	France	78.24	15	High income	15	Europe	11	Top Quartile
	Germany	77.46	16	High income	16	Europe	12	Top Quartile
	Australia	77.03	17	High income	17	Asia and Oceania	4	Top Quartile
	United Kingdom	76.71	18	High income	18	Europe	13	Top Quartile
	Belgium	76.36	19	High income	19	Europe	14	Top Quartile
	Japan	76.14	20	High income	20	Asia and Oceania	5	Top Quartile
	Czechia	75.59	21	High income	21	Europe	15	Top Quartile
	Canada	75.5	22	High income	22	Americas	2	Top Quartile
	United Arab Emirates	74.54	23	High income	23	Middle East	1	Top Quartile
	Slovenia	74.08	24	High income	24	Europe	16	Top Quartile
	Spain	73.37	25	High income	25	Europe	17	Top Quartile
	Portugal	72.32	26	High income	26	Europe	18	Top Quartile
	Ireland	72.24	27	High income	27	Europe	19	Top Quartile
	Israel	72.02	28	High income	28	Middle East	2	Upper Middle Quartile
	Lithuania	71.41	29	High income	29	Europe	20	Upper Middle Quartile
	Uruguay	69.6	30	High income	30	Americas	3	Upper Middle Quartile
	Latvia	68.7	31	High income	31	Europe	21	Upper Middle Quartile
	Qatar	68.18	32	High income	32	Middle East	3	Upper Middle Quartile
	Italy	67.59	33	High income	33	Europe	22	Upper Middle Quartile
	Saudi Arabia	66.97	34	High income	34	Middle East	4	Upper Middle Quartile
	Malta	66.28	35	High income	35	Europe	23	Upper Middle Quartile
	Slovakia	65.26	36	High income	36	Europe	24	Upper Middle Quartile
	Chile	64.07	37	High income	37	Americas	4	Upper Middle Quartile
	Costa Rica	63.19	38	Upper middle income	1	Americas	5	Upper Middle Quartile

COUNTRY FLAG	COUNTRY NAME	GSI SCORE	GLOBAL RANK	INCOME GROUP	RANK	REGION	RANK	QUARTILE
	China	62.9	39	Upper middle income	2	Asia and Oceania	6	Upper Middle Quartile
	Malaysia	61.41	40	Upper middle income	3	Asia and Oceania	7	Upper Middle Quartile
	Hungary	61.2	41	High income	38	Europe	25	Upper Middle Quartile
	Greece	61.14	42	High income	39	Europe	26	Upper Middle Quartile
	Cyprus	61.11	43	High income	40	Asia and Oceania	8	Upper Middle Quartile
	Poland	60.97	44	High income	41	Europe	27	Upper Middle Quartile
	Mauritius	60.38	45	Upper middle income	4	Africa	1	Upper Middle Quartile
	Croatia	60.18	46	High income	42	Europe	28	Upper Middle Quartile
	Indonesia	57.61	47	Lower middle income	1	Asia and Oceania	9	Upper Middle Quartile
	Georgia	57.49	48	Upper middle income	5	Asia and Oceania	10	Upper Middle Quartile
	Thailand	56.42	49	Upper middle income	6	Asia and Oceania	11	Upper Middle Quartile
	Romania	55.88	50	High income	43	Europe	29	Upper Middle Quartile
	Bulgaria	55.33	51	Upper middle income	7	Europe	30	Upper Middle Quartile
	Jordan	54.99	52	Upper middle income	8	Middle East	5	Upper Middle Quartile
	Serbia	54.6	53	Upper middle income	9	Europe	31	Upper Middle Quartile
	Viet Nam	53.85	54	Lower middle income	2	Asia and Oceania	12	Lower Middle Quartile
	Kuwait	53.49	55	High income	44	Middle East	6	Lower Middle Quartile
	Albania	53.13	56	Upper middle income	10	Europe	32	Lower Middle Quartile
	Brazil	52.91	57	Upper middle income	11	Americas	6	Lower Middle Quartile
	Armenia	52.91	58	Upper middle income	12	Asia and Oceania	13	Lower Middle Quartile
	Argentina	52.27	59	Upper middle income	13	Americas	7	Lower Middle Quartile
	Türkiye	52.25	60	Upper middle income	14	Middle East	7	Lower Middle Quartile
	Kazakhstan	51.83	61	Upper middle income	15	Asia and Oceania	14	Lower Middle Quartile
	Colombia	51.23	62	Upper middle income	16	Americas	8	Lower Middle Quartile
	Montenegro	50.77	63	Upper middle income	17	Europe	33	Lower Middle Quartile
	Russian Federation	50.73	64	Upper middle income	18	Europe	34	Lower Middle Quartile
	Ukraine	50.01	65	Lower middle income	3	Europe	35	Lower Middle Quartile
	Egypt	49.44	66	Lower middle income	4	Africa	2	Lower Middle Quartile
	Botswana	49.12	67	Upper middle income	19	Africa	3	Lower Middle Quartile
	Rwanda	49.07	68	Low income	1	Africa	4	Lower Middle Quartile
	Moldova	48.94	69	Upper middle income	20	Europe	36	Lower Middle Quartile
	North Macedonia	48.53	70	Upper middle income	21	Europe	37	Lower Middle Quartile
	Philippines	48.01	71	Lower middle income	5	Asia and Oceania	15	Lower Middle Quartile
	Panama	47.48	72	High income	45	Americas	9	Lower Middle Quartile
	Mexico	47.23	73	Upper middle income	22	Americas	10	Lower Middle Quartile
	Sri Lanka	46.43	74	Lower middle income	6	Asia and Oceania	16	Lower Middle Quartile
	India	46.43	75	Lower middle income	7	Asia and Oceania	17	Lower Middle Quartile
	Ecuador	45.84	76	Upper middle income	23	Americas	11	Lower Middle Quartile
	Tunisia	45.74	77	Lower middle income	8	Africa	5	Lower Middle Quartile
	South Africa	45.56	78	Upper middle income	24	Africa	6	Lower Middle Quartile

COUNTRY FLAG	COUNTRY NAME	GSİ SCORE	GLOBAL RANK	INCOME GROUP	RANK	REGION	RANK	QUARTILE
	Mongolia	45.31	79	Lower middle income	9	Asia and Oceania	18	Lower Middle Quartile
	Trinidad and Tobago	44.57	80	High income	46	Americas	12	Lower Middle Quartile
	Morocco	44.42	81	Lower middle income	10	Africa	7	Bottom Quartile
	Peru	44.15	82	Upper middle income	25	Americas	13	Bottom Quartile
	Pakistan	42.12	83	Lower middle income	11	Asia and Oceania	19	Bottom Quartile
	Ghana	40.69	84	Lower middle income	12	Africa	8	Bottom Quartile
	El Salvador	39.22	85	Lower middle income	13	Americas	14	Bottom Quartile
	Senegal	38.7	86	Lower middle income	14	Africa	9	Bottom Quartile
	Kenya	38.58	87	Lower middle income	15	Africa	10	Bottom Quartile
	Paraguay	38.09	88	Upper middle income	26	Americas	15	Bottom Quartile
	Kyrgyzstan	37.33	89	Lower middle income	16	Asia and Oceania	20	Bottom Quartile
	Bangladesh	37.2	90	Lower middle income	17	Asia and Oceania	21	Bottom Quartile
	Namibia	36.59	91	Upper middle income	27	Africa	11	Bottom Quartile
	Tanzania, United Republic of	35.83	92	Lower middle income	18	Africa	12	Bottom Quartile
	Bosnia and Herzegovina	33.97	93	Upper middle income	28	Europe	38	Bottom Quartile
	Guatemala	33.61	94	Upper middle income	29	Americas	16	Bottom Quartile
	Nepal	32.32	95	Lower middle income	19	Asia and Oceania	22	Bottom Quartile
	Cambodia	32.19	96	Lower middle income	20	Asia and Oceania	23	Bottom Quartile
	Tajikistan	31.94	97	Lower middle income	21	Asia and Oceania	24	Bottom Quartile
	Bolivia	31.53	98	Lower middle income	22	Americas	17	Bottom Quartile
	Honduras	28.42	99	Lower middle income	23	Americas	18	Bottom Quartile
	Zambia	28.35	100	Low income	2	Africa	13	Bottom Quartile
	Lebanon	27.42	101	Lower middle income	24	Middle East	8	Bottom Quartile
	Mali	26.52	102	Low income	3	Africa	14	Bottom Quartile
	Malawi	26.08	103	Low income	4	Africa	15	Bottom Quartile
	Nigeria	25.2	104	Lower middle income	25	Africa	16	Bottom Quartile
	Nicaragua	23.24	105	Lower middle income	26	Americas	19	Bottom Quartile
	Venezuela	17.86	106			Americas	20	Bottom Quartile
	Angola	17.64	107	Lower middle income	27	Africa	17	Bottom Quartile

3.4

Government Performance by Income Group

Introduction to Income Groups

The recognition of government performance across different income groups provides a comprehensive understanding of the relationship between a nation's economic standing and the effectiveness of its public services. The following analysis delves into the intricate interplay between economic development—as measured by Gross National Income (GNI) per capita—and the performance of governments in delivering essential services to their citizens. By categorizing countries into distinct income groups, this section aims to unravel patterns, correlations, and notable exceptions that shed light on the dynamics of public service efficiency in diverse economic contexts.

The section examines the top-performing nations within different income brackets, deciphering the factors that contribute to their success and exploring potential correlations between economic prowess and public service excellence. Additionally, it highlights the instances where countries defy conventional expectations to showcase exceptional public service delivery in lower-income brackets.

The visuals presented below illustrate the relationship between a nation's economic income—measured by GNI per capita—and its comprehensive GSI score, which mirrors the performance of governments worldwide in the provision of public services. The positive correlation between these two variables implies that countries with higher levels of economic development are more inclined to exhibit superior performance as related to the index. This correlation can be attributed to various factors: One plausible explanation is that economically developed countries have more resources to invest in education,

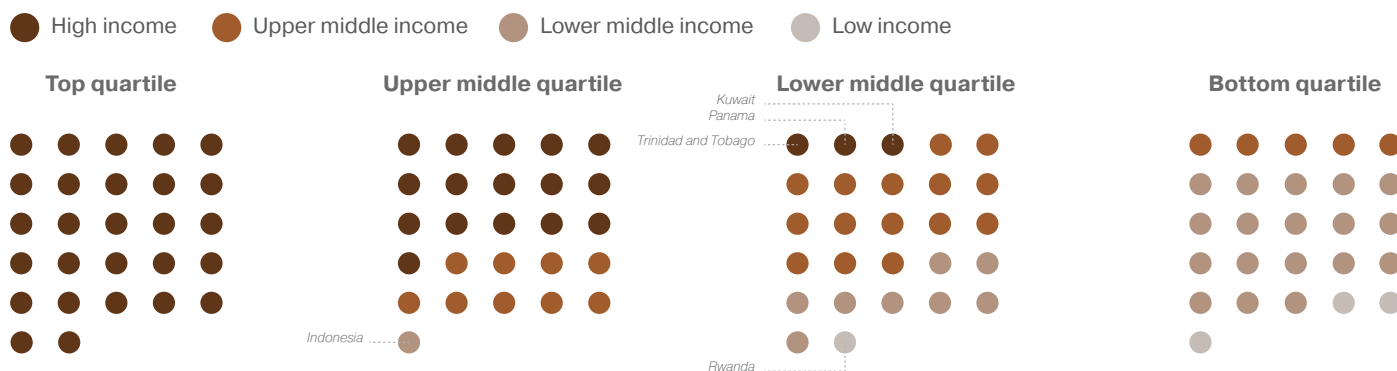
healthcare, and social programs, consequently elevating their performance relative to the index.

Moreover, nations with higher economic development levels may possess advanced infrastructure and institutions, contributing to their high index performance. Notably, the top 10 performing countries on the index are all categorized as high-income countries. According to the overall GSI score, the top three performers worldwide are Finland (first), Denmark (second), and Singapore (third).

Furthermore, the GSI's top positions are predominantly held by nine European countries and one Asian country. The methodology, as discussed in the eponymous section of the index, categorizes all 107 countries into four quartiles: bottom, lower-middle, upper-middle, and top. The top quartile comprises 26 countries, all classified as high-income, reinforcing the association between income and public service performance.

However, it is worth noting that a similar number of countries (19) within the high-income cluster fall into either the upper-middle or lower-middle quartile. Despite being high-income, these countries share the characteristic of having achieved low scores across all dimensions, except for three countries—Latvia, Lithuania, and Saudi Arabia—which managed to reach high scores in the Citizen Experience dimension. In contrast, Indonesia, classified as a lower-middle-income country, has achieved an overall commendable score and ended up being placed within the upper-middle quartile. Indonesia's exceptional performance defies the conventional correlation between income and public service performance, highlighting the country's effective approach to delivering public services despite its lower economic classification.

Higher income countries tend to be in higher GSI Score quartiles, with a few exceptions



Our model features an analysis of the income of each country (GNI per capita) to assess its potential score and compare its performance against the actual score. Remarkably, only one country—Rwanda, a low-income country—performed significantly above expectations. Our model predicted an expected score of 9.74 for Rwanda, while their actual score is 32.38, resulting in a difference of 23.51.

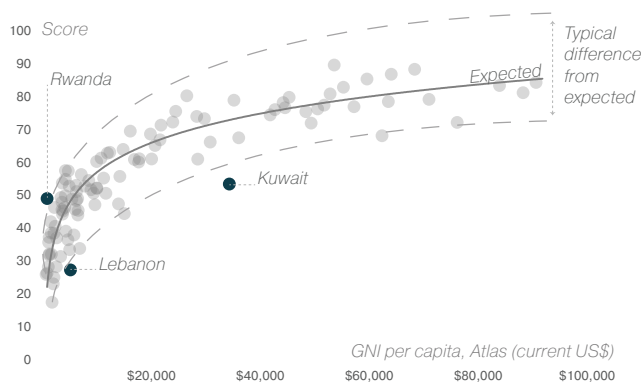
Conversely, two countries fell short of overall expectations. Kuwait, a high-income country, was expected to achieve a score of 70.74, but only attained 53.49, missing the mark by 17.25. Its low scores in Future Readiness and Governance contributed to this underperformance. Similarly, Lebanon, a lower-middle-income country, had

an expected score of 47.55, but it only managed to get 27.42, falling short by 20.13. Lebanon's low scores across all dimensions, particularly in Future Readiness, led to this disparity.

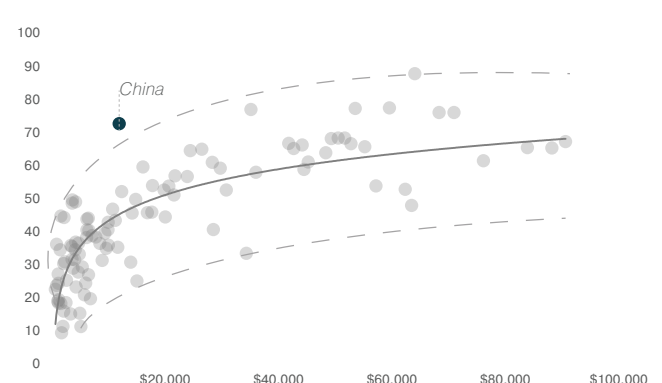
China, an upper-middle-income country, has surpassed expectations notably in the dimension of Future Readiness, achieving a score of 72.68 compared to the expected 45.24, resulting in a positive difference of 27.44. Similarly, Rwanda has exceeded expectations on Governance, achieving a score of 48.55, surpassing the expected score of 21.47 by a positive difference of 27.08. Furthermore, when it comes to Citizen Experience, Rwanda achieved a score of 69.66, surpassing the expected score of 33.65 by a positive difference of 36.01.

Countries with atypical difference from expected scores, based on income

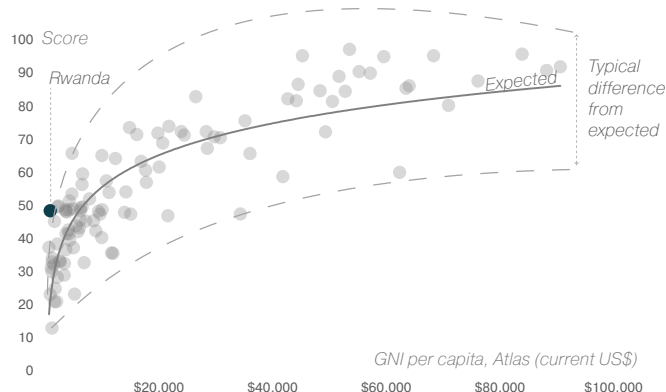
Overall Score



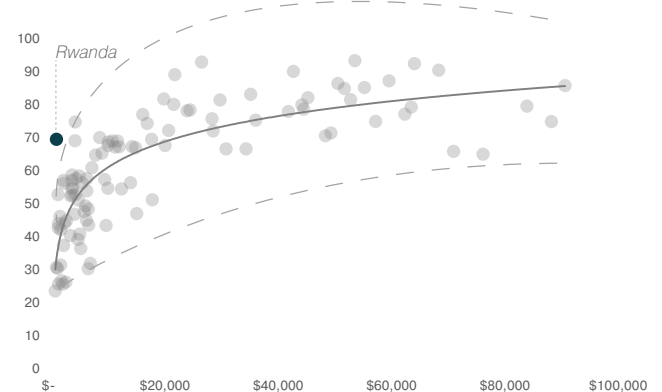
Future Readiness



Governance



Citizen Experience



3.5

Best Ranked Governments by Income Group

High income economies (46 in total)

1. Finland

GSI Score **89.81**
Income Group **High income**



2. Denmark

GSI Score **88.37**
Income Group **High income**



3. Singapore

GSI Score **86.84**
Income Group **High income**



4. Sweden

GSI Score **85.40**
Income Group **High income**



Upper middle income economies (29 in total)

1. Costa Rica

GSI Score **63.19**
Income Group **Upper middle income**



2. China

GSI Score **62.90**
Income Group **Upper middle income**



3. Malaysia

GSI Score **61.41**
Income Group **Upper middle income**



4. Mauritius

GSI Score **60.38**
Income Group **Upper middle income**



Lower middle income economies (27 in total)

1. Indonesia

GSI Score **57.61**
Income Group **Lower middle income**



2. Viet Nam

GSI Score **53.85**
Income Group **Lower middle income**



3. Ukraine

GSI Score **50.01**
Income Group **Lower middle income**



4. Egypt

GSI Score **49.44**
Income Group **Lower middle income**



Low income economies (4 in total)

1. Rwanda

GSI Score **49.07**
Income Group **Low income**



2. Zambia

GSI Score **28.35**
Income Group **Low income**



3. Mali

GSI Score **26.52**
Income Group **Low income**



4. Malawi

GSI Score **26.08**
Income Group **Low income**



3.6

Regional Dashboards


Europe
 Region Rank: 1

Regional Average Total Score: 68.32

Europe outperforms all the other regions in the Government Services Index, securing the highest scores across all five dimensions. It stands as the sole region to surpass the global average in every dimension, ranging from the closest to the average in Future Readiness (54.44) to the best in Governance (70.26). Notably, nine out of the top 10 countries in Government Services belong to the European region. Finland takes the lead in

both regional and global rankings, securing the highest scores globally in three dimensions: Citizen Experience (93.52), Governance (97.30), and Society Welfare (92.78). Additionally, Estonia claims the top spot in both the regional and global rankings for Digitalization (91.76). On the flip side, the underperformers in the region are the Eastern European countries, scoring below both the regional and global averages.

Europe's Country Dimension Scores

 Highest  Lowest

	Future Readiness	Digitalization	Governance	Society Welfare	Citizen Experience
World Average Dimension Score	43.47	59.98	55.97	59.62	61.44
Regional Average Dimension Score	54.44	73.17	70.26	71.42	73.79
Finland	77.34	86.88	97.30	92.78	93.52
Denmark	76.07	89.35	95.35	90.39	90.63
Sweden	77.50	85.80	95.10	83.51	87.41
Switzerland	67.28	78.40	92.04	92.49	85.96
Norway	65.45	81.67	95.87	88.82	79.71
Netherlands	65.74	88.03	90.61	85.31	85.36
Luxembourg	65.36	81.98	90.88	86.47	75.04
Austria	66.63	83.32	84.62	85.75	81.72
Estonia	64.95	91.76	83.03	78.44	93.10
Iceland	47.95	85.01	85.55	89.17	79.46
France	66.28	82.92	81.76	80.41	80.11
Germany	68.35	72.31	89.15	76.20	85.12
UK	58.85	80.30	86.71	79.00	78.83
Belgium	68.35	72.22	81.59	77.01	86.60
Czechia	64.53	70.84	71.42	86.19	78.62
Slovenia	60.98	76.92	72.43	80.95	75.90
Spain	59.21	85.88	70.89	74.63	81.64
Portugal	56.69	80.81	72.48	75.56	78.36
Ireland	61.45	65.73	87.74	74.79	65.19
Lithuania	56.90	79.01	74.04	69.36	89.30
Latvia	52.60	75.05	72.00	69.25	81.92
Italy	58.00	76.82	65.83	67.42	75.47
Malta	52.59	76.56	70.59	66.61	66.81
Slovakia	53.81	72.55	68.97	64.11	72.39
Hungary	53.96	73.52	57.15	64.76	51.40
Greece	44.47	74.22	61.72	62.25	67.84
Poland	45.76	73.14	63.48	58.44	74.55
Croatia	45.91	69.06	60.77	61.11	69.67
Romania	45.64	58.43	54.25	58.23	67.50
Bulgaria	43.44	59.78	54.05	57.41	70.35
Serbia	36.47	68.09	45.53	59.51	70.21
Albania	38.20	59.16	45.79	65.85	45.19
Montenegro	39.50	50.64	48.35	57.04	57.52
Russian Federation	35.26	67.12	35.82	55.24	69.13
Ukraine	34.52	60.78	41.58	53.20	69.29
Moldova	29.28	60.37	43.95	55.73	56.54
North Macedonia	43.82	48.81	48.59	48.39	57.77
Bosnia and Herzegovina	19.70	37.15	32.87	42.17	32.08

Europe Indicators Distribution

Dimensions:

-  Citizen Experience
-  Digitalization
-  Future Readiness

How to read the chart:

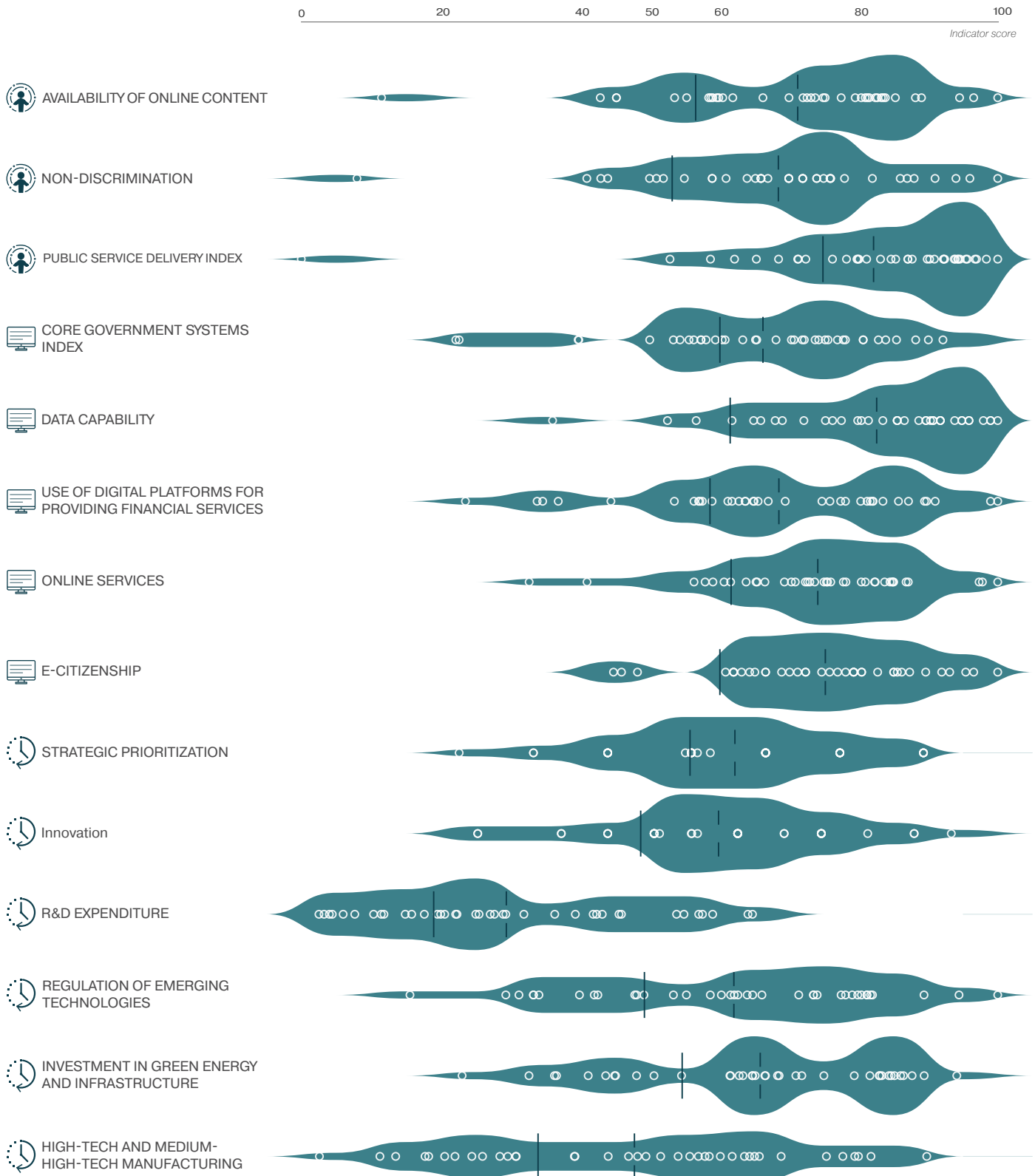
Height represents concentration of region's Country Indicator Scores within the same range.

Width represents variance in region's Country Indicator Scores.

Each white ring represents a Country Indicator Score.

Dashed line represents Regional Average Indicator Score.

Solid line represents World Average Indicator Score.



Europe

Indicators Distribution

Dimensions:



Governance



Society Welfare

How to read the chart:



Height represents concentration of region's Country Indicator Scores within the same range.



Width represents variance in region's Country Indicator Scores.



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Dashed line represents Regional Average Indicator Score.



Solid line represents World Average Indicator Score.

0 20 40 50 60 80 100
Indicator score



TRANSPARENCY



ETHICAL LEADERSHIP



QUALITY OF BUREAUCRACY



REGULATORY QUALITY



RULE OF LAW



VOICE AND ACCOUNTABILITY



INCOME EQUALITY



EDUCATION SYSTEM'S ABILITY TO MEET NEEDS



ACCESSIBILITY OF HEALTHCARE SERVICES



ADEQUATE ACCESS TO PUBLIC TRANSPORT



ADEQUATE PROTECTION FOR NATURE



EQUAL WORKFORCE OPPORTUNITIES



USE OF BASIC DRINKING WATER



USE OF BASIC SANITATION



SOCIAL PROTECTION



PERSONAL SAFETY



Middle East

Region Rank: 2

Regional Average Total Score: 58.73

The Middle East emerges as the second-highest performing region in the index. Alongside Europe, this makes it among the only two regions to surpass the global score in government services provision. The Middle East outperforms the global average in four dimensions: Future Readiness (45.11), Digitalization (63.56), Citizen Experience (67.56), and Society Welfare (67.19). Half of the countries in the region exceed the

global average for Government Services, with the United Arab Emirates leading the charge. The UAE achieved its best performance in Society Welfare (86.22), claiming the top regional spot. Israel and Qatar follow closely, each exceeding the global average in every dimension. However, the remaining half of the region falls below both the regional and global averages.

Middle East's Country Dimension Scores

Highest  Lowest

	Future Readiness	Digitalization	Governance	Society Welfare	Citizen Experience
Average Dimension Score	61.44	59.98	43.47	55.97	59.62
Average Dimension Score	67.56	63.56	45.11	49.82	67.19
United Arab Emirates	66.72	77.22	58.85	86.22	78.13
	68.17	73.37	72.40	73.56	71.60
	52.83	69.15	60.14	78.97	77.34
Israel	51.09	79.86	47.02	78.03	80.28
	36.83	54.22	48.81	64.01	74.90
	33.43	55.21	47.56	64.22	66.77
	40.56	74.97	40.42	54.22	54.87
	44.81	61.15	38.85	58.81	68.58

Middle East Indicators Distribution

Dimensions:

-  Citizen Experience
-  Digitalization
-  Future Readiness

How to read the chart:

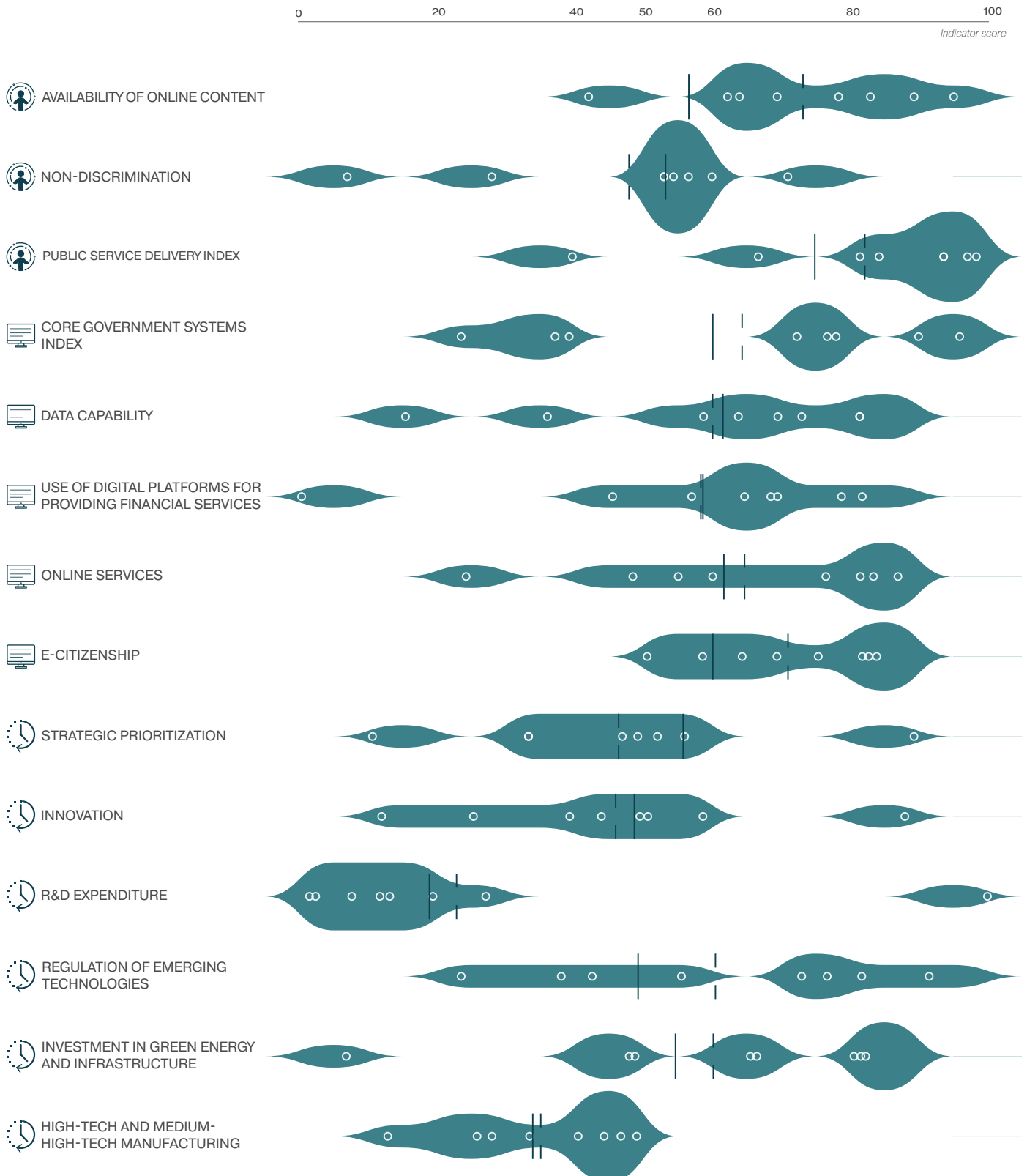
Height represents concentration of region's Country Indicator Scores within the same range.

Width represents variance in region's Country Indicator Scores.

Each white ring represents a Country Indicator Score.

Dashed line represents Regional Average Indicator Score.

Solid line represents World Average Indicator Score.



Middle East Indicators Distribution

Dimensions:



Governance



Society Welfare

How to read the chart:



Height represents concentration of region's Country Indicator Scores within the same range.



Width represents variance in region's Country Indicator Scores.



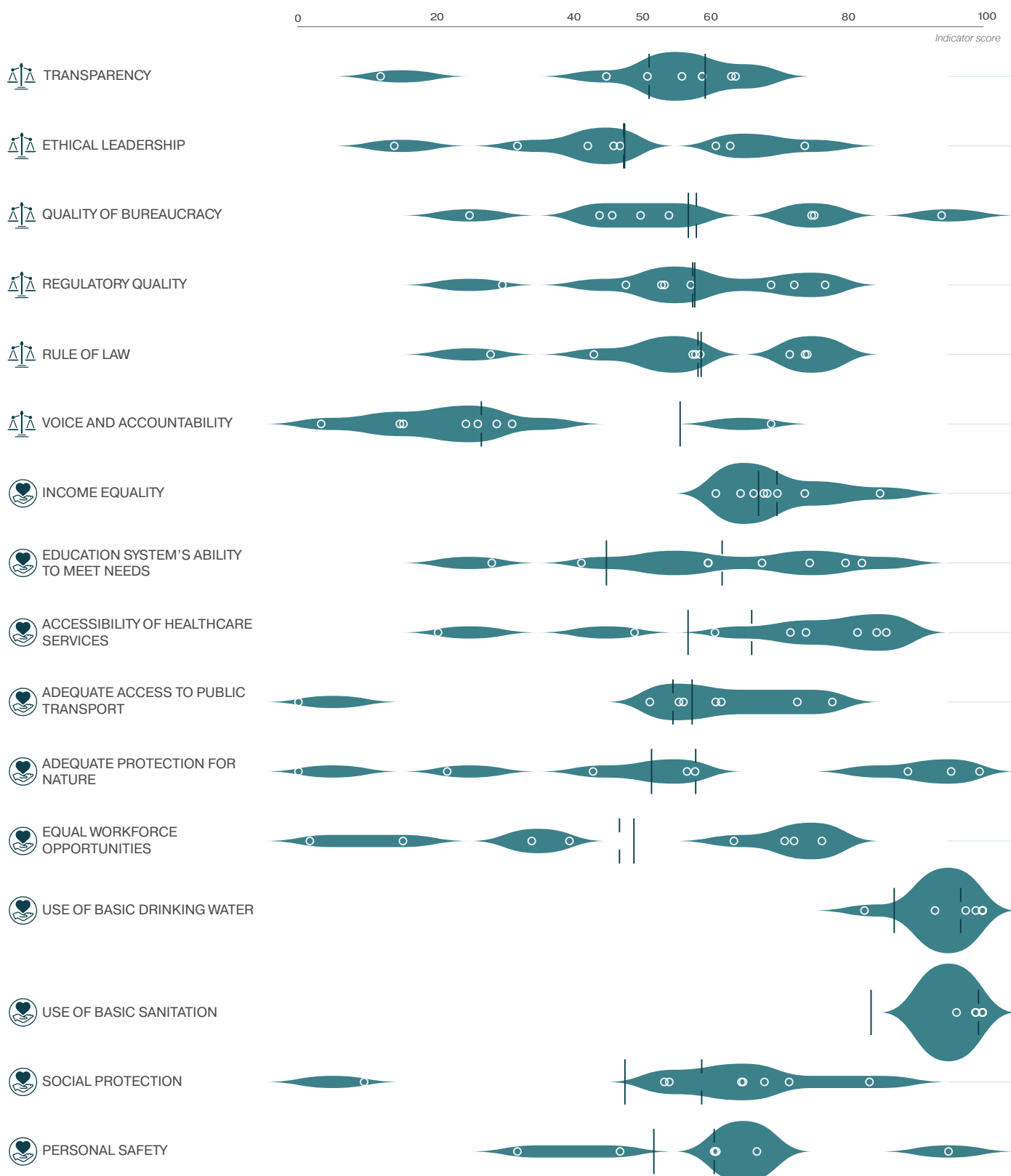
Each white ring represents a Country Indicator Score.



Dashed line represents Regional Average Indicator Score.



Solid line represents World Average Indicator Score.





Asia and Oceania

Region Rank: 3

Regional Average Total Score: 54.74

Asia and Oceania secure the third-ranking position in the Government Services Index, scoring slightly below the world average. The region only manages to surpass the global average in the Society Welfare dimension (67.19), exhibiting the highest disparities compared to the world score for Governance (49.82). Singapore, the only non-European country in the index's top ten, achieves the third spot globally and leads the region. Singapore also claims the top spot globally for Future Readiness (87.87).

Additionally, it leads the region in Citizen Experience (92.65) and Society Welfare (86.51), while outperforming the global score in all dimensions. Regionally, Australia ranks first in Digitalization (86.21), and New Zealand takes the lead in Governance (95.38). However, 13 other countries in the region, including Pakistan, Nepal, and Cambodia, score below both the regional and global averages.

Asia and Oceania's Country Dimension Scores

Highest  Lowest

	Future Readiness	Digitalization	Governance	Society Welfare	Citizen Experience
World Average Dimension Score	61.44	59.98	43.47	55.97	59.62
Regional Average Dimension Score	59.69	58.27	42.46	51.56	60.76
Singapore	87.87	83.42	86.30	86.51	92.65
New Zealand	61.12	82.59	95.38	79.61	82.33
Korea, Republic of	76.98	85.94	75.73	77.39	83.32
Australia	53.84	86.21	90.10	79.07	75.14
Japan	65.20	67.58	82.38	79.00	90.28
China	72.68	59.40	35.70	73.75	67.45
Malaysia	46.82	70.90	57.55	65.38	69.22
Cyprus	40.63	66.98	67.41	63.35	72.22
Indonesia	49.03	60.44	51.47	66.40	53.02
Georgia	36.48	59.81	65.84	65.79	51.28
Thailand	38.79	73.80	45.42	63.51	61.09
Viet Nam	48.62	59.05	36.77	63.12	58.91
Armenia	33.17	63.93	49.10	59.81	58.60
Kazakhstan	31.31	74.45	42.45	54.35	65.48
Philippines	31.59	55.23	48.41	51.25	57.24
Sri Lanka	31.49	50.94	42.71	55.22	46.97
India	44.27	51.23	49.72	40.37	56.37
Mongolia	28.94	59.71	48.17	43.30	55.04
Pakistan	34.52	24.81	32.22	60.01	46.35
Kyrgyzstan	18.41	38.13	33.08	48.79	44.14
Bangladesh	25.26	46.99	33.11	39.57	45.04
Nepal	19.40	26.31	34.24	43.89	25.81
Cambodia	18.26	36.24	21.01	45.40	31.64
Tajikistan	24.37	14.30	13.11	53.33	42.86

Asia & Oceania Indicators Distribution

Dimensions:

-  Citizen Experience
-  Digitalization
-  Future Readiness

How to read the chart:

Height represents concentration of region's Country Indicator Scores within the same range.

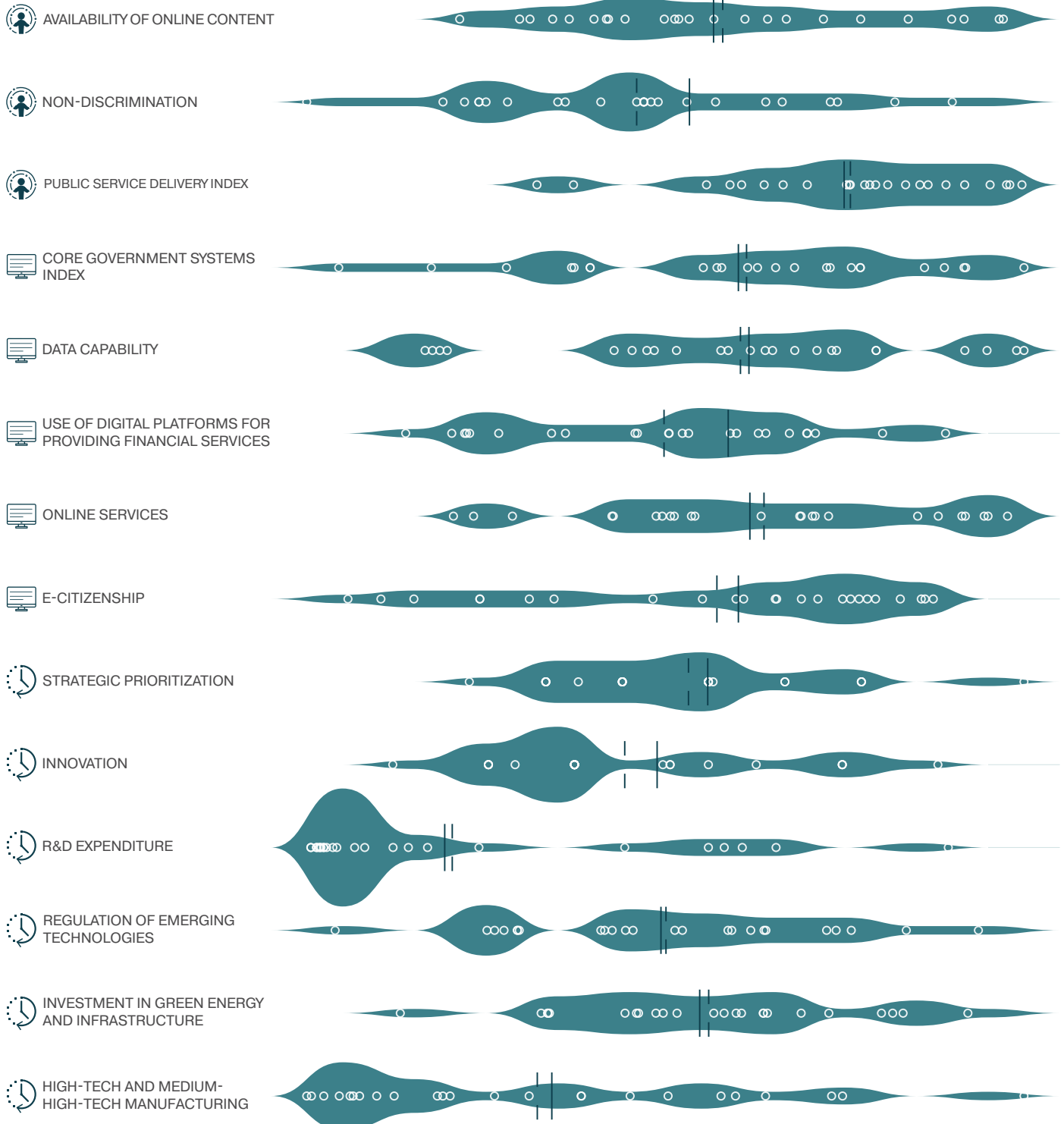
Width represents variance in region's Country Indicator Scores.

Each white ring represents a Country Indicator Score.

Dashed line represents Regional Average Indicator Score.

Solid line represents World Average Indicator Score.

0 20 40 50 60 80 100
Indicator score



Asia & Oceania Indicators Distribution

Dimensions:



Governance



Society Welfare

How to read the chart:



Height represents concentration of region's Country Indicator Scores within the same range.



Width represents variance in region's Country Indicator Scores.



Each white ring represents a Country Indicator Score.

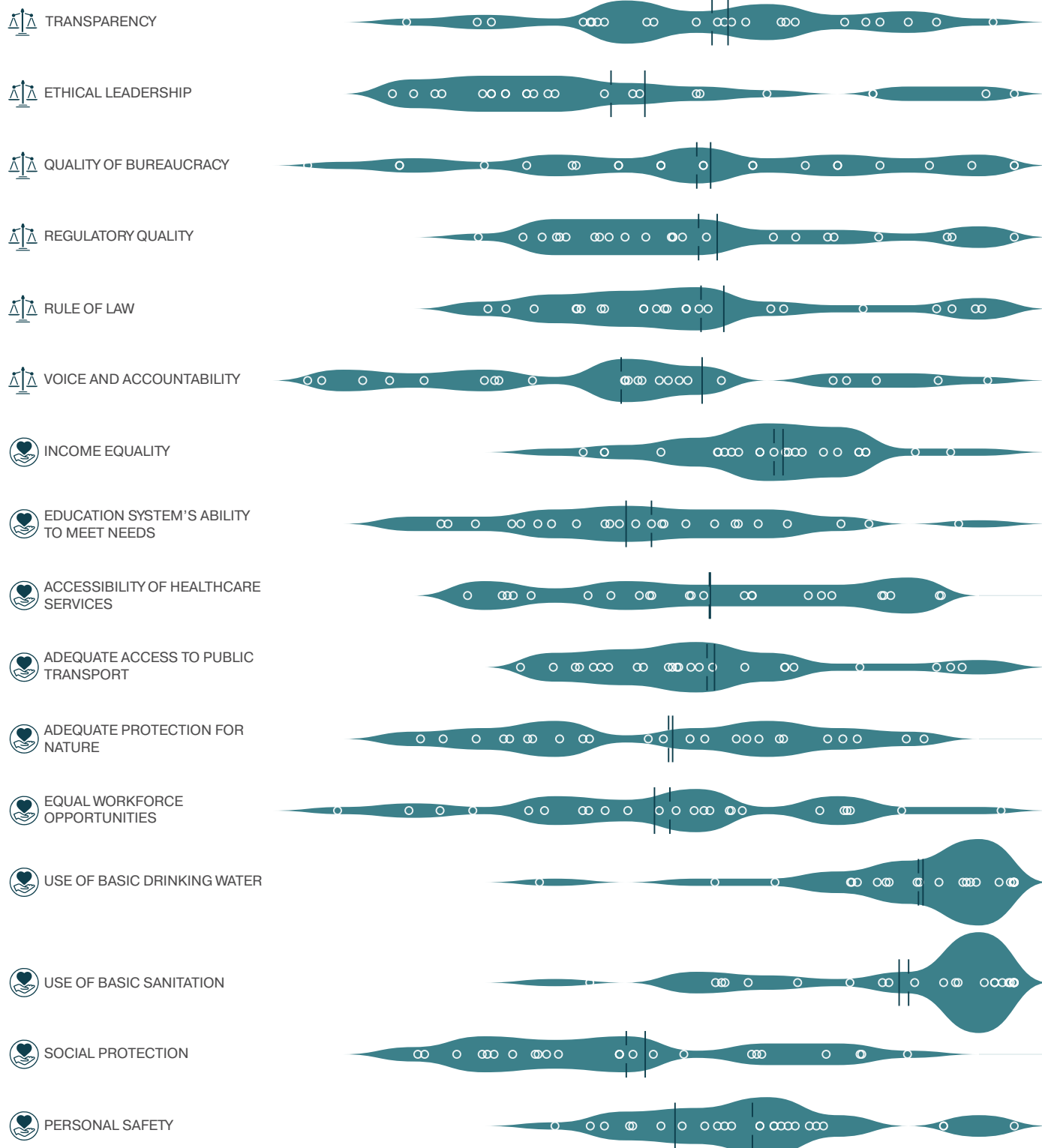


Dashed line represents Regional Average Indicator Score.



Solid line represents World Average Indicator Score.

0 20 40 50 60 80 100
Indicator score





Americas

Region Rank: 4

Regional Average Total Score: 47.46

Ranked fourth, the Americas scored below the global average in all dimensions of the Government Services Index. The region showcases its strongest performance in Digitalization (58.23). Leading the region are North American countries, specifically the U.S. and Canada. The U.S. tops the regional ranks in three dimensions: Digitalization (86.09), Future Readiness (76.08), and Society Welfare (81.00). Canada performs best in the

Governance dimension (84.81), while Uruguay takes the lead for Citizen Experience (77.21). These three countries are the sole representatives in the region to outperform the global average across all dimensions. Conversely, nine other countries in the region, including Paraguay, Guatemala, Bolivia, and Honduras, fall below the global average in every dimension.

Americas' Country Dimension Scores

Highest  Lowest

	Future Readiness	Digitalization	Governance	Society Welfare	Citizen Experience
World Average Dimension Score	61.44	59.98	43.47	55.97	59.62
Regional Average Dimension Score	51.99	58.23	33.36	48.32	48.66
United States of America	76.08	86.09	80.36	81.00	66.05
Canada	63.90	79.63	84.81	76.22	70.79
Uruguay	59.62	74.70	71.56	69.57	77.21
Chile	49.76	79.25	73.69	58.36	67.16
Costa Rica	52.13	67.05	64.34	69.77	54.64
Brazil	38.37	81.44	52.14	44.23	64.90
Argentina	35.89	66.92	48.84	51.83	68.91
Colombia	40.54	68.29	49.36	49.38	54.08
Panama	30.76	56.81	48.04	49.80	56.52
Mexico	34.96	72.00	47.50	43.12	43.59
Ecuador	24.41	65.83	43.37	49.10	49.49
Trinidad and Tobago	25.04	44.41	47.49	53.84	47.21
Peru	26.95	65.31	49.66	39.26	48.57
El Salvador	23.25	48.30	39.66	38.42	57.79
Paraguay	20.88	50.96	42.24	36.59	47.79
Guatemala	15.30	40.52	37.34	36.71	40.95
Bolivia	15.06	42.84	29.08	34.53	40.54
Honduras	18.50	28.36	33.40	32.02	26.38
Nicaragua	11.30	28.26	21.06	28.41	25.82
Venezuela	4.46	17.69	2.53	31.12	31.44

Americas Indicators Distribution

Dimensions:

-  Citizen Experience
-  Digitalization
-  Future Readiness

How to read the chart:

Height represents concentration of region's Country Indicator Scores within the same range.

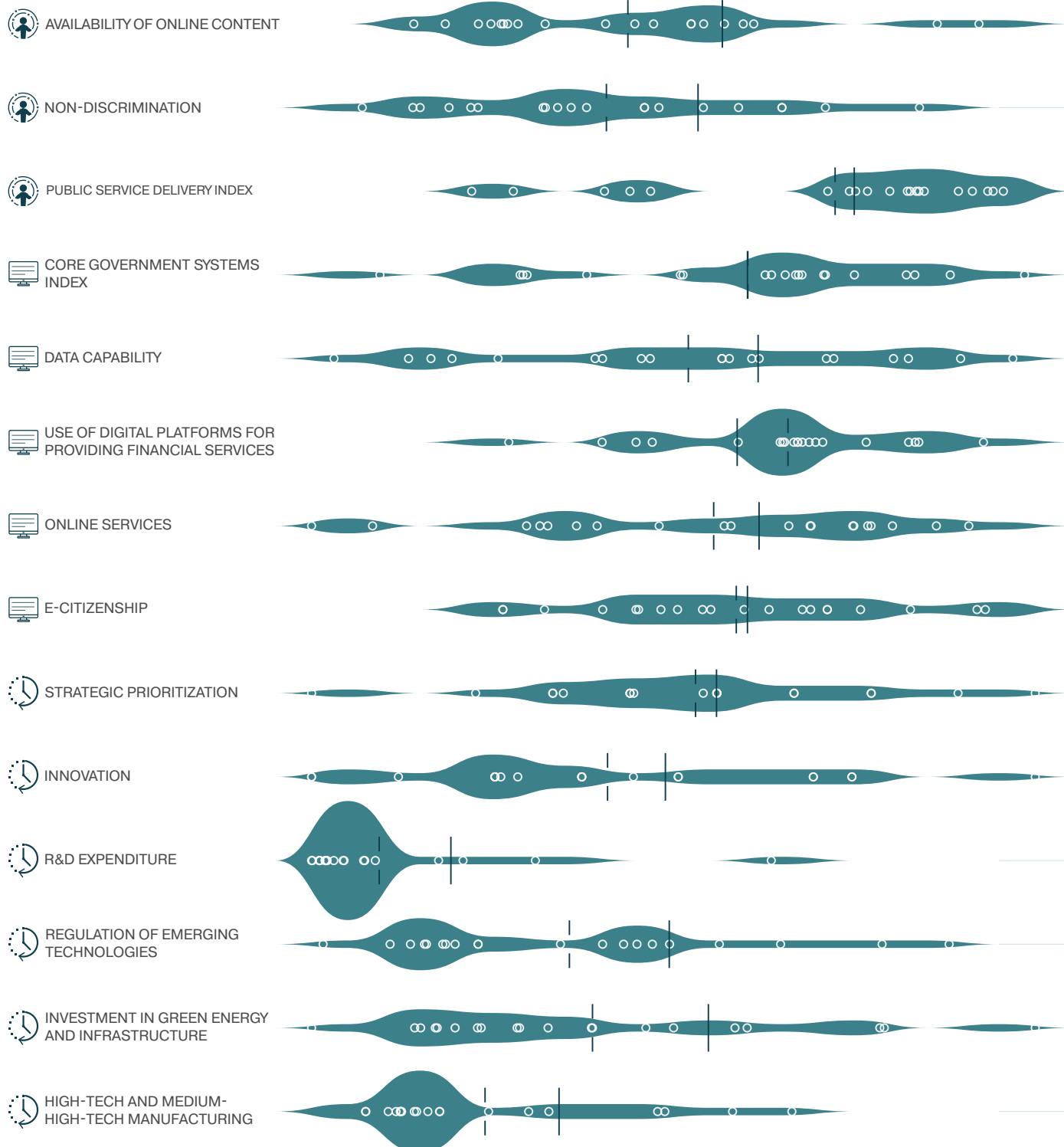
Width represents variance in region's Country Indicator Scores.

Each white ring represents a Country Indicator Score.

Dashed line represents Regional Average Indicator Score.

Solid line represents World Average Indicator Score.

0 20 40 50 60 80 100
Indicator score



Americas Indicators Distribution

Dimensions:



Governance



Society Welfare

How to read the chart:



Height represents concentration of region's Country Indicator Scores within the same range.



Width represents variance in region's Country Indicator Scores.



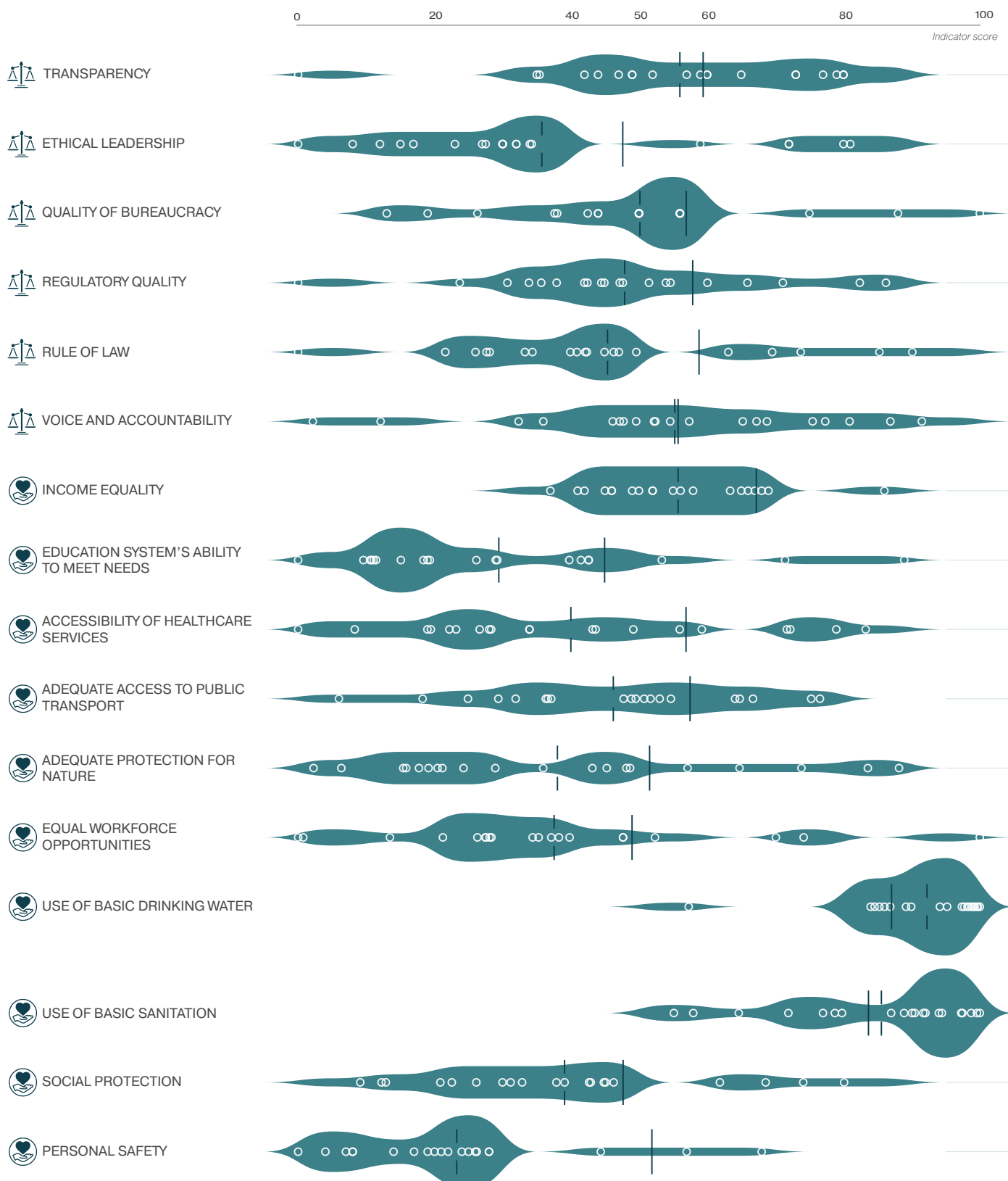
Each white ring represents a Country Indicator Score.



Dashed line represents Regional Average Indicator Score.



Solid line represents World Average Indicator Score.





Africa

Region Rank: 5

Regional Average Total Score: 38.70

Africa ranks last in the Government Services Index, scoring below the global average for the overall index and all its dimensions. The highest disparities compared with the global average are in Digitalization (35.12) and Society Welfare (18.64). The regional leader, Mauritius, is the only country outperforming the global average for Government Services. Mauritius also manages to outperform the world

average for Citizen Experience (67.82), Digitalization (64.98), Governance (65.24), and Society Welfare (63.46), ranking first in the region for the last three. Rwanda leads in Citizen Experience (69.66), while Morocco tops Future Readiness (49.61) in the region. It's noteworthy that the lowest-performing country globally, Angola, is also part of the African region.

Africa's Country Dimension Scores

Highest  Lowest

	Citizen Experience	Digitalization	Future Readiness	Governance	Society Welfare
World Average Dimension Score	61.44	59.98	43.47	55.97	59.62
Regional Average Dimension Score	44.56	35.12	31.51	42.13	40.99
Mauritius	67.82	64.98	42.85	65.24	63.46
Egypt	52.55	57.06	35.81	32.65	62.94
Botswana	30.50	30.72	44.08	56.47	62.52
Rwanda	69.66	42.00	36.19	48.55	54.47
Tunisia	54.72	42.48	35.47	48.92	48.93
South Africa	43.72	59.30	40.41	59.66	33.87
Morocco	52.79	39.86	49.61	41.61	42.75
Ghana	44.29	38.34	30.88	49.98	41.10
Senegal	42.34	17.92	44.71	45.32	40.42
Kenya	57.26	44.84	30.34	38.50	34.83
Namibia	39.37	27.17	27.75	53.60	35.57
Tanzania, United Republic of	52.96	34.22	27.15	30.15	40.12
Zambia	30.58	28.32	18.95	31.34	31.54
Mali	30.92	10.47	23.72	23.25	36.87
Malawi	23.74	11.66	22.53	37.48	29.28
Nigeria	37.51	30.92	15.92	28.44	22.27
Angola	26.82	16.82	9.40	25.01	15.81

Africa

Indicators Distribution

Dimensions:

-  Citizen Experience
-  Digitalization
-  Future Readiness

How to read the chart:

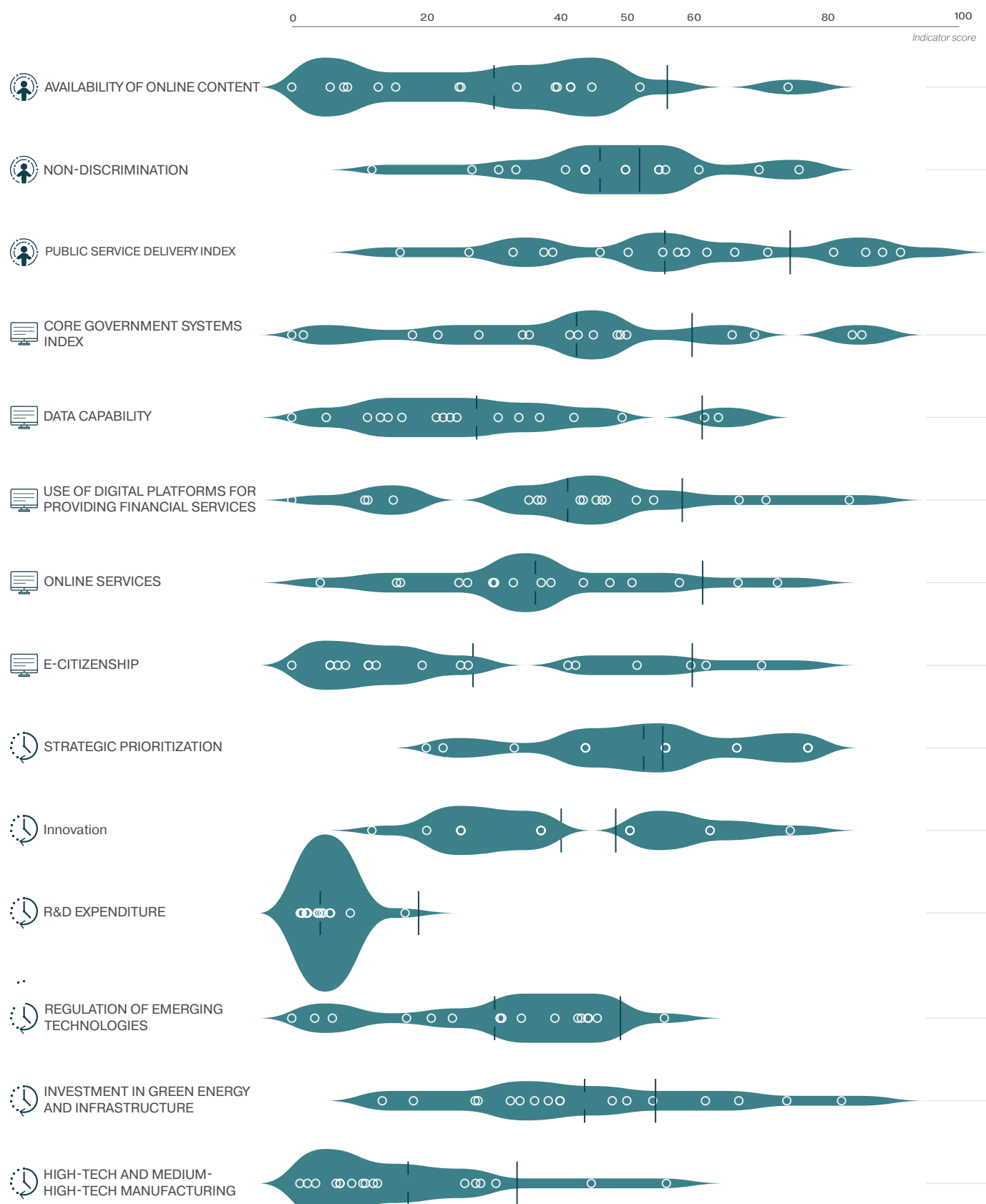
Height represents concentration of region's Country Indicator Scores within the same range.

Width represents variance in region's Country Indicator Scores.

Each white ring represents a Country Indicator Score.

Dashed line represents Regional Average Indicator Score.

Solid line represents World Average Indicator Score.



Africa Indicators Distribution

Dimensions:



Governance



Society Welfare

How to read the chart:

Height represents concentration of region's Country Indicator Scores within the same range.

Width represents variance in region's Country Indicator Scores.

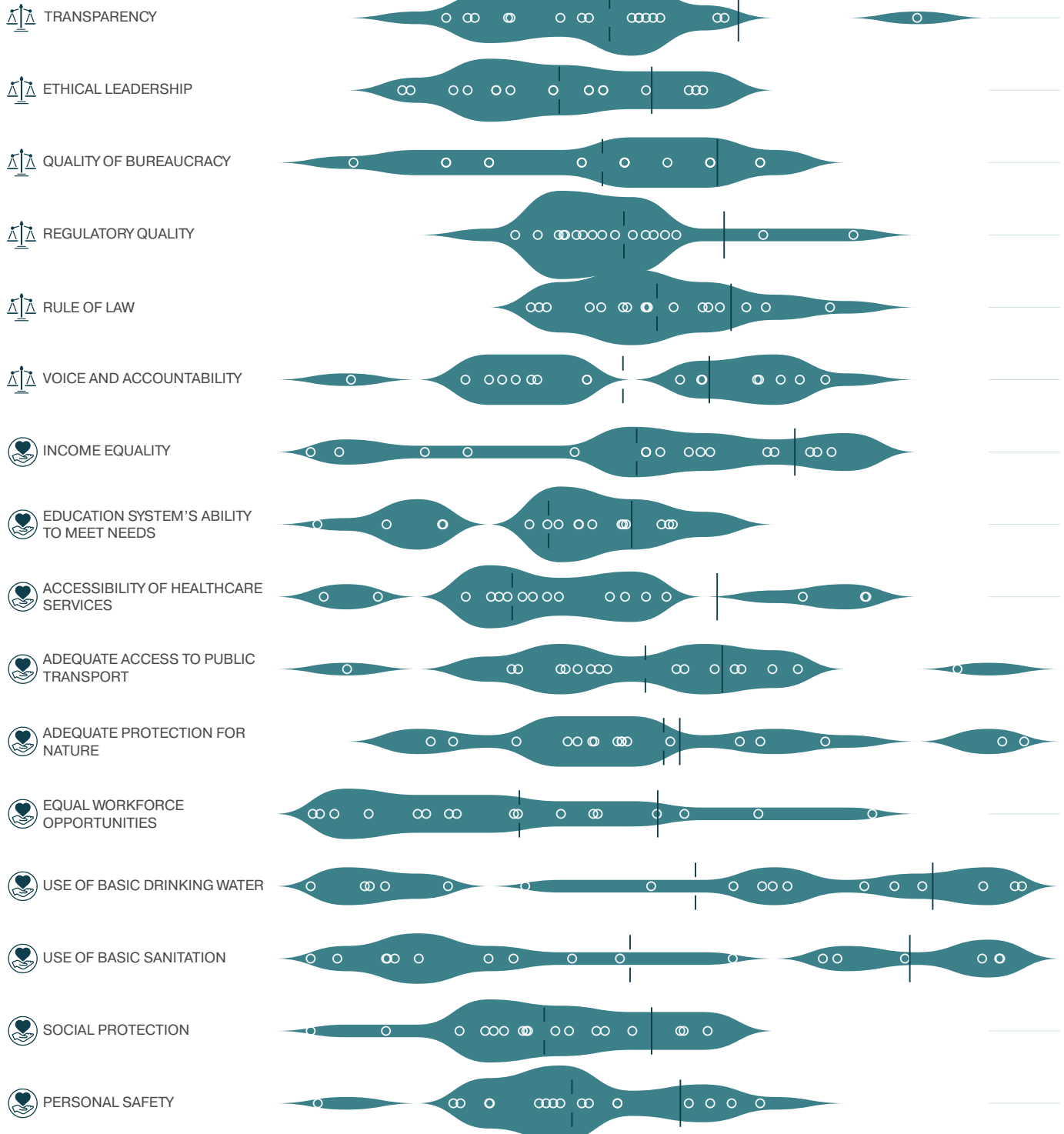


Each white ring represents a Country Indicator Score.

Dashed line represents Regional Average Indicator Score.

Solid line represents World Average Indicator Score.

0 20 40 50 60 80 100
Indicator score

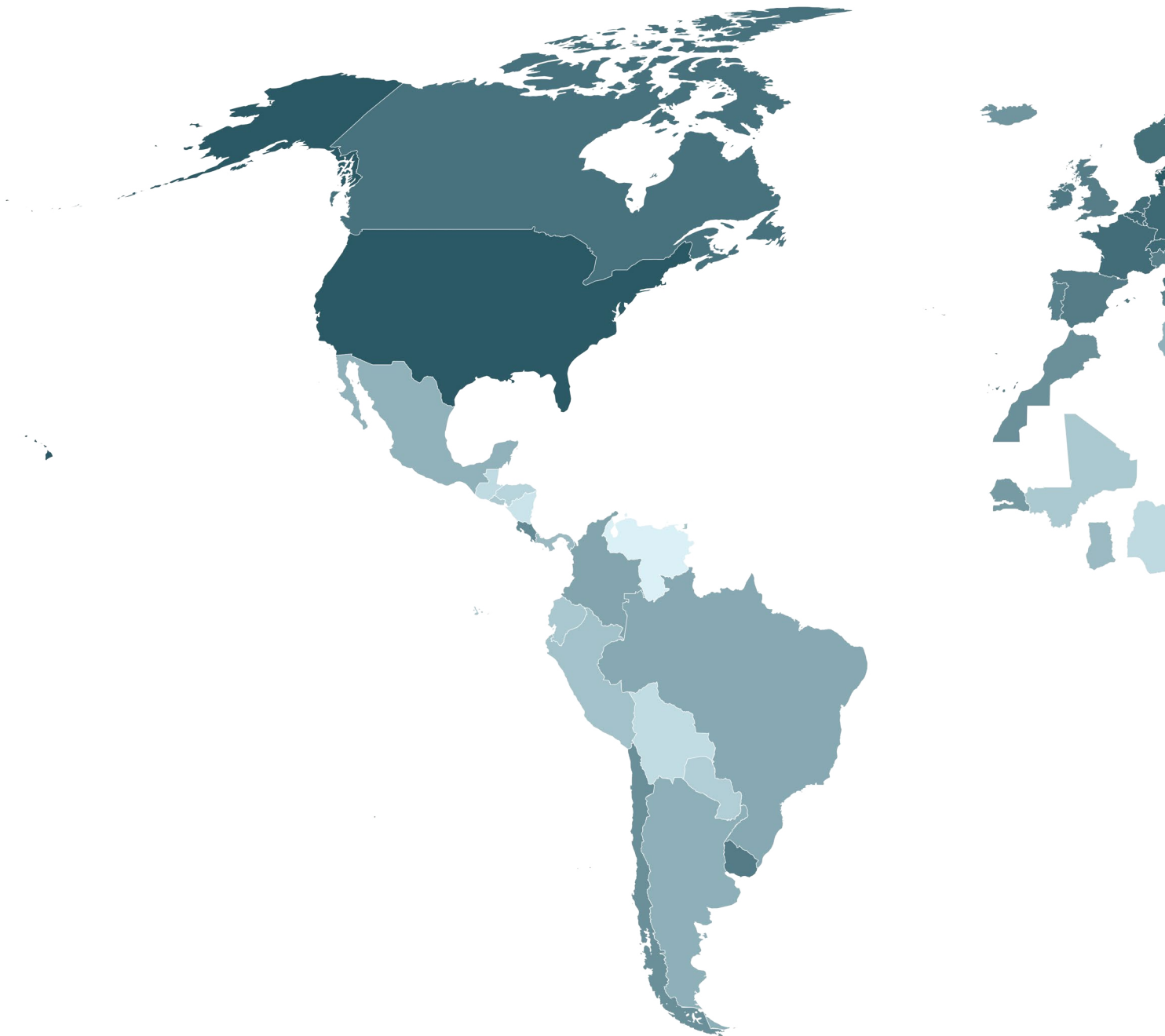


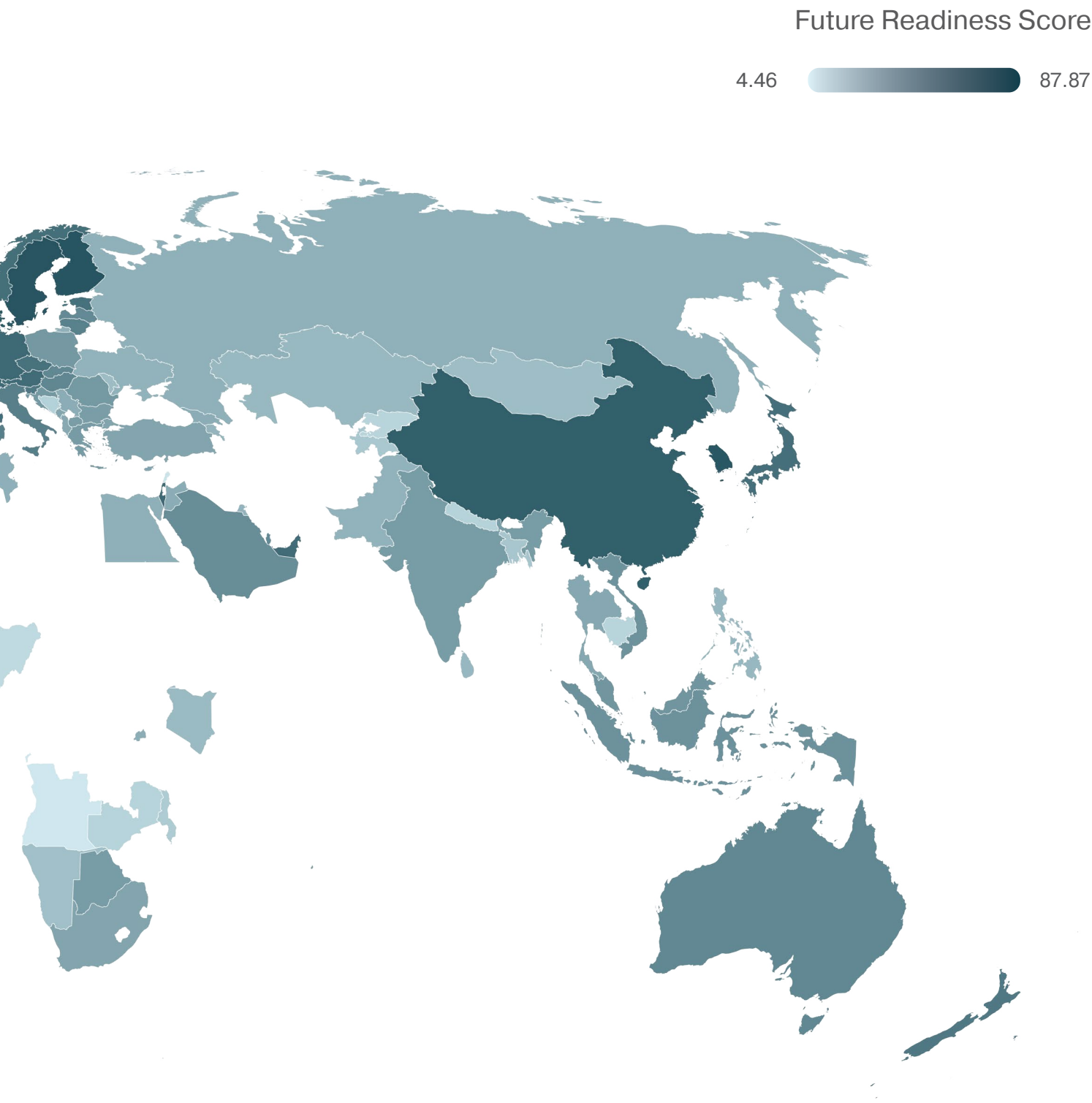
4. COUNTRY RANKINGS

4.1 Future Readiness: Visual Map

Future Readiness Score

4.46  87.87





4.1.1 Future Readiness Country Rankings

<div><div>1</div><div>Trophy</div></div>	Singapore	87.87	<div><div>18</div></div>	Japan	65.20	<div><div>35</div></div>	Latvia	52.60
<div><div>2</div><div>Trophy</div></div>	Sweden	77.50	<div><div>19</div></div>	Estonia	64.95	<div><div>36</div></div>	Malta	52.59
<div><div>3</div><div>Trophy</div></div>	Finland	77.34	<div><div>20</div></div>	Czechia	64.53	<div><div>37</div></div>	Costa Rica	52.13
<div><div>4</div><div>Trophy</div></div>	Korea, Republic of	76.98	<div><div>21</div></div>	Canada	63.90	<div><div>38</div></div>	Saudi Arabia	51.09
<div><div>5</div><div>Trophy</div></div>	United States of America	76.08	<div><div>22</div></div>	Ireland	61.45	<div><div>39</div></div>	Chile	49.76
<div><div>6</div></div>	Denmark	76.07	<div><div>23</div></div>	New Zealand	61.12	<div><div>40</div></div>	Morocco	49.61
<div><div>7</div></div>	China	72.68	<div><div>24</div></div>	Slovenia	60.98	<div><div>41</div></div>	Indonesia	49.03
<div><div>8</div></div>	Belgium	68.35	<div><div>25</div></div>	Uruguay	59.62	<div><div>42</div></div>	Viet Nam	48.62
<div><div>9</div></div>	Germany	68.35	<div><div>26</div></div>	Spain	59.21	<div><div>43</div></div>	Iceland	47.95
<div><div>10</div></div>	Israel	68.17	<div><div>27</div></div>	UK	58.85	<div><div>44</div></div>	Malaysia	46.82
<div><div>11</div></div>	Switzerland	67.28	<div><div>28</div></div>	Italy	58.00	<div><div>45</div></div>	Croatia	45.91
<div><div>12</div></div>	United Arab Emirates	66.72	<div><div>29</div></div>	Lithuania	56.90	<div><div>46</div></div>	Poland	45.76
<div><div>13</div></div>	Austria	66.63	<div><div>30</div></div>	Portugal	56.69	<div><div>47</div></div>	Romania	45.64
<div><div>14</div></div>	France	66.28	<div><div>31</div></div>	Hungary	53.96	<div><div>48</div></div>	Senegal	44.71
<div><div>15</div></div>	Netherlands	65.74	<div><div>32</div></div>	Australia	53.84	<div><div>49</div></div>	Greece	44.47
<div><div>16</div></div>	Norway	65.45	<div><div>33</div></div>	Slovakia	53.81	<div><div>50</div></div>	India	44.27
<div><div>17</div></div>	Luxembourg	65.36	<div><div>34</div></div>	Qatar	52.83	<div><div>51</div></div>	Botswana	44.08

52	North Macedonia	43.82	71	Mexico	34.96	90	Tajikistan	24.37
53	Bulgaria	43.44	72	Ukraine	34.52	91	Mali	23.72
54	Mauritius	42.85	73	Pakistan	34.52	92	El Salvador	23.25
55	Cyprus	40.63	74	Kuwait	33.43	93	Malawi	22.53
56	Türkiye	40.56	75	Armenia	33.17	94	Paraguay	20.88
57	Colombia	40.54	76	Philippines	31.59	95	Bosnia and Herzegovina	19.70
58	South Africa	40.41	77	Sri Lanka	31.49	96	Nepal	19.40
59	Montenegro	39.50	78	Kazakhstan	31.31	97	Zambia	18.95
60	Thailand	38.79	79	Ghana	30.88	98	Honduras	18.50
61	Brazil	38.37	80	Panama	30.76	99	Kyrgyzstan	18.41
62	Albania	38.20	81	Kenya	30.34	100	Cambodia	18.26
63	Jordan	36.83	82	Moldova	29.28	101	Nigeria	15.92
64	Georgia	36.48	83	Mongolia	28.94	102	Guatemala	15.30
65	Serbia	36.47	84	Namibia	27.75	103	Bolivia	15.06
66	Rwanda	36.19	85	Tanzania, United Republic of	27.15	104	Nicaragua	11.30
67	Argentina	35.89	86	Peru	26.95	105	Lebanon	11.24
68	Egypt	35.81	87	Bangladesh	25.26	106	Angola	9.40
69	Tunisia	35.47	88	Trinidad and Tobago	25.04	107	Venezuela	4.46
70	Russian Federation	35.26	89	Ecuador	24.41			

4.1.2 General Findings

Nowadays, governments face increasing challenges, including economic disruptions, political tensions, large-scale immigration, and aging populations. The COVID-19 pandemic has shown the world its weaknesses and presented it with the inherent risks that high levels of interdependence can result in. The future will become even more challenging and unpredictable considering climate crises and the rapidly developing digital landscape, necessitating increased adaptability in governments (OECD, 2019).

Being future-ready means that governments should exhibit the right capabilities to adjust quickly under harsh circumstances. They have to implement flexible strategies to become more resilient and adaptable in dealing with immediate and future shocks. For instance, during COVID-19, many government agencies have employed flexible cloud technologies to resume essential operations and services. Thousands of employees in the public sector started to work remotely via various meeting platforms and cloud-based collaboration (Government Technology, 2020).

The pandemic has also forced governments to accelerate the modernization of information technology and service delivery, which started in the health sector and subsequently extended to other fields. Several governments have been exerting efforts to face global challenges, including serving various initiatives in the field of innovation and embracing frontier technologies (Government Technology, 2020).

Developed countries have started to adopt the concept of green innovation as well as cutting-edge technologies, such as the internet of things (IoT), big data, artificial intelligence (AI), robotics, concentrated solar power, nanotechnology, blockchain, 5G, biofuels, electric vehicles, gene editing, and 3D printing. According to (UNCTAD, 2023) these technologies have witnessed vast growth in the last two decades; the total market value hit \$ 1.5 trillion in 2020 and it predicted to reach \$ 9.5 trillion by 2030 (IoT is projected to constitute half of the latter).

However, disequilibrium still exists, characterized by the growing gap between what people demand and what governments and companies can offer. Many countries need to catch up with increasingly progressive technological trends to be ready for the future.

Governments do not need to predict what is going to occur in the future because this could be of limited benefit to them in a world of such high uncertainty; what they need is to implement strategic foresight. One of the main methods of strategic foresight is scenario planning. Scenario planning helps governments determine different possible future scenarios, identify their potential influences, and recognize implications for policy implementation (OECD, 2019).

The report's findings show that Singapore ranks first in the Future Readiness dimension. Strategic Prioritization indicator was instrumental in driving the country's high score. Singapore is well known for its strategic foresight and scenario planning. Early 2009, the Center for Strategic Futures was established (Public Service Division, 2011), and in July 2015, the center became part of the new strategy group in the prime minister's office. Among its main responsibilities is government strategic planning and prioritization. The center applies its own tools for strategic foresight, and scenario planning lies at its core (Center for Strategic Futures, n.d.).

Scenario planning has always been one of the main tools used by Singapore to deal with future challenges such as forecasting trends for food security (Choo, E., 2022). Singapore possesses sophisticated strategic foresight tools recognized as Scenario Planning Plus (SP+) (Public Service Division, 2011). In addition, the Center for Strategic Futures now holds foresight conferences every two years. The last conferences in 2019 aimed to realize what "Society 4.0," or the society in the fourth industrial revolution, may look like (Center for Strategic Foresight, n.d.).

In High-tech and Medium-high-tech Manufacturing, the findings suggest a continuous trend of adopting new technologies. Generally, Singapore is well known for being a major hub for high-value manufacturing. It is the world's fourth largest exporter of high-tech products in 2020 (World Bank Data, 2020), and it creates four of the world's top 10 medical drugs. Moreover, Singapore is also one of the top 10 exporters of machinery and equipment worldwide. Several big companies across industrial sectors have established their next-generation manufacturing facilities in Singapore, such as HP, Micron, and Infineon. (Singapore Economic Development Board, n.d.) In June 2023, Siemens announced that they are building a new factory in Singapore for their industrial automation and digitalization goods (Yi, T., 2023).

Regulation of Emerging Technologies is another indicator that Singapore excels in, this is a direct reflection of the initiatives that have taken place in Singapore. In 2017, Singapore launched an AI national program that aims to improve the AI capabilities in the country through research, development of tools, and building talent to drive AI capabilities in Singapore (AI Singapore, n.d.).

With the fourth industrial revolution transforming the manufacturing sector, the Economic Development Board of Singapore, in partnership with other entities (TUV SUD) and validated by an advisory panel of industry and academic experts, has created the Smart Industry Readiness Index (SIRI). It includes tools and frameworks to aid manufacturers (regardless of their size and industry) in identifying where to start, how to scale, and how to

maintain their manufacturing businesses (Singapore Economic Development Board, 2020).

In general, governments have a challenging mission for meeting their societies' needs and dealing with all types of challenges and strategic issues, especially those that might surface as critical for the government. In Singapore, a project named Emerging Strategic Issues and Wildcards was launched. This project involves recognizing, filtering, and prioritizing strategic matters that have not yet appeared as critical; however, they may have a major influence if they happen in Singapore (Public Service Division, 2011).

To further face future challenges, an essential best practice has been developing in Singapore for years, i.e., strong digital infrastructure and in-house engineering capabilities that enable the government to respond rapidly to challenges. This is also one of the main reasons Singapore effectively dealt with the COVID-19 pandemic. The government was able to build technology like apps and systems quickly to bolster the public health response, i.e., TraceTogether & SafeEntry and The National Appointment System for COVID-19 Vaccination (Smart Nation Singapore, 2021).

A well-developed digital infrastructure promotes resilience and helps governments to meet public needs during a crisis. The Ministry of Communications and Technology launched Singapore's Digital Connectivity Blueprint last June 2023. This initiative includes five strategic priorities to improve the country's digital infrastructure and keeps the government ahead of future trends and demand (Ministry of Communications and Information, n.d.).

- Offer capacity to enable submarine cable landings to double within the next 10 years;
- Develop seamless end-to-end 10 Gbps domestic connectivity within the next five years;
- Guarantee world-class resilience and security of increasingly critical compute infrastructure;
- Initiate a roadmap for the growth of new green Data Centers and push the sustainability envelope;
- Enhance the implementation of the Singapore Digital Utility Stack, to expand the benefits of seamless digital transactions.

Top performing governments in Future Readiness

Country	Strategic Prioritization	Innovation	R&D Expenditure	Regulation of Emerging Technologies	Investment in Green Energy and Infrastructure	High-tech and Medium-high-tech Manufacturing	Future Readiness Score
1 Singapore	100.00	88.00	65.43	93.65	80.13	100.00	87.87
2 Sweden	77.33	93.33	64.79	79.10	86.05	64.37	77.50
3 Finland	89.33	81.33	64.79	94.44	86.46	58.58	77.34
4 Korea, Republic of	77.33	74.67	89.45	64.02	81.69	74.70	76.98
5 United States of America	77.33	69.33	63.53	88.10	100.00	58.17	76.08

4.1.3 Detailed View: FUTURE READINESS

4.1.3.1 Strategic Prioritization

Governments face various challenges and problems, so they need to set their priorities within those set of needs/problems of a strategic nature and across different sectors/areas to ultimately achieve their long-term goals, which can't be applied without developing long-term plans (Junior, F. & Cherif, H., 2009). Within this context, Strategic Prioritization refers to developing long-term plans and decision-making frameworks that focus on important goals and outcomes.

The data was collected as a simple means by averaging the answers to the following questions: How much influence do strategic planning units and bodies have on government decision-making? (1 = worst, 10 = best).

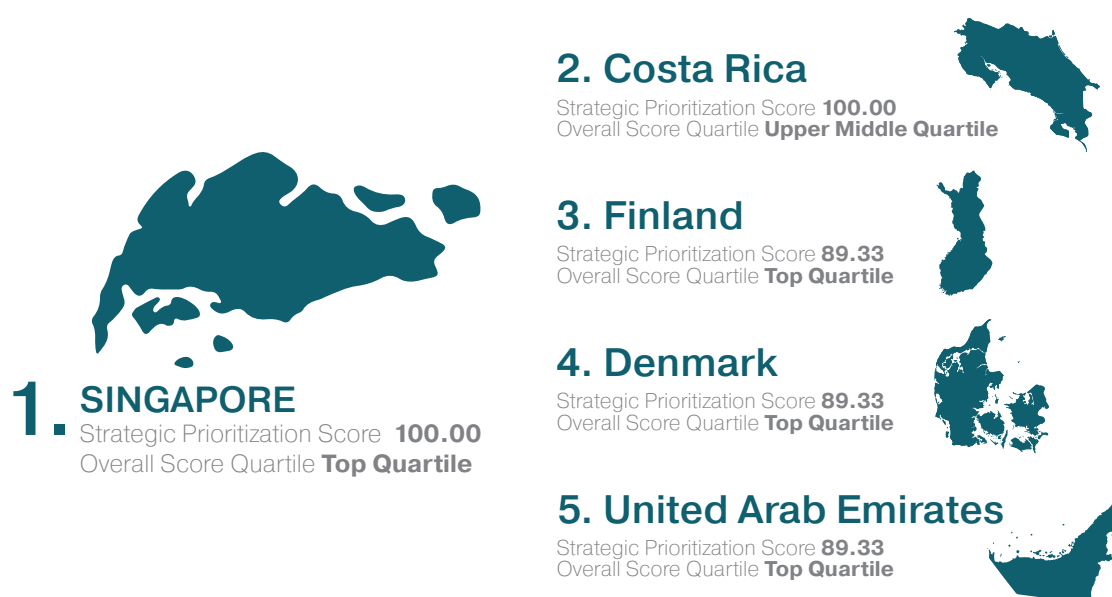
The top score obtained by Singapore and Costa Rica in Strategic Prioritization reflects the ongoing enhancement of long-term planning. In 2015, the Prime minister office of Singapore launched the strategy group. Its main target is to drive whole-of-government strategic planning by recognizing main priorities and arising matters over the medium- to long-term. The strategy group collaborates with public agencies to reinforce whole-of-government efforts on main cross-cutting matters, for instance population and climate change. In 2016, the strategy

expanded further to include other entities for better long-term planning (Strategy Group, n.d.).

Long-term planning is embraced by other government entities in Singapore. The Urban Redevelopment Authority (URA) develops long-term plans for a better city and outlines strategic land uses and infrastructure over the next 50 years and more (Urban Redevelopment Authority, n.d.). For the government to reach its strategic goals, URA has launched an initiative in 2021 that calls for public engagement in long-term planning. The URA has engaged with more than 15000 individuals from different disciplines and levels of society through various platforms to learn about their hopes, concerns, and ideas for a better Singapore (Urban Redevelopment Authority, n.d.).

Similarly, Costa Rica has a strong emphasis on long-term planning, as the Ministry of National Planning and Economic Policy has launched the national strategic plan for 2050. The document is a long-term planning tool that maps out a vision for attaining sustainable development in Costa Rica. The plan was developed with the assistance of the institutions, sectors, and subsystems of the national planning system. The ministry has included citizens as well to be part of the planning process of their country (The Central American Group, n.d.).

Top performing governments in Strategic Prioritization: Visual map*



***Note:** When having two or more countries sharing the same indicator score, the ranking is secondly based on the dimension score.

4.1.3.2 Innovation

Innovation refers to the governments' capacity to learn, generate, adapt, and apply ideas. It is a process, not just a technology or a solution that converts an idea from inception to impact (Massachusetts Institute of Technology, n.d.). Innovation means that the government has the capability to come up with new methods and new practices to influence the lives of individuals and empower them as partners to form the future together (OECD, 2017).

The data was collected as a simple mean by averaging the answers to the following questions: To what extent does the government respond to international and supranational developments by adapting domestic government structures? [1 = worst, 10 = best]

Uruguay, as a top performer for the innovation indicator, has stood out for the country's efforts in this indicator. The country has launched a program named Innovation Hub. It is a national program that aims to promote agreements between the public and private sectors to create investment opportunities and innovation and accelerate ventures and projects in the following main strategic areas: biotechnology, green technologies, and deep technologies.

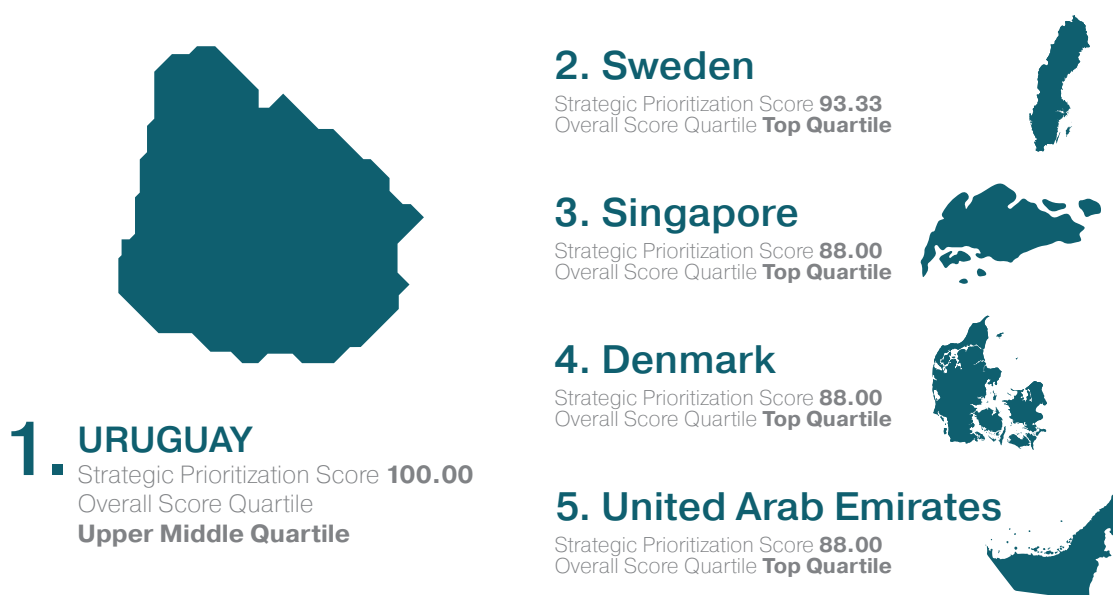
The program involves several tools and initiatives, such as a regulatory framework, support for the innovation ecosystem, open labs, and an innovation campus (Uruguay Innovation Hub, n.d.).

One of the new milestones for Uruguay is the initiation of Open Digital Lab (ODL) in 2023. This national initiative targets the validation and adoption of emerging technologies, and it plays an essential role in the national strategy to position Uruguay as a leader in innovation and technology (Uruguay Innovation Hub, 2023).

The National Research and Innovation Agency/La Agencia Nacional de Investigación e Innovación (ANII) is another government entity that aims to encourage research and application of new knowledge for the benefit of the country (La Agencia Nacional de Investigación e Innovación, n.d.). Among the practices that the entity provides is the National Innovation Award (NOVA Award), which has been initiated since 2010. This award focuses on boosting an innovative culture in Uruguay by acknowledging the innovative initiatives and solutions that help deal with matters that interest the agency, such as climate change and innovation in the public sector.

Aside from the award, the agency provides different types of funds to support innovation as well as initiatives like the Timbo portal. It aims to provide free access to scientific publications of all kinds from all over the globe to all citizens in Uruguay (La Agencia Nacional de Investigación e Innovación, 2023).

Top performing governments in Innovation: Visual map



4.1.3.3 R&D Expenditure

This indicator presents the total domestic internal expenditure on research and development (R&D) during a given period and is illustrated as a percentage of the gross domestic product, the amount of R&D divided by the total output of the economy (United Nations Global SDG Database, n.d.). Internal R&D is all expenditure for R&D performed within a statistical unit or sector of the economy during a specific period, whatever the source of funds.

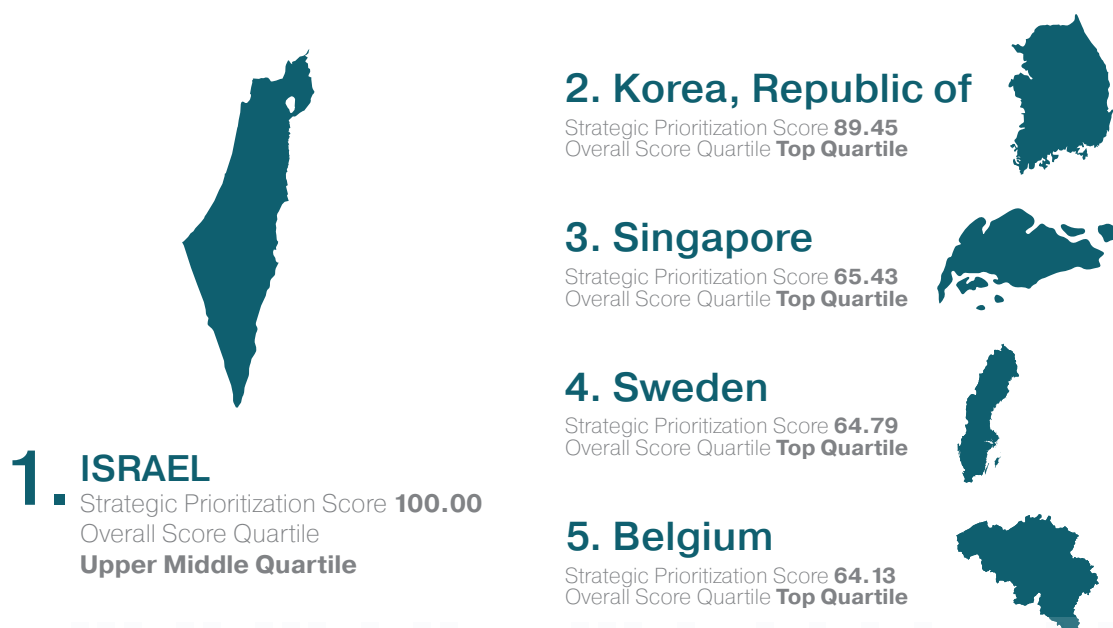
Israel hit the top for this indicator due to the high expenditure of the country in research and development. Israel raised its R&D spending from 2.5% of GDP in 1996 to 5% in 2022, which is considered the highest percentage in R&D on the global level. This is due to its solid research infrastructure/ecosystem, programs and agreements undertaken by the government in R&D across the different sectors (Tomoshige, H. & Glanz, B., 2022).

Looking at the research ecosystem, Israel has adopted in the late 1960s the concept of chief scientific of a

government ministry. This role mainly focuses on R&D activities in the field related to the ministry. For the Ministry of Economy, the chief scientist officer has changed to Israel's innovation authority, which is concerned with promoting international collaboration in R&D of technological innovation. Among the programs initiated by this authority to boost R&D are bilateral R&D incentive programs, incentive programs to promote the development of multinational companies' R&D centers in the fields of biotechnology and health, and joint government support for pilot programs (The Israel Academy of Sciences and Humanities, n.d.).

As for the agreements, in 1998, an agreement on bilateral collaboration on R&D and technological innovation was signed between Korea and Israel (Korea-Israel Industrial R&D Foundation, n.d.). In 2001, both countries inaugurated a bi-national foundation named Korea-Israel Industrial R&D Foundation (Koril-RDF). Its main target is to boost and aid technological cooperation in innovative R&D between commercial organizations in both countries (Israel Innovation Authority, n.d.).

Top performing governments in R&D Expenditure: Visual map



4.1.3.4 Regulation of Emerging Technologies

Emerging technologies, including artificial intelligence, robotics, app- and web-enabled markets, big data analytics, and cloud computing, are shaping the world and bringing major promises to enhancing individual's lives. However, they accompany several issues. Consequently, governments need to have an effective and efficient legal framework that easily adapts to the five emerging technologies.

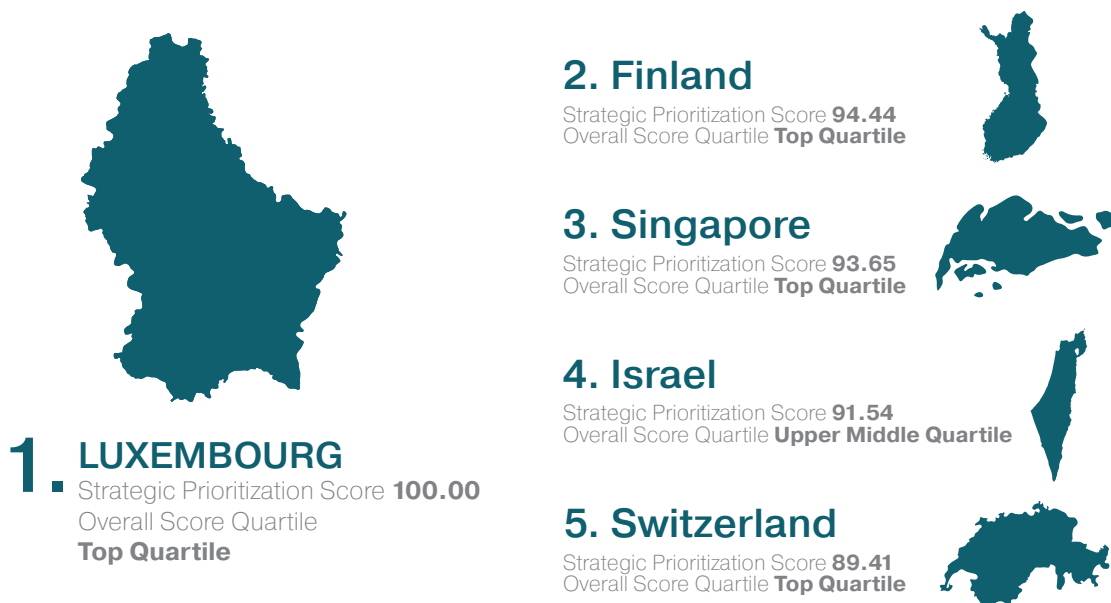
The data was collected by the simple mean of averaging answers to the following question: "In your country, how adequately is the legal framework adapting to artificial intelligence, robotics, app- and web-enabled markets, big data analytics, and cloud computing? (1: not at all; 7: to a great extent - the legal framework is up-to-date).

Luxembourg's top performance in the Regulation of Emerging Technologies is a reflection of its actions for embracing the artificial intelligence (AI) and building a strong regulatory framework to eliminate obstacles to

secure AI development. In May 2019, the government of Luxembourg issued its national strategy for AI. The policy vision of the strategy is mainly concerned with reinforcing the development of a human-centric AI based on an efficient and sustainable data-driven ecosystem (European Commission, 2021).

Since AI is powered by large sets of data, the government of Luxembourg has a strong regulatory framework for data policy and data protection. In 2016, the Department of Media, Connectivity and Digital Policy played an important role at the European Union level to set the data protection framework. This is in addition to the bill development in 2018 that led to a law organizing the National Commission for Data Protection. In 2018, the Department of Media, Connectivity and Digital Policy participated in developing a framework applicable to the free flow of non-personal data in the European Union (The Luxembourg Government, 2023).

Top performing governments in Innovation: Visual map



4.1.3.5 Investment in Green Energy and Infrastructure

This indicator shows the extent of investments in low carbon and climate resilience created in companies, projects and financial instruments that are mainly in fields of renewable energy, clean technology, environmental technology, sustainability, and climate change (Inderst, G., Kaminker, Ch., Stewart, F., 2012).

The data was collected by the simple mean of averaging the answers to the following questions: "In your country, to what extent does the government fund and subsidize investment in green and sustainable energy and infrastructure (e.g., renewable energy, low-carbon public transport, infrastructure for electric cars)?" [1 = Not at all; 7 = To a great extent]

The score for this indicator shows how the different US government entities have embraced the concept of green energy/investment. Major investments were made throughout the past years to enhance the green infrastructure across the different states of the U.S.

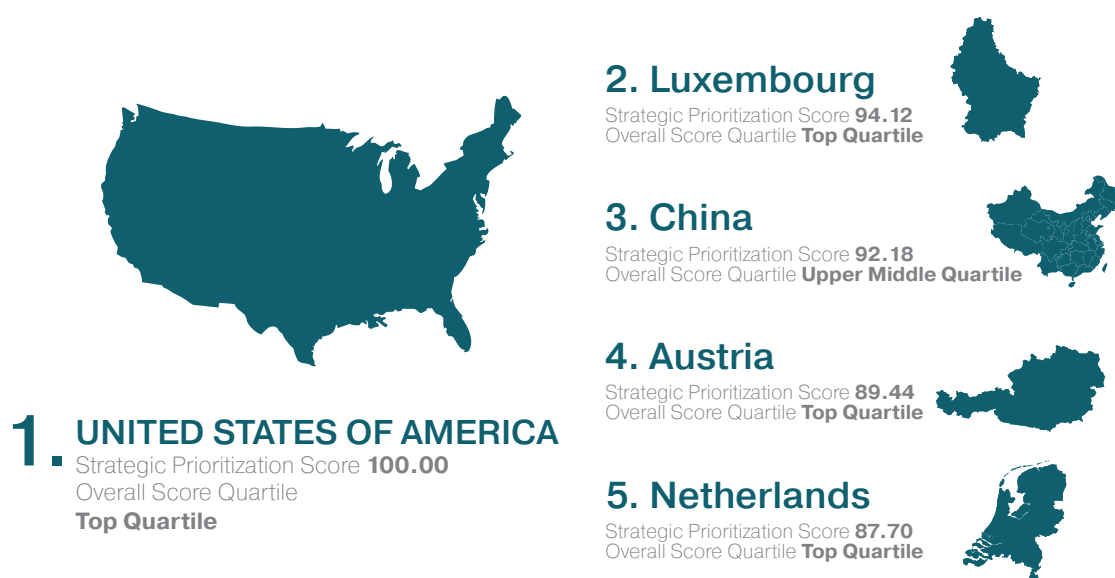
Renewable energy is predicted to be the main source of electricity generation by the mid-2030s. It is expected to generate 42% of the U.S' electricity by 2050 (Tippett, A. 2022). In 2021, the U.S. Department of Agriculture announced a huge investment in renewable energy (\$454 million) to assist rural communities, agriculture producers

and businesses to reduce their energy costs. The investment will be financed through national programs, the rural energy America program, and the electric loan program (U.S. Department of Agriculture, 2021).

The U.S. Department of State's Bureau of Energy Resources and the Clean Energy Buyers Alliance are other entities that have launched a new initiative in 2022. The initiative includes developing a secretariat for the Clean Energy Demand Initiative (CEDI) to heighten the engagement of top companies who are urged to invest in energy infrastructure to achieve their clean energy commitments and countries ready to develop the enabling environment for that investment. The CEDI was inaugurated in 2021 with more than 75 organizations willing to cooperate with 14 countries for clean energy infrastructure (Business Wire, 2021).

The U.S. Department of Interior has also implemented a new offshore wind leasing strategy. The strategy involves holding up to seven new offshore wind lease sales by 2025. This strategy was initiated to achieve "tackling the climate crisis at home and abroad", in which the Interior Department along with the federal agencies are planning to raise renewable energy production on public lands and waters (U.S. Department of Interior, n.d.).

Top performing governments in Investment in Green Energy and Infrastructure: Visual map



4.1.3.6 High-tech and Medium-high-tech Manufacturing

High-tech and Medium-tech Manufacturing is a subset of the manufacturing sector. It is calculated as a percentage of the total manufacturing output. According to OECD, high-tech manufacturing includes the following: aircraft & spacecraft, pharmaceuticals, office, accounting & computing machinery, radio, TV, & communications equipment, medical, precision, & optical instruments. Medium-high-tech manufacturing involves electrical machinery & apparatus, motor vehicles, trailers, & semi-trailers, chemicals (excluding pharmaceuticals), railroad equipment & transport equipment, machinery and equipment.

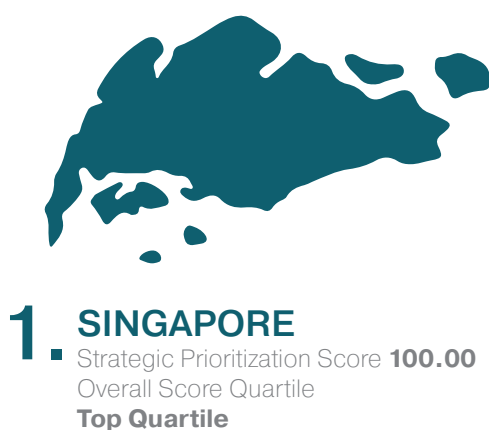
Manufacturing has been the main contributor to strengthening Singapore's economy for the past 50 years. The country has transformed this sector from basic manufacturing to high value manufacturing to keep up with the rise of Industry 4.0. Consequently, the government has embarked on its journey of digitizing this industry and expanding output via technology deployment. To achieve this, Refreshed Industry Transformation Maps (ITMs) were initiated for five sectors from advanced manufacturing and trade: electronics, precision engineering, energy & chemicals, aerospace and logistics, where 4 of them lie

under the categories of High-tech and Medium-high-tech Manufacturing and they present 80% of Singapore's annual manufacturing output (Singapore Economic Development Board, 2022).

Semiconductor manufacturing is also a vital industry in Singapore. It includes 80% of all electronic manufacturing in the country, constituting 11% of the global semiconductor market and 20% of global semiconductor equipment manufacturing. The government was able to attract investments from top semiconductor companies to establish their operation in Singapore.

To create the right environment with the required skills for such investments, the government introduced the M2030 careers initiative to create appealing career alternatives in manufacturing and make them available to all individuals in the country. Further initiatives were launched to upgrade the manufacturing sector in Singapore as well as the skills of the workforce, such as Industry 4.0 Human Capital Initiative and the development of a digital manufacturing laboratory facility (International Trade Administration, 2022).

Top performing governments in High-tech and Medium-high-tech Manufacturing: Visual map



2. Switzerland

Strategic Prioritization Score **89.81**
Overall Score Quartile **Top Quartile**



3. Slovakia

Strategic Prioritization Score **81.80**
Overall Score Quartile **Upper Middle Quartile**



4. Czechia

Strategic Prioritization Score **80.00**
Overall Score Quartile **Top Quartile**



5. Hungary

Strategic Prioritization Score **79.47**
Overall Score Quartile **Top Quartile**



4.1.4 Regional Insights: Future Readiness

In the global landscape of Future Readiness, as defined by the capacity and preparedness of governments across the world to adapt, innovate, and effectively meet the evolving needs and challenges of society, Europe emerges as a frontrunner, surpassing the worldwide average across the widest spectrum of indicators.

From Strategic Prioritization to Innovation, Research and Development (R&D) Expenditure, Regulation of Emerging Technologies, Investment in Green Energy and Infrastructure, to High-Tech and Medium-High-Tech Manufacturing, the European region exhibits an impressive performance, notably led by countries such as Sweden, Finland, Denmark, Belgium, and Germany.

The exceptional scores attained by these nations contribute significantly to Europe's collective standing, with all Future Readiness indicators for these five countries exceeding the global average. Meanwhile, the Middle East secures the second position, propelled by

Israel's outstanding performance in R&D Expenditure and the Regulation of Emerging Technologies.

The United Arab Emirates closely follows, accompanied by Qatar and Saudi Arabia. In contrast, Lebanon faces challenges hindering progress, placing as the lowest performer in the region due to its complex political situation. Further afield, the Asia and Oceania region claims the third spot, led by Singapore, with notable contributions from the Republic of Korea, China, Japan, and New Zealand.

The Americas region secures the fourth position, prominently led by the United States, while the African continent ranks fifth, with Morocco at the forefront. The following analysis unveils a diverse global landscape in terms of Future Readiness, underscoring the varying degrees of performance and challenges faced across different regions and countries.

Europe

Europe surpasses the global average across all indicators, including Strategic Prioritization, Innovation, Research and Development (R&D) Expenditure, Regulation of Emerging Technologies, Investment in Green Energy and Infrastructure, as well as High-Tech and Medium-High-Tech Manufacturing. This outstanding performance is attributed to the exceptional scores achieved by several countries in the region, namely Sweden, Finland, Denmark, Belgium, and Germany. Notably, all Future Readiness indicators for these five countries exceed the world average.

Europe: Future Readiness

77.50  19.70



Europe leads in the Future Readiness dimension, with Sweden emerging as the top performer. Sweden excels in two key indicators: Innovation and R&D Expenditure, ranks fourth in Investment in Green Energy and Infrastructure, fifth in Strategic Prioritization, and tenth in the Regulation of Emerging Technologies, High-Tech and Medium-High-

Tech Manufacturing. Following closely, Finland secures the second position with a narrow gap of 0.16 points between its score and Sweden's, trailed by Denmark in the third spot, with Belgium and Germany sharing the fourth position. At the other end of the spectrum, the lowest-performing economies in the region include Serbia (34th), the Russian Federation (35th), Ukraine (36th), Moldova (37th), and Bosnia & Herzegovina (38th).

Sweden's impressive Innovation score is the result of strategic initiatives it has undertaken over the years. One notable initiative is the Impact Innovation program, a collaborative effort involving the Swedish Energy Agency, Formas, and Vinnova, an innovation agency that aims to reinforce the country's innovative capacity and plays a paramount role in sustainable growth. This initiative is dedicated to addressing global societal challenges and accelerating the nation's transformation toward sustainability.

Furthermore, the Swedish government launched four innovation partnership programs between 2019 and 2022. These programs target skills supply, lifelong learning, health and life sciences, and use innovation to promote Climate neutral industry (European Cluster Collaboration Platform, 2022).

In terms of R&D Expenditure, the Swedish government is the primary funding source for research at universities and colleges. This support is channeled through four

government organizations: Formas, Forte, the Swedish Research Council, and Vinnova (Sweden.se, n.d.). Sweden's commitment to R&D dates back to 1994 with the establishment of the Knowledge Foundation, whose primary mission is to provide funding for research and competence development in collaboration with the business sector of Sweden's university colleges and newer universities (Knowledge Foundation, n.d.).

Noteworthy international collaborations also contribute to Sweden's R&D landscape. For instance, in June 2023, Sweden's Minister of Education signed an implementation agreement for energy research in collaboration with the United States, aiming to create a framework for scientific and technological collaboration in energy and other related fields (Ministry of Education and Research, 2023).

As far as broader climate action and environmental sustainability are concerned based on the Investment in Green Energy and Infrastructure indicator, Sweden has adopted a comprehensive, long-term strategy to reduce greenhouse gas emissions. In 2017, the Swedish parliament established a climate policy framework encompassing national climate goals, a Climate Act, and the formation of a Climate Policy Council. The ultimate objective of this policy is to achieve zero net emissions of greenhouse gases by 2045, effectively attaining negative emissions (Ministry of Environment, 2020).

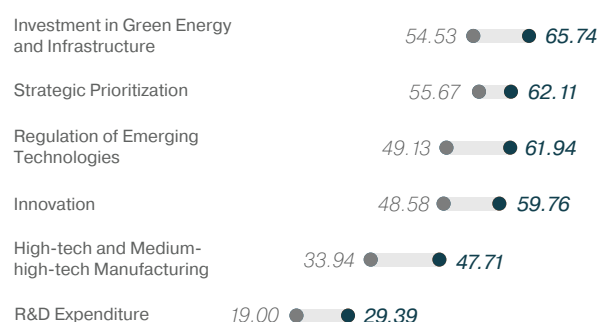
As the second-highest-ranking country in Europe, Finland achieved the highest score in the Strategic Prioritization indicator, a result of various initiatives in this area. Notably, Finland boasts the National Foresight Network, a collaborative effort involving Finnish foresight data producers organized by the Prime Minister's Office and the Finnish Innovation Fund Sitra. Serving as a discussion and coordination forum for foresight operators, the network also hosts several events to facilitate knowledge exchange (Prime Minister's Office, n.d.). Furthermore, Finland has established a joint foresight working group across multiple ministries, which is responsible for overseeing foresight activities in various government departments. This working group not only manages collaborative government foresight efforts but also serves as a disseminator of foresight information and a communication forum within the government. Additionally, it provides a collaborative network for ministries involved in producing the Government Report on the Future (Prime Minister's Office, n.d.).

All top-performing countries in Europe—Sweden and Finland, respectively—are making an effort towards achieving the 2030 agenda for sustainable development. Sweden has taken several actions to accomplish the 2030 agenda, such as assigning a delegation for it, announcing an action plan for it, assigning a national coordinator for it, and setting up a government bill on its implementation (Government Offices of Sweden, 2021). As for Finland, substantial steps have been taken for the agenda since 2018. The country has integrated environmental sustainability into its policies, and the 2030 agenda has

also been assimilated into national research programs and innovation ecosystems (Prime Minister's Office, 2020).

Europe compared to the world

● World Average Indicator Score ● Regional Average Indicator Score



In 2021, Denmark unveiled its recovery and resilience plan, which encompasses reforms and investments aimed at transforming the country into a more sustainable, resilient, and prepared entity for the challenges and opportunities presented by green and digital transitions. In pursuit of a green transition, Denmark has set a new target to reduce greenhouse gas (GHG) emissions by 70% by 2030, with the goal of achieving climate neutrality by 2050.

As part of its digital transition, the country has outlined various elements, including a new digital strategy focused on enhancing the digitalization of public administration. This strategy aims to position Denmark as more future-ready, addressing challenges in areas such as artificial intelligence (AI) and cybersecurity (European Commission, n.d.).

Moreover, the Republic of Serbia is making strides in elevating its standing, despite enduring crises over the past few years, including floods, the conflict between Ukraine and Russia, and the challenges posed by COVID-19. Serbia has enacted strategies across various domains to bolster its economic situation.

The country initiated the Strategy for the Development of Artificial Intelligence for the period of 2020-2025. This strategy outlines objectives and measures aimed at fostering the development of AI, contributing to improved economic growth, enhanced public services, and the advancement of skills relevant to future employment opportunities (The Government of the Republic of Serbia, n.d.).

Similar to other European nations, the Republic of Serbia must also decarbonize its energy sector by 2050. In addition to launching the execution of the Serbia-Bulgaria interconnector construction project, a crucial step for diversifying the gas supply essential for energy security and predictability in the economy, Serbia is also working on enhancing the collaboration between itself and the U.S. in the energy sector as U.S. companies are keen on investing in the country's energy sector (The Government of the Republic of Serbia, 2023).

Europe: Future Readiness Scores

Indicator Score

100.00  2.53

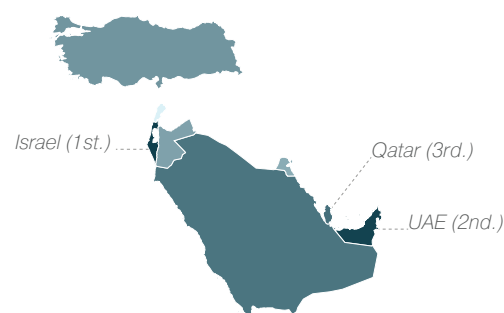
	Future Readiness Score	Strategic Prioritization	Innovation	R&D Expenditure	Regulation of Emerging Technologies	Investment in Green Energy and Infrastructure	High-tech and Medium-high-tech Manufacturing
Sweden	77.50	77.33	93.33	64.79	79.10	86.05	64.37
Finland	77.34	89.33	81.33	53.88	94.44	86.46	58.58
Denmark	76.07	89.33	88.00	54.95	77.51	82.99	63.63
Belgium	68.35	66.67	56.00	64.13	82.01	83.35	57.96
Germany	68.35	56.00	62.67	57.60	74.07	84.37	75.40
Switzerland	67.28	44.00	44.00	57.07	89.41	79.40	89.81
Austria	66.63	66.67	44.00	59.07	80.43	89.44	60.17
France	66.28	44.00	74.67	43.21	81.74	85.17	68.90
Netherlands	65.74	66.67	50.67	42.41	81.22	87.70	65.77
Norway	65.45	66.67	74.67	41.91	78.14	83.05	48.29
Luxembourg	65.36	56.88	56.07	20.02	100.00	94.12	65.07
Estonia	64.95	77.33	88.00	31.96	81.22	71.87	39.30
Czechia	64.53	77.33	62.67	36.39	62.17	68.61	80.00
Ireland	61.45	66.67	74.67	22.16	62.69	64.75	77.76
Slovenia	60.98	77.33	62.67	39.35	64.02	68.38	54.11
Spain	59.21	77.33	74.67	25.52	64.81	63.42	49.49
UK	58.85	56.00	62.67	45.97	66.14	66.56	55.78
Italy	58.00	66.67	69.33	27.73	61.64	71.01	51.60
Lithuania	56.90	89.33	74.67	20.59	71.43	64.81	20.59
Portugal	56.69	44.00	69.33	29.37	73.54	84.70	39.21
Hungary	53.96	56.00	37.33	28.98	55.29	66.65	79.47
Slovakia	53.81	55.15	51.44	15.85	53.43	65.17	81.80
Latvia	52.60	89.33	74.67	11.87	60.32	61.63	17.77
Malta	52.59	58.73	56.89	11.48	79.89	61.55	46.99
Iceland	47.95	22.67	50.67	45.62	73.54	81.64	13.55
Croatia	45.91	66.67	50.67	22.36	42.06	62.87	30.86
Poland	45.76	66.67	50.67	25.05	39.94	48.14	44.07
Romania	45.64	56.00	50.67	7.68	47.88	54.60	57.02
Greece	44.47	56.00	44.00	27.13	42.59	75.04	22.07
North Macedonia	43.82	66.67	62.67	6.01	29.37	36.36	61.87
Bulgaria	43.44	56.00	50.67	14.93	58.73	50.64	29.65
Montenegro	39.50	77.33	62.67	10.38	34.12	41.20	11.29
Albania	38.20	66.67	62.67	4.03	48.15	45.12	2.60
Serbia	36.47	56.00	37.33	17.66	33.33	43.71	30.79
Russian Federation	35.26	44.00	25.33	19.54	49.20	44.99	28.51
Ukraine	34.52	44.00	62.67	4.45	33.33	36.64	26.02
Moldova	29.28	33.33	50.67	3.27	31.25	32.69	24.49
Bosnia and Herzeg.	19.70	33.33	25.33	2.53	15.60	23.09	18.29

Middle East

The Middle East secures the second-highest position in the Future Readiness dimension, with Israel emerging as the top performer in this region. Israel claims the top spot in R&D Expenditure and the Regulation of Emerging Technologies, ranks second in Strategic Prioritization after the United Arab Emirates (UAE), holds the third-highest position in Innovation and High-Tech and Medium-High-Tech Manufacturing, and secures the fourth spot in Investment in Green Energy and Infrastructure. The UAE follows closely as the second-highest performer in the Future Readiness dimension, trailed by Qatar (third) and Saudi Arabia (fourth). Meanwhile, Lebanon lags as the lowest performer in the region, hindered by the country's challenging political situation, which impedes progress.

Middle East: Future Readiness

Dimension Score

68.17  11.24

Israel records the highest score in the region for the Regulation of Emerging Technologies. This reflects the actions taken by the government of Israel in this regard.

In 2022, Israel's Ministry of Innovation, Science, and Technology, in collaboration with the legislation department of the Ministry of Justice, unveiled a draft policy addressing the regulation and ethics surrounding the development and utilization of AI. This policy is designed to guide companies, organizations, and governmental bodies in the proper direction within the field of AI. Moreover, the policy is anticipated to exert a significant influence on future advancements in the field (Ministry of Innovation, Science, and Technology, 2022). In 2019, the state of Israel joined the Centers for the Fourth Industrial Revolution (C4IR), a network that intends to develop and share knowledge, experience, and best practices in the field of regulating innovative technologies. Consequently, the Israel Innovation Authority established the Israeli Center for Regulation of Innovative Technologies, which is slated to function as an affiliate center within the network (Israel Innovation Authority, n.d.).

The UAE, the second-highest ranking nation in the region, hit the top scores in two indicators: Strategic Prioritization and Innovation. Strategic Prioritization holds a pivotal role in the UAE. Accordingly, the Ministry of Cabinet Affairs is entrusted with overseeing the portfolio of the UAE's future, formulating a strategy that ensures Future Readiness across all sectors to effectively navigate forthcoming changes. The ministry shapes the future of the country by using the right tools which, consequently, prepares the government to face the future. Additionally, the ministry enhances future capacity and long-term planning capabilities by conducting a series of workshops under the banner of "Shaping [the] Future."

These workshops are designed to support the endeavors of government bodies in constructing innovative models for future services and developing flexible strategic plans capable of adapting to changes or unforeseen challenges (Ministry of Cabinet Affairs, n.d.).

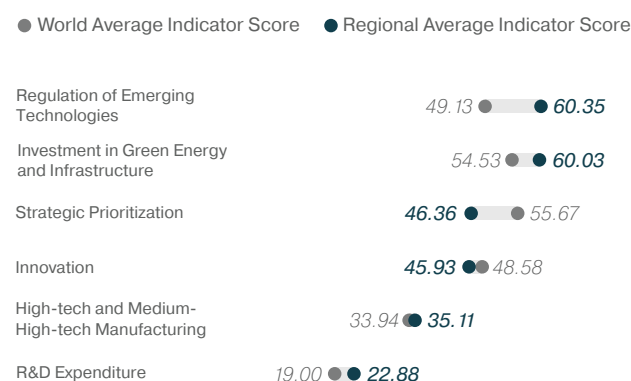
The Ministry of Cabinet Affairs oversees the UAE's Future Foresight Strategy, which aims to seize opportunities and anticipate challenges across the country's sectors to facilitate the development of comprehensive long-term plans at all levels. In recent years, the UAE has demonstrated further commitment to strategic foresight initiatives. For instance, the UAE government, in collaboration with the World Economic Forum, entered into an agreement for the country to host four editions of the Annual Meeting for Shaping the Future, with the inaugural meeting taking place in 2016. Additionally, in 2017, the UAE government unveiled the UAE Strategy for the Fourth Industrial Revolution, with a primary focus on enhancing the country's global standing as a hub for the Fourth Industrial Revolution (Ministry of Cabinet Affairs, n.d.).

To foster Innovation within the country, the UAE has implemented various initiatives. Firstly, the launch of the National Strategy for the Cultural and Creative Industries in 2021 aims to stimulate the growth of the cultural and creative sectors, aspiring to elevate their contribution to the national GDP by 5%. Secondly, the Dubai Creative Economy Strategy envisions transforming Dubai into a global hub for creativity and positioning it as the capital of the creative economy by 2025. This strategy also targets increasing the share of creative industries in Dubai's GDP from 2.6% in 2020 to 5% by 2025. Additionally, in 2014, the Mohammed bin Rashid Centre for Government Innovation was established to cultivate an atmosphere of innovation within the government sector (The United Arab Emirates' Government Portal, n.d.).

In 2018, the government launched the National Strategy for Advanced Innovation which is an update to the old national innovation strategy in 2014. The strategy aims to position the UAE as a global leader in innovation and foster a mindset that encourages experimentation and calculated risk-taking to achieve the goals outlined in the UAE Centennial 2071 initiative (The United Arab of Emirates' Government Portal, n.d.).

There is a considerable need for significant improvement in R&D across all countries in this region, except for Israel. The disparity between the top-ranked country and the rest of the group is substantial. R&D Expenditure as a Percentage of GDP remains relatively low in the Gulf Cooperation Council (GCC) countries.

Middle East compared to the world



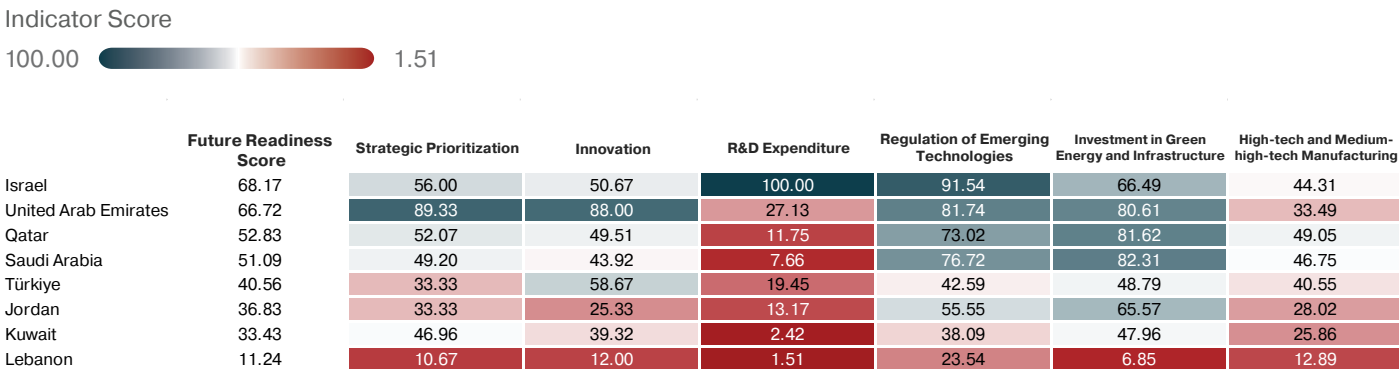
According to the World Bank Data for 2021, both the Kingdom of Saudi Arabia (KSA) and Qatar recorded less than 1%, while the UAE recorded 1.5%. Kuwait has consistently maintained low levels of R&D Expenditure as a Percentage of GDP, reaching a maximum of 0.2% during the period from 2018 to 2020. This is attributed to the region's emphasis on teaching in universities as the primary priority, with research being considered secondary, leading to limited PhD programs in the Gulf area (Al-Ubaydli, 2020).

While the average scores for almost all indicators surpass the overall average, Strategic Prioritization and Innovation stand out as exceptions. However, the gap for both of these indicators is not notably wide, particularly in the case of Innovation. The UAE serves as a source of valuable practices that can assist low-performing countries in the region—such as Turkey, Jordan, and Lebanon—in improving their Strategic Prioritization and elevating their scores in this indicator.

Numerous countries in this region harbor robust and ambitious visions that are poised to propel the region to new heights in the future. In the case of the UAE, the “We the UAE 2031” initiative aims to actualize the president’s vision for the future by translating it into a comprehensive national agenda. This agenda is designed to serve as a guiding compass for the nation over the next decade, with all institutions collectively working towards its achievement. The goal is to fulfill the UAE Centennial Plan 2071 and adhere to the principles of Vision 50 (We the UAE 2031, n.d.).

Qatar has initiated its National Vision for 2030 with the goal of transforming the country into an advanced economy by that year. The initiative envisions Qatar as a nation with the capacity to sustain its own development and provide elevated standards of living for all of its citizens and future generations (General Secretariat For Development Planning, 2008). Similarly, Saudi Arabia has announced its Vision 2030. The vision has 3 main pillars: a vibrant society, a thriving economy, and an ambitious nation. This vision is further detailed and cascaded into three levels of strategic objectives. The first level encompasses six overarching objectives, namely enhancing government effectiveness, fostering societal responsibility, diversifying and developing the economy, increasing employment, strengthening Islamic national identity, and ensuring a fulfilling and healthy life. These visionary goals serve as noteworthy practices for cultivating Future Readiness and may inspire other countries in the region (Vision 2030, n.d.).

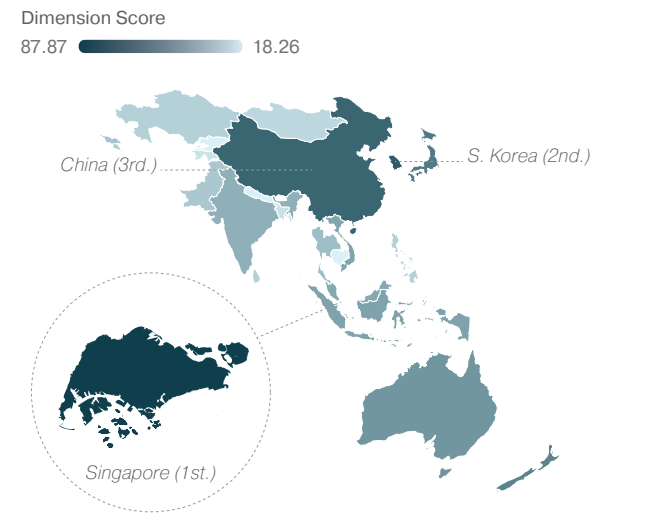
Middle East: Future Readiness Scores



Asia and Oceania

The Asia and Oceania region secures the third position in the Future Readiness dimension, with Singapore leading the way. Singapore demonstrates excellence across most indicators, ranking second only to the Republic of Korea in R&D Expenditure and fourth in Investment in Green Energy and Infrastructure. Following Singapore, the Republic of Korea claims the second spot, succeeded by China (third), Japan (fourth), and New Zealand (fifth). Conversely, the region’s lowest-performing countries include Bangladesh (20th), Tajikistan (21st), Nepal (22nd), Kyrgyzstan (23rd), and Cambodia (24th).

Asia and Oceania: Future Readiness



As far as Innovation is concerned, Singapore is exerting significant efforts to transition its nation into an innovation-based economy. The announcement of the IP Hub Master Plan in 2013 delineates the roadmap for transforming the country into an intellectual property hub over the next decade (Ministry of Law, 2013). In 2021, Singapore formulated its IP Strategy 2030, building upon the foundation of the IP Hub Master Plan. This 10-year blueprint is designed to strengthen the country's global standing as a hub for intangible assets and intellectual property within the economy (Intellectual Property Office of Singapore, 2021).

Singapore has strategically positioned itself as an innovative hub for various prominent organizations, including Infineon Technologies, which declared its plan to establish Singapore as its global intangible asset innovation hub by 2023. The Economic Development Board (The Economic Development Board, 2020), as well as Siemens, Visa, and ABB, also have vital innovation centers in Singapore (The Economic Development Board, n.d.).

In 2016, the Infocomm Media Development Authority (IMDA) was developed under Singapore's Ministry of Communications and Information (Ministry of Communications and Information, n.d.). The IMDA launched its Open Innovation Platform, which assists organizations in solving their business challenges by crowdsourcing innovative digital solutions gathered from startups, technology providers, and research institutes (Infocomm Media Development Authority, n.d.).

Singapore is also actively strengthening regulatory frameworks for Emerging Technologies. The IMDA has introduced guidelines and tools for AI system owners and developers to promote the responsible use of AI. These frameworks and tools include the Model AI Governance Framework established in 2019 and AI Verify in 2022. AI Verify is a voluntary testing framework and software toolkit that helps organizations accurately assess the performance of their AI systems in line with responsible AI principles, presenting the results to stakeholders through shared testing reports (Ministry of Communications and Information, 2023).

Furthermore, Singapore has recently entered into an agreement with the UK pertaining to cybersecurity, AI, and connectivity in June 2023. The signing of this agreement involved the UK Deputy Prime Minister and Singapore's Minister for Communications and Information. The agreement encompasses various commitments, including the strengthening of business collaborations on AI, establishing guidelines for trustworthy AI use that can be replicated, and aligning technical standards for the utilization of AI (Ministry of Communications and Information, 2023).

The Republic of Korea, securing the second position in the Asia and Oceania region, achieved the highest score in R&D Expenditure, a result of the government's concerted efforts in this domain. In April 2023, South Korea revealed its plan to allocate 70% of its annual R&D budget to 40 projects across various industries. These projects encompass R&D in semiconductors, displays, secondary batteries, future mobility, critical materials, intelligent robots, advanced manufacturing, aerospace and defense, next-generation nuclear energy, as well as advanced bio and energy new business (Park, H., 2023).

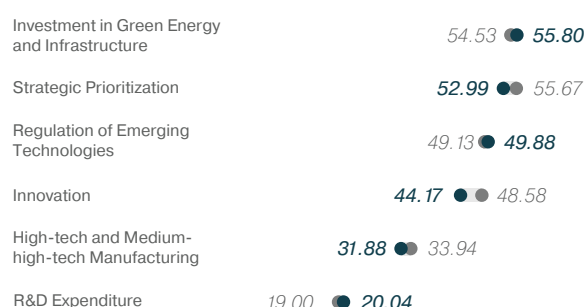
China secures the third position in the region, with a marginal gap between the country and the Republic of Korea. China particularly excels in the indicators related to Investment in Green Energy and Infrastructure. In 2013, China introduced the Belt and Road Initiative (BRI), which has since been recalibrated to prioritize energy at its core. This shift is evident in the majority of investments and construction agreements made under the BRI, with a notable emphasis on energy-related projects. In the first half of 2023, 40% of the projects initiated under the BRI were designated for wind and solar, while 22% were allocated for gas and oil projects, and none were designated for coal projects (Baxter, T., 2023).

Similar to the other regions, there is a need for increased R&D Expenditure across countries in the Asia and Oceania region, as well. R&D Expenditure serves as a crucial pillar for the Future Readiness of economies, necessitating increased government investments in this indicator independent of reliance on businesses and the private sector. As far as other indicators in the Future Readiness dimension, the averages for Regulation of Emerging Technologies, and Investment in Green Energy and Infrastructure slightly surpass the global averages in the Asia and Oceania region.

On the other hand, the region's scores in Strategic Prioritization, Innovation, and High-Tech and Medium-High-Tech Manufacturing all fall below the global average. Despite this, the gap between the averages of these underperforming indicators and the global average is not substantial. However, it is worth noting that nations in Asia and Oceania are seemingly striving to improve their performance in these areas.

Asia and Oceania compared to the world

● World Average Indicator Score ● Regional Average Indicator Score



Numerous countries in Asia and Oceania have opportunities for enhancement across various dimensions by leveraging their existing initiatives. A noteworthy example is Singapore's Economy Vision 2030, which is structured around four primary pillars: Trade, Enterprise, Manufacturing, and Services. Under Trade 2030, Singapore aims to bolster the sector by increasing trading volume, diversifying trading activities, and expanding global trade engagement.

In the context of Enterprise 2030, the government focuses on cultivating and sustaining a dynamic ecosystem for the country's companies, ensuring preparedness for the future. Manufacturing 2030 seeks to elevate the manufacturing value-add by 50% by 2030 and position the country as a global hub for business, innovation, and talent in advanced manufacturing. Lastly, Services 2030 will involve growing the services sector and establishing Singapore as a prominent hub for businesses, lifestyle, and tourism (Ministry of Trade and Industry Singapore, n.d.).

Regarding the Republic of Korea, there are various strategies and visions for 2050 across different perspectives. For example, the Republic of Korea aspires to achieve carbon neutrality by the year 2050 (The Government of the Republic of Korea, 2020). Additionally, the country has set the goal of expanding its aerospace sector by 2050, with the Korea Aerospace Research Institute announcing 19 strategic goals to this end (Korea Aerospace Research Institute, n.d.).

As for China, the country has adhered to five-year plans since 1953 and is currently working on its 14th 5-year plan for the period of 2021-2025, focusing on the country's national economic and social development. This plan underscores key priorities, including setting green energy as the essence of modern development and reducing the economy's carbon intensity (Asian Development Bank, 2021).

Asia and Oceania: Future Readiness Scores

Indicator Score

100.00  0

	Future Readiness Score	Strategic Prioritization	Innovation	R&D Expenditure	Regulation of Emerging Technologies	Investment in Green Energy and Infrastructure	High-tech and Medium-high-tech Manufacturing
Singapore	87.87	100.00	88.00	65.43	93.65	80.13	100.00
Korea, Republic of	76.98	77.33	74.67	89.45	64.02	81.69	74.70
China	72.68	77.33	74.67	44.34	83.59	92.18	63.97
Japan	65.20	56.00	56.00	60.73	72.48	72.79	73.18
New Zealand	61.12	77.33	74.67	58.21	75.92	60.61	19.99
Australia	53.84	66.67	37.33	56.01	73.81	58.19	31.01
Indonesia	49.03	56.00	50.67	4.19	61.91	83.14	38.29
Viet Nam	48.62	66.67	62.67	8.09	52.38	63.64	38.26
Malaysia	46.82	44.00	37.33	16.85	59.25	63.68	59.78
India	44.27	56.00	37.33	6.68	63.76	56.75	45.09
Cyprus	40.63	56.65	49.65	14.17	44.45	59.87	18.98
Thailand	38.79	33.33	25.33	24.01	42.59	49.70	57.76
Georgia	36.48	56.00	37.33	3.65	45.50	64.23	12.19
Pakistan	34.52	33.33	25.33	2.00	51.32	68.93	26.18
Armenia	33.17	44.00	37.33	2.78	58.73	51.63	4.54
Philippines	31.59	44.00	25.33	12.04	25.13	32.68	50.38
Sri Lanka	31.49	56.00	37.33	2.35	41.53	44.38	7.37
Kazakhstan	31.31	44.00	37.33	1.35	41.01	45.97	18.21
Mongolia	28.94	56.00	50.67	1.40	29.37	33.83	2.38
Bangladesh	25.26	37.87	29.05	2.39	27.51	48.68	6.04
Tajikistan	24.37	44.00	25.33	0.59	29.37	46.26	0.66
Nepal	19.40	33.33	37.33	1.72	3.96	33.58	6.47
Kyrgyzstan	18.41	33.33	37.33	0.57	26.19	13.05	0.00
Cambodia	18.26	22.67	12.00	1.86	29.63	33.63	9.76

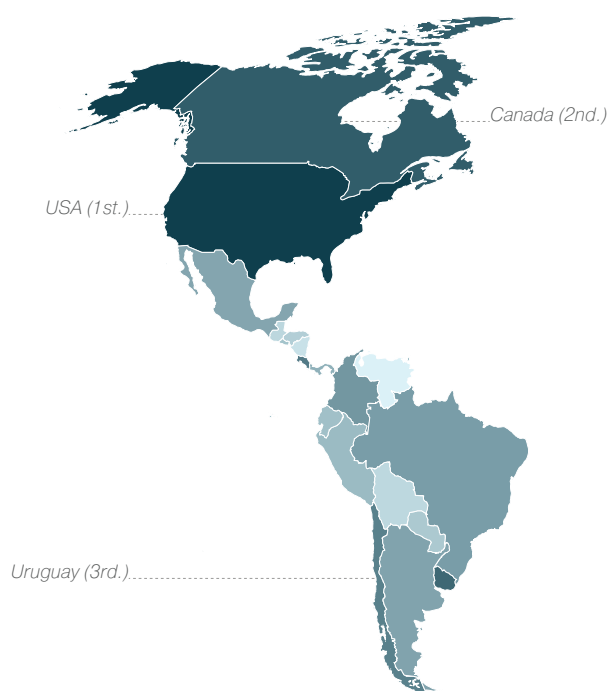
Americas

The Americas region secures the fourth position in the Future Readiness dimension, with the United States (U.S.) leading the rankings. The U.S. claims the top spot in three key indicators: R&D Expenditure, Regulation of Emerging Technologies, and Investment in Green Energy and Infrastructure. It follows Mexico in second place for High-Tech and Medium-High-Tech Manufacturing, secures the third position in Strategic Prioritization, and holds the fourth spot in Innovation. Canada takes the second position in Future Readiness, followed by Uruguay (third), Costa Rica (fourth), and Chile (fifth). On the lower end of the performance spectrum are Honduras (16th), Guatemala (17th), Bolivia (18th), Nicaragua (19th), and Venezuela (20th).

Americas: Future Readiness

Dimension Score

76.08  4.46



As far as the Regulation of Emerging Technologies is concerned, AI is one of the booming technologies in the U.S. Substantial efforts have been invested in developing regulations for AI while ensuring that its benefits to the country are not unduly restricted. Numerous federal laws have been enacted either as standalone legislation or as AI-focused provisions within broader acts.

Notably, the National Artificial Intelligence Initiative Act of 2020 played a pivotal role by establishing the American AI Initiative and providing guidance for AI research, development, and assessment activities within federal science agencies. Other legislative actions aimed at steering AI programs and policies across the federal government, such as the AI in Government Act of 2020, have also been implemented. Additional bills introduced

in the 118th Congress underscore the U.S. government's ongoing efforts to enhance legislation related to AI technology (Congressional Research Service, 2023).

The U.S. outperforms other nations in the region in terms of Investment in Green Energy and Infrastructure, a distinction evident in the country's comprehensive investments and legislative actions involving sustainability. The POTUS has endorsed the Bipartisan Infrastructure Law, representing the largest long-term investment in infrastructure to date. This law is geared towards establishing a robust foundation for a clean energy economy. Notably, the Bipartisan Infrastructure Law allocates \$62 billion to the Department of Energy, directing funds toward entirely new programs and expanding the financial support for 12 existing initiatives (Department of Energy, n.d.). Moreover, the American Council on Renewable Energy introduced its \$1T 2030 campaign in 2018 to accomplish \$1 trillion in private sector investment in renewable energy and enabling grid technologies by 2030 (American Council on Renewable Energy, 2022).

Canada ranks second in the following indicators: R&D Expenditure, Regulation of Emerging Technologies, and Investment in Green Energy and Infrastructure. This achievement can be attributed to the country's substantial initiatives and extensive investments in these three areas. Notably, the Canadian government has recently unveiled plans to invest in over 4,700 researchers and research projects nationwide, totaling more than \$960 million in grants, scholarships, and programs aimed at fostering the country's research ecosystem (Government of Canada, 2023).

In a broader context, Canada has instituted various initiatives in R&D, including the Canada Research Chairs Program (CRCP). Initiated in 2000, this program was designed to align with the national strategy of positioning Canada as a leading nation in R&D. It seeks to achieve excellence in research across diverse sectors, encompassing engineering and the natural sciences, health sciences, as well as the humanities and social sciences (Government of Canada, n.d.).

Concerning the Regulation of Emerging Technologies, the Minister of Innovation, Science and Industry, along with the Minister of Justice and Attorney General of Canada, introduced the Digital Charter Implementation Act, 2022. This legislative initiative aims to strengthen Canada's privacy laws in the private sector, establish new regulations for the responsible development and utilization of AI, and advance the application of Canada's Digital Charter (Government of Canada, 2022). As a part of the Digital Implementation Act, the Artificial Intelligence and Data Act (AIDA) was initiated. This act lays the foundation for the responsible design, development, and usage of AI systems that influence the lives of Canadian citizens (Government of Canada, n.d.).

Countries throughout the Americas region should consider elevating their R&D Expenditure, given that all nations, with the exception of the U.S., are falling short in this crucial indicator. R&D Expenditure plays a pivotal role in addressing future challenges and constructing a more prosperous future for societies.

Analyzing R&D Expenditure as a Percentage of GDP reveals that, in 2020, it remains below 1% for countries in the region, excluding the U.S., Canada, and Brazil. Specifically, Argentina, Mexico, Panama, Peru, Colombia, Trinidad & Tobago, El Salvador, Paraguay, and Guatemala demonstrate figures below 1%. In a broader sense, the Latin America & Caribbean subregion exhibits a notably low percentage, standing at 0.6% (World Bank Data).

Despite the U.S. being the frontrunner in R&D Expenditure within the Americas region, the primary contributors to this indicator are businesses, constituting 75% in 2019 while the federal government comprises only 9%. The overall intensity of an economy's R&D efforts, encompassing both the public and private sectors, serves as a crucial indicator for current and future national economic competitiveness (Boroush, M. & Guci, L., 2022). Consequently, the overreliance on the private sector and businesses as the primary driving force behind R&D Expenditure should be reconsidered.

The average performance of the Americas region in Strategic Prioritization closely aligns with the global average. Nevertheless, all other indicators in the Future Readiness dimension—i.e., Investment in Green Energy and Infrastructure, Innovation, Regulation of Emerging Technologies, High-Tech and Medium-High-Tech Manufacturing, and R&D Expenditure—fall below the world average. While nations in the Americas are actively striving to realize their respective visions, global challenges may impede their progress. Countries in the region must amplify their investments in R&D and initiatives within High-Tech and Medium-High-Tech Manufacturing to enhance their overall Future Readiness.

The U.S. has already embarked on its journey to a more developed nation capable of handling future challenges through strategic plans from different perspectives. The U.S. Department of Commerce has set a 2022–2026 strategic plan that focuses on investments in innovation, equity, and resilience aiming to locate the workers and businesses for success in the 21st century (Department of Commerce, n.d.).

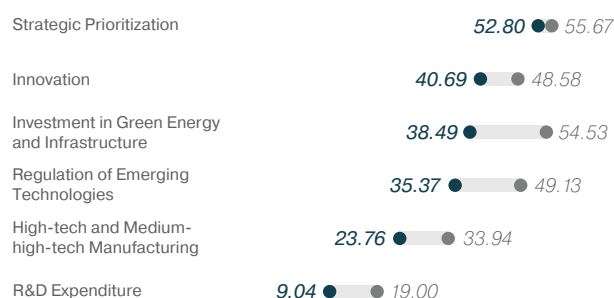
Ranked second in the region, Canada introduced the Investing in Canada Plan in 2016. The plan was devised to achieve three primary goals: fostering economic growth to strengthen the middle class, transitioning to a clean growth economy, and advancing social inclusion and socio-economic outcomes across the entire country (Government of Canada, n.d.).

In 2019, Uruguay unveiled its National Development Strategy for the period up to 2050. This strategic framework establishes the groundwork for the nation to attain sustainable development, encompassing a diverse array of long-term opportunities for Uruguay (Economic Commission for Latin America, 2019).

Similarly, Costa Rica has also announced its plan for a better future. The Ministry of National Planning and Economic Policy has launched the national strategic plan for the period up to 2050. The document is a long-term planning tool that maps out a vision for attaining sustainable development in Costa Rica (The Central American Group, 2022). These nations exemplify real-life statements of Future Readiness and provide exemplary practices for the underperforming countries in the region such as Honduras, Guatemala, Bolivia, Nicaragua, and Venezuela to enhance their long-term planning.

Americas compared to the world

● World Average Indicator Score ● Regional Average Indicator Score



Americas: Future Readiness Scores

Indicator Score

100.00  0

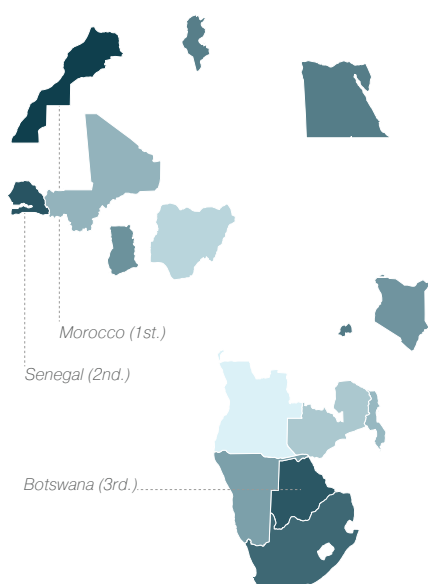
	Future Readiness Score	Strategic Prioritization	Innovation	R&D Expenditure	Regulation of Emerging Technologies	Investment in Green Energy and Infrastructure	High-tech and Medium-high-tech Manufacturing
United States of America	76.08	77.33	69.33	63.53	88.10	100.00	58.17
Canada	63.90	77.33	69.33	30.92	78.84	79.14	47.82
Uruguay	59.62	89.33	100.00	7.34	64.81	78.52	17.72
Costa Rica	52.13	100.00	74.67	7.20	56.35	58.51	16.07
Chile	49.76	66.67	74.67	17.55	49.47	60.19	30.00
Colombia	40.54	66.67	50.67	4.36	47.09	50.02	24.46
Brazil	38.37	44.00	25.33	20.93	44.97	46.19	48.81
Argentina	35.89	56.00	50.67	8.81	34.39	32.68	32.79
Mexico	34.96	44.00	37.33	4.49	40.21	17.35	66.37
Panama	30.76	56.00	37.33	2.01	43.12	38.67	7.45
Peru	26.95	56.00	37.33	2.14	23.01	28.73	14.51
Trinidad and Tobago	25.04	54.12	44.47	0.11	10.85	28.40	12.29
Ecuador	24.41	44.00	25.33	3.07	23.01	38.82	12.25
El Salvador	23.25	56.00	25.33	2.01	18.52	23.44	14.20
Paraguay	20.88	44.52	28.49	1.86	15.60	17.10	17.68
Honduras	18.50	33.33	25.33	1.11	15.87	22.92	12.44
Guatemala	15.30	33.33	12.00	0.00	19.84	14.25	12.36
Bolivia	15.06	34.79	26.15	1.08	1.59	15.07	11.67
Nicaragua	11.30	22.67	0.00	1.07	13.66	19.83	10.59
Venezuela	4.46	0.00	0.00	1.14	18.14	0.00	7.50

Africa

The region ranks fifth in the Future Readiness dimension, with Morocco leading the rankings. Morocco claims the top spot in High-Tech and Medium-High-Tech Manufacturing, and it secures the second position, following Egypt, in Investment in Green Energy and Infrastructure. Furthermore, Morocco ranks fourth in Strategic Prioritization, R&D Expenditure, and Regulation of Emerging Technologies, while occupying the fifth position in Innovation. Senegal secures the second position in this dimension, followed closely by Botswana (third), Mauritius (fourth), and South Africa (fifth). Conversely, the lowest-performing countries in the region include Mali (13th), Malawi (14th), Zambia (15th), Nigeria (16th), and Angola (17th).

Africa: Future Readiness

Dimension Score

49.61  9.40

Morocco's leading position in High-Tech and Medium-High-Tech Manufacturing can be attributed to its efforts to establish itself as a high-tech hub, strategically positioned for European markets. The manufacturing sector—with a focus on automotive, aerospace, and pharmaceuticals—has played a central role in this achievement. Morocco has notably improved its national infrastructure, exemplified by the establishment of the new port of Tanger-Med, which stands as the largest container port in the region (Ford, 2022). In addition to having 119 industrial zones and seven special economic zones (with a tax exemption for the first five years and lowered afterwards) which makes it attractive for several investors in various industries, such as the aerospace sector (The Moroccan Investment and Export Development Agency, n.d.).

Morocco now has more than 140 organizations in the aerospace sector with two major market players governing the market, Airbus and Boeing. Both companies have established operations in the country (Ford, 2022). Furthermore, the governments of Morocco and Israel signed an agreement to collaborate on civilian aerospace projects in 2022 (Ford, 2022). Morocco leveraged its pool of skilled and qualified individuals in the automotive sector, successfully transforming into an appealing automotive hub. Various investors, including Renault and Stellantis, have chosen to establish their facilities in the country (The Moroccan Investment and Export Development Agency, n.d.).

Morocco's position concerning Investment in Green Energy and Infrastructure aligns with the country's national sustainable development strategy unveiled in 2017. In a bid to boost sustainability, the government initiated three mega projects under the Noor Midelt solar

energy umbrella, contributing to the reinforcement of the country's strategy. Through these endeavors, Morocco aims to achieve over 52% of its electricity generation from renewable sources by 2030 (Latrech, 2022).

Senegal secures the top position in Strategic Prioritization by introducing a new policy framework known as The Plan for an Emerging Senegal (PES). Its objective is to transform Senegal into an emerging economy and guide its development path up to 2035 (Presidency of Senegal, n.d.).

The performance for the remaining indicators throughout the region showcases the need for enhanced R&D Expenditure across all African countries. Governments should strive to increase the percentage of R&D Expenditure relative to their GDP. While the average performance in Strategic Prioritization closely aligns with the world average, all other indicators of Future Readiness, including Investment in Green Energy and Infrastructure, Innovation, Regulation of Emerging Technologies, High-Tech and Medium-High-Tech Manufacturing, and R&D Expenditure, fall below the global average. These scores indicate that, as African countries work towards improving their future readiness, they are concentrating on achieving long-term goals across various sectors.

Announced in 2021, Morocco's new development model involves major reforms in different sectors of the country, including education, health, agriculture, investment, and taxation. The model includes the main strategic pillars for Morocco's long-term development, as well as expected challenges and new solutions. The new model aims to put Morocco on a better path and enhance several sectors in the country (Dumpis, 2021).

Senegal is on the path to progress, transcending from an emerging to a developing economy with its newly introduced policy framework, Plan for an Emerging Senegal (PES). The goal is to position Senegal as a hub for West Africa by 2035. It is structured around three key pillars: achieving higher and sustainable growth (7-8%) driven by Foreign Direct Investment (FDI) and export-driven structural transformation; focusing on human development and social protection; and advancing governance, peace, and security (Kireyev & Mansoor, 2015).

The Senegalese government also invests in clean energy to shorten the gap between developed and developing countries. Senegal has signed a Just Energy Transition Partnership (JETP) loan agreement with G7 nations. This agreement is intended to help the country create a climate-resilient strategy for the energy sector, heightening the contribution of renewable energy, enhancing storage and grid stability, and forming sustainable jobs (International Monetary Fund, 2023).

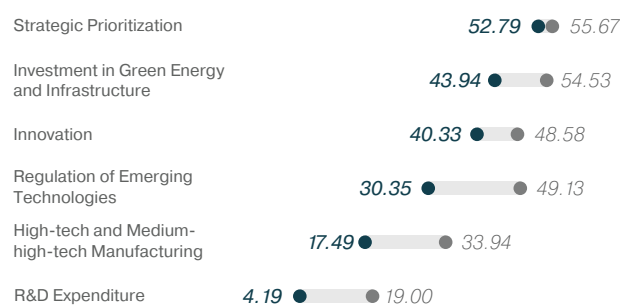
Botswana's Vision for 2036 seeks to redefine the country's position in the region. The initiative aims to elevate Botswana to high-income status, achieving goals

at the individual, community, and national levels. It involves transforming key sectors—including the transition to a knowledge-based economy—fostering a competitive workforce, becoming an investment destination, and enhancing infrastructure to stimulate economic diversification and international trade (The Vision 2036 Presidential Task Team, 2016).

Mauritius' Vision 2030 strives to elevate the nation into a high-income and inclusive economy. To achieve this, the government of Mauritius aims to transition the country into a digital economy, leading to the formulation of the Digital Mauritius 2030 strategic plan. Aligned with the broader Vision 2030, this strategy emphasizes digital transformation for overall growth, competitiveness, and advancement across various sectors in the country (Ministry of Technology, Communication & Innovation, n.d.).

Africa compared to the world

● World Average Indicator Score ● Regional Average Indicator Score



The countries mentioned above serve as noteworthy examples that illustrate how economies within the African region can enhance and transform themselves to effectively confront future challenges and capitalize on emerging opportunities. These nations have demonstrated proactive initiatives and strategic planning to fortify their economic foundations and foster resilience, adaptability, and innovation in the face of evolving global dynamics. By implementing robust policies, investing in critical sectors, and fostering sustainable development, these countries are positioning themselves to navigate the complexities of an ever-changing economic landscape.

For instance, Morocco stands out for its emphasis on High-Tech and Medium-High-Tech Manufacturing, strategically positioning itself as a hub for industries such as automotive, aerospace, and pharmaceuticals. The nation's commitment to enhancing national infrastructure, exemplified by projects like the Tanger-Med port, showcases a dedication to fostering economic growth and connectivity with European markets.

Senegal, by topping the charts in Strategic Prioritization, demonstrates the impact of comprehensive policy frameworks such as the PES. This plan not only outlines ambitious economic goals but also articulates a vision for sustainable development, human capital growth, and improved governance.

Botswana's Vision 2036 underscores the transformative potential of long-term planning, aiming to elevate the country to high-income status. The vision encompasses a multifaceted approach, including the development of a knowledge-based economy, a competitive workforce, increased investment attractiveness, and enhanced infrastructure—all contributing to economic diversification and expanded international trade.

Mauritius, through its Vision 2030 and the Digital Mauritius 2030 strategic plan, illustrates the integration of digital transformation as a core element in achieving high-income and inclusive economic goals. The focus on becoming

a smart country highlights the recognition of digital advancements as crucial drivers for overall economic growth, competitiveness, and progress.

Collectively, these African countries have demonstrated a commitment to Future Readiness by addressing diverse aspects of their economies, from strategic planning and industrial development to digital transformation and sustainable growth. Their experiences provide valuable insights for other nations seeking inspiration and effective strategies to enhance their own economic preparedness for the future.

Africa: Future Readiness Scores

Indicator Score

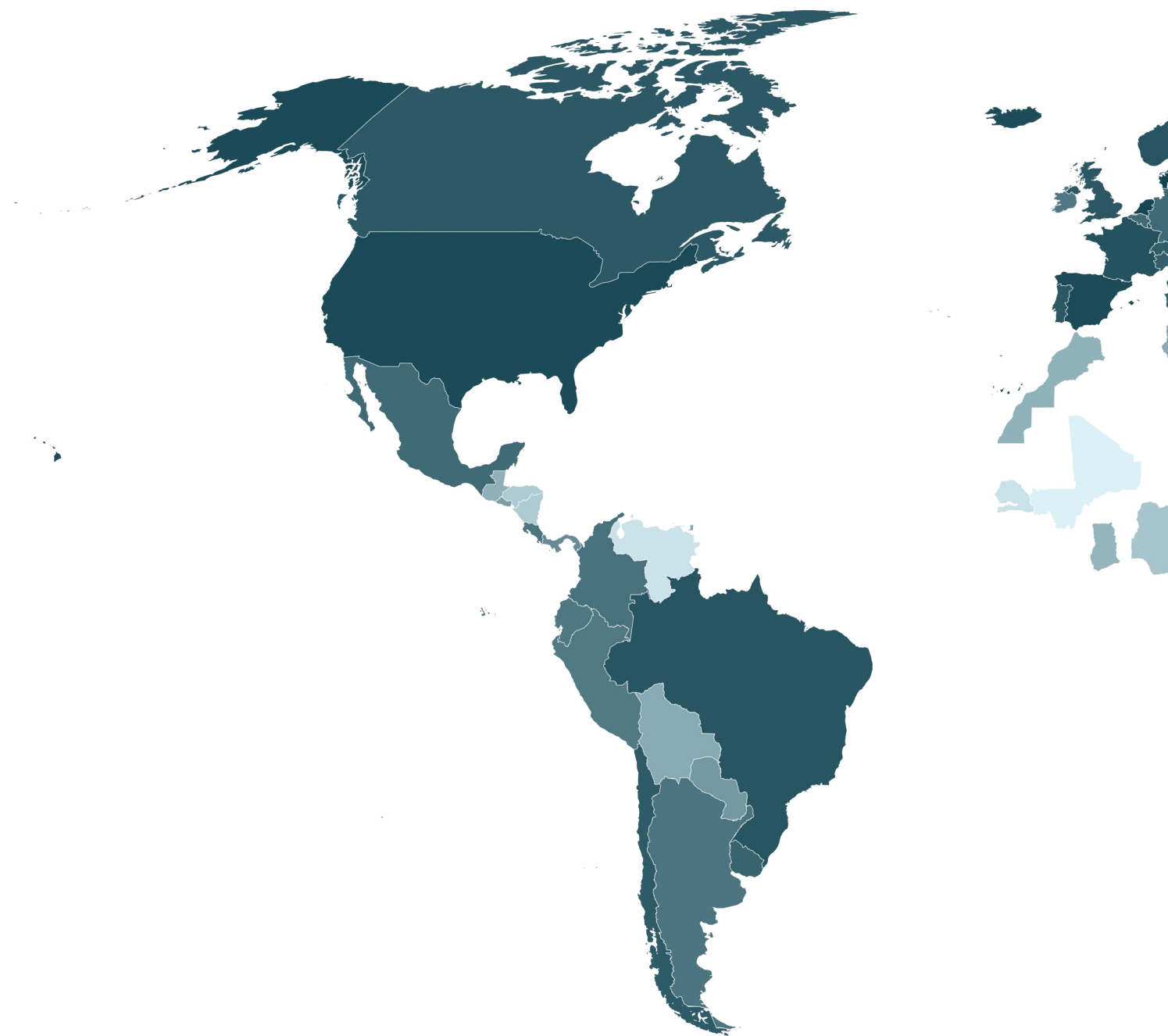
82.36  0

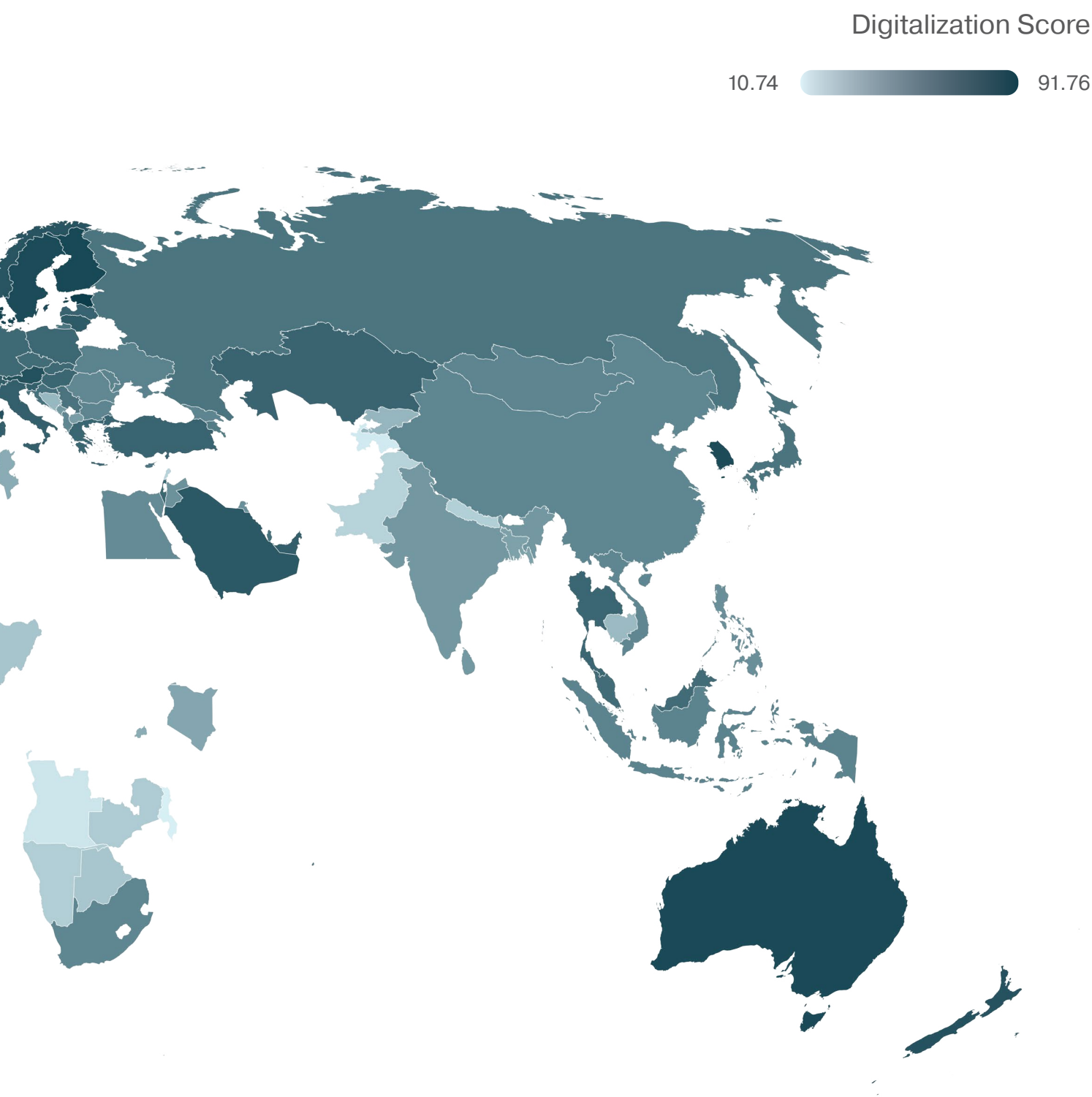
	Future Readiness Score	Strategic Prioritization	Innovation	R&D Expenditure	Regulation of Emerging Technologies	Investment in Green Energy and Infrastructure	High-tech and Medium-high-tech Manufacturing
Morocco	49.61	66.67	50.67	5.69	44.34	74.16	56.12
Senegal	44.71	77.33	62.67	4.71	55.82	40.16	27.55
Botswana	44.08	77.33	50.67	8.77	20.90	61.97	44.87
Mauritius	42.85	77.33	74.67	5.81	42.86	54.07	2.35
South Africa	40.41	66.67	62.67	4.34	44.45	38.43	25.91
Rwanda	36.19	56.00	37.33	3.84	45.76	66.97	7.22
Egypt	35.81	44.00	12.00	16.98	31.22	82.36	28.29
Tunisia	35.47	44.00	50.67	4.00	43.38	40.19	30.59
Ghana	30.88	56.00	50.67	2.17	31.48	32.75	12.21
Kenya	30.34	56.00	37.33	2.25	39.42	34.17	12.85
Namibia	27.75	56.00	25.33	2.36	31.22	48.01	3.57
Tanzania	27.15	44.00	25.33	2.35	34.39	50.20	6.64
Mali	23.72	44.00	37.33	2.20	24.07	27.47	7.22
Malawi	22.53	56.00	37.33	1.50	3.44	27.91	8.98
Zambia	18.95	33.33	25.33	1.56	6.08	36.37	11.03
Nigeria	15.92	22.67	25.33	1.46	17.19	18.22	10.65
Angola	9.40	20.15	20.21	1.27	0.00	13.55	1.21

4.2




















































Digitalization: Visual Map

Digitalization Score





4.2.1 Digitalization Country Rankings

 1	Estonia	91.76	 18	Portugal	80.81	 35	Hungary	73.52
 2	Denmark	89.35	 19	UK	80.30	 36	Israel	73.37
 3	Netherlands	88.03	 20	Saudi Arabia	79.86	 37	Poland	73.14
 4	Finland	86.88	 21	Canada	79.63	 38	Slovakia	72.55
 5	Australia	86.21	 22	Chile	79.25	 39	Germany	72.31
 6	United States of America	86.09	 23	Lithuania	79.01	 40	Belgium	72.22
 7	Korea, Republic of	85.94	 24	Switzerland	78.40	 41	Mexico	72.00
 8	Spain	85.88	 25	United Arab Emirates	77.22	 42	Malaysia	70.90
 9	Sweden	85.80	 26	Slovenia	76.92	 43	Czechia	70.84
 10	Iceland	85.01	 27	Italy	76.82	 44	Qatar	69.15
 11	Singapore	83.42	 28	Malta	76.56	 45	Croatia	69.06
 12	Austria	83.32	 29	Latvia	75.05	 46	Colombia	68.29
 13	France	82.92	 30	Türkiye	74.97	 47	Serbia	68.09
 14	New Zealand	82.59	 31	Uruguay	74.70	 48	Japan	67.58
 15	Luxembourg	81.98	 32	Kazakhstan	74.45	 49	Russian Federation	67.12
 16	Norway	81.67	 33	Greece	74.22	 50	Costa Rica	67.05
 17	Brazil	81.44	 34	Thailand	73.80	 51	Cyprus	66.98

52	Argentina	66.92	71	Philippines	55.23	90	Bosnia and Herzegovina	37.15
53	Ecuador	65.83	72	Kuwait	55.21	91	Cambodia	36.24
54	Ireland	65.73	73	Jordan	54.22	92	Tanzania, United Republic of	34.22
55	Peru	65.31	74	India	51.23	93	Nigeria	30.92
56	Mauritius	64.98	75	Paraguay	50.96	94	Botswana	30.72
57	Armenia	63.93	76	Sri Lanka	50.94	95	Honduras	28.36
58	Ukraine	60.78	77	Montenegro	50.64	96	Zambia	28.32
59	Indonesia	60.44	78	North Macedonia	48.81	97	Nicaragua	28.26
60	Moldova	60.37	79	El Salvador	48.30	98	Namibia	27.17
61	Georgia	59.81	80	Bangladesh	46.99	99	Nepal	26.31
62	Bulgaria	59.78	81	Kenya	44.84	100	Pakistan	24.81
63	Mongolia	59.71	82	Trinidad and Tobago	44.41	101	Lebanon	24.45
64	China	59.40	83	Bolivia	42.84	102	Senegal	17.92
65	South Africa	59.30	84	Tunisia	42.48	103	Venezuela	17.69
66	Albania	59.16	85	Rwanda	42.00	104	Angola	16.82
67	Viet Nam	59.05	86	Guatemala	40.52	105	Tajikistan	14.30
68	Romania	58.43	87	Morocco	39.86	106	Malawi	11.66
69	Egypt	57.06	88	Ghana	38.34	107	Mali	10.47
70	Panama	56.81	89	Kyrgyzstan	38.13			

4.2.2 General Findings

Governments worldwide are increasingly adopting a whole-of-government approach to digitalization. This includes using government cloud-based infrastructures, interoperability frameworks, and other platforms to streamline and enhance the delivery of public services as they aspire to thrive and prosper in their ever-evolving environments. High-level initiatives often involve developing a comprehensive digital strategy that encompasses core government systems. Specifically, governments are investing in digital platforms that enable cross-agency data sharing, interoperability, and the integration of various government functions. Countries with advanced e-governance frameworks, such as Estonia, Singapore, South Korea, and the United Arab Emirates, are often recognized as top performers in core government system digitalization.

The “Digital Government” brings several key benefits, including improved public service delivery, data-driven decision-making, evidence-based policies, enhanced accountability, transparency, and increased public trust in government institutions. Furthermore, it fosters greater civic engagement by providing citizens with new avenues for participation in the policymaking process, promoting a more inclusive and responsive government.

Meanwhile, data capability is becoming increasingly important for government digitalization. As governments invest in data infrastructure, analytics, and data-driven decision-making processes, they are also expanding their online service offerings to make it easier for citizens to access government information, complete transactions, and interact with public services from anywhere. Many countries have introduced digital payment platforms, government digital wallets, and policies to encourage cashless transactions while focusing on digital identity and authentication solutions for secure access.

The 2030 Agenda for Sustainable Development recognizes the immense potential of Information and Communication Technologies (ICTs) and global interconnectedness in advancing human progress and fostering knowledge societies (United Nations, n.d.). The global trend is towards increasing digital connectivity and digital inclusion, with a focus on improving access to online services and information.

Governments worldwide are increasingly aware of the transformative influence of ICTs and digital government in advancing public institutions and the broader public-sector landscape and enhancing service delivery capabilities. Initiatives include efforts to expand broadband access, promote digital literacy, and increase internet penetration. Mobile technologies and broadband connectivity, already common in developed countries, are extending rapidly in developing countries and emerging markets. Social networks have made profound changes and impacts on the ways people interact with one another

and with their governments. Open government data and cloud computing, coupled with the use of mobile devices, have further enriched the ICT ecosystem. Countries with high levels of digital connectivity, such as the Nordic countries, South Korea, and the United Arab Emirates, highlight themselves as exceptional performers in terms of E-citizenship.

Simultaneously, governments are increasingly embracing AI to enhance the quality and efficiency of public services. Top-performing governments invest in AI solutions to enhance interoperability among various government systems. They create AI-powered platforms that can seamlessly exchange data and information across different agencies and services; utilize AI-powered cloud solutions for improved data management, storage, and analytics; make use of AI-driven threat detection and response systems to protect sensitive government data and systems; leverage AI and machine learning to enhance data analytics capabilities; provide AI-driven digital banking solutions; use AI in tax-related services like tax calculations, filing assistance, and compliance monitoring; and enable AI chatbots to answer queries, guide users, and offer personalized recommendations for online services.

To promote e-citizenship, governments are implementing AI projects to bridge the digital divide. These initiatives focus on expanding internet access and digital literacy, ensuring that all citizens benefit from the digital ecosystem. The United States has been a leader in AI development and application. AI is actively contributing to enhanced health outcomes, climate change initiatives, and the reinforcement of cybersecurity for federal agencies. In 2023, federal agencies identified more than 700 applications where they leverage AI to advance their missions, with the expectation that this number will continue to increase (The White House, 2023). Estonia is also renowned for its advanced e-governance. The government employs AI for data management, e-residency services, and administrative efficiency, contributing to a high level of E-citizenship. The Smart Nation initiative in Singapore includes AI applications in various areas, such as healthcare, transportation, and e-citizenship services.

Estonia ranks first in the Digitalization dimension, showcasing its exemplary prowess in harnessing digital technologies and data for comprehensive advancement and innovation. This leadership position not only highlights Estonia's success but also serves as a model for other nations seeking to accelerate their digital transformation efforts. Two decades ago, Estonia initiated its digital governance transformation with the launch of the E-Government Act, a pioneering initiative aimed at leveraging the potential of the Internet and emerging technologies across government agencies. The primary objective was to provide citizen-centric government information and services, marking the inception of

Estonia's remarkable journey towards becoming a global leader in e-government (e-Estonia, 2023).

In 2021, Estonia introduced the Estonian Digital Agenda 2030, a comprehensive roadmap to harness technology to drive economic, societal, and state advancement in the coming decade. Estonia remains steadfast in adhering to the principles highlighted in the development plan to enhance its digital power. One of the top performing areas in this regard is the Use of Digital Platforms for Providing Financial Services, reflecting Estonia's unwavering commitment to fostering a digital-first approach in the financial sector. This strategic focus on financial services promotes economic growth and positions Estonia as a hub for financial technology innovation (European Union, 2023).

Estonia's groundbreaking digital service, e-tax, is an essential supporting initiative launched in 1999. It revolutionized the tax filing process, ensuring swift returns within 11 days. By 2019, a remarkable 96% of personal income tax declarations were completed through online submissions. This not only streamlined administrative processes but also enhanced fiscal transparency and efficiency (e-Estonia, 2023).

Another top area of performance is related to Online Services, which signifies Estonia's commitment to delivering cutting-edge digital solutions and reputation as a global leader in digital governance. A standout initiative in this context is the pioneering introduction of e-residency, a program that grants secure digital identities to non-Estonian citizens and those that do not have residency in Estonia. This groundbreaking project is the world's first of its kind, offering online access to a nation and its diverse range of services. Estonia's e-residency program not only facilitates international business but also fosters global digital cooperation, setting a precedent for other countries to follow in the journey toward a digitally interconnected world (Government of Estonia, n.d.).

Most importantly, as far as recent trends in digitalization, Estonia has been a pioneer in leveraging technology to improve public services and government operations. Estonia's holistic approach to the adoption of AI and machine learning has earned it a reputation as one of the world's leaders in digital government service (World Bank, 2023). The country's initiatives focus on improving data capability, financial services, and online services while promoting digital inclusion and e-citizenship.

Estonia's X-Road platform is an interoperable data exchange layer that connects various government databases and e-services. AI technologies are used to manage data requests and ensure secure and efficient data sharing. Government websites feature AI-powered chatbots that assist citizens with inquiries, guide them through services, and provide instant support. The Estonian ID card and Mobile-ID are digital identity solutions that are essential for accessing e-government services. AI technologies play a role in identity verification and security. Estonia's Artificial Intelligence Development Plan, called the Kratt Strategy, is looking at implementing over 80 AI projects across 40 public sector institutions as AI becomes part of the next chapter in the country's digital story. With an investment of over 20 million euros dedicated to broadening AI usage on a national scale, Estonia is poised to harness the full potential of this transformative technology (e-Estonia, 2023).

The digital public infrastructure is a primary enabler of digital transformation, significantly elevating the extensive enhancement of delivering public services. An increasingly prominent worldwide pattern involves the wide use of cloud technology in government. Adhering to this development, Estonia finds itself shifting from older systems to an integrated government cloud solution. This new cloud-based solution adheres to the national IT Security Standard (ISKE) to ensure safety and quality criteria compliance. This strategy aims to guarantee the secure storage and confidential management of sensitive personal data, preserving its integrity.

Top performing governments in Digitalization

Country							Digitalization Score
Core Government Systems Index (CGSI)							
Data capability							
Use of digital platforms for providing financial services							
Online services							
E-citizenship							
1	Estonia	88.22	95.88	100.00	100.00	74.71	87.87
2	Denmark	68.16	98.97	85.75	97.32	96.55	77.50
3	Netherlands	75.63	97.94	89.78	87.16	89.66	77.34
4	Finland	59.46	100.00	98.97	97.80	78.16	76.98
5	Australia	77.19	98.97	80.29	91.82	82.76	76.08

4.2.3 Detailed View: DIGITALIZATION

4.2.3.1 Core Government Systems Index (CGSI)

The indicator assesses the maturity level of essential government systems, comprising critical elements such as the interoperability framework, government cloud infrastructure, and interconnected platforms. Its significance lies in its ability to highlight the government's unwavering commitment to adopting a holistic digital strategy encompassing many essential components.

CGSI is calculated as the weighted average of 17 key indicators (KPIs) and 69 sub-indicators. Within the 17 KIs, value ranges differ: Sixteen employ a scale from 0 to 2, and one utilizes a range between 0 and 1.

An exemplary illustration of this commitment to embracing a comprehensive digital strategy can be found in the Republic of Korea, which holds the top ranking on this indicator.

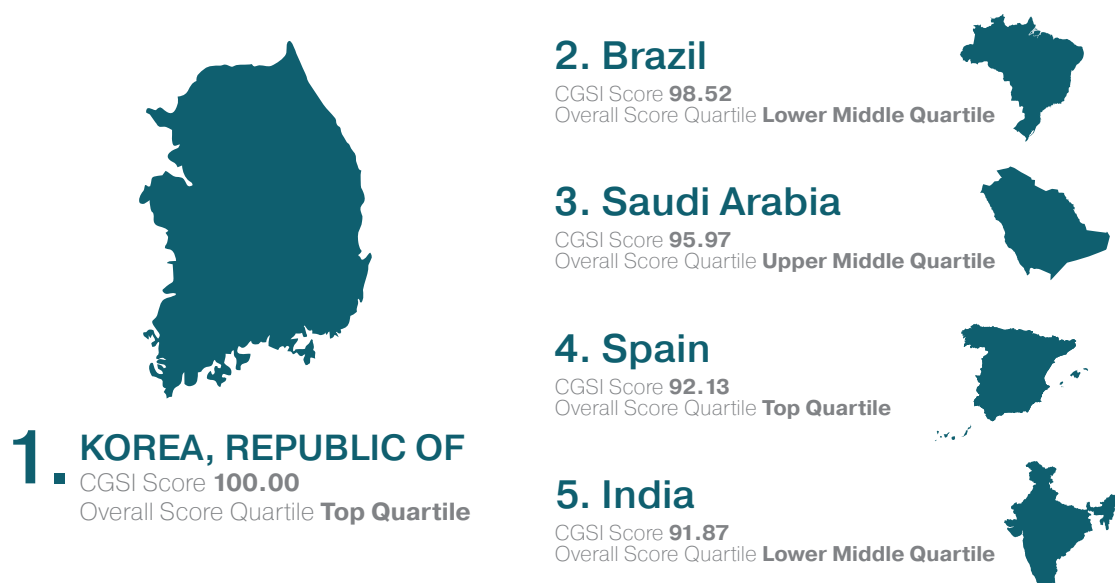
In June 2021, the Korean government unveiled its ambitious digital government strategy for 2021-2025 (Korean Ministry of the Interior and Safety, 2021). This strategy outlines a roadmap for implementing intelligent service design, data-driven public administration, and establishing robust and inclusive digital infrastructure. Central to this plan is the Digital Government Master Plan 2021-2025, which encompasses government-wide strategies and key initiatives, all guided by the vision of "Digital, the door to a better world" (Korean Ministry of the Interior and Safety, 2021).

One standout initiative of this plan is the incorporation of the e-Government Standard Framework (eGovFrame), which provides a predefined set of features and functions essential for developing and managing public information systems (Korean Ministry of the Interior and Safety, n.d.). This approach enhances ICT (information and communication technology) investment efficiency and promote interoperability among government systems. The implementation of standard modules and open-source-based systems, relying on approximately 50 open-source software components, underscores Korea's commitment to cutting-edge technology and interoperability standards.

Moreover, the Republic of Korea has set forth the Digital Platform Government (DPG) as a pioneering innovation strategy (Korean Ministry of the Interior and Safety, n.d.). DPG serves as a platform where all data is seamlessly interconnected, facilitating the creation of a one-stop government that breaks down barriers among ministries (World Economic Forum, 2023). The vision is to provide integrated, personalized, and proactive services from the public's perspective by fostering collaboration and data sharing among ministries.

This initiative also seeks to establish a data-driven policymaking framework and promote public-private cooperation. Notably, the government will open most government-owned data to support private companies in delivering government services through Open API, promoting experimentation and innovation through collaboration between the public and private sectors.

Top performing governments in Core Government Systems Index (CGSI): Visual map



4.2.3.2 Data Capability

The indicator measures the government's readiness to harness the power of data in enhancing digital and online services, ensuring efficient data utilization. It assesses the capacity to collect and utilize data and deliver high-quality digital and online services, utilizing a standardized 0–1 scale for comparison and aggregation. This indicator is an average of two sources: the Statistical Performance Index (SPI) framework and the E-Government Development Index (EGDI).

The Republic of Korea is positioned among the top-ranking nations in this indicator. In 2013, the Republic of Korea embarked on its open data policy initiative, which served as a foundational framework to enhance transparency and the quality of public services through the strategic deployment of open data (Global Delivery Initiative, 2021). This policy encompasses data collected, managed, and overseen by both local and central government entities, as well as other public and semipublic institutions.

The core of this initiative resides in the Open Government Data portal (OGD), a central and all-encompassing platform designed as a one-stop shop. It aggregates and provides access to Open Government Data that is generated or acquired and managed by all public sector organizations (Korean Ministry of the Interior and Safety, n.d.). The OGD portal offers a variety of access methods, including file data, Open API, and data visualization, ensuring that the public can effortlessly and conveniently utilize Open Government Data. This inclusive approach empowers anyone to swiftly and accurately locate the specific Open Government Data they require through user-friendly and efficient search mechanisms.

Over time, the government has not only mastered transparency and accountability but has also taken significant strides to stimulate and support the development of applications based on open public data (Global Delivery Initiative, 2021). This collaborative approach, involving active engagement with citizens and businesses, has bolstered transparency, innovation and economic growth.

Another country that vividly excels in this indicator is Finland. Avoindata.fi serves as Finland's national hub for open data, offering a diverse range of datasets, with the Finnish company register emerging as one of the most sought-after datasets on the platform. What sets this initiative apart is its inclusive approach, allowing users to contribute their own organizations and datasets to the portal, thereby fostering the crowdsourcing of data and ideas.

Furthermore, the Ministry of Finance initiated a project from 2020 to 2022 to allocate funding and promote open data utilization (Finland Ministry of Finance, n.d.). This project seeks to encourage the wider and more effective use of public information in decision-making, business activities, research endeavors, and civic engagement.

An example of the practical application of open data can be seen through the website Handata. This platform provides access to purchase invoice data originating from municipalities and various other public entities. Thanks to Handata's user-friendly search engine, individuals can easily and swiftly access information regarding municipal purchases and competitive procurement activities.

Top performing governments in Data Capability: Visual map*



***Note:** When having two or more countries sharing the same indicator score, the ranking is secondly based on the dimension score.

4.2.3.3 Use of Digital Platform for Providing Financial Services

The indicator measures the extent to which digital platforms are actively leveraged for the delivery of financial services. It relies on survey responses to assign ratings along a scale of 1 (indicating minimal utilization) to 7 (indicating extensive utilization).

Monitoring this indicator is of utmost significance, as it provides a clear picture of how deeply digital platforms have become ingrained in the provision of financial services. This integration represents a pivotal component of modern digital transformation, signifying the ongoing evolution of the financial sector towards a more technologically advanced and accessible landscape.

Estonia leads the rankings in this indicator. It actively encourages and facilitates electronic banking services, promoting secure transactions using e-ID and offering high-quality Internet banking services (e-Estonia, n.d.). This transformation has resulted in a remarkable shift,

with over 99% of all banking transactions in Estonia now conducted online (e-Estonia, n.d.). Users of these services benefit from the convenience of round-the-clock access and a secure, efficient e-banking system.

Estonia's e-banking system is renowned for its simplicity, security, and near-instantaneous transactions. Regulatory changes implemented in 2017 have paved the way for the online opening of bank accounts using advanced identification methods, underscoring Estonia's commitment to technological innovation and enhanced accessibility in banking services.

Another pivotal initiative bolstering Estonia's digital landscape is the groundbreaking e-tax service. e-Tax is an electronic tax filing system established by the Estonian Tax and Customs Board, with approximately 98% of all tax declarations in Estonia filed electronically each year (Estonian Tax and Customs Board, n.d.).

Top performing governments in Use of Digital Platforms for Providing Financial Services: Visual map



2. Finland

Use of Digital Platforms for Providing Financial Services score **98.97**
Overall Score Quartile **Top Quartile**

3. Chile

Use of Digital Platforms for Providing Financial Services score **92.84**
Overall Score Quartile **Upper Middle Quartile**

4. Iceland

Use of Digital Platforms for Providing Financial Services score **91.02**
Overall Score Quartile **Top Quartile**

5. Netherlands

Use of Digital Platforms for Providing Financial Services score **89.78**
Overall Score Quartile **Top Quartile**

4.2.3.4 Online Services

The indicator quantifies the extent of online e-government services, highlighting the government's commitment to digital service delivery. It assesses the extent of online e-government service provision in 193 Member States using the Online Service Index (OSI), which consists of five subindices: Institutional Framework (IF), Services Provision (SP), Content Provision (CP), Technology (TEC), and E-Participation (EPI).

OSI is computed by averaging the normalized values of these subindices, with weights assigned based on the relative proportion of questions in the assessment questionnaire. IF holds 10%, SP 45%, CP 5%, TEC 5%, and EPI 35%.

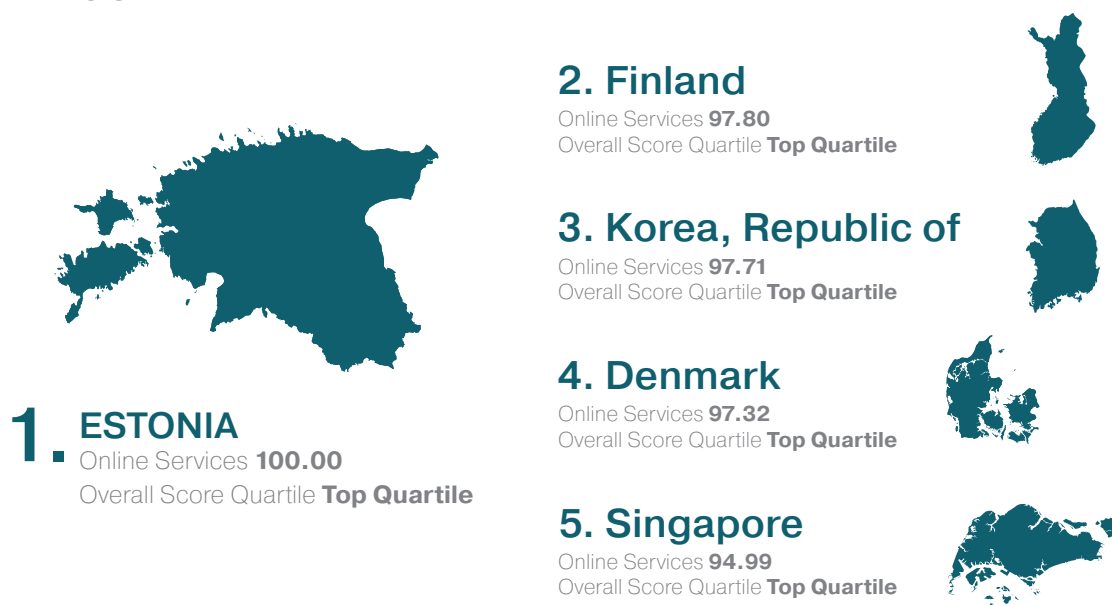
Estonia shines as one of the leading countries in offering and advancing online services for its citizens. The Estonian government extends hundreds of e-services to its citizens and even more to businesses (Visit Estonia, 2022). These services range from cutting-edge innovations to those deeply integrated into everyday life.

Remarkably, 99% of public services in Estonia are accessible online 24 hours a day, facilitating citizen engagement at their convenience (e-Estonia, n.d.). Some of the most popular digital services in Estonia encompass the Tax and Customs Board, the Patient Portal, e-File, and the e-Business Register. All databases are responsible for describing their kept information in the catalog of interoperability resources (RIHA).

Estonia was the first country in the world to implement i-voting in national elections (e-Estonia, n.d.). Since 2005, this electronic voting system with binding results has allowed citizens to conveniently participate in the governance process by casting their ballots from any internet-connected computer worldwide.

Furthermore, Estonia's E-Residency program provides a unique government-issued digital identity to global entrepreneurs, granting them remote access to a highly digitalized nation (Government of Estonia, n.d.). This digital identity ensures secure online authentication and efficient electronic signatures, all while enabling the seamless establishment of companies through a 100% online process, regardless of location.

Top performing governments in Online Services: Visual map



4.2.3.5 E-citizenship

The indicator provides insights into the readiness of a population to embrace digital technologies, considering elements such as internet access and social media engagement. It serves as a barometer of a society's ability to thrive in an increasingly digitalized landscape.

The assessment of E-citizenship is conducted on a scale ranging from 1 to 10. This evaluation takes into account standardized metrics, including the prevalence of fixed broadband subscriptions, the number of internet users, and the percentage of the population active on Facebook. These factors collectively contribute to a holistic picture of how well-equipped a society is to participate in the digital era.

Evaluating these components provides a means to acquire a more profound comprehension of a society's digital landscape, which encompasses aspects like connectivity, internet usage, and active engagement with online platforms. This insight becomes particularly crucial in an age where digital access and proficiency are pivotal in fostering social inclusivity and driving economic advancement. Malta not only secures the highest position in this indicator but also effectively demonstrates its strong readiness to embrace digital technologies and its population's active engagement with online platforms.

Some noteworthy statistics from Malta include:

- In January 2022, Malta had 390.2 thousand internet users.
- Internet users in Malta increased by 5,518 (1.4%) from 2021 to 2022.

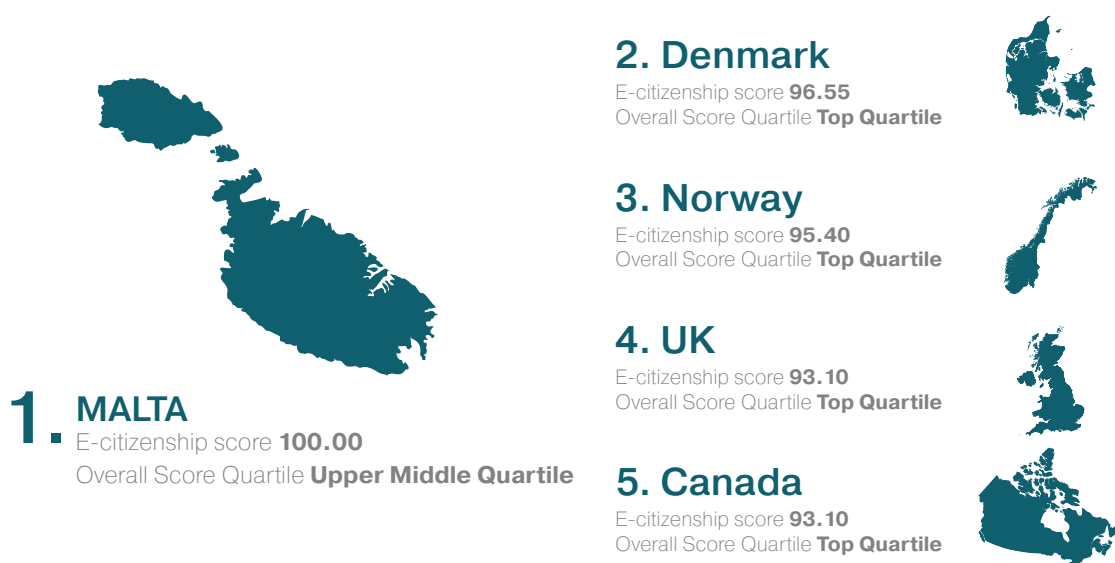
- In January 2022, there were 447.0 thousand social media users in Malta, equivalent to 101% of the total population (social media users may not represent unique individuals).
- Social media users in Malta increased by 27 thousand (6.4%) from 2021 to 2022 (DataReportal, 2022).

Also, Malta achieves a 90% internet penetration rate, which underlines Malta's robust digital environment and its population's strong engagement with online technologies (Times of Malta, 2022). The Malta Digital Strategy outlines Malta's digital roadmap for 2022-2027, reaffirming its commitment to lead in digital transformation while addressing social and economic challenges (Maltese Government, 2022).

Two key strategic actions in this respect include:

- **Enhancing Connectivity:** This involves ongoing investment in local and international digital connectivity, extending internet access, and bolstering national infrastructure resilience in line with an updated National Broadband Plan (European Commission, n.d.).
- **Improving Public Wi-Fi:** Another important step is to expand free public Wi-Fi and consider deploying strategically located phone-charging lockers to enhance convenience and connectivity for citizens.

Top performing governments in E-citizenship: Visual map



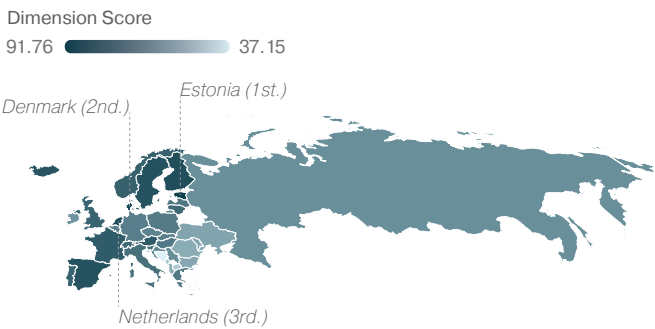
4.2.4 Regional Insights: Digitalization

In the global landscape of Digitalization, as defined by the process of leveraging digital technologies and data to transform and improve the delivery, accessibility, efficiency, and effectiveness of government services and interactions with citizens, Europe leads the global digitalization landscape, with Estonia, Denmark, and the Netherlands securing top positions, exemplifying a strong commitment to resilient digital ecosystems. In the Middle East, Saudi Arabia takes the lead with a comprehensive Digital Transformation Strategy and the establishment of the Digital Government Authority, while Lebanon lags in digital development. Asia and Oceania, led by Australia, rank third globally, excelling in online services but facing challenges in financial services and core government

Europe

Europe leads the dimension of Digitalization, with Estonia securing the top position and showcasing high scores in the Utilization of Digital Platforms for Financial Services and Online Services. Denmark follows closely on the second position, excelling in Data Capability, Online Services, and E-Citizenship. The Netherlands secures the third rank, particularly praised for its high score in Data Capability. Finland and Spain claim the fourth and fifth positions, with Sweden following closely in the sixth position. On the flip side, Montenegro, North Macedonia, and Bosnia and Herzegovina are recognized as countries needing significant advancements.

Europe: Digitalization



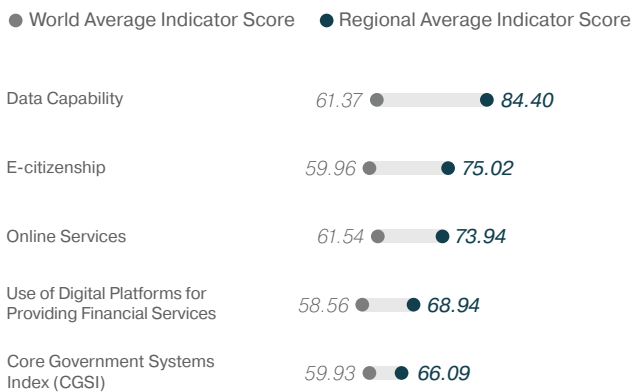
The Estonian government has initiated a transformative endeavor in the Digital Agenda 2030 that focuses on nurturing a resilient digital ecosystem. This encompassing agenda offers a series of strategic initiatives designed not only to enhance digital infrastructure but also to elevate digital services and cultivate the growth of digital skills (Ministry of Economic Affairs and Communication, n.d.). Moreover, Estonia has earned its reputation as a trailblazer in digital government services, laying the foundation on the

systems. The Americas, spearheaded by Canada, claim the second spot globally but confront digital divides in Latin America and the Caribbean. Initiatives in Brazil, Canada, Venezuela, and Honduras aim to bolster digital government and economic resilience. Africa, on fifth place, sees notable progress in countries like Mauritius, South Africa, Egypt, Kenya, Tunisia, and Rwanda, but continent-wide challenges demand substantial investments in digital infrastructure, data capability, and innovation for a prosperous digital future. This analysis reveals a global landscape concerning Digitalization, emphasizing the diverse levels of performance and challenges encountered in various regions and nations.

principles of the Estonian Information Policy established by the Parliament in 1998. The government’s commitment to digital transformation is evident in its pursuit of increased operational efficiency and the streamlined delivery of public services. With a steadfast commitment to a “digital-by-default” approach, Estonia has made 99% of its public services accessible online. Furthermore, the incorporation of electronic signatures is estimated to contribute to an annual saving of 2% of Estonia’s GDP (OECD, 2019).

Denmark, currently ranking second in Digitalization, has embarked on a significant journey with the launch of an extensive Digitalization Strategy in May 2022. This strategic initiative encompasses over 60 ambitious projects aimed at reinforcing digital security and augmenting the digital competencies of both the nation and its companies. To realize these objectives, the government has allocated a substantial investment of 2 billion DKK over the next five years to advance the digital society (Ministry of Foreign Affairs of Denmark, 2022).

Europe compared to the world



In comparison to the worldwide average, Europe surpasses the median in all indicators, with the Data Capability indicator securing the highest score, closely followed by the E-Citizenship indicator. Notably, Europe consistently achieves elevated scores across all indicators when contrasted with other regions.

Despite progress, notable disparities persist in digital infrastructure across EU regions, with 14% of companies identifying limited access to digital infrastructure as a significant barrier to investment. Furthermore, the digitalization initiatives of businesses are heavily reliant on the presence of a workforce equipped with digital skills. Regions where employees possess above-average digital skills tend to adopt advanced digital technologies, and enterprises in these areas demonstrated higher investments in digitalization during the COVID-19 crisis (European Investment Bank, 2023).

The North Bosnia and Herzegovina government has introduced a Digital Transformation Strategy, aiming to shape a digital landscape for the region (UNDP. n.d.). In the realm of digital public administration services, the

North Bosnia and Herzegovina government has taken significant strides. The enactment of the Law on Electronic Administration illustrates a commitment to regulating eGovernment in alignment with current and future needs and international integration processes. Furthermore, the establishment of a digital transformation process management system, including a National coordination body, signifies a proactive approach to enhancing the digital transformation process (European Commission, 2018).

Hence, it is imperative for countries in the European region to enhance education and training systems continually, upgrading the skills of workers and providing online learning opportunities to narrow the digital gap. The European Union should extend its focus beyond technology adoption and consider the broader societal implications. Enabling workers to enhance their digital skills will play a pivotal role in creating an innovation-friendly environment within the European Union, ultimately boosting the competitiveness and resilience of companies and regions (European Investment Bank, 2023).

Europe: Digitalization Scores

Indicator Score

100.00  22.19

	Digitalization Score	Core Government Systems Index (CGSI)	Data Capability	Use of Digital Platforms for Providing Financial Services	Online Services	E-citizenship
Estonia	91.76	88.22	95.88	100.00	100.00	74.71
Denmark	89.35	68.16	98.97	85.75	97.32	96.55
Netherlands	88.03	75.63	97.94	89.78	87.16	89.66
Finland	86.88	59.46	100.00	98.97	97.80	78.16
Spain	85.88	92.13	94.85	82.11	81.00	79.31
Sweden	85.80	73.78	98.97	77.44	86.84	91.95
Iceland	85.01	77.82	85.57	91.02	85.06	85.59
Austria	83.32	85.46	94.85	74.76	84.53	77.01
France	82.92	90.04	90.72	65.02	83.75	85.06
Luxembourg	81.98	74.30	90.34	81.24	77.83	86.21
Norway	81.67	65.22	95.88	78.14	73.72	95.40
Portugal	80.81	80.68	85.57	82.02	73.02	82.76
UK	80.30	53.42	89.69	80.32	84.95	93.10
Lithuania	79.01	75.22	88.66	81.70	78.20	71.26
Switzerland	78.40	56.35	91.75	89.48	69.37	85.06
Slovenia	76.92	70.37	93.81	65.59	82.41	72.41
Italy	76.82	82.86	91.75	57.06	82.32	70.11
Malta	76.56	54.38	79.90	63.72	84.82	100.00
Latvia	75.05	60.44	85.57	87.19	75.41	66.67
Greece	74.22	80.68	86.60	57.58	70.37	75.86
Hungary	73.52	65.39	80.41	75.91	66.57	79.31
Poland	73.14	70.75	90.72	69.49	72.69	62.07
Slovakia	72.55	57.36	77.56	83.52	63.87	80.46
Germany	72.31	60.86	91.75	57.23	72.37	79.31
Belgium	72.22	71.93	81.44	61.25	59.11	87.36
Czechia	70.84	78.13	83.51	63.78	56.39	72.41
Croatia	69.06	76.98	61.86	67.05	75.05	64.37
Serbia	68.09	72.22	72.16	53.57	80.40	62.07
Russian Federation	67.12	83.92	75.26	62.84	65.29	48.28
Ireland	65.73	22.66	89.69	64.90	70.93	80.46
Ukraine	60.78	55.67	65.98	61.83	75.58	44.83
Moldova	60.37	63.39	68.04	58.99	65.45	45.98
Bulgaria	59.78	57.41	76.29	36.90	61.65	66.67
Albania	59.16	58.12	64.95	34.66	76.03	62.07
Romania	58.43	39.75	69.07	56.39	57.98	68.97
Montenegro	50.64	50.03	52.58	44.46	41.03	65.13
North Macedonia	48.81	39.85	56.70	23.57	60.70	63.22
Bosnia and Herzegovina	37.15	22.19	36.08	33.86	32.72	60.92

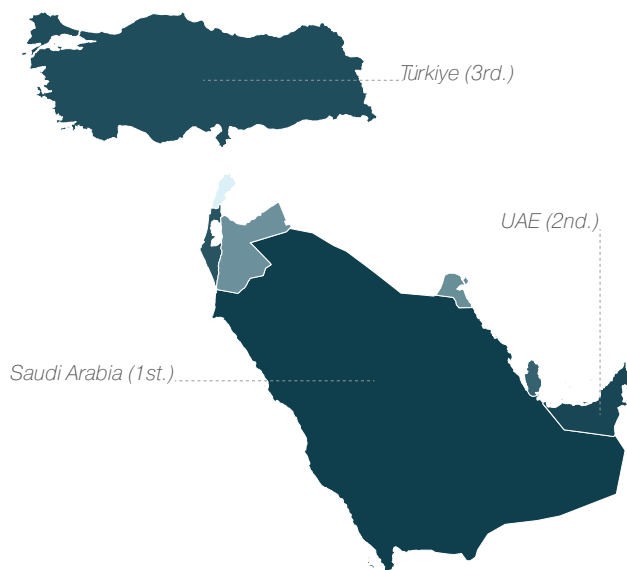
Middle East

In the realm of Digitalization, the Middle East region secures the second position, with Saudi Arabia taking the lead and achieving the top spot with a notable score in the Core Government Systems Index (CGSI). Following closely in second place is the United Arab Emirates, excelling not only in the Government Systems Index (CGSI) but also in Online Services. Türkiye secures the third rank, earning commendation, especially for its strengths in Data Capability and Online Services.

Middle East: Digitalization

Dimension Score

79.86  24.45



Conversely, Lebanon stands out as a country in need of more substantial development in the digitalization domain, especially in the Utilization of Digital Platforms for Financial Services and Online Services.

Saudi Arabia asserts itself as a prominent player in the field of Digitalization, which is evident in the proactive measures initiated by the government. At the forefront of these efforts is the implementation of a comprehensive Digital Transformation Strategy, designed to pave the way for a digitally empowered Saudi Arabia. The strategy articulates key priorities for the foreseeable future, spanning digital government, digital inclusion and skills, and digital resilience (United national Platform, n.d.).

A noteworthy facet of Saudi Arabia's digital prowess lies in the significant enhancements made to digital government services. With over 6,000 government services successfully digitized, accounting for an impressive 97% of the total, the government has demonstrated a commitment to providing efficient and accessible digital solutions (Arab News, 2023). To spearhead these

endeavors, the establishment of the Digital Government Authority (DGA) serves as a testament to the government's dedicated leadership in the digital domain. The DGA is instrumental in championing citizen-centric, integrated digital government services, adhering to government-wide standards such as openness, transparency, and user-friendliness across various agencies. Notably, there is a deliberate emphasis on optimizing these services for mobile devices, prioritizing accessibility and convenience (Digital Government Authority, n.d.).

Furthering its commitment to innovation and entrepreneurship, the government has established the National Digital Innovation Centre. This center plays a crucial role in promoting digital innovation among the youth, offering training and mentorship programs to cultivate the next generation of digital leaders (The National Digital Transformation Unit, n.d.). Through multifaceted initiatives, Saudi Arabia positions itself as a trailblazer in Digitalization, driving forward not only technological advancement but also fostering a culture of innovation and skill development among its citizens.

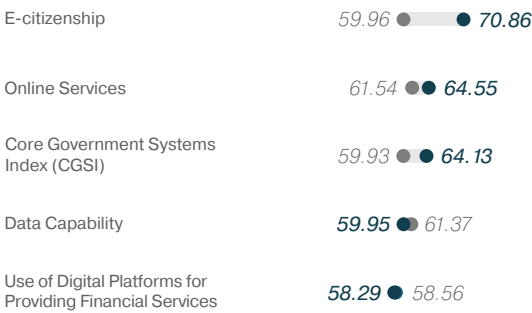
The United Arab Emirates holds the second position in the Digitalization dimension, demonstrating a strong commitment to advancing its digital landscape. The UAE Cabinet approved the establishment of the Higher Committee for Government Digital Transformation, a pivotal move aimed at fortifying digitalization efforts for both government and business operations. The introduction of the UAE Digital Government Strategy 2025 further underscores the nation's dedication to fostering digital development (UAE Cabinet, n.d.).

Under the leadership of the Digital Dubai Office, the UAE has embarked on over 130 initiatives in collaboration with both government and private sector entities. Key initiatives include the Dubai Data Initiative, the Dubai Blockchain Strategy, the Happiness Agenda, the Dubai AI Roadmap, and the Dubai Paperless Strategy—each contributing to the nation's multifaceted digital evolution (Digital Dubai Authority, n.d.).

Compared to the global average, the Middle East exceeds the median in three crucial indicators: E-Citizenship, Online Services, and Core Government Systems Index (CGSI). Particularly noteworthy is its second position globally in E-Citizenship, reflecting a commendable score. On the flip side, the region's performance falls slightly below the world average in Data Capability and the Utilization of Digital Platforms for Financial Services and Online Services. It is worth emphasizing that these disparities are moderate and do not represent significant deviations from the global average.

Middle East compared to the world

● World Average Indicator Score ● Regional Average Indicator Score



In the MENA region, there's a digital paradox as social media use surpasses expectations, but the adoption of digital tools like mobile money lags, standing at 32% in developing MENA countries. This discrepancy may stem from a lack of societal trust in government and corporate institutions, compounded by regulatory challenges hindering the digital transformation process (The World Bank, 2022).

Lebanon recognizes the need to advance its level of Digitalization. As a result, the government has made

developing a National Digital Transformation Strategy a high priority. This comprehensive plan aims to modernize and digitize many administrative functions through technology in order to enhance public services, increase work efficiency in government offices, and strengthen the country's overall digital capacity (Office of the Minister of State for Administrative Reform, 2022).

One key aspect of Lebanon's digitalization efforts is the digitization of government services. Initiatives have been launched to provide a range of online services that cover areas such as citizen documentation, permits, and other administrative processes. The primary objective is to minimize the necessity for physical visits to government offices, thereby simplifying bureaucratic procedures and making services more accessible to the public through digital channels (Office of the Minister of State for Administrative Reform, 2022).

Addressing the digital challenges in the MENA region entails fostering competition within the telecommunications market. This strategic approach seeks to surmount obstacles, enhance the adoption of mobile money and digital payments, and promote financial inclusion by expanding access to financial accounts (The World Bank, 2022).

Middle East: Digitalization Scores

Indicator Score

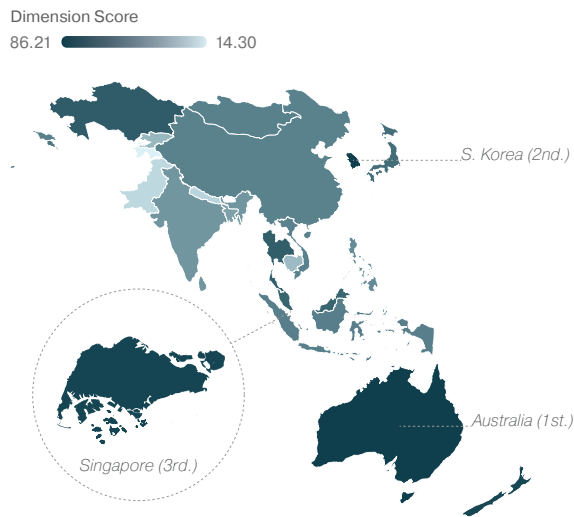


	Digitalization Score	Core Government Systems Index (CGSI)	Data Capability	Use of Digital Platforms for Providing Financial Services	Online Services	E-citizenship
Saudi Arabia	79.86	95.97	69.55	81.82	76.53	75.43
United Arab Emirates	77.22	90.00	58.76	68.53	87.00	81.83
Türkiye	74.97	78.01	81.44	69.51	81.54	64.37
Israel	73.37	39.24	81.44	78.81	83.45	83.91
Qatar	69.15	76.73	73.04	64.72	48.49	82.76
Kuwait	55.21	37.19	63.82	45.56	60.08	69.41
Jordan	54.22	72.33	36.08	57.04	55.08	50.57
Lebanon	24.45	23.54	15.46	0.37	24.26	58.62

Asia and Oceania

Asia and Oceania secure the third position in the Digitalization dimension, closely trailing the Americas, which holds the fourth rank. Australia stands out as a top performer, propelled by robust Data Capability and Online services. The Republic of Korea secures the second position, having the highest score in the Core Government Systems Index (CGSI) and Data Capability. Singapore clinches the third position, earning a notable score in the online Services indicator. Conversely, Tajikistan, Pakistan, Nepal, and Cambodia require more significant development in this aspect.

Asia and Oceania: Digitalization



The Australian government has unveiled its initial Data and Digital Government Strategy, envisioning the delivery of user-friendly, secure, and interconnected public services through top-notch data and digital capabilities. The finalized strategy, accompanied by an implementation plan, is slated for release by the end of 2023 (Australian Government, 2023). Additionally, the government has launched the Digital Economy Strategy, outlining policies and actions to position Australia as a leading digital economy by 2030, with a focus on digital skills, infrastructure, and government services (Australian Government, 2022).

To promote digital inclusion, various programs, including the “Being Digital” initiative, have been implemented to provide Australians with access to digital technologies and foster digital skills. Furthermore, the National Strategy for Identification Resilience emphasizes secure digital identification systems, consent-based biometrics, and building trust, with the goal of enhancing digital identity management for a safer digital economy by 2030 (Australian Government, 2023).

The Republic of Korea stands prominently in the realm of Digitalization, marking its position among the top performers. In June 2021, the Korean government laid out its Digital Government Strategy for 2021-2025, delineating a roadmap for the implementation of intelligent service design and delivery. The strategy is geared towards fostering a comprehensive government approach and enhancing citizen-centric public services by integrating innovative technologies into the public sector, grounded in the principles of simplicity, efficiency, and transparency.

Furthermore, the South Korean government has unveiled an ambitious blueprint to transform the country into a digital powerhouse by 2027 (RCR Wireless News, 2023). This vision includes ushering in the 6G era by 2026, positioning Korea as a global leader and the sole country with such advanced digital infrastructure. Aiming to elevate Korea's AI competitiveness to the third position worldwide, the government plans strategic investments in key areas like semiconductors, quantum computing, and the metaverse to gain access to cutting-edge technologies on a global scale.

In comparison to the global average, Asia and Oceania region excels in two indicators: Online Services and Core Government Systems Index (CGSI). The most under-average performances are in the utilization of digital platforms for providing financial services and E-Citizenship.

A significant number of economies in the Asia-Pacific region face a deficiency in sufficient digital infrastructure, hindering the establishment of a seamless, affordable, and widespread Internet coverage crucial for driving the digital transformation of these economies (Anukoonwattaka, W. et al., 2021). Despite the increasing prevalence of Internet-

accessible devices, such as smartphones, contributing to enhanced connectivity globally, certain landlocked developing countries, least developed countries, and developing nations in the region still lag significantly behind in terms of Internet accessibility.

On the flip side, Pakistan is a country in need of development. Nevertheless, the Digital Pakistan Policy serves as a comprehensive blueprint, articulating the government's vision to cultivate a digital ecosystem. This policy encompasses initiatives aimed at bolstering digital infrastructure, elevating digital services, and fostering the development of digital skills. A key facet of the policy involves the establishment of “Telecenters” across Pakistan, fostering the adoption of digital services, encouraging innovation, and contributing to the reduction of the digital divide (Ministry of IT & Telecom Pakistan, 2018).

Moreover, the policy strives to facilitate IT-related innovation by promoting the development of smart cities and leveraging technology to address local challenges. The Pakistani government is actively digitizing public services to enhance efficiency and convenience for its citizens. Notable digital services introduced include e-courts, e-voting for expatriate Pakistanis, and the digitization of government records and budget reports. In pursuit of these objectives, the government has established the National IT Board to spearhead e-government programs at federal ministries, marking a significant step in the ongoing Digital Transformation.

Tajikistan emerges as a country in the region requiring significant development. The Tajikistan government has given the green light to a Digital Economy Concept aimed at generating digital dividends crucial for national development. These dividends encompass key aspects like job creation, GDP growth, service sector transformation, and improvement in the overall quality of life for the population. The concept outlines the establishment of a public system to identify and develop digital services, facilitating the transition to a digital government (Asian Development Bank, 2023).

Recognizing the need for comprehensive development, the European Union has initiated a Digital Capabilities Strategic Analysis of Tajikistan. This project seeks to contribute to sustainable economic development and poverty reduction in Tajikistan through the digital transformation of the country. The objectives include fostering rapid economic growth, stimulating innovation, creating job opportunities, and enhancing access to quality public and private services, all aimed at aligning with the Sustainable Development Goals (SDGs). The project serves as a guiding force for the development and implementation of the Digital Economy Roadmap, advocating for reforms and the adoption of e-governance systems in Tajikistan, considered crucial elements for fostering digital transformation in the country.

Asia and Oceania compared to the world

● World Average Indicator Score ● Regional Average Indicator Score

Online Services 61.54 ● 63.52

Core Government Systems Index (CGSI) 59.93 ● 61.05

Data Capability 60.23 ● 61.37

E-citizenship 56.96 ● 59.96

Use of Digital Platforms for Providing Financial Services 66.09 ● 58.56

South Asian countries can harness the advantages of the burgeoning digital revolution by strategically implementing a thoughtful blend of public policies (World Bank, n.d.). These policies, designed to enhance inclusion, address

challenges in institutional capacity, competence, and coordination, and foster confidence in the digital economy, are pivotal for navigating the transformative wave of digitization.

Access to affordable, fast, and reliable internet is a fundamental necessity for both individuals and businesses. Essential for utilizing and innovating digital technologies, digital skills play a crucial role for users at both basic and advanced levels. Moreover, the significance of digital financial services cannot be overstated, as they become indispensable for economic activities to fully capitalize on the benefits offered by cyberspace. Concurrently, recognizing that the widespread adoption of digital technologies introduces a new array of risks, it becomes imperative to establish appropriate safeguards. These measures are vital for creating a digital space that is not only safe and secure but also garners trust from both individuals and businesses alike.

Asia and Oceania: Digitalization Scores

Indicator Score

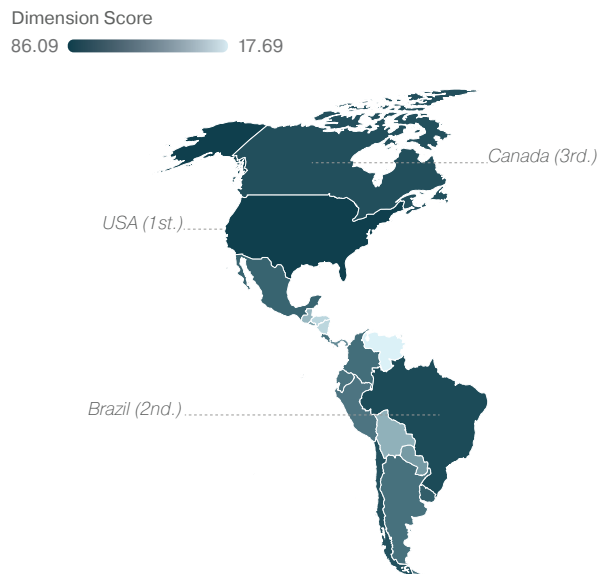
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	Digitalization Score	Core Government Systems Index (CGSI)	Data Capability	Use of Digital Platforms for Providing Financial Services	Online Services	E-citizenship
Australia	86.21	77.19	98.97	80.29	91.82	82.76
Korea, Republic of	85.94	100.00	100.00	45.77	97.71	86.21
Singapore	83.42	68.01	79.38	89.06	94.99	85.68
New Zealand	82.59	65.38	94.85	70.92	94.45	87.36
Kazakhstan	74.45	62.85	79.38	69.71	91.35	68.97
Thailand	73.80	86.13	68.04	67.29	70.50	77.01
Malaysia	70.90	75.93	61.86	69.78	68.75	78.16
Japan	67.58	37.28	91.75	46.10	88.05	74.71
Cyprus	66.98	55.30	73.87	59.05	70.88	75.83
Armenia	63.93	57.86	73.20	59.94	63.35	65.32
Indonesia	60.44	72.98	58.76	53.25	68.93	48.28
Georgia	59.81	36.92	71.13	62.96	48.71	79.31
Mongolia	59.71	91.64	63.92	26.77	50.72	65.52
China	59.40	39.52	48.45	64.02	85.18	59.85
Viet Nam	59.05	72.49	47.42	50.46	53.63	71.26
Philippines	55.23	61.48	57.73	50.52	51.25	55.17
India	51.23	91.87	45.36	22.02	72.75	24.14
Sri Lanka	50.94	77.18	51.55	52.37	42.56	31.03
Bangladesh	46.99	88.90	42.86	34.13	54.12	14.94
Kyrgyzstan	38.13	27.85	64.95	13.80	49.57	34.48
Cambodia	36.24	57.20	19.59	20.22	23.26	60.92
Nepal	26.31	39.51	16.49	22.71	28.68	24.14
Pakistan	24.81	17.37	17.53	36.07	42.74	10.34
Tajikistan	14.30	4.47	18.56	22.27	20.45	5.75

Americas

In the Digitalization dimension, the region holds the fourth position, with the United States of America taking the top spot and ranking first in Data Capability and Online Services. Brazil secures the second position, with the highest score in Core Government Systems Index (CGSI) within this dimension. Following closely are Chile in the fourth rank and Uruguay in the fifth rank. On the other hand, Honduras, Nicaragua, and Venezuela are the countries in greater need of development.

Americas: Digitalization



In the United States, several key initiatives have been undertaken to advance digitalization and improve services for its citizens. The Digital Government Strategy, initiated in 2012, aims to create a modern digital government that serves the people more effectively. It incorporates open data policies, emphasizing data as a valuable asset (Federal Trade Commission, n.d.).

Additionally, the FDA (The Food and Drug Administration) has initiated a digital health initiative, aiming to employ digital technologies for the enhancement of health and healthcare delivery (US Food & Drug Administration, 2020). This initiative covers a wide spectrum of digital health categories, including mobile health (mHealth), health information technology (IT), wearable devices, telehealth, telemedicine, and personalized medicine. Implementing this initiative offers a variety of benefits, such as affording healthcare providers a holistic perspective on patient health and empowering patients to assume greater control over their well-being. These technological advancements have the capacity to enhance medical outcomes and optimize operational efficiency. Moreover, they provide consumers with the tools to make well-informed decisions about their health, opening up new avenues for preventive measures, the early identification of life-threatening conditions, and the management

of chronic ailments outside the confines of traditional healthcare facilities.

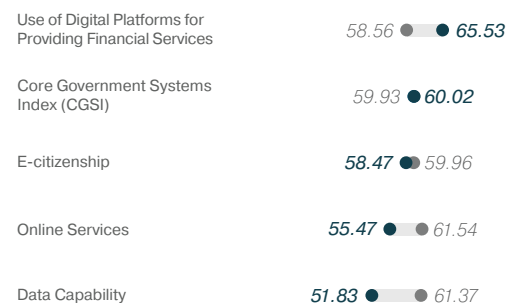
Brazil holds the second position in the region, but it distinguishes itself with the highest score as far as the Core Government Systems Index (CGSI) among regional peers. The government of Brazil introduced the Brazilian Digital Transformation Strategy with a vision to transition the nation into a digital society. The strategy spans a four-year period from 2018 to 2021 and concentrates on harmonizing diverse governmental undertakings in the digital domain.

Its objectives encompass advancing the digitization of production, facilitating digital education, training, and fostering economic expansion. Also, The OECD Digital Government Review of Brazil has delivered actionable policy recommendations aimed at refining digital government policies, programs, and projects in the country. This review concentrates on fortifying the efficiency and efficacy of the existing digital government policy by aligning it with broader public sector reform objectives and initiatives (OECD, 2018).

Canada secures the third spot in the regional rankings, achieving the highest score for E-Citizenship. Notably, the Canadian government has initiated the Canada Digital Adoption Program (CDAP), designed to empower small- and medium-sized businesses in Canada. The primary objective of CDAP is to assist these businesses in expanding their online footprint and facilitating the adoption or enhancement of digital technologies. Over a span of four years, the program will allocate \$4 billion in funding and extend its support to approximately 160,000 small businesses.

Americas compared to the world

● World Average Indicator Score ● Regional Average Indicator Score



In comparison to the global average, the Americas region excels in two key indicators: the Use of digital platforms for delivering financial services and the Core Government Systems Index (CGSI). The most under-average performances in the Digitalization dimension are seen with the Online Services and Data Capability indicators.

Accelerated digitalization is urgently needed in Latin America and the Caribbean, as the COVID-19 pandemic exposed the digital divide and the importance of digital adoption. Despite significant progress in increasing internet penetration, over 45% of Latin Americans lack access to the Internet, with approximately 45 million residing in areas devoid of infrastructure and connectivity (OECD, 2022).

Venezuela stands out in the region as a country that necessitates substantial improvements in its digitalization efforts. One crucial area in need of enhancement is data capability, which plays a pivotal role in this transformation. Venezuela has unveiled an ambitious plan to transition towards a fully digital economy. This strategy includes embracing partial dollarization in commerce while harnessing new digital economy mechanisms to fortify the national currency. Furthermore, the government is actively exploring the implementation of a decentralized payment system to ensure resilience and reduce vulnerabilities in the economic infrastructure (United Nations, 2023).

Honduras is another country within the region that requires significant enhancements, particularly in the

provision of Online Services. Led by the Ministry of General Coordination, the Honduran Digital Republic is at the forefront of driving e-government initiatives in the country (International Trade Administration, 2022). These initiatives aim to enhance the delivery of Online Services to citizens and businesses, fostering greater efficiency and accessibility.

The Ministry of Economic Development has taken proactive steps to introduce e-registration platforms tailored for investors in Honduran free trade zones. This digital approach simplifies and expedites the registration processes, promoting investment and economic growth in these regions (International Trade Administration, 2022).

Bridging this divide requires substantial investments, with an estimated \$18.7 billion for mobile access and an additional \$50 billion for fixed-line access. Furthermore, the private sector can incentivize investment through smart and flexible regulations, while promoting financial, regulatory, and technological innovation. An improved policy environment and a focus on the digital transformation of public services can further encourage adoption (OECD, 2022).

Americas: Digitalization Scores

Indicator Score

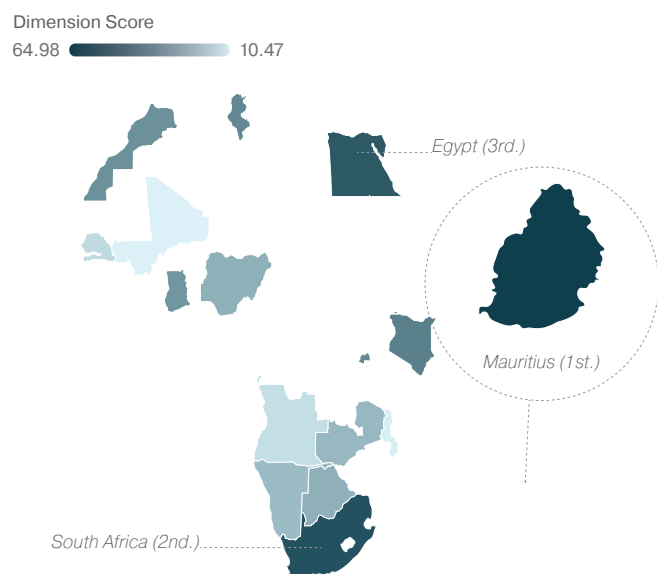
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	Digitalization Score	Core Government Systems Index (CGSI)	Data Capability	Use of Digital Platforms for Providing Financial Services	Online Services	E-citizenship
United States of America	86.09	66.88	96.91	83.91	90.82	91.95
Brazil	81.44	98.52	71.13	83.40	86.34	67.82
Canada	79.63	67.29	89.69	67.81	80.27	93.10
Chile	79.25	67.76	82.47	92.84	77.32	75.86
Uruguay	74.70	83.36	61.86	76.64	68.89	82.76
Mexico	72.00	70.78	80.41	68.75	76.86	63.22
Colombia	68.29	88.26	60.82	66.64	65.95	59.77
Costa Rica	67.05	51.33	72.16	82.51	57.96	71.26
Argentina	66.92	65.45	57.73	65.35	74.80	71.26
Ecuador	65.83	82.19	56.70	67.20	69.02	54.02
Peru	65.31	75.01	56.70	64.75	74.93	55.17
Panama	56.81	71.00	40.21	70.64	57.02	45.18
Paraguay	50.96	63.56	45.57	47.07	48.03	50.57
El Salvador	48.30	62.68	39.18	65.11	29.71	44.83
Trinidad and Tobago	44.41	28.82	46.79	44.84	32.64	68.97
Bolivia	42.84	50.97	19.40	58.96	36.61	48.28
Guatemala	40.52	38.02	25.77	67.16	39.46	32.18
Honduras	28.36	29.21	16.49	69.65	0.00	26.44
Nicaragua	28.26	29.78	13.40	40.15	31.54	26.44
Venezuela	17.69	9.44	3.09	27.25	8.43	40.23

Africa

In the Digitalization dimension, the region holds the 5th position, with Mauritius taking the lead and securing the first rank. Mauritius achieved the highest scores in both the Core Government Systems Index (CGSI) and E-Citizenship. South Africa closely follows in the second place within the region, particularly excelling in the Use of Digital Platforms for Providing Financial Services indicator.

Africa: Digitalization



Egypt occupies the third position, with a similarly strong showing in the Use of Digital Platforms for Providing Financial Services, and Kenya stands at the fourth spot. Tunisia secures the fifth position, closely trailing Rwanda, which ranks sixth.

Thus, Mauritius, South Africa, and Egypt emerge as the standout performers in the region, displaying remarkable achievements in the realm of Digitalization. Notably, Mauritius takes the lead, largely attributable to its performance in the Core Government Systems Index (CGSI).

In its quest for digital transformation, Mauritius has undertaken a series of strategic initiatives that shape its progress. The cornerstone of this transformation is the Digital Mauritius 2030 Strategic Plan, an ambitious roadmap that envisions a technologically driven society and a thriving digital economy for the nation. This comprehensive plan aligns with the nation's vision of enabling its citizens to access high-quality government information and services at their convenience, from any location and device.

Furthermore, Mauritius has charted its course for accelerated public sector digitalization with the Digital Government Transformation Strategy 2018-2022. This strategy sets ambitious objectives to bolster operational efficiency, improve government services, and promote

innovation in service of national development and sustainable growth. It aims to enhance the efficiency and effectiveness of government agencies, introduce transparency and productivity improvements in government operations, and foster better engagement between government entities and stakeholders. The strategy utilizes the latest tools and technologies to deliver improved digital services.

Mauritius has also launched a series of e-government initiatives to complement the overarching ones. These initiatives prioritize citizen engagement in decision-making processes, enhance the convenience of interactions with government authorities for both citizens and businesses, and elevate transparency and accountability in government operations. The collaboration between the government, key ministries, and institutions has yielded the e-Document Management System (eDMS), a groundbreaking innovation aimed at revolutionizing traditional modes of collaboration and interaction within the government, including its interaction with the Parliament.

South Africa emerges as another frontrunner in the region, distinguished by a series of proactive measures initiated by the government to advance digitalization across the nation. These initiatives are integral to bolstering the country's digital landscape.

One pivotal initiative driving South Africa's digital transformation is the formulation of the Digital Economy Master Plan by the Department of Communications and Digital Technologies. This comprehensive plan outlines the strategic vision and implementation steps to empower all South Africans digitally. The overarching objective is to enable citizens to partake in technology-driven opportunities that foster inclusivity, employment, and economic revitalization across urban centers, towns, and provinces (South African Government, n.d.).

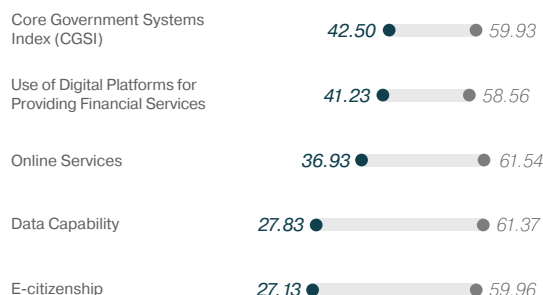
In essence, South Africa's government is committed to harnessing the potential of digital technologies to empower its citizens and promote economic growth and transformation, encapsulated within the framework of the Digital Economy Master Plan.

Egypt's exemplary performance in Digitalization is attributed to a series of government initiatives. Chief among them is the Digital Transformation Strategy, which seeks to transition government services and interactions to a data-driven digital ecosystem, enhancing accessibility and efficiency (Ministry of Communication and Information technology Egypt, n.d.). The National ICT Strategy comprises three pillars: Digital Transformation, Digital Skills and Jobs, and Digital Innovation, all geared toward fostering a digital society, job creation, and innovation. These initiatives solidify Egypt's status as a digitalization leader.

Regarding the Digitalization dimension, Africa experiences the most under-average performances in E-Citizenship, Data Capability, and Online Services. Furthermore, Africa falls behind the global average across all indicators in this dimension.

Asia and Oceania compared to the world

● World Average Indicator Score ● Regional Average Indicator Score



The speed at which African nations can implement and update data policies and strategies lags behind the rapidly changing global digital and data landscape. It is crucial to acknowledge that the degree of digital maturity and the extent of data policy adoption and execution differ among various member states. Consequently, there is a requirement for customized technical support (UNCTAD, 2023).

The Malawian government has launched the Digital Malawi program, aiming to transform the nation into a digital society. This initiative targets expanding broadband coverage from the current 38% to 75% within 24 months by empowering local involvement by licensing over 30 community broadband operators. Additionally, a partnership with the private sector has established an Innovation and Research Fund, providing secure funding for young innovators in Malawi, amounting to \$350,000

annually (Public Private partnership Commission Malawi, n.d.). The ICT and Digitalization Policy Roadmap outlines a vision to transform Malawi into an upper-middle-income industrialized economy by 2063, focusing on key areas like connectivity, digitalization of government services, digital skills development, and innovation. The United Nations Development Programme (UNDP) has validated an inclusive digital transformation initiative in Malawi, aiming for a comprehensive transformation by implementing a Whole-of-Society Approach to Digital Transformation.

Mali's Digitalization performance in indicators like Data Capability and the Use of Digital Platforms for Financial Services remains at a score of 0. The United States Agency for International Development (USAID) conducted a Digital Ecosystem Country Assessment (DECA) in Mali (USAID, 2023). This assessment provides insights into the country's digital ecosystem and offers 11 recommendations to create a more inclusive, secure, and enabling digital environment. The Malian government has developed a Digital Inclusion and Investment Strategy to leverage private sector participation and investments to enhance digital inclusion across the nation.

African leaders have acknowledged that digitalization plays a crucial role in driving positive change and is essential for achieving the aspirations of Agenda 2063 and the UN Sustainable Development Goals. To guide Africa's digital agenda for the next decade, they have adopted the Digital Transformation Strategy for Africa as the master plan (African Union, n.d.).

Additionally, during the February 2022 Summit, the AU Interoperability Framework for Digital ID was approved by the AU Executive Council. This framework outlines a vision to ensure that all African citizens can securely access the public and private services they require, regardless of their location and when they need them (African Union, 2022).

Africa: Digitalization Scores

Indicator Score



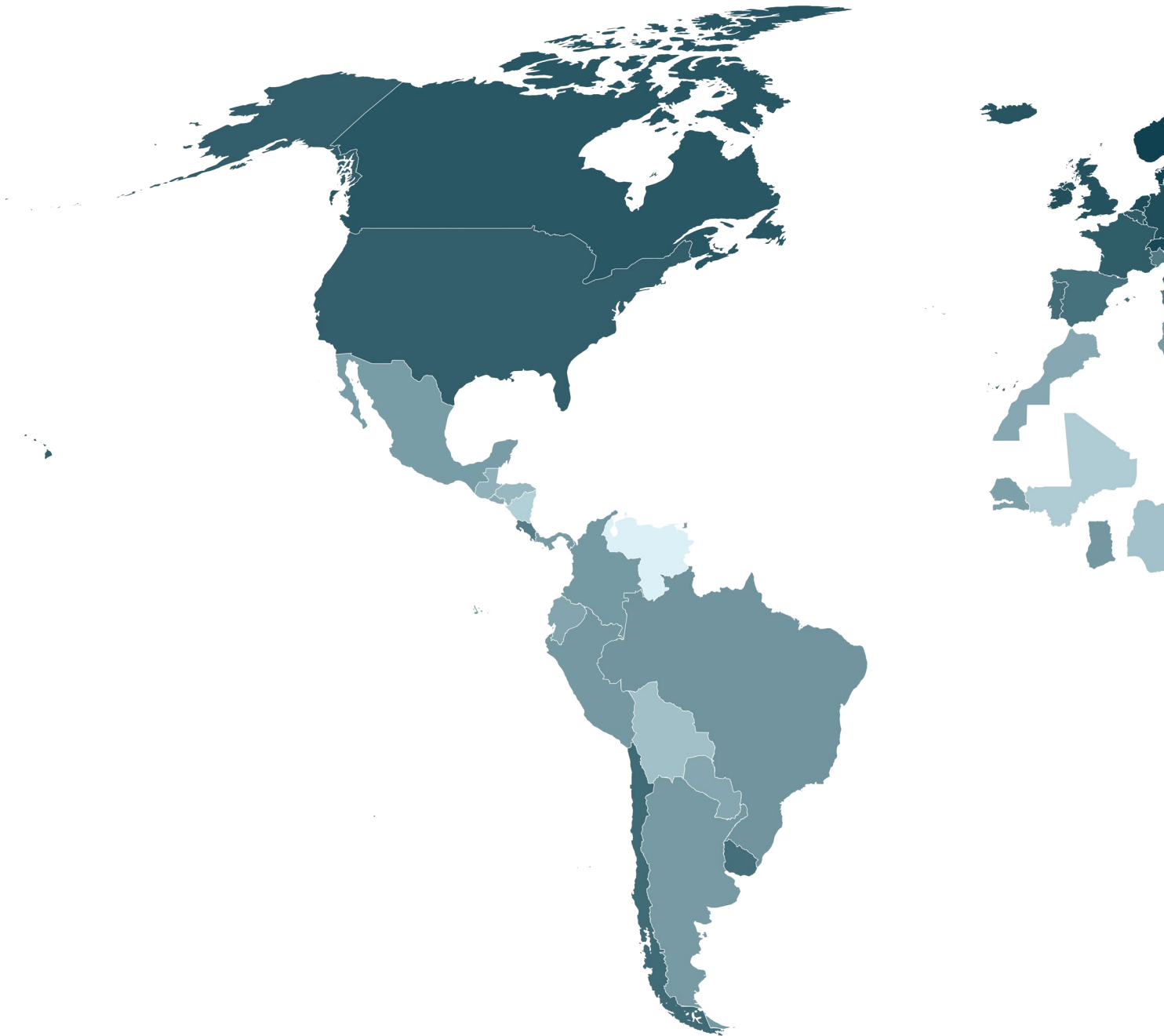
	Digitalization Score	Core Government Systems Index (CGSI)	Data Capability	Use of Digital Platforms for Providing Financial Services	Online Services	E-citizenship
Mauritius	64.98	85.40	63.92	54.22	50.97	70.39
South Africa	59.30	42.90	61.86	83.52	66.86	41.38
Egypt	57.06	69.34	49.48	71.04	43.69	51.72
Kenya	44.84	65.98	21.65	67.02	58.08	11.49
Tunisia	42.48	45.18	42.27	15.21	47.66	62.07
Rwanda	42.00	48.76	37.11	45.59	72.77	5.75
Morocco	39.86	34.56	30.93	43.66	30.38	59.77
Ghana	38.34	49.23	34.02	43.20	38.82	26.44
Tanzania	34.22	83.97	14.43	36.83	30.11	5.75
Nigeria	30.92	41.65	11.34	51.61	37.36	12.64
Botswana	30.72	35.58	24.74	46.51	4.26	42.53
Zambia	28.32	50.18	22.68	35.52	26.34	6.90
Namibia	27.17	21.88	16.49	47.13	25.04	25.29
Senegal	17.92	1.73	23.71	11.40	33.19	19.54
Angola	16.82	18.08	13.27	10.94	30.32	11.49
Malawi	11.66	0.00	5.15	37.44	15.69	0.00
Mali	10.47	28.04	0.00	0.00	16.29	8.05

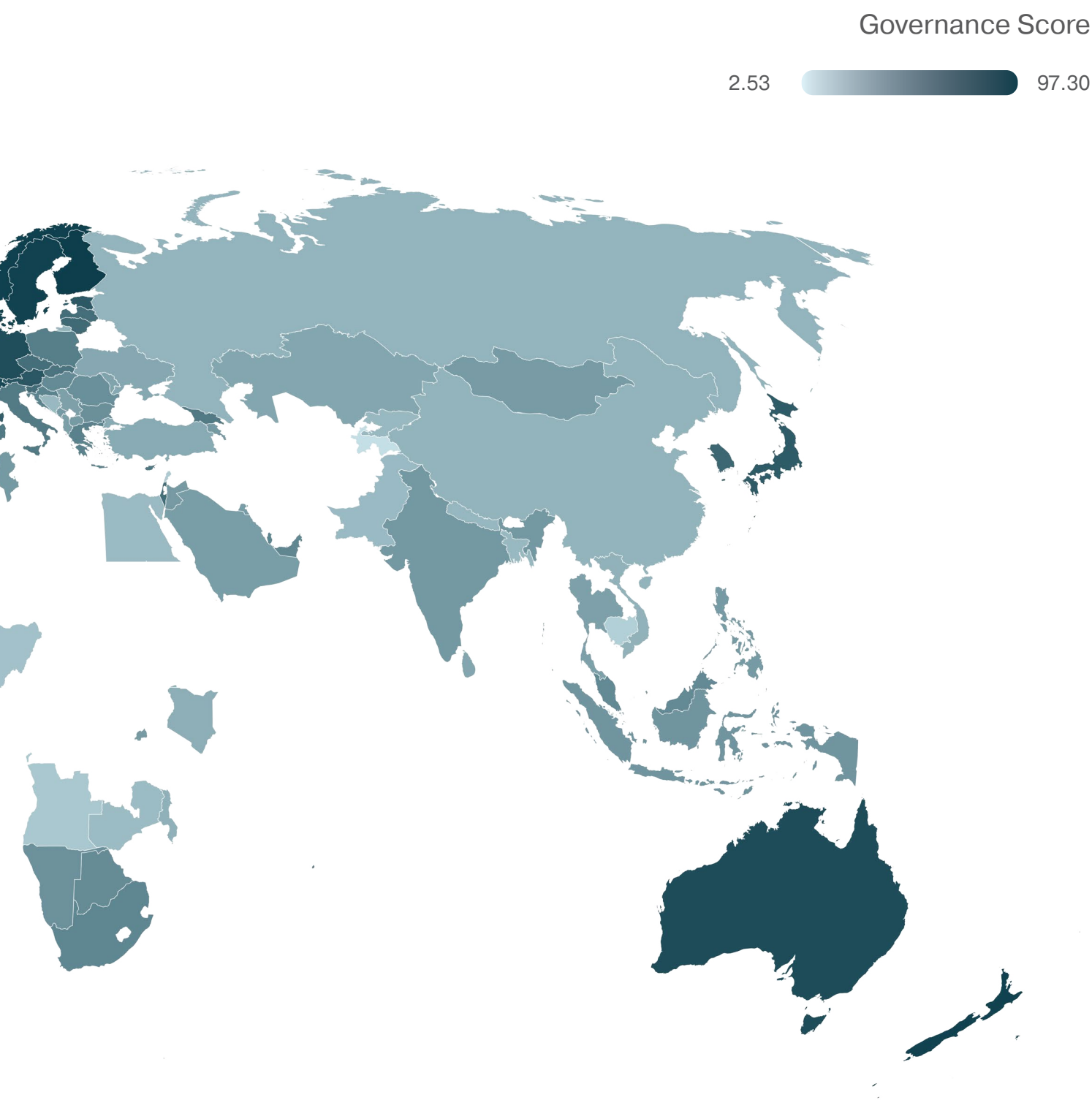
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4.3

Governance: Visual Map

Governance Score





4.3.1 Governance Country Rankings

<div><div>1</div><div>Trophy</div></div>	Finland	97.30	<div><div>18</div></div>	Japan	82.38	<div><div>35</div></div>	Georgia	65.84
<div><div>2</div><div>Trophy</div></div>	Norway	95.87	<div><div>19</div></div>	France	81.76	<div><div>36</div></div>	Italy	65.83
<div><div>3</div><div>Trophy</div></div>	New Zealand	95.38	<div><div>20</div></div>	Belgium	81.59	<div><div>37</div></div>	Mauritius	65.24
<div><div>4</div><div>Trophy</div></div>	Denmark	95.35	<div><div>21</div></div>	United States of America	80.36	<div><div>38</div></div>	Costa Rica	64.34
<div><div>5</div><div>Trophy</div></div>	Sweden	95.10	<div><div>22</div></div>	Korea, Republic of	75.73	<div><div>39</div></div>	Poland	63.48
<div><div>6</div></div>	Switzerland	92.04	<div><div>23</div></div>	Lithuania	74.04	<div><div>40</div></div>	Greece	61.72
<div><div>7</div></div>	Luxembourg	90.88	<div><div>24</div></div>	Chile	73.69	<div><div>41</div></div>	Croatia	60.77
<div><div>8</div></div>	Netherlands	90.61	<div><div>25</div></div>	Portugal	72.48	<div><div>42</div></div>	Qatar	60.14
<div><div>9</div></div>	Australia	90.10	<div><div>26</div></div>	Slovenia	72.43	<div><div>43</div></div>	South Africa	59.66
<div><div>10</div></div>	Germany	89.15	<div><div>27</div></div>	Israel	72.40	<div><div>44</div></div>	United Arab Emirates	58.85
<div><div>11</div></div>	Ireland	87.74	<div><div>28</div></div>	Latvia	72.00	<div><div>45</div></div>	Malaysia	57.55
<div><div>12</div></div>	UK	86.71	<div><div>29</div></div>	Uruguay	71.56	<div><div>46</div></div>	Hungary	57.15
<div><div>13</div></div>	Singapore	86.30	<div><div>30</div></div>	Czechia	71.42	<div><div>47</div></div>	Botswana	56.47
<div><div>14</div></div>	Iceland	85.55	<div><div>31</div></div>	Spain	70.89	<div><div>48</div></div>	Romania	54.25
<div><div>15</div></div>	Canada	84.81	<div><div>32</div></div>	Malta	70.59	<div><div>49</div></div>	Bulgaria	54.05
<div><div>16</div></div>	Austria	84.62	<div><div>33</div></div>	Slovakia	68.97	<div><div>50</div></div>	Namibia	53.60
<div><div>17</div></div>	Estonia	83.03	<div><div>34</div></div>	Cyprus	67.41	<div><div>51</div></div>	Brazil	52.14

52	Indonesia	51.47	71	Albania	45.79	90	Nepal	34.24
53	Ghana	49.98	72	Serbia	45.53	91	Honduras	33.40
54	India	49.72	73	Thailand	45.42	92	Bangladesh	33.11
55	Peru	49.66	74	Senegal	45.32	93	Kyrgyzstan	33.08
56	Colombia	49.36	75	Moldova	43.95	94	Bosnia and Herzegovina	32.87
57	Armenia	49.10	76	Ecuador	43.37	95	Egypt	32.65
58	Tunisia	48.92	77	Sri Lanka	42.71	96	Pakistan	32.22
59	Argentina	48.84	78	Kazakhstan	42.45	97	Zambia	31.34
60	Jordan	48.81	79	Paraguay	42.24	98	Tanzania, United Republic of	30.15
61	North Macedonia	48.59	80	Morocco	41.61	99	Bolivia	29.08
62	Rwanda	48.55	81	Ukraine	41.58	100	Nigeria	28.44
63	Philippines	48.41	82	Türkiye	40.42	101	Angola	25.01
64	Montenegro	48.35	83	El Salvador	39.66	102	Lebanon	23.35
65	Mongolia	48.17	84	Kenya	38.50	103	Mali	23.25
66	Panama	48.04	85	Malawi	37.48	104	Nicaragua	21.06
67	Kuwait	47.56	86	Guatemala	37.34	105	Cambodia	21.01
68	Mexico	47.50	87	Viet Nam	36.77	106	Tajikistan	13.11
69	Trinidad and Tobago	47.49	88	Russian Federation	35.82	107	Venezuela	2.53
70	Saudi Arabia	47.02	89	China	35.70			

4.3.2 General Findings

Governance in the context of public services plays a pivotal role in shaping the effectiveness and trustworthiness of government institutions. It encompasses the entire framework of rules, practices, and institutions that guide and regulate the behavior of government entities, officials, and stakeholders in their efforts to serve the public interest.

A transparent and ethically driven governance model is a cornerstone for the success of any government. Transparency ensures the public availability and accessibility of government information, allowing citizens to hold their leaders accountable. Regardless of political and policy changes, ethical leadership is essential for building public trust in government institutions. When government leaders demonstrate integrity and credibility by preventing the abuse of public power for private gain, it fosters a culture of responsibility and accountability.

Governments worldwide are at various stages of implementing these governance principles. Some have made significant progress in promoting Transparency, Ethical Leadership, and the Rule of Law, while others are still on the path to achieving these essential elements. To be competitive in the global arena, governments must act as role models, instilling a sense of responsibility among their citizens and ensuring their voices are heard. Regulatory quality and the ability to formulate and implement sound policies are critical for private sector development. In this context, governments serve as both data providers, offering public information, and as educators, enhancing digital literacy and understanding of the importance of governance principles.

In the context of governance, recent developments highlight the importance of public trust and integrity within government operations (Organisation for Economic Co-operation and Development, 2023). The fight against corruption takes precedence, with governments prioritizing transparency and integrity in their actions while combating misinformation and unethical practices (World Bank, 2023). Upholding public trust and integrity stands at the forefront of the evolving governance landscape as governments navigate the increased demand for transparency.

Finland ranks first in the Governance dimension. In the 2021 Summit for Democracy, Finland made commitments in support of strengthening democracy and the rule of law, promoting respect for human rights, fighting corruption and advancing gender equality (Ministry for Foreign Affairs of Finland, 2021).

The top score Finland obtained in the Rule of Law reflects its commitment to promoting democracy and the rule of law at the global level. Finland is working towards democratic renewal at the national level by focusing on developing

new ways of participating in society. Furthermore, to strengthen the Rule of Law, the government of Finland has set the Ministerial Group on Internal Security and Strengthening the Rule of Law in 2022 to address issues related to the development of judicial administration, prevention of exclusion and realization of fundamental rights (Ministry for Foreign Affairs of Finland, 2021). In addition, the government has recently decided to prepare a comprehensive report on the judicial system.

Finland's top score in Ethical Leadership speaks of its capability and performance in civil service, regardless of political and policy changes. Governance in Finland is based on the principle of decentralization (European Commission, 2023). Civil servants work directly with citizens and users of government services. New skills are required for civil servants to effectively engage citizens, crowdsource ideas, and co-create better services. Finland has made a steadfast commitment to bolster institutional leadership and enhance the capacity for delivering robust democratic governance at the local level (Council of Europe, 2023). This commitment is reflected in the active implementation of the Council of Europe Leadership Academy Programme (LAP). By participating in this program, Finland demonstrates its dedication to fostering effective and accountable governance.

The Quality of Bureaucracy in Finland also achieved a top score, exemplifying its proficiency in establishing clear and equitable policies and regulations. Since 2012, Finland has empowered its citizens to directly engage in the legislative process by submitting citizen initiatives through an online platform (Finland Toolbox, 2020). This innovative approach allows the initiatives to be considered by Parliament if they garner sufficient support, fostering a more participatory and inclusive governance model. Moreover, in 2023, Finland took another significant step towards transparency by establishing a Transparency Register to enhance the openness of decision-making processes (Ministry for Foreign Affairs of Finland, 2023). These initiatives underscore Finland's commitment to a more transparent and citizen-centric approach to governance.

Governments have maintained a focus on enhancing their public governance systems, introducing mechanisms to bolster government agility and capacity for effective strategy implementation. Finland's government, in line with this commitment, has formulated a comprehensive public governance strategy that charts a course from 2020 to 2030 (Organisation for Economic Co-operation and Development, 2022). The overarching objective of this strategy is to fortify the presence of public administration in the daily lives of the Finnish populace across the nation. Enhancing risk management within public administration and reinforcing crisis response even in typical circumstances are both pivotal components of

Finland's strategic initiatives. This demonstrates Finland's proactive approach to ensuring efficient and resilient governance systems that cater to the needs of its citizens.

Finland has embraced a phenomenon-based approach to policymaking. This approach involves tackling complex issues, such as climate change, social disintegration, urbanization, and immigration, where no single entity holds sole responsibility. Instead, the solution necessitates the collaborative interaction of various parts of the system. To achieve this, Finland has been proactive in establishing cross-ministerial policy networks and empowering the government to pool financial and human resources from different entities, all working towards common cross-administrative objectives. This approach is designed to generate more substantial and impactful outcomes in addressing these multifaceted challenges.

Many countries across the world are increasingly recognizing the importance of breaking down silos and fostering interdepartmental cooperation to address multifaceted challenges effectively. This approach is instrumental in improving overall governance by promoting synergy among government entities and enabling the efficient utilization of resources to achieve common objectives.

In 2019, the Pakuri project, led by the Prime Minister's Office and the Ministry of Finance and with the support of a parliamentary group, was initiated to offer recommendations to the government (Organisation for Economic Co-operation and Development, 2022). The project's overarching objective was to enhance the

coordination of policy formulation and resource allocation processes, ultimately rendering the coordination and execution of government policies more efficient. Additionally, it aimed to reinforce the government's collaborative communication efforts and facilitate policy planning that spans across different parliamentary terms.

Governments are increasingly focusing on engaging their citizens with a growing emphasis on enhancing representation, participation, and transparency (Organisation for Economic Co-operation and Development, 2022). To achieve these goals, sophisticated techniques are being employed to connect and collaborate with the public. This involves harnessing technological innovations to build trust and involves a collective effort to transform both the physical and virtual environments.

The National Democracy Programme 2025 is set to serve as a comprehensive framework encompassing the multitude of democracy-enhancing initiatives conducted by various ministries, including initiatives aimed at bolstering civil society (Organisation for Economic Co-operation and Development, 2021). The overarching goal of the program is to "ensure equal opportunities for all individuals to engage in societal activities." It aims to position civic participation as a core element of Finland's public administration, emphasizing the importance of fostering an active and engaged citizenry. Concurrently, the program is dedicated to bolstering public trust in the nation's governmental institutions, reflecting a commitment to strengthening the foundations of democracy in Finland.

Top performing governments in Governance

Country	Transparency	Ethical leadership	Quality of bureaucracy	Regulatory quality	Rule of law	Voice and accountability	Governance Score
1 Finland	95.00	100.00	100.00	92.55	100.00	96.27	97.30
2 Norway	95.00	96.00	100.00	86.68	97.52	100.00	95.87
3 New Zealand	97.00	100.00	94.00	90.52	94.50	96.24	95.38
4 Denmark	90.00	100.00	100.00	90.52	97.21	94.39	95.35
5 Sweden	100.00	96.00	100.00	89.16	92.56	92.88	95.10

4.3.3 Detailed View: GOVERNANCE

4.3.3.1 Transparency

The Transparency indicator assesses the extent to which government information is made publicly available and accessible, providing the public with comprehensive and timely information regarding public sector activities. This evaluation is based on the average responses to questions that gauge the comprehensiveness and timeliness of budget information made accessible to the public. It is measured on a 100-point scale.

The top performer in Transparency, Sweden has implemented the principle of public access to information. The principle means that the public and the mass media—newspapers, radio and television—are entitled to transparency regarding public sector activities. Their dedication to transparency is exemplified by the enactment of the Public Access to Information and Secrecy Act in 2009, which imposes an obligation on public authorities to register official documents (Sweden Ministry of Justice, 2020). In 2011, Sweden further solidified its commitment to

open government efforts by joining the Open Government Partnership (OGP).

Sweden's proactive engagement in the OGP resulted in publishing its first OGP Action Plan in 2012, focusing on "More Effectively Managing Resources". Subsequently, their second Action Plan in 2014 broadened its scope by focusing on "More Effectively Managing Public Resources" and "Increasing Corporate Accountability". This expansion led to commitments related to eGovernment, public sector information, and aid transparency.

One notable commitment regarding public sector information was the designation of the National Archives as the pilot agency for open data in 2015 (Open Government Partnership, 2016). The National Archives is entrusted with collecting and publishing information from various authorities and promoting the publication of open data in accordance with standard guidelines.

Top performing governments in Transparency: Visual map*



***Note:** When having two or more countries sharing the same indicator score, the ranking is secondly based on the dimension score.

4.3.3.2 Ethical Leadership

Ethical Leadership plays a pivotal role in shaping the standards and practices within government institutions, exerting a profound influence on the integrity and credibility demonstrated by government leaders. It is through ethical leadership that the prevention and control of the abuse of public power for private gain are prioritized. The extent of Ethical Leadership is measured from 0, highly corrupt, to 100, very clean.

As the top performers in Ethical Leadership, New Zealand, Finland, and Denmark stand out for their exemplary commitment to fostering ethical leadership in their countries. Notably, these countries share a common thread by extending their initiatives beyond domestic regulations to embrace international cooperation. In the case of New Zealand, their dedication to Ethical Leadership is exemplified by the introduction of new bribery offenses and the amplification of penalties for bribery and corruption through the Organized Crime and Anti-corruption Legislation Bill in 2015 (New Zealand Ministry of Justice, n.d.).

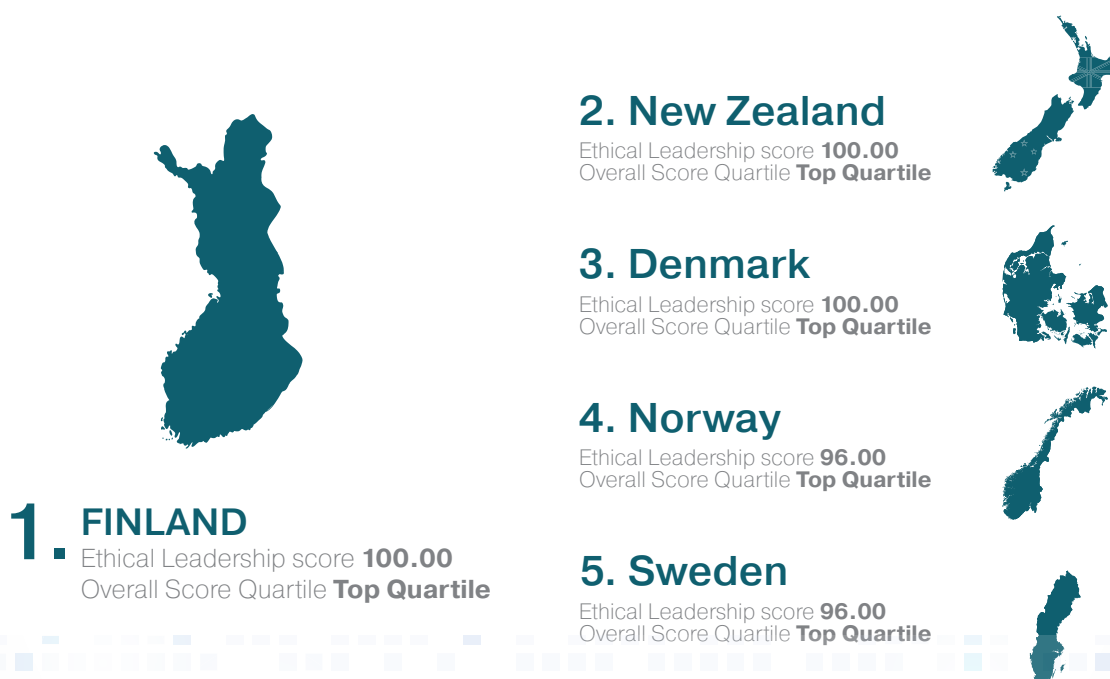
Taking their commitment even further, in 2020, New Zealand launched a Pacific-wide anti-corruption partnership in collaboration with the United Nations Pacific Regional Anti-Corruption (UN-PRAC) Project (UNDP Pacific Office, 2020). This initiative seeks to

enhance the well-being of people across 13 Pacific Island countries, emphasizing the transnational impact of ethical governance.

Finland, on the other hand, adopted its inaugural national anti-corruption strategy in 2021, an embodiment of their unwavering dedication to Ethical Leadership (Ministry of Justice Finland, n.d.). This strategy binds public administration and political actors to effectively combat corruption, encourage the identification of corrupt practices, enhance transparency in decision-making processes, and bolster the authorities' ability to hold those involved in corrupt activities accountable. Both Finland and Denmark actively contribute to international efforts by joining the Organisation for Economic Cooperation and Development Anti-Bribery Convention, showcasing their commitment to global Ethical Leadership (OECD, n.d.).

Denmark's commitment to Ethical Leadership was emphasized in 2023 when the Danish government imposed its first-ever foreign bribery sanction, levying a significant USD 26 million fine on a legal entity for failing to prevent commercial and foreign bribery conducted by foreign subsidiaries across multiple countries (OECD, 2023). This achievement by Denmark further highlights its dedication to ethical leadership and accountability.

Top performing governments in Ethical Leadership: Visual map



4.3.3.3 Quality of Bureaucracy

The Quality of Bureaucracy refers to the effectiveness, efficiency, and overall performance of a country's government administrative system and civil service, regardless of political and policy changes. It plays a crucial role in determining how well a government can implement policies, deliver public services, and respond to the needs of its citizens.

The data refer to the average answers of "In your country, how independent is the judicial system from influences of the government, individuals, or companies?" (1: not independent at all, 7: entirely independent) and "In your country, how efficient are the legal and judicial systems for companies in settling disputes?" (1: extremely inefficient, 7: extremely efficient).

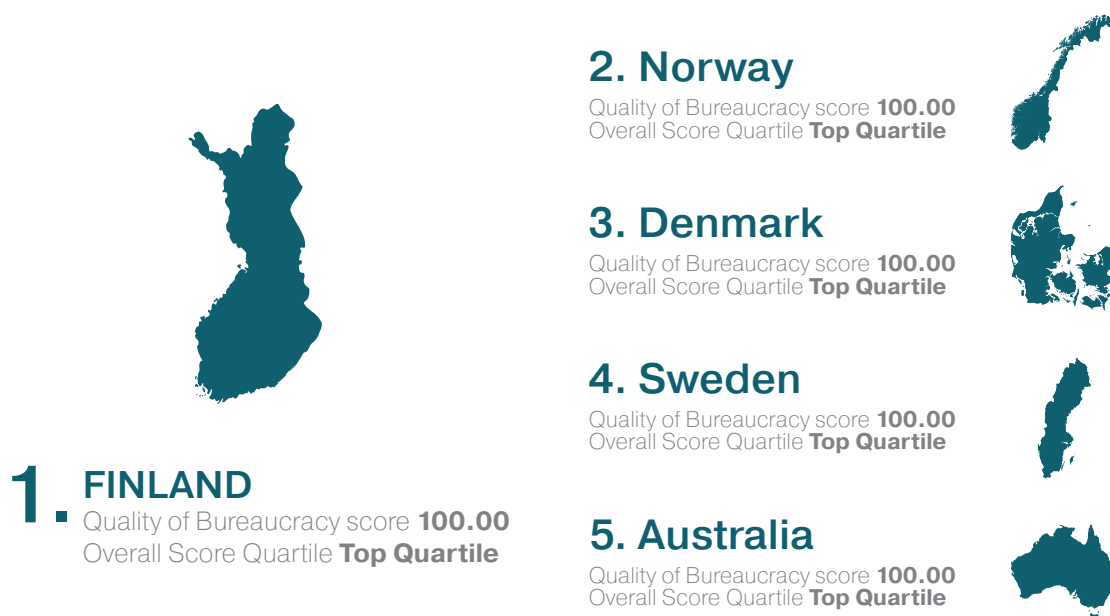
In Europe, the Nordic countries of Finland, Denmark, Sweden, and Norway stand out as promoters of high-quality bureaucracy. They embody the welfare state model, boasting a professional and merit-based bureaucratic infrastructure characterized by minimal politicization and a strong delegation of authority and autonomy. This region has a long-standing tradition of agencification, which has created a system where politicians find it

challenging to interfere in daily administrative affairs and decisions (Greve, C., Lægneid, P. and Rykkja, L.H., 2018). This results in less politicization compared to countries with different administrative heritages.

In the Asia-Pacific region, Singapore and Australia emerge as top-rated countries in terms of bureaucratic quality. Singapore, in particular, stands out for its innovative approach to enhancing civil servant salaries, a policy implemented between 2007 and 2011 (Quah, J.S.T., 2018). By offering competitive compensation packages, Singapore successfully attracted the best and brightest talents among its citizens to join the public bureaucracy, which has reflected positively in their high scores on the Quality of Bureaucracy. The Singaporean government's commitment to this policy underscores its dedication to fostering a top-tier bureaucracy.

The consistently high ranking of these countries in bureaucratic quality emphasizes the importance of investing in a professional, efficient, and autonomous civil service system, which is pivotal for effective governance and public service delivery.

Top performing governments in Quality of Bureaucracy: Visual map



4.3.3.4 Regulatory Quality

Regulatory Quality is an essential aspect of government performance, encompassing its ability to formulate and execute sound policies and regulations that facilitate and encourage the development of the private sector. This assessment also delves into how governments engage with the public when crafting regulations that impact the business community.

The data for this indicator were derived from a comprehensive analysis of over 30 diverse data sources, aggregating the perspectives and experiences of individuals ranging from citizens and entrepreneurs to experts across the public, private, and NGO sectors worldwide.

The top performer for this indicator, Singapore, continues to demonstrate unwavering commitment to regulatory excellence. In 2019, Singapore unveiled The GoBusiness Portal, a strategic National Project aligned with Singapore's Smart Nation Initiative (GoBusiness, 2023). This platform is the embodiment of the government's dedication to providing user-friendly, seamless, and relevant services for businesses, fostering a more pro-enterprise environment for business growth.

The GoBusiness Portal, developed collaboratively by the Smart Nation and Digital Government Office (SNDGO), Ministry of Trade & Industry (MTI), and Government Technology Agency of Singapore (GovTech), has made significant strides in streamlining government-

citizen interaction. In 2021, a remarkable 43,000 users used GoBusiness to apply for government assistance, while an additional 56,000 users received tailored recommendations through the e-Adviser feature, guiding them in launching their businesses and accessing available assistance programs.

One of the standout features of this initiative is the consolidation of permits and licenses. Instead of requiring businesses to navigate different agency websites to secure permits and licenses, Singapore has centralized these processes under the user-friendly GoBusiness Dashboard. This Dashboard empowers businesses to apply for, track the status of, amend, renew, or cancel licenses and permits from a single, easily accessible platform. Furthermore, the platform provides clear explanations of regulatory policies, aiding businesses in better understanding the rules and regulations governing their operations.

This holistic approach to Regulatory Quality in Singapore serves as a prime example of how a government can leverage technology and a user-centric approach to facilitate a thriving private sector while enhancing transparency, efficiency, and user-friendliness in interactions between government and the business community. Singapore's commitment to regulatory excellence reinforces its status as a global leader in this key governance area.

Top performing governments in Regulatory Quality: Visual map



4.3.3.5 Rule of Law

Rule of Law captures perceptions of the extent to which agents have confidence in and abide by the rules of society, particularly the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence. The data for this indicator are extracted from a comprehensive analysis of over 30 diverse data sources, aggregating insights and experiences from a wide spectrum of individuals, including citizens, entrepreneurs, and experts across the public, private, and NGO sectors globally.

Finland is the top performer as far as upholding the Rule of Law. A state governed by the rule of law is characterized by all public authorities operating within the boundaries established by law, demonstrating respect for democracy, fundamental rights, and adherence to the oversight of independent and impartial courts. In Finland, the Rule of Law is vividly exemplified by the equitable, effective, and transparent processes surrounding the drafting, enactment, and implementation of legislation (Ministry of Justice, n.d.). These processes align closely with the principles of open and good governance, reinforcing the foundation of a society governed by the Rule of Law.

The Ministry of Justice in Finland has laid out a compelling Vision for Sustainable Development for 2030, which envisions “a democratic state governed by the rule of law, with respect for fundamental and human rights and sustainable judicial administration.” This vision emphasizes several focus areas, including ensuring that every individual has an equal opportunity to participate and influence decision-making; establishing a legal framework that promotes stability and a favorable operating environment; recognizing high-quality law drafting as a prerequisite for a well-functioning society; ensuring universal access to high-quality legal protection; reducing criminality and the sense of insecurity; and fostering systematic renewal grounded in foresight (Ministry of Justice, n.d.).

Finland’s exemplary commitment to the Rule of Law, underpinned by its transparent and equitable legal processes and forward-thinking vision for sustainable development, sets a remarkable standard for nations worldwide. This commitment not only ensures the protection of fundamental rights but also promotes stability, security, and a just society for all its citizens.

Top performing governments in Rule of Law: Visual map



4.3.3.6 Voice and Accountability

Voice and Accountability serves as a crucial metric for evaluating the extent to which a nation's citizens can actively engage in the democratic process. This indicator encompasses the ability to participate in selecting government representatives, as well as the freedoms of expression, association, and access to an independent media. The data used to measure this indicator are drawn from the Worldwide Governance Indicator (WGI).

Norway is a top performer in this indicator, distinguished by its consensus-based approach to policy-making (Saglie, J. and Sivesind, K.H., 2018). This approach has a deep-rooted tradition of involving civil society and various stakeholders, including labor unions, in developing public policies. Political parties and voluntary organizations are integral to Norwegian civil society, deeply integrated into the local and regional social fabric. They play a pivotal role not only in democratic governance but also in the provision of social welfare.

Norwegians exhibit robust civic participation through diverse channels, often at levels higher than the European average (OECD, 2022). This broad and multifaceted participation underscores the country's commitment to an egalitarian and inclusive pattern of political involvement. Norwegians actively employ a wide array of channels to engage in civic life, reflecting their widespread involvement

in decision-making processes. They aim to exert political influence across a spectrum of issues, including those related to the workplace. This high level of involvement fulfills one of the central promises of democracy: not only covering the political sphere but extending to the social sphere, reaching all areas where power is exercised to make binding decisions that affect a broad social group.

In 2019, Norway saw an uptick in national election turnout, partly attributed to the nation's automatic voter registration system (OECD, 2022). This system simplifies the voting process, enabling Norwegians to participate more easily, coupled with extended voting periods and convenient access to polling stations. Another factor contributing to high voter turnout is the favorable perception that Norwegians hold toward their representative institutions. This trust in their democracy encourages active civic engagement and reinforces the nation's commitment to Voice and Accountability.

Norway's remarkable commitment to democratic participation, involving diverse voices and ensuring that citizens can actively influence governance and decision-making, sets a compelling example for nations worldwide. It highlights the country's dedication to the principles of democracy and inclusivity, fostering a vibrant civic society.

Top performing governments in Regulatory Quality: Visual map



4.3.4 Regional Insights: Governance

In the progressive arena of global Governance, as defined by processes, structures, principles, and mechanisms by which public institutions and government agencies operate, Europe, comes on the first place, led by countries like Finland, sets the standard for governance with a focus on political stability, transparent regulations, and ethical leadership, while acknowledging the ongoing need for improvements in ethical governance and collaboration with the private sector. Asia and Oceania, secured the second place under the leadership of New Zealand, demonstrate noteworthy governance advancements, although challenges persist in areas like citizen engagement and human rights protection.

Conversely, the Middle East, on the third place spearheaded by Israel, faces challenges, registering overall lower rankings and grappling with issues such as limited citizen

engagement and transparency. Despite these hurdles, the region remains committed to enhancing citizen participation and refining administrative frameworks. In the Americas, Canada takes the lead, emphasizing private sector development and transparency, while addressing challenges such as the need to improve the integrity of government leaders and fairness in the legal system.

Africa confronts substantial governance challenges, with Mauritius at the forefront, directing efforts towards anti-corruption measures and strengthening the rule of law. Despite the diverse challenges, all regions exhibit a shared commitment to continuous improvement and development in governance frameworks. This analysis unveils a worldwide scenario regarding Governance, highlighting the varied levels of performance and challenges faced across different regions and countries.

Europe

As far as Europe's performance in the Governance dimension is concerned, Finland secures the top-ranking position, emerging as the highest performer across most indicators within the dimension. Notably, it outperforms all other countries in the region in various aspects, except for Transparency, where Sweden takes the lead, and Voice and Accountability, where Norway claims the top spot. Following closely in the regional rankings are Norway in second place, Denmark in third, Sweden in fourth, and Switzerland in fifth. On the lower end of the spectrum, Serbia holds the 36th position, followed by Moldova at 37th, Ukraine at 38th, the Russian Federation at 39th, and Bosnia and Herzegovina at 40th. The indicator with the lowest score across all European countries is seemingly Ethical Leadership, indicating an area with significant potential for further development and improvement.

Europe: Governance

Dimension Score
97.30 ————— 32.87



Ethical Leadership in Europe is gauged by the degree to which government leaders exhibit integrity and credibility. This is measured through their ability to exercise control and prevent the misuse of public power for personal gain. The focus here is on the commitment of leaders to uphold ethical standards, ensuring that their actions and decisions

prioritize the public interest over private benefits. It reflects the adherence to principles that promote transparency, accountability, and the responsible use of authority in the service of the greater good.

Europe's excellence in the Governance dimension is consequently multi-faceted, encompassing political stability, effective governance structures, transparent regulatory frameworks, adherence to the rule of law, and a commitment to de-bureaucratization and ethical leadership. These achievements contribute to fostering trust, stability, and the overall well-being of European societies.

Case in point, the Danish government has set a goal within Denmark's National Reform Programme, 2023 to improve the quality of the country's bureaucracy (Danish Government, 2023). The Danish government envisions a transformation in the management, registration, control, and delivery of welfare services to citizens. The overarching objective is to guide Denmark towards becoming a welfare society characterized by reduced bureaucracy and heightened local freedom, responsibility, and commitment, especially in anticipation of demographic changes with an expected increase in the elderly and children in the coming years. While the Danish government aims to ensure adequate funding for welfare services in line with demographic shifts, it also recognizes the potential of innovation in the public sector to enhance welfare outcomes.

Furthermore, it seeks to bolster individual citizens' freedom of choice by expanding options for accessing welfare services. Additionally, there are ambitions to eliminate unnecessary state and municipal regulations, reducing control-related tasks. This approach aims to empower local management, instill confidence in employees, and

provide a higher degree of freedom in their work. Lastly, the Danish government is committed to enhancing the involvement of civil society and fostering collaboration with the private sector. This involves promoting development and innovation through a diverse array of public and private services and partnerships.

Norway is recognized for its high level of transparency in governmental affairs. The Norwegian government follows open and accessible practices, providing citizens with clear and easily accessible information about its activities, decisions, and financial transactions. This fosters trust and allows citizens to stay informed about the workings of their government. The Norwegian government values citizen engagement and actively encourages public participation in decision-making processes. Norwegian citizens have a voice in shaping policies, and there are mechanisms in place for them to express their opinions and concerns. The Norwegian government is responsive to the needs and feedback of the public, promoting a system where citizens feel heard and represented (SGI, 2022).

Europe's adherence to the rule of law, as evidenced by its score in the eponymous indicator, showcases the region's commitment to legal integrity. An independent judiciary, fair legal processes, and equal protection under the law contribute to the overall strength of the region's legal institutions. Europe's ability to curb corruption is also reflected in its strong anti-corruption measures. Stringent legal frameworks, independent oversight bodies, and transparent practices contribute to minimizing corrupt practices within public sectors. In this respect, the Norwegian government has independent bodies and institutions dedicated to preventing and combating corruption. These institutions, such as the National Authority for Investigation and Prosecution of Economic and Environmental Crime (Økokrim), play a crucial role in investigating and prosecuting corruption cases. Additionally, Norway has mechanisms in place to protect whistleblowers who report instances of corruption. Whistleblowers are encouraged to come forward without fear of retaliation, fostering an environment where individuals feel empowered to expose corrupt practices.

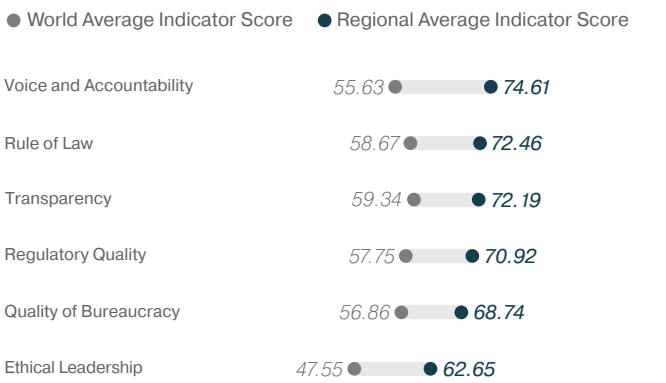
To combat corruption, Albania is actively expanding its array of e-services (UNODC, n.d.). The Albanian government launched a novel approach to public services—the “e-Albania” platform—which exclusively offers applications for citizens and businesses alike. As part of the expansion of e-services, Albania is likely to incorporate anti-corruption safeguards into digital platforms. These include secure and confidential reporting mechanisms, whistleblower protection, and integrity checks within the digital systems.

By actively expanding its array of e-services, Albania is demonstrating a proactive approach to modernizing governance and curbing corruption. This strategy reflects a commitment to leveraging technology as a powerful tool to promote integrity, accountability, and efficiency in public administration. The adoption of e-services contributes to

more transparent and traceable processes. Digital records and transactions leave a clear audit trail, making it more challenging for corrupt activities to go unnoticed. This increased transparency acts as a deterrent and facilitates easier detection and investigation of corruption cases.

Switzerland has also significantly intensified its efforts to combat corruption on multiple fronts. In 2020, the Federal Council adopted a comprehensive Strategy Against Corruption, outlining objectives and measures for the period 2021-2024 (SECO, 2023). The strategy, primarily directed at the federal administration, encompasses key areas such as prevention, prosecution, and international cooperation. Spearheaded by the Interdepartmental Working Group for the Fight against Corruption, this collaborative body operates under the guidance of the Federal Department of Foreign Affairs (FDFA). Ensuring a coordinated approach, the Working Group collaborates with cantons, civil society, and the private sector to strengthen the collective fight against corruption in Switzerland.

Europe compared to the world



Europe outperforms the global average across all indicators in the Governance dimension. Notably, the most substantial variance from the world average is evident in the Voice and Accountability indicator, with the Rule of Law indicator displaying the least deviation. Europe's exceptional performance in the Voice and Accountability indicator suggests that the region values citizen participation and engagement in the democratic process. Strong democratic institutions and mechanisms for public input contribute to this positive outcome. The Regulatory Quality indicator suggests that Europe excels in maintaining transparent and fair regulatory frameworks. Clear regulations foster a conducive environment for businesses, support economic growth, and ensure equitable treatment of individuals and organizations.

Moldova has demonstrated a strong adherence to the democratic process, marked by significant progress towards fostering readiness. The adoption of the new public administration reform strategy for 2023-2030 in March 2023, coupled with the subsequent approval of its implementation program for 2023-2026 in June 2023, is a testament to this advancement (European Commission, 2023). Moldova has also cultivated an encouraging environment for Civil Society Organizations (CSOs),

underpinned by well-established legal and financial frameworks aligned with international standards. Notably, civil society has been actively engaged in decision-making processes. To further enhance the participatory nature of its political landscape, Moldova must make concerted efforts to adopt a national strategy for civil society development. Additionally, improving the quality of public consultation processes is crucial for bolstering transparency and fostering greater involvement of CSOs in policy dialogues, particularly in parliamentary debates and at the local level.

In 2020, the Council of Ministers of Bosnia and Herzegovina (BiH) took a significant step to enhance transparency in governance by adopting the Organisation for Economic

Co-operation and Development's (OECD) Proactive Transparency Policy and Standards (OECD, n.d.). Following this directive, all institutions of BiH were mandated to publish the complete set of 38 information types outlined in these standards on their respective websites.

Developed in collaboration between institution representatives and civil society, these standards aim to align with the capabilities and capacities of government institutions while addressing the informational needs of civil society. Beyond promoting the public disclosure of relevant information, the document is strategically designed to increase the exchange of information between government institutions and citizens, thereby enhancing transparency and engagement.

Europe: Governance Scores

Indicator Score

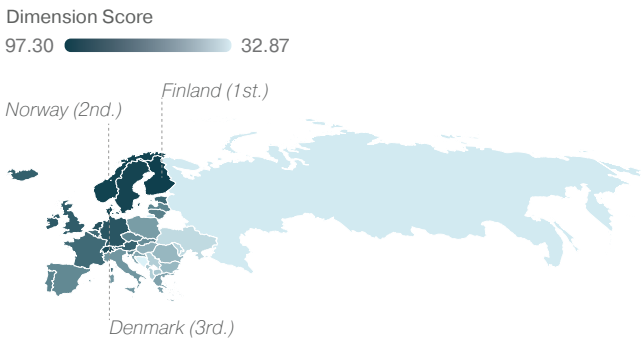
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	Governance Score	Transparency	Ethical Leadership	Quality of Bureaucracy	Regulatory Quality	Rule of Law	Voice and Accountability
Finland	97.30	95.00	100.00	100.00	92.55	100.00	96.27
Norway	95.87	95.00	96.00	100.00	86.68	97.52	100.00
Denmark	95.35	90.00	100.00	100.00	90.52	97.21	94.39
Sweden	95.10	100.00	96.00	100.00	89.16	92.56	92.88
Switzerland	92.04	86.00	95.00	94.00	88.71	94.26	94.28
Luxembourg	90.88	85.64	92.07	87.86	93.00	93.78	92.96
Netherlands	90.61	89.00	92.00	88.00	89.16	92.68	92.79
Germany	89.15	85.00	89.00	94.00	86.46	89.68	90.75
Ireland	87.74	88.00	81.00	94.00	84.88	87.89	90.70
UK	86.71	85.00	86.00	94.00	82.84	85.50	86.89
Iceland	85.55	72.00	81.00	94.00	84.20	93.04	89.09
Austria	84.62	75.00	81.00	88.00	80.14	93.80	89.78
Estonia	83.03	88.00	81.00	75.00	84.88	85.53	83.77
France	81.76	84.00	77.00	88.00	77.65	82.34	81.58
Belgium	81.59	79.00	80.00	81.00	79.91	83.19	86.43
Lithuania	74.04	75.00	64.00	69.00	78.56	78.23	79.44
Portugal	72.48	70.00	65.00	69.00	66.37	78.77	85.72
Slovenia	72.43	75.00	58.00	81.00	68.40	76.39	75.79
Latvia	72.00	68.00	61.00	75.00	77.20	75.27	75.54
Czechia	71.42	68.00	54.00	69.00	80.14	78.60	78.80
Spain	70.89	67.00	64.00	75.00	67.95	72.85	78.54
Malta	70.59	66.59	62.57	73.24	67.95	72.59	80.62
Slovakia	68.97	68.81	60.93	70.07	69.30	68.94	75.78
Italy	65.83	80.00	57.00	56.00	62.08	58.92	81.01
Poland	63.48	63.00	57.00	63.00	68.62	62.94	66.31
Greece	61.72	63.00	47.00	63.00	59.59	60.77	76.96
Croatia	60.77	69.00	45.00	63.00	60.95	59.68	66.97
Hungary	57.15	48.00	39.00	69.00	60.95	64.93	61.02
Romania	54.25	67.00	42.00	31.00	56.66	62.10	66.74
Bulgaria	54.05	73.00	38.00	44.00	59.82	51.73	57.74
North Macedonia	48.59	44.00	34.00	50.00	59.14	50.99	53.42
Montenegro	48.35	44.00	43.00	38.00	59.37	51.38	54.37
Albania	45.79	56.00	28.00	38.00	53.95	46.85	51.97
Serbia	45.53	50.00	32.00	44.00	50.79	50.63	45.75
Moldova	43.95	63.00	30.00	25.00	49.89	45.11	50.70
Ukraine	41.58	62.00	24.00	31.00	43.34	37.58	51.53
Russian Federation	35.82	69.00	20.00	38.00	37.70	32.76	17.45
Bosnia and Herzegovina	32.87	37.00	28.00	0.00	45.60	46.33	40.26

Middle East

The Middle East region ranks third in the Governance dimension, with Israel ranking first in almost all indicators of the dimension. Israel ranks third after Qatar and Saudi Arabia in Transparency and third after the United Arab Emirates (UAE) and Qatar in Ethical Leadership. Qatar takes the second spot in the overall regional ranking, taking a noticeable lead over the following countries: the UAE (third), Jordan (fourth), and Kuwait (fifth). Lebanon exhibits substantial potential for improvement, displaying strengths in areas such as Voice and Accountability, Regulatory Quality, and the Rule of Law. Turkey stands as the second-lowest performer, with a significant gap separating it from Saudi Arabia, which holds the third position. Kuwait and Jordan follow closely, with only a marginal difference between the two nations.

Middle East: Governance

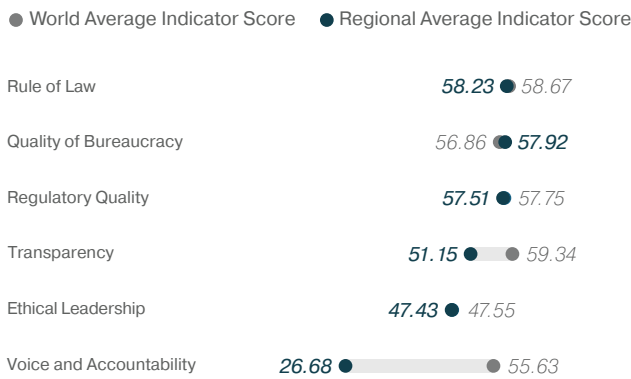


Israel promotes transparency by requiring all government ministries to display the gov.il portal logo and URL on their materials, such as documents and payment vouchers. This initiative helps citizens access government information more easily. Additionally, the Freedom of Information Unit was established to raise awareness and implement the Freedom of Information Law, which aims to increase the amount and quality of information available to the public. The unit's website is integrated with the government's transparency initiatives, providing information on the law and facilitating access to government documents, demonstrating Israel's commitment to openness and accountability (United Nations Office on Drugs and Crime (UNODC), n.d.).

The Arab Gulf sub-region of the Middle East, specifically the country of Qatar, is witnessing an increasing interest in Open Government Data (OGD). Qatar has proactively explored the possibilities of OGD, aligning with the global trend of harnessing open data for improved governance and enhanced public service delivery (El-Kassem& Al-Kubaisi, 2023). This strategic initiative seeks to revolutionize communication channels between the government of Qatar and its citizens, utilizing networked technologies to facilitate greater access to government information and data (Multi-Knowledge Electronic Comprehensive Journal For Education And Science Publications (MECSJ), 2018).

The UAE is proactively engaged in advancing transparency and accountability within the realm of governance, reflecting a concerted effort to uphold the highest standards of ethical and responsible conduct. In its commitment to fostering a robust corporate landscape and private sector development, the UAE has instituted comprehensive corporate governance regulations for public joint-stock companies. (Lionheart Corporate Governance, 2023).

Middle East compared to the world



The Middle East shows substantial potential for advancement within the Governance dimension. The most notable variance from global averages is in Voice and Accountability. The indicator that exceeds the global average is the Quality of Bureaucracy. Three indicators exhibit scores close to the global average, namely: Ethical Leadership, Regulatory Quality, and the Rule of Law.

The scores achieved by Middle Eastern countries underscore the regional commitment to effective civil service, government integrity, sound policies, and legal fairness, promoting active citizen participation, transparency, and a robust administrative framework. Despite ongoing efforts, the Middle East still encounters challenges in enhancing citizen participation in government selection as well as freedom of expression and association, as evident in the way the Voice and Accountability indicator consistently falls below the world average.

Israel leads the Middle East in the Governance dimension, showcasing the Israeli civil service's effective and consistent performance through political shifts. It advances the government's capacity to formulate and enforce policies, fostering private sector development. In Israel, a comprehensive strategy ensures legal fairness and accessibility to ensure justice, particularly for people with disabilities (Office of the High Commissioner for Human Rights (OHCHR), 2023).

Qatar is actively enhancing its capabilities in governance as well. The country has embedded the principles of the rule of law and human rights in its constitution and national strategic frameworks. The enactment of laws, particularly those reinforcing human rights and ensuring

judicial independence, underscores Qatar's unwavering commitment to upholding the rule of law and promoting human rights (United Nations, n.d.).

The UAE has established a regulatory regime comprising key government agencies such as the Transparency Authority, the National Competition Protection Authority, and the Anti-Monopoly Committee to address corruption and anti-competitive practices. Additionally, the government has enhanced transparency by streamlining procurement processes and centralizing all government tenders through an online portal (U.S. Department of State, 2022).

In pursuit of a unified vision for public communication, Jordan's government is enhancing institutional arrangements, coordinating across government levels, and developing a user-centric strategy that prioritizes accessibility and digital tools (OECD, 2021). In line with these efforts, the OECD offers valuable insights on extending open government principles to the sub-national level in Jordan. This guidance supports the government in

crafting and executing comprehensive open government initiatives at both the national and local tiers, fostering a holistic approach to public communication (OECD, n.d.).

As previously stated, Lebanon is making positive strides in the following indicators: Voice and Accountability, Regulatory Quality, and the Rule of Law. However, there are opportunities for further enhancement in the areas of Transparency, Ethical Leadership, and the Quality of Bureaucracy. The OECD has offered invaluable guidance on implementing open government principles in Lebanon, emphasizing transparency, integrity, accountability, and stakeholder participation. This support underscores the government's commitment to providing accessible information and fostering accountability, trust, and informed citizen participation in its ambitious open government agendas at both the national and local levels (OECD, n.d.). A proposed Right to Access Information Law in Lebanon, outlining online accessibility and designated information officers, awaits adoption amidst ongoing political crises (ARTICLE 19, 2015).

Middle East: Governance Scores

Indicator Score

94.00  3.31

	Governance Score	Transparency	Ethical Leadership	Quality of Bureaucracy	Regulatory Quality	Rule of Law	Voice and Accountability
Israel	72.40	59.00	61.00	94.00	76.98	74.37	69.07
Qatar	60.14	63.89	63.11	75.39	69.07	74.04	15.34
United Arab Emirates	58.85	45.00	74.00	75.00	72.46	71.80	14.82
Jordan	48.81	59.00	47.00	50.00	53.05	57.62	26.21
Kuwait	47.56	56.04	42.29	45.85	53.50	58.72	28.98
Saudi Arabia	47.02	63.27	46.06	54.14	57.34	58.02	3.31
Türkiye	40.42	51.00	32.00	44.00	47.86	43.17	24.47
Lebanon	23.35	12.00	14.00	25.00	29.80	28.08	31.23

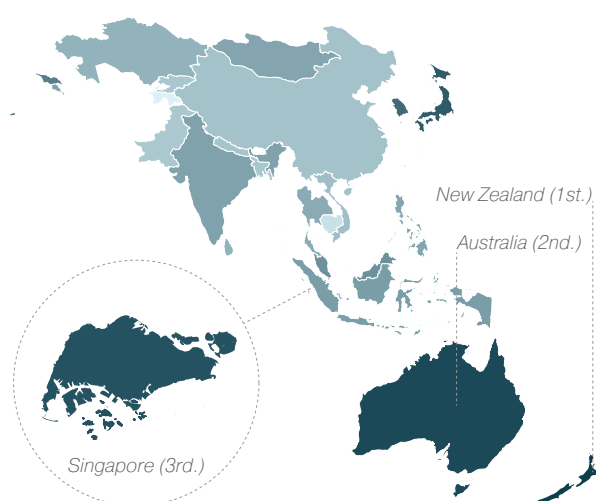
Asia and Oceania

The Asia and Oceania region ranks second in the Governance dimension, with New Zealand as the top performer, leading in half of the indicators within this dimension. New Zealand ranks third after Australia and Singapore in the Quality of Bureaucracy, third after Singapore and Australia in Regulatory Quality, and second after Singapore in the Rule of Law. The second highest in the region is Australia, with a visible gap compared to the following countries: Singapore (third), Japan (fourth), and Korea (fifth). Tajikistan exhibits significant potential for improvement, demonstrating notable strengths, particularly in the Rule of Law and Regulatory Quality indicators. Following Tajikistan, Cambodia is the second-lowest performer, with a visible gap separating it from Pakistan, which takes the third position in the lower rankings. Kyrgyzstan and Bangladesh come next, securing the fourth and fifth positions, respectively, with an insignificant difference between them.

Asia and Oceania: Governance

Dimension Score

95.38  13.11



The New Zealand Disability Strategy 2016–2026 is crafted to ensure equitable and respectful treatment for disabled individuals within the country's justice system. Emphasizing rights protection, justice, accessibility, and attitudinal changes, the strategy aims to foster a non-disabling society, offering equal opportunities for disabled individuals to pursue their goals and aspirations (Office for Disability Issues, 2016). The Mana ki te Tangata - New Zealand Action Plan for Human Rights incorporates initiatives to enhance accountability for implementing the New Zealand Disability Strategy, focusing on the direct and systematic participation of disabled individuals in policy development and decision-making (Office of the United Nations High Commissioner for Human Rights, 2004). The enactment of the Public Service Act 2020, replacing the State Sector Act 1988, signifies a substantial administrative reform. This legislation aims to modernize the public

service, fostering greater flexibility and responsiveness to both government and public requirements (New Zealand Government, 2020).

The Australian Government has adopted a digital-first approach for all services. Australia's Disability Strategy 2021–2031 aims for equal access to government information and services for people with disabilities, incorporating a robust data strategy to assess and improve outcomes for individuals with disabilities (Australian Government, 2021).

In Singapore, recognizing the pivotal role of transparency and accountability in local governance, strategic measures include simplifying administrative processes, incorporating digital platforms for citizen feedback, and promoting public awareness and integrity, collectively aimed at enhancing grassroots-level transparency and accountability (Tsao Foundation, n.d.). The country strategically leverages e-government initiatives and embraces open data practices to elevate transparency and encourage citizen engagement in governance. Despite commendable efforts, the determination of disclosed information remains predominantly within the government's purview (Xu, C., Chen, CA., 2023).

The Asia and Oceania region shows substantial potential for advancement within the Governance dimension. The most notable deviations from global averages are observed in Voice and Accountability, while the Quality of Bureaucracy indicator closely approaches global averages.

Asia and Oceania compared to the world

● World Average Indicator Score ● Regional Average Indicator Score

Transparency	57.00 ● 59.34
Rule of Law	55.45 ● 58.67
Regulatory Quality	55.11 ● 57.75
Quality of Bureaucracy	54.87 ● 56.86
Voice and Accountability	44.16 ● 55.63
Ethical Leadership	42.76 ● 47.55

The scores obtained by countries in the Asia and Oceania region highlight their collaborative efforts to strengthen governance, provide effective civil service, ensure that information is accessible to citizens, foster trust, and enact sound policies that promote development. Despite continuous efforts, the Asia and Oceania region grapples with challenges in improving citizen engagement and democratic governance, maintaining high standards of fairness, accountability, and accessibility of legal systems, and fortifying the integrity and credibility of government leaders—areas where the region continues to lag the world average.

New Zealand leads in the Governance dimension as far as the Asia and Oceania region, excelling in Ethical Leadership and Administrative Effectiveness. New Zealand's transparency practices in the policy cycle have earned recognition. However, the 2021 Indicators of Regulatory Policy and Governance (iREG) report suggests the need for a more systematic approach when notifying stakeholders of opportunities to contribute to regulatory proposals. The nation has progressively refined its regulatory management policy, with regulatory stewardship playing a defining role. The report underscores that in New Zealand, assessments for stakeholder engagement and Regulatory Impact Assessment (RIA) predominantly focus on laws initiated by the executive, constituting 92% of all primary laws (OECD, 2021).

Australia is progressing in establishing a robust national integrity commission aimed at preventing, detecting, and addressing corruption. This initiative contributes to the promotion of fairness, accountability, and integrity in governance, with the commission envisioned to play a crucial role in upholding ethical standards and maintaining public trust (Transparency International Australia, n.d.).

Singapore has established an artificial intelligence (AI) Model Governance Framework that incorporates principles of transparency and accountability. This framework is designed to enhance public understanding and trust in technologies, fostering transparency and the ethical utilization of AI in governance-related activities (Gouai, CIDOB, n.d.).

As previously stated, Tajikistan is making positive strides in the Rule of Law and Regulatory Quality indicators. However, there are opportunities for further enhancement in the areas of Transparency, Ethical Leadership, Quality

of Bureaucracy, and Voice and Accountability. Tajikistan recognizes the vital role of private investment in fostering economic growth and job creation, aligning with the Asian Development Bank's (ADB) strategic priorities under its Country Partnership Strategy, 2021-2025, which emphasizes supporting structural reforms, enhancing resource allocation, improving labor productivity through human capital development, and fostering better livelihoods in a land-linked economy (Asian Development Bank, 2022).

Cambodia holds significant potential for substantial progress. The creation of the Trust Regulator (TR) in Cambodia underscores the country's education to regulating and supervising trust-related activities (National Bank of Cambodia, n.d.). This regulatory authority is anticipated to bolster transparency, accountability, and trust in financial and commercial endeavors, ultimately increasing public confidence in these sectors. Cambodia acknowledges the significance of fostering increased trust among its citizens in public institutions. Initiatives aimed at strengthening trust in these institutions play a pivotal role in advancing the principles of good governance, transparency, and accountability (OECD, 2019).

Pakistan has undertaken significant measures to enhance transparency in service delivery and empower citizens. However, there is a need to mainstream these initiatives, ensure the protection of human and economic rights, and uphold the rule of law to facilitate private sector growth. Establishing an environment for effective governance necessitates aligning the incentives of political leaders with those of citizens, ensuring the delivery of essential services, and implementing policies effectively (Appsolutely Digital, n.d.).

Asia and Oceania: Governance Scores

Indicator Score

100.00  0

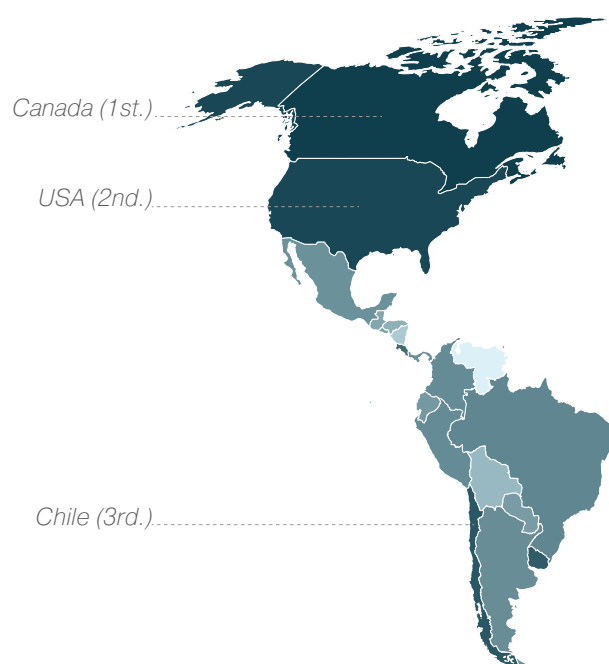
	Governance Score	Transparency	Ethical Leadership	Quality of Bureaucracy	Regulatory Quality	Rule of Law	Voice and Accountability
New Zealand	95.38	97.00	100.00	94.00	90.52	94.50	96.24
Australia	90.10	89.00	80.00	100.00	91.20	91.19	89.23
Singapore	86.30	81.00	96.00	100.00	100.00	95.40	45.39
Japan	82.38	76.00	80.00	88.00	80.81	89.01	80.48
Korea, Republic of	75.73	79.00	65.00	81.00	74.49	78.61	76.26
Cyprus	67.41	67.68	55.53	70.43	69.07	67.37	74.37
Georgia	65.84	85.00	55.00	75.00	73.59	56.66	49.77
Malaysia	57.55	48.00	46.00	75.00	65.91	65.55	44.85
Indonesia	51.47	69.00	32.00	50.00	56.43	47.57	53.82
India	49.72	49.00	35.00	63.00	47.86	50.88	52.59
Armenia	49.10	62.00	47.00	31.00	53.05	50.53	51.04
Philippines	48.41	67.00	26.00	63.00	51.47	37.99	44.97
Mongolia	48.17	60.00	28.00	50.00	44.92	47.56	58.55
Thailand	45.42	55.00	28.00	56.00	51.69	55.37	26.46
Sri Lanka	42.71	39.00	31.00	44.00	41.31	53.62	47.31
Kazakhstan	42.45	58.00	31.00	56.00	51.69	41.55	16.48
Viet Nam	36.77	41.00	34.00	44.00	40.63	49.37	11.60
China	35.70	24.00	42.00	50.00	42.66	53.54	1.99
Nepal	34.24	42.00	26.00	13.00	35.67	42.02	46.75
Bangladesh	33.11	40.21	24.76	37.44	30.47	38.69	27.06
Kyrgyzstan	33.08	59.00	18.00	25.00	36.57	28.08	31.81
Pakistan	32.22	40.00	19.00	38.00	33.18	38.10	25.01
Cambodia	21.01	26.00	12.00	13.00	35.21	32.06	7.79
Tajikistan	13.11	14.00	15.00	0.00	24.15	25.51	0.00

Americas

The Americas region ranks fourth in the Governance dimension, with Canada as the top performer, ranking first in almost all indicators of the dimension. Canada ranks eighth after Brazil, Mexico, the United States (U.S.), Uruguay, Chile, Costa Rica, and Peru in Transparency. The U.S. holds the second-highest rank in the region, with a visible gap compared to the following countries: Chile (third), Uruguay (fourth), and Costa Rica (fifth). Venezuela exhibits significant potential for improvement, demonstrating notable strengths, particularly in the Quality of Bureaucracy indicator. Following Venezuela, Nicaragua is the second lowest-ranking performer, with a visible gap separating it from Bolivia, which takes the third position in the lower rankings. Honduras and Guatemala come next, securing the fourth and fifth positions, respectively, with not much difference between them.

Americas: Governance

Dimension Score

84.81  2.53

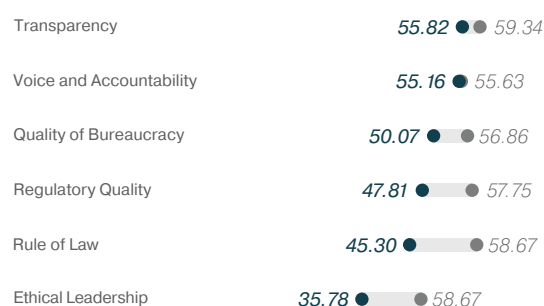
Canada has delineated precise governance objectives to enhance transparency in its public services and government operations. The Canadian government has implemented measures to strengthen transparency and oversight, proactively disclosing financial and human resources (HR) information from departments and agencies. This includes details on travel and hospitality expenses, contracts surpassing specified thresholds, position reclassifications, and grant and contribution awards, along with information on identified wrongdoing (Public Safety Canada, n.d.). To augment accessibility to government information, Canada employs open data initiatives, exemplified by the user-friendly Open Data Portal (Open Data Society of Canada, n.d.).

The U.S. Department of the Interior actively engages in regulatory reform initiatives outlined in Executive Order 13777, with a focus on identifying regulations for repeal, replacement, or modification to alleviate unnecessary burdens on the American people (U.S. Department of the Interior, n.d.). Additionally, the U.S. has implemented robust anti-corruption measures to strengthen accountability within the justice system. These comprehensive measures include reinforcing anti-corruption laws, establishing independent bodies, and enhancing financial transparency (U.S. Department of State, n.d.). An exemplary instrument in this effort is the Foreign Corrupt Practices Act (FCPA), which has proven crucial in preventing the bribery of foreign officials and countering corruption (Global Compliance News, n.d.).

Chile strategically enhances governance by emphasizing fairness and accountability, as demonstrated by advancements in the public financial management framework (OECD, 2015). Aligning with international financial reporting standards, Chile aims for fully compliant financial statements to ensure the availability of comprehensive, reliable information (World Bank, 2016). Chile's initiatives prioritize transitioning budgeting practices for efficient resource use, most notably through the upgraded financial management information system (SIGFE II). The goal is to shift from accounting transactions towards administrative/financial transactions in an effort to improve efficiency and accuracy (World Bank, 2015).

Americas compared to the world

● World Average Indicator Score ● Regional Average Indicator Score



The Americas region also shows substantial potential for advancement within the Governance dimension. The most notable variances from global averages are in the Rule of Law and Ethical Leadership indicators. The indicator that approaches global averages most closely in the Americas is Voice and Accountability.

The scores obtained by countries in the Americas highlight their collaborative efforts to strengthen governance, showing commendable abilities in promoting active citizen participation and government responsiveness. Additionally, they champion transparency commitments that bolster accountability and foster a robust administrative framework. The region excels at formulating policies and regulations that create a favorable environment for private sector development. Despite ongoing efforts, the Americas region faces unique obstacles in improving the integrity and credibility of its government leaders and ensuring fairness, accountability, and accessibility in legal systems and governance, as all Governance indicators—except for Voice and Accountability—continue to lag the world average.

Canada is leading the Americas in the Governance dimension, advancing towards greater Ethical Leadership and Administrative Excellence by demonstrating commendable performance in ensuring effective and consistent governance practices. Canada prioritizes ethical awareness and leadership integration into governance, emphasizing their significance in public service (Mondaq, 2020). Furthermore, Canada prioritizes reviewing regulatory management tools to enhance the governance framework, proposing changes for improved effectiveness, and scrutinizing the legal quality of regulations under development for optimal regulatory governance (OECD, 2018). The regulatory system in Canada safeguards the public interest in health, safety, security, environmental quality, and citizens' social and economic well-being. The Canadian government ensures policy and legal commitments by collaborating with agencies for evidence-based decision-making and oversight (Government of Canada, n.d.).

Chile actively enhances the quality of its bureaucracy and public administration through ongoing administrative reforms, process streamlining, efficiency improvements, and red tape reduction (Martinez, 2017). Reforms, such as Law 19.880 under the Lagos Administration, simplify administrative procedures, reflecting a commitment to governance improvement (Hira, 2014). The introduction of Chile Digital 2035 underscores Chile's comprehensive strategy to reduce digital inequality, prioritize digital rights, and digitally transform the public sector. As of 2022, 86 percent of public services are digitized, aligning with the commitment to accessible information and fostering accountability, trust, and informed citizen participation (International Trade Administration, 2022).

The government of Uruguay's commitment to transparency is quantified through the National Transparency and Access to Information Index (INTAI),

integrated into the 2018–2020 open government action plan (OGP Stories, 2022). This index, showcasing a commitment to transparency in public agencies, is complemented by the Fifth National Open Government Action Plan (2021–2024). The plan further extends efforts to enhance transparency in departmental governments and municipalities, underscoring Uruguay's dedication to comprehensive transparency initiatives (Observatorio Regional de Planificación para el Desarrollo, 2021).

As previously stated, Venezuela is making positive strides in the Quality of Bureaucracy indicator. However, there are opportunities for further enhancement in the areas of Transparency, Ethical Leadership, Regulatory Quality, and the Rule of Law. In Venezuela, CSOs actively champion public access to information, safeguarding the constitutional right to petition government authorities for timely responses. This advocacy, focused on enhancing transparency and accountability, seeks to facilitate the public's accessibility of information. Despite constitutional assurances, practical constraints hinder the implementation of citizens' rights to public information, as evident in frequent denials by Venezuelan government institutions. This underscores the need for improved adherence to constitutional guarantees (Open Society Foundations, 2010). While Venezuela holds potential for gradual improvements in the Governance dimension, external factors, such as the recent migration crisis and economic collapse, understandably contribute to a slower pace in implementing enhancement initiatives (Human

Rights Watch, 2023; World Vision, n.d.).

Nicaragua holds significant potential for substantial progress. Nevertheless, it is impeded by noteworthy challenges concerning human rights and democratic governance (Global Centre for the Responsibility to Protect, 2023). The human rights collective known as Nicaragua Nunca Más, established in 2019 by Nicaraguan exiles in Costa Rica, plays a pivotal role in systematically documenting human rights abuses, preserving historical memory, and pursuing justice for victims of state-led violence (National Endowment for Democracy, 2021). Notably, Nicaragua has achieved a commendable milestone by updating its laws for handling public finances by introducing reforms to organize government financial management and procedures within the public sector. This comprehensive update, focusing on ethical leadership, enhanced bureaucracy, and regulatory quality, underscores the Nicaraguan government's strong dedication to improving transparency and accountability in financial management (Policy Commons, 2010).

To uphold the rule of law and respect the fundamental rights of all Bolivians, irrespective of their political affiliations, Bolivia would benefit from implementing substantial changes to its justice system. Prioritizing reforms that foster judicial and prosecutorial independence, free from the specter of reprisal, would significantly contribute to the enhancement of the overall justice system (Human Rights Watch, 2020).

Americas: Governance Scores

Indicator Score

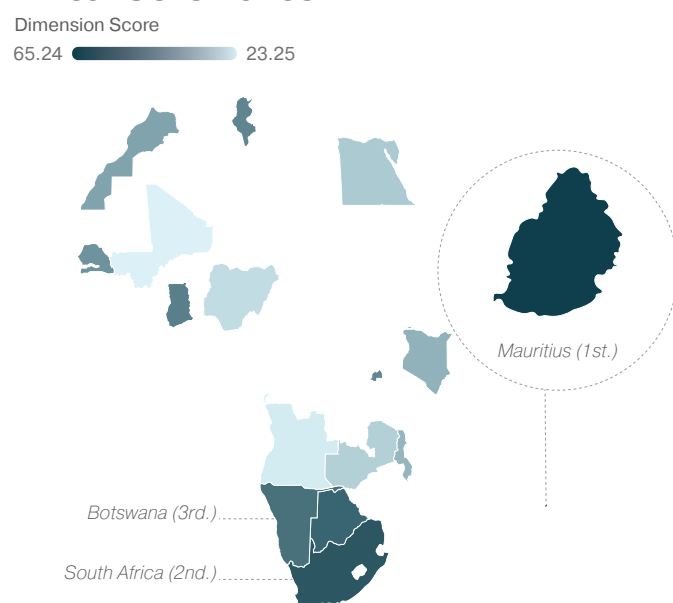
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	Governance Score	Transparency	Ethical Leadership	Quality of Bureaucracy	Regulatory Quality	Rule of Law	Voice and Accountability
Canada	84.81	60.00	81.00	100.00	86.23	90.11	91.50
United States of America	80.36	79.00	72.00	88.00	82.39	85.27	75.47
Chile	73.69	73.00	72.00	75.00	71.11	73.74	77.32
Uruguay	71.56	77.00	80.00	50.00	65.91	69.55	86.88
Costa Rica	64.34	73.00	59.00	50.00	60.05	63.11	80.90
Brazil	52.14	80.00	32.00	50.00	47.18	46.29	57.37
Peru	49.66	65.00	30.00	56.00	51.47	40.89	54.58
Colombia	49.36	57.00	34.00	56.00	54.63	42.35	52.21
Argentina	48.84	60.00	32.00	56.00	35.67	42.12	67.25
Panama	48.04	42.00	30.00	50.00	53.95	47.05	65.23
Mexico	47.50	80.00	23.00	56.00	44.47	34.37	47.18
Trinidad and Tobago	47.49	47.02	34.27	37.61	47.63	49.61	68.78
Ecuador	43.37	49.00	30.00	50.00	33.86	44.94	52.40
Paraguay	42.24	49.01	27.51	42.48	44.92	39.93	49.59
El Salvador	39.66	44.00	27.00	44.00	41.99	33.27	47.73
Guatemala	37.34	59.00	15.00	44.00	42.44	27.64	35.97
Honduras	33.40	52.00	12.00	38.00	37.92	28.10	32.34
Bolivia	29.08	35.42	16.91	26.30	23.70	26.02	46.15
Nicaragua	21.06	35.00	8.00	19.00	30.70	21.59	12.10
Venezuela	2.53	0.00	0.00	13.00	0.00	0.00	2.16

Africa

The region of Africa ranks fifth in the Governance dimension, with Mauritius as the top performer in the Quality of Bureaucracy, Regulatory Quality, and Rule of Law indicators. South Africa secures the second highest rank in the region, excelling in Transparency as well as Voice and Accountability. Following closely within the Governance dimension are Botswana (third), Namibia (fourth), and Gambia (fifth), with a narrow gap among the three countries. Among the lower-ranking countries in the region, Zambia holds the 13th position, followed by Tanzania at 14th, Nigeria at 15th, and Angola at 16th. Nigeria recorded the lowest score for Regulatory Quality, while Angola demonstrated the lowest figure for Ethical Leadership. Mali rounds out the group at the 17th position with the lowest score recorded in the Quality of Bureaucracy indicator. Among all the indicators, Ethical Leadership records the lowest figure, indicating a massive potential for development and enhancement in the region.

Africa: Governance



Mauritius, in its unwavering commitment to combat corruption and achieve its governance goals, has implemented the Good Governance and Integrity Reporting Act (The Commonwealth, 2016). This legislation is designed to promote integrity within both the public and private sectors, expediting criminal justice procedures for investigating and prosecuting individuals engaged in corrupt activities and those with unexplained wealth.

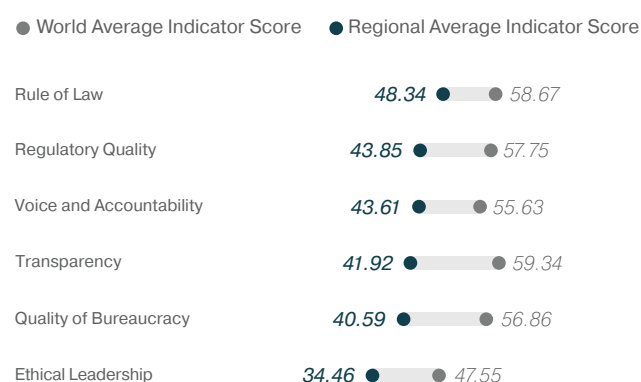
South Africa has taken significant steps to promote and fortify the concept of good governance by enhancing the performance of its state departments. This involves the establishment of a new unit within the South African presidency known as the Department of Planning, Monitoring and Evaluation (DPME) (Sebola, 2021). Operating for several years, the DPME is currently executing its 2023/24 Annual Performance Plan

(Mmoiemang., 2023), with a key focus on public sector monitoring. The program encompasses essential elements such as management support, public sector capacity development, frontline and monitoring assistance, capacity development coordination, and public service enhancement. The primary objective of this program is to bolster the implementation of the medium-term strategic framework by monitoring progress and enhancing the capacity of state institutions in devising and executing plans, thereby improving service delivery.

In the fight against corruption, Botswana maintains an active role in both the international and domestic fronts. On the global stage, the nation actively contributes to conflict resolution and participates in anti-corruption initiatives spearheaded by international organizations such as the African Union, the Commonwealth of Nations, and the United Nations (UN), as recorded from its engagement in 2020. Domestically, Botswana's political culture is firmly rooted in participation and consensus-building, with both concepts serving as fundamental principles. Notably, in 2022, Botswana achieved a significant milestone aimed at reinforcing its anti-money laundering efforts (ESAAMLG, 2022).

In the African region, all of the Governance dimension's indicators exhibit performance levels that fall below the global average. The most substantial gap in comparison to the world average is evident in the Quality of Bureaucracy indicator, while the Rule of Law indicator shows the least deviation from the global average.

Africa compared to the world



To bolster its anti-corruption efforts, Malawi recently introduced the National Anti-Corruption Strategy (NACS II), marking a significant step after a seven-year hiatus since the conclusion of the previous NACS in 2013 (Transparency International, 2022). The strategy embraces a participatory, multi-stakeholder approach, with its formulation entailing extensive consultations involving all three branches of government, civil society, the private sector, and faith-based organizations, as well as engagement with mass media, youth, academia, and women's organizations.

Angola, in a bid to enhance the quality of its bureaucracy has entered a partnership with the United States Agency for International Development (USAID). The initiative dubbed the Strengthening Anti-Corruption Efforts and Procedures program aims to boost the oversight capacities of crucial government institutions and CSOs (USAID, n.d.). The program's primary objectives include minimizing instances of fraud, waste, and abuse of state resources while reinforcing transparency and accountability. Furthermore, the program seeks to establish a knowledge-sharing network, connecting key government institutions and CSOs across the region to foster south-south learning and promote collaborative efforts.

The government of Mali has initiated the Mali Sub-National Governance Project (SNGP), a strategic endeavor designed to collaborate with both national and sub-national government institutions as well as civil society (USAID, 2019). Aligned with the objectives of the Algiers Peace Accord, the project is integral to the decentralization efforts in Mali as it intends to allocate more resources and authority directly to regional governments. With a focus on implementing the decentralization process, the SNGP aims to enhance the capacity of sub-national government entities to deliver effective, responsive, and accountable services, particularly in the critical areas of health and education. Executed by Tetra Tech ARD, the project is dedicated to ensuring that public funds designated for regional and local services are transferred and utilized efficiently and transparently.

Africa: Governance Scores

Indicator Score

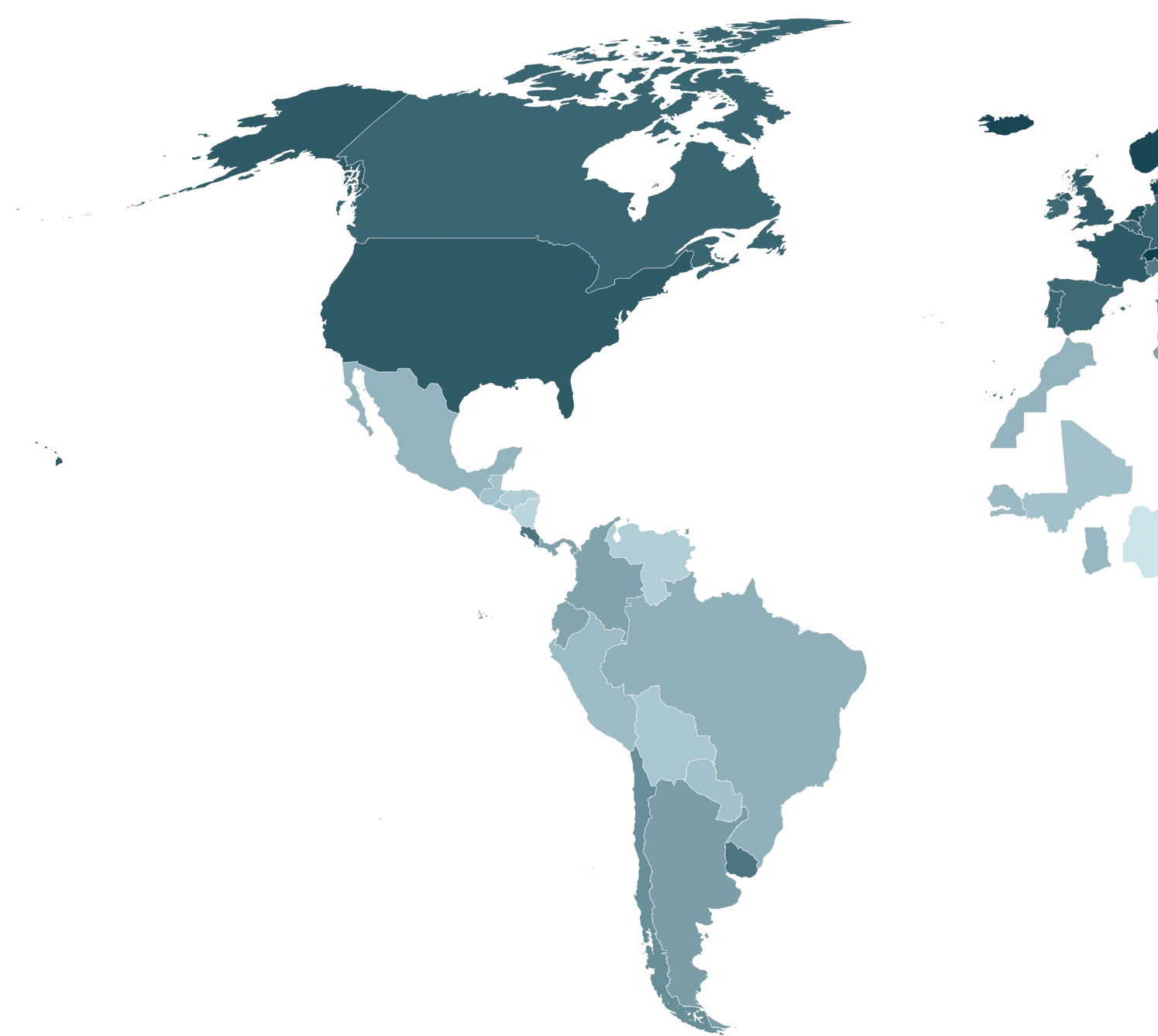
85.00  5.65

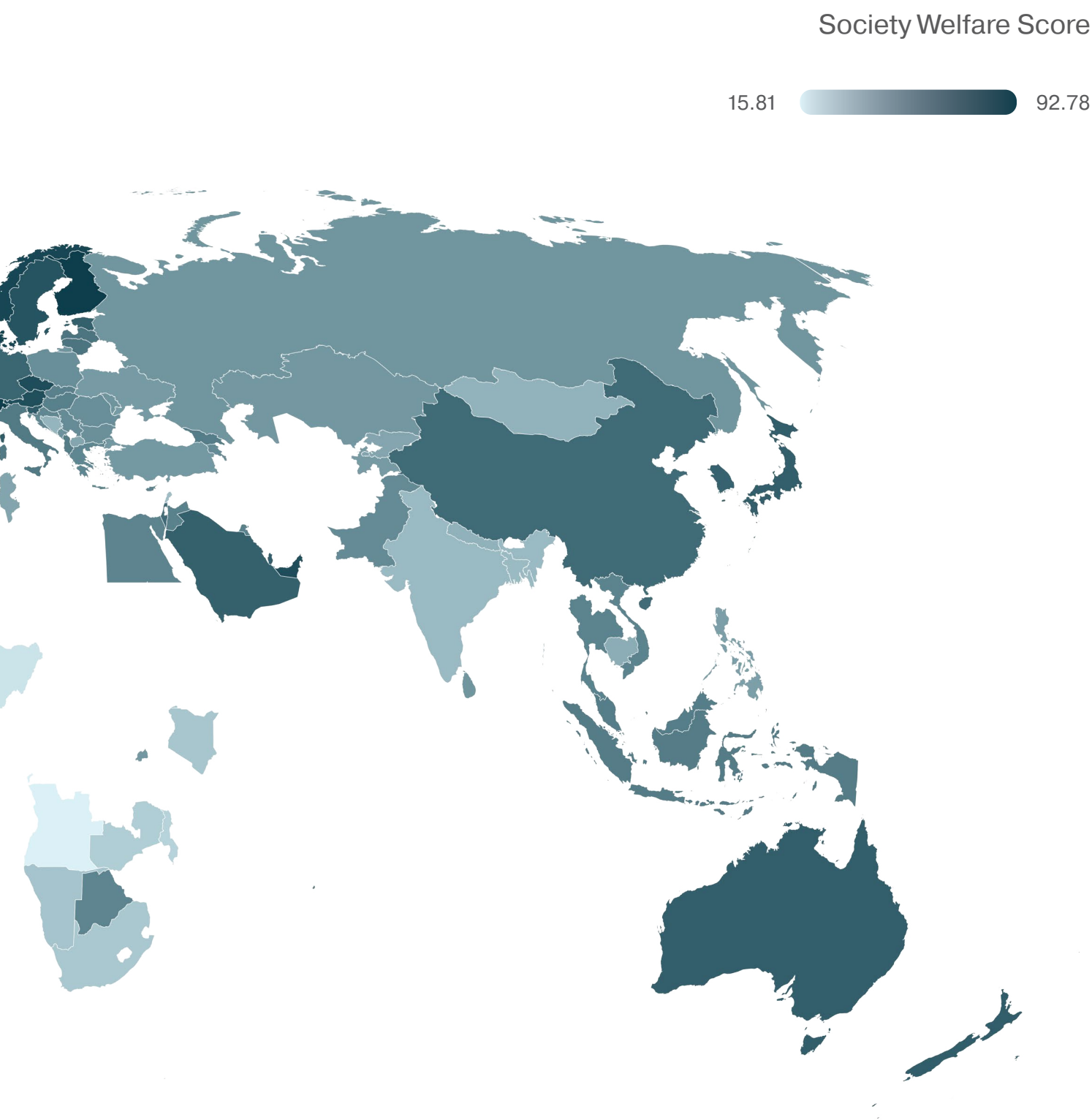
	Governance Score	Transparency	Ethical Leadership	Quality of Bureaucracy	Regulatory Quality	Rule of Law	Voice and Accountability
Mauritius	65.24	57.00	54.00	63.00	76.07	72.80	68.56
South Africa	59.66	85.00	41.00	56.00	48.08	55.73	72.14
Botswana	56.47	38.00	55.00	56.00	63.43	63.80	62.56
Namibia	53.60	48.00	47.00	50.00	49.66	61.06	65.88
Ghana	49.98	58.00	39.00	44.00	45.15	50.87	62.85
Tunisia	48.92	46.00	41.00	56.00	40.86	54.93	54.74
Rwanda	48.55	45.00	53.00	63.00	51.24	57.36	21.69
Senegal	45.32	47.00	39.00	44.00	42.66	44.36	54.90
Morocco	41.61	46.00	34.00	44.00	46.95	46.92	31.76
Kenya	38.50	49.00	22.00	38.00	39.50	43.77	38.73
Malawi	37.48	28.00	28.00	38.00	31.83	47.26	51.77
Egypt	32.65	35.00	26.00	44.00	38.15	47.11	5.65
Zambia	31.34	22.00	26.00	25.00	37.25	39.11	38.71
Tanzania	30.15	23.00	34.00	19.00	35.44	40.72	28.74
Nigeria	28.44	39.00	14.00	25.00	28.67	33.08	30.91
Angola	25.01	27.66	12.83	18.96	34.76	30.86	25.00
Mali	23.25	19.00	20.00	6.00	35.67	32.02	26.84

4.4

Society Welfare: Visual Map

Society Welfare Score





4.4.I Society Welfare Country Rankings

<div><div>1</div><div>Trophy</div></div>	Finland	92.78	<div><div>18</div></div>	UK	79.00	<div><div>35</div></div>	Latvia	69.25
<div><div>2</div><div>Trophy</div></div>	Switzerland	92.49	<div><div>19</div></div>	Japan	79.00	<div><div>36</div></div>	Italy	67.42
<div><div>3</div><div>Trophy</div></div>	Denmark	90.39	<div><div>20</div></div>	Qatar	78.97	<div><div>37</div></div>	Malta	66.61
<div><div>4</div><div>Trophy</div></div>	Iceland	89.17	<div><div>21</div></div>	Estonia	78.44	<div><div>38</div></div>	Indonesia	66.40
<div><div>5</div><div>Trophy</div></div>	Norway	88.82	<div><div>22</div></div>	Saudi Arabia	78.03	<div><div>39</div></div>	Albania	65.85
<div><div>6</div></div>	Singapore	86.51	<div><div>23</div></div>	Korea, Republic of	77.39	<div><div>40</div></div>	Georgia	65.79
<div><div>7</div></div>	Luxembourg	86.47	<div><div>24</div></div>	Belgium	77.01	<div><div>41</div></div>	Malaysia	65.38
<div><div>8</div></div>	United Arab Emirates	86.22	<div><div>25</div></div>	Canada	76.22	<div><div>42</div></div>	Hungary	64.76
<div><div>9</div></div>	Czechia	86.19	<div><div>26</div></div>	Germany	76.20	<div><div>43</div></div>	Kuwait	64.22
<div><div>10</div></div>	Austria	85.75	<div><div>27</div></div>	Portugal	75.56	<div><div>44</div></div>	Slovakia	64.11
<div><div>11</div></div>	Netherlands	85.31	<div><div>28</div></div>	Ireland	74.79	<div><div>45</div></div>	Jordan	64.01
<div><div>12</div></div>	Sweden	83.51	<div><div>29</div></div>	Spain	74.63	<div><div>46</div></div>	Thailand	63.51
<div><div>13</div></div>	United States of America	81.00	<div><div>30</div></div>	China	73.75	<div><div>47</div></div>	Mauritius	63.46
<div><div>14</div></div>	Slovenia	80.95	<div><div>31</div></div>	Israel	73.56	<div><div>48</div></div>	Cyprus	63.35
<div><div>15</div></div>	France	80.41	<div><div>32</div></div>	Costa Rica	69.77	<div><div>49</div></div>	Viet Nam	63.12
<div><div>16</div></div>	New Zealand	79.61	<div><div>33</div></div>	Uruguay	69.57	<div><div>50</div></div>	Egypt	62.94
<div><div>17</div></div>	Australia	79.07	<div><div>34</div></div>	Lithuania	69.36	<div><div>51</div></div>	Botswana	62.52

52	Greece	62.25	71	Argentina	51.83	90	Bangladesh	39.57
53	Croatia	61.11	72	Philippines	51.25	91	Peru	39.26
54	Pakistan	60.01	73	Panama	49.80	92	El Salvador	38.42
55	Armenia	59.81	74	Colombia	49.38	93	Lebanon	38.31
56	Serbia	59.51	75	Ecuador	49.10	94	Mali	36.87
57	Poland	58.44	76	Tunisia	48.93	95	Guatemala	36.71
58	Chile	58.36	77	Kyrgyzstan	48.79	96	Paraguay	36.59
59	Romania	58.23	78	North Macedonia	48.39	97	Namibia	35.57
60	Bulgaria	57.41	79	Cambodia	45.40	98	Kenya	34.83
61	Montenegro	57.04	80	Brazil	44.23	99	Bolivia	34.53
62	Moldova	55.73	81	Nepal	43.89	100	South Africa	33.87
63	Russian Federation	55.24	82	Mongolia	43.30	101	Honduras	32.02
64	Sri Lanka	55.22	83	Mexico	43.12	102	Zambia	31.54
65	Rwanda	54.47	84	Morocco	42.75	103	Venezuela	31.12
66	Kazakhstan	54.35	85	Bosnia and Herzegovina	42.17	104	Malawi	29.28
67	Türkiye	54.22	86	Ghana	41.10	105	Nicaragua	28.41
68	Trinidad and Tobago	53.84	87	Senegal	40.42	106	Nigeria	22.27
69	Tajikistan	53.33	88	India	40.37	107	Angola	15.81
70	Ukraine	53.20	89	Tanzania, United Republic of	40.12			

4.4.2 General Findings

Society Welfare fosters social and economic stability by mitigating disparities and promoting equitable well-being within a community. It reflects a government's actions to improve the collective welfare of a community by enhancing access to basic services, elevating the quality of life, and creating a safe and healthy environment. Through welfare initiatives, governments strive to support vulnerable populations and reduce poverty, inequality, and social injustices.

Prioritizing society welfare strengthens the government's relationship with its citizens, fostering civic engagement and raising public approval. A well-supported community is more productive, fuels economic growth, and exhibits greater resilience, enabling it to adapt to changing circumstances and recover from setbacks.

Governments' capacity to establish effective social safety nets and provide universal access to basic services faced significant challenges in recent times due to health crises and economic turbulence. Economic development emerged as a differentiator for governments' abilities in this regard.

The global pandemic accentuated the importance of social protection with thousands of new measures implemented worldwide. However, the response was uneven and insufficient, exposing the gap between high and low-income countries. This further underscores the significance of economic development as a differentiating factor and highlights the knowledge deficit among governments with minimal or no prior society welfare programs in implementing effective measures.

Furthermore, the pandemic led to an increase in the population without access to basic services, especially among vulnerable groups. Therefore, extending access to fundamental necessities such as drinking water, sanitation, and hygiene remains a priority for many low and middle-income countries. (International Labour Organization, 2021).

The direction of society welfare is shaped by an ever-increasing emphasis on environmental sustainability and the emergence of the well-being economy. This marks a departure from the traditional focus on GDP to measure societal success towards an approach centered on delivering shared well-being by guaranteeing universal access to the fundamental elements necessary for a comfortable, secure, and fulfilling life.

Finland ranks first in the Society Welfare dimension. Decades of continuous progress and reforms to its welfare system, firmly rooted in the Nordic welfare model, contribute to its status as a welfare state. This model combines a capitalist economy with a public sector that provides its citizens with welfare services and a social

safety net. Taxpayers fund essential services, and citizens trust their government's ability to address societal challenges (Nordic Co-operation, n.d.).

The top score obtained in the Use of Basic Drinking Water indicator reflects the country's commitment to ensuring a sustainable and dependable water supply. While water assets have remained under public ownership, the water supply has been developed through public-private cooperation. Recent initiatives to enhance service reliability include the 2014 amendment to the Water Services Act in response to incidents and climate change through improved risk management practices and the 2020 launch of a national reform aimed at promoting the renewal of the water supply and sanitation sector through the integration of new technologies (Ministry for Foreign Affairs of Finland, 2020). Because Finland manages its water and sanitation systems together, it also achieved a high score for the Use of Basic Sanitation indicator.

Finland's strong performance in the Social Protection indicator is the result of the government's responsibility to establishing a formal social safety net. The Finnish Constitution guarantees that every citizen has the right to income and care when they are unable to sustain themselves adequately.

Finland's social protection includes a wide array of financial support designed to aid different vulnerable groups, such as unemployed job seekers and individuals with disabilities. To facilitate citizens' access to these benefits, the government established Kela, a national agency responsible for administering benefits under social security programs.

Beyond these financial provisions, the Finnish system provides a set of social services as outlined in the Social Welfare Act. These services include, among others, social rehabilitation, home care, mobility support services, mental health services, and family counseling. These are designed to assist people in managing their daily lives, promote inclusivity, and facilitate equal participation for all citizens (Ministry of Social Affairs and Health, n.d.).

In tandem with social protection, society welfare also entails safeguarding the environment and ensuring responsible resource management. The growing awareness of climate change, resource depletion, ecological disasters, and other environmental challenges compels governments to take proactive actions to minimize the adverse impacts of human activities on the environment while making resources accessible without compromising their sustainability.

Finland places great importance on sustainable development and has made significant progress in its climate mitigation efforts. The country is committed to

achieving carbon neutrality by 2035 and becoming a circular economy and fossil-free welfare society. Finland's National Climate and Energy Strategy outlines various measures to fulfill these commitments, including the phasing out of fossil fuel heating, increasing renewable energy utilization, strengthening carbon sinks, and creating opportunities for companies to make long-term investments in advanced clean technologies (Ministry of Economic Affairs and Employment Energy, 2022).

Finland's status as a welfare state is reinforced by its adherence to the principle of equitable distribution of wealth. The Finnish welfare system is predominantly funded through taxes, with the government implementing progressive taxation to ensure the equitable distribution of wealth. Although Finnish taxes are among the highest globally, they enjoy a positive perception among Finnish citizens due to the government's effective utilization of tax revenues to deliver high-quality public services.

The pandemic exposed the weaknesses in governments' society welfare capabilities. Many are still struggling with the challenges of post-pandemic recovery and the reinforcement of their social protection systems. In contrast, the Finnish welfare system responded rather well to the pandemic due to its universal coverage. Only a handful of short-term emergency initiatives were implemented to complement existing programs. These included direct subsidies to businesses, reductions in social security contributions, and financial aid to support parents who stayed at home to care for their children

during school closures. Nevertheless, the government found it necessary to increase public spending as a measure to mitigate some of the negative effects (European Commission, 2021).

The complex challenges of the modern world have given rise to the concept of a well-being economy, which extends beyond the traditional measure of progress based on economic growth. Instead, it places importance on quality of life, sustainability, and social equity. This approach is increasingly gaining popularity among governments worldwide, with numerous countries exploring and implementing policies and strategies aligned with the principles of a well-being economy (Wellbeing Economy Alliance, n.d.).

Leveraging its wealth of experience and best practices in society welfare, Finland is taking a leap forward by embracing the concept of the well-being economy. This forward-looking approach focuses on integrating well-being data alongside economic and environmental sustainability considerations in decision-making. Through the Action Plan for the Economy of Wellbeing 2023–2025, the Finnish government is set to establish a guidance model to support decision-makers in integrating well-being considerations into policy formulation and decision-making processes. Furthermore, the plan aims to strengthen the expertise required to support this transformative process (Ministry of Social Affairs and Health, 2023).

Top performing governments in Society Welfare

Country	Income Equality	Education System's Ability to Meet Needs	Accessibility of Healthcare Services	Adequate Access to Public Transport	Adequate Protection for Nature	Equal Workforce Opportunities	Use of Basic Drinking Water	Use of Basic Sanitation	Social Protection	Personal Safety	Society Welfare Score
1 Finland	95.00	90.26	94.35	83.91	94.96	95.37	100.00	99.28	96.64	78.00	92.78
2 Switzerland	85.00	100.00	100.00	97.55	90.56	77.81	100.00	99.87	92.09	82.00	92.49
3 Denmark	93.00	77.03	97.80	85.49	91.89	83.25	100.00	99.47	100.00	76.00	90.39
4 Iceland	100.00	75.46	97.24	71.95	89.06	91.49	100.00	98.40	85.13	83.00	89.17
5 Norway	95.00	76.18	90.39	76.64	86.25	85.07	99.79	98.99	95.92	84.00	88.82

4.4.3 Detailed View: Society Welfare

4.4.3.1 Income Equality

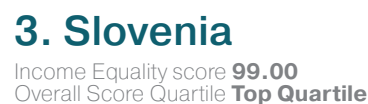
This indicator evaluates the even distribution of income among individuals or households within a designated population or geographical region. It utilizes the Gini Coefficient, a metric that ranges from 0 to 1, where 0 signifies a state of complete income equality, implying that all individuals or households possess identical income, and 1 represents absolute income inequality (Hasell, J., 2023).

Iceland stands out as the global leader in Income Equality. Its performance in this indicator can be attributed to the progressive taxation policy and extensive social welfare system. Through this system, the government provides various forms of financial support, including unemployment benefits, disability benefits, housing assistance, as well as non-financial services. These practices ensure the redistribution of wealth and reduction of income disparities, providing the means for a decent life to those in vulnerable groups (European Commission, 2023).

In addition, Iceland is implementing a series of policies aimed at reinforcing equal treatment within the labor market. The Act on Equal Treatment in the Labor Market includes measures to combat discrimination and foster active participation in the labor market. This legislation includes the prohibition of wage discrimination, ensuring that employers cannot differentiate between their employees based on protected characteristics, particularly concerning wages when they perform similar roles or jobs of equal value (Government of Iceland, 2019).

Furthermore, Iceland compels companies and institutions employing 25 or more workers to acquire equal pay certifications. This requirement enforces the principle that women and men should receive identical incomes and experience equal terms of employment when engaged in jobs of equivalent value (Government of Iceland, 2020).

Top performing governments in Income Equality: Visual map*



***Note:** When having two or more countries sharing the same indicator score, the ranking is secondly based on the dimension score.

4.4.3.2 Education System's Ability to Meet Needs

This indicator determines the educational system's capacity to address the demand of the labor market and the broader economic landscape. It reflects how well the nation's educational system equips graduates with the knowledge and skills essential to a competitive economy. The data refers to the mean of the averaged responses to the question: "In your country, how well does the education system meet the needs of a competitive economy?" (1 = Not at all; 7 = To a great extent)

Switzerland stands as the first-ranked country worldwide in terms of the adequacy of its educational system. In Switzerland, education is obligatory from the age of four and spans eleven years. Compulsory educational access is provided free of charge, and almost all children attend public schools in their local municipality. Therefore, public schools significantly contribute to the integration of children from diverse social, linguistic, and cultural backgrounds.

Upon completing compulsory education, Swiss students

have the choice of pursuing general education programs in baccalaureate schools or enrolling in vocational education and training (VET) programs.

One contributing factor that pushes Switzerland to the top of this indicator is its VET system. Widely favored by students, this dual-track program combines classroom instruction at a VET school with apprenticeships at training companies in approximately 230 different professions. In this way, students gain both theoretical and practical knowledge, preparing them for active participation in their chosen field (European Commission, 2023).

Moreover, to further enhance the educational system's ability to respond to the economy's demands, the Swiss government initiated a reform in 2022 to revise baccalaureate certificates. This revision aims to align the baccalaureate with current requirements, taking into account global trends like globalization and digitalization, while also addressing issues related to participatory society and sustainability (European Commission, 2023).

Top performing governments in Education System's Ability to Meet Needs: Visual map



4.4.3.3 Accessibility of Healthcare Services

Accessibility of Healthcare Services measures the extent to which all individuals within a population can access physical healthcare services. It is determined by the mean average derived from responses to the question: “In your country, to what extent do all members of the population have sufficient access to the following safety nets and services: physical healthcare?”

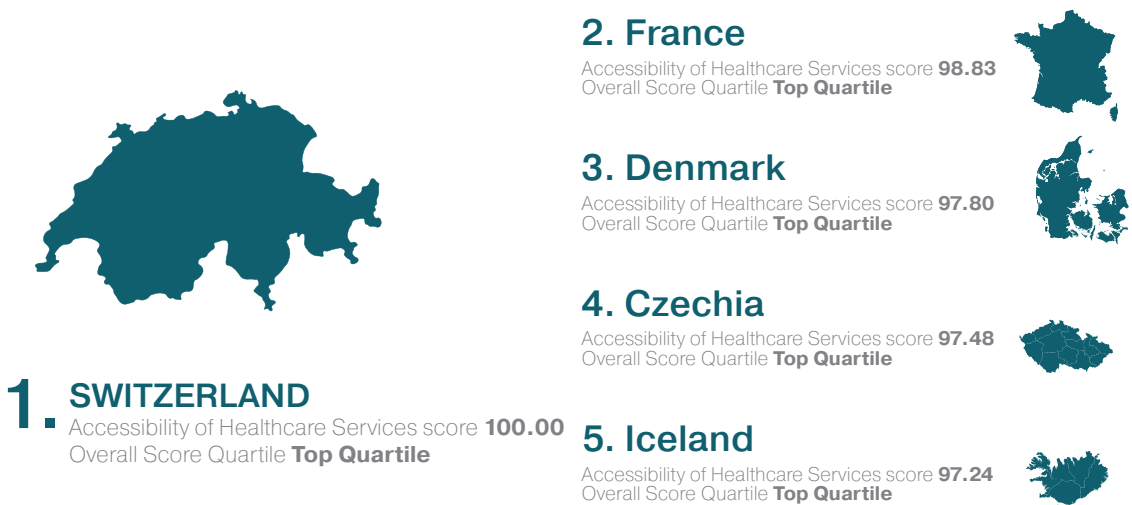
The degree of accessibility is assessed on a scale of 1 to 7, with 1 indicating difficult accessibility or availability for only a portion of the population and 7 indicating healthcare services are accessible to all.

Once again, Switzerland holds the top spot in the global ranking. The country has no free public healthcare system, instead, it relies on the private sector. The government's role lies in regulating the industry to guarantee universal coverage. The Federal Law on Health Insurance mandates that private insurers must offer mandatory coverage to all residents, regardless of their age or medical history, and compels every citizen to secure basic health insurance.

Under this arrangement, insurers are required to provide mandatory coverage at no cost, with their profits derived mainly from selling supplementary insurance plans; and citizens are responsible for paying monthly insurance premiums to their providers. To make healthcare more affordable for lower-income individuals and families, the Swiss government offers subsidies. Subsidy amounts are wealth-based, ensuring more substantial support for those with higher needs (The Commonwealth Fund, n.d.).

In 2019, the Federal Council introduced the Health2030 Strategy, with a focus on addressing four key challenges: adapting to technological and digital transformations, managing demographic and social changes, maintaining high-quality, affordable care, and promoting opportunities for a healthier life. This strategy aims to further improve the Swiss healthcare system by delivering top-quality and accessible services to every member of society (Federal Office of Public Health, 2023).

Top performing governments in Accessibility of Healthcare Services: Visual map



4.4.3.4 Adequate Access to Public Transport

This indicator assesses the availability and accessibility of public transportation services to the entire population, using a scale of 1 (indicating limited accessibility, only available to some individuals) to 7 (indicating efficient accessibility to everyone).

To get insights into the extent to which transportation services are widely accessible to all members of society, the mean average of the answers to the following question is used: "In your country, how far do all members of the population have sufficient access to the following: public transportation?"

Luxembourg, the top global performer, has adopted a unique and inclusive approach to public transportation. In 2020, the Luxembourgish government made a decision to offer free public transport services to all residents and tourists. Free services are provided for buses, trains, and trams. The public transportation infrastructure consists of

a large, interconnected network that links urban centers and rural areas all week round.

This initiative was driven by the goal of promoting mobility, reducing environmental pressures, and fostering social inclusion. Luxembourg's approach to public transportation not only reduces financial barriers but also promotes greater social cohesion and the participation of all citizens in the economic and social life of the country.

Furthermore, the Luxembourgish government has actively participated in projects aimed at enhancing cross-border mobility. As a result, Luxembourg now enjoys direct access to neighboring networks in Germany, France, and Belgium. This accessibility extends to high-speed trains like the German InterCity Express (ICE) and the French Train à Grande Vitesse (TGV), facilitating swift and efficient travel across borders (The Government of the Grand Duchy of Luxembourg, 2023).

Top performing governments in Adequate Access to Public Transport: Visual map



2. Switzerland

Adequate Access to Public Transport score **97.55**
Overall Score Quartile **Top Quartile**



3. Czechia

Adequate Access to Public Transport score **93.73**
Overall Score Quartile **Top Quartile**



4. Singapore

Adequate Access to Public Transport score **92.62**
Overall Score Quartile **Top Quartile**



5. Japan

Adequate Access to Public Transport score **91.00**
Overall Score Quartile **Top Quartile**



4.4.3.5 Adequate Protection for Nature

This indicator gauges the adequacy of a country's measures aimed at safeguarding its natural environment and biodiversity. It encompasses policies, regulations, and practices put in place by the government to ensure the well-being of its citizens and the preservation of nature for future generations.

The indicator is based on the mean average of responses to the question: "In your country to what extent is the environment and nature adequately protected?" (1 = Not at all; 7 = To a great extent)

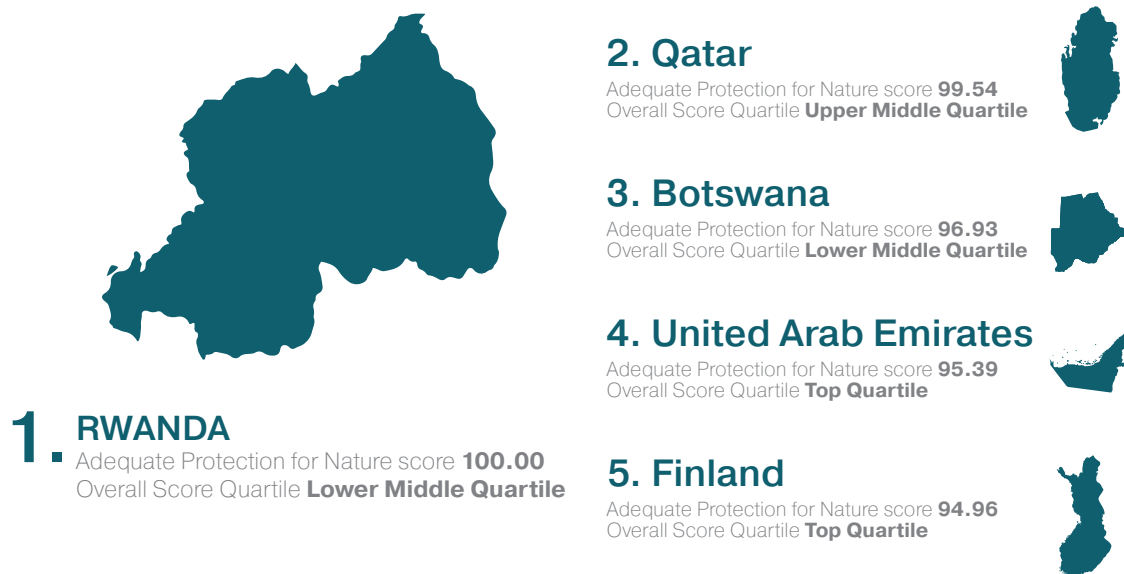
Rwanda, the top-ranking country in this regard globally, has adopted an active approach to nature protection by prioritizing environmental conservation and climate change in all its policies, programs, and plans (World Economic Forum, 2016). The country was among the first nations to prohibit non-biodegradable plastic bags

and packaging materials. Moreover, as one of the early adopters of the Bonn Challenge—a global initiative to restore deforested and degraded land—Rwanda has demonstrated its commitment to ecological restoration (The Bonn Challenge, n.d.).

The Rwandan government's goal is to transition the nation into a climate-resilient, low-carbon economy by 2050. A groundbreaking initiative that has significantly contributed to this objective is the establishment of the Green Fund, an investment fund that supports public and private projects driving the transition to a green growth economy.

To date, this fund has mobilized over \$2 million and has financed 46 projects, resulting in improved access to clean energy, increased resilience of communities to climate change effects, and the avoidance of substantial carbon dioxide equivalent emissions (Rwanda Green Fund, n.d.).

Top performing governments in Adequate Protection for Nature: Visual map



4.4.3.6 Equal Workforce Opportunities

This indicator assesses the extent to which a country provides equal opportunities for all members of its workforce. It shows how well the government promotes equal treatment and inclusion irrespective of an individual's protected characteristics.

The indicators use the mean of the average answers to a question regarding four types of personal characteristics: "In your country, to what extent do companies give equal workforce opportunities to women; people from typically disadvantaged religious, ethnic or racial backgrounds; individuals with disabilities; and persons identifying as LGBTI?" The scale ranges from 1 (minimal opportunities for these groups) to 7 (equal opportunities).

The United States (U.S.), the global leader in promoting Equal Workforce Opportunities, has undertaken a multifaceted effort to advocate for diversity, equity, and inclusion (DEI) within its labor force. With a rich history of combating disparities in workforce opportunities, the U.S. has established the U.S. Equal Employment Opportunity Commission (EEOC), which is responsible for enforcing federal laws that prohibit discrimination based on race, religion, sex, age, and other protected characteristics in

all aspects of employment, including hiring, promotion, harassment, training, wages, and benefits (EEOC, n.d.).

The nation continually introduces new initiatives to enhance access to equal work opportunities for vulnerable groups. One recent example is the Global Women's Economic Security Strategy launched in January 2023, which aims to achieve equitable economic participation for women of diverse backgrounds by addressing wage gaps, promoting entrepreneurship, facilitating financial and digital inclusion, and dismantling systemic barriers that hinder women's equitable engagement in the economy (U.S. Department of State, 2023).

Furthermore, the EEOC, in collaboration with the U.S. Department of Labor's Office of Federal Contract Compliance Programs, has introduced the Hiring Initiative to Reimagine Equity (HIRE). HIRE seeks to transform hiring and recruitment practices in ways that advance equal employment and broaden access to quality jobs for individuals from underrepresented communities. The initiative is meant to further foster diversity and inclusion within the American workforce (U.S. Equal Employment Opportunity Commission, n.d.).

Top performing governments in Equal Workforce Opportunities: Visual map



4.4.3.7 Use of Basic Drinking Water

This indicator measures the extent to which a country's population has access to basic drinking water services. It reflects the percentage of the total population that has access to basic drinking water from improved sources, which include piped water, boreholes, protected wells and springs, and packaged or delivered water. The indicator also considers the convenience factor, ensuring that collection time for water does not exceed 30 minutes for a round trip.

Access to clean water is explicitly recognized as a human right by the United Nations (U.N.), with direct implications for public health and overall well-being. Therefore, international organizations and nations worldwide have undertaken numerous initiatives to ensure universal access to this vital resource. However, significant disparities persist among regions and countries.

There are several countries that have achieved a perfect score in this indicator, with the majority belonging to the European region. The high performance of European nations can be attributed to collaborative efforts, including the adoption of The Protocol on Water and Health, which was ratified by 27 countries. Under this protocol, nations made a commitment to take appropriate actions to ensure an adequate supply of clean drinking water and to protect the water resources used as drinking water sources (World Health Organization, n.d.).

Moreover, European water and cohesion policies have been important in enhancing the availability and security of drinking water in the region. These policies have enabled European countries to develop essential infrastructure, such as purification plants and distribution networks, particularly in areas where populations lack access to adequate water resources (European Commission, 2020).

Kuwait stands out as the sole country in the Lower Middle Quartile of the index that reached the top score for this indicator. Lacking surface sources of usable water, the country heavily relies on seawater desalination to meet its drinking water needs. Since the process largely satisfies the country's demand for potable water, the government has made substantial investments in desalination infrastructure, developing eight desalination plants along its coastline.

However, this success has led to a lack of conservation policies and resource management. Consequently, the Ministry of Electricity and Water is taking proactive steps to enhance technical infrastructure, incorporating modern technologies to optimize water management and reduce environmental impacts (Frontiers in Environmental Science, 2022).

Top performing governments in Use of Basic Drinking Water: Visual map



2. Switzerland

Use of Basic Drinking Water score **100.00**
Overall Score Quartile **Top Quartile**



3. Germany

Use of Basic Drinking Water score **100.00**
Overall Score Quartile **Top Quartile**



4. Greece

Use of Basic Drinking Water score **100.00**
Overall Score Quartile **Upper Middle Quartile**



5. New Zealand

Use of Basic Drinking Water score **100.00**
Overall Score Quartile **Top Quartile**



4.4.3.8 Use of Basic Sanitation

This indicator quantifies the proportion of the total population with access to basic sanitation services. It reflects the percentage of citizens who can access improved sanitation facilities that are not shared with other households. Improved facilities refer to flush to piped sewer systems, septic tanks, ventilated pit latrines, composting toilets, or pit latrines with slabs.

Similar to the accessibility of drinking water, the U.N. has explicitly recognized access to basic sanitation as a human right. In many instances, water and sanitation services are interrelated, and initiatives aimed at enhancing their availability often go hand in hand. Unfortunately, despite extensive efforts by international organizations and countries around the world to achieve universal access to sanitation, significant disparities persist.

While several countries have achieved a perfect score for this indicator, the Middle East stands out with the highest number of top performers. This region faces unique challenges due to its high population density and water scarcity, further aggravated by the growing threats of climate change and natural disasters. In response, these countries have made substantial investments in sanitation infrastructure, developing and modernizing sewage

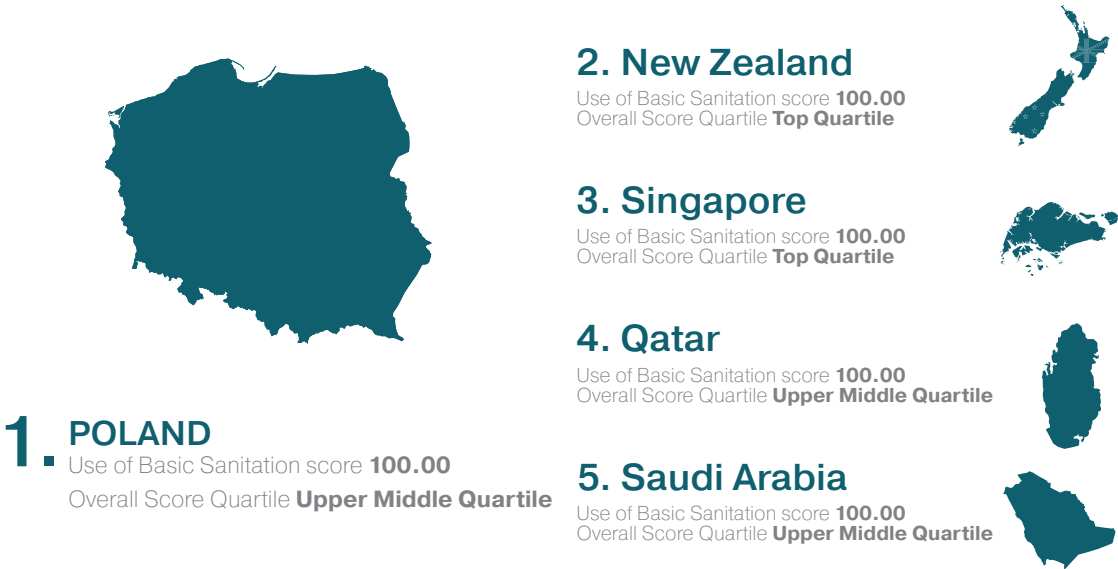
networks, water treatment, and desalination stations.

These efforts are ongoing, with a recent example coming from Saudi Arabia. The country is planning to attract local and international investments by tendering projects worth approximately \$3.2 billion, focusing on sanitation, water desalination, transmission networks, and strategic storage (US International Trade Administration, 2022).

In addition to these efforts, Middle Eastern countries have collaborated with international organizations to develop joint initiatives. Now, the most high-performing countries are assisting neighboring nations to improve sanitation in partnership with the United Nations International Children's Emergency Fund (UNICEF) through its Water, Sanitation, and Hygiene (WASH) Program.

For instance, the Qatar Fund for Development recently contributed \$15 million to support UNICEF's efforts to strengthen sanitation and water systems in Yemen (UNICEF, 2023), while Kuwait provided \$17 million for UNICEF's efforts in delivering essential education, nutrition, water, sanitation, and hygiene services to earthquake-affected children and families in Turkey and Syria (UNICEF, 2023).

Top performing governments in Use of Basic Sanitation: Visual map



4.4.3.9 Social Protection

This indicator evaluates the extent to which a country's existing social safety net is safeguarding its citizens from economic insecurity, particularly in cases of job loss or disability.

The results are derived from the mean average of responses to the question: "In your country, to what extent does the formal social safety net provide protection to the general population from economic insecurity in the event of job loss or disability?" It quantifies the level of protection on a scale of 1 to 7, where 1 represents minimal protection and 7 indicates the system provides full protection.

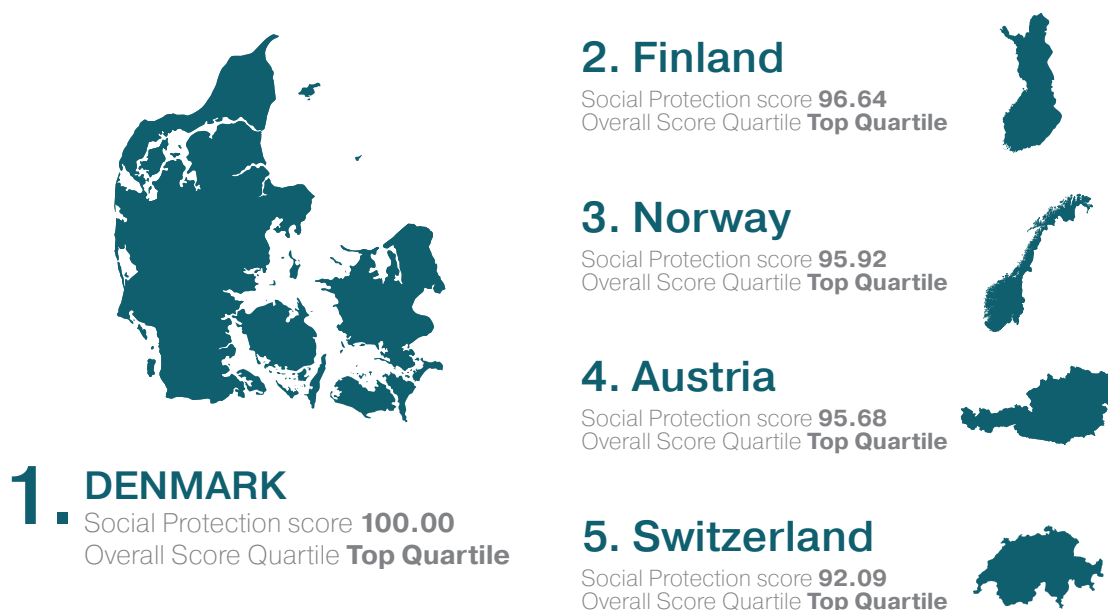
The country with the highest score for this indicator is Denmark. Similar to the other Nordic countries, Denmark follows the Nordic welfare model, previously mentioned in this dimension to justify Finland's high score in this indicator. By adhering to this model, the Danish government effectively delivers high-quality social protection services, which are funded through a progressive taxation system (Nordic Co-operation, n.d.).

Denmark has an extensive social security system and manages to maintain a high degree of income equality. To aid individuals facing economic insecurity, the Danish government ensures that every citizen receives limited compensation for income loss resulting from unemployment, disability, or illness.

One distinctive feature of the Danish system is the flexicurity model. Denmark's renowned labor market model accommodates the requirements of employers while protecting the welfare of employees. Under this model, employers can easily hire and fire individuals, while employees enjoy the security of unemployment benefits.

The Danish government also runs training and upskilling programs for those who are unemployed or on the margin of the labor market. These programs are specifically designed to facilitate their reintegration into the workforce should they face job loss (Ministry of Foreign Affairs of Denmark, n.d.).

Top performing governments in Social Protection: Visual map



4.4.3.10 Personal Safety

This indicator determines a government's effectiveness in protecting its citizens against violent crimes. The results compile quantitative and survey data on multiple factors, including the prevalence of violent crime, public confidence in local law enforcement, people's sense of personal safety within their communities, as well as homicide and robbery rates.

Singapore excels in Personal Safety, ranking as the top performer globally. The government ministry overseeing personal security is referred to as the Home Team. It is responsible for various aspects of safety, including combating drug and human trafficking, ensuring civil defense and emergency preparedness, maintaining law and order, prisons and rehabilitation, and border security. Recognizing the evolving security landscape and the increasing complexity of challenges, the Home Team

embarked on a transformation journey in 2015. This transformation focuses on enhancing coordination among departments, leveraging technology in data analytics and automation, increasing community engagement, and preparing the next generation of officers with the essential skills to confront emerging challenges (Ministry of Home Affairs, n.d.).

Community engagement is a key aspect of Singapore's approach to personal safety. Launched in 2016 and further developed in 2023, the SGSecure movement aims to educate, train, and mobilize Singaporeans to participate in preventing and responding to terrorist threats. The initiative has made significant progress in enhancing public awareness of the terrorism threat and preparing both institutions and individuals to respond effectively (SGSECURE, n.d.).

Top performing governments in Personal Safety: Visual map



2. United Arab Emirates

Personal Safety score **95.00**
 Overall Score Quartile **Top Quartile**

3. Japan

Personal Safety score **90.00**
 Overall Score Quartile **Top Quartile**

4. Korea, Republic of

Personal Safety score **90.00**
 Overall Score Quartile **Top Quartile**

5. Norway

Personal Safety score **84.00**
 Overall Score Quartile **Top Quartile**

4.4.4 Regional Insights: Society Welfare

In the dynamic arena of global society welfare, as defined by the ability of the government to manage the widespread diffusion prevailing in terms of sociocultural, ethnic, geographical, economic and/or political disparities, to promote the well-being and economic security of individuals. Europe leads globally in societal welfare, with Nordic countries, especially Finland, excelling in indicators like Income Equality and Healthcare Accessibility. The region, united through initiatives like the European Union, underscores a strong commitment to citizen well-being.

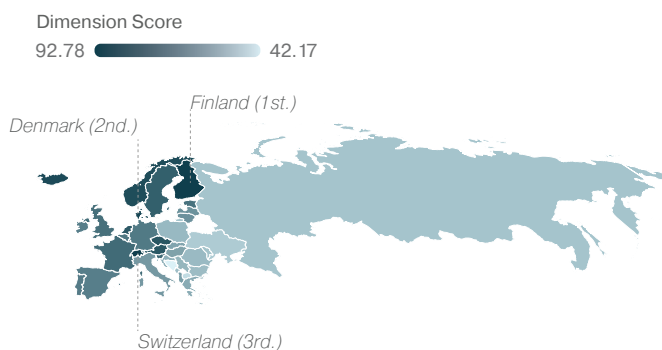
The Middle East secures the second spot globally, with

the UAE excelling in various aspects, though challenges in public transport and workforce opportunities persist. Asia and Oceania follow a similar trend, with Singapore and New Zealand leading the region scores. The Americas surpass global averages in basic services but lag in Personal Safety and Healthcare Accessibility, with the USA leading in several indicators. In Africa, disparities exist, with Mauritius and Rwanda standing out, but targeted policies are needed for broader progress. This analysis reveals a global landscape of Society welfare, shedding light on the diverse levels of performance and challenges encountered in various regions and countries.

Europe

Europe stands out as the top-performing region in the Society Welfare dimension, with both the region as a whole and the majority of its countries surpassing the global average score. The Nordic countries dominate the rankings, led by Finland, which also claims the global top spot in Society Welfare. Switzerland follows in second place, with Denmark, Iceland, and Norway trailing closely. Meanwhile, some Eastern European countries—namely Poland, Romania, Bulgaria, Montenegro, Moldova, Russian Federation, Ukraine, North Macedonia, and Bosnia and Herzegovina (BiH)—are still working to reach the global average.

Europe: Society Welfare



Many of the region's top performers also dominate the global indicators ranking, with some exceptions. Finland is the region's best performer in terms of the Adequate Protection for Nature indicator due to its measures to curb industrial emissions, conserve water sources and forests, preserve biodiversity, and promote a circular economy.

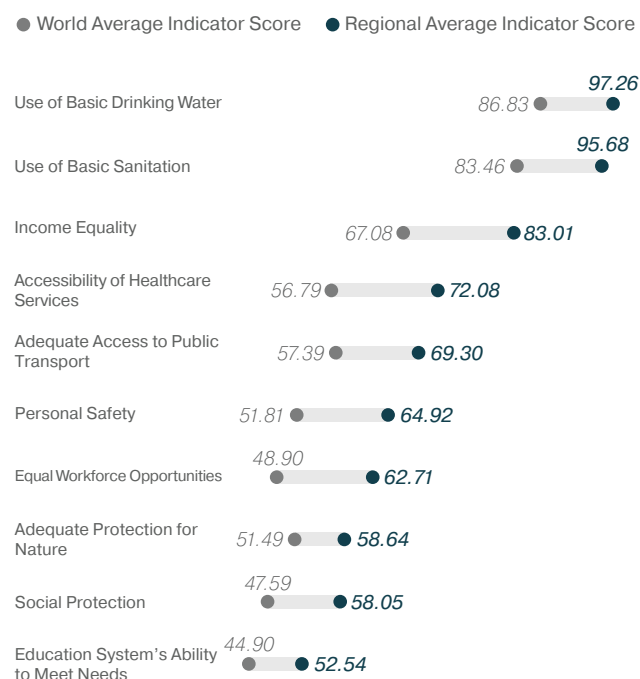
Norway takes the lead in Personal Safety, exhibiting high trust in institutions like the police and legal system. Its criminal justice system emphasizes restorative principles and prisoner rehabilitation, incorporating emotional, moral, and job skills development for inmates to help them reintegrate into society (First Step Alliance, 2022).

The Czech Republic stands out as the first-ranking country for Equal Workforce Opportunities, addressing labor market disparities through initiatives like the Gender Equality Strategy 2021–2030 (Government of the Czech Republic, 2021) and the National Plan for Equal Opportunities for Persons with Disabilities 2021–2025 (Government of the Czech Republic, 2020). These efforts aim to minimize gender inequality in the job market and close the gender pay gap while ensuring the right of persons with disabilities to earn a living from the work of their choice in the labor market.

The region outperforms the global average across all indicators, with the best performances in Income Equality and Accessibility of Healthcare Services. Europe's robust performance in Income Equality underscores a commitment to creating a more equitable society, fostering a balanced distribution of resources and opportunities. Simultaneously, the high marks in Accessibility of Healthcare Services indicate a dedication to providing comprehensive and inclusive healthcare access for all citizens.

However, the scores in the Education System's Ability to Meet Needs and Adequate Protection for Nature indicators demonstrate a slower pace of progress. Enhancing the Education System's Ability to Meet Needs is crucial to ensure that educational institutions are not only accessible but also adept at catering to diverse learning requirements, promoting inclusivity, and addressing the evolving needs of students. Similarly, while the European region exhibits strength in various aspects, the comparatively slower progress in Adequate Protection for Nature suggests a need for heightened environmental conservation efforts. Strengthening policies and practices to safeguard the environment, preserve biodiversity, and promote sustainable practices are essential to aligning with global sustainability goals.

Europe compared to the world



The European region's high performance in Society Welfare and Citizen Well-Being is rooted in collaboration among its countries, as evident in regional partnerships and initiatives like the European Union (EU). The EU serves as a facilitator for economic cooperation and the promotion of social and political collaboration. It has actively shaped policies that prioritize welfare, reducing social inequalities, improving citizens' access to services such as healthcare, education, and social assistance, and enhancing environmental protection.

The EU's member countries actively engage in joint efforts to address common challenges and share resources. Moreover, the EU extends its collaborative efforts beyond its member countries, providing development assistance and sharing expertise with non-member nations, contributing to broader efforts for global well-being and sustainable development (European Commission, 2022).

The performance of BiH in Society Welfare has faced challenges, partly due to its recent formation as an independent state. Nonetheless, government efforts have set the nation on the right path, the country surpassing the global average in three indicators. Areas that could benefit from enhancement include Equal Workforce Opportunities, the Education System's Ability to Meet Needs, and Social Protection.

In 2018, the Council of Ministers of BiH adopted the Gender Action Plan, marking the third consecutive strategic document on gender equality for the country. This plan prioritizes improving women's access to labor, employment, and economic resources. Complementing these efforts, the Gender Equality Law prohibits workplace gender discrimination and mandates equal pay and benefits for both women and men.

The Employment Bureau of the Federation contributes to promote equal work opportunities through programs that recognize women as a target group for co-financing initiatives supporting employment, self-employment, and job preparation. This includes measures to support the employment of vulnerable groups, including victims of domestic violence.

The BiH government's initiatives also extend to strengthening education, training, and skills development for women, fostering their economic empowerment, and addressing the informality of work and mobility challenges of women workers. While progress is evident, there is still an opportunity to narrow the gap in labor market participation, specifically in achieving a more equitable distribution of unpaid responsibilities like childcare and elderly care. Additionally, improvements are warranted in the accessibility of support services that empower women to engage more effectively in the workforce (Gender Equality Agency of Bosnia and Herzegovina, 2021).

While BiH demonstrates high levels of educational participation, international assessments reveal lower-than-desired learning outcomes. Challenges persist as students transition into the labor market. The technical and vocational education system in BiH struggles with issues such as insufficient investment, inadequate infrastructure, and outdated curricula, while employers expressed concern about the shortage of individuals with higher education and the quality of their skills.

The Common Core Curriculum Based on Learning Outcomes is an initiative that aims to enhance educational outcomes in BiH. The initiative seeks to establish standardized education system criteria across the country that follows a competency-based approach. However, to ensure the success of such initiatives, there remains a need for improvement in aligning education policies and strategic planning systematically across the country's administrative units (OECD, 2022).

BiH has made strides in developing a comprehensive social protection system, covering aspects such as pensions, health insurance, social assistance, unemployment support, assistance for families and children, and aid for war veterans.

In response to the challenges posed by the COVID-19 pandemic, the country strengthened the system's capacity by introducing new measures, including subsidies for social security contributions and income tax for all registered employees.

Despite these efforts, there is room for improvement in the system. Addressing fragmentation and ensuring alignment across the country is a first step. Moreover, extending coverage to workers in informal sectors and implementing policies to facilitate their transition into the formal economy are important areas for improvement (International Labour Organization, 2022).

Europe: Society Welfare Scores

Indicator Score

100.00  0.92

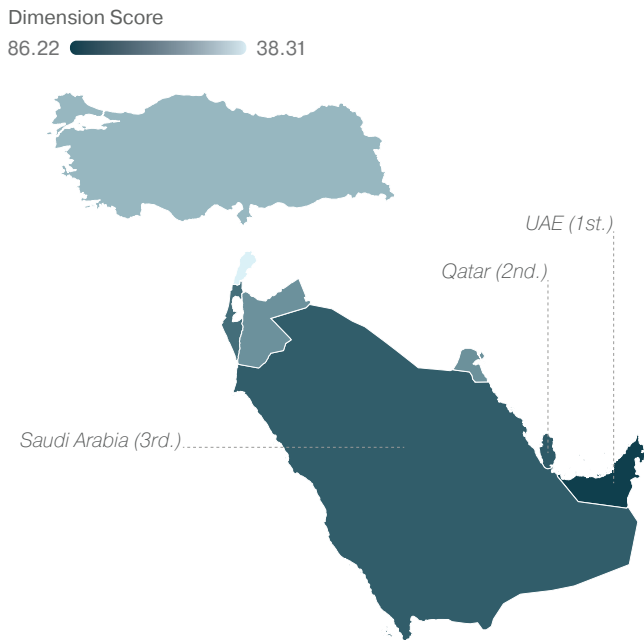
	Society Welfare Score	Income Equality	Education System's Ability to Meet Needs	Accessibility of Healthcare Services	Adequate Access to Public Transport	Adequate Protection for Nature	Equal Workforce Opportunities	Use of Basic Drinking Water	Use of Basic Sanitation	Social Protection	Personal Safety
Finland	92.78	95.00	90.26	94.35	83.91	94.96	95.37	100.00	99.28	96.64	78.00
Switzerland	92.49	85.00	100.00	100.00	97.55	90.56	77.81	100.00	99.87	92.09	82.00
Denmark	90.39	93.00	77.03	97.80	85.49	91.89	83.25	100.00	99.47	100.00	76.00
Iceland	89.17	100.00	75.46	97.24	71.95	89.06	91.49	100.00	98.40	85.13	83.00
Norway	88.82	95.00	76.18	90.39	76.64	86.25	85.07	99.79	98.99	95.92	84.00
Luxembourg	86.47	80.94	63.80	95.71	100.00	88.78	80.79	99.72	96.84	92.09	66.07
Czechia	86.19	99.00	54.01	97.48	93.73	73.74	98.53	99.72	98.86	68.82	78.00
Austria	85.75	91.00	70.57	93.59	84.07	82.64	62.00	100.00	99.96	95.68	78.00
Netherlands	85.31	92.00	78.66	95.78	87.52	67.54	81.44	100.00	96.97	90.17	63.00
Sweden	83.51	94.00	68.59	84.22	75.34	83.27	85.95	99.60	99.06	87.05	58.00
Slovenia	80.95	99.00	57.12	73.54	65.15	78.14	90.02	98.83	97.51	66.19	84.00
France	80.41	85.00	55.45	98.83	84.26	71.44	65.00	100.00	98.23	85.85	60.00
UK	79.00	77.00	61.40	85.00	73.60	65.23	86.37	100.00	98.83	62.59	80.00
Estonia	78.44	84.00	65.86	76.68	78.24	67.99	86.14	99.04	98.88	57.55	70.00
Belgium	77.01	95.00	71.88	77.30	64.35	65.37	75.31	100.00	99.33	74.58	47.00
Germany	76.20	86.00	56.47	78.73	70.22	65.20	64.03	100.00	98.99	79.38	63.00
Portugal	75.56	80.00	65.98	77.04	69.31	64.52	61.88	99.79	99.48	68.59	69.00
Ireland	74.79	87.00	84.99	59.98	55.04	68.49	78.12	93.93	88.65	70.74	61.00
Spain	74.63	79.00	40.91	84.81	74.18	62.74	63.70	99.83	99.87	87.29	54.00
Lithuania	69.36	71.00	36.98	69.99	77.99	60.22	83.96	95.36	92.05	45.08	61.00
Latvia	69.25	73.00	49.56	55.81	69.95	69.56	75.84	97.16	90.07	52.52	59.00
Italy	67.42	77.00	50.31	72.17	54.93	58.73	49.53	99.81	99.85	56.83	55.00
Malta	66.61	72.23	58.55	79.06	66.63	19.66	49.08	100.00	99.95	67.39	53.56
Albania	65.85	66.00	69.94	48.54	51.85	61.38	95.39	88.49	99.08	16.79	61.00
Hungary	64.76	90.00	35.00	64.28	79.65	51.81	31.89	100.00	97.36	15.59	82.00
Slovakia	64.11	70.34	24.25	67.00	71.01	48.86	54.25	99.50	96.77	51.56	57.51
Greece	62.25	83.00	26.00	63.90	66.46	52.06	37.69	100.00	98.68	30.70	64.00
Croatia	61.11	87.00	19.36	74.05	61.17	44.46	27.94	99.04	95.50	27.58	75.00
Serbia	59.51	81.00	37.38	56.72	57.47	29.37	55.04	89.02	97.25	27.82	64.00
Poland	58.44	86.00	29.74	41.78	62.06	39.09	33.16	99.92	100.00	19.66	73.00
Romania	58.23	75.00	22.75	50.82	63.87	34.48	53.91	100.00	83.05	36.45	62.00
Bulgaria	57.41	63.00	48.27	51.56	63.12	44.45	42.22	97.69	81.70	32.13	50.00
Montenegro	57.04	68.00	39.95	62.56	52.05	28.13	38.34	97.33	97.08	30.94	56.00
Moldova	55.73	82.00	38.24	56.39	63.30	26.99	50.82	77.98	72.12	33.42	56.00
Russian Federation	55.24	78.00	33.83	48.04	55.22	35.26	43.00	89.86	88.66	28.54	52.00
Ukraine	53.20	92.00	27.74	46.56	53.79	31.57	38.02	88.82	87.54	35.97	30.00
North Macedonia	48.39	79.00	23.91	34.85	36.17	20.57	9.60	94.73	97.81	28.30	59.00
Bosnia and Herzeg.	42.17	64.00	10.14	36.43	36.30	13.83	0.92	90.93	93.95	12.23	63.00

Middle East

The Middle East is the second-highest-ranking region in Society Welfare, outperforming the global average in all but two indicators: Adequate Access to Public Transport and Equal Workforce Opportunities. The United Arab Emirates (UAE) leads the region as its top performer, ranking first in four indicators: Income Equality, Adequate Access to Public Transport, Equal Workforce Opportunities, and Personal Safety. Qatar follows closely as the second-highest-ranking performer, trailed by Saudi Arabia and Israel, with all three countries securing the top position in two indicators each. Qatar is leading in the Education System's Ability to Meet Needs and Adequate Protection for Nature indicators. While Saudi Arabia excels on the Use of Basic Sanitation and Social Protection indicators.

Meanwhile, Israel is at the forefront of the Accessibility of Healthcare Services and Use of Basic Drinking Water indicators. On the other hand, Lebanon faces the greatest need for improvement in the Society Welfare dimension, while Turkey and Jordan also have room for improvement in specific indicators. Turkey has the potential to enhance various aspects, including the Education System's Ability to Meet Needs, Adequate Protection for Nature, and Equal Workforce Opportunities. Jordan can improve on their performance in Equal Workforce Opportunities and Accessibility of Healthcare Services.

Middle East: Society Welfare

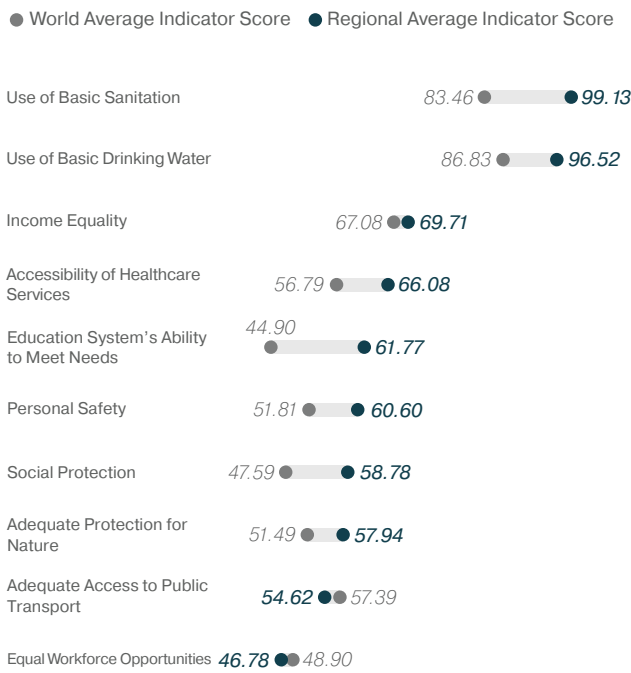


The UAE leads the region in Personal Safety. Recognizing security challenges, the UAE government has undertaken numerous initiatives to protect its citizens. The Abu Dhabi Urban Planning Council issued the Abu Dhabi Safety and Security Planning Manual to promote the creation of safe, secure, and sustainable communities by incorporating safety and security considerations into development plans. Additionally, the UAE government acknowledges

that national security is a collective responsibility and emphasizes the potential role of individuals in improving security and preventing crimes. Consequently, it has introduced various security services and channels to engage and empower people to communicate and report any suspicious or harmful incidents directly to the authorities (UAE Government, n.d.).

Qatar is ranked first in the region in the Education System's Ability to Meet Needs. Since the establishment of public education, the country has crafted policies that balance the preservation of its cultural heritage with the integration of cutting-edge technological advancements and modern educational practices. The government of Qatar has made substantial investments in the growing education sector and established additional public schools through collaboration with the private sector. Aligned with the National Vision 2030, Qatar aims to build a world-class educational system able to equip citizens with the knowledge, skills, and capabilities necessary to thrive in a competitive job market (Ministry of Foreign Affairs, n.d.).

Middle East compared to the world



The Middle Eastern region surpasses the global average in eight out of the ten indicators. Particularly noteworthy are the region's outstanding achievements in the Education System's Ability to Meet Needs and the Use of Basic Sanitation indicators, where the region excels in fostering an educational environment that caters to diverse learning needs and ensuring high standards of sanitation for its population. These accomplishments underscore the region's commitment to advancing education and public health. While the region's scores in Adequate Access to Public Transport and Equal Workforce Opportunities fall below the global average, this indicates an opportunity for further progress. Rather than representing a setback,

these indicators signal promising opportunities for further progress. Addressing the challenges in providing Adequate Access to Public Transport presents an avenue for enhancing mobility and connectivity within the region, fostering economic and social development. Likewise, focusing on improving Equal Workforce Opportunities reflects a commitment to fostering inclusivity, diversity, and gender equality in the workplace, which contributes to overall societal advancement.

The small difference compared to the global average as far as Adequate Access to Public Transport indicates progress in the region's public transport sector. Countries in the region are actively engaged in developing public transport infrastructure and implementing urban mobility plans. Furthermore, there is a dedicated focus on improving citizens' quality of life through sustainable mobility services. Noteworthy examples include the UAE and Saudi Arabia, which are leading the way in developing fully automated metro systems and high-speed rail lines (Union Internationale des Transports Publics, 2021).

Lebanon's score in the same indicator results from the absence of an integrated and inclusive transport system. The country heavily relies on informal public transport services and has limited infrastructure for alternative means like walking and cycling. To address this, the Lebanese government has partnered with the World Bank to launch the Greater Beirut Public Transport Project (GBPTP). This project aimed to launch Lebanon's first modern public transport system in decades, alleviating severe congestion on Lebanese roads and attracting private investment (World Bank, 2018).

Concerning equal workforce opportunities, Lebanon has a comprehensive set of laws protecting the rights of various disadvantaged groups, including women, persons with disabilities, and migrants. The primary legislation governing the employment sector in Lebanon is the Labour Law, which ensures the rights of laborers irrespective of gender. Lebanon proactively legislated Law No. 220 on the Rights of Persons with Disabilities in 2000, preceding the UN Convention on the Rights of Persons with Disabilities. This law addresses the social and economic rights of people

with disabilities and mandates that public and private employers with more than 60 employees must maintain a quota of three percent of workers with disabilities.

The limited economic engagement among these disadvantaged groups in Lebanon can be attributed, in part, to laws that are incomplete and subject to misinterpretation, resulting in the existence of loopholes. Establishing institutions capable of addressing irregularities and developing clear mechanisms to uphold women's rights concerning wages, promotion, and competence—both in the public and private sectors—would contribute significantly to advancing equality and inclusivity (ESCWA, 2022).

In its pursuit of enhancing its capacity to protect the environment, Lebanon took a significant step by revising its Nationally Determined Contributions (NDC). The updated NDC outlines a set of priorities for enhancing the resilience of the agricultural sector, ensuring the sustainable use of natural resources, restoring degraded landscapes, and safeguarding biodiversity. To achieve these goals, the country must now initiate a series of policy and fiscal reforms.

In a proactive move to accelerate investments in environmental initiatives, Lebanon is set to launch the Lebanon Green Investment Facility (LGIF) in 2023, with support from the United Nations Development Programme. The LGIF, featuring a technical assistance unit and an investment fund, is strategically designed to facilitate and fund climate-friendly projects (UNPD, 2023).

All the aforementioned aspects were impacted by Lebanon's economic and financial crisis, further exacerbated by the economic repercussions of the COVID-19 outbreak. The transportation project was delayed, the disparities in the workforce were further deepened and unemployment rates surged. The government is now confronted with difficult challenges to restore lost progress. Doing so requires a concentrated effort to enhance social and economic stability. Prioritizing societal welfare will be essential in strengthening the relationship with citizens and effectively rebuilding the nation's resilience.

Middle East: Society Welfare Scores

Indicator Score

100.00  0

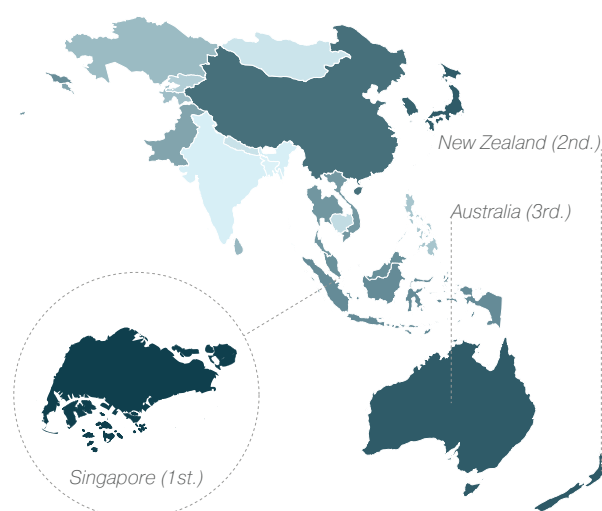
	Society Welfare Score	Income Equality	Education System's Ability to Meet Needs	Accessibility of Healthcare Services	Adequate Access to Public Transport	Adequate Protection for Nature	Equal Workforce Opportunities	Use of Basic Drinking Water	Use of Basic Sanitation	Social Protection	Personal Safety
UAE	86.22	85.00	79.95	81.71	78.03	95.39	76.50	99.92	98.99	71.70	95.00
Qatar	78.97	64.61	82.35	74.18	72.90	99.54	71.06	98.99	100.00	64.99	61.07
Saudi Arabia	78.03	68.51	74.72	84.51	55.60	89.07	63.64	100.00	100.00	83.45	60.76
Israel	73.56	74.00	59.84	85.92	60.98	56.79	72.43	100.00	99.93	64.75	61.00
Kuwait	64.22	66.52	41.35	71.90	56.27	43.05	34.09	100.00	100.00	68.11	60.94
Jordan	64.01	68.00	59.91	49.11	51.35	57.96	39.61	97.53	96.18	53.48	67.00
Türkiye	54.22	61.00	28.25	60.87	61.81	21.74	15.28	93.03	98.98	54.20	47.00
Lebanon	38.31	70.00	67.75	20.41	0.00	0.00	1.67	82.72	98.95	9.59	32.00

Asia and Oceania

The Asia and Oceania region ranks third in the Society Welfare dimension, surpassing the global average score. Singapore leads the region, ranking first in five indicators (the Education System's Ability to Meet Needs, Accessibility of Healthcare Services, Adequate Access to Public Transport, Adequate Protection for Nature, and Personal Safety) while New Zealand follows closely as the second top performer, securing first place in four indicators (Social Protection, Use of Basic Sanitation, Use of Basic Drinking Water, and Equal Workforce Opportunities). On the other end of the spectrum, Bangladesh, India, Mongolia, and Nepal stand out as having considerable room for improvement within this dimension.

Asia and Oceania: Society Welfare

Dimension Score

86.22  39.57

Singapore is not only the top performer in the region but also excels in Personal Safety, where it ranks as the global leader. This achievement is attributed to its adaptive approach to evolving security challenges and active community involvement.

Additionally, Singapore leads in terms of Adequate Access to Public Transport, offering a convenient, inclusive, and affordable public transport system. The Singaporean government's initiatives include expanding the rail network to offer more commuting options and alternative routes with the goal of ensuring that, by 2030, eight out of ten households will be within a ten-minute walk of a train station. Furthermore, road infrastructure prioritizes buses, public transportation features are designed to improve access for individuals with diverse mobility needs, and low-income households receive public transport vouchers for enhanced accessibility (Ministry of Transport, 2023).

New Zealand's high score for Equal Workforce Opportunities is grounded in extensive legislation. The Human Rights Commission, established under the Human Rights Act 1993, takes a leading role in assessing, monitoring, and providing guidance on equal employment opportunities. The country's policies extend protection against workplace discrimination and unfair treatment not only to employees but also to job applicants, contractors, and those associated with them. Non-compliance with these provisions can result in significant penalties for companies. Furthermore, the legislation guarantees the right to equal pay for equal work and offers job protection for individuals on parental leave (Employment New Zealand, n.d.).

Income Equality is the sole indicator in the region where neither of the two top performers secured the first rank. Kazakhstan claims the top position in this indicator. The Kazakh government succeeded in improving Income Equality through a combination of low unemployment rates and steadily increasing real wages. As a result, Kazakhstan stands out as one of the few countries worldwide to achieve an increase in Income Equality. Despite these accomplishments, recent disruptions such as the COVID-19 pandemic, a sharp decline in oil prices, and inflationary pressures threaten this progress. In response to these adverse effects, protests have emerged throughout the country, prompting the introduction of emergency measures and reforms aimed at addressing income inequality (World Bank, 2021).

Asia and Oceania compared to the world

● World Average Indicator Score ● Regional Average Indicator Score



The Asia and Oceania region outperforms the global average in four indicators: the Education System's Ability to Meet Needs, Equal Workforce Opportunities, and Use of Basic Sanitation, with the most significant lead observed in Personal Safety. Six indicators lag below the global average: Income Equality, Accessibility of Healthcare Services, Adequate Access to Public Transport, Adequate Protection for Nature, Use of Basic Drinking Water, and Social Protection; however, the differences are minimal, implying that minor improvements could enable the region to reach or even exceed global scores. The region has ample room for improvement in the Social Protection indicator, as over half of its countries (Georgia, Thailand, Viet Nam, Pakistan, Armenia, Sri Lanka, Kazakhstan, Tajikistan, Philippines, Kyrgyzstan, Cambodia, Nepal, Mongolia, India, and Bangladesh) currently score below the world average in this regard.

The region's social protection systems often have limited coverage, primarily due to underinvestment, a lack of inclusion in civil registration systems, a high prevalence of informal employment, and the absence of non-contributory benefit programs.

In response to the COVID-19 pandemic, governments in the Asia and Oceania region have expanded their social protection measures to safeguard their populations, particularly vulnerable groups. Now, these governments have a chance to solidify these systems, promoting long-term resilience and well-being for a larger population through increased resource allocation and the implementation of life-cycle social protection schemes (Economic and Social Commission for Asia and the Pacific, 2020).

Bangladesh presents ample opportunities for improvement, despite facing the majority of the region's social protection

challenges. The Bangladeshi government has recognized the significance of social protection and has laid the foundation for substantial financial commitment and a large portfolio of safety nets. For instance, the National Social Security Strategy was developed to create a fully functional social protection system.

Bangladesh operates 114 distinct social protection programs, most of which focus on food distribution and cash transfers. In response to the pandemic's effects, the government has taken measures that include providing interest-free loans to employers for wage payments, distributing food assistance to vulnerable populations, and expanding cash transfer program coverage. To improve the system further, coordination and integration under a unified institutional framework are needed, along with the extension of non-contributory coverage and protection for informal employment (International Labour Organization, n.d.).

Although Equal Workforce Opportunities is one of the indicators where the Asia and Oceania region outperforms the global average, it also registers the region's lowest score, attributed to a specific country—Nepal. While Nepal has made positive strides in this direction, there is still room for further improvement.

Nepal achieved notable milestones for women's rights, especially in its legislative framework. The National Civil Code of 2017 was amended to prohibit wage and social security discrimination. Furthermore, the Labor Act of 2017 mandates equal pay for equal work for both men and women.

Nevertheless, disparities in Work Opportunities persist due to women generally having lower education levels and being more likely to leave the workforce after parenthood. Limited employer awareness of provisions promoting women's participation in the workforce further exacerbates the issue. Therefore, there is a need for the Nepalese government to reinforce existing legislation related to women in the workplace, raise awareness of women's workplace rights, and educate women about their rights (Nepal Economic Forum, 2023).

Asia and Oceania's natural ecosystems have been greatly affected by rapid economic development and poor management. Many regional cooperation initiatives have been developed over time to improve the management of large-scale transboundary ecosystems which provide numerous social and economic benefits.

Kyrgyzstan also struggled with the issue of prioritizing economic growth at the expense of environmental protection. Recognizing the need for a more environmentally friendly approach to development, the government of Kyrgyzstan has initiated measures to strengthen nature protection. These initiatives involved the development of dedicated legislation, the establishment of organizations tasked with safeguarding the environment,

and the demarcation of vast protected areas. In 2019, Kyrgyzstan endorsed the Strategy for Sustainable Industrial Development (2019-2023), acknowledging the need to increase environment-friendly economic investments to ensure sustainable industrial growth.

Kyrgyzstan has vulnerabilities to natural disasters and climate hazards, specifically droughts, landslides,

avalanches, floods, crop diseases, and river erosion. Under these circumstances, the nation has an opportunity to further improve its environmental protection efforts by incorporating strategies for climate change resilience and establishing a modern management system capable of effectively addressing these emerging challenges (MECCE Project, n.d.).

Asia and Oceania: Society Welfare Scores

Indicator Score

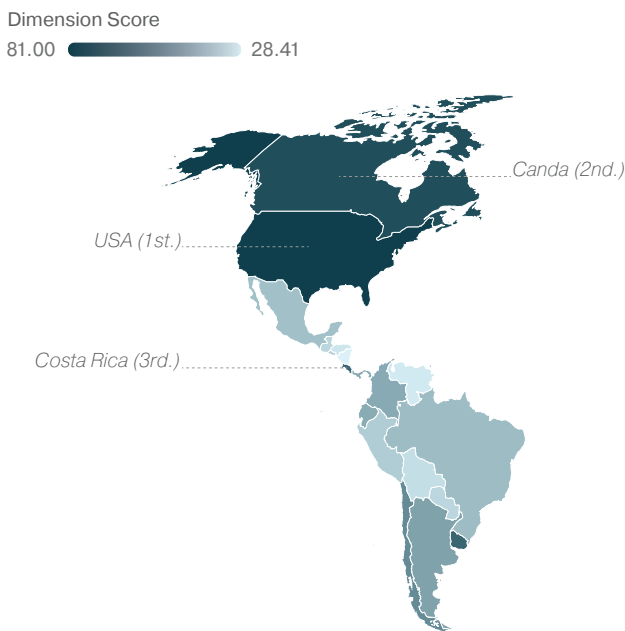
100.00  4.23

	Society Welfare Score	Income Equality	Education System's Ability to Meet Needs	Accessibility of Healthcare Services	Adequate Access to Public Transport	Adequate Protection for Nature	Equal Workforce Opportunities	Use of Basic Drinking Water	Use of Basic Sanitation	Social Protection	Personal Safety
Singapore	86.51	64.00	92.13	89.68	92.62	87.23	75.91	100.00	100.00	63.55	100.00
New Zealand	79.61	78.00	53.53	81.25	51.61	84.72	98.14	100.00	100.00	84.89	64.00
Australia	79.07	78.00	67.90	89.40	68.81	66.76	72.48	99.93	99.99	78.42	69.00
Japan	79.00	79.00	46.43	82.52	91.00	77.78	52.14	97.85	99.90	73.38	90.00
S. Korea	77.39	86.00	60.50	81.54	89.01	63.87	38.91	99.84	99.92	64.27	90.00
China	73.75	59.00	79.43	70.86	78.16	75.74	61.51	86.60	90.01	78.18	58.00
Indonesia	66.40	42.00	75.48	62.93	67.56	73.60	56.92	82.29	82.26	48.92	72.00
Georgia	65.79	66.00	50.43	62.87	67.49	62.15	76.80	93.81	81.35	29.02	68.00
Malaysia	65.38	60.00	57.60	74.18	57.30	54.12	42.10	93.23	99.45	62.83	53.00
Thailand	63.51	64.00	42.08	54.29	46.64	50.34	76.33	100.00	98.31	44.12	59.00
Cyprus	63.35	67.62	48.66	72.71	38.48	48.20	49.76	99.45	99.21	53.24	56.20
Viet Nam	63.12	70.00	63.76	61.80	54.22	60.67	56.09	92.73	85.91	46.04	40.00
Pakistan	60.01	73.00	60.95	48.39	51.06	67.35	59.68	77.00	58.58	44.12	60.00
Armenia	59.81	69.00	28.89	54.02	61.86	31.13	54.70	99.93	92.05	35.49	71.00
Sri Lanka	55.22	39.00	50.12	56.05	55.43	35.66	31.28	81.85	91.68	44.12	67.00
Kazakhstan	54.35	91.00	23.75	46.95	52.52	19.18	39.78	89.34	97.20	33.81	50.00
Tajikistan	53.33	50.00	44.12	48.70	52.26	56.20	23.37	57.63	95.76	32.21	73.00
Philippines	51.25	58.00	38.05	22.63	42.59	31.84	84.06	86.25	76.74	26.38	46.00
Kyrgyzstan	48.79	79.00	18.86	42.92	47.52	15.97	45.31	80.62	97.24	25.42	35.00
Cambodia	45.40	68.00	42.76	31.63	30.12	38.95	59.95	32.81	59.07	24.70	66.00
Nepal	43.89	61.00	34.52	27.54	40.44	39.88	4.23	76.83	69.35	21.10	64.00
Mongolia	43.30	75.00	19.85	39.68	37.88	28.58	33.52	66.14	57.72	32.61	42.00
India	40.37	42.00	32.58	29.10	34.77	23.85	18.74	77.80	62.34	16.55	66.00
Bangladesh	39.57	58.08	30.16	28.24	41.50	27.73	14.34	94.63	39.93	15.59	45.56

Americas

The Americas region holds the fourth position in the Society Welfare dimension, driven by the performance of the two leading countries, the United States (U.S.) and Canada. There are substantial disparities between these top-performing nations and the remaining countries in the region, particularly those at the lower end of the ranking: Nicaragua, Venezuela, and Honduras.

Americas: Society Welfare



The U.S. manages to successfully apply the principles of Society Welfare within its complex pluralistic society and federal-state governance system. It secures the top position in four indicators: Education System's Ability to Meet Needs, Adequate Access to Public Transport, Adequate Protection for Nature, and Equal Workforce Opportunities.

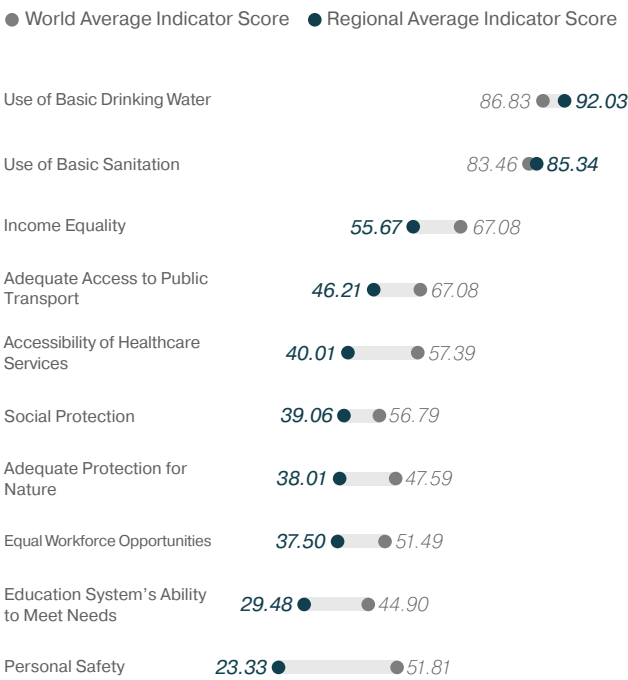
As the global leader in promoting Equal Workforce Opportunities, the U.S. is committed to fostering diversity, equity, and inclusion (DEI) throughout its workforce, covering all aspects of employment, including recruitment, advancement, harassment prevention, training, compensation, and benefits.

Moreover, the U.S. has demonstrated high proficiency in environmental stewardship, integrating it into policies across multiple domains, such as natural resource management, public health, economic growth, energy, transportation, agriculture, industrial activities, and international trade. For instance, the Clean Air Act and the Clean Water Act have significantly improved air quality and water purity, enhancing overall environmental conditions and improving the citizens' well-being (Center for American Progress, 2019).

Chile is the top performer for two key indicators, achieving

a perfect score of 100 in both the Use of Basic Drinking Water and Use of Basic Sanitation. This achievement is due to Chile's adoption of free-market economic reforms, including the privatization of the country's water and sanitation services. This shift to private corporations has enhanced operational efficiency, infrastructure, water quality, and service reliability. Despite these successes, the increased demand for water—driven by robust economic growth and the country's heavy reliance on water-intensive industries—threatens Chile's economic and social resilience (Alliance for Global Water, 2023).

Americas compared to the world



The Americas region surpasses the global average in two critical indicators: the Use of Basic Drinking Water and Use of Basic Sanitation. While these accomplishments underscore commendable efforts, further progress can be achieved by focusing on improving performance in the remaining indicators. Notably, the most significant improvements are required in the areas of Personal Safety and the Accessibility of Healthcare Services to align more closely with global averages. By prioritizing advancements in these specific areas, countries within the region can not only bridge existing gaps but also contribute to an overall elevation of living standards and well-being for their populations. This strategic approach towards a comprehensive improvement agenda underscores the importance of addressing the diverse facets of societal development for a more balanced and sustainable future in the Americas.

In the Americas region, 15 countries excel in ensuring their citizens have access to basic drinking water, and 13 thirteen countries surpass the global average in providing sanitation facilities. This accomplishment is indicative of the region's persistent commitment to delivering these

fundamental services, highlighting ongoing efforts to meet the essential needs of their respective populations. These efforts were intensified during the pandemic when countries took dedicated measures to maintain access for affected populations, including reductions in bills and extension of payment deadlines. However, as the Americas struggle with increasing challenges related to water scarcity, pollution, and climate change, there is a pressing need to enhance the operational capacity of the countries in the region. This includes establishing formal institutions capable of addressing water allocation issues, improving crisis response, and ensuring access to reliable data for decision-making (United Nations, 2022).

Concerning the Accessibility of Healthcare Services indicator, the Americas region shows disparities in health policies, social protection systems, and the organization of healthcare systems. The emergence of the pandemic accentuated these disparities, highlighting the challenges and vulnerabilities within the region's healthcare systems. Although measures were promptly taken to enhance the sector's response, healthcare systems in the region need to be strengthened to not only deliver high performance in typical times, but also to be resilient against major shocks. Increased investments in healthcare systems coupled with an increase in healthcare workforce density represent areas that warrant improvement.

The socioeconomic conditions in Venezuela have affected its healthcare sector, resulting in the current score for the Accessibility of Healthcare Services indicator. Once praised globally for its public health initiatives, the country is now in need of medicine, sanitary supplies, medical furnishings, and specialists to deliver essential services and care to its populace. Given these circumstances, there is a potential for the Venezuelan government to explore opportunities for international collaboration and consider accepting international aid (Ballard Center for Social Impact, 2020).

The Americas region is actively addressing its high levels of criminal violence, which have had severe detrimental effects on economic progress, particularly in the most vulnerable segments of society. The region is shifting towards a more people-centered security and safety approach, including data-driven policing, smarter criminal justice strategies, alternatives to incarceration, and prevention investments (Igarapé Institute, 2018).

Brazil, with the greatest need for improvement in the Personal Safety indicator, has made notable security enhancements in recent years. The National Public Safety and Social Defense Plan (PNSP) 2021–2030 focuses on reducing violent deaths, protecting public safety professionals, and reforming the prison system. To further progress these aims, the Brazilian government could enhance the coordination of national public security policies, implement tailored deterrence strategies, provide support for at-risk youth, establish reintegration programs for non-violent offenders, and launch initiatives to reduce concentrated poverty (Library of Congress, 2021).

Nicaragua's performance in the Education System's Ability to Meet Needs indicator reflects its late transition from an exclusionary model to one that promotes free and inclusive education. The Nicaraguan education system now prioritizes the integration of people with disabilities as well as those belonging to socially marginalized and vulnerable groups, particularly in rural areas. Ongoing improvement efforts, such as the Education Plan 2020, are designed to expand coverage while maintaining quality, upgrading school infrastructure, and strengthening human and institutional capacity. Despite these numerous initiatives, opportunities for further improvement remain, particularly in terms of access to and quality of education for children in rural areas and child laborers (UNESCO, 2021).

Americas: Society Welfare Scores

Indicator Score

100.00  0

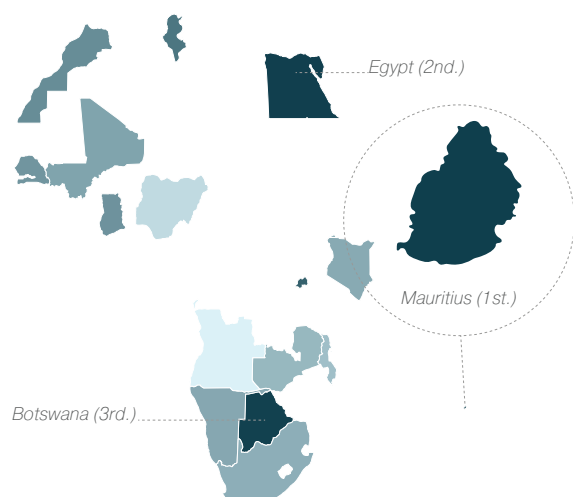
	Society Welfare Score	Income Equality	Education System's Ability to Meet Needs	Accessibility of Healthcare Services	Adequate Access to Public Transport	Adequate Protection for Nature	Equal Workforce Opportunities	Use of Basic Drinking Water	Use of Basic Sanitation	Social Protection	Personal Safety
USA	81.00	66.00	88.91	72.21	76.55	88.15	100.00	99.73	99.58	61.87	57.00
Canada	76.22	86.00	71.43	71.69	64.78	64.75	70.08	98.18	98.73	68.59	68.00
Costa Rica	69.77	42.00	53.35	78.95	66.72	83.58	74.16	99.56	97.27	74.10	28.00
Uruguay	69.57	68.00	42.63	83.25	75.26	73.84	52.35	98.82	97.45	80.10	24.00
Chile	58.36	46.00	41.48	55.97	64.10	57.13	47.67	100.00	100.00	46.28	25.00
Trinidad & Tobago	53.84	63.38	42.63	59.22	51.70	21.17	27.45	97.37	92.02	39.09	44.40
Argentina	51.83	65.00	28.98	49.18	53.04	28.92	34.40	97.72	93.99	45.08	22.00
Panama	49.80	46.00	18.39	43.64	54.68	48.15	47.66	86.86	79.78	44.84	28.00
Colombia	49.38	37.00	39.77	43.19	50.76	43.16	37.13	94.14	91.72	42.93	14.00
Ecuador	49.10	55.00	29.21	33.94	49.53	45.28	38.26	89.17	88.89	42.69	19.00
Brazil	44.23	41.00	18.98	33.94	36.61	48.70	39.82	98.41	87.00	37.89	0.00
Mexico	43.12	52.00	26.14	28.32	48.88	19.14	27.53	99.25	90.07	32.85	7.00
Peru	39.26	50.00	19.32	19.47	37.13	35.95	35.28	83.98	71.92	22.54	17.00
El Salvador	38.42	67.00	10.75	23.18	36.33	20.46	13.46	95.21	77.00	20.86	20.00
Guatemala	36.71	49.00	11.44	22.18	31.91	24.27	28.36	86.01	57.97	29.98	26.00
Paraguay	36.59	57.94	10.57	18.96	18.26	17.72	0.75	99.05	90.46	31.18	20.98
Bolivia	34.53	56.11	15.07	28.03	47.75	6.34	0.00	84.57	55.12	26.14	26.20
Honduras	32.02	45.00	9.57	8.30	24.91	15.42	28.08	89.94	78.74	12.23	8.00
Venezuela	31.12	69.00	11.07	0.00	5.98	2.26	26.30	85.26	94.44	12.86	4.00
Nicaragua	28.41	52.00	0.00	26.62	29.37	15.85	21.23	57.30	64.64	9.11	8.00

Africa

The African region ranks fifth in the Society Welfare dimension, with Mauritius as top performer. The country also secured first place in two indicators: Accessibility of Healthcare Services and the Use of Basic Drinking Water. Egypt takes the second spot in the regional ranking, closely trailed by Botswana, with both nations leading in two indicators each. Egypt excels at Personal Safety and Social Protection. Meanwhile, Botswana is leading on Adequate Access to Public Transport and Equal Workforce Opportunities. On the other side of the spectrum is Angola, with its most notable achievement being its performance in the Income Equality indicator.

Africa: Society Welfare

Dimension Score

63.46  15.81

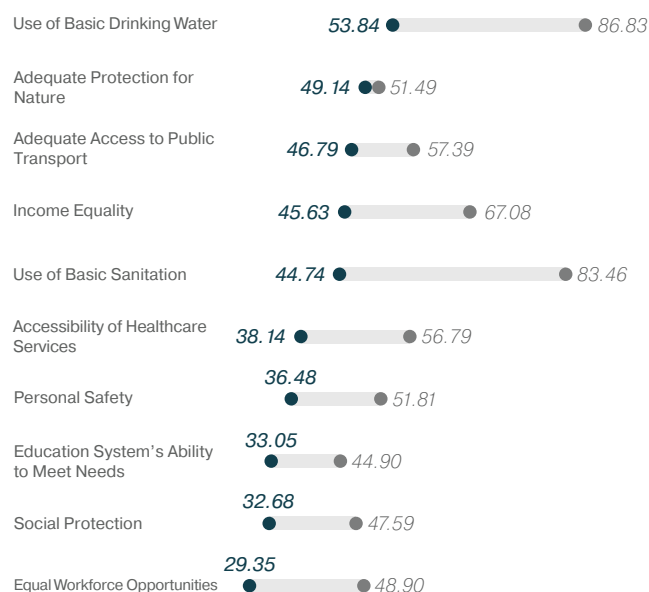
Mauritius' top performance in Society Welfare is the result of effective governance decisions across key areas. The country's highly effective social protection system owes its success to governance choices and nationally-led measures that prioritize inclusive social protection policies, foster national unity, reduce poverty, and establish a solid foundation for economic growth. Mauritius stands out as one of the few African countries offering an unemployment benefit system (United Nations, n.d.).

Mauritius' national healthcare system includes both public and private providers, but most of the healthcare needs of the populace are managed at no cost in the public sector and financed through the Beveridge Model. Under this model, the government raises revenue through taxes to finance the delivery of social services, including healthcare (Jeetoo & Jaunsky, 2021). Additionally, Mauritius is actively improving access to basic amenities. Initiatives such as the Water Tank Grant Scheme assist low-income families in acquiring water tanks, while the government ensures equitable water distribution by providing six cubic meters of potable water free of charge to the population for domestic use (UN High Commissioner for Human Rights, n.d.).

The African region also has a global frontrunner. Rwanda's perfect score for Adequate Protection for Nature not only positions it as the best performer in the region but also the world for this indicator. This performance can be attributed to Rwanda's successful integration of environmental protection considerations into all its policies and actions.

Africa compared to the world

● World Average Indicator Score ● Regional Average Indicator Score



There is room for improvement across all indicators within the Society Welfare dimension for the African region. Notably, the most substantial gaps in comparison to global averages are evident in the the Use of Basic Drinking Water and Use of Basic Sanitation indicators. These disparities underscore a crucial focus area for improvement to bring these services in line with international standards. On a more positive note, the indicator that closely approaches meeting the global average is Adequate Protection for Nature. While strides can be made across the board, this particular aspect demonstrates a relatively more aligned performance, suggesting that efforts to safeguard the environment and promote biodiversity are closer to global norms. Addressing the disparities in the essential services of drinking water and sanitation while sustaining efforts for nature conservation will contribute significantly to an overall enhancement in the African region's performance across these vital areas of assessment.

The underperformance of the African region ultimately results from a complex interplay of factors. Many countries in the region fall within the lower-middle and low-income groups. These countries are struggling due to limited access to the essential resources required for their development. This resource scarcity is further aggravated by mismanagement and inefficient utilization. Simultaneously, the region is experiencing rapid population growth, intensifying resource consumption. Adding to these challenges are the escalating threats posed by climate change and natural disasters.

The COVID-19 outbreak exposed the deficiencies in social safety nets across the region. In response to the pandemic, African governments were confronted with the dual challenge of enhancing public health systems and

infrastructure while providing economic relief to those most severely affected by the pandemic's economic repercussions.

Nearly all African countries implemented social protection measures to mitigate the pandemic's effects, including income support, food and nutrition, healthcare, unemployment protection, and access to essential services.

African governments continue to show strong political will to expand coverage and recognize the importance of social protection in poverty reduction, combating inequality, and improving overall well-being. Nevertheless, opportunities for further improvement in this indicator include increasing public expenditure for social protection, extending coverage to informal workers, facilitating their transition to the formal economy, linking social safety nets to active labor market policies, and broadening social protection coverage, particularly in rural regions (International Labour Organization, 2021).

The pressing need for innovative and efficient water delivery has grown more pronounced as African nations undergo rapid urbanization and struggle with the disruptive effects of climate change on rain patterns and water availability. Angola, with the lowest water availability, initiated the Water for All program to provide water to 80% of rural and peri-urban populations. In 2015, the program reached only 50.3% of the intended population. Through the current National Development Plan, the Angolan government aims for ambitious water supply goals, targeting 85% coverage in urban areas, 76% in rural areas, and 88% operational water supply systems.

Recognizing the need for institutional development in water, sanitation and hygiene services, the Angolan government is committed to establishing essential policies and legal frameworks. Despite weak institutional capacity and insufficient financial resources, the Angolan government is not without options as it could explore collaborations with international organizations and partnerships to effectively tackle these issues and improve citizen access to basic drinking water (Sanitation and Water for All Partnership, n.d.).

Namibia's Income Equality score has prompted government action. The country employs progressive income tax rates, provides exemptions in value-added tax for essential goods, and its fiscal policies are reducing inequality through direct and in-kind transfers, with a substantial portion of its GDP dedicated to funding these programs. The effectiveness of these initiatives could be further supported by employing fine-tuning strategies that target transfer recipients and stimulate the creation of job opportunities for the most marginalized individuals (World Bank, 2017).

Africa: Society Welfare Scores

Indicator Score

100.00  0

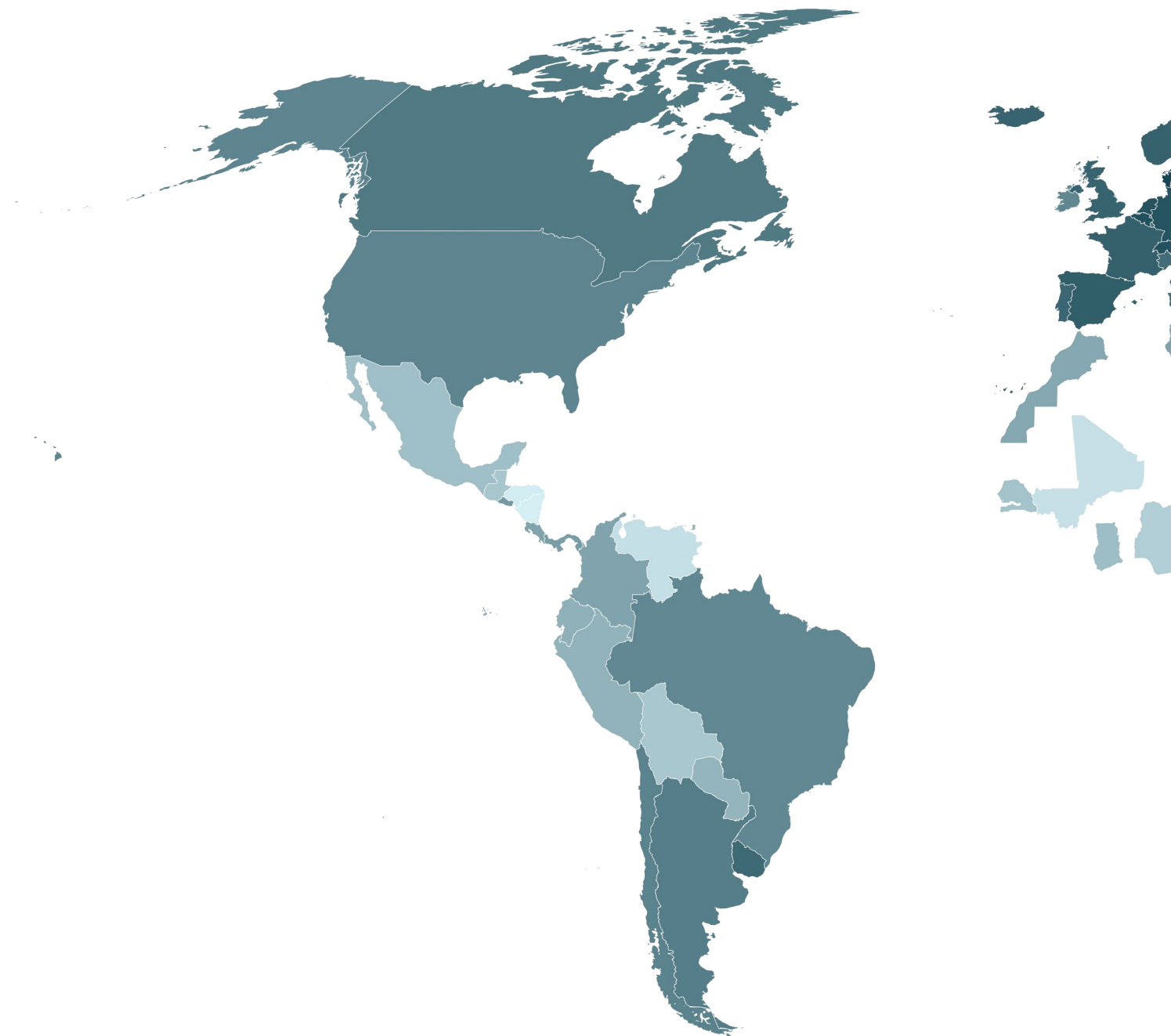
	Society Welfare Score	Income Equality	Education System's Ability to Meet Needs	Accessibility of Healthcare Services	Adequate Access to Public Transport	Adequate Protection for Nature	Equal Workforce Opportunities	Use of Basic Drinking Water	Use of Basic Sanitation	Social Protection	Personal Safety
Mauritius	63.46	65.00	43.79	77.88	68.28	42.99	35.08	99.69	94.11	51.80	56.00
Egypt	62.94	49.00	39.47	47.00	64.71	63.02	52.38	98.69	96.49	55.64	63.00
Botswana	62.52	16.00	50.23	77.69	90.66	96.93	78.72	81.82	73.82	34.29	25.00
Rwanda	54.47	37.00	37.60	68.98	60.38	100.00	62.74	7.58	59.15	52.28	59.00
Tunisia	48.93	64.00	30.66	49.87	40.40	28.84	16.19	94.26	96.64	30.46	38.00
Morocco	42.75	71.00	18.48	31.14	39.25	44.37	1.30	77.59	83.29	27.09	34.00
Ghana	41.10	53.00	49.16	41.94	52.38	43.58	29.05	66.83	0.00	40.05	35.00
Senegal	40.42	73.00	33.18	26.40	35.02	36.02	15.00	64.76	43.35	24.46	53.00
Tanzania	40.12	47.00	44.21	44.06	51.27	72.13	39.61	8.29	10.56	45.08	39.00
Mali	36.87	70.00	18.58	34.79	41.57	39.47	19.38	59.25	28.43	36.21	21.00
Namibia	35.57	0.00	34.74	33.14	35.73	60.15	40.24	63.28	15.15	41.25	32.00
Kenya	34.83	47.00	50.76	27.59	56.62	50.40	20.47	10.42	11.79	30.22	43.00
South Africa	33.87	4.00	10.63	21.74	28.15	37.40	48.52	85.72	71.79	29.74	1.00
Zambia	31.54	22.00	43.56	29.69	59.43	43.58	28.49	19.25	10.74	25.66	33.00
Malawi	29.28	47.00	37.53	25.28	37.42	39.77	8.12	30.07	3.74	20.86	43.00
Nigeria	22.27	56.00	18.42	9.43	29.08	16.83	0.29	47.72	24.93	0.00	20.00
Angola	15.81	54.64	0.94	1.83	5.10	19.96	3.32	0.00	36.64	10.55	25.12

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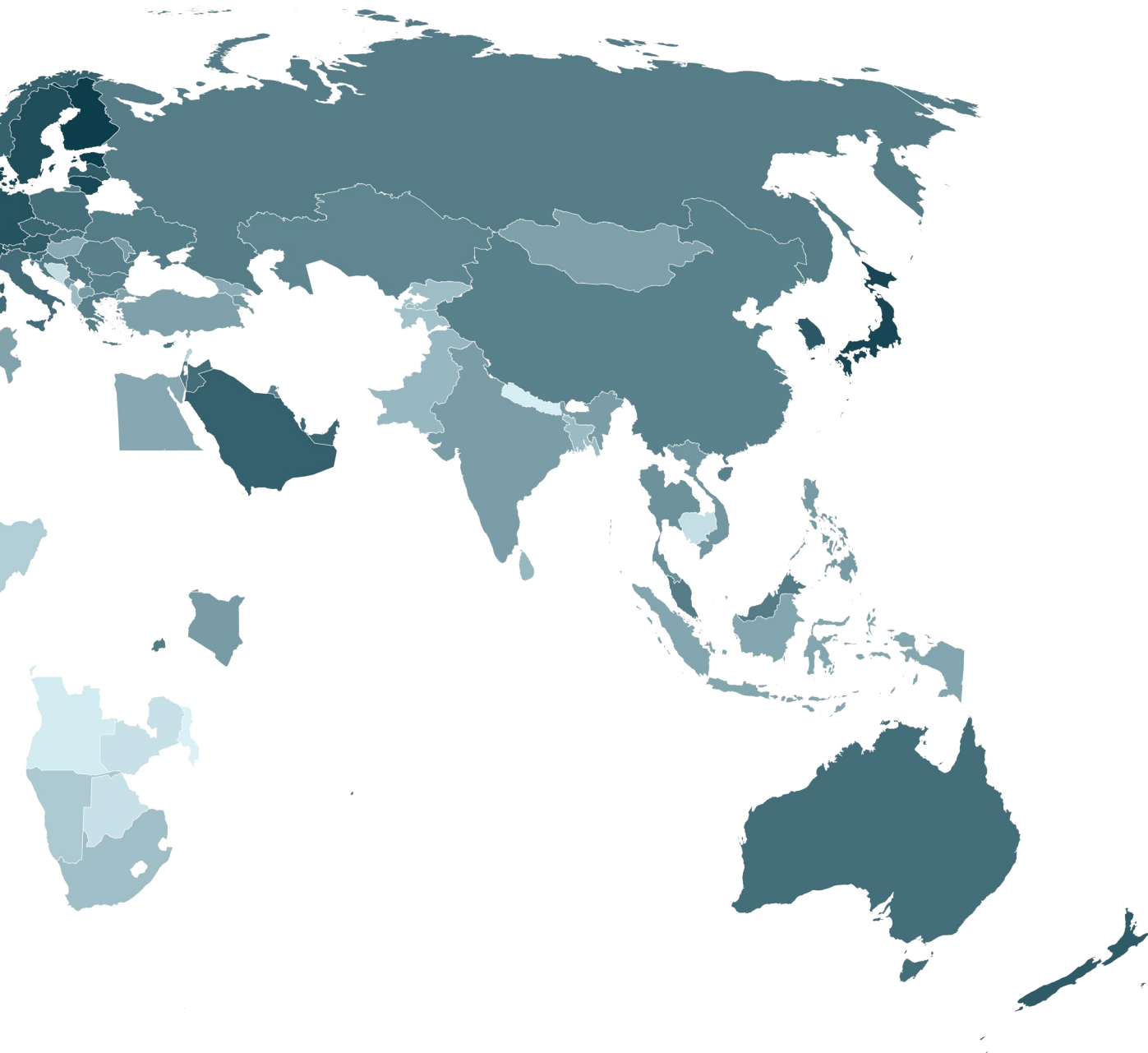
4.5

Citizen Experience: Visual Map




















































Citizen Experience Score



Citizen Experience Score



4.5.I Citizen Experience Country Rankings

 1	Finland	93.52	 18	France	80.11	 35	Israel	71.60
 2	Estonia	93.10	 19	Norway	79.71	 36	Canada	70.79
 3	Singapore	92.65	 20	Iceland	79.46	 37	Serbia	70.21
 4	Denmark	90.63	 21	UK	78.83	 38	Croatia	69.67
 5	Japan	90.28	 22	Czechia	78.62	 39	Rwanda	69.66
 6	Lithuania	89.30	 23	Portugal	78.36	 40	Ukraine	69.29
 7	Sweden	87.41	 24	United Arab Emirates	78.13	 41	Malaysia	69.22
 8	Belgium	86.60	 25	Qatar	77.34	 42	Russian Federation	69.13
 9	Switzerland	85.96	 26	Uruguay	77.21	 43	Argentina	68.91
 10	Netherlands	85.36	 27	Slovenia	75.90	 44	Greece	67.84
 11	Germany	85.12	 28	Italy	75.47	 45	Mauritius	67.82
 12	Korea, Republic of	83.32	 29	Australia	75.14	 46	Romania	67.50
 13	New Zealand	82.33	 30	Luxembourg	75.04	 47	China	67.45
 14	Latvia	81.92	 31	Jordan	74.90	 48	Bulgaria	67.35
 15	Austria	81.72	 32	Poland	74.55	 49	Chile	67.16
 16	Spain	81.64	 33	Slovakia	72.39	 50	Malta	66.81
 17	Saudi Arabia	80.28	 34	Cyprus	72.22	 51	Kuwait	66.77

52	United States of America	66.05	71	Colombia	54.08	90	Tajikistan	42.86
53	Kazakhstan	65.48	72	Indonesia	53.02	91	Senegal	42.34
54	Ireland	65.19	73	Tanzania, United Republic of	52.96	92	Guatemala	40.95
55	Brazil	64.90	74	Morocco	52.79	93	Bolivia	40.54
56	Thailand	61.09	75	Egypt	52.55	94	Namibia	39.37
57	Viet Nam	58.91	76	Hungary	51.40	95	Nigeria	37.51
58	Armenia	58.60	77	Georgia	51.28	96	Lebanon	36.59
59	El Salvador	57.79	78	Ecuador	49.49	97	Bosnia and Herzegovina	32.08
60	North Macedonia	57.77	79	Peru	48.57	98	Cambodia	31.64
61	Montenegro	57.52	80	Paraguay	47.79	99	Venezuela	31.44
62	Kenya	57.26	81	Trinidad and Tobago	47.21	100	Mali	30.92
63	Philippines	57.24	82	Sri Lanka	46.97	101	Zambia	30.58
64	Moldova	56.54	83	Pakistan	46.35	102	Botswana	30.50
65	Panama	56.52	84	Albania	45.19	103	Angola	26.82
66	India	56.37	85	Bangladesh	45.04	104	Honduras	26.38
67	Mongolia	55.04	86	Ghana	44.29	105	Nicaragua	25.82
68	Türkiye	54.87	87	Kyrgyzstan	44.14	106	Nepal	25.81
69	Tunisia	54.72	88	South Africa	43.72	107	Malawi	23.74
70	Costa Rica	54.64	89	Mexico	43.59			

4.5.2 General Findings

In the context of government services, Citizen Experience—also known as citizen or customer experience (CX) in the public sector—refers to the quality and effectiveness of interactions and transactions between citizens and government entities when accessing and utilizing public services. This concept has gained significance as governments around the world strive to provide more efficient, user-centric, and digitally transformed services to their constituents (Organization for Economic Co-operation and Development, 2019).

In the context of this index, Citizen Experience can be defined as the overall satisfaction, accessibility, and inclusivity of internet content and services tailored to the local population. It encompasses how well digital content and services meet the needs and preferences of citizens within a specific region or country, considering factors such as the availability of content in the local language, alignment with local demand, and the cultural relevance of online offerings.

This dimension also evaluates the extent to which internet content and services provide freedom from discrimination. It assesses whether these services are accessible and inclusive to all citizens, regardless of their socio-economic status, ethnicity, gender identity, or faith. Furthermore, it looks into the maturity of online public service portals, focusing on citizen-centric design and universal accessibility, thereby evaluating the quality and effectiveness of government digital platforms in delivering public services to citizens.

A positive citizen experience fosters trust and confidence in government institutions. When internet content and services are tailored to the local population, citizens can easily access information, resources, and government services that are relevant to their specific needs. This promotes inclusivity and ensures that individuals, regardless of their backgrounds or abilities, can benefit from digital resources. Positive citizen experience contributes to a country's global competitiveness. When a nation's digital ecosystem is user-friendly, inclusive, and efficient, it can attract foreign investment and skilled talent, bolstering its international standing.

When online content and services are designed with the local population in mind and are non-discriminatory, they can contribute to social cohesion and a sense of belonging among citizens because people feel that their culture, language, and unique needs are respected and valued. A well-structured online environment that meets local demand and focuses on citizen-centric design can enhance government efficiency, reducing the administrative burden on government agencies as well as costs.

Nowadays, many countries are investing heavily in digital

transformation efforts to make government services more accessible online. This includes creating user-friendly websites, mobile apps, and digital portals for citizens to access information and services. Governments are increasingly using data and technology to personalize services, offering tailored recommendations and notifications to citizens based on their individual preferences and needs. There is a growing emphasis on making digital content and services accessible to all citizens, including those with disabilities. This involves adhering to international accessibility standards and ensuring that websites and apps are usable by everyone.

Several countries are developing comprehensive e-government portals that provide a one-stop shop for a wide range of government services, making it easier for citizens to interact with the government. With increased digitization, there is a heightened focus on data security and privacy to protect citizens' personal information and build trust in government online platforms.

The Nordic countries are often seen as pioneers in delivering quality public services (Nordregio, 2021). They have made significant efforts to ensure inclusivity and accessibility in their digital services. Estonia is often cited as a leader in e-government and digital services (Estonia. ee, 2021). The country offers a secure and efficient digital ecosystem that includes e-residency, digital signatures, and comprehensive e-services. Singapore is known for its highly advanced e-government services and user-friendly websites and apps. It consistently ranks high in various global e-government indices.

These countries are often considered benchmarks for their efforts in providing an excellent citizen experience in the context of online services. However, many other countries are also making progress in this area, driven by the increasing importance of digital government services and the evolving expectations of citizens for user-friendly, inclusive, and efficient online government services.

As a top performer in this dimension, Finland has been actively investing in digitalization and e-government services. Digitalizing public services was a significant focus of Finland's 2015-2019 Government Program, with 17 projects and a budget of EUR 100 million allocated to this endeavor.

This significant investment partly led to the creation of a comprehensive online portal called Suomi.fi that serves as a single access point for various government services and information (Suomi.fi, 2023). This portal provides access to a wide range of services, making it easier for citizens to interact with the government online.

Other online platforms, such as Traficom's Digikaista, Kela, and the Finnish Tax Administration's MyTax and

Ilmoitin.fi, exemplify Finland's commitment to innovative and citizen-centric public services (Traficom, 2023; Kela, 2023; MyTax, 2023; Ilmoitin.fi, 2023).

Finland, being a bilingual country with both Finnish and Swedish as its official languages, ensures that government websites and online content are available in both languages. Government agencies in Finland have implemented artificial intelligence (AI) chatbots to provide citizens with instant responses to queries, enabling 24/7 access to information and services. These chatbots can converse in multiple languages, promoting inclusivity.

The focus on inclusivity also extends to accessibility features to accommodate people with disabilities. Finland also has a strong commitment to non-discrimination. Their government initiatives aim to ensure that online content and services are accessible to all citizens, regardless of their socioeconomic status, ethnicity, gender identity, or faith. This includes adherence to international accessibility standards to accommodate people with disabilities.

Finland has placed a significant emphasis on citizen-centric design in online public services. This includes conducting user research, creating user personas, and designing services that meet the needs and preferences of citizens. A prime example of this approach is the Citizen's Account, a secure electronic mailbox accessible to all service providers in central and local government organizations. This innovative feature enables citizens to send and receive messages from public authorities and is seamlessly integrated into Suomi.fi.

AI is used in the context of citizen-centric design to personalize online services. For instance, AI algorithms can recommend relevant government services based on individual preferences and needs, enhancing the user experience for all citizens. AI-driven language translation

services and accessibility features help citizens with different language preferences and disabilities access government content and services online.

User feedback mechanisms (i.e., digital channels, customer service centers, feedback forms, email, contact points, telephone hotlines, surveys, research, social media channels, public consultations, complaint handling, and citizen panels) are also in place to continuously improve the online experience.

Finland also places a strong emphasis on data security and privacy in its digital initiatives. It has robust data protection laws and regulations (i.e. General Data Protection Regulation, the Data Protection Act, the Data Protection Ombudsman, the Data Protection Board to assist the Ombudsman and provide statements on data protection issues, the Personal Data Act or Henkilötietolaki, the Electronic Communications Act or Laki sähköisen viestinnän palveluista, and the Finnish Act on the Processing of Personal Data by the Border Guard or Laki rajavartiolaitoksen henkilötietojen käsittelystä) in place to ensure that citizens' personal information is handled securely and in compliance with privacy standards.

The Finnish government has launched various initiatives to promote digitalization and innovation. These initiatives include the creation of the Kokeilun paikka or Place for Experimentation, which encourages experimentation and innovation in public services, including the development of digital solutions that enhance the citizen experience.

Finland has also been active in making government data available to the public. This promotes transparency and allows citizens and businesses to utilize government data for various purposes, contributing to innovation and citizen engagement.

Top performing governments in Citizen Experience

Country	Availability of Local Online Content	Non-discrimination	Public Service Delivery Index (PSDI)	Citizen Experience Score
1 Finland	88.18	94.00	100.00	93.52
2 Estonia	83.29	96.00	97.32	93.10
3 Singapore	89.92	90.00	87.16	92.65
4 Denmark	74.93	100.00	97.80	90.63
5 Japan	97.12	82.00	91.82	90.28

4.5.3 Detailed View: Citizen Experience

4.5.3.1 Public Service Delivery Index (PSDI)

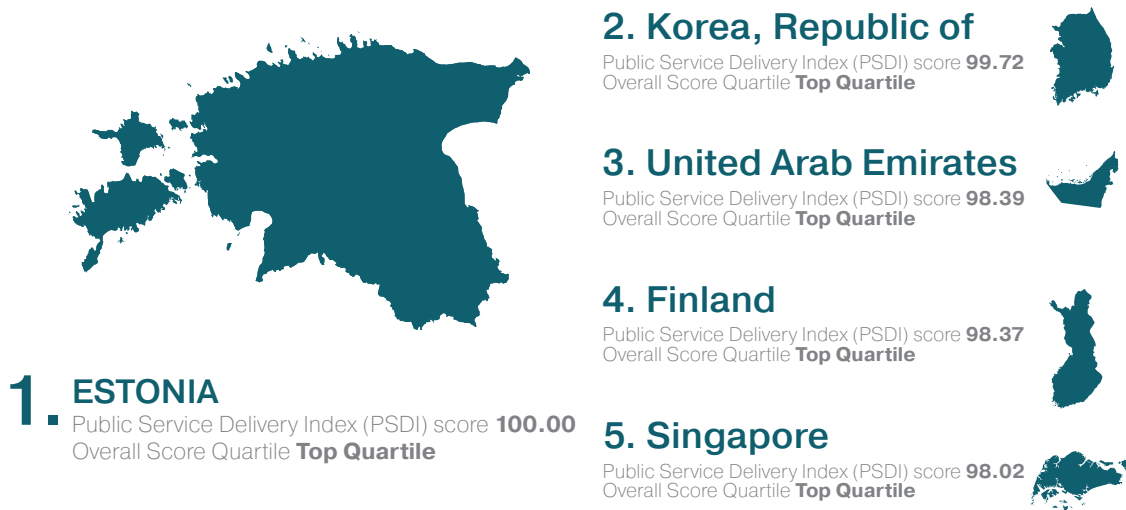
This indicator evaluates the level of advancement in online public service portals, with an emphasis on user-centered design and equitable access. As a composite, it is derived from the weighted average of nine key indicators (KIs) and 27 sub-indicators. Among these nine KIs, the value ranges vary: one employs a scale from 0 to 1, one adopts a binary format of 0 or 1, and the remaining seven use a range extending from 0 to 2. The PSDI provides insights into the evolution of digital public services, highlighting their citizen-centric approach and inclusivity.

Estonia, as a worldwide top performer in the PSDI, initiated its ambitious digital transformation journey in 1997 with the adoption of the Tiigrihüppe (Tiger's Leap) Program (Centre for Public Impact, 2019). This initiative promoted information and communications technology (ICT) in education by providing computers, connecting schools to the internet, and introducing technology as an educational tool.

Subsequently, in 2000, the Look@World project further expanded public internet access points, increasing their number from 200 in 2001 to about 700 in 2004. The e-Estonia Program for e-Government, introduced alongside the innovative electronic identity cards (eID), represents a comprehensive endeavor dedicated to improving citizen and resident engagement with the government through the effective use of ICT solutions.

Estonia has invested heavily in several structural and institutional reforms and, as a result, 99% of public services in Estonia are now available online (e-Estonia, n.d.). Its digital ecosystem encompasses diverse e-services, such as e-taxation, e-business, e-banking, and e-governance, supported by initiatives like the e-Governance Academy and i-Voting (Vassil, K., 2015). The Digital Agenda 2030 outlines Estonia's ambitions, including nationwide high-speed internet, top-tier digital government services, and robust cybersecurity, all achieved by 2030.

Top performing governments in Public Service Delivery Index (PSDI): Visual map*



***Note:** When having two or more countries sharing the same indicator score, the ranking is secondly based on the dimension score.

4.5.3.2 Non-Discrimination

This indicator assesses the equitable availability of public services, regardless of socio-economic status, ethnicity, gender, identity, or faith. It is crucial for citizens to have unbiased and fair access to all public services, as discrimination based on these aforementioned factors can have a negative impact on their overall experience.

Various strategies can be implemented to promote non-discrimination in public services, such as upholding non-discrimination as a standard in public services, supporting inclusion through public procurement, adopting a proactive and binding approach to non-discrimination, fostering an inclusive institutional culture, addressing and minimizing bias in artificial intelligence (AI), promoting diversity, and enhancing the preparedness of future public servants to tackle discrimination and related challenges.

Denmark stands out as the top performer in this indicator, achieving a perfect score. The underlying principle of their “universal welfare model” is that all citizens have the right to certain fundamental welfare benefits and services solely based on citizenship (Ministry of Foreign Affairs of

Denmark, n.d.). However, free access to welfare services is limited to those who are connected to the labor market. In this model, welfare is seen as a shared responsibility between the state, the employer, and the employee, who collectively contribute to compulsory welfare insurance.

Ever since 2012, the principle of non-discrimination was highlighted as a fundamental aspect of human rights obligations for Denmark (Ministry of Foreign Affairs of Denmark, 2011). Exclusion often affects marginalized and disadvantaged groups. To address these issues, specific interventions will be implemented to identify the underlying conditions and power dynamics that contribute to inequality and discrimination, with the aim of bringing about positive change.

Legally, Danish citizens have access to welfare benefits and minimum-income benefits. However, the cost of essential services is not taken into consideration when determining eligibility for welfare benefits or the level of social assistance.

Top performing governments in Non-discrimination: Visual map



2. Estonia

Non-discrimination score **96.00**
Overall Score Quartile **Top Quartile**



3. Finland

Non-discrimination score **94.00**
Overall Score Quartile **Top Quartile**



4. Netherlands

Non-discrimination score **91.00**
Overall Score Quartile **Top Quartile**



5. Singapore

Non-discrimination score **90.00**
Overall Score Quartile **Top Quartile**



4.5.3.3 Availability of Local Online Content

This indicator focuses on assessing the availability and quality of information on the internet, specifically how well it is tailored to provide relevant updates on regional public services. This includes factors such as the availability of information in local languages, the frequency of regular updates, and the inclusion of news from local municipalities or less centralized government entities.

The aim is to gauge how these factors ultimately impact the overall experience of citizens with public services. The indicator response represents the average rating on a scale of 1 to 7—with 1 indicating the lowest level and 7 indicating the highest—in response to the question: “To what extent are internet content and services tailored to the local population in your country?”

Sweden, recognized as the top performer in this indicator globally, operates with a three-tiered system of government: national, regional, and local (OECD, 2023). Swedish municipalities and regions play a significant role in delivering a substantial portion of public services, enjoying a considerable level of autonomy and decision-making authority. The municipalities in Sweden are responsible for a diverse range of public services, including primary and secondary education, recreational and cultural programs and facilities, fire services, social services, and waste management.

In light of the local authorities' role in Sweden, the country is in the midst of a digitalization reformation that encompasses all public authorities, both at the national and local levels (Open Government Partnership, 2016). This reform is being carried out in collaboration with the

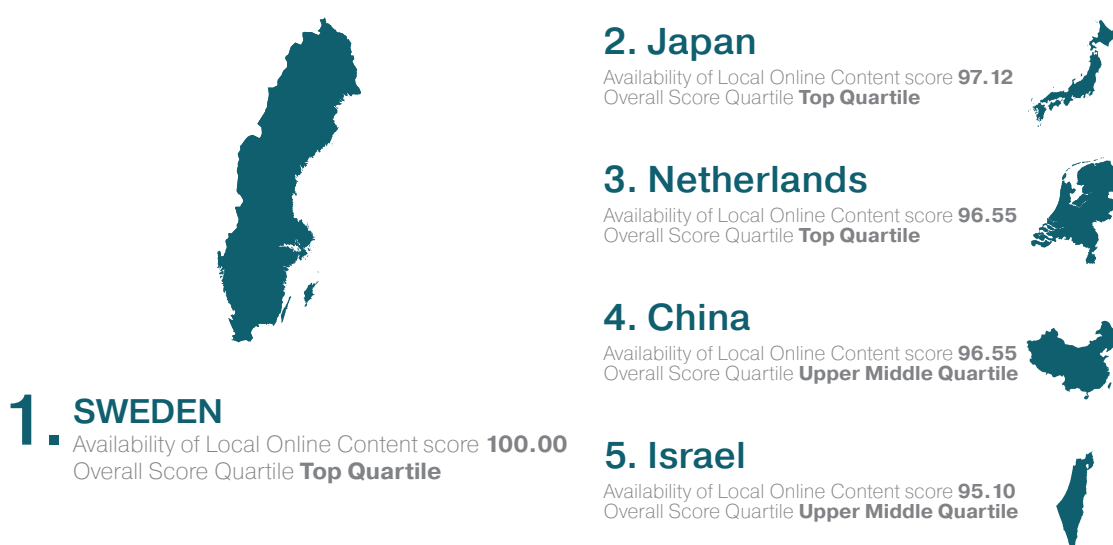
Swedish Association of Local Authorities and Regions (SALAR), emphasizing the importance of cooperation in the areas of e-government and open government. As part of this reform, the SALAR has committed to selecting pilot municipalities in four specific sectors, and to give more authority to the local government in order to enhance and optimize the local information on public service websites.

In 2015, the establishment of a governance body called the “Council for the digital transformation of the public sector” marked a significant step towards supporting digitization efforts. This council serves as a platform for multilevel coordination and consists of representatives from government agencies, municipalities, county councils, and the pilot agencies mentioned earlier.

Its primary purpose is to engage in discussions on strategic matters, identify challenges during the implementation of the government's e-government commitment, and propose targeted measures to address them. It is important to note that the council does not possess decision-making authority but serves in a purely consultative capacity. Its main objective is to enhance the competencies of the Minister of Public Administration and assist in setting priorities for the digital transformation of the public sector (Open Government Partnership, 2018).

Furthermore, in mid-2018, the Swedish government enacted plans to establish a dedicated governmental body that will assume overall responsibility for the digital transformation of the public sector. This body play a crucial role in driving and overseeing the digitalization efforts across various government entities.

Top performing governments in Availability of Online Content: Visual map*



4.5.4 Regional Insights: Citizen Experience

In the dynamic arena of global Citizen Experience, as defined the sum of interactions, perceptions, and feelings that a citizen has while engaging with a government. In Europe, the region leads globally in this dimension, with Finland at the forefront. European countries excel in indicators such as Availability of Local Online Content and Non-Discrimination, surpassing global averages and emphasizing their dedication to digital advancement and efficient public service delivery.

The Middle East, led by Saudi Arabia, shows potential for improvement, particularly in promoting inclusivity. The Asia and Oceania region, with Singapore as the top performer, ranks third globally, excelling in the Public Service Delivery Index and online content availability but facing challenges in Non-Discrimination. The Americas,

led by Uruguay, rank fourth globally, exceeding global averages in the Public Service Delivery Index but lagging in digital accessibility and inclusivity. Africa, led by Rwanda, secures the fifth position globally, showing commitment to overcoming challenges in accessibility and inclusivity through strategic policies and initiatives in individual countries like Mauritius.

Each region demonstrates unique strengths and challenges in their pursuit of enhancing the Citizen Experience for their citizens, showcasing their commitment to digital advancement and good governance. This analysis unveils a worldwide panorama of Citizen Experience, illuminating the varied levels of performance and challenges faced in different regions and countries.

Europe

The region ranks first in the Citizen Experience dimension, with Finland emerging as the top performer. Nevertheless, Finland does not claim the top position among the scrutinized indicators. Finland ranks second in Public Service Delivery, following Estonia, and holds the third spot in Non-Discrimination, trailing Denmark and Estonia. Additionally, Finland claims the fifth rank in the Availability of Local Online Content, surpassed only by Sweden, the Netherlands, Switzerland, and the United Kingdom of Great Britain and Northern Ireland (UK). Estonia ranks second in the region, with a visible gap compared to the following countries: Denmark (third), Lithuania (fourth), and Sweden (fifth).

Europe: Citizen Experience

Dimension Score
93.52 ————— 32.08



Bosnia and Herzegovina (BiH) exhibit significant potential for enhancement, demonstrating notable strengths, particularly in the Non-Discrimination indicator. Following BiH, Albania is the second-lowest performer, with a noticeable gap separating it from Hungary, which takes the third position in the lower rankings. Moldova and Montenegro come next, securing the fourth and fifth

positions, respectively, with an insignificant difference between them.

The Finnish government tackles discrimination through the following initiatives: the Government Action Plan for Combating Racism and Promoting Good Relations between Population Groups (2022) seeks to dismantle structural inequalities; the Academy of Finland Equality and Nondiscrimination Plan (2022-2023) promotes gender equality and prevents discrimination; and the Committee on the Elimination of Racial Discrimination (CERD) utilizes a monitoring system that reports every four years. The committee focuses on promoting non-discrimination, eliminating racial discrimination, and enhancing the availability of public services for all people with no discrimination against them (Ministry of Justice Finland, 2022; Academy of Finland, n.d.; Ministry of Technology, Finnish League for Human Rights, 2017).

Estonia has garnered acclaim for its e-governance, with a specific emphasis on concerted efforts to provide an array of online public services to citizens and residents. Additionally, the country has excelled in cultivating a digital society, showcasing advancements in areas such as digital identification, signatures, tax filing, medical prescriptions, and, notably, internet voting (Centre for Public Impact, 2019).

Denmark boasts national portals for resident and business services, with a remarkable 91.8% usage rate of digital public services among the population. The Danish government is consistently committed to enhancing self-service solutions for the public sector—i.e. websites and portals—to streamline administrative processes and ensure user-friendly and straightforward services (Digital Denmark, 2023).

Europe compared to the world

● World Average Indicator Score ● Regional Average Indicator Score

Public Service Delivery Index 74.71 ● 81.98

Availability of Local Online Content 56.54 ● 71.08

Non-discrimination 53.09 ● 68.32

The European region stands out as a frontrunner in the Citizen Experience dimension. All indicators in the region surpass the global averages, with the most noteworthy performance observed in the Availability of Local Online Content, closely followed by a strong commitment to Non-Discrimination. Furthermore, the region surpasses the world average in the Public Service Delivery Index (PSDI). The scores obtained by European countries reflect their dedication to elevating their digital landscape, showcasing their commitment to advancing accessibility, promoting inclusivity, and ensuring efficient public service delivery. From ensuring the availability of locally relevant online content to actively promoting non-discrimination and excelling in the delivery of public services, the region sets a commendable standard for citizen-centric governance on a global scale. As the European region continues to prioritize these areas, it is poised to further strengthen the bond between citizens and their governments, creating a model for effective and responsive public administration.

The Finnish government is enhancing public services to be citizen-centric, prioritizing service delivery aligned with a citizen's journey. The transition to predominantly digital services necessitates legislative amendments, prompting the public sector's ICT (Information and Communication Technology) to initiate a legislative renewal process to meet evolving demands (European Union, 2019).

In part, Estonia's remarkable public service delivery performance can be attributed to the Cybersecurity Strategy 2019–2022, which emphasizes the pivotal role of cybersecurity in ensuring secure access to ICT opportunities within the information society and, consequently, public services (Journal of Information Systems and Technology Management, 2019).

The Danish government's Office of the High Commissioner for Human Rights (OHCHR) has augmented financial support for initiatives combating racism, discrimination, and intolerance while also proactively addressing current and anticipated legal challenges in anti-discrimination legislation (OHCHR, 2009).

The Lithuanian government uses the State Information Resource Interoperability Platform (SIRIP) portal, a centralized hub that offers a comprehensive range of public and administrative e-services. The SIRIP portal caters to citizens and beyond, providing streamlined access to tax services, encompassing declarations, payments, and refunds. Additionally, it facilitates access to social security services, covering pension applications, unemployment benefits, and child benefits. Furthermore, the portal extends to healthcare services, including electronic prescriptions, medical certificates, and doctors' appointments. It also includes e-services in the domains of education, culture, and sports, making it easier for citizens to access services such as student loan applications, library services, and sports club registrations (European Union, 2020).

BiH is making positive strides in the Non-Discrimination indicator. However, there are opportunities for further improvement in the areas of the Availability of Local Online Content and Public Service Delivery. BiH endeavors to establish proficient state-level institutions, emphasizing effective governance and service delivery. This goal underscores the active inclusion of minorities in the political process and strict adherence to anti-discrimination laws. BiH still has room for improvement, specifically regarding the development and implementation of a comprehensive e-government strategy and having to address existing barriers to electronic access to information and services (USAID Bosnia and Herzegovina, 2023; School of Computing, Blekinge Institute of Technology, 2011).

Albania holds significant potential for progress. The country is working on enhancing the efficiency of administrative services through the Support for Innovation against Corruption: Building a Citizen Centric Service Delivery Model in Albania (ISDA) project, which aims to establish an administration that prioritizes the needs of citizens and embodies a citizen-centric service approach. The ISDA project is focused on enhancing the efficiency of key central government services for citizens, implementing impactful e-government agenda activities, and promoting sustainable innovative solutions for public service delivery reform (The World Bank, 2015; UNDP Albania, 2019).

Hungary also demonstrates considerable opportunities for enhancement in the Citizen Experience dimension. The country aspires to modernize its public administration, seeking to enhance access, responsiveness, and the quality of public services. The nation has undertaken a significant overhaul of its public sector, coupled with crucial human resource management and digital reforms, including substantial investments in ICT tools (Organization for Economic Cooperation and Development, 2016).

Europe: Citizen Experience Scores

Indicator Score

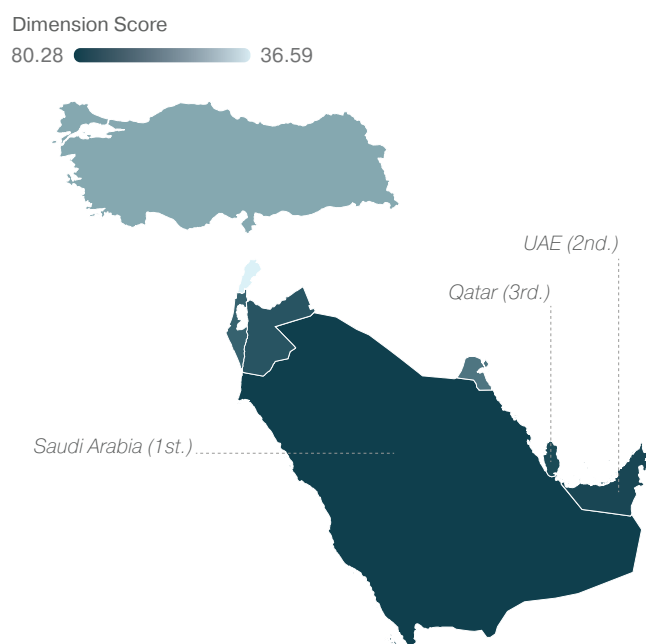
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	Citizen Experience Score	Availability of Local Online Content	Non-discrimination	Public Service Delivery Index
Finland	93.52	88.18	94.00	98.37
Estonia	93.10	83.29	96.00	100.00
Denmark	90.63	74.93	100.00	96.95
Lithuania	89.30	85.30	88.00	94.59
Sweden	87.41	100.00	72.00	90.22
Belgium	86.60	81.56	86.00	92.23
Switzerland	85.96	94.52	78.00	85.35
Netherlands	85.36	96.55	91.00	68.53
Germany	85.12	81.27	87.00	87.08
Latvia	81.92	77.52	74.00	94.24
Austria	81.72	82.42	66.00	96.73
Spain	81.64	82.71	70.00	92.22
France	80.11	80.40	66.00	93.92
Norway	79.71	80.97	75.00	83.17
Iceland	79.46	75.22	82.00	81.17
UK	78.83	89.05	52.00	95.42
Czechia	78.62	83.58	76.00	76.27
Portugal	78.36	73.19	72.00	89.87
Slovenia	75.90	61.96	72.00	93.75
Italy	75.47	70.03	64.00	92.38
Luxembourg	75.04	83.86	75.91	65.34
Poland	74.55	60.52	76.00	87.12
Slovakia	72.39	79.53	65.20	72.44
Serbia	70.21	59.94	66.00	84.67
Croatia	69.67	59.08	70.00	79.94
Ukraine	69.29	45.25	67.00	95.62
Russian Federation	69.13	72.04	41.00	94.35
Greece	67.84	53.60	59.00	90.90
Romania	67.50	66.29	74.00	62.21
Bulgaria	67.35	73.78	50.00	78.28
Malta	66.81	59.66	60.99	79.79
Ireland	65.19	72.62	70.00	52.94
North Macedonia	57.77	42.93	59.00	71.37
Montenegro	57.52	58.79	55.00	58.75
Moldova	56.54	55.33	43.00	71.28
Hungary	51.40	58.49	8.00	87.72
Albania	45.19	11.52	44.00	80.06
Bosnia and Herzegovina	32.08	45.25	51.00	0.00

Middle East

The Middle Eastern region ranks second in Citizen Experience, with Saudi Arabia emerging as the top performer. Nevertheless, Saudi Arabia does not claim the top position in any of the analyzed indicators. It ranks second in Public Service Delivery, following the United Arab Emirates (UAE), and maintains the second spot in the Availability of Local Online Content, trailing Israel. Furthermore, it ranks fourth in Non-Discrimination, surpassed by Jordan, Qatar, and Kuwait. The UAE ranks second in the region, with a relatively modest gap compared to the subsequent countries: Qatar (third), Jordan (fourth), and Israel (fifth). Lebanon exhibits significant potential for improvement, demonstrating notable strengths, particularly in Non-Discrimination. Following Lebanon, Turkey is the second lowest-ranked performer, with a noticeable gap separating it from Kuwait, which takes the third position in the lower rankings. Israel and Jordan come next, securing the fourth and fifth positions, respectively, with a small difference between them.

Middle East: Citizen Experience



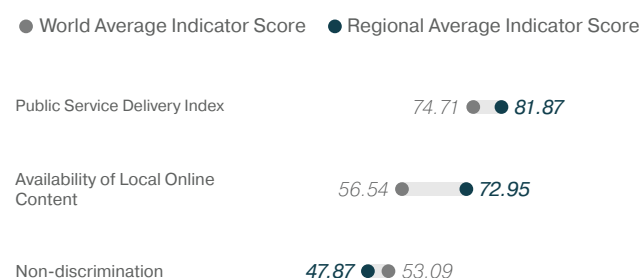
Saudi Arabia has defined clear objectives to improve the accessibility of online services for its citizens, demonstrating a commitment to prioritize the citizen experience, foster inclusivity, and align with the core principles of Saudi Arabia's Vision 2030 (Saudi Vision 2030, 2023). The country Arabia is committed to modernizing its public administration by improving access to as well as the responsiveness and overall quality of public services. Undertaking a comprehensive reorganization of the public sector, Saudi Arabia has implemented significant human resource management and digital reforms, including substantial investments in ICT tools. Notably, the country's digitization efforts extend beyond health and education,

encompassing electronic judicial services provided by the Justice Ministry that cover various aspects such as court services, agencies, real estate, and marriage contracts (CIO, 2020).

In alignment with Saudi Arabia's Vision 2030, the UAE is devoted to developing citizen- and business-focused solutions. Moreover, the country aims to enhance citizen experience, service efficiency, and the synergy between people and technology through innovative approaches. The UAE government has made substantial investments in service enhancements to elevate citizen satisfaction. These initiatives encompass the introduction of electronic voting machines, the provision of general-purpose prepaid cards for streamlined government fee payments, and the establishment of prestigious annual government awards (the M-Gov Award and GovTech Award) to recognize excellence in technology-driven service solutions (Dubai. ae, 2023; Bank FAB, 2023; M-Gov Award, 2023).

Qatar has introduced a Unified Citizen Experience Management Platform for Government Services (Sprinkl, 2023) to foster collaboration among government agencies and to enhance citizen-centricity, service efficiency, and innovation by aligning people and technology for improved governance. Establishing the new digital Center of Excellence (CoE) aligns with Qatar's National Vision 2030, emphasizing the development of a competitive government capable of measuring, monitoring, and enhancing public services.

Middle East compared to the world



The Middle Eastern region shows potential for advancement within the Citizen Experience dimension. Two indicators in the region surpass the global averages, with the most significant performances observed in the Availability of Local Online Content and the Public Service Delivery Index (PSDI) indicators. Scores in the Non-Discrimination indicator fall below global averages, remaining an area where improvements are sought. The scores achieved by Middle Eastern countries highlight their concerted efforts to enhance their digital landscape, emphasizing their commitment to improving the availability of local online content and optimizing public service delivery efficiency. Despite ongoing efforts, the Middle East still faces challenges in advancing inclusivity, with the Non-Discrimination indicator notably lagging behind the global average.

Saudi Arabia is leading the Middle East in the Citizen Experience dimension by advancing accessibility and inclusivity. In 2020, Saudi Arabia introduced the Digital Government Authority (DGA), a pioneering institution entrusted with spearheading the government's digital strategy. The DGA is dedicated to advancing citizen-centric, integrated digital government services, adhering to government-wide standards like openness, transparency, and user-friendly interfaces across agencies (The World Bank, 2023; Office of the High Commissioner for Human Rights (OHCHR), 2018).

The UAE has implemented a progressive labor law—Federal Law No. 33 of 2021—effective February 2, 2022. This law explicitly prohibits discrimination in employment based on race, color, sex, religion, national or social origin, or disability, ensuring equal opportunities and treatment for workers. Additionally, it establishes rules to enhance the participation of UAE citizens in the labor market, emphasizing non-discrimination, equal wages for women performing the same work, and mechanisms for evaluating work of equal value (Ministry of Human Resources and Emiratisation, 2021).

Jordan has initiated an ambitious decentralization process, prioritizing citizen-centric policies and services. With a focus on transparency, integrity, accountability, and stakeholder participation, the country aims to improve

government efficiency, meet constituency needs, and bolster trust in decision-making legitimacy (OECD, n.d.). As Jordan undergoes decentralization, local and municipal elections can now present significant opportunities for marginalized Jordanians to shape governance in their communities (IREX, 2018).

The nation is committed to fostering inclusive community development and establishing constructive relationships between communities and local government. Jordan has implemented measures to enhance its digital public services, including the introduction of a new system to significantly reduce service delivery time. To further improve digital public services, the government of Jordan is planning to establish a second Comprehensive Services Center (The World Bank, 2023).

Turkey exhibits substantial potential for advancement and is actively undertaking measures to enhance the citizen experience and encourage active citizenship. The United Nations Development Programme (UNDP) conducted a workshop in Turkey with extensive participation in Ankara as part of its efforts within the Local Administration Reform Phase III Project. This initiative marks the first implementation of local service delivery standards in Turkey, aiming to enhance service efficiency in a citizen-centric manner to ensure consistency and a specified service quality aligned with international standards (UNDP, 2021).

Middle East: Citizen Experience Scores

Indicator Score

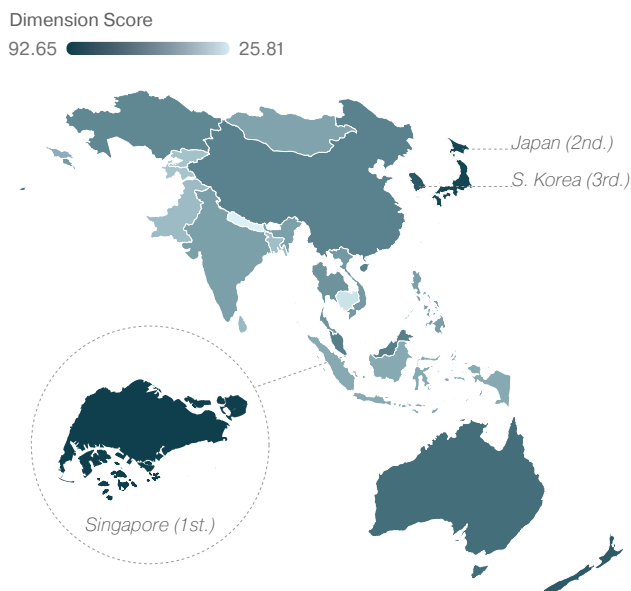
98.39  7.00

	Citizen Experience Score	Availability of Local Online Content	Non-discrimination	Public Service Delivery Index
Saudi Arabia	80.28	89.34	54.39	97.10
United Arab Emirates	78.13	83.00	53.00	98.39
Qatar	77.34	78.38	59.99	93.63
Jordan	74.90	69.45	71.00	84.26
Israel	71.60	95.10	53.00	66.71
Kuwait	66.77	62.25	56.59	81.48
Türkiye	54.87	63.97	7.00	93.64
Lebanon	36.59	42.07	28.00	39.70

Asia and Oceania

The Asia and Oceania region ranks third in the Citizen Experience dimension, with Singapore emerging as the top performer. Singapore ranks first in Non-Discrimination, second after Korea in Public Service Delivery, and fourth after Japan, China, and Australia in the Availability of Local Online Content. The second-highest ranked in the region is Japan, with a visible lead against the following countries: Korea (third), New Zealand (fourth), and Australia (fifth). Nepal exhibits significant potential for improvement, demonstrating notable strengths, particularly in Non-Discrimination. Following Nepal, Cambodia is the second-lowest performer, with a noticeable gap separating it from Tajikistan, which takes the third position in the lower rankings. Kyrgyzstan and Bangladesh come next, securing the fourth and fifth positions, respectively, with an insignificant difference between them.

Asia and Oceania: Citizen Experience



The Singaporean government has made it a priority to elevate the quality of digital services accessible to its citizens, thus, enhancing the delivery of public services. LifeSG, formerly recognized as Moments of Life, represents one of the strategic national projects within Singapore's broader Smart Nation initiative. LifeSG serves as a citizen-centric platform thoughtfully crafted to accommodate diverse life stages, thereby guaranteeing inclusive access to an extensive range of government digital services (LifeSG, 2023). Initially introduced as a mobile application in June 2018, this innovation has been instrumental in promoting accessibility and convenience for Singaporean citizens (Tech.gov.sg, 2023).

The Japanese government has been diligently pursuing the digitalization of government services to enhance their delivery to the public. This commitment is underscored by the government's emphasis on constructing a citizen-centric digital government that prioritizes accessibility to public services. Japan has an official web portal that

provides valuable information on Japan's public services dubbed e-Gov Japan (e-Gov Japan, 2023). The South Korea, commonly known as South Korea, is dedicated to building a world-class e-government system that features integrated portals and communication centers to enhance public service delivery and promote inclusivity and citizen engagement. In 2021, the South Korean government unveiled the Digital Government Master Plan 2021-2025, focused on implementing a comprehensive, citizen-centric approach that integrates innovative technologies into the public sector. This initiative's core objectives are to foster streamlined, efficient, and transparent government systems, ensuring improved quality of public services (Ministry of the Interior and Safety, 2021).

Asia and Oceania compared to the world

● World Average Indicator Score ● Regional Average Indicator Score

Public Service Delivery Index 74.71 ● 75.63

Availability of Local Online Content 56.54 ● 57.71

Non-discrimination 45.72 ● 53.09

The Asia and Oceania region shows potential for advancement within the Citizen Experience dimension. The most notable negative variance from global averages is in the Non-Discrimination indicator. On the other hand, the region exceeds the world average in the Public Service Delivery Index (PSDI) and Availability of Local Online Content indicators. The scores obtained in these indicators reflect the dedication of Asian-Oceanic countries in elevating their digital landscapes, showcasing their commitment to digital advancement and enhanced services. Despite ongoing efforts, countries in the Asia-Oceania region still face distinctive challenges in enhancing inclusivity and ensuring equal opportunities for all, as these aspects continue to lag behind the world average.

Among the Asian-Oceanic countries, Singapore has taken the lead in the Citizen Experience dimension, making significant strides toward heightened accessibility and inclusivity. For example, the ServiceSG Centre, formerly known as the Public Service Centre, serves as a key cornerstone in co-locating essential services offered by various government agencies, providing a more seamless and personalized experience for Singaporeans, ultimately embodying the government's dedication to public service excellence (ServiceSG, 2023).

Japan is also dedicated to improving its citizen experience. However, in 2019, only 7.9% of the Japanese population used the internet to engage with public authorities, a notable contrast to the unweighted Organisation for Economic Cooperation and Development (OECD) average of over 40% for individuals aged 16 to 74. In 2020, a survey

by the Cabinet Secretariat and Ministry of Internal Affairs and Communications found higher digitization (50.6%) in central government services for the private sector, while local government procedures had lower digitization and significant regional variations. Furthermore, the survey highlighted that business entities predominantly utilized government online services, while individual usage remained considerably lower (Online Library of the OECD, 2022).

South Korea's 100 Digital Government Services include the One-Stop Civil Service Portal (Government24), a central hub that consolidates access to government services, policies, and information from various central government agencies, public institutions, and local governments, allowing users to seamlessly view, apply for, and obtain information and certificates 24/7 (Ministry of the Interior and Safety, 2023).

As previously mentioned, Nepal is also making positive strides in Non-Discrimination. However, there are opportunities for further improvement in the areas of the Availability of Local Online Content and Public Service Delivery. Nepal established a three-tiered government system: federal, provincial, and local. The provincial and local levels focus on efficient service delivery while

promoting inclusion and equity (World Bank's End Poverty in South Asia, 2023).

Cambodia exhibits significant potential for achieving substantial progress. The Improved Service Delivery for Citizens in Cambodia (ISD) focuses on implementing the National Programme on Sub-National Democratic Development 2021–2030 (NP-2) to promote inclusivity, particularly through the advancement of women in sub-national administrations. Additionally, it aims to enhance administrative service delivery, emphasizing digital and mobile channels for readily available online services (National Committee for Sub-National Democratic Development, 2023).

Tajikistan showcases significant potential for additional improvements in the Citizen Experience dimension, offering valuable lessons for others to learn from. The country's decentralization and empowering the local level government reform focuses on enhancing citizen-centric decision-making in these units (Freedom House, 2020). It empowers them to tailor policies to community needs, thereby improving service delivery. The reform also emphasizes evidence-based planning for efficient and effective public service delivery (United States Agency for International Development, 2022).

Asia and Oceania: Citizen Experience Scores

Indicator Score

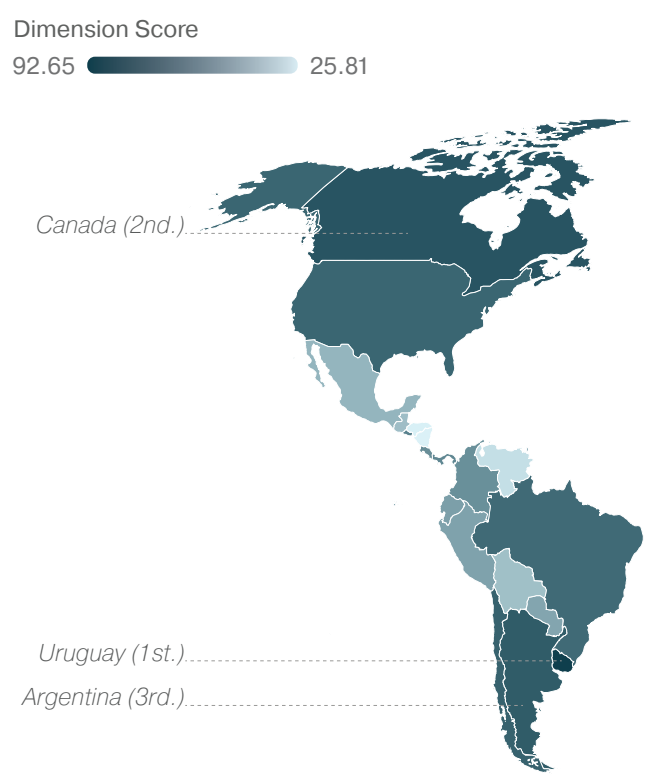
99.72  0

	Citizen Experience Score	Availability of Local Online Content	Non-discrimination	Public Service Delivery Index
Singapore	92.65	89.92	90.00	98.02
Japan	90.28	97.12	82.00	91.73
Korea, Republic of	83.32	77.23	73.00	99.72
New Zealand	82.33	83.86	74.00	89.13
Australia	75.14	91.64	64.00	69.79
Cyprus	72.22	66.86	66.29	83.50
Malaysia	69.22	72.04	49.00	86.63
China	67.45	96.55	28.00	77.79
Kazakhstan	65.48	51.88	47.00	97.57
Thailand	61.09	56.77	41.00	85.49
Viet Nam	58.91	53.31	57.00	66.42
Armenia	58.60	51.30	46.00	78.49
Philippines	57.24	61.10	35.00	75.64
India	56.37	49.85	24.00	95.27
Mongolia	55.04	31.12	53.00	81.01
Indonesia	53.02	64.26	19.00	75.79
Georgia	51.28	42.07	48.00	63.78
Sri Lanka	46.97	36.60	25.00	79.32
Pakistan	46.35	41.78	22.00	75.27
Bangladesh	45.04	40.06	36.05	59.01
Kyrgyzstan	44.14	29.68	47.00	55.74
Tajikistan	42.86	44.38	47.00	37.20
Cambodia	31.64	34.29	0.00	60.63
Nepal	25.81	21.33	24.00	32.10

Americas

The American region ranks fourth in the Citizen Experience dimension, with Uruguay as the top performer, ranking first in Non-Discrimination. Uruguay also ranks third after Brazil and Peru in Public Service Delivery and sixth after the United States (U.S.), Canada, Brazil, Chile, and Argentina in the Availability of Local Online Content. Canada claims the second position, maintaining a slight lead over the subsequent countries: Argentina (third), Chile (fourth), and the U.S. (fifth). Nicaragua shows considerable potential for improvement, showcasing distinct strengths, especially in Public Service Delivery. Following Nicaragua, Honduras emerges as the second-lowest performer, with a noticeable gap separating it from Venezuela, positioned at third place in the lower rankings. Bolivia and Guatemala follow suit, securing the fourth and fifth positions, respectively, with a marginal difference between them.

Americas: Citizen Experience



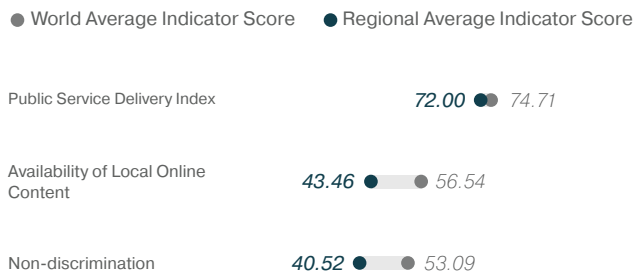
Uruguay has embraced a citizen-focused approach known as Data-Based Digital Transformation to improve its citizens' experience. This model, emphasizing the importance of data, has garnered international acclaim for Uruguay's excellence in digital government, citizen service, information security, e-participation, online services, access to public information, and electronic signature solutions (Cell Press, Patterns journal, 2020).

The Canadian government's commitment to enhancing its citizens' experience is evident through its comprehensive

Digital Citizen Initiative (DCI) (Government of Canada, 2023). This multi-component strategy focuses on fostering citizen resilience against online disinformation while also cultivating strategic partnerships to ensure an accessible and healthy information ecosystem, thereby contributing to a positive digital experience for its citizens.

Argentina has demonstrated substantial advancements in simplifying processes by establishing the National Public Sector Digital Platform (Plataforma Digital del Sector Público Nacional), which provides access to digital public services. However, the focus remained on transitioning from traditional paper-based methods to digital systems rather than actively pursuing process reengineering, potentially contributing to the region's lower ranking in this dimension (Online Library of the OECD, 2018).

Americas compared to the world



The Americas exhibit a high potential for improving citizen experience overall. The most noteworthy deviances from global averages are observed in the Availability of Local Online Content and Non-Discrimination indicators. Conversely, the region closely aligns with the world average in the Public Service Delivery Index (PSDI) indicator. The scores obtained by countries in the Americas reflect their efforts to enhance their digital landscape and overcome obstacles to digital progress. Despite ongoing efforts, the region faces unique obstacles in improving digital accessibility, service quality, and inclusivity, as these aspects continue to lag behind the world average.

Uruguay is leading the way in terms of the Citizen Experience dimension in the Americas, consistently displaying a dedication to improving accessibility and promoting inclusivity. The Fifth National Open Government Action Plan (2021-2024) of Uruguay underscores a focus on transparency, accountability, and the enhancement of online content accessibility. Moreover, it actively promotes diverse participation, specifically encouraging involvement from vulnerable populations in shaping public policies. (Observatory of Planning of the Economic Commission for Latin America and the Caribbean, 2023).

The Canadian government is also actively enhancing its citizens' experience through innovation. The country

has achieved significant milestones in public service, contributing to economic prosperity and resilience by leveraging digital technologies to enhance service delivery (Government of Canada, 2023). For instance, Canada is proactively supporting inclusivity and accessibility through initiatives such as the Community Volunteer Income Tax Program (CVITP), which allows community organizations to conduct free, volunteer-operated tax preparation clinics. This program is designed to assist Canadians with modest incomes and simplistic tax situations (Government of Canada, 2023).

The enhanced accessibility of government administrative services in Argentina is exemplified by the launch of the citizen-centered Mi Argentina portal, which consolidates services from numerous websites, streamlining access for citizens. Notably, the portal has witnessed a substantial increase in registered users, demonstrating its effectiveness in facilitating access to government services (The World Bank, 2022; Argentina.gob.ar, 2023).

ChileAtiende, a comprehensive multichannel network, serves as a centralized access point for government services across Chile, encompassing face-to-face, telephone, and online services. The Chilean government's ongoing efforts are focused on enhancing service quality within ChileAtiende and extending its outreach to a broader spectrum of citizens (ChileAtiende, 2023; Online Library of the OECD, 2023).

Nicaragua is progressing in the Public Service Delivery indicator. Nevertheless, there are opportunities for further improvement in the areas of Local Online Content Availability and Non-Discrimination. The potential advancement in these areas may face challenges due to the political instability experienced by the Nicaraguan government (Georgetown Journal of International Affairs, 2023).

Honduras holds significant potential for achieving substantial progress in the Citizen Experience dimension. The Honduran government is dedicated to improving public service delivery through digital transformation, placing a strong emphasis on citizen-centric approaches to facilitate easy access to digital public services. Concurrently, efforts are underway to enhance service quality for citizens. An illustrative example is found in the Fourth National Open Government Action Plan of Honduras (2018–2020), which included a total of 20 commitments. These commitments spanned various areas, including open data, inequality reduction, and improved accessibility to public information (Observatory of Planning, 2023).

Despite numerous challenges, the substantial potential of Venezuela to provide an improved citizen experience underscores an opportunity for positive transformation. Addressing the hurdles posed by economic uncertainties, social unrest, and political instability becomes crucial for unlocking the full potential for improvement.

Navigating through these multifaceted challenges requires a comprehensive and strategic approach to ensure that citizen-centric initiatives can thrive and contribute to the overall betterment of the Venezuelan population. The intricate landscape of Venezuela's current situation—which consists of economic hardships and political complexities—necessitates a nuanced and adaptive strategy for advancements in citizen experience. Proactive measures, resilient policies, and a commitment to inclusivity are essential components to overcome hindrances and steer the trajectory toward a more positive and enriched citizen experience in Venezuela. By acknowledging its potential and concurrently addressing its challenges, Venezuela can chart a course toward a future where citizens benefit from improved services, accessibility, and overall quality of governance (European Civil Protection and Humanitarian Aid Operations, 2023).

Americas: Citizen Experience Scores

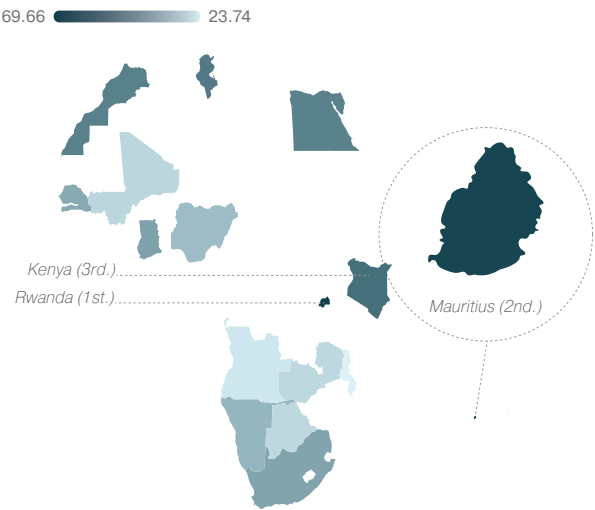


	Citizen Experience Score	Availability of Local Online Content	Non-discrimination	Public Service Delivery Index
Uruguay	77.21	54.18	84.00	93.44
Canada	70.79	86.45	46.00	79.90
Argentina	68.91	57.06	65.00	84.66
Chile	67.16	59.66	65.00	76.82
United States of America	66.05	92.22	22.00	83.92
Brazil	64.90	61.10	38.00	95.59
El Salvador	57.79	23.05	59.00	91.31
Panama	56.52	47.26	48.00	74.31
Costa Rica	54.64	52.45	71.00	40.47
Colombia	54.08	44.67	34.00	83.57
Ecuador	49.49	27.08	32.00	89.38
Peru	48.57	28.52	23.00	94.18
Paraguay	47.79	24.78	35.87	82.71
Trinidad and Tobago	47.21	40.63	54.14	46.85
Mexico	43.59	52.45	7.00	71.33
Guatemala	40.95	26.51	14.00	82.33
Bolivia	40.54	14.12	32.30	75.19
Venezuela	31.44	26.19	46.00	22.13
Honduras	26.38	32.27	19.00	27.88
Nicaragua	25.82	18.48	15.00	44.00

Africa

As far as the Citizen Experience dimension is concerned, the region of Africa secures the fifth position. Rwanda emerges as the top performer, claiming the first rank in nearly all indicators. Notably, it holds the fourth position, trailing behind Egypt, Morocco, and Mauritius in terms of the Availability of Local Online Content. Mauritius holds the second-highest rank in the region, showcasing a noticeable lead over the subsequent countries: Kenya (third), Tunisia (fourth), and Tanzania (fifth). Malawi displays significant potential for improvement, while also excelling in Non-Discrimination and securing the sixth position in the regional rank. Following Malawi, Angola ranks as the second-lowest performer, with a slight gap separating it from Botswana, which claims the third position in the lower rankings. Zambia and Mali follow in closely, securing the fourth and fifth positions, respectively, with minimal differences between them.

Africa: Citizen Experience



To enhance its citizen experience, Rwanda adopted the National Strategy for Community Development and Local Economic Development. This strategy promotes transparency, accountability, and citizen engagement in service delivery. It also seeks to establish a well-coordinated policy, institutional, and regulatory framework for local development (Ministry of Local Government Rwanda, 2013-2018).

Mauritius has undertaken several initiatives to improve citizen experience, including the Digital Mauritius 2030 Strategic Plan (Ministry of Technology, Communication and Innovation Mauritius, 2023). The Mauritian government has also established a decentralized administrative system across the nation to deliver essential public services like water, education, and healthcare.

Kenya has made progress in enhancing healthcare access, particularly in primary care, through its eHealth and mHealth initiatives. However, many of these projects have not yet undergone necessary evaluations (National

Center for Biotechnology Information, 2017). This might contribute to Africa's lower ranking in this dimension.

Africa compared to the world

● World Average Indicator Score ● Regional Average Indicator Score

Public Service Delivery Index 56.97 74.71

Non-discrimination 46.68 53.09

Availability of Local Online Content 30.04 56.54

Africa exhibits significant potential for progress in the Citizen Experience dimension. The most noteworthy deviations from global averages are observed in the Availability of Local Online Content and the Public Service Delivery Index (PSDI) indicators. Non-Discrimination is the indicator that aligns most closely with global averages. The scores attained by African countries reveal their dedicated efforts to enhance their respective digital landscapes and surmount obstacles to digital transformation. However, despite these ongoing endeavors, Africa encounters distinct challenges in improving accessibility, public service quality, and inclusivity within the digital realm, as these indicators persistently fall behind the world average.

Rwanda is the country leading the African region in the Citizen Experience dimension as it moves toward greater accessibility and inclusivity. Rwanda demonstrates a commitment to gender equality and disability rights through the Gender Monitoring Office, which oversees international agreements and gender-based violence services, along with the establishment of the National Council of Persons with Disabilities (NCPD) (Gender Monitoring Office, n.d.; NCPD, n.d.).

Mauritius is also working on enhancing citizen experience overall. The UNDP Mauritius Country Office is partnering with key government ministries and institutions to develop the e-Document Management System (eDMS). This project is set to modernize how the Mauritian government collaborates and communicates, with a focus on improving legislative processes. Furthermore, they are digitizing the Central Registry Processes of the Ministry, which could lead to better delivery of government services (UNDP Mauritius Country Office, 2022).

The Government of Kenya has ambitious plans to enhance the Availability of Local Online Content and boost Public Service Delivery through extensive ICT initiatives. These include the development of a digital land management system, mapping of agricultural productivity, meteorological and market information systems, and various e-government projects like the National Integrated Monitoring and Evaluation System (NIMES), e-Promis, and others. These efforts signify Kenya's commitment to

improving its citizen experience and access to essential government services (Kenya Vision 2030, 2023).

Tunisia's pioneering national strategy for open government focuses on bolstering transparency, accountability, and citizen involvement in governmental affairs. This forward-thinking initiative is designed to enhance citizen participation in government (Organization for Economic Co-operation and Development, n.d.).

Malawi is making positive strides in the Non-Discrimination indicator. However, there are still opportunities for further improvement in the areas of the Availability of Local Online Content and Public Service Delivery. The government of Malawi is actively working on initiatives aimed at enhancing public services by ensuring equitable access and improving the quality of services. These initiatives, as outlined in the Malawi Public Service Charter, establish a framework for consultations with service users and help manage their expectations, reflecting a commitment to further development in the public service sector (Open Government Partnership, 2016-2018).

Angola holds significant potential for substantial progress in the near future, with the backing of the U.S. Agency for International Development (USAID) and the Financial Services Volunteer Corps (FSVC). This collaborative effort is set to bolster the planning capacity of the Angolan public sector and enhance financial management within the Angolan government. Consequently, it is expected to have a positive impact on public service delivery by promoting improved financial management and accountability within key government entities (USAID, 2017-2020).

Botswana demonstrates considerable opportunities for improvement in the Citizen Experience dimension, providing a valuable perspective for future progress. The government of Botswana has implemented a series of strategic initiatives aimed at addressing service delivery challenges within the public sector (Government of Botswana, 2023). Notably, the decentralization of specific functions from the central to local government stands out as a pivotal measure. This initiative was undertaken with the primary objective of enhancing public service delivery throughout the country (Journal of Public Administration and Governance, 2014).

Africa: Citizen Experience Scores

Indicator Score

91.20  0

	Citizen Experience Score	Availability of Local Online Content	Non-discrimination	Public Service Delivery Index
Rwanda	69.66	41.78	76.00	91.20
Mauritius	67.82	44.96	70.00	88.51
Kenya	57.26	41.78	44.00	85.99
Tunisia	54.72	41.78	56.00	66.37
Tanzania, United Republic of	52.96	33.71	44.00	81.17
Morocco	52.79	52.16	44.00	62.19
Egypt	52.55	74.36	12.00	71.31
Ghana	44.29	25.07	50.00	57.80
South Africa	43.72	39.77	41.00	50.40
Senegal	42.34	39.48	61.00	26.55
Namibia	39.37	25.36	55.00	37.76
Nigeria	37.51	12.96	44.00	55.58
Mali	30.92	15.56	31.00	46.19
Zambia	30.58	5.75	27.00	58.98
Botswana	30.50	8.36	50.00	33.16
Angola	26.82	7.78	33.58	39.09
Malawi	23.74	0.00	55.00	16.23

5.

COUNTRY PROFILE/SCOREBOARDS

LEGEND



1. FUTURE READINESS

SCORE
Dimension overall score

INDICATORS	VALUE	SCORE
Strategic Prioritization	Raw Nominal Value / Percentile Value	GSI Normalized Score
Innovation	Raw Nominal Value / Percentile Value	GSI Normalized Score
R&D Expenditure	Scaled Value	GSI Normalized Score
Regulation of Emerging Technologies	Percentile Value	GSI Normalized Score
Investment in Green Energy and Infrastructure	Scaled Value	GSI Normalized Score
High-tech and Medium-high-tech Manufacturing	Percentile Value	GSI Normalized Score



2. DIGITALIZATION

SCORE
Dimension overall score

INDICATORS	VALUE	SCORE
Core Government Services Index	Raw Nominal Value / Percentile Value	GSI Normalized Score
Data Capability	Raw Nominal Value	GSI Normalized Score
Use of Digital Platforms for Providing Financial Services	Scaled Value	GSI Normalized Score
Online Services	Scaled Value	GSI Normalized Score
E-citizenship	Scaled Value	GSI Normalized Score



3. GOVERNANCE

SCORE
Dimension overall score

INDICATORS	VALUE	SCORE
Transparency	Raw Nominal Value / Percentile Value	GSI Normalized Score
Ethical Leadership	Raw Nominal Value	GSI Normalized Score
Quality of Bureaucracy	Raw Nominal Value	GSI Normalized Score
Regulatory Quality	Scaled Value	GSI Normalized Score
Rule of Law	Raw Nominal Value	GSI Normalized Score
Voice and Accountability	Raw Nominal Value	GSI Normalized Score



4. SOCIETY WELFARE

SCORE
Dimension overall score

INDICATORS	VALUE	SCORE
Income Equality	Raw Nominal Value / Percentile Value	GSI Normalized Score
Education System's Ability to Meet Needs	Scaled Value	GSI Normalized Score
Accessibility of Healthcare Services	Scaled Value	GSI Normalized Score
Adequate Access to Public Transport	Scaled Value	GSI Normalized Score
Adequate Protection for Nature	Raw Nominal Value	GSI Normalized Score
Equal Workforce Opportunities	Scaled Value	GSI Normalized Score
Use of Basic Drinking Water	Percentile Value	GSI Normalized Score
Use of Basic Sanitation	Percentile Value	GSI Normalized Score
Social Protection	Raw Nominal Value	GSI Normalized Score
Personal Safety	Raw Nominal Value / Percentile Value	GSI Normalized Score



5. CITIZEN EXPERIENCE

SCORE
Dimension overall score

INDICATORS	VALUE	SCORE
Availability of Local Online Content	Percentile Score	GSI Normalized Score
Non-discrimination	Raw Nominal Value / Percentile Value	GSI Normalized Score
Public Services Delivery Index	Raw Nominal Value / Percentile Value	GSI Normalized Score



FINLAND - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
5.54m

GNI
\$0.3tn

GNI PC
\$53.5k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
77.34

RANK
3

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.67	89.33	3
Innovation	0.61	81.33	7
R&D Expenditure	2.91	53.88	14
Regulation of Emerging Technologies	94.47	94.44	2
Investment in Green Energy and Infrastructure	5.34	86.46	6
High-tech and Medium-high-tech Manufacturing	58.58	58.58	20



2. DIGITALIZATION

SCORE
86.88

RANK
4

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.72	59.46	62
Data Capability	1.00	100.00	1
Use of Digital Platforms for Providing Financial Services	6.46	98.97	2
Online Services	0.98	97.80	2
E-citizenship	8.10	78.16	29



3. GOVERNANCE

SCORE
97.30

RANK
1

INDICATORS	VALUE	SCORE	RANK
Transparency	0.95	95.00	3
Ethical Leadership	1.00	100.00	1
Quality of Bureaucracy	1.00	100.00	1
Regulatory Quality	1.90	92.55	3
Rule of Law	2.06	100.00	1
Voice and Accountability	1.62	96.27	2



4. SOCIETY WELFARE

SCORE
92.78

RANK
1

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.95	95.00	4
Education System's Ability to Meet Needs	5.69	90.26	3
Accessibility of Healthcare Services	6.19	94.35	8
Adequate Access to Public Transport	6.03	83.91	12
Adequate Protection for Nature	5.83	94.96	5
Equal Workforce Opportunities	5.27	95.37	5
Use of Basic Drinking Water	100.00	100.00	1
Use of Basic Sanitation	99.45	99.28	22
Social Protection	6.23	96.64	2
Personal Safety	0.78	78.00	11



5. CITIZEN EXPERIENCE

SCORE
93.52

RANK
1

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	90.14	88.18	12
Non-discrimination	0.94	94.00	3
Public Services Delivery Index	0.99	98.37	4



DENMARK - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
5.86m

GNI
\$0.4tn

GNI PC
\$68.3k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
76.07

RANK
6

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.67	89.33	3
Innovation	0.66	88.00	3
R&D Expenditure	2.97	54.95	13
Regulation of Emerging Technologies	77.63	77.51	18
Investment in Green Energy and Infrastructure	5.18	82.99	14
High-tech and Medium-high-tech Manufacturing	63.63	63.63	16



2. DIGITALIZATION

SCORE
89.35

RANK
2

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.77	68.16	45
Data Capability	0.99	98.97	3
Use of Digital Platforms for Providing Financial Services	6.07	85.75	9
Online Services	0.98	97.32	4
E-citizenship	9.70	96.55	2



3. GOVERNANCE

SCORE
95.35

RANK
4

INDICATORS	VALUE	SCORE	RANK
Transparency	0.90	90.00	5
Ethical Leadership	1.00	100.00	1
Quality of Bureaucracy	1.00	100.00	1
Regulatory Quality	1.81	90.52	5
Rule of Law	1.94	97.21	3
Voice and Accountability	1.56	94.39	4



4. SOCIETY WELFARE

SCORE
90.39

RANK
3

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.93	93.00	8
Education System's Ability to Meet Needs	5.17	77.03	10
Accessibility of Healthcare Services	6.33	97.80	3
Adequate Access to Public Transport	6.11	85.49	9
Adequate Protection for Nature	5.70	91.89	6
Equal Workforce Opportunities	4.99	83.25	14
Use of Basic Drinking Water	100.00	100.00	6
Use of Basic Sanitation	99.60	99.47	19
Social Protection	6.37	100.00	1
Personal Safety	0.76	76.00	14



5. CITIZEN EXPERIENCE

SCORE
90.63

RANK
4

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	79.09	74.93	31
Non-discrimination	1.00	100.00	1
Public Services Delivery Index	0.98	96.95	8



SINGAPORE - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Asia and
Oceania

POPULATION
5.45m

GNI
\$0.35tn

GNI PC
\$64k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
87.87

RANK
1

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.75	100.00	1
Innovation	0.66	88.00	3
R&D Expenditure	3.52*	65.43	3
Regulation of Emerging Technologies	93.68	93.65	3
Investment in Green Energy and Infrastructure	5.05	80.13	21
High-tech and Medium-high-tech Manufacturing	100.00	100.00	1



2. DIGITALIZATION

SCORE
83.42

RANK
11

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.77	68.01	46
Data Capability	0.80	79.38	37
Use of Digital Platforms for Providing Financial Services	6.17	89.06	7
Online Services	0.96	94.99	5
E-citizenship	8.75*	85.68	13



3. GOVERNANCE

SCORE
86.30

RANK
13

INDICATORS	VALUE	SCORE	RANK
Transparency	0.81	81.00	17
Ethical Leadership	0.96	96.00	4
Quality of Bureaucracy	1.00	100.00	1
Regulatory Quality	2.23	100.00	1
Rule of Law	1.86	95.40	4
Voice and Accountability	-0.14	45.39	74



4. SOCIETY WELFARE

SCORE
86.51

RANK
6

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.64	64.00	67
Education System's Ability to Meet Needs	5.76	92.13	2
Accessibility of Healthcare Services	6.00	89.68	11
Adequate Access to Public Transport	6.46	92.62	4
Adequate Protection for Nature	5.50	87.23	12
Equal Workforce Opportunities	4.82	75.91	23
Use of Basic Drinking Water	100.00	100.00	8
Use of Basic Sanitation	100.00	100.00	3
Social Protection	4.85	63.55	32
Personal Safety	1.00	100.00	1



5. CITIZEN EXPERIENCE

SCORE
92.65

RANK
3

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	91.59	89.92	9
Non-discrimination	0.90	90.00	5
Public Services Delivery Index	0.99	98.02	5

*Imputed



SWEDEN - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
10.42m

GNI
\$0.62tn

GNI PC
\$59.5k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
77.50

RANK
2

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.70	93.33	2
R&D Expenditure	3.49	64.79	4
Regulation of Emerging Technologies	79.21	79.10	15
Investment in Green Energy and Infrastructure	5.32	86.05	7
High-tech and Medium-high-tech Manufacturing	64.37	64.37	14



2. DIGITALIZATION

SCORE
85.80

RANK
9

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.81	73.78	34
Data Capability	0.99	98.97	3
Use of Digital Platforms for Providing Financial Services	5.82	77.44	24
Online Services	0.90	86.84	13
E-citizenship	9.30	91.95	6



3. GOVERNANCE

SCORE
95.10

RANK
5

INDICATORS	VALUE	SCORE	RANK
Transparency	1.00	100.00	1
Ethical Leadership	0.96	96.00	4
Quality of Bureaucracy	1.00	100.00	1
Regulatory Quality	1.75	89.16	7
Rule of Law	1.73	92.56	11
Voice and Accountability	1.51	92.88	7



4. SOCIETY WELFARE

SCORE
83.51

RANK
12

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.94	94.00	7
Education System's Ability to Meet Needs	4.84	68.59	19
Accessibility of Healthcare Services	5.78	84.22	17
Adequate Access to Public Transport	5.62	75.34	20
Adequate Protection for Nature	5.34	83.27	16
Equal Workforce Opportunities	5.05	85.95	10
Use of Basic Drinking Water	99.83	99.60	35
Use of Basic Sanitation	99.29	99.06	25
Social Protection	5.83	87.05	9
Personal Safety	0.58	58.00	52



5. CITIZEN EXPERIENCE

SCORE
87.41

RANK
7

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	100.00	100.00	1
Non-discrimination	0.72	72.00	22
Public Services Delivery Index	0.93	90.22	30

*Imputed



SWITZERLAND - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
8.7m

GNI
\$0.79tn

GNI PC
\$90.6k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
67.28

RANK
11

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.33	44.00	60
R&D Expenditure	3.08*	57.07	11
Regulation of Emerging Technologies	89.47	89.41	5
Investment in Green Energy and Infrastructure	5.01	79.40	22
High-tech and Medium-high-tech Manufacturing	89.81	89.81	2



2. DIGITALIZATION

SCORE
78.40

RANK
24

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.69	56.35	68
Data Capability	0.92	91.75	14
Use of Digital Platforms for Providing Financial Services	6.18	89.48	6
Online Services	0.77	69.37	49
E-citizenship	8.70	85.06	15



3. GOVERNANCE

SCORE
92.04

RANK
6

INDICATORS	VALUE	SCORE	RANK
Transparency	0.86	86.00	10
Ethical Leadership	0.95	95.00	7
Quality of Bureaucracy	0.94	94.00	8
Regulatory Quality	1.73	88.71	9
Rule of Law	1.81	94.26	6
Voice and Accountability	1.55	94.28	5



4. SOCIETY WELFARE

SCORE
92.49

RANK
2

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.85	85.00	20
Education System's Ability to Meet Needs	6.07	100.00	1
Accessibility of Healthcare Services	6.42	100.00	1
Adequate Access to Public Transport	6.70	97.55	2
Adequate Protection for Nature	5.64	90.56	7
Equal Workforce Opportunities	4.87	77.81	19
Use of Basic Drinking Water	100.00	100.00	2
Use of Basic Sanitation	99.90	99.87	15
Social Protection	6.04	92.09	5
Personal Safety	0.82	82.00	8



5. CITIZEN EXPERIENCE

SCORE
85.96

RANK
9

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	95.43	94.52	6
Non-discrimination	0.78	78.00	12
Public Services Delivery Index	0.90	85.35	41

*Imputed



NORWAY - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
5.41m

GNI
\$0.45tn

GNI PC
\$83.9k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
65.45

RANK
16

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.56	74.67	8
R&D Expenditure	2.28	41.91	20
Regulation of Emerging Technologies	78.26*	78.14	17
Investment in Green Energy and Infrastructure	5.18*	83.05	13
High-tech and Medium-high-tech Manufacturing	48.29	48.29	33



2. DIGITALIZATION

SCORE
81.67

RANK
16

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.75	65.22	54
Data Capability	0.96	95.88	8
Use of Digital Platforms for Providing Financial Services	5.84*	78.14	23
Online Services	0.80	73.72	39
E-citizenship	9.60	95.40	3



3. GOVERNANCE

SCORE
95.87

RANK
2

INDICATORS	VALUE	SCORE	RANK
Transparency	0.95	95.00	3
Ethical Leadership	0.96	96.00	4
Quality of Bureaucracy	1.00	100.00	1
Regulatory Quality	1.64	86.68	10
Rule of Law	1.95	97.52	2
Voice and Accountability	1.75	100.00	1



4. SOCIETY WELFARE

SCORE
88.82

RANK
5

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.95	95.00	4
Education System's Ability to Meet Needs	5.13*	76.18	11
Accessibility of Healthcare Services	6.03*	90.39	10
Adequate Access to Public Transport	5.68*	76.64	18
Adequate Protection for Nature	5.46*	86.25	13
Equal Workforce Opportunities	5.03*	85.07	11
Use of Basic Drinking Water	99.91*	99.79	30
Use of Basic Sanitation	99.23*	98.99	27
Social Protection	6.20	95.92	3
Personal Safety	0.84	84.00	5



5. CITIZEN EXPERIENCE

SCORE
79.71

RANK
19

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	84.13	80.97	24
Non-discrimination	0.75	75.00	17
Public Services Delivery Index	0.88	83.17	48

*Imputed



NETHERLANDS - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
17.53m

GNI
\$0.97tn

GNI PC
\$55.2k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
65.74

RANK
15

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.38	50.67	41
R&D Expenditure	2.30	42.41	19
Regulation of Emerging Technologies	81.32	81.22	11
Investment in Green Energy and Infrastructure	5.40	87.70	5
High-tech and Medium-high-tech Manufacturing	65.77	65.77	12



2. DIGITALIZATION

SCORE
88.03

RANK
3

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.83	75.63	30
Data Capability	0.98	97.94	6
Use of Digital Platforms for Providing Financial Services	6.19	89.78	5
Online Services	0.90	87.16	11
E-citizenship	9.10	89.66	8



3. GOVERNANCE

SCORE
90.61

RANK
8

INDICATORS	VALUE	SCORE	RANK
Transparency	0.89	89.00	6
Ethical Leadership	0.92	92.00	9
Quality of Bureaucracy	0.88	88.00	15
Regulatory Quality	1.75	89.16	7
Rule of Law	1.74	92.68	10
Voice and Accountability	1.50	92.79	8



4. SOCIETY WELFARE

SCORE
85.31

RANK
11

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.92	92.00	9
Education System's Ability to Meet Needs	5.23	78.66	9
Accessibility of Healthcare Services	6.25	95.78	6
Adequate Access to Public Transport	6.21	87.52	8
Adequate Protection for Nature	4.67	67.54	29
Equal Workforce Opportunities	4.95	81.44	15
Use of Basic Drinking Water	100.00	100.00	15
Use of Basic Sanitation	97.69	96.97	48
Social Protection	5.96	90.17	7
Personal Safety	0.63	63.00	34



5. CITIZEN EXPERIENCE

SCORE
85.36

RANK
10

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	97.12	96.55	3
Non-discrimination	0.91	91.00	4
Public Services Delivery Index	0.78	68.53	76



LUXEMBOURG - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
0.64m

GNI
\$0.06tn

GNI PC
\$88.2k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
65.36

RANK
17

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.43*	56.88	40
Innovation	0.42*	56.07	37
R&D Expenditure	1.12	20.02	37
Regulation of Emerging Technologies	100.00	100.00	1
Investment in Green Energy and Infrastructure	5.70	94.12	2
High-tech and Medium-high-tech Manufacturing	65.07*	65.07	13



2. DIGITALIZATION

SCORE
81.98

RANK
15

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.82	74.30	33
Data Capability	0.91*	90.34	20
Use of Digital Platforms for Providing Financial Services	5.93	81.24	19
Online Services	0.83	77.83	29
E-citizenship	8.80	86.21	11



3. GOVERNANCE

SCORE
90.88

RANK
7

INDICATORS	VALUE	SCORE	RANK
Transparency	0.86*	85.64	11
Ethical Leadership	0.92*	92.07	8
Quality of Bureaucracy	0.88*	87.86	20
Regulatory Quality	1.92	93.00	2
Rule of Law	1.79	93.78	8
Voice and Accountability	1.51	92.96	6



4. SOCIETY WELFARE

SCORE
86.47

RANK
7

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.81*	80.94	27
Education System's Ability to Meet Needs	4.65	63.80	24
Accessibility of Healthcare Services	6.25	95.71	7
Adequate Access to Public Transport	6.81	100.00	1
Adequate Protection for Nature	5.57	88.78	10
Equal Workforce Opportunities	4.93	80.79	16
Use of Basic Drinking Water	99.88	99.72	33
Use of Basic Sanitation	97.59	96.84	49
Social Protection	6.04	92.09	5
Personal Safety	0.66*	66.07	27



5. CITIZEN EXPERIENCE

SCORE
75.04

RANK
30

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	86.54	83.86	15
Non-discrimination	0.76*	75.91	16
Public Services Delivery Index	0.75	65.34	80

*Imputed



AUSTRIA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
8.96m

GNI
\$0.47tn

GNI PC
\$52.8k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
66.63

RANK
13

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.33	44.00	60
R&D Expenditure	3.19	59.07	8
Regulation of Emerging Technologies	80.53	80.43	13
Investment in Green Energy and Infrastructure	5.48	89.44	4
High-tech and Medium-high-tech Manufacturing	60.17	60.17	18



2. DIGITALIZATION

SCORE
83.32

RANK
12

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.89	85.46	13
Data Capability	0.95	94.85	10
Use of Digital Platforms for Providing Financial Services	5.74	74.76	27
Online Services	0.88	84.53	19
E-citizenship	8.00	77.01	31



3. GOVERNANCE

SCORE
84.62

RANK
16

INDICATORS	VALUE	SCORE	RANK
Transparency	0.75	75.00	26
Ethical Leadership	0.81	81.00	12
Quality of Bureaucracy	0.88	88.00	15
Regulatory Quality	1.35	80.14	19
Rule of Law	1.79	93.80	7
Voice and Accountability	1.40	89.78	12



4. SOCIETY WELFARE

SCORE
85.75

RANK
10

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.91	91.00	11
Education System's Ability to Meet Needs	4.91	70.57	17
Accessibility of Healthcare Services	6.16	93.59	9
Adequate Access to Public Transport	6.04	84.07	11
Adequate Protection for Nature	5.31	82.64	17
Equal Workforce Opportunities	4.51	62.00	36
Use of Basic Drinking Water	100.00	100.00	8
Use of Basic Sanitation	99.97	99.96	9
Social Protection	6.19	95.68	4
Personal Safety	0.78	78.00	11



5. CITIZEN EXPERIENCE

SCORE
81.72

RANK
15

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	85.34	82.42	21
Non-discrimination	0.66	66.00	33
Public Services Delivery Index	0.98	96.73	9



ESTONIA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
1.33m

GNI
\$0.04tn

GNI PC
\$26.5k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
64.95

RANK
19

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.66	88.00	3
R&D Expenditure	1.75	31.96	23
Regulation of Emerging Technologies	81.32	81.22	11
Investment in Green Energy and Infrastructure	4.66	71.87	28
High-tech and Medium-high-tech Manufacturing	39.30	39.30	42



2. DIGITALIZATION

SCORE
91.76

RANK
1

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.91	88.22	11
Data Capability	0.96	95.88	8
Use of Digital Platforms for Providing Financial Services	6.49	100.00	1
Online Services	1.00	100.00	1
E-citizenship	7.80	74.71	37



3. GOVERNANCE

SCORE
83.03

RANK
17

INDICATORS	VALUE	SCORE	RANK
Transparency	0.88	88.00	8
Ethical Leadership	0.81	81.00	12
Quality of Bureaucracy	0.75	75.00	25
Regulatory Quality	1.56	84.88	13
Rule of Law	1.43	85.53	17
Voice and Accountability	1.19	83.77	19



4. SOCIETY WELFARE

SCORE
78.44

RANK
21

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.84	84.00	23
Education System's Ability to Meet Needs	4.73	65.86	23
Accessibility of Healthcare Services	5.47	76.68	30
Adequate Access to Public Transport	5.76	78.24	14
Adequate Protection for Nature	4.69	67.99	28
Equal Workforce Opportunities	5.06	86.14	9
Use of Basic Drinking Water	99.59	99.04	41
Use of Basic Sanitation	99.14	98.88	31
Social Protection	4.60	57.55	36
Personal Safety	0.70	70.00	20



5. CITIZEN EXPERIENCE

SCORE
93.10

RANK
2

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	86.06	83.29	18
Non-discrimination	0.96	96.00	2
Public Services Delivery Index	1.00	100.00	1



NEW ZEALAND - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Asia and
Oceania

POPULATION
5.12m

GNI
\$0.23tn

GNI PC
\$45.2k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
61.12

RANK
23

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.56	74.67	8
R&D Expenditure	3.14*	58.21	9
Regulation of Emerging Technologies	76.05	75.92	20
Investment in Green Energy and Infrastructure	4.13	60.61	49
High-tech and Medium-high-tech Manufacturing	19.99	19.99	66



2. DIGITALIZATION

SCORE
82.59

RANK
14

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.76	65.38	53
Data Capability	0.95	94.85	10
Use of Digital Platforms for Providing Financial Services	5.62	70.92	29
Online Services	0.96	94.45	6
E-citizenship	8.90	87.36	9



3. GOVERNANCE

SCORE
95.38

RANK
3

INDICATORS	VALUE	SCORE	RANK
Transparency	0.97	97.00	2
Ethical Leadership	1.00	100.00	1
Quality of Bureaucracy	0.94	94.00	8
Regulatory Quality	1.81	90.52	5
Rule of Law	1.82	94.50	5
Voice and Accountability	1.62	96.24	3



4. SOCIETY WELFARE

SCORE
79.61

RANK
16

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.78	78.00	33
Education System's Ability to Meet Needs	4.25	53.53	37
Accessibility of Healthcare Services	5.66	81.25	22
Adequate Access to Public Transport	4.46	51.61	71
Adequate Protection for Nature	5.40	84.72	14
Equal Workforce Opportunities	5.33	98.14	3
Use of Basic Drinking Water	100.00	100.00	5
Use of Basic Sanitation	100.00	100.00	2
Social Protection	5.74	84.89	12
Personal Safety	0.64	64.00	30



5. CITIZEN EXPERIENCE

SCORE
82.33

RANK
13

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	86.54	83.86	15
Non-discrimination	0.74	74.00	18
Public Services Delivery Index	0.92	89.13	33

*Imputed



UNITED STATES OF AMERICA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Americas

POPULATION
331.89m

GNI
\$23.54tn

GNI PC
\$70.9k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
76.08

RANK
5

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.52	69.33	20
R&D Expenditure	3.42	63.53	6
Regulation of Emerging Technologies	88.16	88.10	6
Investment in Green Energy and Infrastructure	5.98	100.00	1
High-tech and Medium-high-tech Manufacturing	58.17	58.17	21



2. DIGITALIZATION

SCORE
86.09

RANK
6

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.77	66.88	49
Data Capability	0.97	96.91	7
Use of Digital Platforms for Providing Financial Services	6.01	83.91	10
Online Services	0.93	90.82	9
E-citizenship	9.30	91.95	6



3. GOVERNANCE

SCORE
80.36

RANK
21

INDICATORS	VALUE	SCORE	RANK
Transparency	0.79	79.00	21
Ethical Leadership	0.72	72.00	23
Quality of Bureaucracy	0.88	88.00	15
Regulatory Quality	1.45	82.39	17
Rule of Law	1.42	85.27	19
Voice and Accountability	0.90	75.47	34



4. SOCIETY WELFARE

SCORE
81.00

RANK
13

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.66	66.00	61
Education System's Ability to Meet Needs	5.63	88.91	4
Accessibility of Healthcare Services	5.29	72.21	36
Adequate Access to Public Transport	5.67	76.55	19
Adequate Protection for Nature	5.54	88.15	11
Equal Workforce Opportunities	5.37	100.00	1
Use of Basic Drinking Water	99.88	99.73	31
Use of Basic Sanitation	99.68	99.58	17
Social Protection	4.78	61.87	35
Personal Safety	0.57	57.00	55



5. CITIZEN EXPERIENCE

SCORE
66.05

RANK
52

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	93.51	92.22	7
Non-discrimination	0.22	22.00	97
Public Services Delivery Index	0.89	83.92	45



KOREA, REPUBLIC OF - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Asia and
Oceania

POPULATION
51.74m

GNI
\$1.82tn

GNI PC
\$35.1k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
76.98

RANK
4

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.56	74.67	8
R&D Expenditure	4.80	89.45	2
Regulation of Emerging Technologies	64.21	64.02	31
Investment in Green Energy and Infrastructure	5.12	81.69	17
High-tech and Medium-high-tech Manufacturing	74.70	74.70	8



2. DIGITALIZATION

SCORE
85.94

RANK
7

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.99	100.00	1
Data Capability	1.00	100.00	1
Use of Digital Platforms for Providing Financial Services	4.87	45.77	79
Online Services	0.98	97.71	3
E-citizenship	8.80	86.21	11



3. GOVERNANCE

SCORE
75.73

RANK
22

INDICATORS	VALUE	SCORE	RANK
Transparency	0.79	79.00	21
Ethical Leadership	0.65	65.00	25
Quality of Bureaucracy	0.81	81.00	21
Regulatory Quality	1.10	74.49	27
Rule of Law	1.13	78.61	23
Voice and Accountability	0.93	76.26	30



4. SOCIETY WELFARE

SCORE
77.39

RANK
23

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.86	86.00	16
Education System's Ability to Meet Needs	4.52	60.50	28
Accessibility of Healthcare Services	5.67	81.54	21
Adequate Access to Public Transport	6.28	89.01	7
Adequate Protection for Nature	4.52	63.87	37
Equal Workforce Opportunities	3.98	38.91	66
Use of Basic Drinking Water	99.93	99.84	26
Use of Basic Sanitation	99.94	99.92	12
Social Protection	4.88	64.27	31
Personal Safety	0.90	90.00	3



5. CITIZEN EXPERIENCE

SCORE
83.32

RANK
12

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	81.01	77.23	29
Non-discrimination	0.73	73.00	21
Public Services Delivery Index	1.00	99.72	2



ICELAND - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
0.37m

GNI
\$0.02tn

GNI PC
\$63.5k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
47.95

RANK
43

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.17	22.67	101
Innovation	0.38	50.67	41
R&D Expenditure	2.47	45.62	16
Regulation of Emerging Technologies	73.68	73.54	23
Investment in Green Energy and Infrastructure	5.12	81.64	18
High-tech and Medium-high-tech Manufacturing	13.55	13.55	76



2. DIGITALIZATION

SCORE
85.01

RANK
10

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.84	77.82	24
Data Capability	0.86	85.57	26
Use of Digital Platforms for Providing Financial Services	6.22	91.02	4
Online Services	0.89	85.06	16
E-citizenship	8.75*	85.59	14



3. GOVERNANCE

SCORE
85.55

RANK
14

INDICATORS	VALUE	SCORE	RANK
Transparency	0.72	72.00	32
Ethical Leadership	0.81	81.00	12
Quality of Bureaucracy	0.94	94.00	8
Regulatory Quality	1.53	84.20	15
Rule of Law	1.75	93.04	9
Voice and Accountability	1.37	89.09	14



4. SOCIETY WELFARE

SCORE
89.17

RANK
4

INDICATORS	VALUE	SCORE	RANK
Income Equality	1.00	100.00	1
Education System's Ability to Meet Needs	5.11	75.46	13
Accessibility of Healthcare Services	6.31	97.24	5
Adequate Access to Public Transport	5.45	71.95	25
Adequate Protection for Nature	5.58	89.06	9
Equal Workforce Opportunities	5.18	91.49	6
Use of Basic Drinking Water	100.00	100.00	20
Use of Basic Sanitation	98.78	98.40	36
Social Protection	5.75	85.13	11
Personal Safety	0.83	83.00	7



5. CITIZEN EXPERIENCE

SCORE
79.46

RANK
20

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	79.33	75.22	30
Non-discrimination	0.82	82.00	10
Public Services Delivery Index	0.87	81.17	52

*Imputed



FRANCE - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
67.75m

GNI
\$2.99tn

GNI PC
\$44.2k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
66.28

RANK
14

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.56	74.67	8
R&D Expenditure	2.35	43.21	18
Regulation of Emerging Technologies	81.84	81.74	9
Investment in Green Energy and Infrastructure	5.28	85.17	8
High-tech and Medium-high-tech Manufacturing	68.90	68.90	10



2. DIGITALIZATION

SCORE
82.92

RANK
13

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.92	90.04	7
Data Capability	0.91	90.72	18
Use of Digital Platforms for Providing Financial Services	5.45	65.02	48
Online Services	0.88	83.75	20
E-citizenship	8.70	85.06	15



3. GOVERNANCE

SCORE
81.76

RANK
19

INDICATORS	VALUE	SCORE	RANK
Transparency	0.84	84.00	16
Ethical Leadership	0.77	77.00	21
Quality of Bureaucracy	0.88	88.00	15
Regulatory Quality	1.24	77.65	23
Rule of Law	1.29	82.34	21
Voice and Accountability	1.12	81.58	20



4. SOCIETY WELFARE

SCORE
80.41

RANK
15

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.85	85.00	20
Education System's Ability to Meet Needs	4.32	55.45	35
Accessibility of Healthcare Services	6.38	98.83	2
Adequate Access to Public Transport	6.05	84.26	10
Adequate Protection for Nature	4.84	71.44	25
Equal Workforce Opportunities	4.57	65.00	31
Use of Basic Drinking Water	100.00	100.00	18
Use of Basic Sanitation	98.65	98.23	38
Social Protection	5.78	85.85	10
Personal Safety	0.60	60.00	46



5. CITIZEN EXPERIENCE

SCORE
80.11

RANK
18

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	83.65	80.40	25
Non-discrimination	0.66	66.00	33
Public Services Delivery Index	0.96	93.92	18



GERMANY - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
83.2m

GNI
\$4.3tn

GNI PC
\$51.7k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
68.35

RANK
9

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.47	62.67	24
R&D Expenditure	3.11	57.60	10
Regulation of Emerging Technologies	74.21	74.07	21
Investment in Green Energy and Infrastructure	5.25	84.37	10
High-tech and Medium-high-tech Manufacturing	75.40	75.40	7



2. DIGITALIZATION

SCORE
72.31

RANK
39

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.73	60.86	60
Data Capability	0.92	91.75	14
Use of Digital Platforms for Providing Financial Services	5.21	57.23	64
Online Services	0.79	72.37	44
E-citizenship	8.20	79.31	25



3. GOVERNANCE

SCORE
89.15

RANK
10

INDICATORS	VALUE	SCORE	RANK
Transparency	0.85	85.00	12
Ethical Leadership	0.89	89.00	10
Quality of Bureaucracy	0.94	94.00	8
Regulatory Quality	1.63	86.46	11
Rule of Law	1.61	89.68	14
Voice and Accountability	1.43	90.75	10



4. SOCIETY WELFARE

SCORE
76.20

RANK
26

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.86	86.00	16
Education System's Ability to Meet Needs	4.36	56.47	34
Accessibility of Healthcare Services	5.56	78.73	25
Adequate Access to Public Transport	5.37	70.22	27
Adequate Protection for Nature	4.58	65.20	34
Equal Workforce Opportunities	4.55	64.03	32
Use of Basic Drinking Water	100.00	100.00	3
Use of Basic Sanitation	99.23	98.99	28
Social Protection	5.51	79.38	15
Personal Safety	0.63	63.00	34



5. CITIZEN EXPERIENCE

SCORE
85.12

RANK
11

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	84.38	81.27	23
Non-discrimination	0.87	87.00	7
Public Services Delivery Index	0.91	87.08	37



AUSTRALIA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Asia and
Oceania

POPULATION
25.69m

GNI
\$1.47tn

GNI PC
\$57.2k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
53.84

RANK
32

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.28	37.33	65
R&D Expenditure	3.02*	56.01	12
Regulation of Emerging Technologies	73.95	73.81	22
Investment in Green Energy and Infrastructure	4.01	58.19	53
High-tech and Medium-high-tech Manufacturing	31.01	31.01	48



2. DIGITALIZATION

SCORE
86.21

RANK
5

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.84	77.19	25
Data Capability	0.99	98.97	3
Use of Digital Platforms for Providing Financial Services	5.90	80.29	21
Online Services	0.94	91.82	7
E-citizenship	8.50	82.76	18



3. GOVERNANCE

SCORE
90.10

RANK
9

INDICATORS	VALUE	SCORE	RANK
Transparency	0.89	89.00	6
Ethical Leadership	0.80	80.00	17
Quality of Bureaucracy	1.00	100.00	1
Regulatory Quality	1.84	91.20	4
Rule of Law	1.67	91.19	12
Voice and Accountability	1.38	89.23	13



4. SOCIETY WELFARE

SCORE
79.07

RANK
17

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.78	78.00	33
Education System's Ability to Meet Needs	4.81	67.90	20
Accessibility of Healthcare Services	5.99	89.40	12
Adequate Access to Public Transport	5.30	68.81	30
Adequate Protection for Nature	4.64	66.76	31
Equal Workforce Opportunities	4.74	72.48	27
Use of Basic Drinking Water	99.97	99.93	23
Use of Basic Sanitation	99.99	99.99	8
Social Protection	5.47	78.42	16
Personal Safety	0.69	69.00	21



5. CITIZEN EXPERIENCE

SCORE
75.14

RANK
29

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	93.03	91.64	8
Non-discrimination	0.64	64.00	39
Public Services Delivery Index	0.78	69.79	75

*Imputed



UNITED KINGDOM OF GREAT BRITAIN AND NORTHERN IRELAND - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
67.33m

GNI
\$2.99tn

GNI PC
\$44.5k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
58.85

RANK
27

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.47	62.67	24
R&D Expenditure	2.49*	45.97	15
Regulation of Emerging Technologies	66.32	66.14	28
Investment in Green Energy and Infrastructure	4.41	66.56	35
High-tech and Medium-high-tech Manufacturing	55.78	55.78	26



2. DIGITALIZATION

SCORE
80.30

RANK
19

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.67	53.42	72
Data Capability	0.90	89.69	21
Use of Digital Platforms for Providing Financial Services	5.90	80.32	20
Online Services	0.89	84.95	17
E-citizenship	9.40	93.10	4



3. GOVERNANCE

SCORE
86.71

RANK
12

INDICATORS	VALUE	SCORE	RANK
Transparency	0.85	85.00	12
Ethical Leadership	0.86	86.00	11
Quality of Bureaucracy	0.94	94.00	8
Regulatory Quality	1.47	82.84	16
Rule of Law	1.43	85.50	18
Voice and Accountability	1.30	86.89	15



4. SOCIETY WELFARE

SCORE
79.00

RANK
18

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.77	77.00	36
Education System's Ability to Meet Needs	4.55	61.40	26
Accessibility of Healthcare Services	5.81	85.00	14
Adequate Access to Public Transport	5.53	73.60	23
Adequate Protection for Nature	4.58	65.23	33
Equal Workforce Opportunities	5.06	86.37	8
Use of Basic Drinking Water	100.00	100.00	17
Use of Basic Sanitation	99.11	98.83	33
Social Protection	4.81	62.59	34
Personal Safety	0.80	80.00	10



5. CITIZEN EXPERIENCE

SCORE
78.83

RANK
21

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	90.87	89.05	11
Non-discrimination	0.52	52.00	58
Public Services Delivery Index	0.97	95.42	12

*Imputed



BELGIUM - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
11.59m

GNI
\$0.59tn

GNI PC
\$50.5k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
68.35

RANK
8

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.42	56.00	38
R&D Expenditure	3.46	64.13	5
Regulation of Emerging Technologies	82.11	82.01	8
Investment in Green Energy and Infrastructure	5.20	83.35	11
High-tech and Medium-high-tech Manufacturing	57.96	57.96	22



2. DIGITALIZATION

SCORE
72.22

RANK
40

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.80	71.93	39
Data Capability	0.82	81.44	31
Use of Digital Platforms for Providing Financial Services	5.33	61.25	58
Online Services	0.69	59.11	64
E-citizenship	8.90	87.36	9



3. GOVERNANCE

SCORE
81.59

RANK
20

INDICATORS	VALUE	SCORE	RANK
Transparency	0.79	79.00	21
Ethical Leadership	0.80	80.00	17
Quality of Bureaucracy	0.81	81.00	21
Regulatory Quality	1.34	79.91	21
Rule of Law	1.33	83.19	20
Voice and Accountability	1.28	86.43	17



4. SOCIETY WELFARE

SCORE
77.01

RANK
24

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.95	95.00	4
Education System's Ability to Meet Needs	4.97	71.88	15
Accessibility of Healthcare Services	5.50	77.30	28
Adequate Access to Public Transport	5.08	64.35	40
Adequate Protection for Nature	4.58	65.37	32
Equal Workforce Opportunities	4.81	75.31	25
Use of Basic Drinking Water	100.00	100.00	21
Use of Basic Sanitation	99.49	99.33	21
Social Protection	5.31	74.58	18
Personal Safety	0.47	47.00	68



5. CITIZEN EXPERIENCE

SCORE
86.60

RANK
8

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	84.62	81.56	22
Non-discrimination	0.86	86.00	8
Public Services Delivery Index	0.94	92.23	24



JAPAN - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Asia and
Oceania

POPULATION
125.68m

GNI
\$5.36tn

GNI PC
\$42.60k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
65.20

RANK
18

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.42	56.00	38
R&D Expenditure	3.27	60.73	7
Regulation of Emerging Technologies	72.63	72.48	26
Investment in Green Energy and Infrastructure	4.70	72.79	27
High-tech and Medium-high-tech Manufacturing	73.18	73.18	9



2. DIGITALIZATION

SCORE
67.58

RANK
48

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.57	37.28	88
Data Capability	0.92	91.75	14
Use of Digital Platforms for Providing Financial Services	4.88	46.10	78
Online Services	0.91	88.05	10
E-citizenship	7.80	74.71	37



3. GOVERNANCE

SCORE
82.38

RANK
18

INDICATORS	VALUE	SCORE	RANK
Transparency	0.76	76.00	25
Ethical Leadership	0.80	80.00	17
Quality of Bureaucracy	0.88	88.00	15
Regulatory Quality	1.38	80.81	18
Rule of Law	1.58	89.01	15
Voice and Accountability	1.08	80.48	24



4. SOCIETY WELFARE

SCORE
79.00

RANK
19

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.79	79.00	29
Education System's Ability to Meet Needs	3.97	46.43	48
Accessibility of Healthcare Services	5.71	82.52	19
Adequate Access to Public Transport	6.38	91.00	5
Adequate Protection for Nature	5.11	77.78	19
Equal Workforce Opportunities	4.28	52.14	49
Use of Basic Drinking Water	99.08	97.85	49
Use of Basic Sanitation	99.92	99.90	13
Social Protection	5.26	73.38	20
Personal Safety	0.90	90.00	3



5. CITIZEN EXPERIENCE

SCORE
90.28

RANK
5

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	97.60	97.12	2
Non-discrimination	0.82	82.00	10
Public Services Delivery Index	0.94	91.73	26



CZECHIA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
10.51m

GNI
\$0.26tn

GNI PC
\$24.4k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
64.53

RANK
20

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.47	62.67	24
R&D Expenditure	1.99	36.39	22
Regulation of Emerging Technologies	62.37	62.17	35
Investment in Green Energy and Infrastructure	4.50	68.61	31
High-tech and Medium-high-tech Manufacturing	80.00	80.00	4



2. DIGITALIZATION

SCORE
70.84

RANK
43

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.84	78.13	22
Data Capability	0.84	83.51	29
Use of Digital Platforms for Providing Financial Services	5.41	63.78	53
Online Services	0.67	56.39	69
E-citizenship	7.60	72.41	39



3. GOVERNANCE

SCORE
71.42

RANK
30

INDICATORS	VALUE	SCORE	RANK
Transparency	0.68	68.00	38
Ethical Leadership	0.54	54.00	41
Quality of Bureaucracy	0.69	69.00	35
Regulatory Quality	1.35	80.14	19
Rule of Law	1.13	78.60	24
Voice and Accountability	1.02	78.80	26



4. SOCIETY WELFARE

SCORE
86.19

RANK
9

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.99	99.00	2
Education System's Ability to Meet Needs	4.26	54.01	36
Accessibility of Healthcare Services	6.32	97.48	4
Adequate Access to Public Transport	6.51	93.73	3
Adequate Protection for Nature	4.94	73.74	22
Equal Workforce Opportunities	5.34	98.53	2
Use of Basic Drinking Water	99.88	99.72	32
Use of Basic Sanitation	99.13	98.86	32
Social Protection	5.07	68.82	23
Personal Safety	0.78	78.00	11



5. CITIZEN EXPERIENCE

SCORE
78.62

RANK
22

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	86.30	83.58	17
Non-discrimination	0.76	76.00	13
Public Services Delivery Index	0.83	76.27	64



CANADA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Americas

POPULATION
38.25m

GNI
\$1.85tn

GNI PC
\$48.3k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
63.90

RANK
21

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.52	69.33	20
R&D Expenditure	1.70	30.92	24
Regulation of Emerging Technologies	78.95	78.84	16
Investment in Green Energy and Infrastructure	5.00	79.14	23
High-tech and Medium-high-tech Manufacturing	47.82	47.82	34



2. DIGITALIZATION

SCORE
79.63

RANK
21

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.77	67.29	48
Data Capability	0.90	89.69	21
Use of Digital Platforms for Providing Financial Services	5.53	67.81	38
Online Services	0.85	80.27	27
E-citizenship	9.40	93.10	4



3. GOVERNANCE

SCORE
84.81

RANK
15

INDICATORS	VALUE	SCORE	RANK
Transparency	0.60	60.00	53
Ethical Leadership	0.81	81.00	12
Quality of Bureaucracy	1.00	100.00	1
Regulatory Quality	1.62	86.23	12
Rule of Law	1.63	90.11	13
Voice and Accountability	1.46	91.50	9



4. SOCIETY WELFARE

SCORE
76.22

RANK
25

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.86	86.00	16
Education System's Ability to Meet Needs	4.95	71.43	16
Accessibility of Healthcare Services	5.27	71.69	39
Adequate Access to Public Transport	5.10	64.78	38
Adequate Protection for Nature	4.56	64.75	35
Equal Workforce Opportunities	4.69	70.08	30
Use of Basic Drinking Water	99.22	98.18	48
Use of Basic Sanitation	99.03	98.73	34
Social Protection	5.06	68.59	24
Personal Safety	0.68	68.00	23



5. CITIZEN EXPERIENCE

SCORE
70.79

RANK
36

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	88.70	86.45	13
Non-discrimination	0.46	46.00	69
Public Services Delivery Index	0.86	79.90	57



UNITED ARAB EMIRATES - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Middle East

POPULATION
9.37m

GNI
\$0.39tn

GNI PC
\$41.8k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
66.72

RANK
12

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.67	89.33	3
Innovation	0.66	88.00	3
R&D Expenditure	1.50	27.13	29
Regulation of Emerging Technologies	81.84	81.74	9
Investment in Green Energy and Infrastructure	5.07	80.61	20
High-tech and Medium-high-tech Manufacturing	33.49	33.49	46



2. DIGITALIZATION

SCORE
77.22

RANK
25

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.92	90.00	8
Data Capability	0.60	58.76	64
Use of Digital Platforms for Providing Financial Services	5.55	68.53	37
Online Services	0.90	87.00	12
E-citizenship	8.42*	81.83	22



3. GOVERNANCE

SCORE
58.85

RANK
44

INDICATORS	VALUE	SCORE	RANK
Transparency	0.45	45.00	81
Ethical Leadership	0.74	74.00	22
Quality of Bureaucracy	0.75	75.00	25
Regulatory Quality	1.01	72.46	29
Rule of Law	0.83	71.80	34
Voice and Accountability	-1.19	14.82	99



4. SOCIETY WELFARE

SCORE
86.22

RANK
8

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.85	85.00	20
Education System's Ability to Meet Needs	5.28	79.95	7
Accessibility of Healthcare Services	5.68	81.71	20
Adequate Access to Public Transport	5.75	78.03	16
Adequate Protection for Nature	5.85	95.39	4
Equal Workforce Opportunities	4.84	76.50	21
Use of Basic Drinking Water	99.97	99.92	25
Use of Basic Sanitation	99.23	98.99	26
Social Protection	5.19	71.70	21
Personal Safety	0.95	95.00	2



5. CITIZEN EXPERIENCE

SCORE
78.13

RANK
24

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	85.82	83.00	19
Non-discrimination	0.53	53.00	55
Public Services Delivery Index	0.99	98.39	3

*Imputed



SLOVENIA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
2.11m

GNI
\$0.06tn

GNI PC
\$28.3k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
60.98

RANK
24

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.47	62.67	24
R&D Expenditure	2.14	39.35	21
Regulation of Emerging Technologies	64.21	64.02	31
Investment in Green Energy and Infrastructure	4.49	68.38	32
High-tech and Medium-high-tech Manufacturing	54.11	54.11	27



2. DIGITALIZATION

SCORE
76.92

RANK
26

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.79	70.37	43
Data Capability	0.94	93.81	13
Use of Digital Platforms for Providing Financial Services	5.46	65.59	45
Online Services	0.87	82.41	22
E-citizenship	7.60	72.41	39



3. GOVERNANCE

SCORE
72.43

RANK
26

INDICATORS	VALUE	SCORE	RANK
Transparency	0.75	75.00	26
Ethical Leadership	0.58	58.00	35
Quality of Bureaucracy	0.81	81.00	21
Regulatory Quality	0.83	68.40	35
Rule of Law	1.03	76.39	26
Voice and Accountability	0.91	75.79	31



4. SOCIETY WELFARE

SCORE
80.95

RANK
14

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.99	99.00	2
Education System's Ability to Meet Needs	4.39	57.12	33
Accessibility of Healthcare Services	5.35	73.54	34
Adequate Access to Public Transport	5.12	65.15	37
Adequate Protection for Nature	5.12	78.14	18
Equal Workforce Opportunities	5.14	90.02	7
Use of Basic Drinking Water	99.50	98.83	44
Use of Basic Sanitation	98.10	97.51	40
Social Protection	4.96	66.19	28
Personal Safety	0.84	84.00	5



5. CITIZEN EXPERIENCE

SCORE
75.90

RANK
27

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	68.27	61.96	45
Non-discrimination	0.72	72.00	22
Public Services Delivery Index	0.96	93.75	19



SPAIN - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
47.42m

GNI
\$1.41tn

GNI PC
\$29.7k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
59.21

RANK
26

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.56	74.67	8
R&D Expenditure	1.41	25.52	30
Regulation of Emerging Technologies	65.00	64.81	29
Investment in Green Energy and Infrastructure	4.26	63.42	44
High-tech and Medium-high-tech Manufacturing	49.49	49.49	30



2. DIGITALIZATION

SCORE
85.88

RANK
8

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.94	92.13	4
Data Capability	0.95	94.85	10
Use of Digital Platforms for Providing Financial Services	5.96	82.11	15
Online Services	0.86	81.00	25
E-citizenship	8.20	79.31	25



3. GOVERNANCE

SCORE
70.89

RANK
31

INDICATORS	VALUE	SCORE	RANK
Transparency	0.67	67.00	41
Ethical Leadership	0.64	64.00	27
Quality of Bureaucracy	0.75	75.00	25
Regulatory Quality	0.81	67.95	36
Rule of Law	0.88	72.85	31
Voice and Accountability	1.01	78.54	27



4. SOCIETY WELFARE

SCORE
74.63

RANK
29

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.79	79.00	29
Education System's Ability to Meet Needs	3.75	40.91	59
Accessibility of Healthcare Services	5.80	84.81	15
Adequate Access to Public Transport	5.56	74.18	22
Adequate Protection for Nature	4.47	62.74	39
Equal Workforce Opportunities	4.54	63.70	33
Use of Basic Drinking Water	99.93	99.83	27
Use of Basic Sanitation	99.90	99.87	14
Social Protection	5.84	87.29	8
Personal Safety	0.54	54.00	61



5. CITIZEN EXPERIENCE

SCORE
81.64

RANK
16

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	85.58	82.71	20
Non-discrimination	0.70	70.00	27
Public Services Delivery Index	0.94	92.22	25



PORTUGAL - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
10.33m

GNI
\$0.25tn

GNI PC
\$23.9k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
56.69

RANK
30

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.52	69.33	20
R&D Expenditure	1.61	29.37	25
Regulation of Emerging Technologies	73.68	73.54	23
Investment in Green Energy and Infrastructure	5.26	84.70	9
High-tech and Medium-high-tech Manufacturing	39.21	39.21	43



2. DIGITALIZATION

SCORE
80.81

RANK
18

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.86	80.68	21
Data Capability	0.86	85.57	26
Use of Digital Platforms for Providing Financial Services	5.96	82.02	16
Online Services	0.80	73.02	40
E-citizenship	8.50	82.76	18



3. GOVERNANCE

SCORE
72.48

RANK
25

INDICATORS	VALUE	SCORE	RANK
Transparency	0.70	70.00	33
Ethical Leadership	0.65	65.00	25
Quality of Bureaucracy	0.69	69.00	35
Regulatory Quality	0.74	66.37	38
Rule of Law	1.13	78.77	22
Voice and Accountability	1.26	85.72	18



4. SOCIETY WELFARE

SCORE
75.56

RANK
27

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.80	80.00	28
Education System's Ability to Meet Needs	4.73	65.98	22
Accessibility of Healthcare Services	5.49	77.04	29
Adequate Access to Public Transport	5.32	69.31	29
Adequate Protection for Nature	4.55	64.52	36
Equal Workforce Opportunities	4.50	61.88	37
Use of Basic Drinking Water	99.91	99.79	29
Use of Basic Sanitation	99.60	99.48	18
Social Protection	5.06	68.59	24
Personal Safety	0.69	69.00	21



5. CITIZEN EXPERIENCE

SCORE
78.36

RANK
23

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	77.64	73.19	34
Non-discrimination	0.72	72.00	22
Public Services Delivery Index	0.93	89.87	31



IRELAND - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
5.03m

GNI
\$0.38tn

GNI PC
\$76.1k

GSI QUARTILE
Top Quartile



1. FUTURE READINESS

SCORE
61.45

RANK
22

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.56	74.67	8
R&D Expenditure	1.23	22.16	34
Regulation of Emerging Technologies	62.89	62.69	34
Investment in Green Energy and Infrastructure	4.32	64.75	40
High-tech and Medium-high-tech Manufacturing	77.76	77.76	6



2. DIGITALIZATION

SCORE
65.73

RANK
54

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.47	22.66	99
Data Capability	0.90	89.69	21
Use of Digital Platforms for Providing Financial Services	5.44	64.90	49
Online Services	0.78	70.93	45
E-citizenship	8.30	80.46	23



3. GOVERNANCE

SCORE
87.74

RANK
11

INDICATORS	VALUE	SCORE	RANK
Transparency	0.88	88.00	8
Ethical Leadership	0.81	81.00	12
Quality of Bureaucracy	0.94	94.00	8
Regulatory Quality	1.56	84.88	13
Rule of Law	1.53	87.89	16
Voice and Accountability	1.43	90.70	11



4. SOCIETY WELFARE

SCORE
74.79

RANK
28

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.87	87.00	14
Education System's Ability to Meet Needs	5.48	84.99	5
Accessibility of Healthcare Services	4.79	59.98	51
Adequate Access to Public Transport	4.63	55.04	59
Adequate Protection for Nature	4.71	68.49	27
Equal Workforce Opportunities	4.87	78.12	18
Use of Basic Drinking Water	97.40	93.93	62
Use of Basic Sanitation	91.34	88.65	71
Social Protection	5.15	70.74	22
Personal Safety	0.61	61.00	40



5. CITIZEN EXPERIENCE

SCORE
65.19

RANK
54

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	77.16	72.62	35
Non-discrimination	0.70	70.00	27
Public Services Delivery Index	0.66	52.94	91



ISRAEL - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Middle East

POPULATION
9.36m

GNI
\$0.46tn

GNI PC
\$49.3k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
68.17

RANK
10

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.38	50.67	41
R&D Expenditure	5.35	100.00	1
Regulation of Emerging Technologies	91.58	91.54	4
Investment in Green Energy and Infrastructure	4.41	66.49	36
High-tech and Medium-high-tech Manufacturing	44.31	44.31	39



2. DIGITALIZATION

SCORE
73.37

RANK
36

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.58	39.24	86
Data Capability	0.82	81.44	31
Use of Digital Platforms for Providing Financial Services	5.86	78.81	22
Online Services	0.87	83.45	21
E-citizenship	8.60	83.91	17



3. GOVERNANCE

SCORE
72.40

RANK
27

INDICATORS	VALUE	SCORE	RANK
Transparency	0.59	59.00	56
Ethical Leadership	0.61	61.00	31
Quality of Bureaucracy	0.94	94.00	8
Regulatory Quality	1.21	76.98	25
Rule of Law	0.94	74.37	28
Voice and Accountability	0.68	69.07	37



4. SOCIETY WELFARE

SCORE
73.56

RANK
31

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.74	74.00	40
Education System's Ability to Meet Needs	4.49	59.84	30
Accessibility of Healthcare Services	5.85	85.92	13
Adequate Access to Public Transport	4.92	60.98	49
Adequate Protection for Nature	4.22	56.79	48
Equal Workforce Opportunities	4.74	72.43	28
Use of Basic Drinking Water	100.00	100.00	8
Use of Basic Sanitation	99.95	99.93	11
Social Protection	4.90	64.75	30
Personal Safety	0.61	61.00	40



5. CITIZEN EXPERIENCE

SCORE
71.60

RANK
35

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	95.91	95.10	5
Non-discrimination	0.53	53.00	55
Public Services Delivery Index	0.76	66.71	77



LITHUANIA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
2.8m

GNI
\$0.06tn

GNI PC
\$21.7k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
56.90

RANK
29

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.67	89.33	3
Innovation	0.56	74.67	8
R&D Expenditure	1.15	20.59	36
Regulation of Emerging Technologies	71.58	71.43	27
Investment in Green Energy and Infrastructure	4.33	64.81	39
High-tech and Medium-high-tech Manufacturing	20.59	20.59	65



2. DIGITALIZATION

SCORE
79.01

RANK
23

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.82	75.22	31
Data Capability	0.89	88.66	24
Use of Digital Platforms for Providing Financial Services	5.95	81.70	18
Online Services	0.83	78.20	28
E-citizenship	7.50	71.26	41



3. GOVERNANCE

SCORE
74.04

RANK
23

INDICATORS	VALUE	SCORE	RANK
Transparency	0.75	75.00	26
Ethical Leadership	0.64	64.00	27
Quality of Bureaucracy	0.69	69.00	35
Regulatory Quality	1.28	78.56	22
Rule of Law	1.11	78.23	25
Voice and Accountability	1.04	79.44	25



4. SOCIETY WELFARE

SCORE
69.36

RANK
34

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.71	71.00	45
Education System's Ability to Meet Needs	3.60	36.98	68
Accessibility of Healthcare Services	5.20	69.99	41
Adequate Access to Public Transport	5.74	77.99	17
Adequate Protection for Nature	4.37	60.22	43
Equal Workforce Opportunities	5.01	83.96	13
Use of Basic Drinking Water	98.01	95.36	56
Use of Basic Sanitation	93.94	92.05	60
Social Protection	4.08	45.08	49
Personal Safety	0.61	61.00	40



5. CITIZEN EXPERIENCE

SCORE
89.30

RANK
6

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	87.74	85.30	14
Non-discrimination	0.88	88.00	6
Public Services Delivery Index	0.96	94.59	14



URUGUAY - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Americas

POPULATION
3.43m

GNI
\$0.06tn

GNI PC
\$16.1k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
59.62

RANK
25

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.67	89.33	3
Innovation	0.75	100.00	1
R&D Expenditure	0.45	7.34	58
Regulation of Emerging Technologies	65.00	64.81	29
Investment in Green Energy and Infrastructure	4.97	78.52	24
High-tech and Medium-high-tech Manufacturing	17.72	17.72	71



2. DIGITALIZATION

SCORE
74.70

RANK
31

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.88	83.36	17
Data Capability	0.63	61.86	59
Use of Digital Platforms for Providing Financial Services	5.79	76.64	25
Online Services	0.76	68.89	52
E-citizenship	8.50	82.76	18



3. GOVERNANCE

SCORE
71.56

RANK
29

INDICATORS	VALUE	SCORE	RANK
Transparency	0.77	77.00	24
Ethical Leadership	0.80	80.00	17
Quality of Bureaucracy	0.50	50.00	57
Regulatory Quality	0.72	65.91	39
Rule of Law	0.73	69.55	35
Voice and Accountability	1.30	86.88	16



4. SOCIETY WELFARE

SCORE
69.57

RANK
33

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.68	68.00	54
Education System's Ability to Meet Needs	3.82	42.63	54
Accessibility of Healthcare Services	5.74	83.25	18
Adequate Access to Public Transport	5.61	75.26	21
Adequate Protection for Nature	4.94	73.84	21
Equal Workforce Opportunities	4.29	52.35	48
Use of Basic Drinking Water	99.50	98.82	45
Use of Basic Sanitation	98.05	97.45	41
Social Protection	5.54	80.10	14
Personal Safety	0.24	24.00	93



5. CITIZEN EXPERIENCE

SCORE
77.21

RANK
26

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	61.78	54.18	58
Non-discrimination	0.84	84.00	9
Public Services Delivery Index	0.95	93.44	22



LATVIA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
1.88m

GNI
\$0.04tn

GNI PC
\$19.8k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
52.60

RANK
35

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.67	89.33	3
Innovation	0.56	74.67	8
R&D Expenditure	0.69	11.87	49
Regulation of Emerging Technologies	60.53	60.32	38
Investment in Green Energy and Infrastructure	4.18	61.63	47
High-tech and Medium-high-tech Manufacturing	17.77	17.77	70



2. DIGITALIZATION

SCORE
75.05

RANK
29

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.72	60.44	61
Data Capability	0.86	85.57	26
Use of Digital Platforms for Providing Financial Services	6.11	87.19	8
Online Services	0.81	75.41	35
E-citizenship	7.10	66.67	52



3. GOVERNANCE

SCORE
72.00

RANK
28

INDICATORS	VALUE	SCORE	RANK
Transparency	0.68	68.00	38
Ethical Leadership	0.61	61.00	31
Quality of Bureaucracy	0.75	75.00	25
Regulatory Quality	1.22	77.20	24
Rule of Law	0.98	75.27	27
Voice and Accountability	0.91	75.54	33



4. SOCIETY WELFARE

SCORE
69.25

RANK
35

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.73	73.00	41
Education System's Ability to Meet Needs	4.09	49.56	44
Accessibility of Healthcare Services	4.62	55.81	57
Adequate Access to Public Transport	5.35	69.95	28
Adequate Protection for Nature	4.76	69.56	26
Equal Workforce Opportunities	4.82	75.84	24
Use of Basic Drinking Water	98.78	97.16	55
Use of Basic Sanitation	92.42	90.07	66
Social Protection	4.39	52.52	42
Personal Safety	0.59	59.00	48



5. CITIZEN EXPERIENCE

SCORE
81.92

RANK
14

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	81.25	77.52	28
Non-discrimination	0.74	74.00	18
Public Services Delivery Index	0.96	94.24	16



QATAR - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Middle East

POPULATION
2.69m

GNI
\$0.17tn

GNI PC
\$62.3k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
52.83

RANK
34

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.39*	52.07	67
Innovation	0.37*	49.51	58
R&D Expenditure	0.68	11.75	50
Regulation of Emerging Technologies	73.16	73.02	25
Investment in Green Energy and Infrastructure	5.12	81.62	19
High-tech and Medium-high-tech Manufacturing	49.05	49.05	31



2. DIGITALIZATION

SCORE
69.15

RANK
44

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.83	76.73	28
Data Capability	0.74*	73.04	44
Use of Digital Platforms for Providing Financial Services	5.44	64.72	51
Online Services	0.61	48.49	78
E-citizenship	8.50	82.76	18



3. GOVERNANCE

SCORE
60.14

RANK
42

INDICATORS	VALUE	SCORE	RANK
Transparency	0.64*	63.89	46
Ethical Leadership	0.63*	63.11	29
Quality of Bureaucracy	0.75*	75.39	24
Regulatory Quality	0.86	69.07	32
Rule of Law	0.93	74.04	29
Voice and Accountability	-1.17	15.34	98



4. SOCIETY WELFARE

SCORE
78.97

RANK
20

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.65*	64.61	66
Education System's Ability to Meet Needs	5.38	82.35	6
Accessibility of Healthcare Services	5.37	74.18	32
Adequate Access to Public Transport	5.50	72.90	24
Adequate Protection for Nature	6.02	99.54	2
Equal Workforce Opportunities	4.71	71.06	29
Use of Basic Drinking Water	99.57	98.99	43
Use of Basic Sanitation	100.00	100.00	3
Social Protection	4.91	64.99	29
Personal Safety	0.61*	61.07	39



5. CITIZEN EXPERIENCE

SCORE
77.34

RANK
25

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	81.97	78.38	27
Non-discrimination	0.60*	59.99	43
Public Services Delivery Index	0.95	93.63	21

*Imputed



ITALY - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
59.11m

GNI
\$2.13tn

GNI PC
\$36k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
58.00

RANK
28

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.52	69.33	20
R&D Expenditure	1.53	27.73	27
Regulation of Emerging Technologies	61.84	61.64	37
Investment in Green Energy and Infrastructure	4.62	71.01	29
High-tech and Medium-high-tech Manufacturing	51.60	51.60	28



2. DIGITALIZATION

SCORE
76.82

RANK
27

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.87	82.86	18
Data Capability	0.92	91.75	14
Use of Digital Platforms for Providing Financial Services	5.21	57.06	65
Online Services	0.87	82.32	23
E-citizenship	7.40	70.11	46



3. GOVERNANCE

SCORE
65.83

RANK
36

INDICATORS	VALUE	SCORE	RANK
Transparency	0.80	80.00	18
Ethical Leadership	0.57	57.00	36
Quality of Bureaucracy	0.56	56.00	46
Regulatory Quality	0.55	62.08	42
Rule of Law	0.27	58.92	47
Voice and Accountability	1.10	81.01	21



4. SOCIETY WELFARE

SCORE
67.42

RANK
36

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.77	77.00	36
Education System's Ability to Meet Needs	4.12	50.31	41
Accessibility of Healthcare Services	5.29	72.17	37
Adequate Access to Public Transport	4.62	54.93	60
Adequate Protection for Nature	4.30	58.73	45
Equal Workforce Opportunities	4.22	49.53	52
Use of Basic Drinking Water	99.92	99.81	28
Use of Basic Sanitation	99.89	99.85	16
Social Protection	4.57	56.83	37
Personal Safety	0.55	55.00	60



5. CITIZEN EXPERIENCE

SCORE
75.47

RANK
28

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	75.00	70.03	38
Non-discrimination	0.64	64.00	39
Public Services Delivery Index	0.95	92.38	23



SAUDI ARABIA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Middle East

POPULATION
35.95m

GNI
\$0.78tn

GNI PC
\$21.5k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
51.09

RANK
38

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.37*	49.20	68
Innovation	0.33*	43.92	63
R&D Expenditure	0.46	7.66	57
Regulation of Emerging Technologies	76.84	76.72	19
Investment in Green Energy and Infrastructure	5.15	82.31	16
High-tech and Medium-high-tech Manufacturing	46.75	46.75	36



2. DIGITALIZATION

SCORE
79.86

RANK
20

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.96	95.97	3
Data Capability	0.70*	69.55	49
Use of Digital Platforms for Providing Financial Services	5.95	81.82	17
Online Services	0.82	76.53	32
E-citizenship	7.86*	75.43	36



3. GOVERNANCE

SCORE
47.02

RANK
70

INDICATORS	VALUE	SCORE	RANK
Transparency	0.63*	63.27	47
Ethical Leadership	0.46*	46.06	48
Quality of Bureaucracy	0.54*	54.14	56
Regulatory Quality	0.34	57.34	50
Rule of Law	0.23	58.02	49
Voice and Accountability	-1.59	3.31	104



4. SOCIETY WELFARE

SCORE
78.03

RANK
22

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.69*	68.51	53
Education System's Ability to Meet Needs	5.08	74.72	14
Accessibility of Healthcare Services	5.79	84.51	16
Adequate Access to Public Transport	4.66	55.60	56
Adequate Protection for Nature	5.58	89.07	8
Equal Workforce Opportunities	4.54	63.64	34
Use of Basic Drinking Water	100.00	100.00	8
Use of Basic Sanitation	100.00	100.00	3
Social Protection	5.68	83.45	13
Personal Safety	0.61*	60.76	45



5. CITIZEN EXPERIENCE

SCORE
80.28

RANK
17

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	91.11	89.34	10
Non-discrimination	0.54*	54.39	53
Public Services Delivery Index	0.98	97.10	7

*Imputed



MALTA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
0.52m

GNI
\$0.02tn

GNI PC
\$30.8k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
52.59

RANK
36

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.44*	58.73	39
Innovation	0.43*	56.89	36
R&D Expenditure	0.67	11.48	51
Regulation of Emerging Technologies	80.00	79.89	14
Investment in Green Energy and Infrastructure	4.17	61.55	48
High-tech and Medium-high-tech Manufacturing	46.99	46.99	35



2. DIGITALIZATION

SCORE
76.56

RANK
28

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.68	54.38	71
Data Capability	0.80*	79.90	36
Use of Digital Platforms for Providing Financial Services	5.41	63.72	54
Online Services	0.88	84.82	18
E-citizenship	10.00	100.00	1



3. GOVERNANCE

SCORE
70.59

RANK
32

INDICATORS	VALUE	SCORE	RANK
Transparency	0.67*	66.59	44
Ethical Leadership	0.63*	62.57	30
Quality of Bureaucracy	0.73*	73.24	32
Regulatory Quality	0.81	67.95	36
Rule of Law	0.86	72.59	33
Voice and Accountability	1.08	80.62	23



4. SOCIETY WELFARE

SCORE
66.61

RANK
37

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.72*	72.23	44
Education System's Ability to Meet Needs	4.44	58.55	31
Accessibility of Healthcare Services	5.57	79.06	23
Adequate Access to Public Transport	5.19	66.63	35
Adequate Protection for Nature	2.66	19.66	96
Equal Workforce Opportunities	4.21	49.08	53
Use of Basic Drinking Water	100.00	100.00	7
Use of Basic Sanitation	99.96	99.95	10
Social Protection	5.01	67.39	27
Personal Safety	0.54*	53.56	62



5. CITIZEN EXPERIENCE

SCORE
66.81

RANK
50

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	66.35	59.66	50
Non-discrimination	0.61*	60.99	42
Public Services Delivery Index	0.86	79.79	58

*Imputed



SLOVAKIA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
5.45m

GNI
\$0.11tn

GNI PC
\$20.6k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
53.81

RANK
33

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.41*	55.15	65
Innovation	0.39*	51.44	40
R&D Expenditure	0.90	15.85	44
Regulation of Emerging Technologies	53.68	53.43	46
Investment in Green Energy and Infrastructure	4.34	65.17	38
High-tech and Medium-high-tech Manufacturing	81.80	81.80	3



2. DIGITALIZATION

SCORE
72.55

RANK
38

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.70	57.36	66
Data Capability	0.78*	77.56	39
Use of Digital Platforms for Providing Financial Services	6.00	83.52	11
Online Services	0.73	63.87	59
E-citizenship	8.30	80.46	23



3. GOVERNANCE

SCORE
68.97

RANK
33

INDICATORS	VALUE	SCORE	RANK
Transparency	0.69*	68.81	37
Ethical Leadership	0.61*	60.93	33
Quality of Bureaucracy	0.70*	70.07	34
Regulatory Quality	0.87	69.30	31
Rule of Law	0.71	68.94	36
Voice and Accountability	0.91	75.78	32



4. SOCIETY WELFARE

SCORE
64.11

RANK
44

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.70*	70.34	47
Education System's Ability to Meet Needs	3.10	24.25	85
Accessibility of Healthcare Services	5.08	67.00	43
Adequate Access to Public Transport	5.41	71.01	26
Adequate Protection for Nature	3.89	48.86	55
Equal Workforce Opportunities	4.33	54.25	45
Use of Basic Drinking Water	99.79	99.50	37
Use of Basic Sanitation	97.53	96.77	50
Social Protection	4.35	51.56	45
Personal Safety	0.58*	57.51	54



5. CITIZEN EXPERIENCE

SCORE
72.39

RANK
33

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	82.93	79.53	26
Non-discrimination	0.65*	65.20	36
Public Services Delivery Index	0.80	72.44	70

*Imputed



CHILE - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Americas

POPULATION
19.49m

GNI
\$0.29tn

GNI PC
\$14.8k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
49.76

RANK
39

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.56	74.67	8
R&D Expenditure	0.99*	17.55	41
Regulation of Emerging Technologies	49.74	49.47	49
Investment in Green Energy and Infrastructure	4.11	60.19	50
High-tech and Medium-high-tech Manufacturing	30.00	30.00	52



2. DIGITALIZATION

SCORE
79.25

RANK
22

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.77	67.76	47
Data Capability	0.83	82.47	30
Use of Digital Platforms for Providing Financial Services	6.28	92.84	3
Online Services	0.83	77.32	30
E-citizenship	7.90	75.86	33



3. GOVERNANCE

SCORE
73.69

RANK
24

INDICATORS	VALUE	SCORE	RANK
Transparency	0.73	73.00	29
Ethical Leadership	0.72	72.00	23
Quality of Bureaucracy	0.75	75.00	25
Regulatory Quality	0.95	71.11	30
Rule of Law	0.91	73.74	30
Voice and Accountability	0.97	77.32	28



4. SOCIETY WELFARE

SCORE
58.36

RANK
58

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.46	46.00	94
Education System's Ability to Meet Needs	3.77	41.48	57
Accessibility of Healthcare Services	4.63	55.97	56
Adequate Access to Public Transport	5.07	64.10	41
Adequate Protection for Nature	4.24	57.13	47
Equal Workforce Opportunities	4.18	47.67	55
Use of Basic Drinking Water	100.00	100.00	16
Use of Basic Sanitation	100.00	100.00	7
Social Protection	4.13	46.28	47
Personal Safety	0.25	25.00	91



5. CITIZEN EXPERIENCE

SCORE
67.16

RANK
49

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	66.35	59.66	50
Non-discrimination	0.65	65.00	37
Public Services Delivery Index	0.83	76.82	63

*Imputed



COSTA RICA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Americas

POPULATION
5.15m

GNI
\$0.06tn

GNI PC
\$12.3k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
52.13

RANK
37

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.75	100.00	1
Innovation	0.56	74.67	8
R&D Expenditure	0.44*	7.20	59
Regulation of Emerging Technologies	56.58	56.35	42
Investment in Green Energy and Infrastructure	4.03	58.51	52
High-tech and Medium-high-tech Manufacturing	16.07	16.07	73



2. DIGITALIZATION

SCORE
67.05

RANK
50

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.66	51.33	73
Data Capability	0.73	72.16	45
Use of Digital Platforms for Providing Financial Services	5.97	82.51	14
Online Services	0.68	57.96	67
E-citizenship	7.50	71.26	41



3. GOVERNANCE

SCORE
64.34

RANK
38

INDICATORS	VALUE	SCORE	RANK
Transparency	0.73	73.00	29
Ethical Leadership	0.59	59.00	34
Quality of Bureaucracy	0.50	50.00	57
Regulatory Quality	0.46	60.05	45
Rule of Law	0.45	63.11	41
Voice and Accountability	1.09	80.90	22



4. SOCIETY WELFARE

SCORE
69.77

RANK
32

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.42	42.00	97
Education System's Ability to Meet Needs	4.24	53.35	38
Accessibility of Healthcare Services	5.57	78.95	24
Adequate Access to Public Transport	5.20	66.72	34
Adequate Protection for Nature	5.35	83.58	15
Equal Workforce Opportunities	4.78	74.16	26
Use of Basic Drinking Water	99.81	99.56	36
Use of Basic Sanitation	97.91	97.27	43
Social Protection	5.29	74.10	19
Personal Safety	0.28	28.00	86



5. CITIZEN EXPERIENCE

SCORE
54.64

RANK
70

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	60.34	52.45	61
Non-discrimination	0.71	71.00	25
Public Services Delivery Index	0.57	40.47	96

*Imputed



CHINA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Asia and
Oceania

POPULATION
1412.36m

GNI
\$16.79tn

GNI PC
\$11.9k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
72.68

RANK
7

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.56	74.67	8
R&D Expenditure	2.41	44.34	17
Regulation of Emerging Technologies	83.68	83.59	7
Investment in Green Energy and Infrastructure	5.61	92.18	3
High-tech and Medium-high-tech Manufacturing	63.97	63.97	15



2. DIGITALIZATION

SCORE
59.40

RANK
64

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.58	39.52	84
Data Capability	0.50	48.45	74
Use of Digital Platforms for Providing Financial Services	5.42	64.02	52
Online Services	0.89	85.18	15
E-citizenship	6.51*	59.85	67



3. GOVERNANCE

SCORE
35.70

RANK
89

INDICATORS	VALUE	SCORE	RANK
Transparency	0.24	24.00	101
Ethical Leadership	0.42	42.00	53
Quality of Bureaucracy	0.50	50.00	57
Regulatory Quality	-0.31	42.66	79
Rule of Law	0.04	53.54	57
Voice and Accountability	-1.64	1.99	106



4. SOCIETY WELFARE

SCORE
73.75

RANK
30

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.59	59.00	76
Education System's Ability to Meet Needs	5.26	79.43	8
Accessibility of Healthcare Services	5.24	70.86	40
Adequate Access to Public Transport	5.75	78.16	15
Adequate Protection for Nature	5.02	75.74	20
Equal Workforce Opportunities	4.49	61.51	38
Use of Basic Drinking Water	94.26	86.60	76
Use of Basic Sanitation	92.38	90.01	68
Social Protection	5.46	78.18	17
Personal Safety	0.58	58.00	52



5. CITIZEN EXPERIENCE

SCORE
67.45

RANK
47

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	97.12	96.55	3
Non-discrimination	0.28	28.00	90
Public Services Delivery Index	0.84	77.79	62

*Imputed



MALAYSIA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Asia and
Oceania

POPULATION
33.57m

GNI
\$0.36tn

GNI PC
\$10.7k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
46.82

RANK
44

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.28	37.33	65
R&D Expenditure	0.95	16.85	43
Regulation of Emerging Technologies	59.47	59.25	39
Investment in Green Energy and Infrastructure	4.27	63.68	42
High-tech and Medium-high-tech Manufacturing	59.78	59.78	19



2. DIGITALIZATION

SCORE
70.90

RANK
42

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.83	75.93	29
Data Capability	0.63	61.86	59
Use of Digital Platforms for Providing Financial Services	5.59	69.78	31
Online Services	0.76	68.75	53
E-citizenship	8.10	78.16	29



3. GOVERNANCE

SCORE
57.55

RANK
45

INDICATORS	VALUE	SCORE	RANK
Transparency	0.48	48.00	74
Ethical Leadership	0.46	46.00	49
Quality of Bureaucracy	0.75	75.00	25
Regulatory Quality	0.72	65.91	39
Rule of Law	0.56	65.55	38
Voice and Accountability	-0.15	44.85	76



4. SOCIETY WELFARE

SCORE
65.38

RANK
41

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.60	60.00	75
Education System's Ability to Meet Needs	4.41	57.60	32
Accessibility of Healthcare Services	5.37	74.18	31
Adequate Access to Public Transport	4.74	57.30	53
Adequate Protection for Nature	4.11	54.12	50
Equal Workforce Opportunities	4.05	42.10	60
Use of Basic Drinking Water	97.10	93.23	64
Use of Basic Sanitation	99.58	99.45	20
Social Protection	4.82	62.83	33
Personal Safety	0.53	53.00	63



5. CITIZEN EXPERIENCE

SCORE
69.22

RANK
41

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	76.68	72.04	36
Non-discrimination	0.49	49.00	63
Public Services Delivery Index	0.90	86.63	38



HUNGARY - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
9.71m

GNI
\$0.17tn

GNI PC
\$17.7k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
53.96

RANK
31

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.28	37.33	65
R&D Expenditure	1.59	28.98	26
Regulation of Emerging Technologies	55.53	55.29	45
Investment in Green Energy and Infrastructure	4.41	66.65	34
High-tech and Medium-high-tech Manufacturing	79.47	79.47	5



2. DIGITALIZATION

SCORE
73.52

RANK
35

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.76	65.39	52
Data Capability	0.81	80.41	34
Use of Digital Platforms for Providing Financial Services	5.77	75.91	26
Online Services	0.75	66.57	55
E-citizenship	8.20	79.31	25



3. GOVERNANCE

SCORE
57.15

RANK
46

INDICATORS	VALUE	SCORE	RANK
Transparency	0.48	48.00	74
Ethical Leadership	0.39	39.00	57
Quality of Bureaucracy	0.69	69.00	35
Regulatory Quality	0.50	60.95	43
Rule of Law	0.53	64.93	39
Voice and Accountability	0.40	61.02	48



4. SOCIETY WELFARE

SCORE
64.76

RANK
42

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.90	90.00	13
Education System's Ability to Meet Needs	3.52	35.00	69
Accessibility of Healthcare Services	4.97	64.28	44
Adequate Access to Public Transport	5.82	79.65	13
Adequate Protection for Nature	4.01	51.81	52
Equal Workforce Opportunities	3.82	31.89	78
Use of Basic Drinking Water	100.00	100.00	19
Use of Basic Sanitation	97.98	97.36	42
Social Protection	2.85	15.59	99
Personal Safety	0.82	82.00	8



5. CITIZEN EXPERIENCE

SCORE
51.40

RANK
76

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	65.38	58.49	54
Non-discrimination	0.08	8.00	104
Public Services Delivery Index	0.91	87.72	35



GREECE - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
10.64m

GNI
\$0.21tn

GNI PC
\$20k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
44.47

RANK
49

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.33	44.00	60
R&D Expenditure	1.50	27.13	28
Regulation of Emerging Technologies	42.89	42.59	63
Investment in Green Energy and Infrastructure	4.81	75.04	25
High-tech and Medium-high-tech Manufacturing	22.07	22.07	64



2. DIGITALIZATION

SCORE
74.22

RANK
33

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.86	80.68	20
Data Capability	0.87	86.60	25
Use of Digital Platforms for Providing Financial Services	5.22	57.58	63
Online Services	0.78	70.37	48
E-citizenship	7.90	75.86	33



3. GOVERNANCE

SCORE
61.72

RANK
40

INDICATORS	VALUE	SCORE	RANK
Transparency	0.63	63.00	48
Ethical Leadership	0.47	47.00	44
Quality of Bureaucracy	0.63	63.00	39
Regulatory Quality	0.44	59.59	47
Rule of Law	0.35	60.77	45
Voice and Accountability	0.96	76.96	29



4. SOCIETY WELFARE

SCORE
62.25

RANK
52

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.83	83.00	24
Education System's Ability to Meet Needs	3.17	26.00	84
Accessibility of Healthcare Services	4.95	63.90	45
Adequate Access to Public Transport	5.18	66.46	36
Adequate Protection for Nature	4.02	52.06	51
Equal Workforce Opportunities	3.95	37.69	70
Use of Basic Drinking Water	100.00	100.00	3
Use of Basic Sanitation	98.99	98.68	35
Social Protection	3.48	30.70	75
Personal Safety	0.64	64.00	30



5. CITIZEN EXPERIENCE

SCORE
67.84

RANK
44

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	61.30	53.60	59
Non-discrimination	0.59	59.00	44
Public Services Delivery Index	0.93	90.90	29



CYPRUS - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Asia and
Oceania

POPULATION
1.24m

GNI
\$0.03tn

GNI PC
\$28.5k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
40.63

RANK
55

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42*	56.65	41
Innovation	0.37*	49.65	57
R&D Expenditure	0.81	14.17	46
Regulation of Emerging Technologies	44.74	44.45	57
Investment in Green Energy and Infrastructure	4.09	59.87	51
High-tech and Medium-high-tech Manufacturing	18.98	18.98	67



2. DIGITALIZATION

SCORE
66.98

RANK
51

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.69	55.30	70
Data Capability	0.75*	73.87	42
Use of Digital Platforms for Providing Financial Services	5.27	59.05	60
Online Services	0.78	70.88	46
E-citizenship	7.90*	75.83	35



3. GOVERNANCE

SCORE
67.41

RANK
34

INDICATORS	VALUE	SCORE	RANK
Transparency	0.68*	67.68	40
Ethical Leadership	0.56*	55.53	38
Quality of Bureaucracy	0.70*	70.43	33
Regulatory Quality	0.86	69.07	32
Rule of Law	0.64	67.37	37
Voice and Accountability	0.87	74.37	35



4. SOCIETY WELFARE

SCORE
63.35

RANK
48

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.68*	67.62	58
Education System's Ability to Meet Needs	4.05	48.66	46
Accessibility of Healthcare Services	5.31	72.71	35
Adequate Access to Public Transport	3.82	38.48	87
Adequate Protection for Nature	3.86	48.20	57
Equal Workforce Opportunities	4.23	49.76	51
Use of Basic Drinking Water	99.77	99.45	38
Use of Basic Sanitation	99.40	99.21	23
Social Protection	4.42	53.24	41
Personal Safety	0.56*	56.20	56



5. CITIZEN EXPERIENCE

SCORE
72.22

RANK
34

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	72.36	66.86	40
Non-discrimination	0.66*	66.29	32
Public Services Delivery Index	0.88	83.50	47

*Imputed



POLAND - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
37.75m

GNI
\$0.64tn

GNI PC
\$16.80k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
45.76

RANK
46

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.38	50.67	41
R&D Expenditure	1.39	25.05	31
Regulation of Emerging Technologies	40.26	39.94	70
Investment in Green Energy and Infrastructure	3.54	48.14	64
High-tech and Medium-high-tech Manufacturing	44.07	44.07	40



2. DIGITALIZATION

SCORE
73.14

RANK
37

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.79	70.75	42
Data Capability	0.91	90.72	18
Use of Digital Platforms for Providing Financial Services	5.58	69.49	35
Online Services	0.79	72.69	43
E-citizenship	6.70	62.07	61



3. GOVERNANCE

SCORE
63.48

RANK
39

INDICATORS	VALUE	SCORE	RANK
Transparency	0.63	63.00	48
Ethical Leadership	0.57	57.00	36
Quality of Bureaucracy	0.63	63.00	39
Regulatory Quality	0.84	68.62	34
Rule of Law	0.44	62.94	42
Voice and Accountability	0.59	66.31	43



4. SOCIETY WELFARE

SCORE
58.44

RANK
57

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.86	86.00	16
Education System's Ability to Meet Needs	3.31	29.74	77
Accessibility of Healthcare Services	4.05	41.78	77
Adequate Access to Public Transport	4.97	62.06	45
Adequate Protection for Nature	3.48	39.09	71
Equal Workforce Opportunities	3.85	33.16	77
Use of Basic Drinking Water	99.97	99.92	24
Use of Basic Sanitation	100.00	100.00	1
Social Protection	3.02	19.66	96
Personal Safety	0.73	73.00	16



5. CITIZEN EXPERIENCE

SCORE
74.55

RANK
32

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	67.07	60.52	48
Non-discrimination	0.76	76.00	13
Public Services Delivery Index	0.91	87.12	36



MAURITIUS - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Africa

POPULATION
1.27m

GNI
\$0.01tn

GNI PC
\$9.9k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
42.85

RANK
54

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.56	74.67	8
R&D Expenditure	0.37	5.81	62
Regulation of Emerging Technologies	43.16	42.86	62
Investment in Green Energy and Infrastructure	3.82	54.07	56
High-tech and Medium-high-tech Manufacturing	2.35	2.35	104



2. DIGITALIZATION

SCORE
64.98

RANK
56

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.89	85.40	14
Data Capability	0.65	63.92	56
Use of Digital Platforms for Providing Financial Services	5.12	54.22	68
Online Services	0.63	50.97	74
E-citizenship	7.42*	70.39	45



3. GOVERNANCE

SCORE
65.24

RANK
37

INDICATORS	VALUE	SCORE	RANK
Transparency	0.57	57.00	62
Ethical Leadership	0.54	54.00	41
Quality of Bureaucracy	0.63	63.00	39
Regulatory Quality	1.17	76.07	26
Rule of Law	0.87	72.80	32
Voice and Accountability	0.66	68.56	39



4. SOCIETY WELFARE

SCORE
63.46

RANK
47

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.65	65.00	64
Education System's Ability to Meet Needs	3.86	43.79	51
Accessibility of Healthcare Services	5.52	77.88	26
Adequate Access to Public Transport	5.27	68.28	31
Adequate Protection for Nature	3.64	42.99	67
Equal Workforce Opportunities	3.89	35.08	73
Use of Basic Drinking Water	99.87	99.69	34
Use of Basic Sanitation	95.50	94.11	57
Social Protection	4.36	51.80	44
Personal Safety	0.56	56.00	57



5. CITIZEN EXPERIENCE

SCORE
67.82

RANK
45

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	54.09	44.96	70
Non-discrimination	0.70	70.00	27
Public Services Delivery Index	0.92	88.51	34

*Imputed



CROATIA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
3.9m

GNI
\$0.07tn

GNI PC
\$17.6k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
45.91

RANK
45

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.38	50.67	41
R&D Expenditure	1.24	22.36	33
Regulation of Emerging Technologies	42.37	42.06	66
Investment in Green Energy and Infrastructure	4.23	62.87	45
High-tech and Medium-high-tech Manufacturing	30.86	30.86	49



2. DIGITALIZATION

SCORE
69.06

RANK
45

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.83	76.98	27
Data Capability	0.63	61.86	59
Use of Digital Platforms for Providing Financial Services	5.51	67.05	42
Online Services	0.81	75.05	36
E-citizenship	6.90	64.37	57



3. GOVERNANCE

SCORE
60.77

RANK
41

INDICATORS	VALUE	SCORE	RANK
Transparency	0.69	69.00	34
Ethical Leadership	0.45	45.00	50
Quality of Bureaucracy	0.63	63.00	39
Regulatory Quality	0.50	60.95	43
Rule of Law	0.30	59.68	46
Voice and Accountability	0.61	66.97	41



4. SOCIETY WELFARE

SCORE
61.11

RANK
53

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.87	87.00	14
Education System's Ability to Meet Needs	2.91	19.36	90
Accessibility of Healthcare Services	5.37	74.05	33
Adequate Access to Public Transport	4.93	61.17	48
Adequate Protection for Nature	3.70	44.46	60
Equal Workforce Opportunities	3.73	27.94	84
Use of Basic Drinking Water	99.59	99.04	42
Use of Basic Sanitation	96.57	95.50	55
Social Protection	3.35	27.58	84
Personal Safety	0.75	75.00	15



5. CITIZEN EXPERIENCE

SCORE
69.67

RANK
38

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	65.87	59.08	52
Non-discrimination	0.70	70.00	27
Public Services Delivery Index	0.86	79.94	56



INDONESIA - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
273.75m

GNI
\$1.14tn

GNI PC
\$4.2k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
49.03

RANK
41

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.38	50.67	41
R&D Expenditure	0.28	4.19	69
Regulation of Emerging Technologies	62.11	61.91	36
Investment in Green Energy and Infrastructure	5.19	83.14	12
High-tech and Medium-high-tech Manufacturing	38.29	38.29	44



2. DIGITALIZATION

SCORE
60.44

RANK
59

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.81	72.98	35
Data Capability	0.60	58.76	64
Use of Digital Platforms for Providing Financial Services	5.09	53.25	70
Online Services	0.76	68.93	51
E-citizenship	5.50	48.28	77



3. GOVERNANCE

SCORE
51.47

RANK
52

INDICATORS	VALUE	SCORE	RANK
Transparency	0.69	69.00	34
Ethical Leadership	0.32	32.00	68
Quality of Bureaucracy	0.50	50.00	57
Regulatory Quality	0.30	56.43	52
Rule of Law	-0.22	47.57	67
Voice and Accountability	0.16	53.82	56



4. SOCIETY WELFARE

SCORE
66.40

RANK
38

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.42	42.00	97
Education System's Ability to Meet Needs	5.11	75.48	12
Accessibility of Healthcare Services	4.91	62.93	46
Adequate Access to Public Transport	5.24	67.56	32
Adequate Protection for Nature	4.93	73.60	23
Equal Workforce Opportunities	4.39	56.92	41
Use of Basic Drinking Water	92.42	82.29	84
Use of Basic Sanitation	86.46	82.26	77
Social Protection	4.24	48.92	46
Personal Safety	0.72	72.00	18



5. CITIZEN EXPERIENCE

SCORE
53.02

RANK
72

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	70.19	64.26	42
Non-discrimination	0.19	19.00	99
Public Services Delivery Index	0.83	75.79	65



GEORGIA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Asia and
Oceania

POPULATION
3.71m

GNI
\$0.02tn

GNI PC
\$4.7k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
36.48

RANK
64

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.28	37.33	65
R&D Expenditure	0.25	3.65	73
Regulation of Emerging Technologies	45.79	45.50	55
Investment in Green Energy and Infrastructure	4.30	64.23	41
High-tech and Medium-high-tech Manufacturing	12.19	12.19	84



2. DIGITALIZATION

SCORE
59.81

RANK
61

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.56	36.92	90
Data Capability	0.72	71.13	47
Use of Digital Platforms for Providing Financial Services	5.38	62.96	55
Online Services	0.61	48.71	77
E-citizenship	8.20	79.31	25



3. GOVERNANCE

SCORE
65.84

RANK
35

INDICATORS	VALUE	SCORE	RANK
Transparency	0.85	85.00	12
Ethical Leadership	0.55	55.00	39
Quality of Bureaucracy	0.75	75.00	25
Regulatory Quality	01.06	73.59	28
Rule of Law	0.17	56.66	52
Voice and Accountability	0.02	49.77	66



4. SOCIETY WELFARE

SCORE
65.79

RANK
40

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.66	66.00	61
Education System's Ability to Meet Needs	4.12	50.43	40
Accessibility of Healthcare Services	4.91	62.87	47
Adequate Access to Public Transport	5.23	67.49	33
Adequate Protection for Nature	4.45	62.15	40
Equal Workforce Opportunities	4.84	76.80	20
Use of Basic Drinking Water	97.35	93.81	63
Use of Basic Sanitation	85.77	81.35	79
Social Protection	3.41	29.02	80
Personal Safety	0.68	68.00	23



5. CITIZEN EXPERIENCE

SCORE
51.28

RANK
77

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	51.68	42.07	74
Non-discrimination	0.48	48.00	64
Public Services Delivery Index	0.74	63.78	81



THAILAND - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Asia and
Oceania

POPULATION
71.6m

GNI
\$0.51tn

GNI PC
\$7.1k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
38.79

RANK
60

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.25	33.33	90
Innovation	0.19	25.33	86
R&D Expenditure	1.33	24.01	32
Regulation of Emerging Technologies	42.89	42.59	63
Investment in Green Energy and Infrastructure	3.62	49.70	61
High-tech and Medium-high-tech Manufacturing	57.76	57.76	23



2. DIGITALIZATION

SCORE
73.80

RANK
34

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.90	86.13	12
Data Capability	0.69	68.04	51
Use of Digital Platforms for Providing Financial Services	5.51	67.29	39
Online Services	0.78	70.50	47
E-citizenship	8.00	77.01	31



3. GOVERNANCE

SCORE
45.42

RANK
73

INDICATORS	VALUE	SCORE	RANK
Transparency	0.55	55.00	66
Ethical Leadership	0.28	28.00	79
Quality of Bureaucracy	0.56	56.00	46
Regulatory Quality	0.09	51.69	59
Rule of Law	0.11	55.37	54
Voice and Accountability	-0.79	26.46	90



4. SOCIETY WELFARE

SCORE
63.51

RANK
46

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.64	64.00	67
Education System's Ability to Meet Needs	3.80	42.08	56
Accessibility of Healthcare Services	4.56	54.29	58
Adequate Access to Public Transport	4.22	46.64	80
Adequate Protection for Nature	3.95	50.34	54
Equal Workforce Opportunities	4.83	76.33	22
Use of Basic Drinking Water	100.00	100.00	8
Use of Basic Sanitation	98.71	98.31	37
Social Protection	4.04	44.12	53
Personal Safety	0.59	59.00	48



5. CITIZEN EXPERIENCE

SCORE
61.09

RANK
56

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	63.94	56.77	56
Non-discrimination	0.41	41.00	78
Public Services Delivery Index	0.90	85.49	40



ROMANIA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Europe

POPULATION
19.12m

GNI
\$0.27tn

GNI PC
\$14.2k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
45.64

RANK
47

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.38	50.67	41
R&D Expenditure	0.47	7.68	56
Regulation of Emerging Technologies	48.16	47.88	52
Investment in Green Energy and Infrastructure	3.85	54.60	55
High-tech and Medium-high-tech Manufacturing	57.02	57.02	24



2. DIGITALIZATION

SCORE
58.43

RANK
68

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.58	39.75	83
Data Capability	0.70	69.07	50
Use of Digital Platforms for Providing Financial Services	5.19	56.39	67
Online Services	0.68	57.98	66
E-citizenship	7.30	68.97	48



3. GOVERNANCE

SCORE
54.25

RANK
48

INDICATORS	VALUE	SCORE	RANK
Transparency	0.67	67.00	41
Ethical Leadership	0.42	42.00	53
Quality of Bureaucracy	0.31	31.00	90
Regulatory Quality	0.31	56.66	51
Rule of Law	0.41	62.10	43
Voice and Accountability	0.60	66.74	42



4. SOCIETY WELFARE

SCORE
58.23

RANK
59

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.75	75.00	38
Education System's Ability to Meet Needs	3.04	22.75	88
Accessibility of Healthcare Services	4.42	50.82	61
Adequate Access to Public Transport	5.06	63.87	42
Adequate Protection for Nature	3.28	34.48	78
Equal Workforce Opportunities	4.32	53.91	46
Use of Basic Drinking Water	100.00	100.00	8
Use of Basic Sanitation	87.07	83.05	76
Social Protection	3.72	36.45	62
Personal Safety	0.62	62.00	38



5. CITIZEN EXPERIENCE

SCORE
67.50

RANK
46

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	71.88	66.29	41
Non-discrimination	0.74	74.00	18
Public Services Delivery Index	0.73	62.21	82



BULGARIA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Europe

POPULATION
6.88m

GNI
\$0.08tn

GNI PC
\$11.2k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
43.44

RANK
53

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.38	50.67	41
R&D Expenditure	0.85	14.93	45
Regulation of Emerging Technologies	58.95	58.73	40
Investment in Green Energy and Infrastructure	3.66	50.64	58
High-tech and Medium-high-tech Manufacturing	29.65	29.65	53



2. DIGITALIZATION

SCORE
59.78

RANK
62

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.70	57.41	65
Data Capability	0.77	76.29	40
Use of Digital Platforms for Providing Financial Services	4.60	36.90	88
Online Services	0.71	61.65	61
E-citizenship	7.10	66.67	52



3. GOVERNANCE

SCORE
54.05

RANK
49

INDICATORS	VALUE	SCORE	RANK
Transparency	0.73	73.00	29
Ethical Leadership	0.38	38.00	60
Quality of Bureaucracy	0.44	44.00	69
Regulatory Quality	0.45	59.82	46
Rule of Law	-0.04	51.73	58
Voice and Accountability	0.29	57.74	50



4. SOCIETY WELFARE

SCORE
57.41

RANK
60

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.63	63.00	72
Education System's Ability to Meet Needs	4.04	48.27	47
Accessibility of Healthcare Services	4.45	51.56	60
Adequate Access to Public Transport	5.02	63.12	44
Adequate Protection for Nature	3.70	44.45	61
Equal Workforce Opportunities	4.06	42.22	59
Use of Basic Drinking Water	99.01	97.69	51
Use of Basic Sanitation	86.03	81.70	78
Social Protection	3.54	32.13	72
Personal Safety	0.50	50.00	66



5. CITIZEN EXPERIENCE

SCORE
67.35

RANK
48

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	78.13	73.78	33
Non-discrimination	0.50	50.00	60
Public Services Delivery Index	0.84	78.28	61



JORDAN - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Middle East

POPULATION
11.15m

GNI
\$0.05tn

GNI PC
\$4.2k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
36.83

RANK
63

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.25	33.33	90
Innovation	0.19	25.33	86
R&D Expenditure	0.76*	13.17	47
Regulation of Emerging Technologies	55.79	55.55	44
Investment in Green Energy and Infrastructure	4.36	65.57	37
High-tech and Medium-high-tech Manufacturing	28.02	28.02	56



2. DIGITALIZATION

SCORE
54.22

RANK
73

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.80	72.33	37
Data Capability	0.38	36.08	84
Use of Digital Platforms for Providing Financial Services	5.21	57.04	66
Online Services	0.66	55.08	70
E-citizenship	5.70	50.57	75



3. GOVERNANCE

SCORE
48.81

RANK
60

INDICATORS	VALUE	SCORE	RANK
Transparency	0.59	59.00	56
Ethical Leadership	0.47	47.00	44
Quality of Bureaucracy	0.50	50.00	57
Regulatory Quality	0.15	53.05	57
Rule of Law	0.21	57.62	50
Voice and Accountability	-0.80	26.21	91



4. SOCIETY WELFARE

SCORE
64.01

RANK
45

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.68	68.00	54
Education System's Ability to Meet Needs	4.50	59.91	29
Accessibility of Healthcare Services	4.35	49.11	64
Adequate Access to Public Transport	4.45	51.35	72
Adequate Protection for Nature	4.27	57.96	46
Equal Workforce Opportunities	4.00	39.61	65
Use of Basic Drinking Water	98.94	97.53	52
Use of Basic Sanitation	97.08	96.18	53
Social Protection	4.43	53.48	40
Personal Safety	0.67	67.00	25



5. CITIZEN EXPERIENCE

SCORE
74.90

RANK
31

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	74.52	69.45	39
Non-discrimination	0.71	71.00	25
Public Services Delivery Index	0.89	84.26	44

*Imputed



SERBIA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Europe

POPULATION
6.83m

GNI
\$0.06tn

GNI PC
\$8.5k

GSI QUARTILE
Upper Middle
Quartile



1. FUTURE READINESS

SCORE
36.47

RANK
65

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.28	37.33	65
R&D Expenditure	0.99	17.66	40
Regulation of Emerging Technologies	33.68	33.33	76
Investment in Green Energy and Infrastructure	3.33	43.71	73
High-tech and Medium-high-tech Manufacturing	30.79	30.79	50



2. DIGITALIZATION

SCORE
68.09

RANK
47

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.80	72.22	38
Data Capability	0.73	72.16	45
Use of Digital Platforms for Providing Financial Services	5.10	53.57	69
Online Services	0.85	80.40	26
E-citizenship	6.70	62.07	61



3. GOVERNANCE

SCORE
45.53

RANK
72

INDICATORS	VALUE	SCORE	RANK
Transparency	0.50	50.00	69
Ethical Leadership	0.32	32.00	68
Quality of Bureaucracy	0.44	44.00	69
Regulatory Quality	0.05	50.79	64
Rule of Law	-0.09	50.63	63
Voice and Accountability	-0.12	45.75	73



4. SOCIETY WELFARE

SCORE
59.51

RANK
56

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.81	81.00	26
Education System's Ability to Meet Needs	3.61	37.38	67
Accessibility of Healthcare Services	4.66	56.72	53
Adequate Access to Public Transport	4.75	57.47	52
Adequate Protection for Nature	3.07	29.37	82
Equal Workforce Opportunities	4.35	55.04	43
Use of Basic Drinking Water	95.30	89.02	72
Use of Basic Sanitation	97.90	97.25	44
Social Protection	3.36	27.82	83
Personal Safety	0.64	64.00	30



5. CITIZEN EXPERIENCE

SCORE
70.21

RANK
37

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	66.59	59.94	49
Non-discrimination	0.66	66.00	33
Public Services Delivery Index	0.89	84.67	42



VIET NAM - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
97.47m

GNI
\$0.35tn

GNI PC
\$3.6k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
48.62

RANK
42

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.47	62.67	24
R&D Expenditure	0.49*	8.09	55
Regulation of Emerging Technologies	52.63	52.38	47
Investment in Green Energy and Infrastructure	4.27	63.64	43
High-tech and Medium-high-tech Manufacturing	38.26	38.26	45



2. DIGITALIZATION

SCORE
59.05

RANK
67

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.80	72.49	36
Data Capability	0.49	47.42	75
Use of Digital Platforms for Providing Financial Services	5.01	50.46	74
Online Services	0.65	53.63	72
E-citizenship	7.50	71.26	41



3. GOVERNANCE

SCORE
36.77

RANK
87

INDICATORS	VALUE	SCORE	RANK
Transparency	0.41	41.00	88
Ethical Leadership	0.34	34.00	63
Quality of Bureaucracy	0.44	44.00	69
Regulatory Quality	-0.40	40.63	85
Rule of Law	-0.15	49.37	66
Voice and Accountability	-1.30	11.60	101



4. SOCIETY WELFARE

SCORE
63.12

RANK
49

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.70	70.00	48
Education System's Ability to Meet Needs	4.65	63.76	25
Accessibility of Healthcare Services	4.87	61.80	49
Adequate Access to Public Transport	4.59	54.22	62
Adequate Protection for Nature	4.39	60.67	42
Equal Workforce Opportunities	4.37	56.09	42
Use of Basic Drinking Water	96.88	92.73	66
Use of Basic Sanitation	89.25	85.91	74
Social Protection	4.12	46.04	48
Personal Safety	0.40	40.00	76



5. CITIZEN EXPERIENCE

SCORE
58.91

RANK
57

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	61.06	53.31	60
Non-discrimination	0.57	57.00	47
Public Services Delivery Index	0.76	66.42	78

*Imputed



KUWAIT - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Middle East

POPULATION
4.25m

GNI
\$0.15tn

GNI PC
\$34.3k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
33.43

RANK
74

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.35*	46.96	69
Innovation	0.29*	39.32	64
R&D Expenditure	0.19	2.42	78
Regulation of Emerging Technologies	38.42	38.09	72
Investment in Green Energy and Infrastructure	3.53	47.96	66
High-tech and Medium-high-tech Manufacturing	25.86	25.86	61



2. DIGITALIZATION

SCORE
55.21

RANK
72

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.57	37.19	89
Data Capability	0.65*	63.82	58
Use of Digital Platforms for Providing Financial Services	4.86	45.56	81
Online Services	0.70	60.08	63
E-citizenship	7.34*	69.41	47



3. GOVERNANCE

SCORE
47.56

RANK
67

INDICATORS	VALUE	SCORE	RANK
Transparency	0.56*	56.04	64
Ethical Leadership	0.42*	42.29	52
Quality of Bureaucracy	0.46*	45.85	68
Regulatory Quality	0.17	53.50	56
Rule of Law	0.26	58.72	48
Voice and Accountability	-0.70	28.98	86



4. SOCIETY WELFARE

SCORE
64.22

RANK
43

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.67*	66.52	60
Education System's Ability to Meet Needs	3.77	41.35	58
Accessibility of Healthcare Services	5.28	71.90	38
Adequate Access to Public Transport	4.69	56.27	55
Adequate Protection for Nature	3.64	43.05	66
Equal Workforce Opportunities	3.87	34.09	75
Use of Basic Drinking Water	100.00	100.00	8
Use of Basic Sanitation	100.00	100.00	3
Social Protection	5.04	68.11	26
Personal Safety	0.61*	60.94	44



5. CITIZEN EXPERIENCE

SCORE
66.77

RANK
51

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	68.51	62.25	44
Non-discrimination	0.57*	56.59	48
Public Services Delivery Index	0.87	81.48	51

*Imputed



ALBANIA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Europe

POPULATION
2.81m

GNI
\$0.02tn

GNI PC
\$6.1k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
38.20

RANK
62

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.47	62.67	24
R&D Expenditure	0.27*	4.03	70
Regulation of Emerging Technologies	48.42	48.15	51
Investment in Green Energy and Infrastructure	3.40	45.12	70
High-tech and Medium-high-tech Manufacturing	2.60	2.60	102



2. DIGITALIZATION

SCORE
59.16

RANK
66

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.71	58.12	63
Data Capability	0.66	64.95	54
Use of Digital Platforms for Providing Financial Services	4.54	34.66	92
Online Services	0.82	76.03	33
E-citizenship	6.70	62.07	61



3. GOVERNANCE

SCORE
45.79

RANK
71

INDICATORS	VALUE	SCORE	RANK
Transparency	0.56	56.00	65
Ethical Leadership	0.28	28.00	79
Quality of Bureaucracy	0.38	38.00	81
Regulatory Quality	0.19	53.95	54
Rule of Law	-0.26	46.85	73
Voice and Accountability	0.09	51.97	61



4. SOCIETY WELFARE

SCORE
65.85

RANK
39

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.66	66.00	61
Education System's Ability to Meet Needs	4.89	69.94	18
Accessibility of Healthcare Services	4.33	48.54	66
Adequate Access to Public Transport	4.47	51.85	69
Adequate Protection for Nature	4.42	61.38	41
Equal Workforce Opportunities	5.27	95.39	4
Use of Basic Drinking Water	95.07	88.49	74
Use of Basic Sanitation	99.30	99.08	24
Social Protection	2.90	16.79	97
Personal Safety	0.61	61.00	40



5. CITIZEN EXPERIENCE

SCORE
45.19

RANK
84

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	26.20	11.52	103
Non-discrimination	0.44	44.00	72
Public Services Delivery Index	0.86	80.06	55

*Imputed



BRAZIL - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Americas

POPULATION
214.33m

GNI
\$1.66tn

GNI PC
\$7.7k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
38.37

RANK
61

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.19	25.33	86
R&D Expenditure	1.17	20.93	35
Regulation of Emerging Technologies	45.26	44.97	56
Investment in Green Energy and Infrastructure	3.45	46.19	68
High-tech and Medium-high-tech Manufacturing	48.81	48.81	32



2. DIGITALIZATION

SCORE
81.44

RANK
17

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.98	98.52	2
Data Capability	0.72	71.13	47
Use of Digital Platforms for Providing Financial Services	6.00	83.40	13
Online Services	0.90	86.34	14
E-citizenship	7.20	67.82	51



3. GOVERNANCE

SCORE
52.14

RANK
51

INDICATORS	VALUE	SCORE	RANK
Transparency	0.80	80.00	18
Ethical Leadership	0.32	32.00	68
Quality of Bureaucracy	0.50	50.00	57
Regulatory Quality	-0.11	47.18	71
Rule of Law	-0.28	46.29	75
Voice and Accountability	0.28	57.37	51



4. SOCIETY WELFARE

SCORE
44.23

RANK
80

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.41	41.00	100
Education System's Ability to Meet Needs	2.89	18.98	92
Accessibility of Healthcare Services	3.73	33.94	83
Adequate Access to Public Transport	3.73	36.61	91
Adequate Protection for Nature	3.88	48.70	56
Equal Workforce Opportunities	4.00	39.82	62
Use of Basic Drinking Water	99.32	98.41	47
Use of Basic Sanitation	90.08	87.00	73
Social Protection	3.78	37.89	61
Personal Safety	0.00	0.00	107



5. CITIZEN EXPERIENCE

SCORE
64.90

RANK
55

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	67.55	61.10	46
Non-discrimination	0.38	38.00	81
Public Services Delivery Index	0.97	95.59	11



ARMENIA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Asia and
Oceania

POPULATION
2.79m

GNI
\$0.01tn

GNI PC
\$4.80k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
33.17

RANK
75

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.28	37.33	65
R&D Expenditure	0.21	2.78	76
Regulation of Emerging Technologies	58.95	58.73	40
Investment in Green Energy and Infrastructure	3.71	51.63	57
High-tech and Medium-high-tech Manufacturing	4.54	4.54	100



2. DIGITALIZATION

SCORE
63.93

RANK
57

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.70	57.86	64
Data Capability	0.74	73.20	43
Use of Digital Platforms for Providing Financial Services	5.29	59.94	59
Online Services	0.72	63.35	60
E-citizenship	6.98*	65.32	55



3. GOVERNANCE

SCORE
49.10

RANK
57

INDICATORS	VALUE	SCORE	RANK
Transparency	0.62	62.00	51
Ethical Leadership	0.47	47.00	44
Quality of Bureaucracy	0.31	31.00	90
Regulatory Quality	0.15	53.05	57
Rule of Law	-0.10	50.53	64
Voice and Accountability	0.06	51.04	64



4. SOCIETY WELFARE

SCORE
59.81

RANK
55

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.69	69.00	51
Education System's Ability to Meet Needs	3.28	28.89	80
Accessibility of Healthcare Services	4.55	54.02	59
Adequate Access to Public Transport	4.96	61.86	46
Adequate Protection for Nature	3.14	31.13	81
Equal Workforce Opportunities	4.34	54.70	44
Use of Basic Drinking Water	99.97	99.93	22
Use of Basic Sanitation	93.94	92.05	61
Social Protection	3.68	35.49	65
Personal Safety	0.71	71.00	19



5. CITIZEN EXPERIENCE

SCORE
58.60

RANK
58

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	59.38	51.30	65
Non-discrimination	0.46	46.00	69
Public Services Delivery Index	0.85	78.49	60

*Imputed



ARGENTINA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Americas

POPULATION
45.81m

GNI
\$0.46tn

GNI PC
\$10k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
35.89

RANK
67

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.38	50.67	41
R&D Expenditure	0.53	8.81	53
Regulation of Emerging Technologies	34.74	34.39	73
Investment in Green Energy and Infrastructure	2.81	32.68	90
High-tech and Medium-high-tech Manufacturing	32.79	32.79	47



2. DIGITALIZATION

SCORE
66.92

RANK
52

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.76	65.45	51
Data Capability	0.59	57.73	66
Use of Digital Platforms for Providing Financial Services	5.46	65.35	46
Online Services	0.81	74.80	38
E-citizenship	7.50	71.26	41



3. GOVERNANCE

SCORE
48.84

RANK
59

INDICATORS	VALUE	SCORE	RANK
Transparency	0.60	60.00	53
Ethical Leadership	0.32	32.00	68
Quality of Bureaucracy	0.56	56.00	46
Regulatory Quality	-0.62	35.67	92
Rule of Law	-0.46	42.12	82
Voice and Accountability	0.62	67.25	40



4. SOCIETY WELFARE

SCORE
51.83

RANK
71

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.65	65.00	64
Education System's Ability to Meet Needs	3.28	28.98	79
Accessibility of Healthcare Services	4.35	49.18	63
Adequate Access to Public Transport	4.53	53.04	64
Adequate Protection for Nature	3.05	28.92	83
Equal Workforce Opportunities	3.88	34.40	74
Use of Basic Drinking Water	99.02	97.72	50
Use of Basic Sanitation	95.42	93.99	58
Social Protection	4.08	45.08	49
Personal Safety	0.22	22.00	94



5. CITIZEN EXPERIENCE

SCORE
68.91

RANK
43

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	64.18	57.06	55
Non-discrimination	0.65	65.00	37
Public Services Delivery Index	0.89	84.66	43



TÜRKIYE - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Middle East

POPULATION
84.78m

GNI
\$0.84tn

GNI PC
\$9.9k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
40.56

RANK
56

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.25	33.33	90
Innovation	0.44	58.67	35
R&D Expenditure	1.09	19.45	39
Regulation of Emerging Technologies	42.89	42.59	63
Investment in Green Energy and Infrastructure	3.57	48.79	62
High-tech and Medium-high-tech Manufacturing	40.55	40.55	41



2. DIGITALIZATION

SCORE
74.97

RANK
30

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.84	78.01	23
Data Capability	0.82	81.44	31
Use of Digital Platforms for Providing Financial Services	5.58	69.51	34
Online Services	0.86	81.54	24
E-citizenship	6.90	64.37	57



3. GOVERNANCE

SCORE
40.42

RANK
82

INDICATORS	VALUE	SCORE	RANK
Transparency	0.51	51.00	68
Ethical Leadership	0.32	32.00	68
Quality of Bureaucracy	0.44	44.00	69
Regulatory Quality	-0.08	47.86	68
Rule of Law	-0.42	43.17	80
Voice and Accountability	-0.86	24.47	94



4. SOCIETY WELFARE

SCORE
54.22

RANK
67

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.61	61.00	73
Education System's Ability to Meet Needs	3.25	28.25	81
Accessibility of Healthcare Services	4.83	60.87	50
Adequate Access to Public Transport	4.96	61.81	47
Adequate Protection for Nature	2.75	21.74	91
Equal Workforce Opportunities	3.44	15.28	94
Use of Basic Drinking Water	97.01	93.03	65
Use of Basic Sanitation	99.22	98.98	29
Social Protection	4.46	54.20	39
Personal Safety	0.47	47.00	68



5. CITIZEN EXPERIENCE

SCORE
54.87

RANK
68

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	69.95	63.97	43
Non-discrimination	0.07	7.00	105
Public Services Delivery Index	0.95	93.64	20



KAZAKHSTAN - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Asia and
Oceania

POPULATION
19m

GNI
\$0.17tn

GNI PC
\$8.9k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
31.31

RANK
78

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.28	37.33	65
R&D Expenditure	0.13	1.35	98
Regulation of Emerging Technologies	41.32	41.01	68
Investment in Green Energy and Infrastructure	3.44	45.97	69
High-tech and Medium-high-tech Manufacturing	18.21	18.21	69



2. DIGITALIZATION

SCORE
74.45

RANK
32

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.74	62.85	57
Data Capability	0.80	79.38	37
Use of Digital Platforms for Providing Financial Services	5.59	69.71	32
Online Services	0.93	91.35	8
E-citizenship	7.30	68.97	48



3. GOVERNANCE

SCORE
42.45

RANK
78

INDICATORS	VALUE	SCORE	RANK
Transparency	0.58	58.00	60
Ethical Leadership	0.31	31.00	73
Quality of Bureaucracy	0.56	56.00	46
Regulatory Quality	0.09	51.69	59
Rule of Law	-0.49	41.55	84
Voice and Accountability	-1.14	16.48	97



4. SOCIETY WELFARE

SCORE
54.35

RANK
66

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.91	91.00	11
Education System's Ability to Meet Needs	3.08	23.75	87
Accessibility of Healthcare Services	4.26	46.95	70
Adequate Access to Public Transport	4.51	52.52	65
Adequate Protection for Nature	2.64	19.18	97
Equal Workforce Opportunities	4.00	39.78	63
Use of Basic Drinking Water	95.43	89.34	70
Use of Basic Sanitation	97.87	97.20	46
Social Protection	3.61	33.81	67
Personal Safety	0.50	50.00	66



5. CITIZEN EXPERIENCE

SCORE
65.48

RANK
53

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	59.86	51.88	64
Non-discrimination	0.47	47.00	66
Public Services Delivery Index	0.98	97.57	6



COLOMBIA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Americas

POPULATION
51.52m

GNI
\$0.32tn

GNI PC
\$6.2k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
40.54

RANK
57

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.38	50.67	41
R&D Expenditure	0.29	4.36	67
Regulation of Emerging Technologies	47.37	47.09	53
Investment in Green Energy and Infrastructure	3.63	50.02	60
High-tech and Medium-high-tech Manufacturing	24.46	24.46	63



2. DIGITALIZATION

SCORE
68.29

RANK
46

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.91	88.26	10
Data Capability	0.62	60.82	63
Use of Digital Platforms for Providing Financial Services	5.49	66.64	44
Online Services	0.74	65.95	56
E-citizenship	6.50	59.77	68



3. GOVERNANCE

SCORE
49.36

RANK
56

INDICATORS	VALUE	SCORE	RANK
Transparency	0.57	57.00	62
Ethical Leadership	0.34	34.00	63
Quality of Bureaucracy	0.56	56.00	46
Regulatory Quality	0.22	54.63	53
Rule of Law	-0.45	42.35	81
Voice and Accountability	0.10	52.21	60



4. SOCIETY WELFARE

SCORE
49.38

RANK
74

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.37	37.00	102
Education System's Ability to Meet Needs	3.71	39.77	61
Accessibility of Healthcare Services	4.11	43.19	74
Adequate Access to Public Transport	4.42	50.76	75
Adequate Protection for Nature	3.65	43.16	65
Equal Workforce Opportunities	3.94	37.13	71
Use of Basic Drinking Water	97.49	94.14	61
Use of Basic Sanitation	93.68	91.72	63
Social Protection	3.99	42.93	56
Personal Safety	0.14	14.00	101



5. CITIZEN EXPERIENCE

SCORE
54.08

RANK
71

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	53.85	44.67	71
Non-discrimination	0.34	34.00	85
Public Services Delivery Index	0.88	83.57	46



MONTENEGRO - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Europe

POPULATION
0.62m

GNI
\$0.01tn

GNI PC
\$9.3k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
39.50

RANK
59

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.47	62.67	24
R&D Expenditure	0.61*	10.38	52
Regulation of Emerging Technologies	34.47	34.12	75
Investment in Green Energy and Infrastructure	3.22	41.20	74
High-tech and Medium-high-tech Manufacturing	11.29	11.29	86



2. DIGITALIZATION

SCORE
50.64

RANK
77

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.65	50.03	76
Data Capability	0.54	52.58	71
Use of Digital Platforms for Providing Financial Services	4.83	44.46	83
Online Services	0.55	41.03	84
E-citizenship	6.97*	65.13	56



3. GOVERNANCE

SCORE
48.35

RANK
64

INDICATORS	VALUE	SCORE	RANK
Transparency	0.44	44.00	83
Ethical Leadership	0.43	43.00	51
Quality of Bureaucracy	0.38	38.00	81
Regulatory Quality	0.43	59.37	48
Rule of Law	-0.06	51.38	59
Voice and Accountability	0.17	54.37	55



4. SOCIETY WELFARE

SCORE
57.04

RANK
61

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.68	68.00	54
Education System's Ability to Meet Needs	3.71	39.95	60
Accessibility of Healthcare Services	4.90	62.56	48
Adequate Access to Public Transport	4.48	52.05	68
Adequate Protection for Nature	3.02	28.13	86
Equal Workforce Opportunities	3.97	38.34	67
Use of Basic Drinking Water	98.86	97.33	54
Use of Basic Sanitation	97.77	97.08	47
Social Protection	3.49	30.94	74
Personal Safety	0.56	56.00	57



5. CITIZEN EXPERIENCE

SCORE
57.52

RANK
61

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	65.63	58.79	53
Non-discrimination	0.55	55.00	50
Public Services Delivery Index	0.71	58.75	87

*Imputed



RUSSIAN FEDERATION - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Europe

POPULATION
143.45m

GNI
\$1.69tn

GNI PC
\$11.6k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
35.26

RANK
70

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.19	25.33	86
R&D Expenditure	1.09	19.54	38
Regulation of Emerging Technologies	49.47	49.20	50
Investment in Green Energy and Infrastructure	3.39*	44.99	71
High-tech and Medium-high-tech Manufacturing	28.51	28.51	54



2. DIGITALIZATION

SCORE
67.12

RANK
49

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.88	83.92	16
Data Capability	0.76	75.26	41
Use of Digital Platforms for Providing Financial Services	5.38*	62.84	56
Online Services	0.74	65.29	58
E-citizenship	5.50	48.28	77



3. GOVERNANCE

SCORE
35.82

RANK
88

INDICATORS	VALUE	SCORE	RANK
Transparency	0.69	69.00	34
Ethical Leadership	0.20	20.00	94
Quality of Bureaucracy	0.38	38.00	81
Regulatory Quality	-0.53	37.70	89
Rule of Law	-0.87	32.76	96
Voice and Accountability	-1.10	17.45	96



4. SOCIETY WELFARE

SCORE
55.24

RANK
63

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.78	78.00	33
Education System's Ability to Meet Needs	3.47*	33.83	72
Accessibility of Healthcare Services	4.31*	48.04	68
Adequate Access to Public Transport	4.64*	55.22	58
Adequate Protection for Nature	3.32*	35.26	77
Equal Workforce Opportunities	4.07*	43.00	58
Use of Basic Drinking Water	95.66*	89.86	69
Use of Basic Sanitation	91.34*	88.66	70
Social Protection	3.39	28.54	81
Personal Safety	0.52	52.00	65



5. CITIZEN EXPERIENCE

SCORE
69.13

RANK
42

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	76.68	72.04	36
Non-discrimination	0.41	41.00	78
Public Services Delivery Index	0.96	94.35	15

*Imputed



UKRAINE - COUNTRY PROFILE

INCOME GROUP: Lower middle income
 REGION: Europe
 POPULATION: 43.79m
 GNI: \$0.17tn
 GNI PC: \$4.1k
 GSI QUARTILE: Lower Middle Quartile



1. FUTURE READINESS

SCORE: 34.52
 RANK: 72

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.47	62.67	24
R&D Expenditure	0.29	4.45	66
Regulation of Emerging Technologies	33.68	33.33	76
Investment in Green Energy and Infrastructure	3.00*	36.64	80
High-tech and Medium-high-tech Manufacturing	26.02	26.02	59



2. DIGITALIZATION

SCORE: 60.78
 RANK: 58

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.69	55.67	69
Data Capability	0.67	65.98	53
Use of Digital Platforms for Providing Financial Services	5.35*	61.83	57
Online Services	0.81	75.58	34
E-citizenship	5.20	44.83	82



3. GOVERNANCE

SCORE: 41.58
 RANK: 81

INDICATORS	VALUE	SCORE	RANK
Transparency	0.62	62.00	51
Ethical Leadership	0.24	24.00	91
Quality of Bureaucracy	0.31	31.00	90
Regulatory Quality	-0.28	43.34	78
Rule of Law	-0.66	37.58	92
Voice and Accountability	0.08	51.53	63



4. SOCIETY WELFARE

SCORE: 53.20
 RANK: 70

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.92	92.00	9
Education System's Ability to Meet Needs	3.23*	27.74	82
Accessibility of Healthcare Services	4.25*	46.56	71
Adequate Access to Public Transport	4.57*	53.79	63
Adequate Protection for Nature	3.16*	31.57	80
Equal Workforce Opportunities	3.96*	38.02	69
Use of Basic Drinking Water	95.21*	88.82	73
Use of Basic Sanitation	90.49*	87.54	72
Social Protection	3.70	35.97	64
Personal Safety	0.30	30.00	85



5. CITIZEN EXPERIENCE

SCORE: 69.29
 RANK: 40

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	54.33	45.25	68
Non-discrimination	0.67	67.00	31
Public Services Delivery Index	0.97	95.62	10

*Imputed



EGYPT - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Africa

POPULATION
109.26m

GNI
\$0.37tn

GNI PC
\$3.40k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
35.81

RANK
68

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.09	12.00	102
R&D Expenditure	0.96	16.98	42
Regulation of Emerging Technologies	31.58	31.22	80
Investment in Green Energy and Infrastructure	5.15	82.36	15
High-tech and Medium-high-tech Manufacturing	28.29	28.29	55



2. DIGITALIZATION

SCORE
57.06

RANK
69

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.78	69.34	44
Data Capability	0.51	49.48	73
Use of Digital Platforms for Providing Financial Services	5.63	71.04	28
Online Services	0.57	43.69	81
E-citizenship	5.80	51.72	74



3. GOVERNANCE

SCORE
32.65

RANK
95

INDICATORS	VALUE	SCORE	RANK
Transparency	0.35	35.00	96
Ethical Leadership	0.26	26.00	86
Quality of Bureaucracy	0.44	44.00	69
Regulatory Quality	-0.51	38.15	87
Rule of Law	-0.24	47.11	70
Voice and Accountability	-1.51	5.65	103



4. SOCIETY WELFARE

SCORE
62.94

RANK
50

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.49	49.00	89
Education System's Ability to Meet Needs	3.69	39.47	62
Accessibility of Healthcare Services	4.26	47.00	69
Adequate Access to Public Transport	5.10	64.71	39
Adequate Protection for Nature	4.48	63.02	38
Equal Workforce Opportunities	4.29	52.38	47
Use of Basic Drinking Water	99.44	98.69	46
Use of Basic Sanitation	97.33	96.49	52
Social Protection	4.52	55.64	38
Personal Safety	0.63	63.00	34



5. CITIZEN EXPERIENCE

SCORE
52.55

RANK
75

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	78.61	74.36	32
Non-discrimination	0.12	12.00	103
Public Services Delivery Index	0.79	71.31	73



BOTSWANA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Africa

POPULATION
2.59m

GNI
\$0.02tn

GNI PC
\$6.4k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
44.08

RANK
51

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.38	50.67	41
R&D Expenditure	0.52*	8.77	54
Regulation of Emerging Technologies	21.32	20.90	93
Investment in Green Energy and Infrastructure	4.19	61.97	46
High-tech and Medium-high-tech Manufacturing	44.87*	44.87	38



2. DIGITALIZATION

SCORE
30.72

RANK
94

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.55	35.58	91
Data Capability	0.27	24.74	89
Use of Digital Platforms for Providing Financial Services	4.89	46.51	77
Online Services	0.27	4.26	106
E-citizenship	5.00	42.53	84



3. GOVERNANCE

SCORE
56.47

RANK
47

INDICATORS	VALUE	SCORE	RANK
Transparency	0.38	38.00	93
Ethical Leadership	0.55	55.00	39
Quality of Bureaucracy	0.56	56.00	46
Regulatory Quality	0.61	63.43	41
Rule of Law	0.48	63.80	40
Voice and Accountability	0.46	62.56	47



4. SOCIETY WELFARE

SCORE
62.52

RANK
51

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.16	16.00	105
Education System's Ability to Meet Needs	4.12	50.23	42
Accessibility of Healthcare Services	5.51	77.69	27
Adequate Access to Public Transport	6.36	90.66	6
Adequate Protection for Nature	5.91	96.93	3
Equal Workforce Opportunities	4.89	78.72	17
Use of Basic Drinking Water	92.21	81.82	86
Use of Basic Sanitation	80.03	73.82	84
Social Protection	3.63	34.29	66
Personal Safety	0.25	25.00	91



5. CITIZEN EXPERIENCE

SCORE
30.50

RANK
102

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	23.56	8.36	104
Non-discrimination	0.50	50.00	60
Public Services Delivery Index	0.52	33.16	101

*Imputed



RWANDA - COUNTRY PROFILE

INCOME GROUP
Low income

REGION
Africa

POPULATION
13.46m

GNI
\$0.01tn

GNI PC
\$0.8k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
36.19

RANK
66

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.28	37.33	65
R&D Expenditure	0.26*	3.84	72
Regulation of Emerging Technologies	46.05	45.76	54
Investment in Green Energy and Infrastructure	4.43	66.97	33
High-tech and Medium-high-tech Manufacturing	7.22	7.22	95



2. DIGITALIZATION

SCORE
42.00

RANK
85

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.64	48.76	78
Data Capability	0.39	37.11	83
Use of Digital Platforms for Providing Financial Services	4.86	45.59	80
Online Services	0.79	72.77	41
E-citizenship	1.80	5.75	104



3. GOVERNANCE

SCORE
48.55

RANK
62

INDICATORS	VALUE	SCORE	RANK
Transparency	0.45	45.00	81
Ethical Leadership	0.53	53.00	43
Quality of Bureaucracy	0.63	63.00	39
Regulatory Quality	0.07	51.24	63
Rule of Law	0.20	57.36	51
Voice and Accountability	-0.96	21.69	95



4. SOCIETY WELFARE

SCORE
54.47

RANK
65

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.37	37.00	102
Education System's Ability to Meet Needs	3.62	37.60	65
Accessibility of Healthcare Services	5.16	68.98	42
Adequate Access to Public Transport	4.89	60.38	50
Adequate Protection for Nature	6.04	100.00	1
Equal Workforce Opportunities	4.52	62.74	35
Use of Basic Drinking Water	60.41	7.58	106
Use of Basic Sanitation	68.83	59.15	91
Social Protection	4.38	52.28	43
Personal Safety	0.59	59.00	48



5. CITIZEN EXPERIENCE

SCORE
69.66

RANK
39

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	51.44	41.78	76
Non-discrimination	0.76	76.00	13
Public Services Delivery Index	0.94	91.20	28

*Imputed



MOLDOVA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Europe

POPULATION
2.62m

GNI
\$0.01tn

GNI PC
\$5.4k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
29.28

RANK
82

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.25	33.33	90
Innovation	0.38	50.67	41
R&D Expenditure	0.23	3.27	74
Regulation of Emerging Technologies	31.62*	31.25	79
Investment in Green Energy and Infrastructure	2.82	32.69	88
High-tech and Medium-high-tech Manufacturing	24.49	24.49	62



2. DIGITALIZATION

SCORE
60.37

RANK
60

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.74	63.39	56
Data Capability	0.69	68.04	51
Use of Digital Platforms for Providing Financial Services	5.27	58.99	61
Online Services	0.74	65.45	57
E-citizenship	5.30	45.98	80



3. GOVERNANCE

SCORE
43.95

RANK
75

INDICATORS	VALUE	SCORE	RANK
Transparency	0.63	63.00	48
Ethical Leadership	0.30	30.00	75
Quality of Bureaucracy	0.25	25.00	94
Regulatory Quality	0.01	49.89	65
Rule of Law	-0.33	45.11	76
Voice and Accountability	0.05	50.70	65



4. SOCIETY WELFARE

SCORE
55.73

RANK
62

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.82	82.00	25
Education System's Ability to Meet Needs	3.65	38.24	63
Accessibility of Healthcare Services	4.65	56.39	54
Adequate Access to Public Transport	5.03	63.30	43
Adequate Protection for Nature	2.97	26.99	88
Equal Workforce Opportunities	4.25	50.82	50
Use of Basic Drinking Water	90.57	77.98	88
Use of Basic Sanitation	78.73	72.12	85
Social Protection	3.59*	33.42	68
Personal Safety	0.56	56.00	57



5. CITIZEN EXPERIENCE

SCORE
56.54

RANK
64

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	62.74	55.33	57
Non-discrimination	0.43	43.00	77
Public Services Delivery Index	0.79	71.28	74

*Imputed



NORTH MACEDONIA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Europe

POPULATION
2.07m

GNI
\$0.01tn

GNI PC
\$6.2k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
43.82

RANK
52

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.47	62.67	24
R&D Expenditure	0.38	6.01	61
Regulation of Emerging Technologies	29.74	29.37	83
Investment in Green Energy and Infrastructure	2.99	36.36	82
High-tech and Medium-high-tech Manufacturing	61.87	61.87	17



2. DIGITALIZATION

SCORE
48.81

RANK
78

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.58	39.85	82
Data Capability	0.58	56.70	68
Use of Digital Platforms for Providing Financial Services	4.21	23.57	97
Online Services	0.70	60.70	62
E-citizenship	6.80	63.22	59



3. GOVERNANCE

SCORE
48.59

RANK
61

INDICATORS	VALUE	SCORE	RANK
Transparency	0.44	44.00	83
Ethical Leadership	0.34	34.00	63
Quality of Bureaucracy	0.50	50.00	57
Regulatory Quality	0.42	59.14	49
Rule of Law	-0.08	50.99	60
Voice and Accountability	0.14	53.42	57



4. SOCIETY WELFARE

SCORE
48.39

RANK
78

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.79	79.00	29
Education System's Ability to Meet Needs	3.08	23.91	86
Accessibility of Healthcare Services	3.77	34.85	80
Adequate Access to Public Transport	3.71	36.17	94
Adequate Protection for Nature	2.70	20.57	93
Equal Workforce Opportunities	3.31	9.60	98
Use of Basic Drinking Water	97.74	94.73	58
Use of Basic Sanitation	98.33	97.81	39
Social Protection	3.38	28.30	82
Personal Safety	0.59	59.00	48



5. CITIZEN EXPERIENCE

SCORE
57.77

RANK
60

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	52.40	42.93	73
Non-discrimination	0.59	59.00	44
Public Services Delivery Index	0.80	71.37	71



PHILIPPINES - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
113.88m

GNI
\$0.4tn

GNI PC
\$3.60k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
31.59

RANK
76

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.19	25.33	86
R&D Expenditure	0.70*	12.04	48
Regulation of Emerging Technologies	25.53	25.13	88
Investment in Green Energy and Infrastructure	2.81	32.68	89
High-tech and Medium-high-tech Manufacturing	50.38	50.38	29



2. DIGITALIZATION

SCORE
55.23

RANK
71

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.73	61.48	59
Data Capability	0.59	57.73	66
Use of Digital Platforms for Providing Financial Services	5.01	50.52	73
Online Services	0.63	51.25	73
E-citizenship	6.10	55.17	71



3. GOVERNANCE

SCORE
48.41

RANK
63

INDICATORS	VALUE	SCORE	RANK
Transparency	0.67	67.00	41
Ethical Leadership	0.26	26.00	86
Quality of Bureaucracy	0.63	63.00	39
Regulatory Quality	0.08	51.47	61
Rule of Law	-0.64	37.99	91
Voice and Accountability	-0.15	44.97	75



4. SOCIETY WELFARE

SCORE
51.25

RANK
72

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.58	58.00	78
Education System's Ability to Meet Needs	3.64	38.05	64
Accessibility of Healthcare Services	3.27	22.63	98
Adequate Access to Public Transport	4.02	42.59	81
Adequate Protection for Nature	3.17	31.84	79
Equal Workforce Opportunities	5.01	84.06	12
Use of Basic Drinking Water	94.11	86.25	77
Use of Basic Sanitation	82.26	76.74	83
Social Protection	3.30	26.38	86
Personal Safety	0.46	46.00	70



5. CITIZEN EXPERIENCE

SCORE
57.24

RANK
63

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	67.55	61.10	46
Non-discrimination	0.35	35.00	84
Public Services Delivery Index	0.83	75.64	66

*Imputed



PANAMA - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Americas

POPULATION
4.35m

GNI
\$0.06tn

GNI PC
\$13.9k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
30.76

RANK
80

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.28	37.33	65
R&D Expenditure	0.17	2.01	87
Regulation of Emerging Technologies	43.42	43.12	61
Investment in Green Energy and Infrastructure	3.10	38.67	78
High-tech and Medium-high-tech Manufacturing	7.45	7.45	93



2. DIGITALIZATION

SCORE
56.81

RANK
70

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.79	71.00	40
Data Capability	0.42	40.21	81
Use of Digital Platforms for Providing Financial Services	5.61	70.64	30
Online Services	0.67	57.02	68
E-citizenship	5.23*	45.18	81



3. GOVERNANCE

SCORE
48.04

RANK
66

INDICATORS	VALUE	SCORE	RANK
Transparency	0.42	42.00	86
Ethical Leadership	0.30	30.00	75
Quality of Bureaucracy	0.50	50.00	57
Regulatory Quality	0.19	53.95	54
Rule of Law	-0.25	47.05	71
Voice and Accountability	0.55	65.23	45



4. SOCIETY WELFARE

SCORE
49.80

RANK
73

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.46	46.00	94
Education System's Ability to Meet Needs	2.87	18.39	97
Accessibility of Healthcare Services	4.13	43.64	73
Adequate Access to Public Transport	4.61	54.68	61
Adequate Protection for Nature	3.86	48.15	58
Equal Workforce Opportunities	4.18	47.66	56
Use of Basic Drinking Water	94.37	86.86	75
Use of Basic Sanitation	84.57	79.78	80
Social Protection	4.07	44.84	52
Personal Safety	0.28	28.00	86



5. CITIZEN EXPERIENCE

SCORE
56.52

RANK
65

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	56.01	47.26	67
Non-discrimination	0.48	48.00	64
Public Services Delivery Index	0.82	74.31	69

*Imputed



MEXICO - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Americas

POPULATION
126.71m

GNI
\$1.21tn

GNI PC
\$9.6k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
34.96

RANK
71

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.28	37.33	65
R&D Expenditure	0.30	4.49	65
Regulation of Emerging Technologies	40.53	40.21	69
Investment in Green Energy and Infrastructure	2.09	17.35	100
High-tech and Medium-high-tech Manufacturing	66.37	66.37	11



2. DIGITALIZATION

SCORE
72.00

RANK
41

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.79	70.78	41
Data Capability	0.81	80.41	34
Use of Digital Platforms for Providing Financial Services	5.56	68.75	36
Online Services	0.82	76.86	31
E-citizenship	6.80	63.22	59



3. GOVERNANCE

SCORE
47.50

RANK
68

INDICATORS	VALUE	SCORE	RANK
Transparency	0.80	80.00	18
Ethical Leadership	0.23	23.00	92
Quality of Bureaucracy	0.56	56.00	46
Regulatory Quality	-0.23	44.47	77
Rule of Law	-0.80	34.37	93
Voice and Accountability	-0.07	47.18	70



4. SOCIETY WELFARE

SCORE
43.12

RANK
83

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.52	52.00	85
Education System's Ability to Meet Needs	3.17	26.14	83
Accessibility of Healthcare Services	3.50	28.32	89
Adequate Access to Public Transport	4.33	48.88	77
Adequate Protection for Nature	2.64	19.14	98
Equal Workforce Opportunities	3.72	27.53	85
Use of Basic Drinking Water	99.68	99.25	39
Use of Basic Sanitation	92.42	90.07	67
Social Protection	3.57	32.85	69
Personal Safety	0.07	7.00	104



5. CITIZEN EXPERIENCE

SCORE
43.59

RANK
89

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	60.34	52.45	61
Non-discrimination	0.07	7.00	105
Public Services Delivery Index	0.80	71.33	72



SRI LANKA - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
22.16m

GNI
\$0.09tn

GNI PC
\$4k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
31.49

RANK
77

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.28	37.33	65
R&D Expenditure	0.18*	2.35	81
Regulation of Emerging Technologies	41.84	41.53	67
Investment in Green Energy and Infrastructure	3.36	44.38	72
High-tech and Medium-high-tech Manufacturing	7.37	7.37	94



2. DIGITALIZATION

SCORE
50.94

RANK
76

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.84	77.18	26
Data Capability	0.53	51.55	72
Use of Digital Platforms for Providing Financial Services	5.07	52.37	71
Online Services	0.56	42.56	83
E-citizenship	4.00	31.03	89



3. GOVERNANCE

SCORE
42.71

RANK
77

INDICATORS	VALUE	SCORE	RANK
Transparency	0.39	39.00	91
Ethical Leadership	0.31	31.00	73
Quality of Bureaucracy	0.44	44.00	69
Regulatory Quality	-0.37	41.31	83
Rule of Law	0.04	53.62	56
Voice and Accountability	-0.07	47.31	69



4. SOCIETY WELFARE

SCORE
55.22

RANK
64

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.39	39.00	101
Education System's Ability to Meet Needs	4.11	50.12	43
Accessibility of Healthcare Services	4.63	56.05	55
Adequate Access to Public Transport	4.65	55.43	57
Adequate Protection for Nature	3.33	35.66	76
Equal Workforce Opportunities	3.81	31.28	79
Use of Basic Drinking Water	92.23	81.85	85
Use of Basic Sanitation	93.65	91.68	64
Social Protection	4.04	44.12	53
Personal Safety	0.67	67.00	25



5. CITIZEN EXPERIENCE

SCORE
46.97

RANK
82

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	47.12	36.60	84
Non-discrimination	0.25	25.00	93
Public Services Delivery Index	0.85	79.32	59

*Imputed



INDIA - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
1407.56m

GNI
\$3.02tn

GNI PC
\$2.20k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
44.27

RANK
50

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.28	37.33	65
R&D Expenditure	0.41*	6.68	60
Regulation of Emerging Technologies	63.95	63.76	33
Investment in Green Energy and Infrastructure	3.95	56.75	54
High-tech and Medium-high-tech Manufacturing	45.09	45.09	37



2. DIGITALIZATION

SCORE
51.23

RANK
74

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.94	91.87	5
Data Capability	0.47	45.36	78
Use of Digital Platforms for Providing Financial Services	4.16	22.02	100
Online Services	0.79	72.75	42
E-citizenship	3.40	24.14	94



3. GOVERNANCE

SCORE
49.72

RANK
54

INDICATORS	VALUE	SCORE	RANK
Transparency	0.49	49.00	71
Ethical Leadership	0.35	35.00	61
Quality of Bureaucracy	0.63	63.00	39
Regulatory Quality	-0.08	47.86	68
Rule of Law	-0.08	50.88	61
Voice and Accountability	0.11	52.59	58



4. SOCIETY WELFARE

SCORE
40.37

RANK
88

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.42	42.00	97
Education System's Ability to Meet Needs	3.42	32.58	74
Accessibility of Healthcare Services	3.53	29.10	88
Adequate Access to Public Transport	3.64	34.77	97
Adequate Protection for Nature	2.84	23.85	90
Equal Workforce Opportunities	3.52	18.74	92
Use of Basic Drinking Water	90.49	77.80	89
Use of Basic Sanitation	71.27	62.34	90
Social Protection	2.89	16.55	98
Personal Safety	0.66	66.00	28



5. CITIZEN EXPERIENCE

SCORE
56.37

RANK
66

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	58.17	49.85	66
Non-discrimination	0.24	24.00	94
Public Services Delivery Index	0.97	95.27	13

*Imputed



ECUADOR - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Americas

POPULATION
17.8m

GNI
\$0.11tn

GNI PC
\$6k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
24.41

RANK
89

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.19	25.33	86
R&D Expenditure	0.22*	3.07	75
Regulation of Emerging Technologies	23.42	23.01	91
Investment in Green Energy and Infrastructure	3.10	38.82	77
High-tech and Medium-high-tech Manufacturing	12.25	12.25	82



2. DIGITALIZATION

SCORE
65.83

RANK
53

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.87	82.19	19
Data Capability	0.58	56.70	68
Use of Digital Platforms for Providing Financial Services	5.51	67.20	40
Online Services	0.77	69.02	50
E-citizenship	6.00	54.02	73



3. GOVERNANCE

SCORE
43.37

RANK
76

INDICATORS	VALUE	SCORE	RANK
Transparency	0.49	49.00	71
Ethical Leadership	0.30	30.00	75
Quality of Bureaucracy	0.50	50.00	57
Regulatory Quality	-0.70	33.86	98
Rule of Law	-0.34	44.94	77
Voice and Accountability	0.11	52.40	59



4. SOCIETY WELFARE

SCORE
49.10

RANK
75

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.55	55.00	82
Education System's Ability to Meet Needs	3.29	29.21	78
Accessibility of Healthcare Services	3.73	33.94	82
Adequate Access to Public Transport	4.36	49.53	76
Adequate Protection for Nature	3.74	45.28	59
Equal Workforce Opportunities	3.97	38.26	68
Use of Basic Drinking Water	95.36	89.17	71
Use of Basic Sanitation	91.52	88.89	69
Social Protection	3.98	42.69	57
Personal Safety	0.19	19.00	99



5. CITIZEN EXPERIENCE

SCORE
49.49

RANK
78

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	39.18	27.08	91
Non-discrimination	0.32	32.00	88
Public Services Delivery Index	0.92	89.38	32

*Imputed



TUNISIA - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Africa

POPULATION
12.26m

GNI
\$0.04tn

GNI PC
\$3.5k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
35.47

RANK
69

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.38	50.67	41
R&D Expenditure	0.27*	4.00	71
Regulation of Emerging Technologies	43.68	43.38	60
Investment in Green Energy and Infrastructure	3.17	40.19	75
High-tech and Medium-high-tech Manufacturing	30.59	30.59	51



2. DIGITALIZATION

SCORE
42.48

RANK
84

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.62	45.18	79
Data Capability	0.44	42.27	80
Use of Digital Platforms for Providing Financial Services	3.96	15.21	102
Online Services	0.60	47.66	80
E-citizenship	6.70	62.07	61



3. GOVERNANCE

SCORE
48.92

RANK
58

INDICATORS	VALUE	SCORE	RANK
Transparency	0.46	46.00	79
Ethical Leadership	0.41	41.00	55
Quality of Bureaucracy	0.56	56.00	46
Regulatory Quality	-0.39	40.86	84
Rule of Law	0.10	54.93	55
Voice and Accountability	0.19	54.74	53



4. SOCIETY WELFARE

SCORE
48.93

RANK
76

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.64	64.00	67
Education System's Ability to Meet Needs	3.35	30.66	75
Accessibility of Healthcare Services	4.38	49.87	62
Adequate Access to Public Transport	3.92	40.40	85
Adequate Protection for Nature	3.05	28.84	84
Equal Workforce Opportunities	3.46	16.19	93
Use of Basic Drinking Water	97.54	94.26	60
Use of Basic Sanitation	97.43	96.64	51
Social Protection	3.47	30.46	76
Personal Safety	0.38	38.00	78



5. CITIZEN EXPERIENCE

SCORE
54.72

RANK
69

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	51.44	41.78	76
Non-discrimination	0.56	56.00	49
Public Services Delivery Index	0.76	66.37	79

*Imputed



SOUTH AFRICA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Africa

POPULATION
59.39m

GNI
\$0.39tn

GNI PC
\$6.5k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
40.41

RANK
58

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.47	62.67	24
R&D Expenditure	0.29*	4.34	68
Regulation of Emerging Technologies	44.74	44.45	57
Investment in Green Energy and Infrastructure	3.09	38.43	79
High-tech and Medium-high-tech Manufacturing	25.91	25.91	60



2. DIGITALIZATION

SCORE
59.30

RANK
65

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.60	42.90	80
Data Capability	0.63	61.86	59
Use of Digital Platforms for Providing Financial Services	6.00	83.52	11
Online Services	0.75	66.86	54
E-citizenship	4.90	41.38	85



3. GOVERNANCE

SCORE
59.66

RANK
43

INDICATORS	VALUE	SCORE	RANK
Transparency	0.85	85.00	12
Ethical Leadership	0.41	41.00	55
Quality of Bureaucracy	0.56	56.00	46
Regulatory Quality	-0.07	48.08	67
Rule of Law	0.13	55.73	53
Voice and Accountability	0.79	72.14	36



4. SOCIETY WELFARE

SCORE
33.87

RANK
100

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.04	4.00	106
Education System's Ability to Meet Needs	2.56	10.63	102
Accessibility of Healthcare Services	3.23	21.74	100
Adequate Access to Public Transport	3.32	28.15	102
Adequate Protection for Nature	3.41	37.40	73
Equal Workforce Opportunities	4.20	48.52	54
Use of Basic Drinking Water	93.89	85.72	79
Use of Basic Sanitation	78.47	71.79	87
Social Protection	3.44	29.74	79
Personal Safety	0.01	1.00	106



5. CITIZEN EXPERIENCE

SCORE
43.72

RANK
88

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	49.76	39.77	82
Non-discrimination	0.41	41.00	78
Public Services Delivery Index	0.65	50.40	92

*Imputed



MONGOLIA - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
3.35m

GNI
\$0.01tn

GNI PC
\$3.7k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
28.94

RANK
83

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.38	50.67	41
R&D Expenditure	0.13	1.40	97
Regulation of Emerging Technologies	29.74	29.37	83
Investment in Green Energy and Infrastructure	2.87	33.83	84
High-tech and Medium-high-tech Manufacturing	2.38	2.38	103



2. DIGITALIZATION

SCORE
59.71

RANK
63

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.93	91.64	6
Data Capability	0.65	63.92	56
Use of Digital Platforms for Providing Financial Services	4.30	26.77	96
Online Services	0.63	50.72	75
E-citizenship	7.00	65.52	54



3. GOVERNANCE

SCORE
48.17

RANK
65

INDICATORS	VALUE	SCORE	RANK
Transparency	0.60	60.00	53
Ethical Leadership	0.28	28.00	79
Quality of Bureaucracy	0.50	50.00	57
Regulatory Quality	-0.21	44.92	75
Rule of Law	-0.23	47.56	68
Voice and Accountability	0.32	58.55	49



4. SOCIETY WELFARE

SCORE
43.30

RANK
82

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.75	75.00	38
Education System's Ability to Meet Needs	2.92	19.85	89
Accessibility of Healthcare Services	3.96	39.68	78
Adequate Access to Public Transport	3.80	37.88	88
Adequate Protection for Nature	3.04	28.58	85
Equal Workforce Opportunities	3.86	33.52	76
Use of Basic Drinking Water	85.50	66.14	94
Use of Basic Sanitation	67.74	57.72	95
Social Protection	3.56	32.61	70
Personal Safety	0.42	42.00	75



5. CITIZEN EXPERIENCE

SCORE
55.04

RANK
67

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	42.55	31.12	88
Non-discrimination	0.53	53.00	55
Public Services Delivery Index	0.86	81.01	54



TRINIDAD AND TOBAGO - COUNTRY PROFILE

INCOME GROUP
High income

REGION
Americas

POPULATION
1.53m

GNI
\$0.02tn

GNI PC
\$15k

GSI QUARTILE
Lower Middle
Quartile



1. FUTURE READINESS

SCORE
25.04

RANK
88

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.41*	54.12	66
Innovation	0.33*	44.47	59
R&D Expenditure	0.06	0.11	106
Regulation of Emerging Technologies	11.32	10.85	102
Investment in Green Energy and Infrastructure	2.61	28.40	92
High-tech and Medium-high-tech Manufacturing	12.29*	12.29	81



2. DIGITALIZATION

SCORE
44.41

RANK
82

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.51	28.82	95
Data Capability	0.48*	46.79	76
Use of Digital Platforms for Providing Financial Services	4.84	44.84	82
Online Services	0.49	32.64	91
E-citizenship	7.30	68.97	48



3. GOVERNANCE

SCORE
47.49

RANK
69

INDICATORS	VALUE	SCORE	RANK
Transparency	0.47*	47.02	77
Ethical Leadership	0.34*	34.27	62
Quality of Bureaucracy	0.38*	37.61	88
Regulatory Quality	-0.09	47.63	70
Rule of Law	-0.14	49.61	65
Voice and Accountability	0.67	68.78	38



4. SOCIETY WELFARE

SCORE
53.84

RANK
68

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.63*	63.38	71
Education System's Ability to Meet Needs	3.82	42.63	55
Accessibility of Healthcare Services	4.76	59.22	52
Adequate Access to Public Transport	4.47	51.70	70
Adequate Protection for Nature	2.72	21.17	92
Equal Workforce Opportunities	3.72	27.45	86
Use of Basic Drinking Water	98.88	97.37	53
Use of Basic Sanitation	93.92	92.02	62
Social Protection	3.83	39.09	60
Personal Safety	0.44*	44.40	72



5. CITIZEN EXPERIENCE

SCORE
47.21

RANK
81

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	50.48	40.63	80
Non-discrimination	0.54*	54.14	54
Public Services Delivery Index	0.62	46.85	93

*Imputed



MOROCCO - COUNTRY PROFILE

INCOME GROUP: Lower middle income REGION: Africa POPULATION: 37.08m GNI: \$0.14tn GNI PC: \$3.6k GSI QUARTILE: Bottom Quartile



1. FUTURE READINESS

SCORE: 49.61 RANK: 40

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.50	66.67	23
Innovation	0.38	50.67	41
R&D Expenditure	0.36*	5.69	63
Regulation of Emerging Technologies	44.64*	44.34	59
Investment in Green Energy and Infrastructure	4.77	74.16	26
High-tech and Medium-high-tech Manufacturing	56.12	56.12	25



2. DIGITALIZATION

SCORE: 39.86 RANK: 87

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.55	34.56	92
Data Capability	0.33	30.93	87
Use of Digital Platforms for Providing Financial Services	4.81	43.66	84
Online Services	0.47	30.38	93
E-citizenship	6.50	59.77	68



3. GOVERNANCE

SCORE: 41.61 RANK: 80

INDICATORS	VALUE	SCORE	RANK
Transparency	0.46	46.00	79
Ethical Leadership	0.34	34.00	63
Quality of Bureaucracy	0.44	44.00	69
Regulatory Quality	-0.12	46.95	72
Rule of Law	-0.25	46.92	72
Voice and Accountability	-0.61	31.76	83



4. SOCIETY WELFARE

SCORE: 42.75 RANK: 84

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.71	71.00	45
Education System's Ability to Meet Needs	2.87	18.48	95
Accessibility of Healthcare Services	3.62	31.14	86
Adequate Access to Public Transport	3.86	39.25	86
Adequate Protection for Nature	3.70	44.37	62
Equal Workforce Opportunities	3.12	1.30	103
Use of Basic Drinking Water	90.40	77.59	90
Use of Basic Sanitation	87.25	83.29	75
Social Protection	3.33*	27.09	85
Personal Safety	0.34	34.00	81



5. CITIZEN EXPERIENCE

SCORE: 52.79 RANK: 74

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	60.10	52.16	63
Non-discrimination	0.44	44.00	72
Public Services Delivery Index	0.73	62.19	83

*Imputed



PERU - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Americas

POPULATION
33.72m

GNI
\$0.22tn

GNI PC
\$6.5k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
26.95

RANK
86

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.28	37.33	65
R&D Expenditure	0.17	2.14	86
Regulation of Emerging Technologies	23.42	23.01	91
Investment in Green Energy and Infrastructure	2.63	28.73	91
High-tech and Medium-high-tech Manufacturing	14.51	14.51	74



2. DIGITALIZATION

SCORE
65.31

RANK
55

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.82	75.01	32
Data Capability	0.58	56.70	68
Use of Digital Platforms for Providing Financial Services	5.44	64.75	50
Online Services	0.81	74.93	37
E-citizenship	6.10	55.17	71



3. GOVERNANCE

SCORE
49.66

RANK
55

INDICATORS	VALUE	SCORE	RANK
Transparency	0.65	65.00	45
Ethical Leadership	0.30	30.00	75
Quality of Bureaucracy	0.56	56.00	46
Regulatory Quality	0.08	51.47	61
Rule of Law	-0.52	40.89	85
Voice and Accountability	0.18	54.58	54



4. SOCIETY WELFARE

SCORE
39.26

RANK
91

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.50	50.00	87
Education System's Ability to Meet Needs	2.90	19.32	91
Accessibility of Healthcare Services	3.14	19.47	102
Adequate Access to Public Transport	3.76	37.13	90
Adequate Protection for Nature	3.35	35.95	75
Equal Workforce Opportunities	3.90	35.28	72
Use of Basic Drinking Water	93.14	83.98	82
Use of Basic Sanitation	78.58	71.92	86
Social Protection	3.14	22.54	92
Personal Safety	0.17	17.00	100



5. CITIZEN EXPERIENCE

SCORE
48.57

RANK
79

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	40.38	28.52	90
Non-discrimination	0.23	23.00	96
Public Services Delivery Index	0.96	94.18	17



PAKISTAN - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
231.4m

GNI
\$0.34tn

GNI PC
\$1.5k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
34.52

RANK
73

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.25	33.33	90
Innovation	0.19	25.33	86
R&D Expenditure	0.16	2.00	89
Regulation of Emerging Technologies	51.58	51.32	48
Investment in Green Energy and Infrastructure	4.52	68.93	30
High-tech and Medium-high-tech Manufacturing	26.18	26.18	58



2. DIGITALIZATION

SCORE
24.81

RANK
100

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.43	17.37	103
Data Capability	0.20	17.53	96
Use of Digital Platforms for Providing Financial Services	4.58	36.07	90
Online Services	0.57	42.74	82
E-citizenship	2.20	10.34	101



3. GOVERNANCE

SCORE
32.22

RANK
96

INDICATORS	VALUE	SCORE	RANK
Transparency	0.40	40.00	90
Ethical Leadership	0.19	19.00	96
Quality of Bureaucracy	0.38	38.00	81
Regulatory Quality	-0.73	33.18	99
Rule of Law	-0.64	38.10	90
Voice and Accountability	-0.84	25.01	92



4. SOCIETY WELFARE

SCORE
60.01

RANK
54

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.73	73.00	41
Education System's Ability to Meet Needs	4.54	60.95	27
Accessibility of Healthcare Services	4.32	48.39	67
Adequate Access to Public Transport	4.44	51.06	74
Adequate Protection for Nature	4.67	67.35	30
Equal Workforce Opportunities	4.45	59.68	40
Use of Basic Drinking Water	90.15	77.00	91
Use of Basic Sanitation	68.40	58.58	93
Social Protection	4.04	44.12	53
Personal Safety	0.60	60.00	46



5. CITIZEN EXPERIENCE

SCORE
46.35

RANK
83

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	51.44	41.78	76
Non-discrimination	0.22	22.00	97
Public Services Delivery Index	0.82	75.27	67



GHANA - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Africa

POPULATION
32.83m

GNI
\$0.07tn

GNI PC
\$2.3k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
30.88

RANK
79

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.38	50.67	41
R&D Expenditure	0.17*	2.17	85
Regulation of Emerging Technologies	31.84	31.48	78
Investment in Green Energy and Infrastructure	2.82	32.75	87
High-tech and Medium-high-tech Manufacturing	12.21	12.21	83



2. DIGITALIZATION

SCORE
38.34

RANK
88

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.65	49.23	77
Data Capability	0.36	34.02	86
Use of Digital Platforms for Providing Financial Services	4.79	43.20	85
Online Services	0.54	38.82	86
E-citizenship	3.60	26.44	90



3. GOVERNANCE

SCORE
49.98

RANK
53

INDICATORS	VALUE	SCORE	RANK
Transparency	0.58	58.00	60
Ethical Leadership	0.39	39.00	57
Quality of Bureaucracy	0.44	44.00	69
Regulatory Quality	-0.20	45.15	74
Rule of Law	-0.08	50.87	62
Voice and Accountability	0.47	62.85	46



4. SOCIETY WELFARE

SCORE
41.10

RANK
86

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.53	53.00	84
Education System's Ability to Meet Needs	4.07	49.16	45
Accessibility of Healthcare Services	4.06	41.94	76
Adequate Access to Public Transport	4.50	52.38	66
Adequate Protection for Nature	3.67	43.58	63
Equal Workforce Opportunities	3.76	29.05	80
Use of Basic Drinking Water	85.79	66.83	93
Use of Basic Sanitation	23.70	0.00	107
Social Protection	3.87	40.05	59
Personal Safety	0.35	35.00	79



5. CITIZEN EXPERIENCE

SCORE
44.29

RANK
86

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	37.50	25.07	95
Non-discrimination	0.50	50.00	60
Public Services Delivery Index	0.70	57.80	88

*Imputed



EL SALVADOR - COUNTRY PROFILE

INCOME GROUP: Lower middle income REGION: Americas POPULATION: 6.31m GNI: \$0.03tn GNI PC: \$4.3k GSI QUARTILE: Bottom Quartile



1. FUTURE READINESS

SCORE: 23.25 RANK: 92

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.19	25.33	86
R&D Expenditure	0.17	2.01	88
Regulation of Emerging Technologies	18.95	18.52	95
Investment in Green Energy and Infrastructure	2.38	23.44	95
High-tech and Medium-high-tech Manufacturing	14.20*	14.20	75



2. DIGITALIZATION

SCORE: 48.30 RANK: 79

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.74	62.68	58
Data Capability	0.41	39.18	82
Use of Digital Platforms for Providing Financial Services	5.45	65.11	47
Online Services	0.47	29.71	96
E-citizenship	5.20	44.83	82



3. GOVERNANCE

SCORE: 39.66 RANK: 83

INDICATORS	VALUE	SCORE	RANK
Transparency	0.44	44.00	83
Ethical Leadership	0.27	27.00	85
Quality of Bureaucracy	0.44	44.00	69
Regulatory Quality	-0.34	41.99	82
Rule of Law	-0.85	33.27	94
Voice and Accountability	-0.06	47.73	68



4. SOCIETY WELFARE

SCORE: 38.42 RANK: 92

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.67	67.00	59
Education System's Ability to Meet Needs	2.57	10.75	101
Accessibility of Healthcare Services	3.29	23.18	97
Adequate Access to Public Transport	3.72	36.33	92
Adequate Protection for Nature	2.69	20.46	94
Equal Workforce Opportunities	3.40	13.46	97
Use of Basic Drinking Water	97.95	95.21	57
Use of Basic Sanitation	82.45	77.00	82
Social Protection	3.07	20.86	94
Personal Safety	0.20	20.00	97



5. CITIZEN EXPERIENCE

SCORE: 57.79 RANK: 59

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	35.82	23.05	97
Non-discrimination	0.59	59.00	44
Public Services Delivery Index	0.94	91.31	27

*Imputed



SENEGAL - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Africa

POPULATION
16.88m

GNI
\$0.03tn

GNI PC
\$1.6k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
44.71

RANK
48

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.58	77.33	9
Innovation	0.47	62.67	24
R&D Expenditure	0.31*	4.71	64
Regulation of Emerging Technologies	56.05	55.82	43
Investment in Green Energy and Infrastructure	3.17	40.16	76
High-tech and Medium-high-tech Manufacturing	27.55	27.55	57



2. DIGITALIZATION

SCORE
17.92

RANK
102

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.33	1.73	106
Data Capability	0.26	23.71	90
Use of Digital Platforms for Providing Financial Services	3.84	11.40	104
Online Services	0.49	33.19	89
E-citizenship	3.00	19.54	96



3. GOVERNANCE

SCORE
45.32

RANK
74

INDICATORS	VALUE	SCORE	RANK
Transparency	0.47	47.00	78
Ethical Leadership	0.39	39.00	57
Quality of Bureaucracy	0.44	44.00	69
Regulatory Quality	-0.31	42.66	79
Rule of Law	-0.36	44.36	78
Voice and Accountability	0.19	54.90	52



4. SOCIETY WELFARE

SCORE
40.42

RANK
87

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.73	73.00	41
Education System's Ability to Meet Needs	3.45	33.18	73
Accessibility of Healthcare Services	3.42	26.40	95
Adequate Access to Public Transport	3.66	35.02	96
Adequate Protection for Nature	3.35	36.02	74
Equal Workforce Opportunities	3.44	15.00	95
Use of Basic Drinking Water	84.91	64.76	95
Use of Basic Sanitation	56.78	43.35	97
Social Protection	3.22	24.46	91
Personal Safety	0.53	53.00	63



5. CITIZEN EXPERIENCE

SCORE
42.34

RANK
91

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	49.52	39.48	83
Non-discrimination	0.61	61.00	41
Public Services Delivery Index	0.47	26.55	104

*Imputed



KENYA - COUNTRY PROFILE

INCOME GROUP: Lower middle income REGION: Africa POPULATION: 53.01m GNI: \$0.11tn GNI PC: \$2.1k GSI QUARTILE: Bottom Quartile



1. FUTURE READINESS

SCORE: 30.34 RANK: 81

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.28	37.33	65
R&D Expenditure	0.18*	2.25	83
Regulation of Emerging Technologies	39.74	39.42	71
Investment in Green Energy and Infrastructure	2.89	34.17	83
High-tech and Medium-high-tech Manufacturing	12.85	12.85	78



2. DIGITALIZATION

SCORE: 44.84 RANK: 81

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.76	65.98	50
Data Capability	0.24	21.65	92
Use of Digital Platforms for Providing Financial Services	5.51	67.02	43
Online Services	0.68	58.08	65
E-citizenship	2.30	11.49	99



3. GOVERNANCE

SCORE: 38.50 RANK: 84

INDICATORS	VALUE	SCORE	RANK
Transparency	0.49	49.00	71
Ethical Leadership	0.22	22.00	93
Quality of Bureaucracy	0.38	38.00	81
Regulatory Quality	-0.45	39.50	86
Rule of Law	-0.39	43.77	79
Voice and Accountability	-0.37	38.73	78



4. SOCIETY WELFARE

SCORE: 34.83 RANK: 98

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.47	47.00	91
Education System's Ability to Meet Needs	4.14	50.76	39
Accessibility of Healthcare Services	3.47	27.59	92
Adequate Access to Public Transport	4.71	56.62	54
Adequate Protection for Nature	3.95	50.40	53
Equal Workforce Opportunities	3.56	20.47	90
Use of Basic Drinking Water	61.63	10.42	104
Use of Basic Sanitation	32.70	11.79	103
Social Protection	3.46	30.22	77
Personal Safety	0.43	43.00	73



5. CITIZEN EXPERIENCE

SCORE: 57.26 RANK: 62

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	51.44	41.78	76
Non-discrimination	0.44	44.00	72
Public Services Delivery Index	0.90	85.99	39

*Imputed



PARAGUAY - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Americas

POPULATION
6.7m

GNI
\$0.04tn

GNI PC
\$5.7k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
20.88

RANK
94

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33*	44.52	70
Innovation	0.21*	28.49	84
R&D Expenditure	0.16	1.86	91
Regulation of Emerging Technologies	16.05	15.60	99
Investment in Green Energy and Infrastructure	2.08	17.10	101
High-tech and Medium-high-tech Manufacturing	17.68	17.68	72



2. DIGITALIZATION

SCORE
50.96

RANK
75

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.74	63.56	55
Data Capability	0.47*	45.57	77
Use of Digital Platforms for Providing Financial Services	4.91	47.07	76
Online Services	0.61	48.03	79
E-citizenship	5.70	50.57	75



3. GOVERNANCE

SCORE
42.24

RANK
79

INDICATORS	VALUE	SCORE	RANK
Transparency	0.49*	49.01	70
Ethical Leadership	0.28*	27.51	84
Quality of Bureaucracy	0.42*	42.48	80
Regulatory Quality	-0.21	44.92	75
Rule of Law	-0.56	39.93	87
Voice and Accountability	0.01	49.59	67



4. SOCIETY WELFARE

SCORE
36.59

RANK
96

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.58*	57.94	79
Education System's Ability to Meet Needs	2.56	10.57	103
Accessibility of Healthcare Services	3.12	18.96	103
Adequate Access to Public Transport	2.84	18.26	104
Adequate Protection for Nature	2.58	17.72	99
Equal Workforce Opportunities	3.11	0.75	105
Use of Basic Drinking Water	99.59	99.05	40
Use of Basic Sanitation	92.72	90.46	65
Social Protection	3.50	31.18	73
Personal Safety	0.21*	20.98	96



5. CITIZEN EXPERIENCE

SCORE
47.79

RANK
80

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	37.26	24.78	96
Non-discrimination	0.36*	35.87	83
Public Services Delivery Index	0.88	82.71	49

*Imputed



KYRGYZSTAN - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
6.69m

GNI
\$0.01tn

GNI PC
\$1.2k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
18.41

RANK
99

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.25	33.33	90
Innovation	0.28	37.33	65
R&D Expenditure	0.09	0.57	105
Regulation of Emerging Technologies	26.58	26.19	87
Investment in Green Energy and Infrastructure	1.89	13.05	105
High-tech and Medium-high-tech Manufacturing	0.00	0.00	107



2. DIGITALIZATION

SCORE
38.13

RANK
89

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.50	27.85	97
Data Capability	0.66	64.95	54
Use of Digital Platforms for Providing Financial Services	3.91	13.80	103
Online Services	0.62	49.57	76
E-citizenship	4.30	34.48	87



3. GOVERNANCE

SCORE
33.08

RANK
93

INDICATORS	VALUE	SCORE	RANK
Transparency	0.59	59.00	56
Ethical Leadership	0.18	18.00	97
Quality of Bureaucracy	0.25	25.00	94
Regulatory Quality	-0.58	36.57	91
Rule of Law	-1.07	28.08	102
Voice and Accountability	-0.61	31.81	82



4. SOCIETY WELFARE

SCORE
48.79

RANK
77

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.79	79.00	29
Education System's Ability to Meet Needs	2.89	18.86	93
Accessibility of Healthcare Services	4.10	42.92	75
Adequate Access to Public Transport	4.26	47.52	79
Adequate Protection for Nature	2.51	15.97	101
Equal Workforce Opportunities	4.13	45.31	57
Use of Basic Drinking Water	91.70	80.62	87
Use of Basic Sanitation	97.89	97.24	45
Social Protection	3.26	25.42	89
Personal Safety	0.35	35.00	79



5. CITIZEN EXPERIENCE

SCORE
44.14

RANK
87

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	41.35	29.68	89
Non-discrimination	0.47	47.00	66
Public Services Delivery Index	0.68	55.74	89



BANGLADESH - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
169.36m

GNI
\$0.44tn

GNI PC
\$2.6k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
25.26

RANK
87

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.28*	37.87	88
Innovation	0.22*	29.05	83
R&D Expenditure	0.19*	2.39	79
Regulation of Emerging Technologies	27.89	27.51	86
Investment in Green Energy and Infrastructure	3.57	48.68	63
High-tech and Medium-high-tech Manufacturing	6.04	6.04	99



2. DIGITALIZATION

SCORE
46.99

RANK
80

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.92	88.90	9
Data Capability	0.45*	42.86	79
Use of Digital Platforms for Providing Financial Services	4.52	34.13	93
Online Services	0.65	54.12	71
E-citizenship	2.60	14.94	97



3. GOVERNANCE

SCORE
33.11

RANK
92

INDICATORS	VALUE	SCORE	RANK
Transparency	0.40*	40.21	89
Ethical Leadership	0.25*	24.76	90
Quality of Bureaucracy	0.37*	37.44	89
Regulatory Quality	-0.85	30.47	102
Rule of Law	-0.61	38.69	89
Voice and Accountability	-0.77	27.06	88



4. SOCIETY WELFARE

SCORE
39.57

RANK
90

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.58*	58.08	77
Education System's Ability to Meet Needs	3.33	30.16	76
Accessibility of Healthcare Services	3.50	28.24	90
Adequate Access to Public Transport	3.97	41.50	83
Adequate Protection for Nature	3.00	27.73	87
Equal Workforce Opportunities	3.42	14.34	96
Use of Basic Drinking Water	97.70	94.63	59
Use of Basic Sanitation	54.16	39.93	98
Social Protection	2.85	15.59	99
Personal Safety	0.46*	45.56	71



5. CITIZEN EXPERIENCE

SCORE
45.04

RANK
85

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	50.00	40.06	81
Non-discrimination	0.36*	36.05	82
Public Services Delivery Index	0.71	59.01	85

*Imputed



NAMIBIA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Africa

POPULATION
2.53m

GNI
\$0.01tn

GNI PC
\$4.60k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
27.75

RANK
84

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.19	25.33	86
R&D Expenditure	0.18*	2.36	80
Regulation of Emerging Technologies	31.58	31.22	80
Investment in Green Energy and Infrastructure	3.54	48.01	65
High-tech and Medium-high-tech Manufacturing	3.57	3.57	101



2. DIGITALIZATION

SCORE
27.17

RANK
98

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.46	21.88	101
Data Capability	0.19	16.49	97
Use of Digital Platforms for Providing Financial Services	4.91	47.13	75
Online Services	0.43	25.04	99
E-citizenship	3.50	25.29	93



3. GOVERNANCE

SCORE
53.60

RANK
50

INDICATORS	VALUE	SCORE	RANK
Transparency	0.48	48.00	74
Ethical Leadership	0.47	47.00	44
Quality of Bureaucracy	0.50	50.00	57
Regulatory Quality	0.00	49.66	66
Rule of Law	0.36	61.06	44
Voice and Accountability	0.57	65.88	44



4. SOCIETY WELFARE

SCORE
35.57

RANK
97

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.00	0.00	107
Education System's Ability to Meet Needs	3.51	34.74	70
Accessibility of Healthcare Services	3.70	33.14	84
Adequate Access to Public Transport	3.69	35.73	95
Adequate Protection for Nature	4.36	60.15	44
Equal Workforce Opportunities	4.01	40.24	61
Use of Basic Drinking Water	84.27	63.28	96
Use of Basic Sanitation	35.26	15.15	102
Social Protection	3.92	41.25	58
Personal Safety	0.32	32.00	83



5. CITIZEN EXPERIENCE

SCORE
39.37

RANK
94

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	37.74	25.36	94
Non-discrimination	0.55	55.00	50
Public Services Delivery Index	0.56	37.76	99

*Imputed



TANZANIA, UNITED REPUBLIC OF - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Africa

POPULATION
63.59m

GNI
\$0.07tn

GNI PC
\$1.1k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
27.15

RANK
85

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.19	25.33	86
R&D Expenditure	0.18*	2.35	82
Regulation of Emerging Technologies	34.74	34.39	73
Investment in Green Energy and Infrastructure	3.64	50.20	59
High-tech and Medium-high-tech Manufacturing	6.64	6.64	97



2. DIGITALIZATION

SCORE
34.22

RANK
92

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.88	83.97	15
Data Capability	0.17	14.43	101
Use of Digital Platforms for Providing Financial Services	4.60	36.83	89
Online Services	0.47	30.11	95
E-citizenship	1.80	5.75	104



3. GOVERNANCE

SCORE
30.15

RANK
98

INDICATORS	VALUE	SCORE	RANK
Transparency	0.23	23.00	102
Ethical Leadership	0.34	34.00	63
Quality of Bureaucracy	0.19	19.00	99
Regulatory Quality	-0.63	35.44	95
Rule of Law	-0.52	40.72	86
Voice and Accountability	-0.71	28.74	87



4. SOCIETY WELFARE

SCORE
40.12

RANK
89

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.47	47.00	91
Education System's Ability to Meet Needs	3.88	44.21	49
Accessibility of Healthcare Services	4.14	44.06	72
Adequate Access to Public Transport	4.45	51.27	73
Adequate Protection for Nature	4.87	72.13	24
Equal Workforce Opportunities	4.00	39.61	64
Use of Basic Drinking Water	60.72	8.29	105
Use of Basic Sanitation	31.76	10.56	105
Social Protection	4.08	45.08	49
Personal Safety	0.39	39.00	77



5. CITIZEN EXPERIENCE

SCORE
52.96

RANK
73

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	44.71	33.71	86
Non-discrimination	0.44	44.00	72
Public Services Delivery Index	0.87	81.17	53

*Imputed



BOSNIA AND HERZEGOVINA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Europe

POPULATION
3.27m

GNI
\$0.02tn

GNI PC
\$6.8k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
19.70

RANK
95

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.25	33.33	90
Innovation	0.19	25.33	86
R&D Expenditure	0.19	2.53	77
Regulation of Emerging Technologies	16.05	15.60	99
Investment in Green Energy and Infrastructure	2.36	23.09	96
High-tech and Medium-high-tech Manufacturing	18.29	18.29	68



2. DIGITALIZATION

SCORE
37.15

RANK
90

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.46	22.19	100
Data Capability	0.38	36.08	84
Use of Digital Platforms for Providing Financial Services	4.51	33.86	94
Online Services	0.49	32.72	90
E-citizenship	6.60	60.92	65



3. GOVERNANCE

SCORE
32.87

RANK
94

INDICATORS	VALUE	SCORE	RANK
Transparency	0.37	37.00	94
Ethical Leadership	0.28	28.00	79
Quality of Bureaucracy	0.00	0.00	106
Regulatory Quality	-0.18	45.60	73
Rule of Law	-0.28	46.33	74
Voice and Accountability	-0.31	40.26	77



4. SOCIETY WELFARE

SCORE
42.17

RANK
85

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.64	64.00	67
Education System's Ability to Meet Needs	2.54	10.14	104
Accessibility of Healthcare Services	3.83	36.43	79
Adequate Access to Public Transport	3.72	36.30	93
Adequate Protection for Nature	2.42	13.83	104
Equal Workforce Opportunities	3.11	0.92	104
Use of Basic Drinking Water	96.11	90.93	67
Use of Basic Sanitation	95.39	93.95	59
Social Protection	2.71	12.23	102
Personal Safety	0.63	63.00	34



5. CITIZEN EXPERIENCE

SCORE
32.08

RANK
97

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	54.33	45.25	68
Non-discrimination	0.51	51.00	59
Public Services Delivery Index	0.29	0.00	107



GUATEMALA - COUNTRY PROFILE

INCOME GROUP
Upper middle income

REGION
Americas

POPULATION
17.11m

GNI
\$0.08tn

GNI PC
\$4.9k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
15.30

RANK
102

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.25	33.33	90
Innovation	0.09	12.00	102
R&D Expenditure	0.06	0.00	107
Regulation of Emerging Technologies	20.26	19.84	94
Investment in Green Energy and Infrastructure	1.95	14.25	103
High-tech and Medium-high-tech Manufacturing	12.36*	12.36	80



2. DIGITALIZATION

SCORE
40.52

RANK
86

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.57	38.02	87
Data Capability	0.28	25.77	88
Use of Digital Platforms for Providing Financial Services	5.51	67.16	41
Online Services	0.54	39.46	85
E-citizenship	4.10	32.18	88



3. GOVERNANCE

SCORE
37.34

RANK
86

INDICATORS	VALUE	SCORE	RANK
Transparency	0.59	59.00	56
Ethical Leadership	0.15	15.00	99
Quality of Bureaucracy	0.44	44.00	69
Regulatory Quality	-0.32	42.44	81
Rule of Law	-1.09	27.64	103
Voice and Accountability	-0.46	35.97	80



4. SOCIETY WELFARE

SCORE
36.71

RANK
95

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.49	49.00	89
Education System's Ability to Meet Needs	2.59	11.44	99
Accessibility of Healthcare Services	3.25	22.18	99
Adequate Access to Public Transport	3.51	31.91	98
Adequate Protection for Nature	2.85	24.27	89
Equal Workforce Opportunities	3.74	28.36	82
Use of Basic Drinking Water	94.01	86.01	78
Use of Basic Sanitation	67.93	57.97	94
Social Protection	3.45	29.98	78
Personal Safety	0.26	26.00	89



5. CITIZEN EXPERIENCE

SCORE
40.95

RANK
92

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	38.70	26.51	92
Non-discrimination	0.14	14.00	102
Public Services Delivery Index	0.87	82.33	50

*Imputed



NEPAL - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
30.03m

GNI
\$0.04tn

GNI PC
\$1.2k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
19.40

RANK
96

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.25	33.33	90
Innovation	0.28	37.33	65
R&D Expenditure	0.15*	1.72	92
Regulation of Emerging Technologies	4.47	3.96	104
Investment in Green Energy and Infrastructure	2.86	33.58	86
High-tech and Medium-high-tech Manufacturing	6.47	6.47	98



2. DIGITALIZATION

SCORE
26.31

RANK
99

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.58	39.51	85
Data Capability	0.19	16.49	97
Use of Digital Platforms for Providing Financial Services	4.18	22.71	98
Online Services	0.46	28.68	97
E-citizenship	3.40	24.14	94



3. GOVERNANCE

SCORE
34.24

RANK
90

INDICATORS	VALUE	SCORE	RANK
Transparency	0.42	42.00	86
Ethical Leadership	0.26	26.00	86
Quality of Bureaucracy	0.13	13.00	102
Regulatory Quality	-0.62	35.67	92
Rule of Law	-0.47	42.02	83
Voice and Accountability	-0.09	46.75	71



4. SOCIETY WELFARE

SCORE
43.89

RANK
81

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.61	61.00	73
Education System's Ability to Meet Needs	3.50	34.52	71
Accessibility of Healthcare Services	3.47	27.54	93
Adequate Access to Public Transport	3.92	40.44	84
Adequate Protection for Nature	3.51	39.88	68
Equal Workforce Opportunities	3.19	4.23	100
Use of Basic Drinking Water	90.07	76.83	92
Use of Basic Sanitation	76.61	69.35	88
Social Protection	3.08	21.10	93
Personal Safety	0.64	64.00	30



5. CITIZEN EXPERIENCE

SCORE
25.81

RANK
106

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	34.38	21.33	98
Non-discrimination	0.24	24.00	94
Public Services Delivery Index	0.51	32.10	102

*Imputed



CAMBODIA - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
16.59m

GNI
\$0.03tn

GNI PC
\$1.6k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
18.26

RANK
100

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.17	22.67	101
Innovation	0.09	12.00	102
R&D Expenditure	0.16*	1.86	90
Regulation of Emerging Technologies	30.00	29.63	82
Investment in Green Energy and Infrastructure	2.86	33.63	85
High-tech and Medium-high-tech Manufacturing	9.76*	9.76	90



2. DIGITALIZATION

SCORE
36.24

RANK
91

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.70	57.20	67
Data Capability	0.22	19.59	93
Use of Digital Platforms for Providing Financial Services	4.11	20.22	101
Online Services	0.42	23.26	101
E-citizenship	6.60	60.92	65



3. GOVERNANCE

SCORE
21.01

RANK
105

INDICATORS	VALUE	SCORE	RANK
Transparency	0.26	26.00	100
Ethical Leadership	0.12	12.00	104
Quality of Bureaucracy	0.13	13.00	102
Regulatory Quality	-0.64	35.21	96
Rule of Law	-0.90	32.06	97
Voice and Accountability	-1.44	7.79	102



4. SOCIETY WELFARE

SCORE
45.40

RANK
79

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.68	68.00	54
Education System's Ability to Meet Needs	3.82	42.76	53
Accessibility of Healthcare Services	3.64	31.63	85
Adequate Access to Public Transport	3.42	30.12	99
Adequate Protection for Nature	3.47	38.95	72
Equal Workforce Opportunities	4.46	59.95	39
Use of Basic Drinking Water	71.22	32.81	101
Use of Basic Sanitation	68.77	59.07	92
Social Protection	3.23	24.70	90
Personal Safety	0.66	66.00	28



5. CITIZEN EXPERIENCE

SCORE
31.64

RANK
98

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	45.19	34.29	85
Non-discrimination	0.00	0.00	107
Public Services Delivery Index	0.72	60.63	84

*Imputed



TAJIKISTAN - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Asia and
Oceania

POPULATION
9.75m

GNI
\$0.01tn

GNI PC
\$1.20k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
24.37

RANK
90

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.19	25.33	86
R&D Expenditure	0.09	0.59	104
Regulation of Emerging Technologies	29.74	29.37	83
Investment in Green Energy and Infrastructure	3.45	46.26	67
High-tech and Medium-high-tech Manufacturing	0.66	0.66	106



2. DIGITALIZATION

SCORE
14.30

RANK
105

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.34	4.47	105
Data Capability	0.21	18.56	95
Use of Digital Platforms for Providing Financial Services	4.17	22.27	99
Online Services	0.40	20.45	102
E-citizenship	1.80	5.75	104



3. GOVERNANCE

SCORE
13.11

RANK
106

INDICATORS	VALUE	SCORE	RANK
Transparency	0.14	14.00	105
Ethical Leadership	0.15	15.00	99
Quality of Bureaucracy	0.00	0.00	106
Regulatory Quality	-1.13	24.15	105
Rule of Law	-1.19	25.51	105
Voice and Accountability	-1.71	0.00	107



4. SOCIETY WELFARE

SCORE
53.33

RANK
69

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.50	50.00	87
Education System's Ability to Meet Needs	3.88	44.12	50
Accessibility of Healthcare Services	4.33	48.70	65
Adequate Access to Public Transport	4.49	52.26	67
Adequate Protection for Nature	4.20	56.20	49
Equal Workforce Opportunities	3.63	23.37	88
Use of Basic Drinking Water	81.85	57.63	98
Use of Basic Sanitation	96.77	95.76	54
Social Protection	3.54*	32.21	71
Personal Safety	0.73	73.00	16



5. CITIZEN EXPERIENCE

SCORE
42.86

RANK
90

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	53.61	44.38	72
Non-discrimination	0.47	47.00	66
Public Services Delivery Index	0.55	37.20	100

*Imputed



BOLIVIA - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Americas

POPULATION
12.08m

GNI
\$0.04tn

GNI PC
\$3.3k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
15.06

RANK
103

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.26*	34.79	89
Innovation	0.20*	26.15	85
R&D Expenditure	0.12*	1.08	102
Regulation of Emerging Technologies	2.11	1.59	106
Investment in Green Energy and Infrastructure	1.99	15.07	102
High-tech and Medium-high-tech Manufacturing	11.67	11.67	85



2. DIGITALIZATION

SCORE
42.84

RANK
83

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.66	50.97	74
Data Capability	0.22*	19.40	94
Use of Digital Platforms for Providing Financial Services	5.26	58.96	62
Online Services	0.52	36.61	88
E-citizenship	5.50	48.28	77



3. GOVERNANCE

SCORE
29.08

RANK
99

INDICATORS	VALUE	SCORE	RANK
Transparency	0.35*	35.42	95
Ethical Leadership	0.17*	16.91	98
Quality of Bureaucracy	0.26*	26.30	93
Regulatory Quality	-1.15	23.70	106
Rule of Law	-1.16	26.02	104
Voice and Accountability	-0.11	46.15	72



4. SOCIETY WELFARE

SCORE
34.53

RANK
99

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.56*	56.11	80
Education System's Ability to Meet Needs	2.74	15.07	98
Accessibility of Healthcare Services	3.49	28.03	91
Adequate Access to Public Transport	4.27	47.75	78
Adequate Protection for Nature	2.10	6.34	105
Equal Workforce Opportunities	3.09	0.00	107
Use of Basic Drinking Water	93.39	84.57	81
Use of Basic Sanitation	65.76	55.12	96
Social Protection	3.29	26.14	87
Personal Safety	0.26*	26.20	88



5. CITIZEN EXPERIENCE

SCORE
40.54

RANK
93

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	28.37	14.12	101
Non-discrimination	0.32*	32.30	87
Public Services Delivery Index	0.82	75.19	68

*Imputed



HONDURAS - COUNTRY PROFILE

INCOME GROUP: Lower middle income REGION: Americas POPULATION: 10.28m GNI: \$0.03tn GNI PC: \$2.5k GSI QUARTILE: Bottom Quartile



1. FUTURE READINESS

SCORE: 18.50 RANK: 98

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.25	33.33	90
Innovation	0.19	25.33	86
R&D Expenditure	0.12*	1.11	101
Regulation of Emerging Technologies	16.32	15.87	98
Investment in Green Energy and Infrastructure	2.36	22.92	97
High-tech and Medium-high-tech Manufacturing	12.44*	12.44	79



2. DIGITALIZATION

SCORE: 28.36 RANK: 95

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.51	29.21	94
Data Capability	0.19	16.49	97
Use of Digital Platforms for Providing Financial Services	5.58	69.65	33
Online Services	0.24	0.00	107
E-citizenship	3.60	26.44	90



3. GOVERNANCE

SCORE: 33.40 RANK: 91

INDICATORS	VALUE	SCORE	RANK
Transparency	0.52	52.00	67
Ethical Leadership	0.12	12.00	104
Quality of Bureaucracy	0.38	38.00	81
Regulatory Quality	-0.52	37.92	88
Rule of Law	-1.07	28.10	100
Voice and Accountability	-0.59	32.34	81



4. SOCIETY WELFARE

SCORE: 32.02 RANK: 101

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.45	45.00	96
Education System's Ability to Meet Needs	2.52	9.57	105
Accessibility of Healthcare Services	2.69	8.30	105
Adequate Access to Public Transport	3.17	24.91	103
Adequate Protection for Nature	2.48	15.42	103
Equal Workforce Opportunities	3.73	28.08	83
Use of Basic Drinking Water	95.69	89.94	68
Use of Basic Sanitation	83.78	78.74	81
Social Protection	2.71	12.23	102
Personal Safety	0.08	8.00	102



5. CITIZEN EXPERIENCE

SCORE: 26.38 RANK: 104

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	43.51	32.27	87
Non-discrimination	0.19	19.00	99
Public Services Delivery Index	0.48	27.88	103

*Imputed



ZAMBIA - COUNTRY PROFILE

INCOME GROUP
Low income

REGION
Africa

POPULATION
19.47m

GNI
\$0.02tn

GNI PC
\$1k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
18.95

RANK
97

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.25	33.33	90
Innovation	0.19	25.33	86
R&D Expenditure	0.14*	1.56	93
Regulation of Emerging Technologies	6.58	6.08	103
Investment in Green Energy and Infrastructure	2.99	36.37	81
High-tech and Medium-high-tech Manufacturing	11.03	11.03	87



2. DIGITALIZATION

SCORE
28.32

RANK
96

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.65	50.18	75
Data Capability	0.25	22.68	91
Use of Digital Platforms for Providing Financial Services	4.56	35.52	91
Online Services	0.44	26.34	98
E-citizenship	1.90	6.90	103



3. GOVERNANCE

SCORE
31.34

RANK
97

INDICATORS	VALUE	SCORE	RANK
Transparency	0.22	22.00	103
Ethical Leadership	0.26	26.00	86
Quality of Bureaucracy	0.25	25.00	94
Regulatory Quality	-0.55	37.25	90
Rule of Law	-0.59	39.11	88
Voice and Accountability	-0.37	38.71	79



4. SOCIETY WELFARE

SCORE
31.54

RANK
102

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.22	22.00	104
Education System's Ability to Meet Needs	3.85	43.56	52
Accessibility of Healthcare Services	3.56	29.69	87
Adequate Access to Public Transport	4.84	59.43	51
Adequate Protection for Nature	3.67	43.58	63
Equal Workforce Opportunities	3.74	28.49	81
Use of Basic Drinking Water	65.41	19.25	103
Use of Basic Sanitation	31.90	10.74	104
Social Protection	3.27	25.66	88
Personal Safety	0.33	33.00	82



5. CITIZEN EXPERIENCE

SCORE
30.58

RANK
101

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	21.39	5.75	106
Non-discrimination	0.27	27.00	92
Public Services Delivery Index	0.71	58.98	86

*Imputed



LEBANON - COUNTRY PROFILE

INCOME GROUP: Lower middle income REGION: Middle East POPULATION: 5.59m GNI: \$0.03tn GNI PC: \$5.1k GSI QUARTILE: Bottom Quartile



1. FUTURE READINESS

SCORE: 11.24 RANK: 105

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.08	10.67	106
Innovation	0.09	12.00	102
R&D Expenditure	0.14*	1.51	94
Regulation of Emerging Technologies	23.95	23.54	90
Investment in Green Energy and Infrastructure	1.60	6.85	106
High-tech and Medium-high-tech Manufacturing	12.89*	12.89	77



2. DIGITALIZATION

SCORE: 24.45 RANK: 101

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.47	23.54	98
Data Capability	0.18	15.46	100
Use of Digital Platforms for Providing Financial Services	3.51	0.37	106
Online Services	0.43	24.26	100
E-citizenship	6.40	58.62	70



3. GOVERNANCE

SCORE: 23.35 RANK: 102

INDICATORS	VALUE	SCORE	RANK
Transparency	0.12	12.00	106
Ethical Leadership	0.14	14.00	101
Quality of Bureaucracy	0.25	25.00	94
Regulatory Quality	-0.88	29.80	103
Rule of Law	-1.07	28.08	101
Voice and Accountability	-0.63	31.23	84



4. SOCIETY WELFARE

SCORE: 38.31 RANK: 93

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.70	70.00	48
Education System's Ability to Meet Needs	4.80	67.75	21
Accessibility of Healthcare Services	3.18	20.41	101
Adequate Access to Public Transport	1.95	0.00	107
Adequate Protection for Nature	1.83	0.00	107
Equal Workforce Opportunities	3.13	1.67	102
Use of Basic Drinking Water	92.60	82.72	83
Use of Basic Sanitation	99.20	98.95	30
Social Protection	2.60	9.59	105
Personal Safety	0.32	32.00	83



5. CITIZEN EXPERIENCE

SCORE: 36.59 RANK: 96

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	51.68	42.07	74
Non-discrimination	0.28	28.00	90
Public Services Delivery Index	0.57	39.70	97

*Imputed



MALI - COUNTRY PROFILE

INCOME GROUP
Low income

REGION
Africa

POPULATION
21.9m

GNI
\$0.02tn

GNI PC
\$0.8k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
23.72

RANK
91

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.33	44.00	71
Innovation	0.28	37.33	65
R&D Expenditure	0.18	2.20	84
Regulation of Emerging Technologies	24.47	24.07	89
Investment in Green Energy and Infrastructure	2.57	27.47	94
High-tech and Medium-high-tech Manufacturing	7.22*	7.22	96



2. DIGITALIZATION

SCORE
10.47

RANK
107

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.50	28.04	96
Data Capability	0.03	0.00	107
Use of Digital Platforms for Providing Financial Services	3.50	0.00	107
Online Services	0.37	16.29	103
E-citizenship	2.00	8.05	102



3. GOVERNANCE

SCORE
23.25

RANK
103

INDICATORS	VALUE	SCORE	RANK
Transparency	0.19	19.00	104
Ethical Leadership	0.20	20.00	94
Quality of Bureaucracy	0.06	6.00	105
Regulatory Quality	-0.62	35.67	92
Rule of Law	-0.90	32.02	98
Voice and Accountability	-0.78	26.84	89



4. SOCIETY WELFARE

SCORE
36.87

RANK
94

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.70	70.00	48
Education System's Ability to Meet Needs	2.87	18.58	94
Accessibility of Healthcare Services	3.77	34.79	81
Adequate Access to Public Transport	3.97	41.57	82
Adequate Protection for Nature	3.49	39.47	70
Equal Workforce Opportunities	3.54	19.38	91
Use of Basic Drinking Water	82.55	59.25	97
Use of Basic Sanitation	45.39	28.43	100
Social Protection	3.71	36.21	63
Personal Safety	0.21	21.00	95



5. CITIZEN EXPERIENCE

SCORE
30.92

RANK
100

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	29.57	15.56	100
Non-discrimination	0.31	31.00	89
Public Services Delivery Index	0.62	46.19	94

*Imputed



MALAWI - COUNTRY PROFILE

INCOME GROUP
Low income

REGION
Africa

POPULATION
19.89m

GNI
\$0.01tn

GNI PC
\$0.6k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
22.53

RANK
93

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.42	56.00	42
Innovation	0.28	37.33	65
R&D Expenditure	0.14*	1.50	95
Regulation of Emerging Technologies	3.95	3.44	105
Investment in Green Energy and Infrastructure	2.59	27.91	93
High-tech and Medium-high-tech Manufacturing	8.98	8.98	91



2. DIGITALIZATION

SCORE
11.66

RANK
106

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.31	0.00	107
Data Capability	0.08	5.15	105
Use of Digital Platforms for Providing Financial Services	4.62	37.44	87
Online Services	0.36	15.69	104
E-citizenship	1.30	0.00	107



3. GOVERNANCE

SCORE
37.48

RANK
85

INDICATORS	VALUE	SCORE	RANK
Transparency	0.28	28.00	98
Ethical Leadership	0.28	28.00	79
Quality of Bureaucracy	0.38	38.00	81
Regulatory Quality	-0.79	31.83	100
Rule of Law	-0.24	47.26	69
Voice and Accountability	0.08	51.77	62



4. SOCIETY WELFARE

SCORE
29.28

RANK
104

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.47	47.00	91
Education System's Ability to Meet Needs	3.62	37.53	66
Accessibility of Healthcare Services	3.38	25.28	96
Adequate Access to Public Transport	3.77	37.42	89
Adequate Protection for Nature	3.51	39.77	69
Equal Workforce Opportunities	3.28	8.12	99
Use of Basic Drinking Water	70.05	30.07	102
Use of Basic Sanitation	26.55	3.74	106
Social Protection	3.07	20.86	94
Personal Safety	0.43	43.00	73



5. CITIZEN EXPERIENCE

SCORE
23.74

RANK
107

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	16.59	0.00	107
Non-discrimination	0.55	55.00	50
Public Services Delivery Index	0.40	16.23	106

*Imputed



NIGERIA - COUNTRY PROFILE

INCOME GROUP
Lower middle income

REGION
Africa

POPULATION
213.4m

GNI
\$0.44tn

GNI PC
\$2.1k

GSI QUARTILE
Bottom Quartile



1. FUTURE READINESS

SCORE
15.92

RANK
101

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.17	22.67	101
Innovation	0.19	25.33	86
R&D Expenditure	0.14*	1.46	96
Regulation of Emerging Technologies	17.63	17.19	97
Investment in Green Energy and Infrastructure	2.13	18.22	99
High-tech and Medium-high-tech Manufacturing	10.65*	10.65	88



2. DIGITALIZATION

SCORE
30.92

RANK
93

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.60	41.65	81
Data Capability	0.14	11.34	104
Use of Digital Platforms for Providing Financial Services	5.04	51.61	72
Online Services	0.53	37.36	87
E-citizenship	2.40	12.64	98



3. GOVERNANCE

SCORE
28.44

RANK
100

INDICATORS	VALUE	SCORE	RANK
Transparency	0.39	39.00	91
Ethical Leadership	0.14	14.00	101
Quality of Bureaucracy	0.25	25.00	94
Regulatory Quality	-0.93	28.67	104
Rule of Law	-0.86	33.08	95
Voice and Accountability	-0.64	30.91	85



4. SOCIETY WELFARE

SCORE
22.27

RANK
106

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.56	56.00	81
Education System's Ability to Meet Needs	2.87	18.42	96
Accessibility of Healthcare Services	2.73	9.43	104
Adequate Access to Public Transport	3.37	29.08	101
Adequate Protection for Nature	2.54	16.83	100
Equal Workforce Opportunities	3.10	0.29	106
Use of Basic Drinking Water	77.61	47.72	100
Use of Basic Sanitation	42.72	24.93	101
Social Protection	2.20	0.00	107
Personal Safety	0.20	20.00	97



5. CITIZEN EXPERIENCE

SCORE
37.51

RANK
95

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	27.40	12.96	102
Non-discrimination	0.44	44.00	72
Public Services Delivery Index	0.68	55.58	90

*Imputed



NICARAGUA - COUNTRY PROFILE

INCOME GROUP: Lower middle income REGION: Americas POPULATION: 6.85m GNI: \$0.01tn GNI PC: \$2.00k GSI QUARTILE: Bottom Quartile



1. FUTURE READINESS

SCORE: 11.30 RANK: 104

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.17	22.67	101
Innovation	0.00	0.00	106
R&D Expenditure	0.12*	1.07	103
Regulation of Emerging Technologies	14.12*	13.66	101
Investment in Green Energy and Infrastructure	2.21	19.83	98
High-tech and Medium-high-tech Manufacturing	10.59*	10.59	89



2. DIGITALIZATION

SCORE: 28.26 RANK: 97

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.51	29.78	93
Data Capability	0.16	13.40	102
Use of Digital Platforms for Providing Financial Services	4.70	40.15	86
Online Services	0.48	31.54	92
E-citizenship	3.60	26.44	90



3. GOVERNANCE

SCORE: 21.06 RANK: 104

INDICATORS	VALUE	SCORE	RANK
Transparency	0.35	35.00	96
Ethical Leadership	0.08	8.00	106
Quality of Bureaucracy	0.19	19.00	99
Regulatory Quality	-0.84	30.70	101
Rule of Law	-1.36	21.59	106
Voice and Accountability	-1.29	12.10	100



4. SOCIETY WELFARE

SCORE: 28.41 RANK: 105

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.52	52.00	85
Education System's Ability to Meet Needs	2.15	0.00	107
Accessibility of Healthcare Services	3.43	26.62	94
Adequate Access to Public Transport	3.38	29.37	100
Adequate Protection for Nature	2.50	15.85	102
Equal Workforce Opportunities	3.58	21.23	89
Use of Basic Drinking Water	81.71	57.30	99
Use of Basic Sanitation	73.02	64.64	89
Social Protection	2.58	9.11	106
Personal Safety	0.08	8.00	102



5. CITIZEN EXPERIENCE

SCORE: 25.82 RANK: 105

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	32.00*	18.48	99
Non-discrimination	0.15	15.00	101
Public Services Delivery Index	0.60	44.00	95

*Imputed



VENEZUELA - COUNTRY PROFILE

INCOME GROUP

REGION
AmericasPOPULATION
28.2mGNI
\$0.39tnGNI PC
\$13kGSI QUARTILE
Bottom Quartile

1. FUTURE READINESS

SCORE
4.46

RANK
107

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.00	0.00	107
Innovation	0.00	0.00	106
R&D Expenditure	0.12*	1.14	100
Regulation of Emerging Technologies	18.57*	18.14	96
Investment in Green Energy and Infrastructure	1.28	0.00	107
High-tech and Medium-high-tech Manufacturing	7.50*	7.50	92



2. DIGITALIZATION

SCORE
17.69

RANK
103

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.38	9.44	104
Data Capability	0.06	3.09	106
Use of Digital Platforms for Providing Financial Services	4.32	27.25	95
Online Services	0.31	8.43	105
E-citizenship	4.80	40.23	86



3. GOVERNANCE

SCORE
2.53

RANK
107

INDICATORS	VALUE	SCORE	RANK
Transparency	0.00	0.00	107
Ethical Leadership	0.00	0.00	107
Quality of Bureaucracy	0.13	13.00	102
Regulatory Quality	-2.20	0.00	107
Rule of Law	-2.30	0.00	107
Voice and Accountability	-1.63	2.16	105



4. SOCIETY WELFARE

SCORE
31.12

RANK
103

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.69	69.00	51
Education System's Ability to Meet Needs	2.58	11.07	100
Accessibility of Healthcare Services	2.35	0.00	107
Adequate Access to Public Transport	2.25	5.98	105
Adequate Protection for Nature	1.93	2.26	106
Equal Workforce Opportunities	3.69	26.30	87
Use of Basic Drinking Water	93.69	85.26	80
Use of Basic Sanitation	95.76	94.44	56
Social Protection	2.74*	12.86	101
Personal Safety	0.04	4.00	105



5. CITIZEN EXPERIENCE

SCORE
31.44

RANK
99

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	38.43*	26.19	93
Non-discrimination	0.46	46.00	69
Public Services Delivery Index	0.44	22.13	105

*Imputed



ANGOLA - COUNTRY PROFILE

INCOME GROUP: Lower middle income REGION: Africa POPULATION: 34.5m GNI: \$0.06tn GNI PC: \$1.7k GSI QUARTILE: Bottom Quartile



1. FUTURE READINESS

SCORE: 9.40 RANK: 106

INDICATORS	VALUE	SCORE	RANK
Strategic Prioritization	0.15*	20.15	105
Innovation	0.15*	20.21	101
R&D Expenditure	0.13*	1.27	99
Regulation of Emerging Technologies	0.53	0.00	107
Investment in Green Energy and Infrastructure	1.92	13.55	104
High-tech and Medium-high-tech Manufacturing	1.21	1.21	105



2. DIGITALIZATION

SCORE: 16.82 RANK: 104

INDICATORS	VALUE	SCORE	RANK
Core Government Services Index	0.44	18.08	102
Data Capability	0.16*	13.27	103
Use of Digital Platforms for Providing Financial Services	3.83	10.94	105
Online Services	0.47	30.32	94
E-citizenship	2.30	11.49	99



3. GOVERNANCE

SCORE: 25.01 RANK: 101

INDICATORS	VALUE	SCORE	RANK
Transparency	0.28*	27.66	99
Ethical Leadership	0.13*	12.83	103
Quality of Bureaucracy	0.19*	18.96	101
Regulatory Quality	-0.66	34.76	97
Rule of Law	-0.95	30.86	99
Voice and Accountability	-0.84	25.00	93



4. SOCIETY WELFARE

SCORE: 15.81 RANK: 107

INDICATORS	VALUE	SCORE	RANK
Income Equality	0.55*	54.64	83
Education System's Ability to Meet Needs	2.18	0.94	106
Accessibility of Healthcare Services	2.42	1.83	106
Adequate Access to Public Transport	2.20	5.10	106
Adequate Protection for Nature	2.67	19.96	95
Equal Workforce Opportunities	3.17	3.32	101
Use of Basic Drinking Water	57.17	0.00	107
Use of Basic Sanitation	51.66	36.64	99
Social Protection	2.64	10.55	104
Personal Safety	0.25*	25.12	90



5. CITIZEN EXPERIENCE

SCORE: 26.82 RANK: 103

INDICATORS	VALUE	SCORE	RANK
Availability of Local Online Content	23.08	7.78	105
Non-discrimination	0.34*	33.58	86
Public Services Delivery Index	0.56	39.09	98

*Imputed

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7. APPENDICES

I. Citizen Experience

NO.	Indicators	Description	Rationale	Data Source	Data Year
1.1	Availability of Local Online Content	This measures the extent to which internet content and services in the local language and aligned with local demand are available in the country as rated on a scale of 1 (not at all) to 7 (to a great extent).	This indicator assesses the accessibility and relevance of online services to the local population, aligning with their language and demand.	World Economic Forum	2020
1.2	Non-discrimination	This indicates freedom from discrimination and is calculated as the average of six sub-indicators: socioeconomic status, ethnicity, gender, religion, foreign nationality, and sexual orientation. Each of these six sub-indicators is determined as the average of five questionnaire responses. Four of the questionnaires utilize a scale where "Very Likely" corresponds to 0, "Likely" to 0.333, "Unlikely" to 0.667, and "Very Unlikely" to 1. The fifth questionnaire employs a binary scale where "Yes" corresponds to 0, and "No" corresponds to 1.	This indicator gauges whether all citizens receive equal access and fair treatment, promoting an inclusive and equitable online environment.	World Bank	2022
1.3	Public Service Delivery Index (PSDI)	This measures the maturity of online public service portals, with a focus on citizen-centric design and universal accessibility. The PSDI is calculated as the weighted average of nine key indicators (KIs) and 27 sub-indicators. Within the nine KIs, value ranges differ: one employs a scale of 0 to 1, one has a binary value of 0 or 1, and seven utilize a range between 0 and 2.	This indicator assesses the effectiveness of online public service portals in delivering user-friendly and universally accessible services, enhancing citizens' interaction with government services.	World Bank	2022

2. Digitalization

NO.	Indicators	Description	Rationale	Data Source	Data Year
2.1	Core Government Systems Index (CGSI)	This measures the key elements of a comprehensive government approach, encompassing the government cloud, the interoperability framework, and other related platforms. The CGSI is calculated as the weighted average of 17 KIs and 69 sub-indicators. Within the 17 KIs, value ranges differ: 16 employ a scale of 0 to 2, and one utilizes a range between 0 and 1.	This indicator reflects the maturity of core government systems, including the interoperability framework, government cloud, and related platforms, highlighting the government's commitment to a comprehensive digital approach.	World Bank	2022
2.2	Data Capability	This assesses the capacity to collect and utilize data and deliver high-quality digital and online services, utilizing a standardized 0–1 scale for comparison and aggregation. This indicator is an average of two sources: the Statistical Performance Index (SPI) framework and the E-Government Development Index (EGDI).	This key indicator measures the government's readiness to harness data's power for enhancing digital and online services, ensuring efficient data utilization.	World Bank SPI	2022
2.3	Use of Digital Platforms for Providing Financial Services	This measures the extent to which digital platforms are employed to provide financial services as rated on a scale of 1 (not at all) to 7 (to a great extent), based on survey responses.	Monitoring this indicator is crucial as it reflects the extent to which digital platforms are integrated to offer financial services, a pivotal aspect of modern digital transformation.	UN EGDI	2021
2.4	Online Services	This assesses the extent of online e-government service provision in 193 member states using the Online Service Index (OSI) which consists of five subindices: Institutional Framework (IF), Services Provision (SP), Content Provision (CP), Technology (TEC), and E-Participation (EPI). OSI is computed by averaging the normalized values of these subindices, with weights assigned based on the relative proportion of questions in the assessment questionnaire. IF holds 10%, SP 45%, CP 5%, TEC 5%, and EPI 35%.	This indicator quantifies the extent of online e-government services, highlighting the government's commitment to digital service delivery.	World Economic Forum	2020
2.5	E-citizenship	This assesses e-citizenship on a scale of 1 to 10 based on standardized values of fixed broadband subscriptions, internet users, and Facebook users as a percentage of the population.	This indicator reflects the population's digital readiness, influenced by factors like internet and social media usage, indicating the society's capacity to engage in a digital environment.	UN E-Government	2021

3. Future Readiness

NO.	Indicators	Description	Rationale	Data Source	Data Year
3.1	Strategic Prioritization	This measures the focus on important long-term goals and outcomes in decision-making frameworks, utilizing a standardized 0–1 scale for comparison and aggregation. It is calculated as the average of responses to two survey questions: "To what extent does the government set and maintain strategic priorities?" and "How much influence do strategic planning units and bodies have on government decision-making?". The responses are scored on a scale of 1 (worst) to 10 (best).	This indicator quantifies the government's ability to envision and work towards long-term goals, reflecting its preparedness for the future.	Bertelsmann Stiftung Transformation Index (Prioritization), Bertelsmann Stiftung Sustainable Governance Indicators (Strategic Planning)	2022
3.2	Innovation	This measures the capacity for learning and the generation, adaptation, and application of ideas, utilizing a standardized 0–1 scale for comparison and aggregation. It is calculated as the average of responses to two survey questions: "How innovative and flexible is the government?" and "To what extent does the government respond to international and supranational developments by adapting domestic government structures?". The responses are scored on a scale of 1 (worst) to 10 (best).	This indicator reflects the government's adaptability and capacity for generating, adapting, and applying new ideas and technologies to stay at the forefront of progress.	Bertelsmann Stiftung Transformation Index (Policy Learning) Bertelsmann Stiftung Sustainable Governance Indicators (Adaptability)	2022
3.3	R&D Expenditure	This measures gross expenditure on research and development (R&D) as a percentage of Gross Domestic Product (GDP) in a given year. It encompasses all intramural R&D expenditure, regardless of the funding source, conducted within a statistical unit or sector of the economy during the defined period.	This indicator signifies the government's commitment to fostering innovation and advancement, which are essential for staying competitive.	UNESCO Institute for Statistics	2021
3.4	Regulation of Emerging Technologies	This measures the adaptability of the legal framework to five emerging technologies (artificial intelligence, robotics, app- and web-enabled markets, big data analytics, and cloud computing) on a scale of 1 (not at all) to 7 (up-to-date).	This indicator reflects how well the legal framework adapts to emerging technologies, a key aspect of preparing for the future.	World Economic Forum	2020
3.5	Investment in Green Energy and Infrastructure	This assesses government funding and subsidies for green and sustainable energy and infrastructure on a scale of 1 (not at all) to 7 (to a great extent).	Monitoring this indicator is vital as it signifies the government's dedication to green and sustainable energy and infrastructure, which are crucial for a sustainable future.	World Economic Forum	2021

3.6	High-tech and Medium-high-tech Manufacturing	This measures the percentage of high-tech and medium-high-tech manufacturing within the total manufacturing output, following the Organisation for Economic Co-operation and Development's (OECD) classification of technology intensity based on International Standard Industrial Classification of All Economic Activities (ISIC) Revision 4 and Revision 3, and utilizing data from UNIDO's INDSTAT 2 and INDSTAT 4 databases.	This indicator quantifies the country's ability to produce high-tech and medium-high-tech goods, which are essential for future economic growth and competitiveness.	United Nations Industrial Development Organization (UNIDO)	2020
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4. Governance

NO.	Indicators	Description	Rationale	Data Source	Data Year
4.1	Transparency	This assesses government information accessibility on a standardized 0–1 scale, calculated as the average of the TRACE Bribery Risk Matrix—Transparency sub-indicator and the Open Budget Survey transparency score. The former evaluates government regulatory transparency, while the latter assesses the timeliness and availability of budget information in accordance with international standards.	Monitoring Transparency is fundamental as it signifies the government's commitment to providing accessible information, which fosters accountability, trust, and informed citizen participation.	TRACE Bribery Risk Matrix, Open Budget Survey	2021
4.2	Ethical Leadership	This assesses the integrity and credibility of government leaders in preventing misuse of public power on a scale ranging from 0 (highly corrupt) to 100 (very clean).	This indicator reflects the integrity and credibility of government leaders in preventing the abuse of public power for personal gain, which is essential for maintaining public trust.	Transparency International—Corruption Perceptions Index 2021	2021
4.3	Quality of Bureaucracy	This measures the effectiveness and consistency of the civil service's performance across political shifts, utilizing a standardized 0–1 scale for comparison and aggregation. It is calculated as the average of responses to two survey questions: "In your country, how independent is the judicial system from the influences of the government, individuals, or companies?" and "In your country, how efficient are the legal and judicial systems for companies in settling disputes?". The responses are scored on a scale of 1 (not independent at all/extremely inefficient) to 7 (entirely independent/extremely efficient).	Measuring the Quality of Bureaucracy is important as it evaluates the civil service's effectiveness and consistency, which are crucial for ensuring government stability and performance.	Economist Intelligence Unit (Quality of Bureaucracy/Institutional Effectiveness)	2022

4.4	Regulatory Quality	This measures the government's ability to create and enforce effective policies and regulations that support private sector development on a standardized scale ranging from approximately -2.5 to 2.5.	This indicator reflects the government's ability to formulate and implement sound policies and regulations, which are essential for fostering a conducive environment for private sector development.	World Bank	2020
4.5	Rule of Law	Assesses the fairness, accountability, and accessibility of legal systems and governance to ensure justice on a standardized 0–1 scale, calculated as the average of the Worldwide Governance Indicators—Rule of Law Index and the World Justice Project—Rule of Law Index scores.	Assessing the Rule of Law is fundamental for the Governance dimension as it quantifies the fairness, accountability, and accessibility of legal systems and governance, which are essential for upholding justice and the rule of law.	Worldwide Governance Indicators — Rule of Law, World Bank	2022
4.6	Voice and Accountability: Estimate	This measures the extent of citizen participation in government selection, and freedom of expression, association, and media on a standardized scale ranging from approximately -2.5 to 2.5.	Measuring Voice and Accountability is essential as it reflects the extent to which citizens can participate in government processes and express their views, promoting democratic governance and citizen engagement.	World Bank	2022

5. Society Welfare

NO.	Indicators	Description	Rationale	Data Source	Data Year
5.1	Income Equality	This assesses the distribution of income across the population for evenness, where a score of 0 represents perfect equality while a score of 100 implies perfect inequality.	This indicator highlights the evenness of income distribution within a population, which is a fundamental factor in determining the overall well-being and social harmony of a society.	Standardized World Income Inequality Database (Solt, Frederick)	2021
5.2	Education System's Ability to Meet Needs	This measures the extent to which the education system meets the needs of a competitive economy as rated on a scale of 1 (not at all) to 7 (to a great extent).	Evaluating the ability of the education system to meet the demands of a competitive economy is vital for the Society Welfare dimension as it reflects the country's commitment to providing its citizens with the knowledge and skills needed for economic and social prosperity.	World Economic Forum	2021

5.4	Adequate Access to Public Transport	This measures the extent to which all members of the population have sufficient access to public transportation services as rated on a scale of 1 (not at all—service is difficult to access or only available to some people) to 7 (to a great extent—service is easy to access for everyone).	This indicator quantifies the extent to which transportation services are readily available to all members of the population, ensuring mobility, access to opportunities, and social inclusion.	World Economic Forum	2021
5.5	Adequate Protection for Nature	This measures the extent to which the environment and nature are adequately protected in a country as rated on a scale of 1 (not at all) to 7 (to a great extent).	Monitoring environmental protection is vital as it signifies the country's commitment to safeguarding the well-being of its citizens and future generations through responsible environmental practices.	World Economic Forum	2020
5.6	Equal Workforce Opportunities	This measures the overall extent of equal workforce opportunities in a country, considering women, those from disadvantaged backgrounds, individuals with disabilities, and those identifying as LGBTI as rated on a scale of 1 (not at all) to 7 (to a great extent).	Assessing the overall extent of equal workforce opportunities reflects inclusivity and diversity, factors that are critical for social well-being and prosperity.	World Economic Forum	2020
5.7	Use of Basic Drinking Water	This measures the percentage of the total population using basic drinking water services from an improved source, considering collection time not exceeding 30 minutes for a round trip. Improved sources include piped water, boreholes, protected wells and springs, and packaged or delivered water.	Measuring the percentage of the population with access to basic drinking water is essential as it directly impacts public health and well-being by ensuring safe and convenient access to clean water.	World Bank	2020
5.8	Use of Basic Sanitation	This measures the percentage of the total population using basic sanitation services (i.e. improved sanitation facilities not shared with other households). Improved sanitation facilities include flush systems, septic tanks, ventilated improved pit latrines, composting toilets, and pit latrines with slabs.	This indicator assesses the public's access to basic sanitation services, a critical element for their health and well-being.	World Bank	2020
5.9	Social Protection	This assesses the extent to which a formal social safety net in a country provides protection to the general population from economic insecurity in cases of job loss or disability. The responses are measured on a scale of 1 (no protection) to 7 (full protection).	This indicator demonstrates the country's commitment to mitigating economic insecurity for its citizens in times of job loss or disability.	World Economic Forum	2021
5.10	Personal Safety	This measures the state's effectiveness in safeguarding its citizens from violent crime. This indicator is an aggregate of the Global Peace Index—Level of Violent Crime, Gallup's Law and Order Report, and the UNODC's homicide and robbery rates, with metrics scaled and averaged.	This indicator reflects the state's ability to protect its citizens from violent crime, ensuring a secure and stable society.	Economist Intelligence Unit (Level of Violent Crime) taken from Global Peace Index 2022, Gallup Law and Order Report 2021, and United Nations Office on Drugs and Crime (UNODC)	2022

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