THE KPI INSTITUTE

GOVERNMENT SERVICES INDEX 2022

ADAPTABILITY

TALENT

IMPACT

DIGITALIZATION

GOVERNANCE

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01 PREFACE

We're in the midst of a global recovery, a post COVID-19 pandemic reboot for government welfare. Whereas governments have been pressed to act at unprecedented speed and scale to avoid economic collapse during this unexpected crisis, they now find themselves ahead of the most interesting story beginning to unfold.. Worldwide governments must now manage to transition from the temporary state they had to suddenly create a new position of economic recovery and growth. In the now post-pandemic era, this much becomes an exercise of reimagining government services and operations with a clear sense of timing and sensitivity to individual and business needs.

In the aforementioned context, "Restart" means a well-designed set of international policy decisions founded on innovation through learning, whereas routines of policymaking are flexible enough to enable innovative approaches. Flexibility, in this case should be sufficient enough to meet the differentiated needs of various segments of the population. Specific opportunities for groups such as highly skilled workers, immigrants or foreign workers and minority groups need to be designed in the aftermath of the pandemic crisis. In order to move into a sustainable recovery system, it becomes an imperative that such programs are expanded or made more efficient so that they can serve people who cannot quickly revert to their former economic standing. TALENT is the keyword here. Particular attention should be given to people at higher risk of unemployment, which in the light of past recessions have been identified as 50 or over, and a younger people cohort placed in their first 10 years after leaving school. Governments should, therefore, find means for more intensive support in retaining and skilling, while motivating these particular groups to find work opportunities.

All of these practices fit together in the larger context of governments encouraging business development to align their employment policies to job opportunities. However, it is a colossal task that countries attract back their biggest income sources, tourism and foreign direct investment in such a short period of time since the pandemic. It is only normal that countries, which get their branding right, will rebound the most successfully.. Consequently, it is a value system that supports competitiveness, a national culture of openness to new ideas, individual flexibility, ADAPTABILITY, and an open attitude towards globalization that should be on the mind of policymakers worldwide, who want to foster business development and attract top talent for their countries.

One other way to earn the stellar country image governments so much desire is a gold standard of good governance. Following the pandemic, such a standard would imply harmonization of domestic and international responsibilities, ensuring that governments worldwide do the right thing for their people and the rest of the world as well. In this context, the use of international assistance and support weighs heavily on a government's ability to improve its image and capitalize on country branding while becoming increasingly responsive in the face of the new challenges that may arise.

Throughout the journey of becoming increasingly adaptive in the face of new challenges, the pandemic has accelerated governments' digital transformation efforts.

COVID-19 has vaulted governments headfirst into the next stage of digitization. Rarely in modern history have so many large-scale digital initiatives rolled out so quickly and at such a massive scale. The pandemic, on the other hand, has demonstrated how far some governments around the world still need to go on their DIGITALIZATION journey. The key to good digital services is understanding the users' perspective. It is this capacity of governments that drives increased e-participation and leads to the procurement of the most effective technologies to deliver the user experience. E-government development can be challenging, but many institutions in the public sector have discovered that it is ultimately rewarding. In developing countries, the digitalization of processes makes government services available to people using the Internet and mobile technologies. This means bypassing poor physical infrastructure bottlenecks, as well as increasing accountability throughout the system. In developed countries, the main objective of the digitalization of government processes is to reduce costs and administrative burdens.

Transparency, in this case, is an indicator of government GOVERNANCE that can strengthen the public's trust in digital initiatives as well as civic engagement among others. Eliminating cast-iron bureaucracy and siloed sources of power are necessary pre-conditions for reducing the general reluctance to share data while helping political leadership pursue the vision of harnessing a digital-first mentality.

A pragmatic implementation of government services refers to the adoption of methods, tools, and techniques that ensure progress over time. Agile government methods across the implementation cycle secure the achievement of the overall government vision as well as the attainment of prioritized goals. Innovation in service delivery and partnerships build the know-how and capability to deliver and manage incumbent transformation while providing a supportive environment for sustained implementation that can be scaled and sustained over time.

If the government is not efficient and the quality of governance is poor, the IMPACT on public services and, ultimately, citizens, will be major. The realization that a better government is not just one that bares the banner "politically elected", but one that resolves the economic woes of society, is one that must be actively pursued.

So, it is with great pleasure that The KPI Institute releases its first global index report in an area of such great significance as the public sector. For the past two decades, our organization has been supporting government organizations around the world to articulate strategies that deliver transparency and demand accountability on any government's side. The Government Services Index 2022 raises the par when it comes to looking into the performance of governments worldwide. It provides a holistic view on the performance of governments as far as all elements of effective governance: ADAPTABILITY, TALENT, DIGITALIZATION, GOVERNANCE, and IMPACT. It is a tool that provides a forward-looking introspect into the future of all our lives.

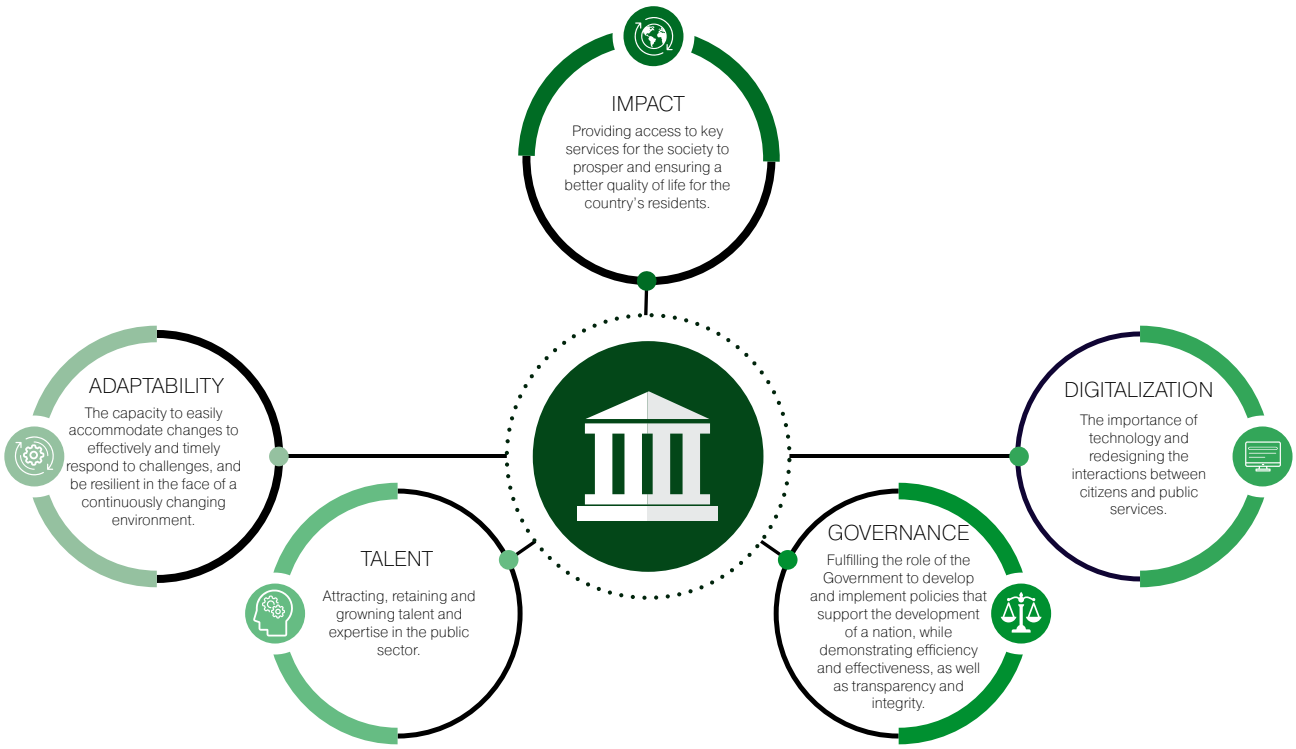
2 INDEX METHODOLOGY

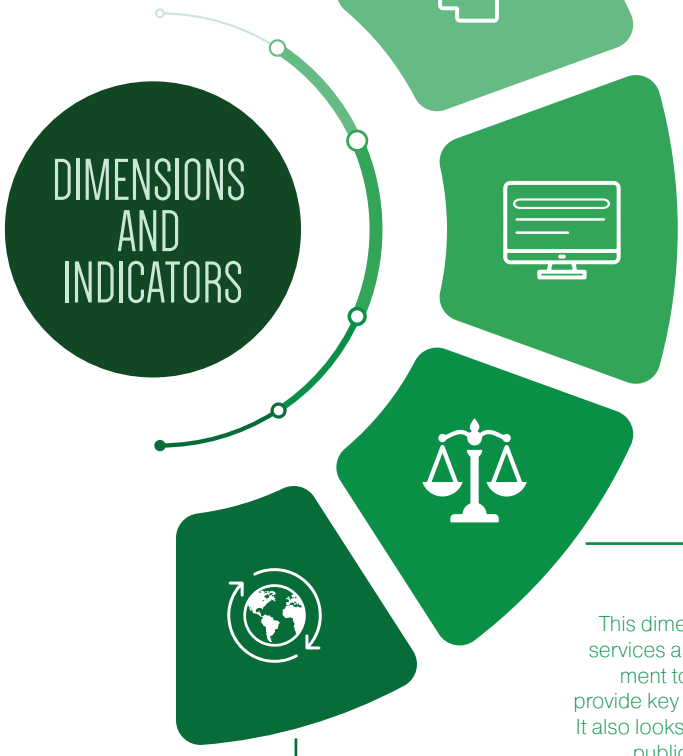
2.1 Composition

The Government Services Index (GSI) is a composite set of indicators aiming to capture the performance of nations in public services in key areas, which drive success for governments.
The development of the index is based on a thorough review of relevant academic and practitioner literature on critical success factors for public services, correlated with indicators already reported at the global level by international organizations. Over 100 articles and 25 global indexes were analyzed to identify relevant areas of interest in measuring the quality of public services and the availability of global data (over 1,500 indicators reviewed).

The index contains 5 dimensions or areas of interest, and it is built on data collected from 32 indicators. The dimensions were chosen considering key value drivers for high performing public services:

- Adaptability
- Talent
- Digitalization
- Impact
- Governance





ADAPTABILITY

This dimension of the index investigates the ability to adapt to changes to develop a flexible public service apparatus and to ensure the right attitude and minset to support national development and competitiveness.

- Government responsiveness to change
- Legal framework's adaptability to digital
- Business models
- Need

TALENT

The Government Services Index looks into how learning and knowledge are built inside the public services environment, as well as to the quality of talent available on the national labor market which is the main source for recruitment for highly skilled end competent public servants

- Policy learning
- Effective use of support
- Skilled labor
- Competent senoir managers
- Brain retention

DIGITALIZATION

This dimension is about public service readiness for digital transformation, its ability to enable the development of digital technologies and to ensure the know-how necessary to discover, understand and build new technologies aimed at improving the growth and well-being of the society.

- Government procurement of advanced technology products
- Availability of latest technologies
- Cost of redundancy dismissal
- Fixed broadband subscriptions
- Online e-participation
- E-Government Development

GOVERNANCE

This dimension reflects on the public services as an enabler of the Government to implement its policies and provide key services for the population. It also looks into the operational side of public service, the efficiency and effectiveness of administration of resources and assets.

- Government effectiveness
- Efficient use of assets
- Efficiency of government spending
- Policy coordination
- Implementation
- Bureaucracy
- Transparency
- Public sector corruption

IMPACT

The Government Services Index includes a dimension dedicated to outcomes in order to identify the extent to which countries succeed through their Governments to provide access to critical public services and ultimately contribute to the social and economic prosperity of the country

- Literacy Rate
- Access to electricity
- Satisfaction with healthcare
- Satisfaction with roads and highways
- Quality of life

GSI: DIMENSIONS AND INDICATORS

The indicators were selected based on the following criteria:

DATA SOURCE RELIABILITY

Indicators available from independent and international organizations with high expertise in collecting data and measuring performance across a variety of dimensions related to country performance. This is vital for providing trustful information to the index report users.

DATA AVAILABILITY AT GLOBAL LEVEL

To generate a global report and enable valid comparisons, data should be available for a significant sample of countries, but also to include the most representative nations of each region analyzed in the report. This enables a reliable general evaluation of the global landscape and the specific particularities of each region. To provide a reliable data accuracy in the index calculations, the data missing percentage was kept under 10%, as per best practices recommended in data missing treatments.

DATA REPORTING HISTORY

Refers to ensuring that the selected indicators were not the first-time collected and countries data will be available on an annual basis, to enable the annual release of the Government Services Index.

LATEST DATA

This criterion refers to using indicators which rely on recent data as much as possible, which led to the elimination of all indicators with data older than 2018. Thus, 81% of the index indicators reflect results from 2020 and 2021.

INDICATORS RELEVANCY FOR PUBLIC SERVICES PERFORMANCE

After the prior filtering criteria, the most meaningful indicators were selected to measure the key areas of interest or dimensions identified during the secondary research stage.

The GSI results are presented in context, as additional information was collected about the top performing countries to bring forwards the recent governmental initiatives which may have impacted the results obtained in this assessment.

The first of its kind, the Government Service Index Report contains 66 countries, covering 7 world regions:

Central and Eastern Europe		
No.	19 - Countries	Abbr.
25	Switzerland	CH
26	Estonia	EE
27	Austria	AT
28	Luthunania	LT
29	Czech Republic	CZ
30	Cyprus	CY
31	Latria	LV
32	Kazakhstan	KZ
33	Slovenia	SI
34	Greece	GR
35	Turkey	TR
36	Slovakia	SK
37	Bulgaria	BG
38	Ukraine	UA
39	Poland	PL
40	Russia	RU
41	Romania	RO
42	Hungary	HU
43	Croatia	HR

Western Europe		
No.	15 - Countries	Abbr.
10	Netherlands	NL
11	Denmark	DK
12	Sweden	SE
13	Norway	NO
14	Finland	FI
15	Luxembourg	LU
16	Iceland	IS
17	Ireland	IE
18	Germany	DE
19	United Kingdom	UK
20	Belgium	BE
21	Portugal	PT
22	France	FR
23	Spain	ES
24	Italy	IT

Asia Pacific		
No.	13 - Countries	Abbr.
44	Singapore	SG
45	Israel	IL
46	China	CN
47	New Zealand	NZ
48	Australia	AU
49	Malaysia	MY
50	Korea, Rep. (South)	KR
51	Indonesia	ID
52	Japan	JP
53	Thailand	TH
54	India	IN
55	Philippines	PH
56	Mongolia	MN

South America		
No.	6 - Countries	Abbr.
4	Chile	CL
5	Colombia	CO
6	Brazil	BR
7	Argentina	AR
8	Peru	PE
9	Venezuela	VE

Africa		
No.	4 - Countries	Abbr.
63	South Africa	ZA
64	Botswana	BW
65	Egypt	EG
66	Morocco	MA

Middle East		
No.	6 - Countries	Abbr.
57	United Arab Emirates	AE
58	Qatar	QA
59	Saudi Arabia	SA
60	Jordan	JO
61	Bahrain	BH
62	Oman	OM

North America		
No.	3 - Countries	Abbr.
1	United States	US
2	Canada	CA
3	Mexico	MX

2.2 CALCULATION

Data Collection

Initially data for all indicators have been collected for 169 countries from the latest reports available. This data set reflect a 30.2% data missing result.

Data Elimination

To provide a high reliability of data, it is recommended that the missing data percentage stands below 15%, according to the best practices in missing data treatments. Thus, the goal has been to minimize missing data while maintaining all 32 indicators and the largest possible number of countries, with a satisfying representation for global regions. To reach this goal, countries have been listed in a descending order according to the missing data percentage, in order to ultimately eliminate those countries which had high percentages of data unavailability. Moreover, to ensure a relevant sample of countries for the index report, countries like Oman, Bahrain, Egypt, and Morocco have been added to ensure a good representation of the region they belong to.

The data elimination effort has produced a final list of 66 countries, 7 world regions and reduced the missing data percentage to an acceptable 8.3%.

Data Imputation

Linear regression is the main statistical method applied to impute missing data. As a first step, regression models have been built with independent variables (indicators which had data and were used to estimate values of indicators with missing data) from the same group as the dependent variable (indicators with missing data, which required imputation) to enhance inter-group coherence. All indicators in the group - other than the dependent ones - have been included in the analysis, except for the indicators that exhibited missing values as far as the same countries that exhibited missing data for the dependent indicator as well. Countries that exhibited missing data for independent indicators have been also excluded. The model's acceptance threshold has been set at 0.5 coefficient of determination (R-Squared).

As a second step, in the case of dependent indicators for which the application of the primary model did not work (i.e., has not reached the acceptance threshold), alternative regression models were built with relevant independent indicators chosen from all other indicator groups. Relevant indicators exhibiting missing values for the same countries that exhibited missing data for the dependent indicator as well, have been excluded. Countries that had missing data for independent indicators have been also excluded. The model acceptance threshold has been set at 0.5 for the coefficient of determination (R-Squared).

As a third step, for dependent indicators in the case of which neither primary nor secondary models fit (i.e., have not reached the acceptance threshold), modified versions of secondary models have been applied. Instead of excluding indicators and countries with missing values under dependent variables, imputed values from the previous models have been inserted. The model acceptance threshold has been set at 0.5 for the coefficient of determination (R-Squared).

The last step in the imputation process implied that for dependent indicators in the case of which none of the previous regression models fit (i.e., have not reached the acceptance threshold), other data missing treatments were applied. This type of incident occurred in the case of two indicators, each tied into one country in the index (two missing data points in the total database). The Last Observation Carried Forward (LOCF) method has been applied with the Cost of Redundancy Dismissal indicator. For the second indicator referred here, namely Literacy Rate, a value from an alternative data source that uses a similar methodology to the one used by the original source used for the rest of the countries' data was used. Adult literacy - The percentage of people ages 15 and above who can both read and write to such a degree that they are able to understand a short simple statement about their everyday life, was used as the alternative data source in the case mentioned. Imputation details for all indicators indicators can be found in tables 1 and 2 below.

Table 1: Imputed Indicators - Part I

IMPUTED INDICATOR	MISSING VALUES	TYPE OF INDEPENDENT INDICATORS	IMPUTED VALUES INSERTION	R-SQUARED
Efficient use of assets	26	Within Group	No	0.698
Efficiency of government spending	1	Within Group	No	0.79
Implementation	26	Within Group	No	0.595
Policy coordination	25	Within Group	No	0.681
Bureaucracy	4	Within Group	No	0.842
Transparency	4	Within Group	No	0.76
Flexibility and adaptability	4	Across Groups	Yes	0.533
Attitudes towards globalization	4	Across Groups	No	0.519
Image abroad or branding	4	Within Group	No	0.753
National culture	4	Across Groups	Yes	0.616
Value system	4	Within Group	No	0.634
Need for economic and social reforms	4	Across Groups	No	0.81
Legal frameworks adaptability to digital business models	1	Within Group	No	0.635
Policy learning	26	Across Groups	No	0.553
Effective use of support	25	Across Groups	No	0.533
Skilled labor	4	Across Groups	No	0.533
Competent senior managers	4	Within Group	No	0.595
Quality of life	4	Within Group	No	0.711

Table 2: Imputed Indicators - Part II

IMPUTED INDICATOR	MISSING VALUES	TECHNIQUE	YEAR	SOURCE
Literacy rate	1	Alternative Source	2021	Legatum Prosperity Index
Literacy rate	1	Last Observation carried forward (LOCF)	2016	Global Innovation Index – 2016

Normalization

After the imputation stage, all values have been scaled to a set range between 0 and 1, using the following formula:

$$\frac{(\text{Value} - \text{Min})}{(\text{Min} - \text{Min})}$$

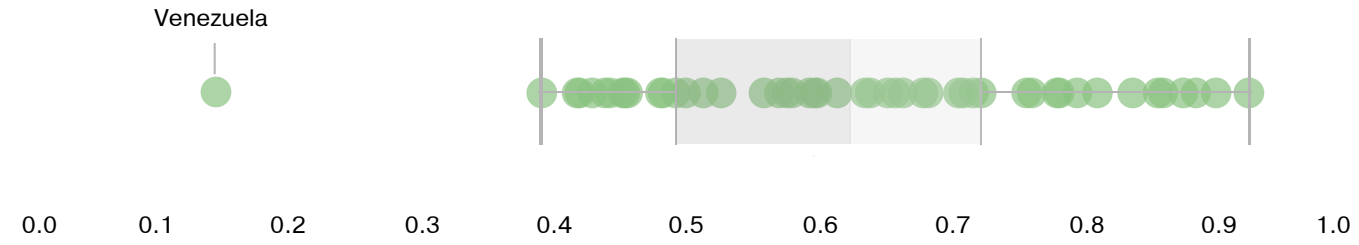
Two indicators from the Government Services Index composition have a negative (inversely proportional) relationship with the final total score: Cost of Redundancy Dismissal and Public Sector Corruption. For these indicators the normalization formula has been modified to inverse the relationship to positive, using this formula:

$$\frac{(\text{Value} - \text{Max})}{(\text{Min} - \text{Max})}$$

Score Calculation and Ranking

The Government Services Index score for each country is calculated as the arithmetic mean of normalized values for each indicator. The country with the highest score is ranked as the first or the best-performing nation, and the country with the lowest score is positioned as last in the index ranking.

Similarly, the score for each dimension of the index is calculated using the arithmetic mean of all indicators scores included in that specific dimension. The higher the score of the dimension, the better the performance. The index scores are grouped in performance quartiles to facilitate the interpretation of results and to enable report users to easily grasp the performance category in which each nation falls. Each quartile represents 25% of the scores' distribution. One country -Venezuela- has been detected as an outlier on the univariate basis of the total score.



Quartiles, interquartile range (IQR) and lower bound calculate as presented in table 3:

1st Quartile	Median	3rd Quartile	IQR	Lower Bound	Venezuela Score
0.491	0.623	0.721	0.230	0.146	0.144

Thus, countries scores can be interpretated in general terms as presented in table 4:

Table 4: Performance Categories

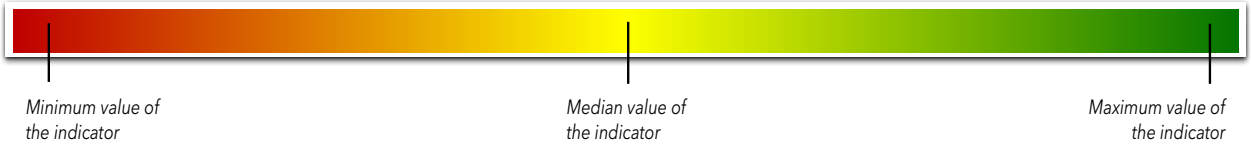
Income Group	Highest Score	Lowest Score
Top Quartile	0.922	0.721
Upper Middle Quartile	0.721	0.623
Lower Middle Quartile	0.623	0.491
Bottom Quartile	0.491	0.146
Outlier	0.146	0.144

Comparative Analysis of Indicators at Regional Level – Color Coding

The chromatic scales in the comparative analysis tables are built on a three-color scale of green, yellow, and red, based on each indicator's values within the respective region (each indicator has its own scale given the values registered among the countries in the region).

- The green color represents the maximum value registered by the indicator in the data set (countries in the region).
- The yellow color is displayed for the median value of the indicator in the data set (countries in the region).
- The red color is used for the minimum value of the indicator in the data set (countries in the region).

All other values registered by the indicator are colored proportionally given the distance of each value from the three reference points (minimum, median, and maximum). There is an equal distance calculated between the values on the color spectrum.



Index Correlation With Gross National Income (Gni) Per Capita

Gross National Income (GNI Atlas method) per capita in USD has been collected from the World Bank (WB) data, as well as the income categories divisions as defined by the WB in 2022:

Table 5: Gross National Income Categories

CATEGORY GNI (USD) 2022	Lower-middle	Low Income	Upper-middle	High
Income	$ 1,045 - $ 4,095	$ 1,045 or Less	$ 4,096 - $ 12,695	$12,696 or More

All values collected from the WB date to 2020 or 2021, except for Venezuela, for which the data set has a value that dates back to 2014. Given the drastic circumstances that the country has been going through, an alternative source for a more recent value is needed. The alternative value collected from Knoema dates to 2020.

Our index's score and GNI per capita have been found to have a statistically significant strong correlation with a 95% confidence level (Alpha set at 0.05). The statistical significance has been determined based on the comparison against two-tailed test's table of critical values for Pearson's r.

Statistics for testing the significance between the index score and GNI per Capita can be found below:

Table 6: Significance Testing Statistics

Alpha	Critical Value	DF	Number of Countries	Correlation Coefficient
0.05	0.25	60	66	0.82

The best trend line model that most accurately depicts the relationship between both variables is a polynomial trend model of degree 3.

The model has a p-value below 0.0001 and an R-Squared of 0.7. The model formula is as follows:

Gni Ppp^3 + Gni Ppp^2 + Gni Ppp + intercept

Where:

Table 7: Coefficients

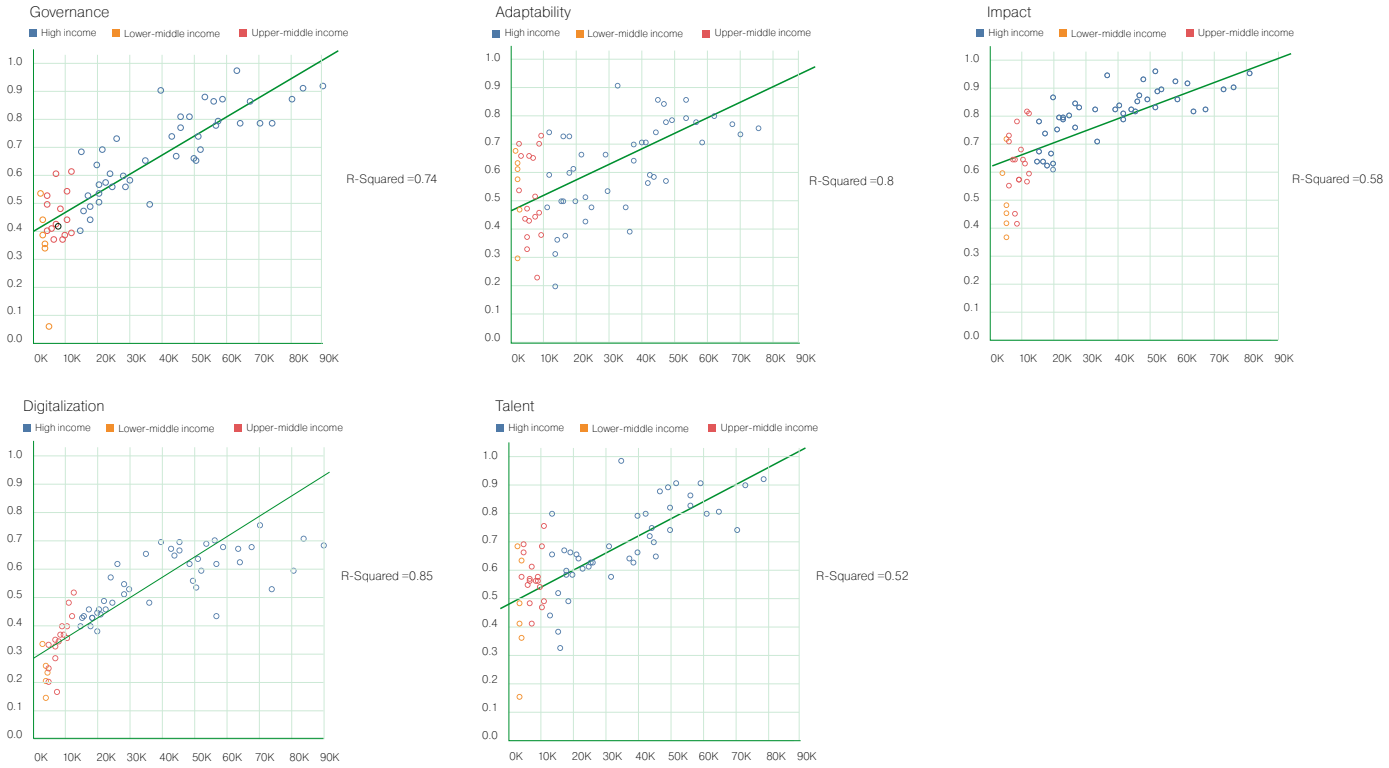
Term	Value	t-value
Gni Ppp^3	-1.80E-16	0.217903
	StdErr 8.27E-16	p-value -0.828221
Gni Ppp^2	-2.04E-11	-0.187924
	StdErr -1.09E-10	p-value 0.851555
Gni Ppp	7.91E -06	2.016
	StdErr 3.92E-06	p-value 0.04813
Intercept	0.4349917	12.9631
	StdErr 0.0335503	p-value <0.0001

Similarly, a statistically significant relationship between each dimension and GNI per capita has been monitored, based on the same method and statistics of detecting correlation significance mentioned above. Correlation coefficients between each dimension and GNI per Capita are as follows:

Rscore	Governance	Digitalization	Adaptability	Talent	Impact
	0.8574970108	0.7850065633	0.5498876319	0.7238946143	0.7627532246

A linear trendline was fit between the values of each dimension and GNI per capita to better allow for relationships comparison.

Table 8: Correlation Coefficients



Other computations

As far as the detailed outline of the Government Services Index (GSI) 2022, as presented here, several computations have been made to provide an overview of the index results at both global and regional level. This is to further support the users of the Index to effectively grasp the information shared. In addition to highlighting the index final scores, dimensions scores, and indicators scores, the following calculations were implied:

Table 9: Other Analytics

Computation	Method
Government Service Index Global Value	It is calculated as the arithmetic mean of the GSI score obtained by each country included in the report (66countries)
Government Service Index Regional Score	Reflects the arithmetic mean of the GSI scores obtained by the countries included in a specific region.
Dimension Regional Score	Refers to the arithmetic mean of a particular index dimension calculated based on the score obtained by each country included in a specific region for that particular dimension.
Indicator Regional Score	It illustrates the average value of a particular indicatoor by considering the indicators values of all countries belonging in to a specific region.
Dimension World Score	Aggregates using use the arithmetic mean of the scores obtained for a particular index dimension form all 7 regions included in the report.
Indicator World Score	It is calculated using the arithmetic mean of the values obtained by for a particular indicator from all 66 countries included in the report.

3 GENERAL FINDINGS

3.1 Global Leaders in Government Services

According to the Government Services Index, the most performing countries in the world are the United Arab Emirates (1st rank), Singapore (2nd rank), the Netherlands (3rd position), Switzerland (4th position), and Norway (5th position). The top three nations recorded not only an overall index score above 0.8, but also for most of the individual indicators within the index. It can also be observed that the top five positions of the GSI are occupied by one Middle East country, one nation from Southeast Asia, and three European states.

All 66 countries have been clustered into four quartiles, ranging from 0.39 minimum value to 0.92 maximum, as follows: Bottom Quartile, Lower Middle Quartile, Upper Middle Quartile, and Top Quartile, with a Median value of 0.62; Venezuela (0.14) is ranked as an outlier (66th rank) in the clustering, considering the high gap against other countries.

In the Top Quartile, there are 17 countries: the United Arab Emirates (1st rank), Singapore, the Netherlands, Switzerland, Norway, Sweden, Denmark, Finland, Luxembourg, Iceland, the United States, Ireland, Canada, Qatar, New Zealand, the United Kingdom, and Germany (17th rank).

In the Upper Middle Quartile, there are 16 countries: Australia (18th rank), Israel, Korea, Rep (South), Estonia, China, Austria, Belgium, Japan, Malaysia, Portugal, Lithuania, Chile, Saudi Arabia, Bahrain, Oman, and France (33rd rank).

In the Lower Middle Quartile, there are 16 countries: Cyprus (34th rank), Spain, the Czech Republic, Indonesia, Slovenia, India, Latvia, Thailand, Jordan, Kazakhstan, Italy, Greece, the Philippines, Turkey, Slovakia, and Ukraine (49th rank).

In the Bottom Quartile, there are 16 countries: Bulgaria (50th rank), Poland, Colombia, Mexico, Romania, Russia, Morocco, Hungary, Brazil, Botswana, South Africa, Peru, Egypt, Croatia, Argentina, and Mongolia (65th rank).

European countries: the Netherlands (3rd rank), Switzerland (4th rank), Norway (5th rank), Sweden (6th rank), Denmark (7th rank), Finland (8th rank), Luxembourg (9th rank), Iceland (10th rank), Ireland (12th rank), the United Kingdom (16th rank), and Germany (17th rank). Other strong economies like Australia (18th rank), China (22nd rank), Austria (23rd rank), Belgium (24th rank), Japan (25th rank), and France (33rd rank) are situated in the Upper Middle Quartile.

Countries	Overall Gsi Rank	Governance	Digitalization	Adaptability	Talent	Impact
UNITED ARAB EMIRATES	1	4	4	1	1	3
SINGAPORE	2	1	10	2	8	5
NETHERLANDS	3	8	3	3	6	1
SWITZERLAND	4	2	7	10	2	2
NORWAY	5	3	2	13	5	7
SWEDEN	6	6	8	6	3	9
DENMARK	7	9	9	7	4	6
FINLAND	8	5	6	11	7	14
LUXEMBOURG	9	7	20	9	18	8
ICELAND	10	13	16	5	9	13
UNITED STATES	11	15	1	18	13	25
IRELAND	12	14	26	4	11	20
CANADA	13	10	17	19	14	21
QATAR	14	12	40	8	10	10
NEW ZEALAND	15	11	12	22	27	27
UNITED KINGDOM	16	17	5	29	15	33
GERMANY	17	18	15	35	21	11
AUSTRALIA	18	16	19	38	19	18
ISRAEL	19	25	23	17	20	24
KOREA, REP. (SOUTH)	20	26	13	24	23	23
ESTONIA	21	20	18	25	41	29
CHINA	22	29	28	16	16	28
AUSTRIA	23	21	21	36	32	4
BELGIUM	24	27	25	39	17	15
JAPAN	25	19	11	50	33	22
MALAYSIA	26	38	33	21	24	26
PORTUGAL	27	30	22	31	31	31
LITHUANIA	28	22	30	33	28	37
CHILE	29	23	44	34	12	44
SAUDI ARABIA	30	34	36	14	43	30
BAHRAIN	31	43	38	15	42	12
OMAN	32	48	41	12	30	34
FRANCE	33	24	14	57	37	17
CYPRUS	34	32	24	43	40	36
SPAIN	35	33	27	47	38	19
CZECH REPUBLIC	36	36	34	45	34	32
INDONESIA	37	44	60	20	22	39
SLOVENIA	38	37	29	56	36	16
INDIA	39	40	55	23	25	56

Countries	Overall Gsi Rank	Governance	Digitalization	Adaptability	Talent	Impact
LATVIA	40	28	49	44	26	45
THAILAND	41	52	54	27	39	35
JORDAN	42	41	63	26	29	42
KAZAKHSTAN	43	47	45	28	50	43
ITALY	44	45	32	41	47	41
GREECE	45	35	37	46	44	55
PHILIPPINES	46	60	59	37	35	40
TURKEY	47	59	46	42	46	46
SLOVAKIA	48	39	39	59	55	53
UKRAINE	49	57	56	40	45	60
BULGARIA	50	50	31	52	59	59
POLAND	51	42	35	63	54	51
COLOMBIA	52	55	53	54	52	49
MEXICO	53	62	51	53	51	48
ROMANIA	54	56	47	48	60	50
RUSSIA	55	58	42	58	56	57
MOROCCO	56	51	62	32	57	66
HUNGARY	57	46	43	61	65	54
BRAZIL	58	54	50	55	61	58
BOTSWANA	59	31	64	60	48	65
SOUTH AFRICA	60	63	57	62	49	47
PERU	61	53	58	49	58	63
EGYPT	62	64	65	30	62	62
CROATIA	63	49	48	66	63	38
ARGENTINA	64	61	52	65	53	52
MONGOLIA	65	65	61	51	64	61
VENEZUELA	66	66	66	64	66	64

- Top Quartile Performers
- Upper Middle Quartile Performers
- Lower Middle Quartile Performers
- Low Quartile Performers

COUNTRY FLAG	COUNTRY NAME	GSI SCORE	GLOBAL RANK	INCOME GROUP	RANK	REGION	RANK	QUARTILE
	UNITED ARAB EMIRATES	0.9217	1	HI	1	ME	1	Top Quartile
	SINGAPORE	0.8974	2	HI	2	AP	1	Top Quartile
	NETHERLANDS	0.8818	3	HI	3	WE	1	Top Quartile
	SWITZERLAND	0.8724	4	HI	4	CEE	1	Top Quartile
	NORWAY	0.8580	5	HI	5	WE	2	Top Quartile
	SWEDEN	0.8555	6	HI	6	WE	3	Top Quartile
	DENMARK	0.8539	7	HI	7	WE	4	Top Quartile
	FINLAND	0.8352	8	HI	8	WE	5	Top Quartile
	LUXEMBOURG	0.8080	9	HI	10	WE	6	Top Quartile
	ICELAND	0.8078	10	HI	9	WE	7	Top Quartile
	UNITED STATES	0.7937	11	HI	11	NA	1	Top Quartile
	IRELAND	0.7806	12	HI	13	WE	8	Top Quartile
	CANADA	0.7769	13	HI	12	NA	2	Top Quartile
	QATAR	0.7756	14	HI	14	ME	2	Top Quartile
	NEW ZEALAND	0.7586	15	HI	16	AP	2	Top Quartile
	UNITED KINGDOM	0.7546	16	HI	15	WE	9	Top Quartile
	GERMANY	0.7215	17	HI	17	WE	10	Top Quartile
	AUSTRALIA	0.7213	18	HI	18	AP	3	Upper Middle Quartile
	ISRAEL	0.7139	19	HI	20	AP	4	Upper Middle Quartile
	KOREA, REP. (SOUTH)	0.7129	20	HI	19	AP	5	Upper Middle Quartile
	ESTONIA	0.7073	21	HI	22	CEE	2	Upper Middle Quartile
	CHINA	0.7054	22	UMI	1	AP	6	Upper Middle Quartile
	AUSTRIA	0.7023	23	HI	21	CEE	3	Upper Middle Quartile
	BELGIUM	0.6802	24	HI	23	WE	11	Upper Middle Quartile
	JAPAN	0.6770	25	HI	24	AP	7	Upper Middle Quartile
	MALAYSIA	0.6620	26	UMI	2	AP	8	Upper Middle Quartile
	PORTUGAL	0.6615	27	HI	25	WE	12	Upper Middle Quartile
	LITHUANIA	0.6579	28	HI	27	CEE	4	Upper Middle Quartile
	CHILE	0.6549	29	HI	26	SA	1	Upper Middle Quartile
	SAUDI ARABIA	0.6548	30	HI	29	ME	3	Upper Middle Quartile
	BAHRAIN	0.6479	31	HI	28	ME	4	Upper Middle Quartile
	OMAN	0.6370	32	HI	31	ME	5	Upper Middle Quartile
	FRANCE	0.6316	33	HI	30	WE	13	Upper Middle Quartile
	CYPRUS	0.6138	34	HI	33	CEE	5	Lower Middle Quartile
	SPAIN	0.6114	35	HI	32	WE	14	Lower Middle Quartile
	CZECH REPUBLIC	0.5980	36	HI	34	CEE	6	Lower Middle Quartile
	INDONESIA	0.5961	37	UMI	3	AP	9	Lower Middle Quartile
	SLOVENIA	0.5905	38	HI	35	CEE	7	Lower Middle Quartile
	INDIA	0.5903	39	LMI	136	AP	10	Lower Middle Quartile
	LATVIA	0.5836	40	HI	4	CEE	8	Lower Middle Quartile
	THAILAND	0.5795	41	HI	5	AP	11	Lower Middle Quartile
	JORDAN	0.5758	42	UMI	6	ME	6	Lower Middle Quartile

COUNTRY FLAG	COUNTRY NAME	GSI SCORE	GLOBAL RANK	INCOME GROUP	RANK	REGION	RANK	QUARTILE
	KAZAKHSTAN	0.5742	43	UMI	37	CEE	9	Lower Middle Quartile
	ITALY	0.5688	44	HI	38	WE	15	Lower Middle Quartile
	GREECE	0.5558	45	HI	2	CEE	10	Lower Middle Quartile
	PHILIPPINES	0.5250	46	LMI	7	AP	12	Lower Middle Quartile
	TURKEY	0.5119	47	UMI	39	CEE	11	Lower Middle Quartile
	SLOVAKIA	0.4997	48	HI	8	CEE	12	Lower Middle Quartile
	UKRAINE	0.4921	49	UMI	9	CEE	13	Lower Middle Quartile
	BULGARIA	0.4908	50	UMI	40	CEE	14	Bottom Quartile
	POLAND	0.4896	51	HI	11	CEE	15	Bottom Quartile
	COLOMBIA	0.4796	52	UMI	10	SA	2	Bottom Quartile
	MEXICO	0.4783	53	UMI	41	NA	3	Bottom Quartile
	ROMANIA	0.4780	54	HI	12	CEE	16	Bottom Quartile
	RUSSIA	0.4556	55	UMI	3	CEE	17	Bottom Quartile
	MOROCCO	0.4524	56	LMI	42	AF	1	Bottom Quartile
	HUNGARY	0.4507	57	HI	14	CEE	18	Bottom Quartile
	BRAZIL	0.4469	58	UMI	16	SA	3	Bottom Quartile
	BOTSWANA	0.4433	59	UMI	13	AF	2	Bottom Quartile
	SOUTH AFRICA	0.4400	60	UMI	17	AF	3	Bottom Quartile
	PERU	0.4371	61	UMI	4	SA	4	Bottom Quartile
	EGYPT	0.4279	62	LMI	43	AF	4	Bottom Quartile
	CROATIA	0.4178	63	HI	15	CEE	19	Bottom Quartile
	ARGENTINA	0.4150	64	UMI	5	SA	5	Bottom Quartile
	MONGOLIA	0.3901	65	LMI	6	AP	13	Bottom Quartile
	VENEZUELA	0.1441	66	LMI		SA	6	Qutlier

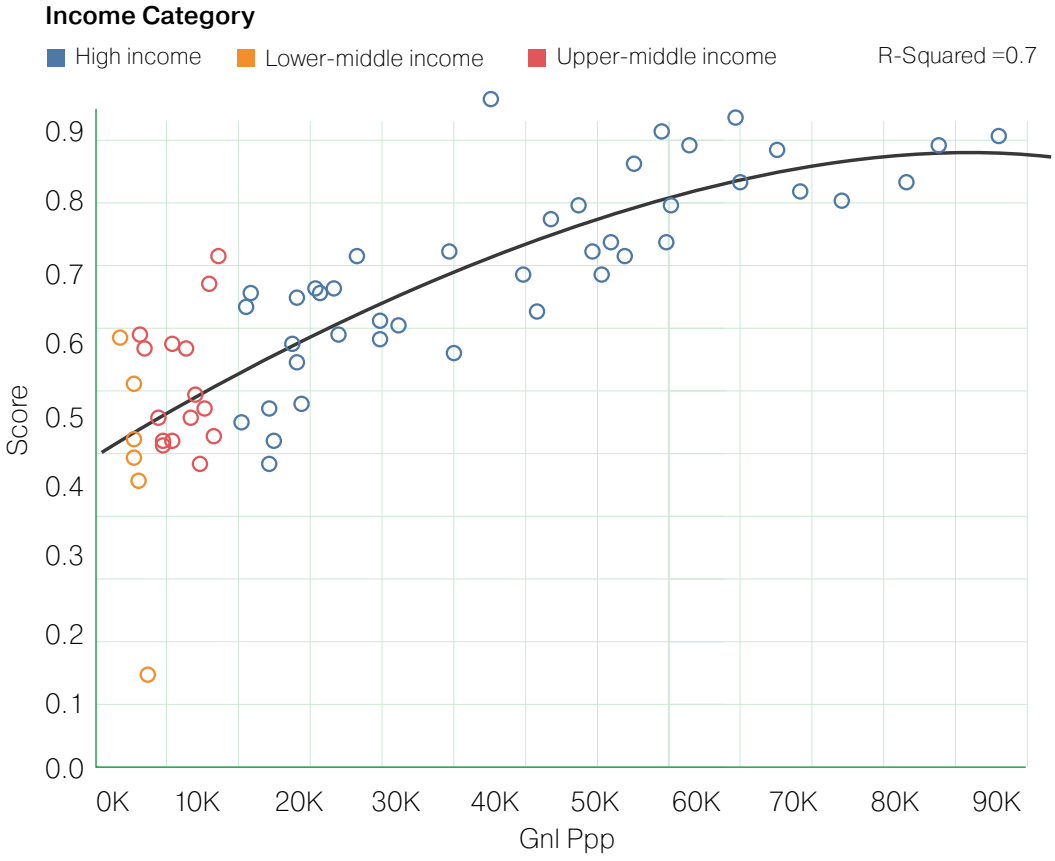
3.2 Government Performance by Income Levels

The income level-based analysis shows that the richest countries in the world are positioned similarly to the quartile dimension. As per Gross National Income per capita indicator (USD - GNI Atlas method), countries with the highest income are positioned in the Top Quartile cluster. That includes all Western European countries mentioned above (the Netherlands, Switzerland, Norway, Sweden, Denmark, Finland, Luxembourg, Iceland, Ireland, the United Kingdom, and Germany), in addition to the United States, Canada, the United Arab Emirates, Qatar, Singapore, and New Zealand. Also, countries with high income are found in the Upper Middle Quartile: Estonia, Austria, Belgium, Israel, Australia, Japan, and France. As such, the statistical analysis of data has revealed that there is a direct correlation between the performance of the countries in the Government Services Index and the Gross National Income. As presented in fig. 1, countries with high scoring in the Government Services Index are also countries with a high Gross National Income: the majority of countries with high income are positioned in the Top Quartile (above 0.72 scoring), while also a significant part of them in the Upper Middle Quartile (between 0.63 and 0.72 scoring).

This highlights the positive correlation between the performance of public services as per the perspectives of this report and the richness of the country using the high Gross National Income indicator. The top five countries as per Gross National Income (GNI Atlas method) per capita (USD) are Switzerland (90,360), Norway (84,090), Luxembourg (81,110), Ireland (74,520), and the United States (70,430).

At the regional level Western Europe scores as the most competitive region (0.75) against the world average (0.62), followed by the Middle East (0.70), North America (0.68), Asia Pacific (0.66), Central and Eastern Europe (0.57), Africa (0.44) and South America (0.43).

The high regional average of Western Europe (0.75) is supported by the individual performance of each country, 13 of them exceeding the world average. Also, seven of the region's countries are ranking in the first ten places worldwide: the Netherlands (3rd globally), Norway (5th



globally), Sweden (6th globally), Denmark (7th globally), Finland (8th globally), Luxembourg (9th globally) and Iceland (10th globally).

Five out of the six countries in the Middle East covered by the Index outscore the global average of 0.62, with the United Arab Emirates reaching the highest score on the GSI. The United Arab Emirates (1st globally) and Qatar (14th globally) are among the countries in the Top Quartile.

North America, the 3rd placed region, is more performant than the global average, due to the United States (0.79) and Canada (0.78) outperforming the world score. The United States (11th globally) and Canada (13th globally) are both placed in the Top Quartile.

The Asia Pacific ranks fourth in the global scoring (0.66) and performs slightly better than the world's average by 0.04 points, due to champion countries like Singapore (ranked 2nd globally), scoring 0.90 and five other countries – New Zealand (15th globally), Australia (18th globally), Israel (19th globally), Korea, Rep. (South) (20th globally) and China (22nd globally) – all scoring above 0.70.

Central and Eastern Europe region ranks fifth, as the performance is slightly below the world's average by 0.05 points; the close gap is mostly due to the top performers like Switzerland, which is ranked 4th globally, and three other countries above the world average – Estonia (21st globally), Austria (23rd globally), and Lithuania (28th globally), since most countries (15 out of 19) are below the world average.

Africa region ranks 6th out of 7th in the global index, with a score of 0.44. No countries within the Africa region exceed the world average on the index. Morocco has secured the 1st rank (56th globally) country within the Africa region, and Egypt falls in the bottom of the rank (62nd globally).

With an average score (0.43) that is well below the global average (0.62), South America is the least performing region. Chile (29th globally) is the only country that performs better than the world average out of all nations considered for the regional analysis. The region also includes Venezuela (66th globally), the lowest ranking country worldwide according to the Government Services Index (GSI) ranking.

BEST RANKED GOVERNMENTS BY INCOME GROUP

High Income Economies (42 in Total)		Upper Middle - Income Economies (17 in Total)		Lower Middle - Income (6 in Total)	
1	United Arab Emirates	1	China	1	India
2	Singapore	2	Malaysia	2	Philippines
3	Netherlands	3	Indonesia	3	Morocco
4	Switzerland	4	Thailand	4	Egypt
5	Norway	5	Jordan	5	Mongolia
6	Sweden	6	Kazakhstan	6	Venezuela
7	Denmark	7	Turkey		
8	Finland	8	Ukraine		
9	Iceland	9	Bulgaria		
10	Luxembourg	10	Mexico		

BEST RANKED GOVERNMENTS BY INCOME GROUP

Adaptability

1st	2nd	3rd
United Arab Emirates	Singapore	Netherlands
0.9495	0.8931	0.8759

Impact

1st	2nd	3rd
United Arab Emirates	Singapore	Netherlands
0.9732	0.9674	0.9592

Talent

1st	2nd	3rd
United Arab Emirates	Singapore	Netherlands
0.9808	0.9099	0.8944

Digitalization

1st	2nd	3rd
United Arab Emirates	Singapore	Netherlands
0.9059	0.8621	0.8569

Governance

1st	2nd	3rd
United Arab Emirates	Singapore	Netherlands
0.9620	0.9065	0.9015

3.3 Regional Dashboards

Western Europe GSI Dashboard

Western Europe is the top performing region compared to all other regions in the Government Services Index due to highest score achieved in four out of the five dimensions. Eastern Europe ranks first in the Governance (0.74), Digitalization (0.78), Talent (0.74), and Impact (0.86) dimensions. Seven of the countries in the top ten for Government Services are part of the Western Europe region. The Netherlands lead the region, outperforming Norway and ranking 3rd in the global hierarchy due to the high scores exhibited for the Adaptability (0.88) and Impact (0.97) dimensions. Spain and Italy underperform all other countries in the region, being the only ones that score below both the regional and the global average.

Indicator	Regional Average	World Average	Netherlands	Ireland	Iceland	Sweden	Denmark	Luxembourg	Finland	Norway	United Kingdom	Portugal	Germany	Belgium	Italy	Spain	France
GRC	0.62	0.59	0.71	0.63	0.65	0.63	0.69	0.91	0.80	0.66	0.66	0.53	0.68	0.48	0.27	0.40	0.63
LAD	0.68	0.54	0.80	0.60	0.75	0.84	0.72	0.99	0.84	0.72	0.79	0.49	0.83	0.50	0.34	0.47	0.57
ESR	0.63	0.65	0.89	0.85	0.82	0.74	0.85	0.73	0.62	0.75	0.63	0.39	0.42	0.45	0.70	0.34	0.23
VSS	0.72	0.57	0.93	0.84	0.82	0.81	0.81	0.89	0.76	0.85	0.84	0.51	0.68	0.61	0.48	0.43	0.57
NCL	0.70	0.64	1.00	0.90	0.90	0.89	0.73	0.82	0.72	0.76	0.46	0.87	0.46	0.74	0.59	0.52	0.17
BRD	0.78	0.61	0.92	0.94	0.85	0.87	0.93	0.78	0.85	0.87	0.70	0.67	0.90	0.62	0.66	0.55	0.62
ATG	0.66	0.55	0.87	0.84	0.78	1.00	0.91	0.61	0.85	0.71	0.50	0.65	0.52	0.62	0.48	0.58	0.00
FAD	0.70	0.59	0.89	1.00	1.00	0.72	0.83	0.66	0.69	0.76	0.65	0.88	0.31	0.54	0.78	0.50	0.23
PLN	0.81	0.65	0.90	0.84	0.81	0.92	0.98	0.98	0.97	0.99	0.80	0.72	0.72	0.66	0.49	0.65	0.72
EUS	0.73	0.68	0.82	0.74	0.69	0.91	0.92	0.74	0.91	0.82	0.58	0.68	0.67	0.70	0.49	0.70	0.58
SLB	0.73	0.57	0.83	0.69	0.90	0.88	0.89	0.40	0.82	0.91	0.77	0.78	0.48	0.79	0.68	0.60	0.56
CSM	0.78	0.59	0.99	0.90	0.84	0.98	0.85	0.56	0.81	0.92	0.82	0.49	0.60	0.89	0.70	0.58	0.64
BRD	0.67	0.53	0.85	0.72	0.80	0.79	0.72	0.88	0.78	0.80	0.85	0.40	0.83	0.57	0.29	0.38	0.41
GPT	0.55	0.47	0.62	0.43	0.49	0.65	0.49	0.78	0.59	0.62	0.57	0.46	0.84	0.49	0.32	0.35	0.49
ALT	0.86	0.62	0.94	0.71	0.91	0.97	0.83	0.91	1.00	1.00	0.91	0.83	0.86	0.89	0.57	0.66	0.83
CRD	0.82	0.75	0.81	0.83	0.84	0.83	0.77	0.74	0.88	0.89	0.89	0.79	0.74	0.76	0.90	0.79	0.84
EGO	0.80	0.55	0.88	0.70	0.85	0.91	1.00	0.67	0.93	0.85	0.91	0.67	0.73	0.62	0.66	0.79	0.77
OEP	0.80	0.79	0.95	0.81	0.70	0.77	0.95	0.61	0.94	0.88	0.97	0.77	0.67	0.55	0.77	0.80	0.88
FBS	0.84	0.65	0.93	0.64	0.88	0.88	0.95	0.79	0.70	0.94	0.85	0.86	0.92	0.87	0.63	0.73	1.00
GEF	0.78	0.62	0.88	0.79	0.80	0.85	0.89	0.88	0.91	0.90	0.77	0.68	0.76	0.71	0.53	0.65	0.74
EUA	0.87	0.69	0.93	0.86	0.90	0.90	0.93	0.94	0.97	0.95	0.81	0.81	0.87	0.82	0.71	0.78	0.91
EGS	0.57	0.49	0.75	0.49	0.63	0.61	0.57	0.76	0.73	0.69	0.61	0.41	0.84	0.43	0.18	0.39	0.43
PCO	0.77	0.62	0.84	0.77	0.81	0.84	0.79	0.85	0.85	0.87	0.77	0.65	0.84	0.70	0.59	0.66	0.75
IMP	0.78	0.62	0.88	0.86	0.76	0.90	1.00	0.85	0.89	0.92	0.81	0.67	0.59	0.72	0.51	0.65	0.64
BUR	0.55	0.43	0.76	0.71	0.57	86	0.86	0.74	0.75	0.89	0.68	0.26	0.32	0.35	0.11	0.20	0.22
TRA	0.67	0.51	0.80	0.74	0.76	0.93	0.75	0.84	0.86	1.00	0.62	0.39	0.61	0.42	0.41	0.26	0.60
PSC	0.96	0.72	0.98	0.97	0.98	0.99	1.00	0.98	0.98	0.99	0.98	0.87	0.99	0.98	0.82	0.98	0.96
LTR	0.99	0.93	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.90	1.00	1.00	0.98	0.96	1.00
ATE	1.00	0.97	1.00	1.00	1.00.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
SHT	0.79	0.63	0.95	0.61	0.80	0.81	0.90	0.87	0.86	0.95	0.74	0.63	0.86	0.95	0.55	0.67	0.68
SRT	0.65	0.55	0.95	0.72	0.57	0.77	0.75	0.74	0.52	0.62	0.52	0.71	0.66	0.47	0.28	0.72	0.72
QLF	0.88	0.62	0.97	0.83	0.98	0.96	0.98	0.94	0.96	0.98	0.69	0.76	0.91	0.88	0.74	0.84	0.83

RANK FOR WESTERN EUROPE - 0.75

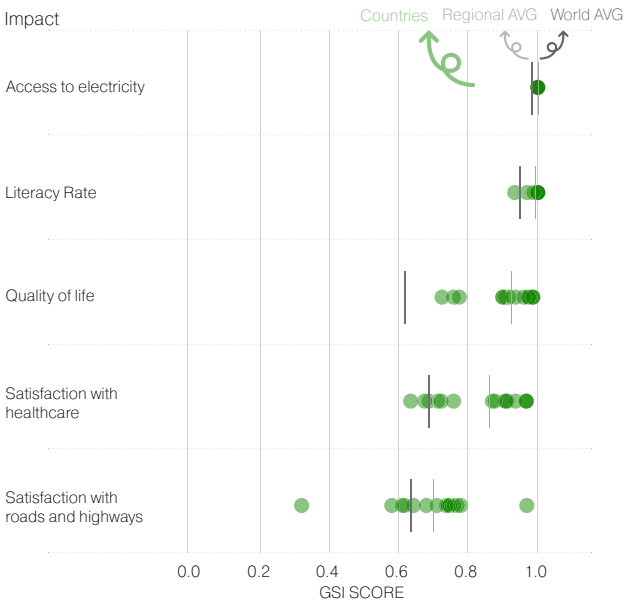
Min Value Median Max Value

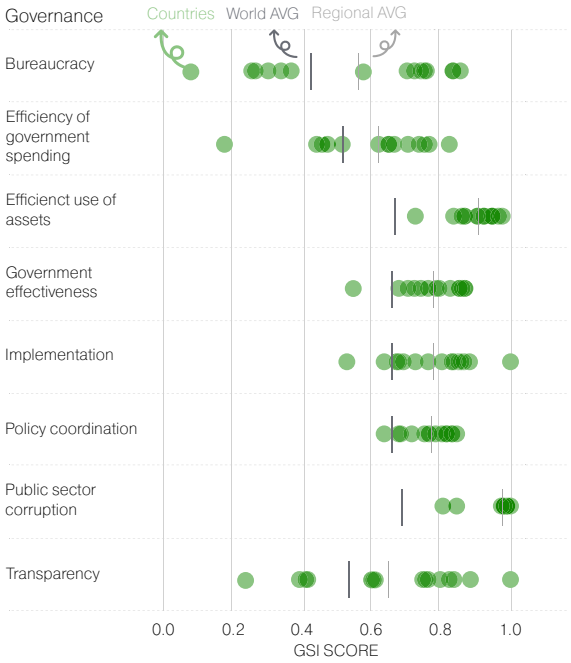
INDEX INDICATORS ACRONYMS

Government responsiveness to change	GRC	Government procurement of advanced technology products	GPT	Public sector corruption	PSC
Legal frameworks adaptability to digital business models	LAD	Availability of latest technologies	ALT	Literacy rate	LTR
Need for economic and social reforms	ESR	Cost of redundancy dismissal	CRD	Access to electricity	ATE
Value system	VSS	E-government development	EGO	Satisfaction with healthcare	SHT
National culture	NCL	Online e-participation	OEP	Satisfaction with roads and highways	SRT
Image abroad or branding	BRD	Fixed broadband subscriptions	FBS	Quality of life	QLF
Attitudes towards globalization	ATG	Government effectiveness	GEF		
Flexibility and adaptability	FAD	Efficient use of assets	EUA		
Policy learning	PLN	Efficiency of government spending	EGS		
Effective use of support	EUS	Policy coordination	PCO		
Skilled labor	SLB	Implementation	IMP		
Competent senior managers	CSM	Bureaucracy	BUR		
Brain retention	BRD	Transparency	TRA		

WESTERN EUROPE GSI DASHBOARD

Countries Regional Average World Average





Middle East GSI Dashboard

The Middle East is the second most competitive region in Government Services, due to top performances in countries such as the UAE and five out of six countries scoring above the world average. The highest scores of the Middle Eastern region can be seen as far as Adaptability, Talent and Impact. The United Arab Emirates is the lead performer of the region as far as all the dimensions included in the Index, while also ranking 1st in the index ranking overall. Qatar, the second-ranked country within the region, is ranked 14th globally in government services, but still positions itself above world averages. Bahrain and Saudi Arabia both exhibit similar scores, with Saudi Arabia positioning itself better as far as Governance and Digitalization dimension, and Bahrain achieving better performances in Talent and Impact.

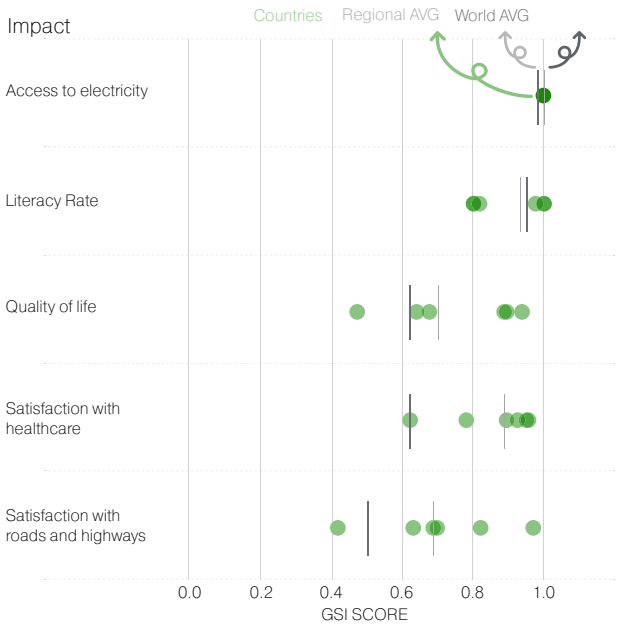
Indicator	Regional Average	World Average	United Arab Emirates	Qatar	Saudi Arabia	Bahrain	Oman	Jordan
Government responsiveness to change	0.82	0.59	0.91	0.86	0.93	0.81	0.80	0.64
Legal frameworks adaptability to digital business models	0.78	0.54	0.91	0.79	0.80	0.84	0.76	0.59
Need for economic and social reforms	0.88	0.65	0.97	0.89	0.94	0.85	0.79	0.87
Value system	0.87	0.57	1.00	0.91	0.83	0.87	0.86	0.77
National culture	0.79	0.64	0.99	0.77	0.68	0.78	0.86	0.64
Image abroad or branding	0.84	0.61	0.95	0.84	0.76	0.87	0.86	0.76
Attitudes towards globalization	0.62	0.55	0.92	0.67	0.46	0.54	0.63	0.53
Flexibility and adaptability	0.65	0.59	0.93	0.72	0.63	0.46	0.55	0.61
Policy learning	0.47	0.65	0.99	0.85	0.43	0.14	0.14	0.28
Effective use of support	0.65	0.68	1.00	0.88	0.50	0.38	0.50	0.63
Skilled labor	0.80	0.57	1.00	0.69	0.45	0.86	0.83	0.94
Competent senior managers	0.81	0.59	1.00	0.84	0.64	0.74	0.84	0.82
Brain retention	0.70	0.53	0.91	0.76	0.69	0.65	0.78	0.44
Government procurement of advanced technology products	0.68	0.47	1.00	0.89	0.65	0.59	0.51	0.46
Availability of latest technologies	0.50	0.62	0.73	0.42	0.61	0.66	0.55	0.01
Cost of redundancy dismissal	0.62	0.75	0.92	0.55	0.63	0.70	0.78	0.12
E-government development	0.30	0.55	0.69	0.19	0.46	0.16	0.20	0.10
Online e-participation	0.85	0.79	0.90	0.72	0.71	0.83	1.00	0.90
Fixed broadband subscriptions	0.70	0.65	0.86	0.80	0.66	0.71	0.51	0.66
Government effectiveness	0.56	0.62	0.75	0.65	0.47	0.54	0.47	0.46
Efficient use of assets	0.59	0.69	0.82	0.82	0.47	0.47	0.47	0.47
Efficiency of government spending	0.77	0.49	1.00	0.92	0.82	0.63	0.78	0.45
Policy coordination	0.54	0.62	0.87	0.75	0.37	0.50	0.25	0.50
Implementation	0.56	0.62	0.88	0.88	0.63	0.25	0.25	0.50
Bureaucracy	0.63	0.43	1.00	0.79	0.55	0.50	0.38	0.59
Transparency	0.69	0.51	0.89	0.92	0.73	0.50	0.44	0.67
Public sector corruption	0.60	0.72	0.88	0.55	0.47	0.51	0.66	0.50
Literacy rate	0.90	0.93	1.00	1.00	0.80	0.83	0.80	0.96
Access to electricity	1.00	0.97	1.00	1.00	1.00	1.00	1.00	1.00
Satisfaction with healthcare	0.83	0.63	0.93	0.93	0.84	0.89	0.77	0.63
Satisfaction with roads and highways	0.72	0.55	0.96	0.74	0.73	0.84	0.64	0.43
Quality of life	0.74	0.62	0.91	0.83	0.65	0.84	0.71	0.51

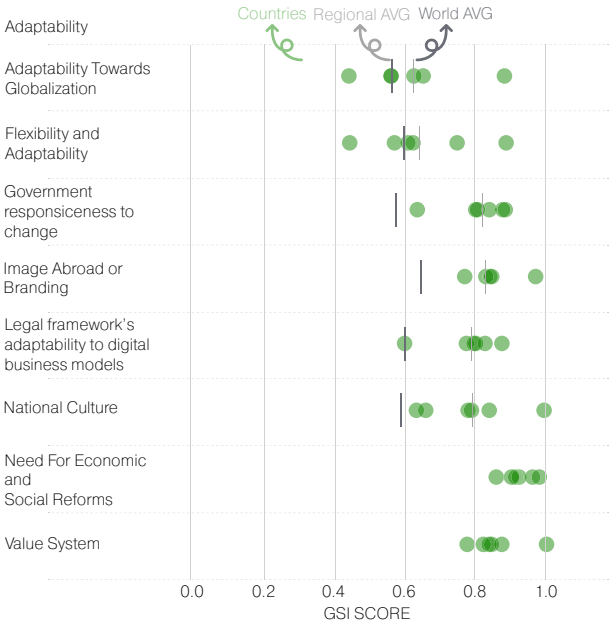
RANK FOR MIDDLE EAST - 0.70

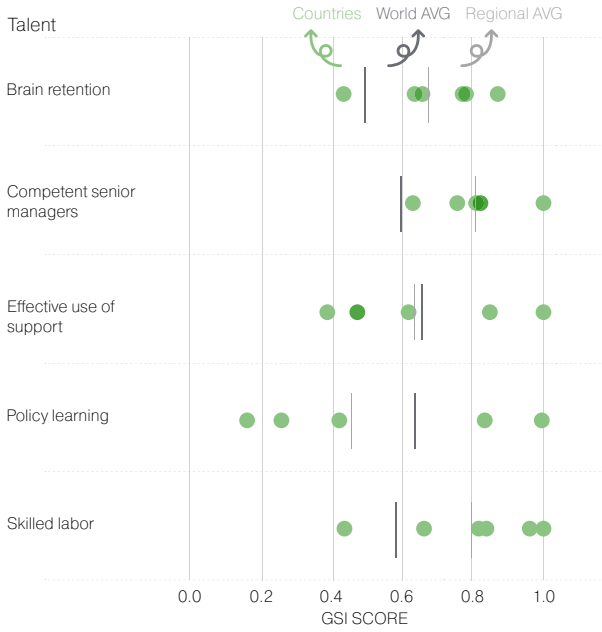
Min Value Median Max Value

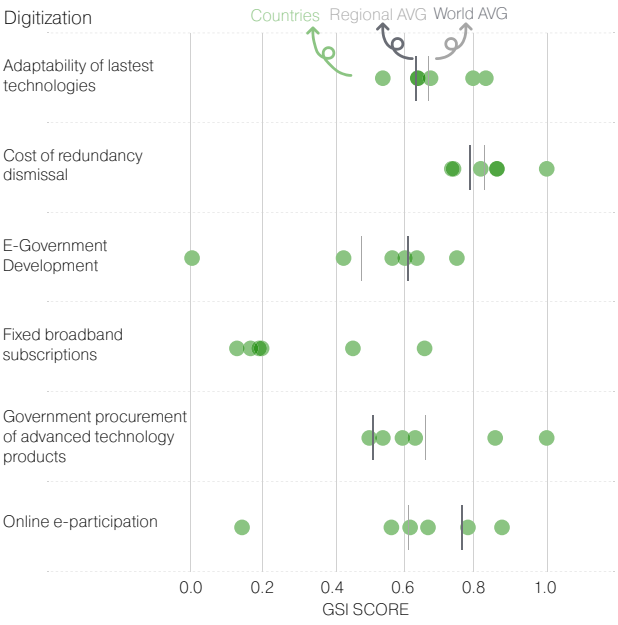
MIDDLE EAST GSI DASHBOARD

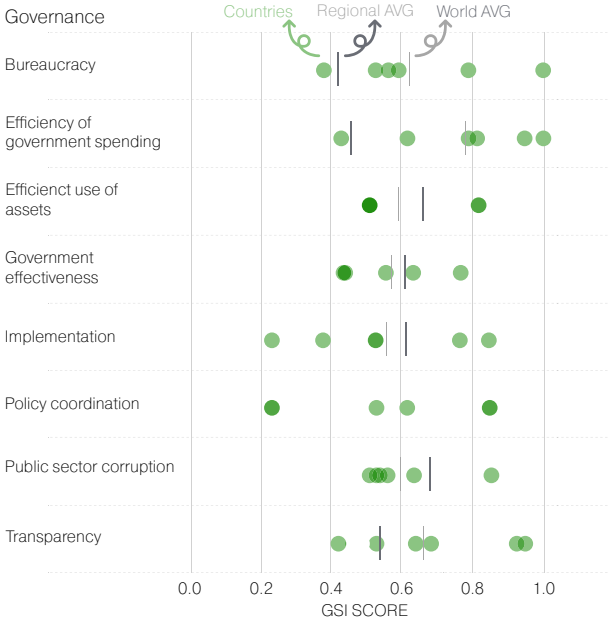
Countries Regional Average World Average











North America GSI Dashboard

North America ranks third among the other regions of the world with an overall score of 0.68. The United States is the top scorer in the region, slightly outrunning Canada and ranking 11th in the global hierarchy due to its scores for the Digitalization (0.91) and Impact (0.82) dimensions. Canada scores slightly less than The United States, positioned 13th in rank, and outperforming world averages in all dimensions. Mexico underperforms in comparison with the other countries in the region, while being the only one in the region to score below both global and regional averages. Both Canada and the US rank in the top 15 countries in the world for Government Services, while Mexico ranks 53 out of 66.

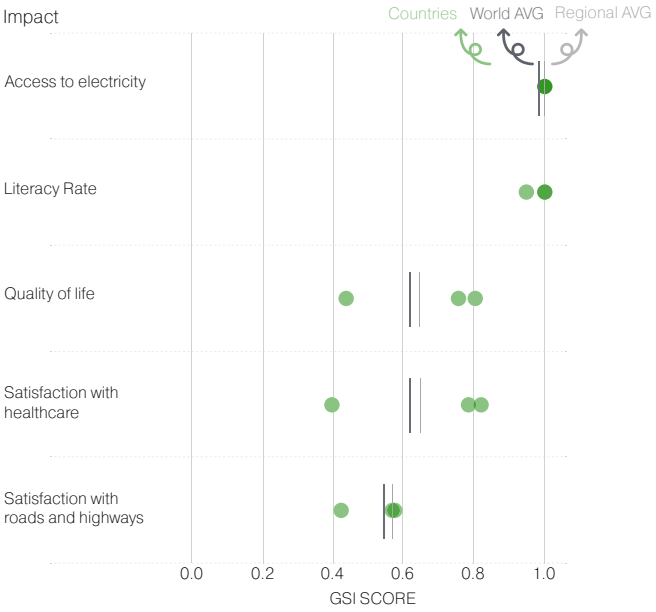
Indicator	Regional Average	World Average	United States	Canada	Mexico
Government responsiveness to change	0.58	0.59	0.79	0.60	0.34
Legal frameworks adaptability to digital business models	0.73	0.54	1.00	0.68	0.51
Need for economic and social reforms	0.56	0.65	0.63	0.79	0.25
Value system	0.74	0.57	0.96	0.86	0.40
National culture	0.55	0.64	0.46	0.76	0.44
Image abroad or branding	0.64	0.61	0.75	0.81	0.36
Attitudes towards globalization	0.56	0.55	0.50	0.57	0.61
Flexibility and adaptability	0.67	0.59	0.71	0.71	0.57
Policy learning	0.68	0.65	0.72	0.91	0.43
Effective use of support	0.57	0.68	0.50	0.70	0.50
Skilled labor	0.72	0.57	0.77	0.75	0.64
Competent senior managers	0.72	0.59	0.91	0.72	0.54
Brain retention	0.73	0.53	0.98	0.77	0.44
Government procurement of advanced technology products	0.55	0.47	0.89	0.41	0.35
Availability of latest technologies	0.79	0.62	0.97	0.86	0.54
Cost of redundancy dismissal	0.84	0.75	0.90	0.88	0.73
E-government development	0.68	0.55	0.90	0.70	0.45
Online e-participation	0.90	0.79	1.00	0.92	0.77
Fixed broadband subscriptions	0.67	0.65	0.77	0.89	0.34
Government effectiveness	0.66	0.63	0.83	0.75	0.39
Efficient use of assets	0.72	0.69	0.90	0.77	0.47
Efficiency of government spending	0.57	0.49	0.55	0.94	0.22
Policy coordination	0.70	0.62	0.80	0.82	0.50
Implementation	0.64	0.62	0.87	0.67	0.37
Bureaucracy	0.52	0.43	0.70	0.63	0.22
Transparency	0.53	0.51	0.77	0.66	0.15
Public sector corruption	0.82	0.72	0.99	0.91	0.56
Literacy rate	0.97	0.93	1.00	1.00	0.92
Access to electricity	1.00	0.97	1.00	1.00	1.00
Satisfaction with healthcare	0.67	0.63	0.78	0.83	0.39
Satisfaction with roads and highways	0.52	0.55	0.56	0.55	0.43
Quality of life	0.67	0.62	0.81	0.74	0.45

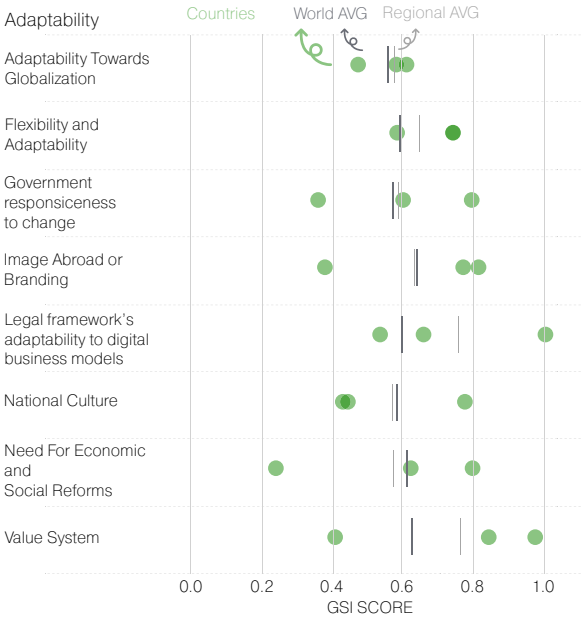
RANK FOR NORTH AMERICA - 0.68

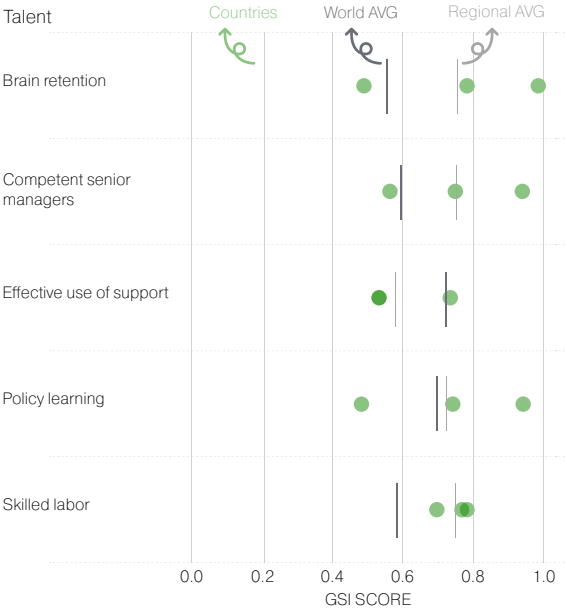
Min Value Median Max Value

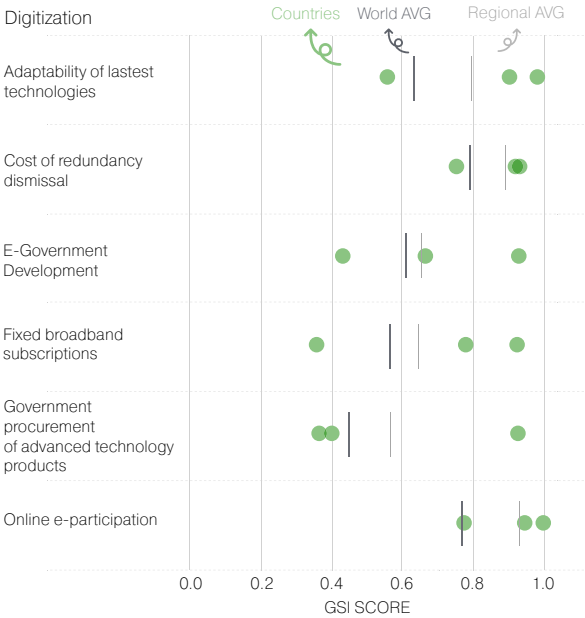
NORTH AMERICA GSI DASHBOARD

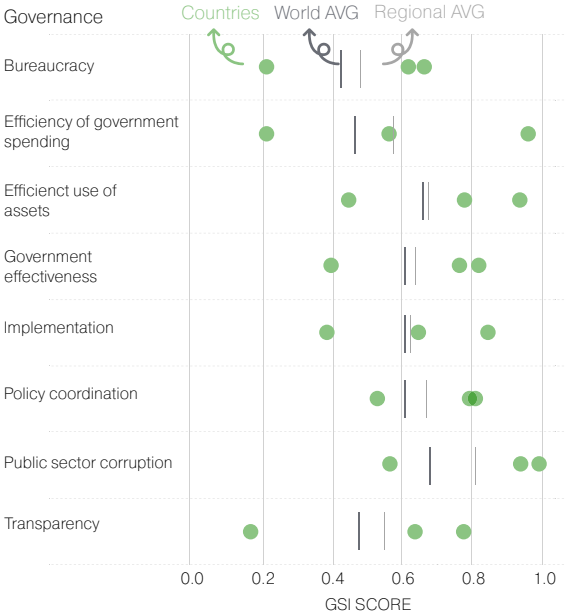
Countries Regional Average World Average











Asia Pacific GSI Dashboard

The Asia Pacific region scores 0.66 in the world ranking for Government Services with 8 out of 13 countries scoring above the World average. Singapore is the top performer in the Asia Pacific region, also ranked 2nd in the Government Services Index overall. A significant score gap can be observed between the top-ranked country and bottom-ranked country in the Asia Pacific region with a score differences of 0.51 points. Indonesia, India, Thailand, Philippines and Mongolia all under perform compared to other countries in the region, scoring below both regional and world averages. Israel, Kore Rep. (South) and China exhibit similar scores (< 0.01 difference), Israel being the better performer in Governance, China in Adaptability and Talent, South Korea in digitalization. China ranks 2nd in the region in two dimensions - Adaptability and Talent - while closer to the middle ranking for the other three dimensions - Digitalization, Governance and Impact. Significant differences in overall performance are seen with Japan, which ranks 2nd in Digitalization, 3rd in Impact and 4th in Governance, while managing a low 12th out of 13 rank in the Adaptability dimension regionally.

Indicator	Regional Average	World Average	Singapore	New Zealand	Australia	Israel	Korea, Rep. South	China	Japan	Malaysia	Indonesia	India	Thailand	Philippines	Mongolia
GRC	0.33	0.59	1.00	0.55	0.61	0.70	0.78	0.67	0.62	0.61	0.52	0.47	0.59	0.61	0.24
LAD	0.34	0.54	0.98	0.71	0.80	0.68	0.87	0.80	0.70	0.64	0.46	0.47	0.66	0.62	0.28
ESR	0.34	0.65	0.86	0.87	0.69	0.83	0.74	0.59	0.75	0.83	0.71	0.60	0.50	0.62	0.58
VSS	0.31	0.57	0.95	0.88	0.78	0.77	0.71	0.70	0.77	0.75	0.74	0.59	0.72	0.46	0.48
NCL	0.45	0.64	0.82	0.75	0.76	0.68	0.60	0.68	0.64	0.48	0.82	0.73	0.38	0.05	0.63
BRD	0.37	0.61	0.98	0.76	0.81	0.74	0.69	0.93	0.74	0.84	0.80	0.48	0.71	0.75	0.39
ATG	0.48	0.55	0.80	0.76	0.64	0.72	0.65	0.62	0.63	0.66	0.72	0.55	0.42	0.44	0.46
FAD	0.55	0.59	0.75	0.72	0.72	0.65	0.70	0.73	0.69	0.62	0.63	0.76	0.61	0.21	0.62
PLN	0.45	0.65	0.99	0.87	0.99	0.68	0.79	0.85	1.00	0.43	0.57	0.43	0.28	0.28	0.57
EUS	0.54	0.68	0.75	0.75	0.67	0.60	1.00	0.75	0.83	0.63	0.63	0.63	0.50	0.50	0.63
SLB	0.38	0.57	0.75	0.24	0.64	0.72	0.46	0.72	0.45	0.71	0.67	0.71	0.72	0.83	0.00
CSM	0.39	0.59	0.83	0.61	0.52	0.72	0.32	0.70	0.17	0.67	0.75	0.75	0.77	0.79	0.08
BRD	0.41	0.53	0.89	0.66	0.72	0.72	0.68	0.63	0.56	0.81	0.66	0.72	0.57	0.56	0.17
GPT	0.23	0.47	0.84	0.54	0.41	0.70	0.54	0.73	0.59	0.86	0.70	0.78	0.43	0.32	0.27
ALT	0.36	0.62	0.86	0.83	0.74	0.97	0.77	0.40	0.91	0.69	0.49	0.46	0.51	0.43	0.34
CRD	0.63	0.75	0.90	0.90	0.85	0.67	0.67	0.67	0.90	0.71	0.30	0.81	0.56	0.67	0.89
EGO	0.45	0.55	0.86	0.91	0.93	0.69	0.96	0.60	0.83	0.58	0.30	0.16	0.51	0.36	0.27
OEP	0.67	0.79	0.97	0.98	0.95	0.63	1.00	0.95	0.98	0.81	0.67	0.81	0.70	0.67	0.48
FBS	0.30	0.65	0.53	0.77	0.75	0.63	0.93	0.71	0.73	0.19	0.06	0.00	0.33	0.12	0.17
GEF	0.37	0.62	1.00	0.82	0.83	0.70	0.78	0.59	0.82	0.69	0.52	0.53	0.51	0.45	0.35
EUA	0.53	0.69	0.94	0.89	0.84	0.81	0.95	0.59	0.88	0.59	0.47	0.47	0.47	0.35	0.47
EGS	0.21	0.49	0.98	0.82	0.49	0.53	0.47	0.69	0.59	0.73	0.63	0.67	0.49	0.35	0.20
PCO	0.46	0.62	1.00	0.85	0.70	0.71	0.75	0.50	0.71	0.38	0.38	0.63	0.25	0.63	0.38
IMP	0.44	0.62	1.00	0.73	1.00	0.67	0.69	0.62	0.88	0.25	0.50	0.37	0.37	0.12	0.50
BUR	0.15	0.43	1.00	0.57	0.81	0.37	0.16	0.56	0.57	0.46	0.52	0.55	0.45	0.27	0.20
TRA	0.27	0.51	0.88	0.72	0.49	0.49	0.44	0.70	0.41	0.53	0.63	0.63	0.44	0.38	0.21
PSC	0.58	0.72	0.90	0.99	0.98	0.92	0.91	0.57	0.96	0.64	0.21	0.31	0.36	0.46	0.31
LTR	0.96	0.93	1.00	1.00	1.00	1.00	1.00	0.85	1.00	0.88	0.85	0.11	0.87	1.00	1.00
ATE	0.98	0.97	0.87	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.96	0.86	1.00	0.85	0.95
SHT	0.24	0.63	1.00	0.76	0.83	0.75	0.69	0.68	0.71	0.95	0.70	0.79	0.80	0.79	0.22
SRT	0.28	0.55	1.00	0.45	0.55	0.62	0.84	0.85	0.70	0.65	0.60	0.73	0.62	0.58	0.02
QLF	0.32	0.62	0.83	0.88	0.81	0.75	0.61	0.69	0.73	0.63	0.54	0.45	0.62	0.37	0.13

RANK FOR ASIA PACIFIC - 0.66

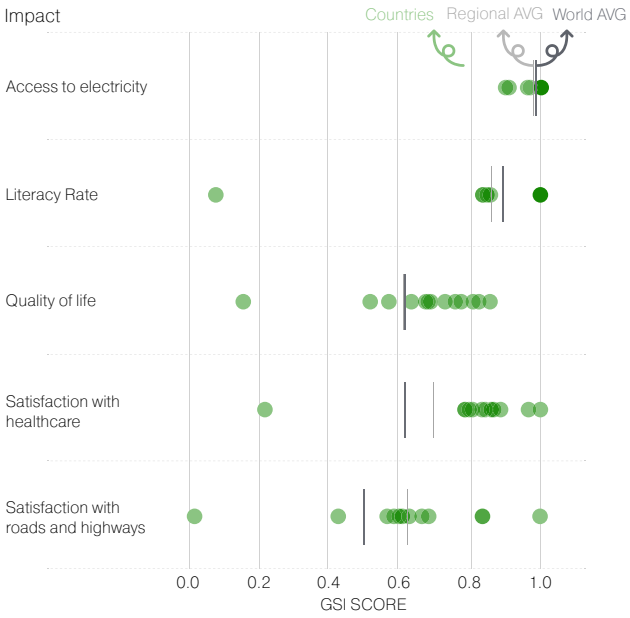
Min Value | Median | Max Value

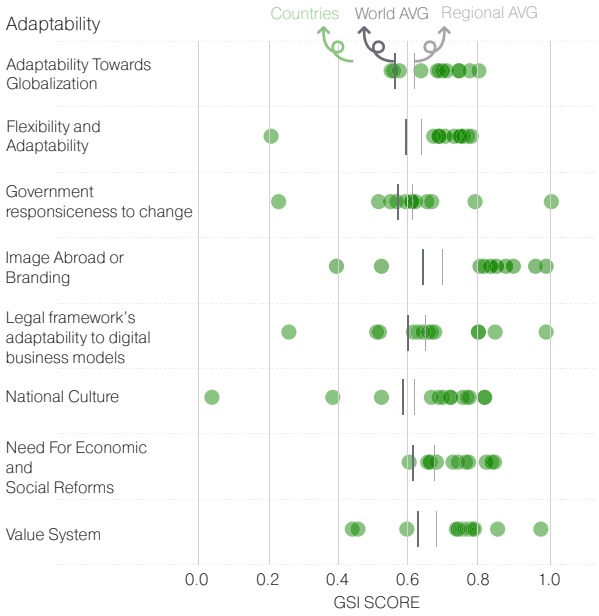
INDEX INDICATORS ACRONYMS

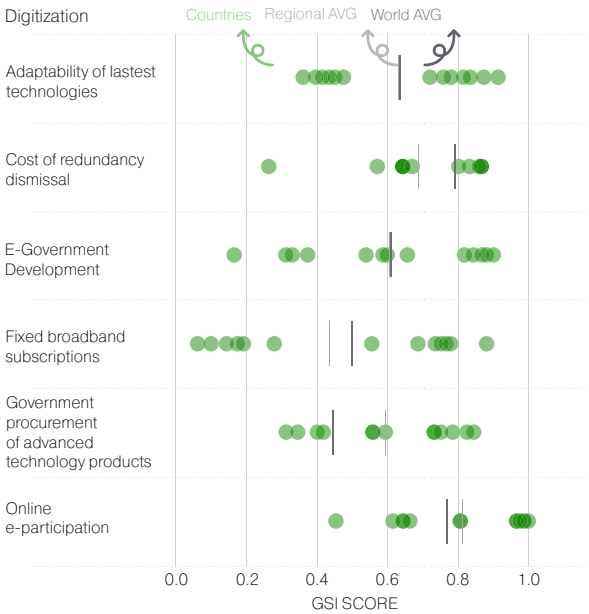
Government responsiveness to change	GRC	Competent senior managers	CSM	Policy coordination	PCO
Legal frameworks adaptability to digital business models	LAD	Brain retention	BRD	Implementation	IMP
Need for economic and social reforms	ESR	Government procurement of advanced technology products	GPT	Bureaucracy	BUR
Value system	VSS	Availability of latest technologies	ALT	Transparency	TRA
National culture	NCL	Cost of redundancy dismissal	CRD	Public sector corruption	PSC
Image abroad or branding	BRD	E-government development	EGO	Literacy rate	LTR
Attitudes towards globalization	ATG	Online e-participation	OEP	Access to electricity	ATE
Flexibility and adaptability	FAD	Fixed broadband subscriptions	FBS	Satisfaction with healthcare	SHT
Policy learning	PLN	Government effectiveness	GEF	Satisfaction with roads and highways	SRT
Effective use of support	EUS	Efficient use of assets	EUA	Quality of life	QLF
Skilled labor	SLB	Efficiency of government spending	EGS		

ASIA GSI DASHBOARD

Countries Regional Average World Average







Central and Eastern Europe GSI Dashboard

Central and Eastern Europe is the 5th most competitive region in the Government Services Index, with only four out of 15 countries scoring above the world average. The highest scores in the region are seen with the Governance and Digitalization dimensions, and Impact the region's most competitive dimension relative to the global average. The leading position of the region in the aforementioned dimensions is supported by highest scores in indicators such as Public sector corruption, efficient use of assets, E-Government Development, Literacy Rate, and Access to electricity. Switzerland ranks first in the Central and Eastern European region with top ten global scores in four out of five dimensions: Impact (1st globally), Governance (2nd globally), Talent (2nd globally), and Adaptability (10th globally), Austria, the second-ranked country within the region, occupies the 21st rank in government services worldwide. Hungary and Croatia score lowest, outrun by all other countries in the region.

Indicator	Regional Average	World Average	Switzerland	Estonia	Kazakhstan	Lithuania	Austria	Ukraine	Turkey	Cyprus	Latvia	Czech Republic	Greece	Romania	Bulgaria	Slovenia	Russia	Slovakia	Hungary	Poland	Croatia
GRC	0.45	0.59	0.77	0.54	0.59	0.40	0.65	0.39	0.58	0.46	0.45	0.42	0.21	0.34	0.46	0.39	0.52	0.31	0.45	0.40	0.16
LAD	0.50	0.54	0.72	0.86	0.57	0.65	0.64	0.38	0.55	0.46	0.38	0.44	0.22	0.58	0.48	0.54	0.53	0.43	0.39	0.42	0.22
ESR	0.53	0.65	0.82	0.67	0.77	0.62	0.49	0.79	0.43	0.59	0.59	0.46	0.64	0.48	0.58	0.39	0.54	0.38	0.52	0.28	0.08
VSS	0.56	0.57	0.97	0.77	0.76	0.65	0.70	0.53	0.53	0.60	0.60	0.67	0.52	0.59	0.51	0.41	0.32	0.60	0.38	0.31	0.15
NCL	0.44	0.64	0.66	0.62	0.61	0.61	0.58	0.70	0.51	0.60	0.46	0.49	0.63	0.54	0.45	0.31	0.11	0.17	0.35	0.00	0.04
BRD	0.54	0.61	1.00	0.79	0.76	0.69	0.84	0.41	0.22	0.51	0.61	0.61	0.64	0.46	0.41	0.56	0.24	0.42	0.38	0.30	0.41
ATG	0.39	0.55	0.64	0.54	0.60	0.50	0.41	0.43	0.49	0.43	0.40	0.43	0.45	0.35	0.36	0.39	0.15	0.26	0.06	0.27	0.23
FAD	0.48	0.59	0.66	0.62	0.64	0.75	0.45	0.66	0.79	0.45	0.49	0.46	0.66	0.44	0.33	0.31	0.54	0.31	0.20	0.32	0.00
PLN	0.66	0.65	0.96	0.99	0.43	0.85	0.88	0.71	0.43	0.66	0.85	0.71	0.64	0.57	0.57	0.71	0.28	0.71	0.43	0.57	0.57
EUS	0.71	0.68	0.75	1.00	0.38	1.00	0.76	0.63	0.63	0.59	0.88	1.00	0.57	0.75	0.88	0.88	0.22	0.88	0.38	0.75	0.75
SLB	0.45	0.57	0.88	0.15	0.61	0.49	0.28	0.65	0.71	0.55	0.51	0.39	0.77	0.27	0.22	0.54	0.75	0.26	0.12	0.28	0.19
CSM	0.44	0.59	0.95	0.26	0.78	0.54	0.53	0.49	0.62	0.53	0.61	0.41	0.53	0.26	0.16	0.47	0.66	0.15	0.09	0.38	0.00
BRD	0.33	0.53	1.00	0.42	0.36	0.23	0.61	0.19	0.28	0.52	0.28	0.49	0.16	0.04	0.21	0.33	0.44	0.17	0.22	0.35	0.04
GPT	0.33	0.47	0.51	0.46	0.41	0.30	0.41	0.32	0.43	0.35	0.24	0.32	0.19	0.14	0.41	0.22	0.43	0.38	0.27	0.35	0.14
ALT	0.57	0.62	0.97	0.74	0.29	0.71	0.80	0.29	0.51	0.49	0.63	0.71	0.51	0.46	0.46	0.74	0.37	0.66	0.60	0.49	0.49
CRD	0.83	0.75	0.88	0.84	0.89	0.84	0.90	0.84	0.64	0.90	0.84	0.75	0.81	0.90	0.90	0.87	0.79	0.77	0.84	0.77	0.82
EGO	0.66	0.55	0.81	0.94	0.69	0.76	0.81	0.41	0.55	0.77	0.56	0.64	0.61	0.52	0.60	0.73	0.66	0.57	0.55	0.73	0.55
OEP	0.79	0.79	0.88	1.00	0.84	0.66	0.97	0.75	0.86	0.94	0.45	0.64	0.72	0.75	0.86	0.81	0.83	0.61	0.58	0.95	0.86
FBS	0.61	0.65	0.99	0.66	0.27	0.61	0.60	0.37	0.40	0.79	0.54	0.76	0.87	0.62	0.64	0.66	0.48	0.65	0.71	0.45	0.52
GEF	0.58	0.62	0.92	0.76	0.47	0.69	0.83	0.35	0.42	0.65	0.65	0.67	0.54	0.38	0.42	0.72	0.44	0.56	0.57	0.52	0.54
EUA	0.70	0.69	0.95	0.94	0.47	0.94	1.00	0.59	0.47	0.76	0.82	0.71	0.69	0.47	0.71	0.71	0.47	0.71	0.47	0.71	0.71
EGS	0.37	0.49	0.82	0.47	0.43	0.31	0.31	0.25	0.41	0.51	0.24	0.37	0.14	0.25	0.39	0.31	0.45	0.31	0.27	0.41	0.25
PCO	0.58	0.62	0.88	0.63	0.50	0.75	0.68	0.50	0.50	0.65	0.63	0.63	0.62	0.38	0.63	0.63	0.38	0.50	0.50	0.63	0.50
IMP	0.61	0.62	0.92	0.87	0.37	0.75	0.85	0.50	0.37	0.60	0.87	0.75	0.58	0.37	0.50	0.62	0.37	0.75	0.50	0.62	0.50
BUR	0.33	0.43	0.87	0.58	0.57	0.44	0.35	0.24	0.29	0.28	0.43	0.25	0.37	0.16	0.16	0.26	0.25	0.21	0.36	0.19	0.09
TRA	0.41	0.51	0.89	0.54	0.65	0.66	0.55	0.27	0.11	0.43	0.45	0.22	0.67	0.31	0.22	0.36	0.38	0.35	0.39	0.19	0.21
PSC	0.71	0.72	0.99	0.97	0.28	0.89	0.88	0.38	0.43	0.79	0.88	0.78	0.80	0.76	0.43	0.77	0.28	0.80	0.76	0.87	0.67
LTR	0.97	0.93	1.00	1.00	1.00	1.00	1.00	1.00	0.76	0.95	1.00	1.00	0.95	0.98	0.96	1.00	1.00	1.00	1.00	0.96	0.96
ATE	1.00	0.97	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
SHT	0.51	0.63	0.94	0.56	0.45	0.43	0.87	0.17	0.57	0.61	0.50	0.76	0.26	0.48	0.33	0.87	0.25	0.52	0.47	0.12	0.63
SRT	0.48	0.55	0.90	0.80	0.48	0.68	0.83	0.34	0.52	0.44	0.33	0.49	0.14	0.34	0.23	0.60	0.39	0.18	0.26	0.64	0.59
QLF	0.55	0.62	1.00	0.67	0.47	0.66	1.00	0.20	0.36	0.80	0.49	0.71	0.66	0.36	0.24	0.80	0.28	0.43	0.36	0.45	0.52

RANK FOR CENTRAL AND EASTERN EUROPE - 0.57

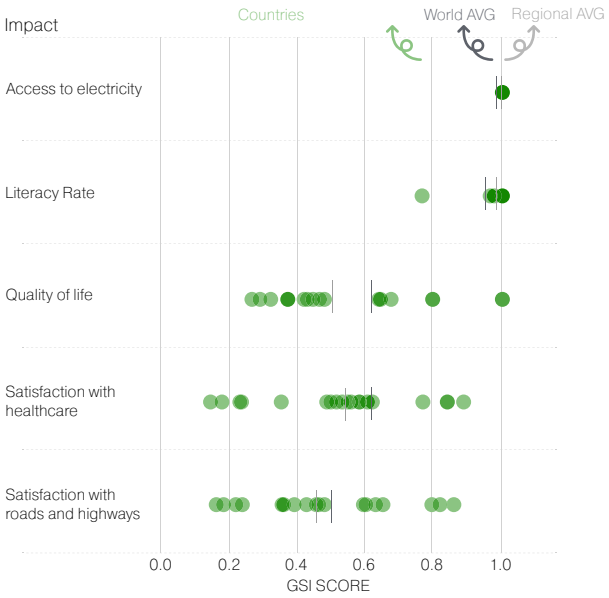
Min Value Median Max Value

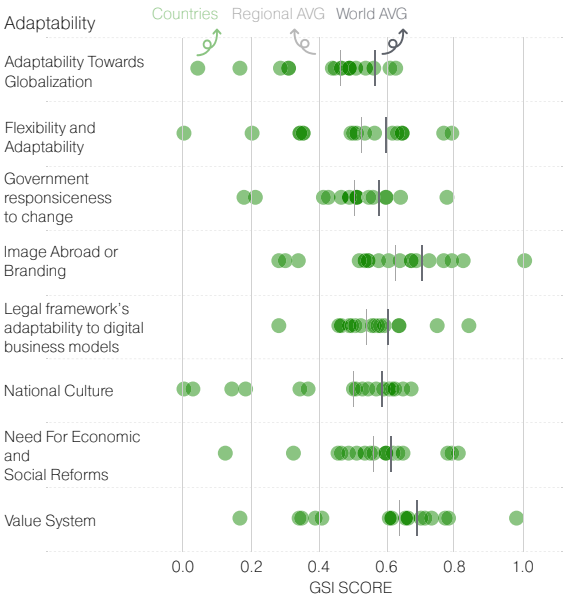
INDEX INDICATORS ACRONYMS

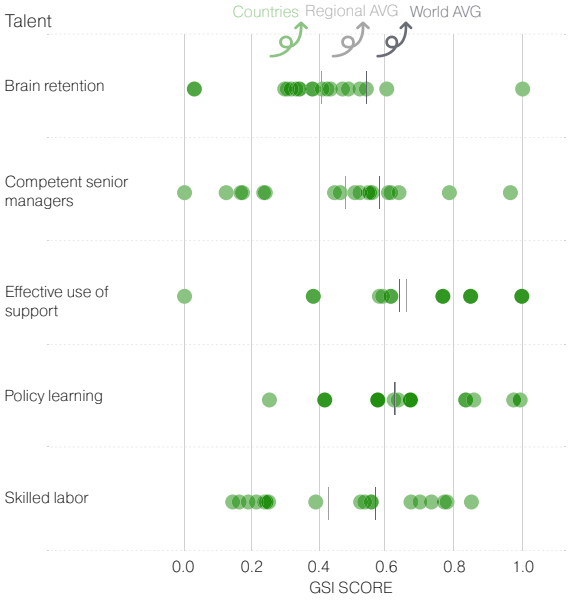
Government responsiveness to change	GRC	E-government development	EGO
Legal frameworks adaptability to digital business models	LAD	Online e-participation	OEP
Need for economic and social reforms	ESR	Fixed broadband subscriptions	FBS
Value system	VSS	Government effectiveness	GEF
National culture	NCL	Efficient use of assets	EUA
Image abroad or branding	BRD	Efficiency of government spending	EGS
Attitudes towards globalization	ATG	Policy coordination	PCO
Flexibility and adaptability	FAD	Implementation	IMP
Policy learning	PLN	Bureaucracy	BUR
Effective use of support	EUS	Transparency	TRA
Skilled labor	SLB	Public sector corruption	PSC
Competent senior managers	CSM	Literacy rate	LTR
Brain retention	BRD	Access to electricity	ATE
Government procurement of advanced technology products	GPT	Satisfaction with healthcare	SHT
Availability of latest technologies	ALT	Satisfaction with roads and highways	SRT
Cost of redundancy dismissal	CRD	Quality of life	QLF

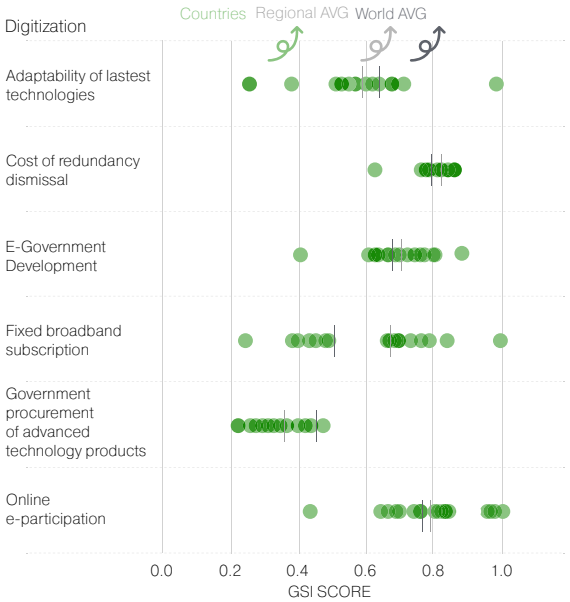
CENTRAL AND EASTERN GSI DASHBOARD

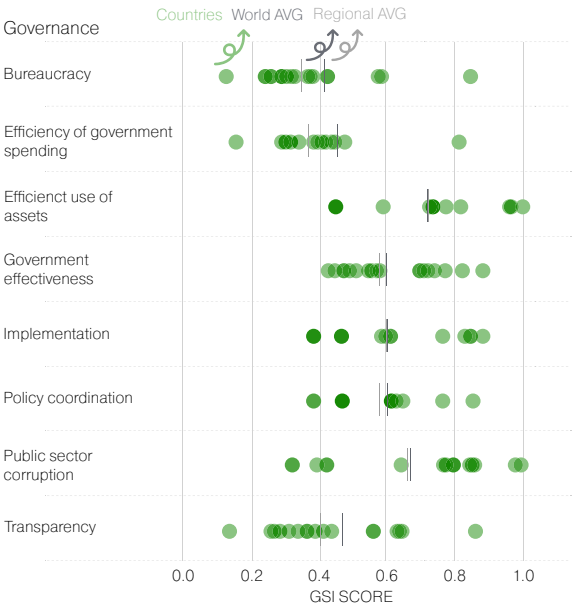
Countries Regional Average World Average











Africa GSI Dashboard

The region of Africa is ranked 6th out of 7th regions. Four countries are included in the regional analysis: Botswana, Morocco, Egypt and South Africa. Botswana ranks first in three out of five dimensions: Talent Digitalization, Governance, while Egypt ranks last in three dimensions: Talent, Digitalization, Governance. Botswana and South Africa exhibit very close performance with an only 0.003 score difference. By comparison Botswana scores better in Adaptability, Talent, Governance and Digitalization dimensions, while South Africa scores better in the Impact dimension.

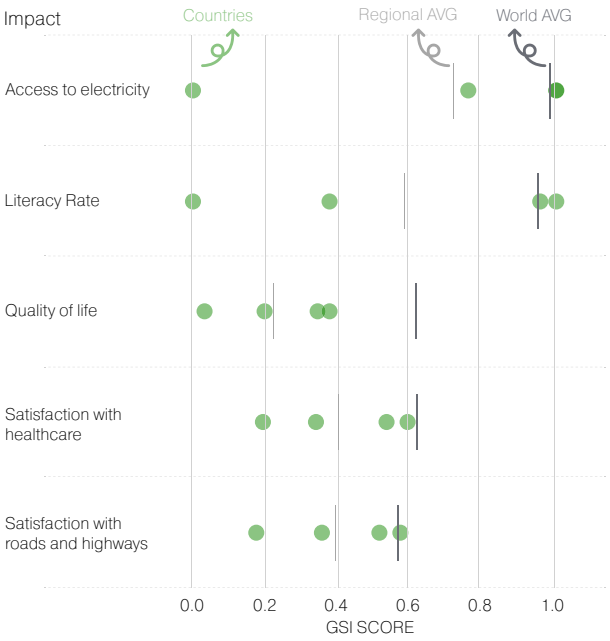
Indicator	Regional Average	World Average	Egypt	Morocco	Botswana	South Africa
Government responsiveness to change	0.51	0.59	0.66	0.55	0.48	0.33
Legal frameworks adaptability to digital business models	0.42	0.54	0.43	0.44	0.37	0.44
Need for economic and social reforms	0.66	0.65	0.87	1.00	0.42	0.36
Value system	0.48	0.57	0.74	0.64	0.27	0.26
National culture	0.40	0.64	0.70	0.59	0.26	0.04
Image abroad or branding	0.59	0.61	0.74	0.66	0.61	0.36
Attitudes towards globalization	0.41	0.55	0.51	0.53	0.29	0.32
Flexibility and adaptability	0.37	0.59	0.50	0.52	0.13	0.33
Policy learning	0.50	0.65	0.14	0.57	0.57	0.71
Effective use of support	0.69	0.68	0.38	0.50	1.00	0.88
Skilled labor	0.32	0.57	0.44	0.31	0.33	0.19
Competent senior managers	0.40	0.59	0.45	0.43	0.26	0.44
Brain retention	0.37	0.53	0.31	0.33	0.46	0.37
Government procurement of advanced technology products	0.45	0.47	0.43	0.41	0.54	0.43
Availability of latest technologies	0.46	0.62	0.34	0.57	0.34	0.60
Cost of redundancy dismissal	0.74	0.75	0.55	0.75	0.75	0.89
E-government development	0.14	0.55	0.06	0.10	0.03	0.36
Online e-participation	0.39	0.79	0.36	0.36	0.17	0.67
Fixed broadband subscriptions	0.12	0.65	0.17	0.09	0.21	0.01
Government effectiveness	0.43	0.62	0.30	0.43	0.49	0.51
Efficient use of assets	0.44	0.69	0.35	0.35	0.71	0.35
Efficiency of government spending	0.44	0.49	0.43	0.49	0.55	0.29
Policy coordination	0.50	0.62	0.38	0.25	0.88	0.50
Implementation	0.53	0.62	0.37	0.62	0.62	0.50
Bureaucracy	0.32	0.43	0.36	0.53	0.30	0.10
Transparency	0.39	0.51	0.40	0.48	0.41	0.29
Public sector corruption	0.37	0.72	0.12	0.27	0.76	0.34
Literacy rate	0.57	0.93	0.00	0.94	0.36	1.00
Access to electricity	0.69	0.97	1.00	0.75	1.00	0.00
Satisfaction with healthcare	0.40	0.63	0.19	0.59	0.30	0.51
Satisfaction with roads and highways	0.38	0.55	0.48	0.56	0.33	0.16
Quality of life	0.23	0.62	0.05	0.36	0.19	0.32

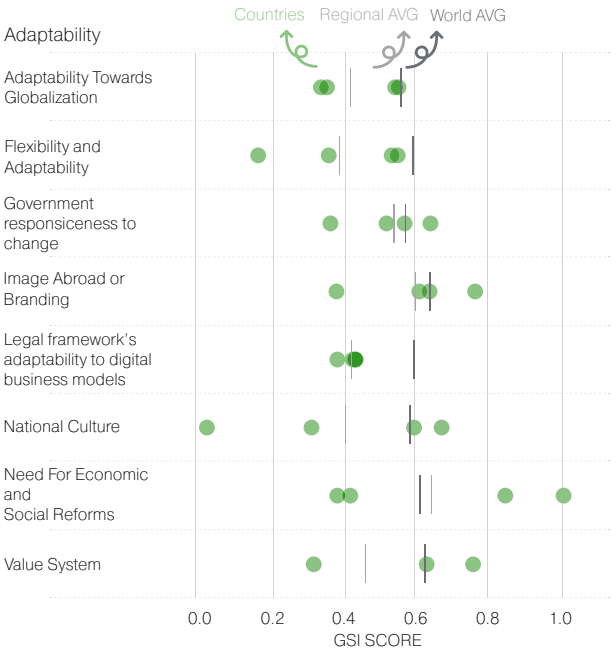
RANK FOR AFRICA - 0.44

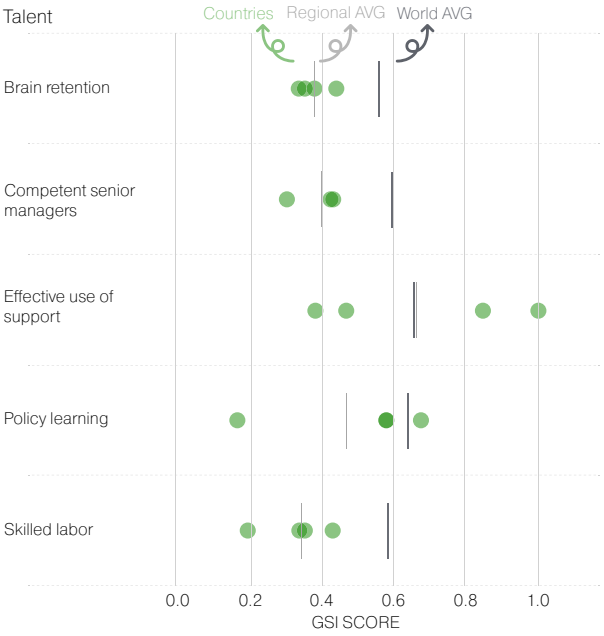
Min Value | Median | Max Value

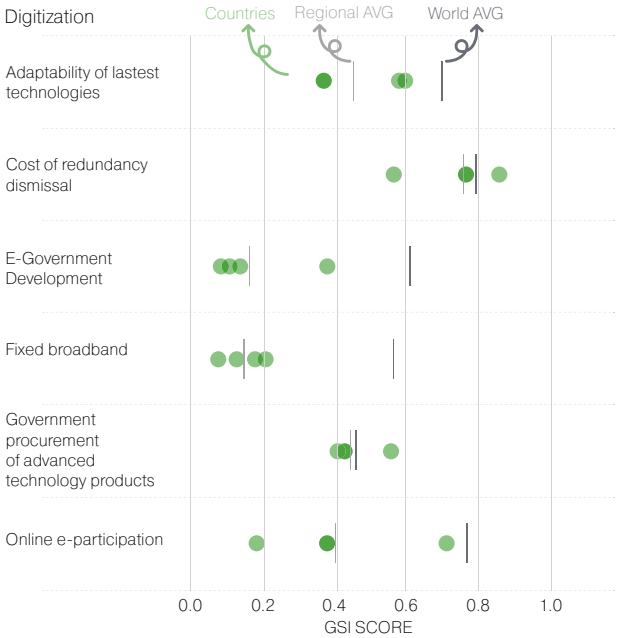
AFRICA GSI DASHBOARD

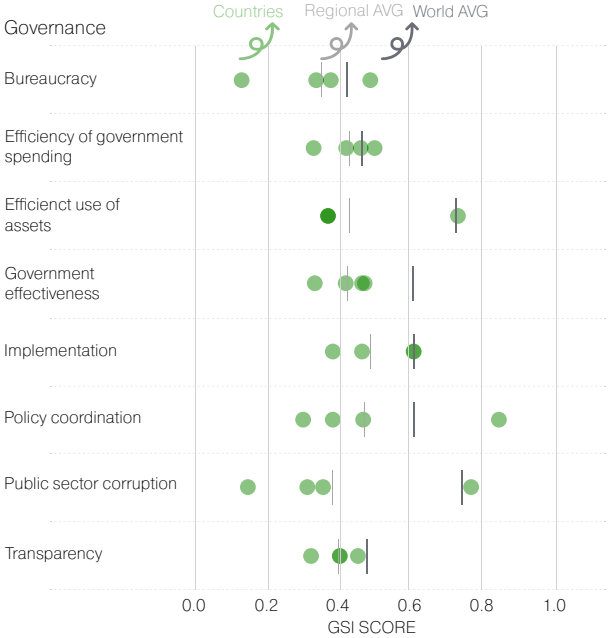
Countries Regional Average World Average











South America GSI Dashboard

With a 0.43 score, South America, is the least performing region in the World. Chile is the only country in the South America data set placed above rank 50. The other five countries are ranked below, Venezuela placing itself lowest among all countries included in the analysis. Although the region achieves high score as far as the Impact dimension, none of the countries manage to top the dimension's overall average. Conversely, the region achieves low scores as far as Governance and records the highest negative variance relative to the world average for the Bureaucracy indicator (-65%). Within the region, Chile ranks first in all dimensions with highest score as far as Talent (0.78).

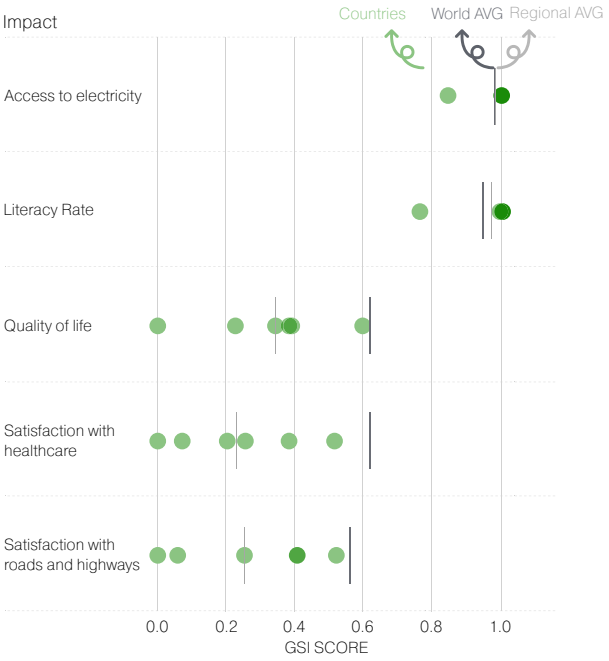
Indicator	Regional Average	World Average	Chile	Colombia	Brazil	Peru	Argentina	Venezuela
Government responsiveness to change	0.33	0.59	0.55	0.40	0.28	0.29	0.44	0.00
Legal frameworks adaptability to digital business models	0.34	0.54	0.58	0.42	0.30	0.31	0.43	0.00
Need for economic and social reforms	0.34	0.65	0.54	0.25	0.34	0.46	0.00	0.42
Value system	0.31	0.57	0.63	0.37	0.32	0.39	0.00	0.15
National culture	0.45	0.64	0.57	0.46	0.59	0.60	0.01	0.44
Image abroad or branding	0.37	0.61	0.81	0.46	0.24	0.62	0.09	0.00
Attitudes towards globalization	0.48	0.55	0.70	0.56	0.47	0.56	0.11	0.51
Flexibility and adaptability	0.55	0.59	0.43	0.47	0.79	0.52	0.50	0.63
Policy learning	0.45	0.65	0.85	0.57	0.28	0.43	0.57	0.00
Effective use of support	0.54	0.68	1.00	0.63	0.38	0.63	0.63	0.00
Skilled labor	0.38	0.57	0.53	0.50	0.27	0.33	0.46	0.15
Competent senior managers	0.39	0.59	0.74	0.40	0.40	0.35	0.30	0.14
Brain retention	0.41	0.53	0.76	0.41	0.40	0.40	0.48	0.00
Government procurement of advanced technology products	0.23	0.47	0.27	0.38	0.24	0.24	0.27	0.00
Availability of latest technologies	0.36	0.62	0.71	0.37	0.40	0.34	0.31	0.00
Cost of redundancy dismissal	0.63	0.75	0.67	0.80	0.81	0.86	0.63	0.00
E-government development	0.45	0.55	0.67	0.42	0.54	0.40	0.67	0.00
Online e-participation	0.67	0.79	0.81	0.83	0.88	0.69	0.81	0.00
Fixed broadband subscriptions	0.30	0.65	0.40	0.30	0.34	0.17	0.43	0.16
Government effectiveness	0.37	0.62	0.67	0.44	0.32	0.37	0.38	0.00
Efficient use of assets	0.53	0.69	0.94	0.47	0.59	0.59	0.59	0.00
Efficiency of government spending	0.21	0.49	0.37	0.16	0.14	0.27	0.31	0.00
Policy coordination	0.46	0.62	0.75	0.50	0.50	0.50	0.50	0.00
Implementation	0.44	0.62	0.62	0.37	0.62	0.50	0.50	0.00
Bureaucracy	0.15	0.43	0.38	0.21	0.09	0.20	0.03	0.00
Transparency	0.27	0.51	0.70	0.37	0.27	0.26	0.2	0.00
Public sector corruption	0.58	0.72	0.93	0.65	0.69	0.53	0.66	0.00
Literacy rate	0.96	0.93	0.99	1.00	1.00	0.75	1.00	1.00
Access to electricity	0.98	0.97	1.00	1.00	1.00	0.86	1.00	1.00
Satisfaction with healthcare	0.24	0.63	0.28	0.38	0.21	0.10	0.49	0.00
Satisfaction with roads and highways	0.28	0.55	0.50	0.41	0.28	0.08	0.41	0.00
Quality of life	0.32	0.62	0.60	0.39	0.33	0.38	0.24	0.00

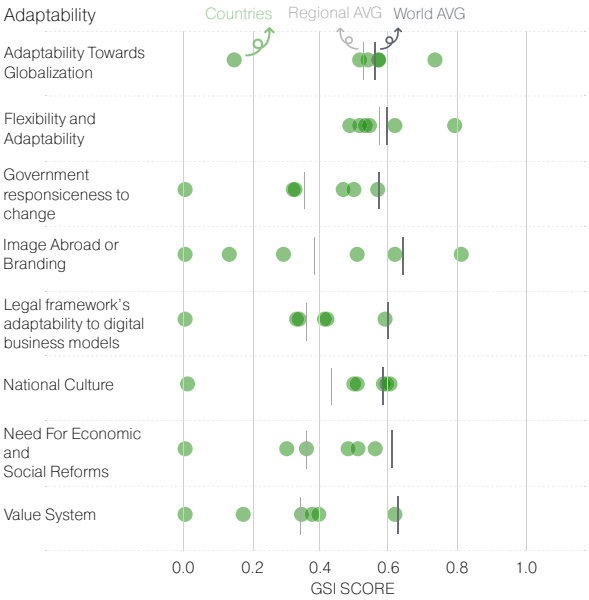
RANK FOR SOUTH AMERICA - 0.43

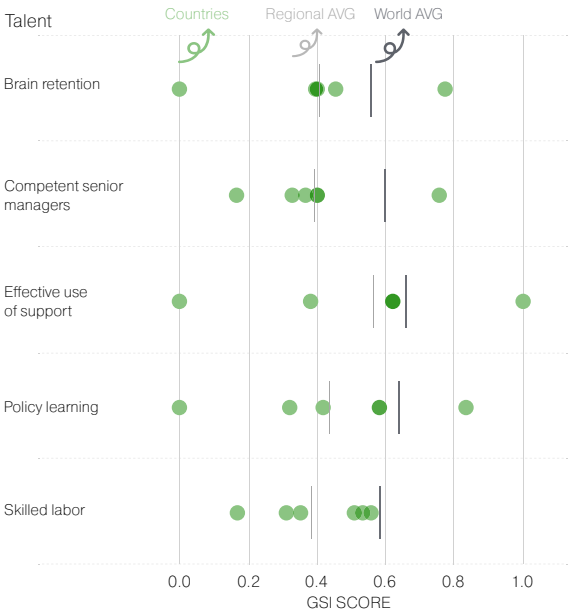
Min Value Median Max Value

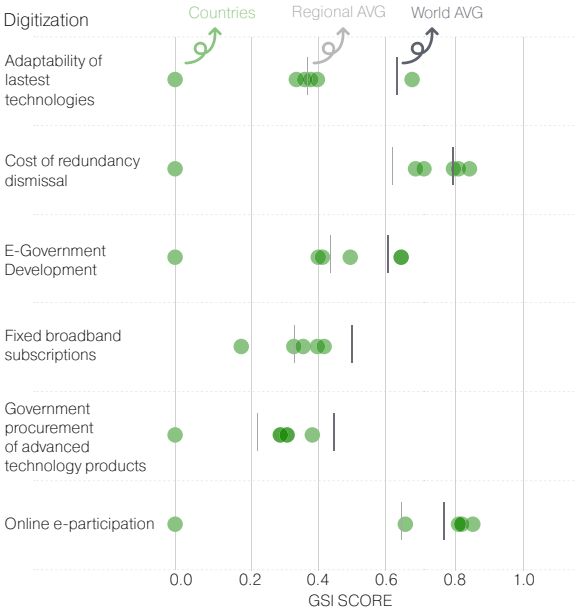
SOUTH AMERICA GSI DASHBOARD

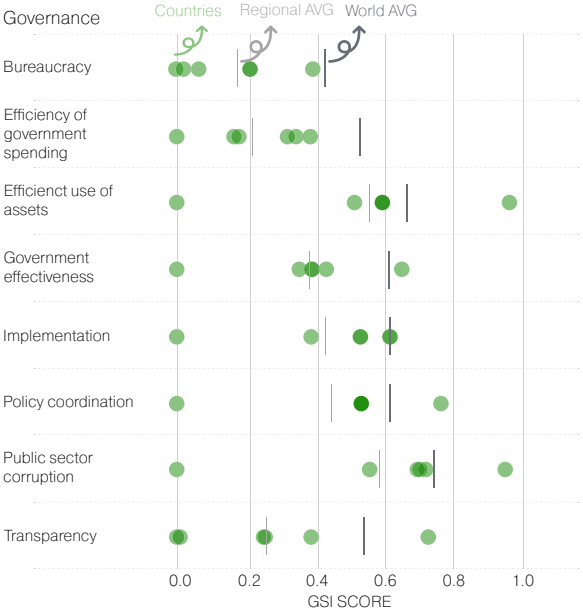
Countries Regional Average World Average





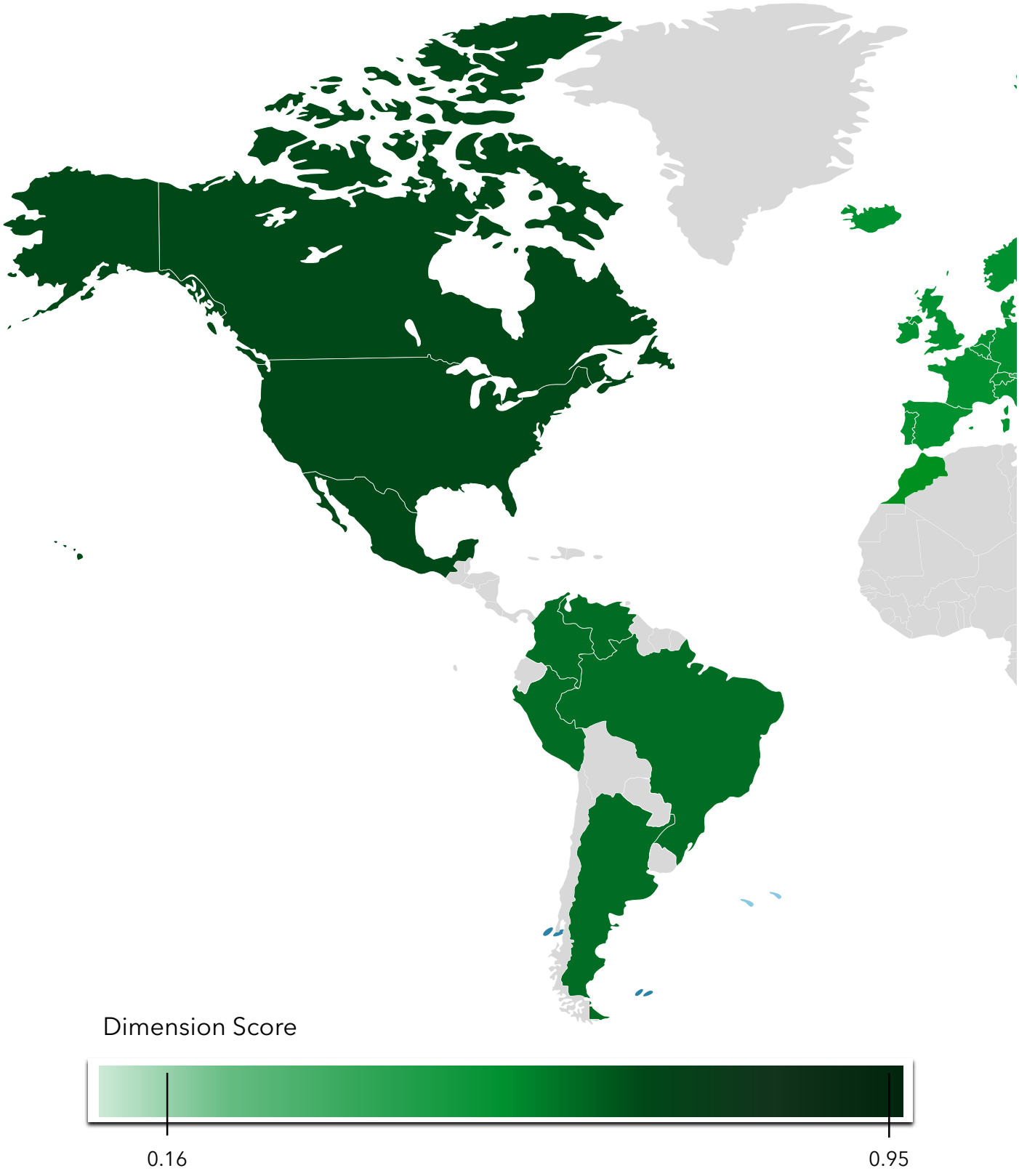


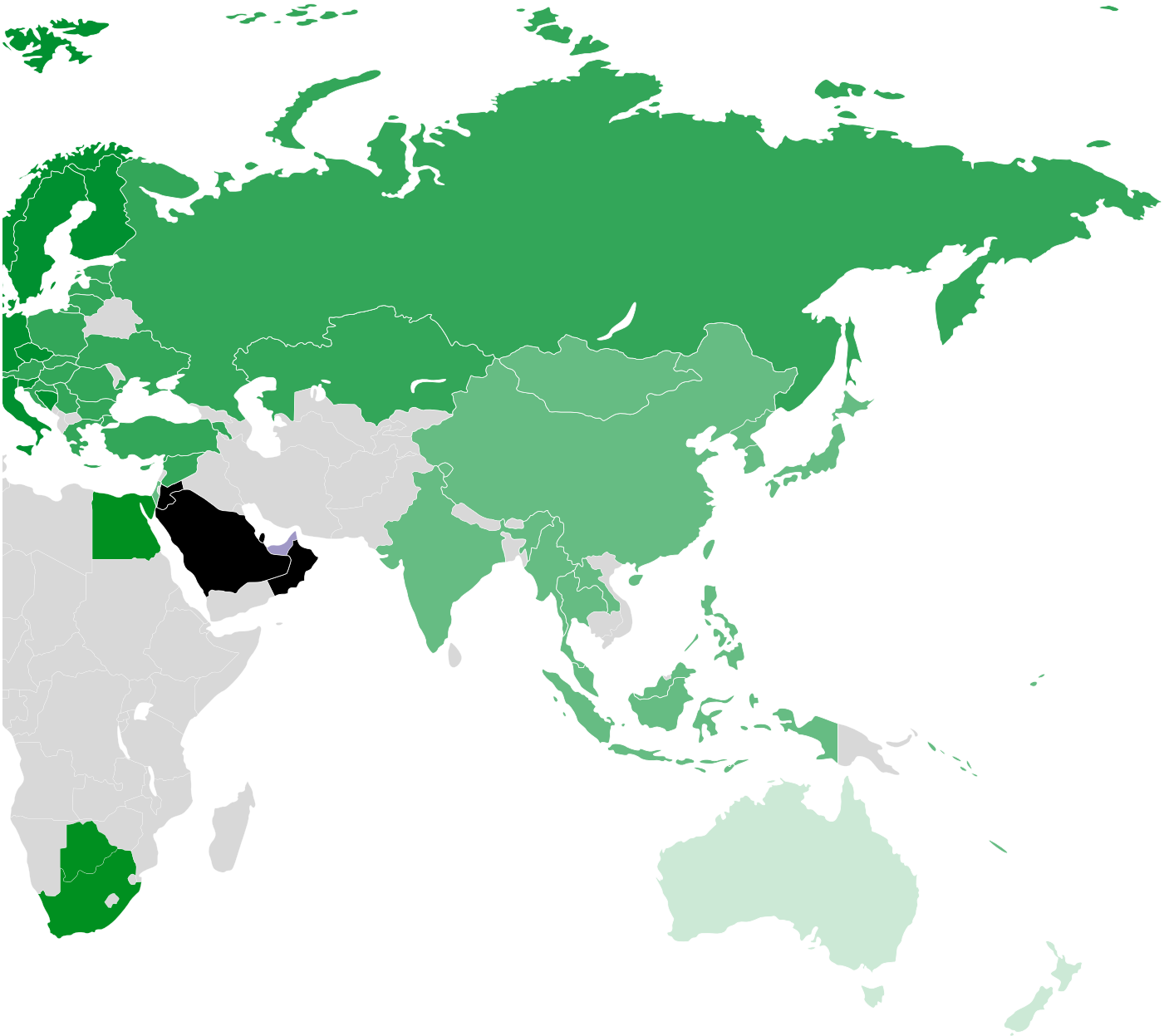




4 Overview of ranking

4.1 Adaptability





Dimension Score

ADAPTABILITY: WORLDWIDE RANKING BY DIMENSION

1	United Arab Emirates	0.95	16	China	0.75	31	Portugal	0.62
2	Singapore	0.89	17	Israel	0.73	32	Morocco	0.62
3	Netherlands	0.88	18	United States	0.73	33	Lithuania	0.61
4	Ireland	0.83	19	Canada	0.72	34	Chile	0.60
5	Iceland	0.82	20	Indonesia	0.72	35	Germany	0.60
6	Sweden	0.81	21	Malaysia	0.72	36	Austria	0.60
7	Denmark	0.81	22	New Zealand	0.77	37	Philippines	0.58
8	Qatar	0.81	23	India	0.75	38	Australia	0.57
9	Luxembourg	0.80	24	Korea, Rep. (South)	0.68	39	Belgium	0.57
10	Switzerland	0.78	25	Estonia	0.68	40	Ukraine	0.54
11	Finland	0.77	26	Jordan	0.67	41	Italy	0.54
12	Oman	0.76	27	Thailand	0.67	42	Turkey	0.51
13	Norway	0.75	28	Kazakhstan	0.66	43	Cyprus	0.51
14	Saudi Arabia	0.75	29	United Kingdom	0.65	44	Latvia	0.50
15	Bahrain	0.75	30	Egypt	0.64	45	Czech Republic	0.50

46	Greece	0.50	53	Mexico	0.44	60	Botswana	0.35
47	Spain	0.47	54	Colombia	0.42	61	Hungary	0.34
48	Romania	0.47	55	Brazil	0.42	62	South Africa	0.31
49	Peru	0.47	56	Slovenia	0.41	63	Poland	0.77
50	Japan	0.47	57	France	0.38	64	Venezuela	0.27
51	Mongolia	0.46	58	Russia	0.37	65	Argentina	0.20
52	Bulgaria	0.45	59	Slovakia	0.77	66	Croatia	0.16

4.1.1 GENERAL OUTLOOK

In an environment that is characteristically fast changing and sometimes difficult to anticipate, flexibility and adaptability are critical pre-requisites as far as the manifestation and functioning of governments. They are future-oriented notions, indicative of a present situation that should be kept open to future situations.

Government Responsiveness to Change through innovative decision-making is contoured as a definite success factor related to the capability of governments to react to unpredictable future developments. Such environments are difficult to control effectively in circumstances of considerable uncertainty.

The efforts of governments, however, are not entirely successful without societal support in response. In this context, openness to international exchanges of various sorts, a country's value system as well as its national culture can either accelerate or hinder governmental efforts. Historical background also plays an important role, as habits and beliefs are the most difficult to change.

Furthermore, technology plays is a decisive factor in diffusing and increasing flexibility to unknown future events. Governments equipped with frameworks that facilitate the adoption of new technology are better equipped in facing the fast-changing globally connected environment, as digital business models are more reactive and flexible, with greater opportunities to adjust to changes in the market due to shorter development times.

TOP PERFORMING GOVERNMENTS IN ADAPTABILITY

	Country	Flexibility and Adaptability	Attitudes Towards Globalization	Image Abroad or Branding	National Culture	Value System	Need for Economic and Social Reforms	Government Responsiveness to change	Legal framework's adaptability to digital business models	Dimension Score
1	United Arab Emirates	0.9312	0.9244	0.9521	0.9906	1.0000	0.9699	0.9146	0.9132	0.9495
2	Singapore	0.7500	0.8004	0.9793	0.8239	0.9548	0.8604	1.0000	0.9763	0.8931
3	Netherlands	0.8945	0.8721	0.9171	1.0000	0.9253	0.8868	0.7091	0.8026	0.8759
4	Ireland	0.9954	0.8450	0.9404	0.9014	0.8409	0.8548	0.6272	0.5974	0.8253
5	Iceland	1.0000	0.7849	0.8510	0.8991	0.8232	0.8151	0.6498	0.7526	0.8220

The United Arab Emirates is ranked 1st in the Adaptability dimension, with a top score as far as the value system indicator. In terms of the extensive processes of policy making and policy implementation, governments should consider their national identity and value systems, as drivers of economic competitiveness. With a top score in the aforementioned indicator, correlated with a high score as far as national culture, the United Arab Emirates demonstrate how the value system of their society together with a strong sense of national identity, supports long-term welfare and competitiveness.

Embedded in the country's history, with a background of welcoming trade and business which goes back to early Gulf moments, the UAE has one of the most open economies in the world. Overall, a remarkable performance, with a score above 0.90 in all indicators.

The country also leads the ranking in attitudes towards globalization and the need for economic and social

reforms. It is a founding member of the Gulf Cooperation Council (GCC) for further regional integration and a global hub for international companies doing business throughout the Middle East, Africa, Europe, and Asia. The United Arab Emirates' openness to international business and its strategic location as a gateway to the region, have been instrumental in developing open attitudes and beliefs to support the country's development. Due to its important position in international trade, the United Arab Emirates has built up an infrastructure of excellent trade-related services such as shipping, air transport, and financial services. To support this, the UAE has also become home to a large population of foreign citizens, with numerous job opportunities that impregnate the country with various cultures and worldwide expertise. High scores, obtained as far as the government's responsiveness to change, speak of the future orientation of the government.

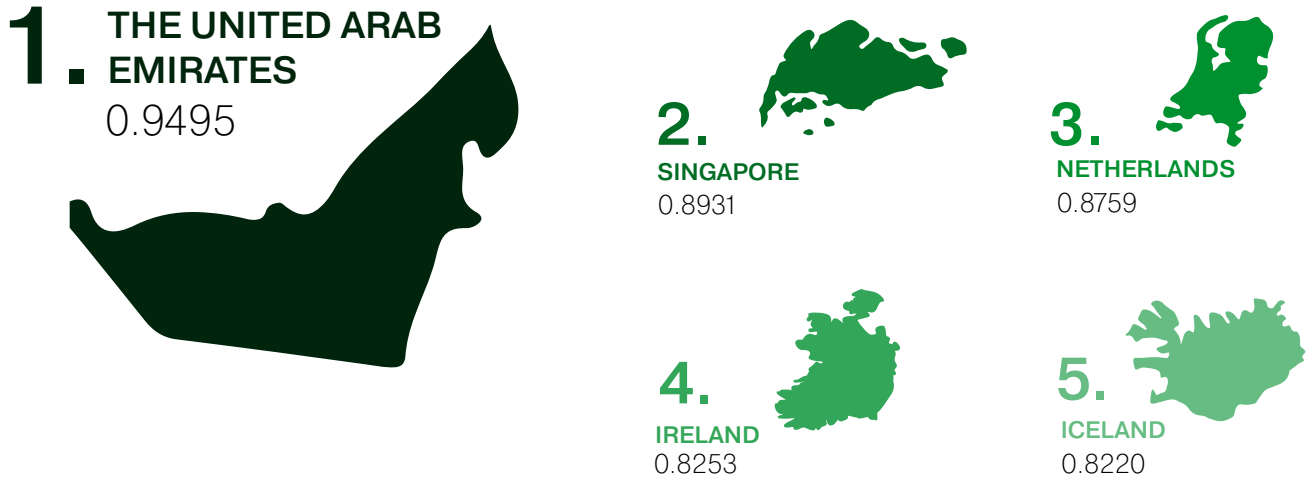
Travel, either for tourism or business, plays a large part in the success of the UAE's flexibility and openness towards change. The UAE's world-class airlines and the aviation infrastructure have a major role in the advance of the tourism industry and business-related trips. A world-renowned center for world-class trade events, where visiting or exhibiting can be a great way to learn about and expand in the UAE and the region, is a key factor. Starting the 1st of October 2021 all throughout April 2022, the UAE hosted the World Expo 2020, attracting tourists and industry leaders from around the world: more than 200 participants including 192 nations from across the world, multilateral organizations, businesses, and educational institutions (ExpoDubai2020).

Among top countries in the world as "most-networked countries", the UAE continues to be a strategic hub, with business-friendly zones and a quickly growing economy, all elements that support the high ranking in image abroad or branding.

The country is also positioned high regarding the Legal Framework's Adaptability to Digital Business Models. Concurrently, there are many achievements of federal and local government entities in the field of digital transformation. Achieved initiatives cover orientation to paperless government, digital service platforms, and digital connection among government entities through the Federal Network (FedNet), UAE Pass and Government Service Bus (GSB). Additionally, Dubai has built up a solid wholesale and retail trade sector, which also attracts a large number of visitors from other countries (tourists) to shop in Dubai. Distribution services, which used to take place mainly through the commercial presence mode, moved to mail-order services and electronic commerce, supported by an adequate adaptation of the legal framework to this transition.

The country has also been boosting its financial service activities through the Dubai International Financial Centre (DIFC), which has increased its scale and attracted fintech companies, both start-ups, and companies in their growth stages. Dubai International Financial Centre (DIFC) is the leading financial hub for the Middle East, Africa, and South Asia (MEASA), where the DIFC Innovation Hub has more than 500 innovation companies, tech firms, and digital labs. (DIFC)

Top Performing Governments In Adaptability: Visual Map



4.1.2 GLOBAL OVERVIEW OF INDICATORS

4.1.2.1 Government Responsiveness to Change

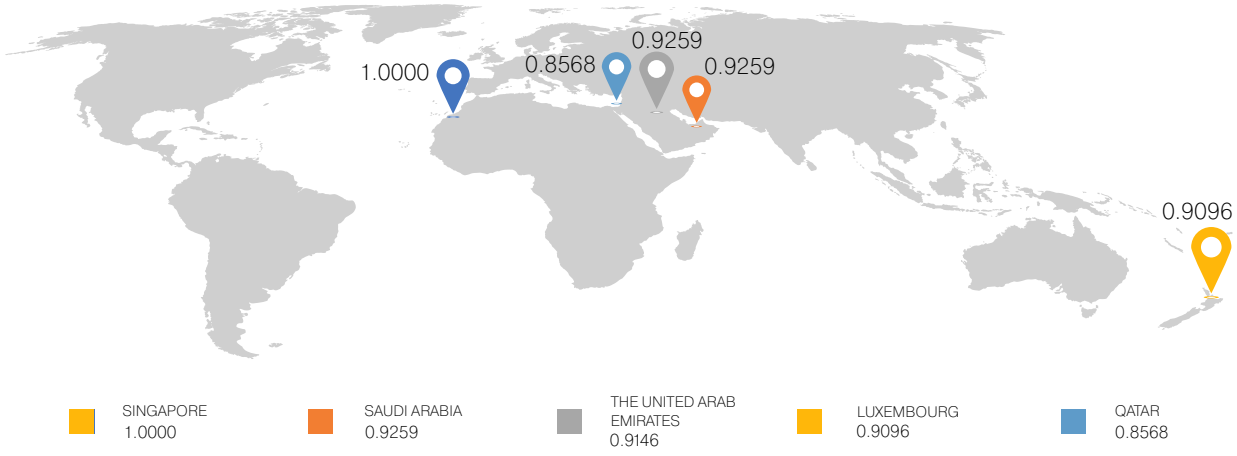
The indicator reflects the extent to which governments effectively respond to change. Change, as implied by the hereby indicator refers to such changes as driven by technological progress, societal and demographic trends, in addition to security and economic challenges. Countries are assessed on a scale of 1 to 7, whereby 1 indicates that the government does not respond effectively to such changes at all, and 7 relates to a great degree of responsiveness to changes as implied by the indicator in question.

Government responsiveness to change

1st	2nd	3rd	4th	5th
Singapore	Saudi Arabia	The United Arab Emirates	Luxembourg	Qatar
1.0000	0.9259	0.9146	0.9096	0.8469

With a government outstandingly adaptive, as indicated by the top score obtained, Singapore is the most responsive nation. A country's ability to respond to change is vital to its success in building a competitive and at the same time sustainable economy and society. With a scarcity of natural resources and a small domestic market, Singapore's economy has depended heavily on international trade and the global market. The country has managed to build on the opportunity arising from the globalization of new technologies. Improved quality of life and increased education levels amongst the public have also been a constant sophistication of the society to which the government succeeds to adapt. Singapore's highly urbanized and digitally connected citizens are now even more exposed to regional and international political developments. Since the early 2000s, a range of public platforms have been implemented to generate ideas and feedback, as well as to stimulate more public dialogue.

Top Performers Government Responsiveness to Change: Visual Map



4.1.2.2 Need for economic and social reforms

Economic reforms are introduced by governments as radical change processes to increase living standards, improve well-being, and increase resistance against shocks in order to provide permanent and long-term improvements and solutions. Economic reforms are carried out under conditions when low efficiency of the economic system is revealed, economic crises occur, the market does not sufficiently satisfy the needs of people, and the country lags behind in its development from other counterparts.

Social reform is a movement that seeks to change the social and political views of marginalized groups. Social movements have sought to reform policies regarding women's rights, slavery, civil rights, public school systems, prisons, alcohol consumption, psychiatric hospitals, homeless shelters, and voting rights. Recognition and understanding of the need for economic and social reforms significantly add up to the capacity of one government to generate beneficial changes to society and therefore facilitate progress. Countries are assessed on a scale of 1 to 7, whereby 1 indicates that the need for economic and social reforms is not at all understood and 7 means that the need for social and economic reforms is very well understood.

Need for economic and social reforms

1st	2nd	3rd	4th	5th	6th
Morocco	The United Arab Emirates	Saudi Arabia	Netherlands	Qatar	Jordan
1.0000	0.9699	0.9416	0.8868	0.8868	0.8699

Morocco's top score for the need for economic and social reforms reflects the profound change process on which the country has embarked. Since the 1990s, Morocco has been undertaking decades of reforms, culminating with the new constitution adopted by a popular referendum in 2011. The new constitution rests on pillars like a clear commitment to human rights, gender equality, the fight against corruption, freedom of worship, and enhanced responsibilities for local and regional governments. In 2011, the National Human Rights Council (CNDH) was also established, an autonomous oversight body mandated to make recommendations on how to bring legislation in line with the constitution of 2011.

Significant progress has been made in Morocco through the combined efforts of the new reforms, the civil society, and the Moroccan government, resulting in achievements such as new migration groups. Social movements have sought to reform policies regarding women's rights, slavery, civil rights, public school systems, prisons, alcohol consumption, psychiatric hospitals, homeless shelters, and voting

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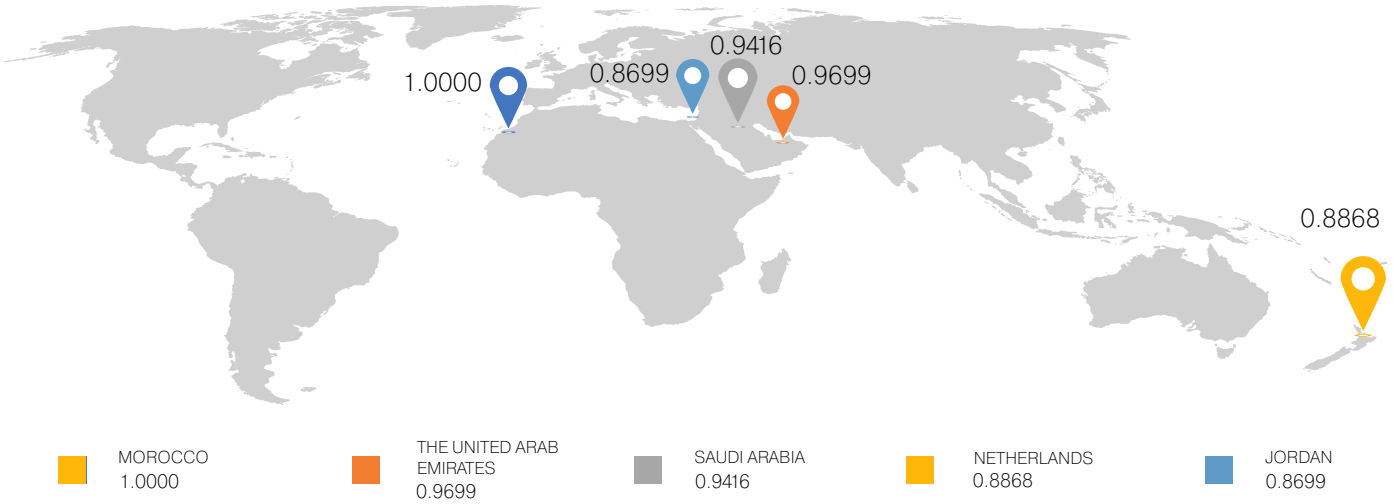
In 2004, a reform of the family code was enacted, with effects on women and family rights, promoting the participation of women in society and politics, giving women joint responsibilities for their families and equal rights as their husbands upon divorce, raising the legal age of marriage from 15 to 18. The government has recently released the terms of a new development model, focused on human development, gender equality, and the incentivization of private entrepreneurship to boost competitiveness. Additional reforms in the labor markets will also need to be addressed, given its insufficient capacity to create new jobs and the high inactivity, especially among the young and the female population. (World Bank)

Top Performers Need for economic and social reforms: Visual Map



4.I.2.3 Legal Framework's Adaptability to Digital Business Models

Digital transformation greatly impacts business models in the sense that they have to keep pace with technological progress and innovation that triggers changes in consumer and social behaviors. Thus, it is a critical standpoint of a government that it should adapt its legal framework so as to effectively regulate such business models. It is important that the government identifies such sectors that suffer unnecessary and outdated regulation and therefore moves with the technological current and not against it. Adaptability levels are assessed on a scale of 1 to 7, where 1 means that the government is not fast at all in adapting its legal framework to digital business models (e.g. e-commerce, sharing economy, fintech, etc.) and 7 indicates that the government is very fast in adapting its legal framework to the same digital business models.

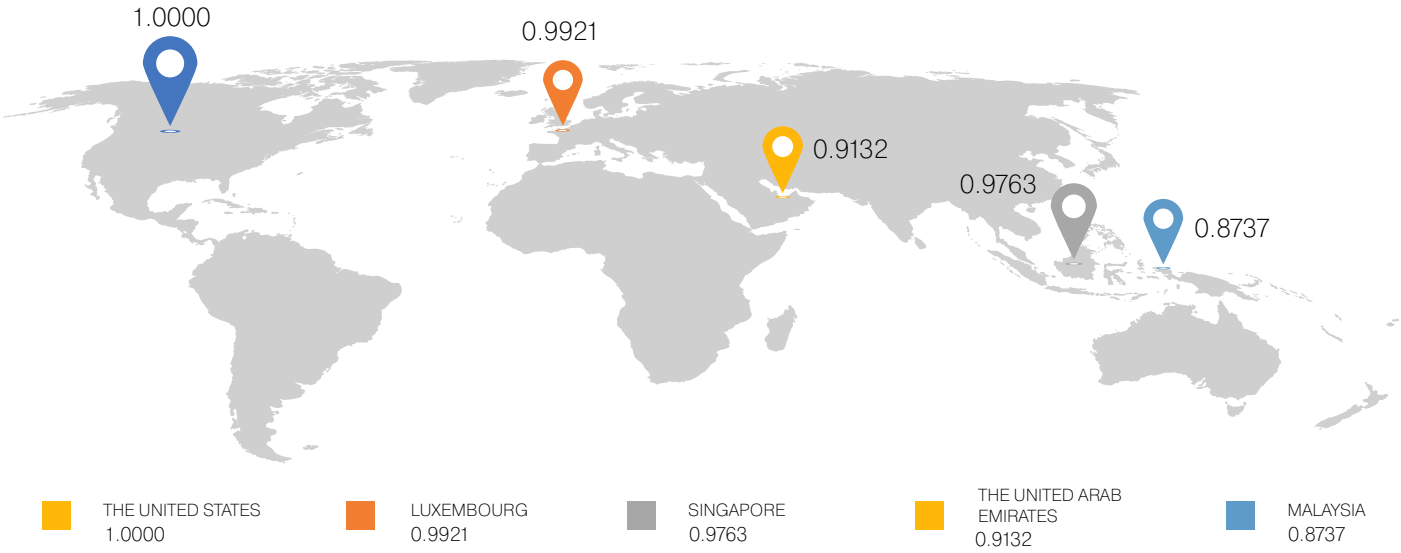
Legal Framework's Adaptability to Digital Business Models

1st	2nd	3rd	4th	5th
The United States	Luxembourg	Singapore	The United Arab Emirates	Malaysia
1.0000	0.9921	0.9763	0.9132	0.8737

The United States of America has a rich digital governmental landscape, with various initiatives, which have contributed in turn to a conducive innovation ecosystem. The United States is home to the most innovative companies in the world, i.e. US companies drive global innovation and the development of advanced and emerging technologies. There are several regulatory bodies for the fintech companies, and they have to comply with a set of regulations. Buyers and sellers may connect via established marketplaces enabled by communication protocol systems (SEC, 2022).

The State Department has an innovation policy that is committed to removing barriers overseas, protecting intellectual property, and maintaining US technological edge. Initiatives like Innovation Roundtables foster cooperation with the US private sector and allow the US government to better understand cutting-edge technology as it becomes more widely adopted. The Office of Digital Services Industries (ODSI) works to create the necessary conditions for US information and communications technology companies to innovate and compete at home and abroad and promotes the cross-border data flows that underpin international trade and economic growth for all US companies, regardless of sector. To achieve these goals ODSI seeks to: address government actions and policies that impede exports of US digital and internet services; reduce the costs and complexities of exporting to enable more US companies to compete successfully abroad; assess sectoral competitiveness issues and foreign direct investment in US digital and internet services industries (Office of Digital Services Industries). The United States' top score on the indicator reflects also in the digitalization dimension, the country ranking first worldwide under that dimension.

Top Performers Legal Framework's: Visual Map



4.1.2.4 Value system

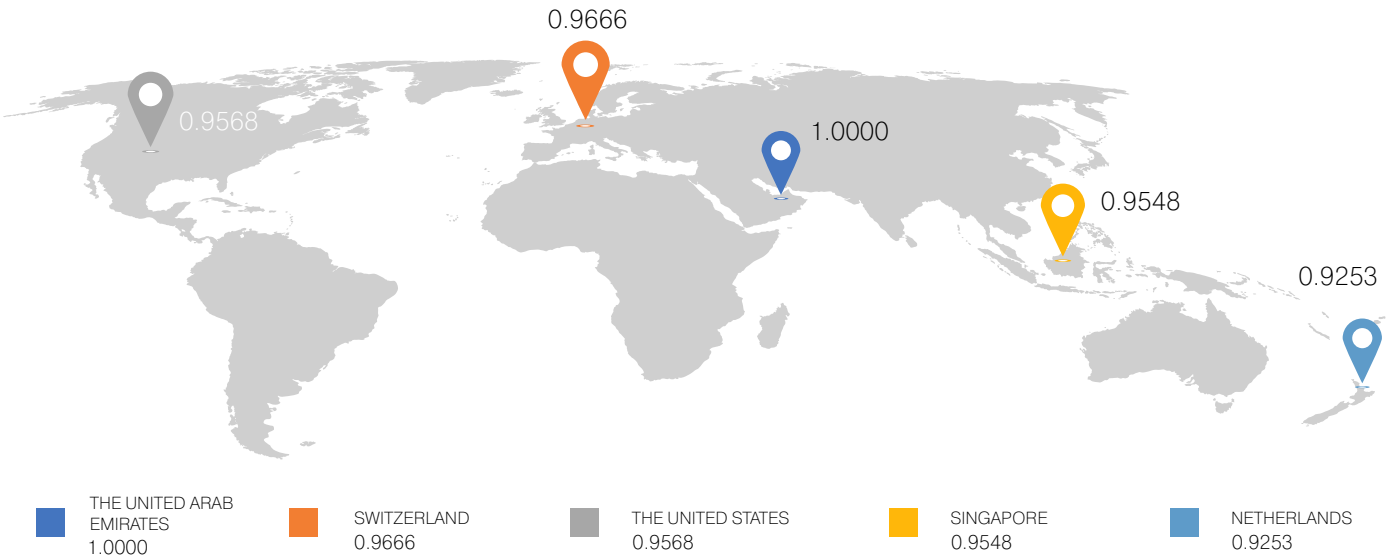
The indicator reflects a public sector values system that supports competitiveness. Competitiveness in the context of this indicator encompasses concepts related to the efficiency and transparency of public administration, ethics and governance, capacity for and commitment to technological innovation, efficiency and sophistication of business processes in the country, quality and quantity of higher education, availability of on-the-job training, technological readiness through adoption and ICT use, labor market efficiency and flexibility as well as efficient use of talent. A value system that supports competitiveness is based on a framework that maximizes the likelihood of delivering optimal public sector value by enhancing public sector productivity. It ideally enables growth, which leads to income levels and hopefully, improved well-being.

Value System

1st	2nd	3rd	4th	5th
The United Arab Emirates	Switzerland	The United States	Singapore	Netherlands
1.0000	0.9921	0.9763	0.9132	0.8737

The culture of sharing and participation is embedded in the United Arab Emirates history. In the olden days, the ruling Sheikhs used to travel to remote lands and camp in villages where they would hold ad hoc meetings in large tents. These meetings were informal in nature and largely involved sharing, discussing, and resolving local issues relating to society, agriculture, trade and economy, housing, medical, and other topics relating to the well-being and happiness of the people. After the discovery of oil in the 1950s, the country has started a complex and intense development stage covering also other areas like wholesale and retail trade, repair services, real estate, business services, construction, and manufacturing. Strategic location, strong financial reserves, a progressive policy of economic diversification, free zones, and increased foreign direct investment contributed to the development of the United Arab Emirates economy. This was supported by the efficiency and transparency of the public administration, ethics and governance, its capacity for and commitment to technological innovation through ICT use. The focus of the government on enhancing the well-being of its citizens culminated with the adoption of the UAE Circular Economy Policy in 2021, a comprehensive framework for determining the country's approach to achieving sustainable governance and the ideal use of natural resources. The policy and its outcomes were expected to generate considerable economic proceeds for the country, mitigate environmental pressures, increase competitiveness, motivate innovation, strengthen economic growth, and create job opportunities.

Top Performers Value System: Visual Map



4.I.2.5 National Culture

The indicator assesses the extent to which national culture is open to new ideas. National culture is rooted in values accumulated over time that change over time because of outside influences. A national culture that is open to new ideas is a reflection of the extent to which governments respond to change, as well as their ability to adapt to ever-changing social behaviors. Countries are assessed on a scale of 0 to 10, where 0 indicates the fact that the national culture is close to new ideas and 10 reflects a national culture that is open to new ideas.

National Culture

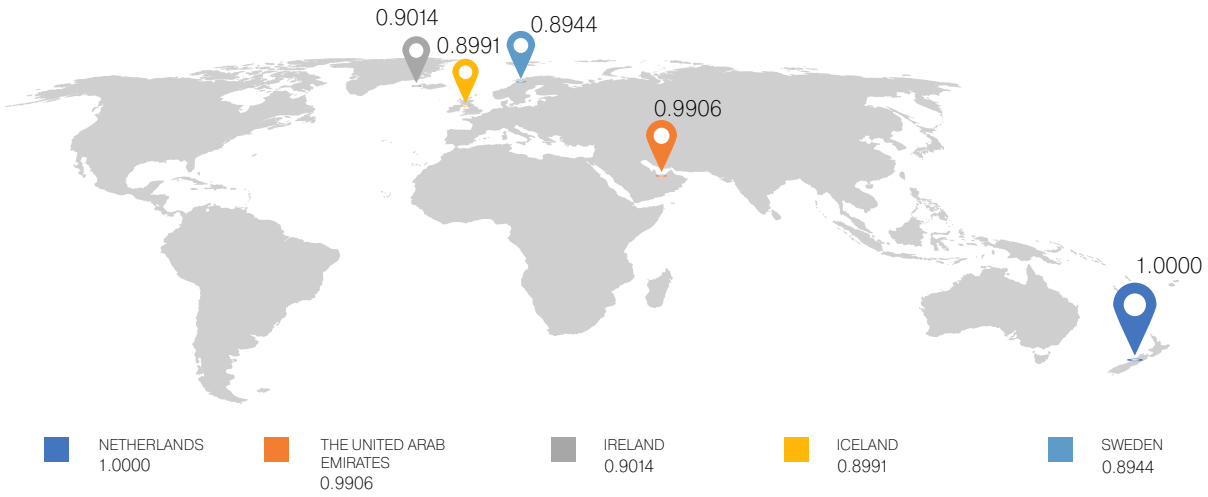
1st	2nd	3rd	4th	5th
Netherlands	The United Arab Emirates	Ireland	Iceland	Sweden
1.0000	0.9906	0.9014	0.8991	0.8944

The Netherlands is worldwide known as an open-minded and progressive country. The Netherlands and its people have long played an important role as a centre of cultural liberalism and tolerance. There are plenty of factors that have contributed to the openness of the Netherlands' culture towards novelty. Dutch people have a high level of education, with almost all Dutch people speaking English. The culture is diverse, reflecting the foreign influences built up by centuries of the Dutch people's explorative spirit. The openness could create premises for vulnerability but simultaneously allows it to adapt.

Highly dense, the country has been open to new ideas in order to be able to create a favorable living environment for its population of 17 million people. With much of the country below sea level, the Netherlands has turned towards technological innovation to free its land from the waters, enlarge its fertile farmlands, and build canals and modern cities.

A dominant global maritime and economic power in the 17th century, the Netherlands has remained a major player in world trade as well. Dutch trade has benefited from the location of the country at the intersection of the great north-south and east-west trade routes of Europe. During the 17th century, the country has become the principal importer of spices from the East. As a small, open trading nation, the country is now closely interconnected in international trade and production chains, with intensive trading relationships with the largest economies in the world. With the seaports of Rotterdam, Amsterdam, Moerdijk, Terneuzen, and international airports, the Netherlands has a modern infrastructure and represents an essential logistics platform in the heart of Europe.

Top Performers National Culture: Visual Map



4.I.2.6 Individual flexibility and adaptability

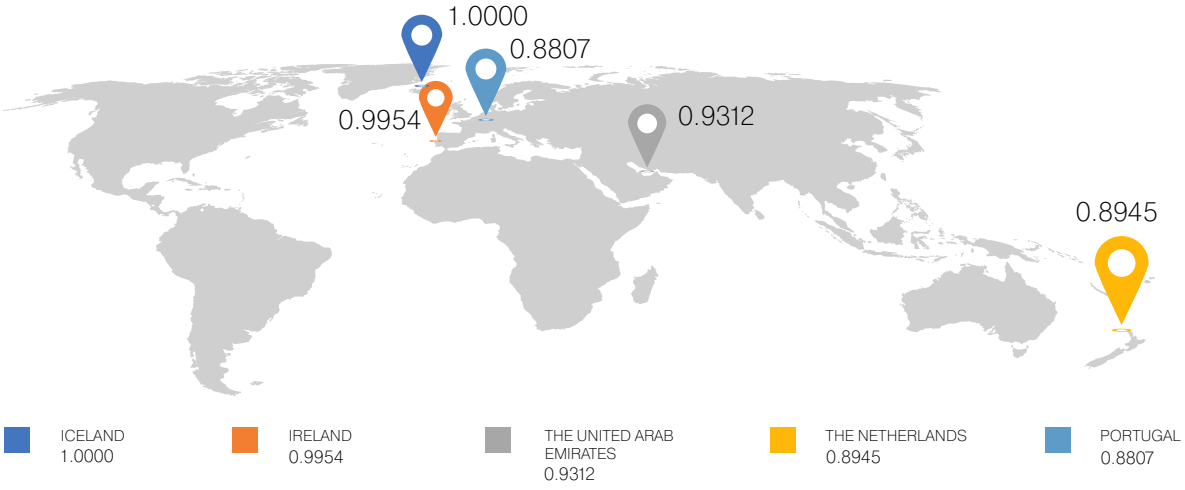
The indicator reflects the extent to which people in a particular country are flexible and adaptable enough to face new challenges. Individual flexibility and adaptability are a direct outcome of a national culture that has embedded such social behaviors over time as a response to changes generated by outside influences. Countries are assessed on a scale of 0 to 10, where 0 indicates the fact that individual flexibility and adaptability are low when faced with new challenges and 10 reflects a high individual flexibility and adaptability in the face of new challenges.

Flexibility and Adaptability

1st	2nd	3rd	4th	5th
Iceland	Ireland	The United Arab Emirates	Netherlands	Portugal
1.0000	0.9954	0.9312	0.8945	0.8807

Iceland's adaptability has been shaped by its geographical footprint. A volcanic island, "the land of fire and ice" contains hundreds of volcanoes; with time, the country has acquired considerable experience in the risk management of natural hazards. The northmost European territory, the country has had to adapt to these natural conditions in order to live and run the economy: almost all of its electricity and heating comes from hydroelectric power and geothermal water reserves. Experiencing life-disrupting volcanic eruptions , economic collapses, and suffering from harsh, dark winters - the population developed a certain growing resilience in the face of adversity. Despite its physical isolation (800 km from Scotland), Iceland has remained part of the European civilization: the economy is modern, and the standard of living is on a par with that of other European countries. Featuring a breathtaking natural landscape—in particular, hot springs, geysers, and volcanoes—the country has also become a major tourist destination. The collapse of the banking sector in 2008, which was very large relative to Iceland's economy, together with rapid depreciation of the national currency, brought about an unprecedented economic and financial crisis. However, the country managed to recover and now Iceland's clean energy, its marine resources, strong infrastructure and well-educated English-speaking workforce, provide a firm basis to overcome the current and future economic difficulties.

Top Performers Flexibility and Adaptability: Visual Map



4.1.2.7 Image Abroad or Branding

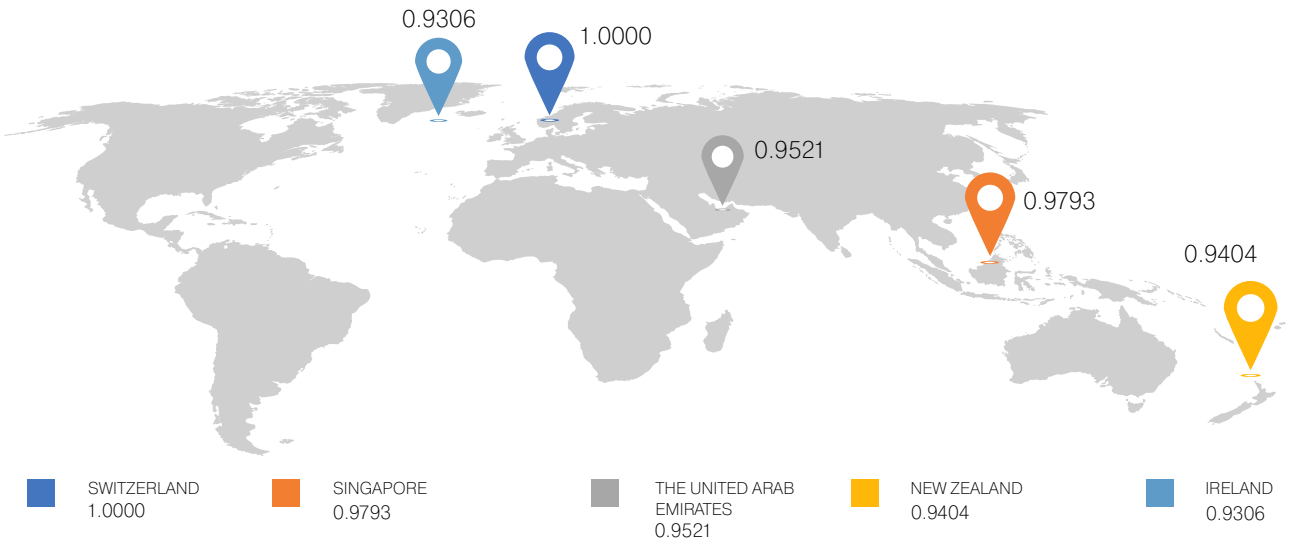
The indicator reflects on the extent to which the image abroad of a country or country branding encourages business development. Country branding refers to a process in which a country claims a distinct brand positioning in the minds of its citizens, international stakeholders and the global customer. In order for a country, in order to be competitive, should have a strong and positive brand in the international arena that makes it more attractive to tourists, skilled workers, and investments for business development. Countries are assessed on a scale of 0 to 10, where 0 means that the image abroad of the country discourages business development and 10 means that the image abroad encourages business development.

Image Abroad or Branding

1st	2nd	3rd	4th	5th
Switzerland	Singapore	The United Arab Emirates	Ireland	New Zealand
1.0000	0.9793	0.9521	0.9404	0.9326

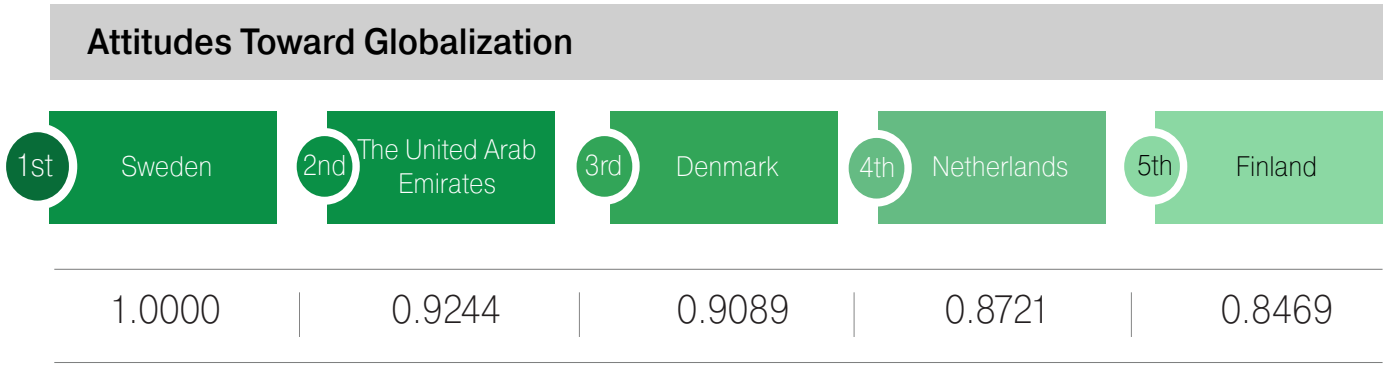
One of the highest gross domestic products per capita in the world, Switzerland has developed the image of a rich and highly skilled labor force country. The economy is powered by low corporate tax rates, a highly-developed service sector, and financial services, a high-tech manufacturing industry, and a qualitative democracy. The Swiss political system is one of the most decentralized systems in the world, with cantons and municipalities enjoying substantial autonomy. Also known for its extraordinary alpine sceneries and resorts, Switzerland is one of the top tourist destinations. With its natural and economic advantages, the country claims a special position not only in the minds of its citizens but worldwide. The collapse of the banking sector in 2008, which was very large relative to Iceland's economy, together with rapid depreciation of the national currency, brought about an unprecedented economic and financial crisis. However, the country managed to recover and now Iceland's clean energy, its marine resources, strong infrastructure and well-educated English-speaking workforce, provide a firm basis to overcome the current and future economic difficulties.

Top Performers Image Abroad or Branding: Visual Map



4.I.2.8 Attitudes Towards Globalization

The indicator reflects the degree to which attitudes towards globalization in a certain society are positive. Globalization in the context of this indicator can be defined as: 'the general opening-up of all economies, which leads to the creation of a truly worldwide market.' The indicator reviews the attitudes of national governments in terms of the integration of markets for goods, services, and finance on a worldwide scale, the rationalization of production across countries, and its location in places where costs are lowest and finds it important that societies embed positive attitudes towards the globalization process. The indicator is assessed on a scale of 0 to 10, where 0 means that attitudes towards globalization are generally negative and 10 indicates the fact that attitudes are predominantly positive.



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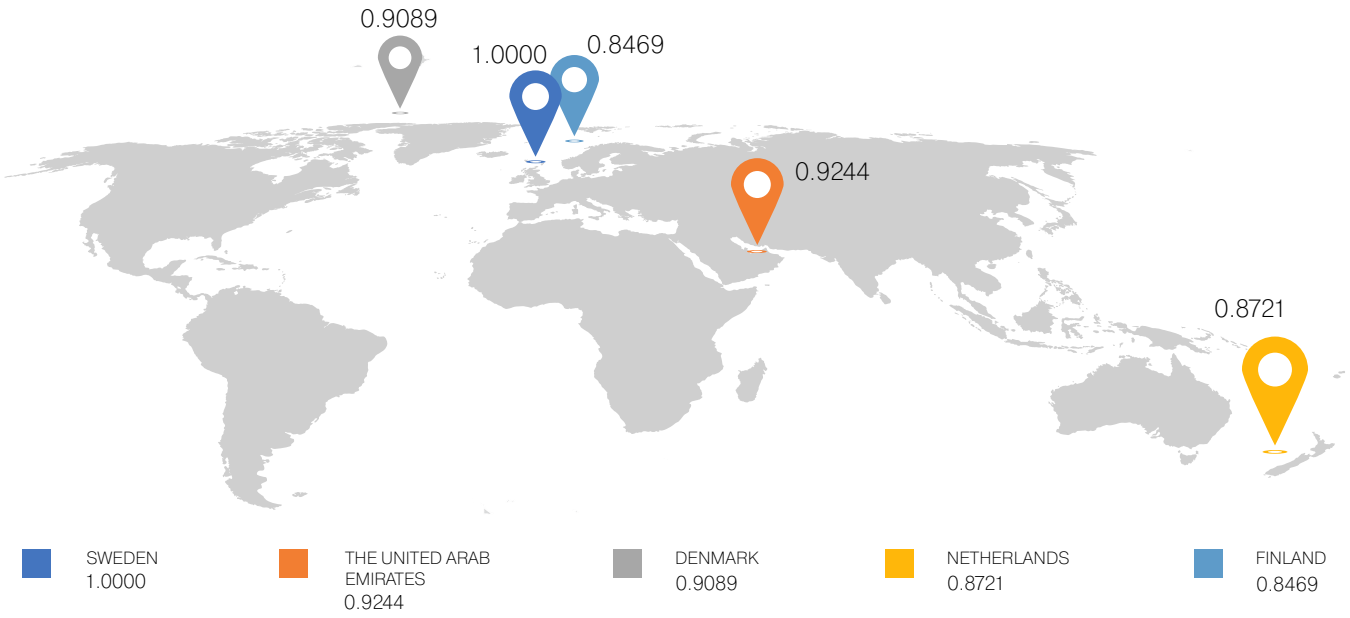
Historically, the Swedish economy was highly internationalized: the 1980s became a period of extensive deregulation in Sweden and as a result of this, by the end of the 1980s, Sweden had a highly liberalized service trade. Hence, the Swedish industry learned to exist and develop in global competition. In the period after the 1990s, internationalization had taken a huge step due to the free movement of capital, free right of establishment in the internal EU market, new technologies, and integration of large, advanced low-cost countries into the world economy. Sweden approached the globalization stage methodically. "Turning Global Potential into Reality" is the pragmatic vision of the Swedish trade council, now called Business Sweden. The body is commissioned by the government to help Swedish companies grow global sales and international companies invest and expand in Sweden. Abroad, operations are organized into four regions: the Americas; Asia Pacific; Europe; Middle-East, and Africa. Business Sweden has more than 40 years of experience in supporting Swedish companies in the Americas. In the Middle -East and Africa, Business Sweden has offices in Kenya, Morocco, Saudi Arabia, South Africa, and UAE. There is a mix of Swedish and local experts and the body cooperates with Swedish embassies, consulates, and chambers of commerce. Recently, they have launched an initiative to understand the new global business landscape for which Swedish companies going abroad have to be prepared and understand the real and potential impact on business. They expect three transformations that are likely to define the next decade: A digital decade, one of sustainable action, and reinvention of innovation. Learning to operate in a volatile environment while keeping up with the shift to digitally powered and sustainable operations will be key to future prosperity. (Business Sweden)

Top Performers Attitudes Towards Globalization: Visual Map



4.I.3 REGIONAL INSIGHTS

4.I.3.I MIDDLE EAST

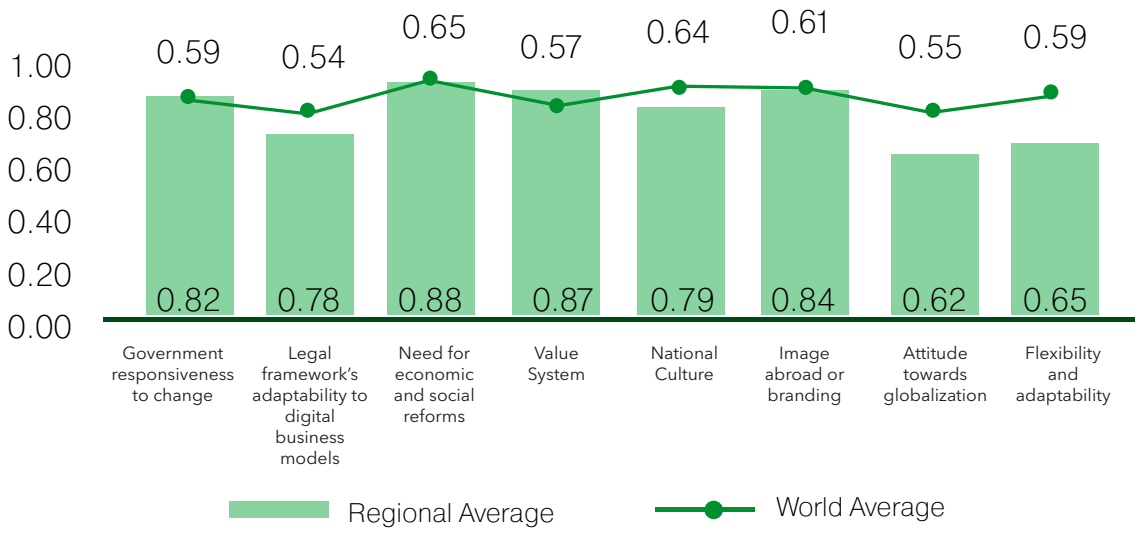
In the Middle East region, the top performer is the United Arab Emirates, which ranks 1st in almost all indicators of the dimension. It ranks second in the region as far as Government Responsiveness to Change, after Saudi Arabia. 2nd in rank in the region is Qatar, with a high scoring for three out of eight indicators: Flexibility and Adaptability, Attitudes towards Globalization and Value System. Saudi Arabia, Bahrain, and Oman have obtained similar scores; Saudi Arabia (3rd) leading in the Need For Economic and Social Reforms among these three countries, Bahrain (4th) in Image Abroad or Branding, and Oman (5th) in National Culture. One of the strongest achievements of the Middle East is noticeable in the Adaptability dimension. This is mainly due to the performance of the United Arab Emirates, which ranks 1st worldwide in the dimension, but it is also noticeable that the region registers a significant positive variance from the world average for all indicators. This is showing the openness of the region towards international trade and globalization, as it is established as an important regional hub between geographies like America, Africa, Europe, and Asia. Their historical background in world trade puts its mark on the attitudes and beliefs of its citizens towards international cooperation. Flexibility and adaptability could be also linked with the improvement of the educational achievement of their younger generations at notable rates and, by 2030, the region is set to expand its tertiary educated talent pool at an exceptional rate. The development of other economic areas like tourism and business travel has also contributed to the openness of the region during the decades.

ADAPTABILITY: MIDDLE EAST

Country	Regional Rank	Global Rank	Flexibility and adaptability	Attitude towards globalization	Image abroad or branding	National Culture	Value System	Need for economic and social reforms	Government responsive-ness to change	Legal framework's adaptability to digital business models
United Arab Emirates	1	1	0.93	0.92	0.95	0.99	1.00	0.97	0.91	0.91
Qatar	2	14	0.72	0.67	0.84	0.77	0.91	0.89	0.86	0.79
Saudi Arabia	3	30	0.63	0.46	0.76	0.68	0.83	0.94	0.93	0.80
Bahrain	4	31	0.46	0.54	0.87	0.78	0.87	0.85	0.81	0.84
Oman	4	32	0.55	0.63	0.86	0.86	0.86	0.79	0.80	0.76
Jordan	5	42	0.61	0.53	0.76	0.64	0.77	0.87	0.64	0.59

Min Value Median Max Value

MIDDLE EAST: GSI SCORE

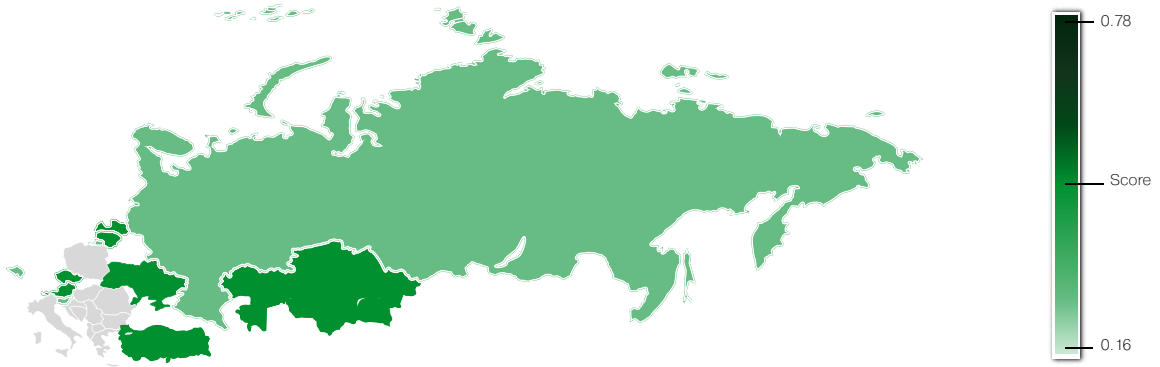


4.1.3.2 CENTRAL AND EASTERN EUROPE

Switzerland is the highest-scoring country in the Central and Eastern Europe region as far as Adaptability with highest scores in all but 2 indicators: Individual Flexibility and Adaptability in which it comes third after Turkey, Lithuania, respectively and Legal Framework's Adaptability to Digital Business Models, in which Estonia ranks first in the region. Switzerland is followed in by countries such as Estonia (2nd), Kazakhstan (3rd) and Lithuania (4th), Austria (5th). Estonia ranks 1st in the Legal Framework's Adaptability to Digital Business Models, Austria ranks 2nd in Image Abroad or Branding, Lithuania is placed well in the 2nd rank for Individual Flexibility and Adaptability after Turkey. A favorable and very interesting performance is seen with Kazakhstan, for example, which exhibits medium and high percentile scores for all indicators included in this dimension. This places Kazakhstan well alongside top CEE countries such as Switzerland, Estonia, Lithuania and Austria. Greece and Croatia interestingly both score lowest in the region as far as their governments' responsiveness to change and legal Framework's adaptability to digital business models. Croatia scores lowest in region also for its country value system, national culture, recognition of the need for social and

economic reform and individual flexibility and adaptability. Russia and Poland strike lowest percentile scores in National Culture and Value System, while Hungary scores lowest in the CEE region, as far as its overall attitude towards globalization. Adding to the overall poor national culture score, Slovakia also exhibits low achievements in this indicator. Although the highest scorer in Individual Flexibility and Adaptability, Turkey scores lowest in Image Abroad or branding. Ukraine stands out as a positive example of adaptable government, with high achievements in indicators such as: need for economic and social reform, national culture and flexibility and adaptability.

ADAPTABILITY: CENTRAL AND EASTERN EUROPE

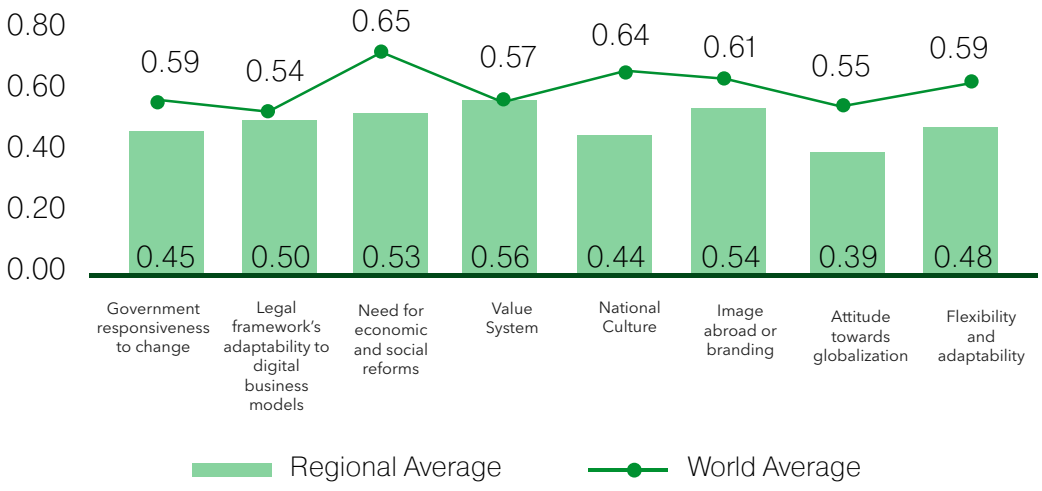


Country	Regional Rank	Global Rank	Government responsiveness to change	Legal framework's adaptability to digital business models	Need for economic and social reforms	Value system	National culture	Image abroad or branding	Attitudes towards globalization	Flexibility and adaptability
Switzerland	1	4	0.77	0.72	0.82	0.97	0.66	1.00	0.64	0.66
Estonia	2	21	0.54	0.86	0.67	0.77	0.62	0.79	0.54	0.62
Austria	3	23	0.65	0.64	0.49	0.70	0.58	0.84	0.41	0.45
Lithuania	4	28	0.40	0.65	0.62	0.65	0.61	0.69	0.50	0.75
Cyprus	5	34	0.46	0.46	0.59	0.60	0.60	0.51	0.43	0.45
Czech Republic	6	36	0.42	0.44	0.46	0.67	0.49	0.61	0.43	0.46
Slovenia	7	38	0.39	0.54	0.39	0.41	0.31	0.56	0.39	0.31
Latvia	8	40	0.45	0.38	0.59	0.60	0.46	0.61	0.40	0.49
Kazakhstan	9	43	0.59	0.57	0.77	0.76	0.61	0.76	0.60	0.64
Greece	10	45	0.21	0.22	0.64	0.52	0.63	0.64	0.45	0.66
Turkey	11	47	0.58	0.55	0.43	0.53	0.51	0.22	0.49	0.79
Slovakia	12	48	0.31	0.43	0.38	0.60	0.17	0.42	0.26	0.31
Ukraine	13	49	0.39	0.38	0.79	0.53	0.70	0.41	0.43	0.66
Bulgaria	14	50	0.46	0.48	0.58	0.51	0.45	0.41	0.36	0.33
Poland	15	51	0.40	0.42	0.28	0.31	0.00	0.30	0.27	0.32
Romania	16	54	0.34	0.58	0.48	0.59	0.54	0.46	0.35	0.44
Russia	17	55	0.52	0.53	0.54	0.32	0.11	0.24	0.15	0.54
Hungary	18	57	0.45	0.39	0.52	0.38	0.35	0.38	0.06	0.20
Croatia	19	63	0.16	0.22	0.08	0.15	0.04	0.41	0.23	0.00

Min Value Median Max Value

Overall, the Central and Eastern Europe region stands on par with the other countries of the world as far as value system and comes in very closely to the world average as far as legal framework's adaptability to digital business models. With the exception of the aforementioned indicators, the region underperforms against world averages in all other areas, while performing lowest in Governments' responsiveness to change and national culture. This is understandable given the context of the former communist block which censured open economy and trade, while encouraging national specificities, which festered and alienated contribution to a highly receptive and navigable business environment. Countries such as Poland, Romania, Slovakia, Hungary, Bulgaria, and Croatia all exhibit relatively low scores as far as Attitudes towards Globalization, National Culture, and Government Responsiveness to Change. The landscape looks significantly different for countries such as Switzerland, Estonia, Austria, Lithuania or Cyprus who are most responsive to change in the region and have thriving national cultures that are supported by a well impregnated and strong sense of valued contribution to the community. The top performer in the region, Switzerland, has a highly developed service sector, financial services, and a manufacturing industry that specializes in high technology. It is well connected with international economies and trade, reflected by the top position achieved as far as the Austrian Government's Responsiveness to Change, overall Attitudes Towards Globalization, and the country's Value System. As one of the world's most competitive economies, Switzerland has built a reputation of stability and trust, which is well reflected in the score achieved with Image Abroad or Branding. High scores registered by Estonia, 2nd place in the region, show the immense progress made by this country in recent decades. Estonia has the highest score in the Legal Framework's Adaptability to Digital Business Models. As a frontrunner in digital governance and innovation, stable and secure digital services are in fact one of the factors that have allowed Estonia to better cushion the sanitary and economic shock from the pandemic (OECD, 2022).

CENTRAL AND EASTERN EUROPE: GSI SCORE

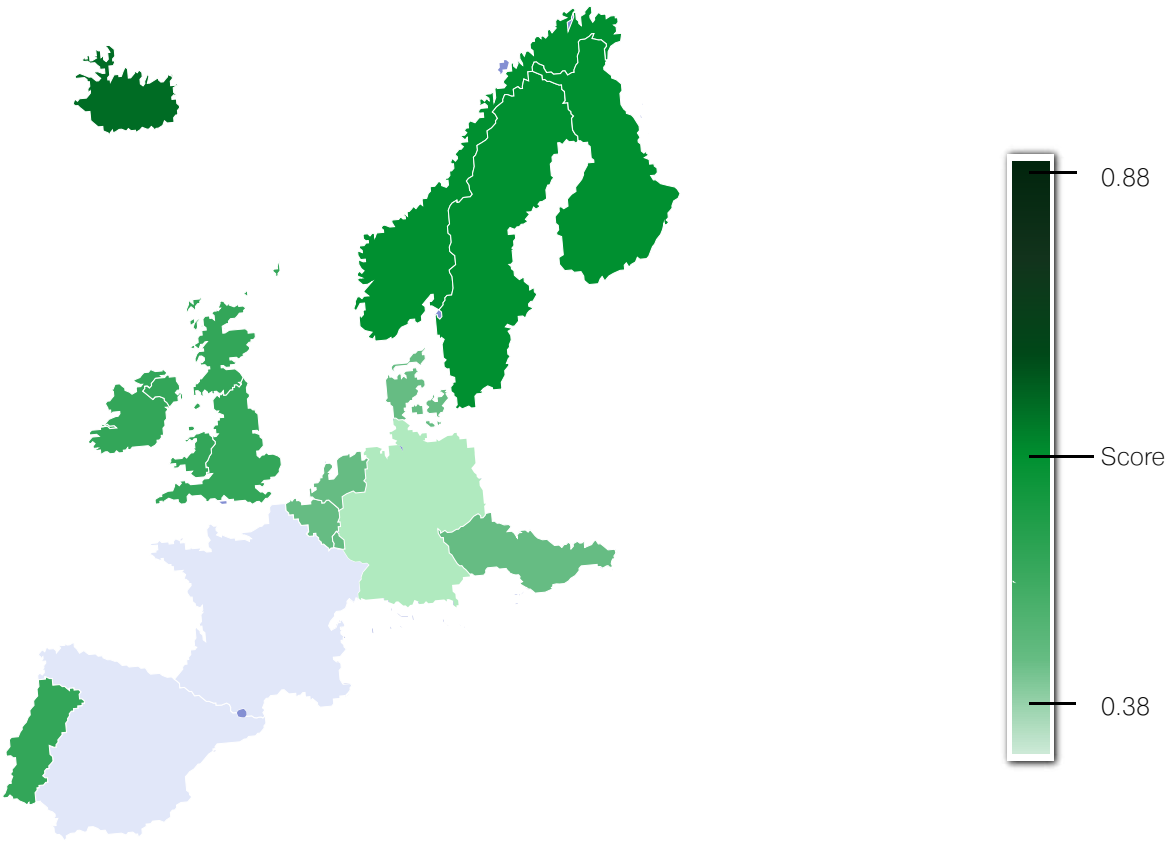


4.1.3.3 WESTERN EUROPE

The world leader, Western Europe, records the lowest rating for the Adaptability dimension compared to all other dimensions, yet all the indicators under the pillar exhibit positive variances when compared to the world average. The Netherlands is the highest-scoring country in the Adaptability dimension, with the highest scores in Need for Economic and Social Reforms, Value System, and National Culture. It registers a top score in the National Culture, reflecting the country's openness to foreign ideas, a characteristic of the Dutch culture

for which they are worldwide reputed. Iceland (3rd) is the best in Flexibility and Adaptability and Sweden (4th) in the Attitude Towards Globalization. Ireland (2nd) has the highest score in Image Abroad or Branding, while Luxembourg (6th) in the Government Responsiveness to Change and Legal Framework's Adaptability to Digital Business Models. Luxembourg's future is shaped around a competitive, resilient, and sustainable economic development focusing on digital and environmental transitions. This strategy focuses on 7 priority sectors: industry 4.0, clean technologies, health technologies, logistics, information, and communication technologies (ICT), space, and financial services. (Chamber of Commerce Luxembourg).

ADAPTABILITY: WESTERN EUROPE



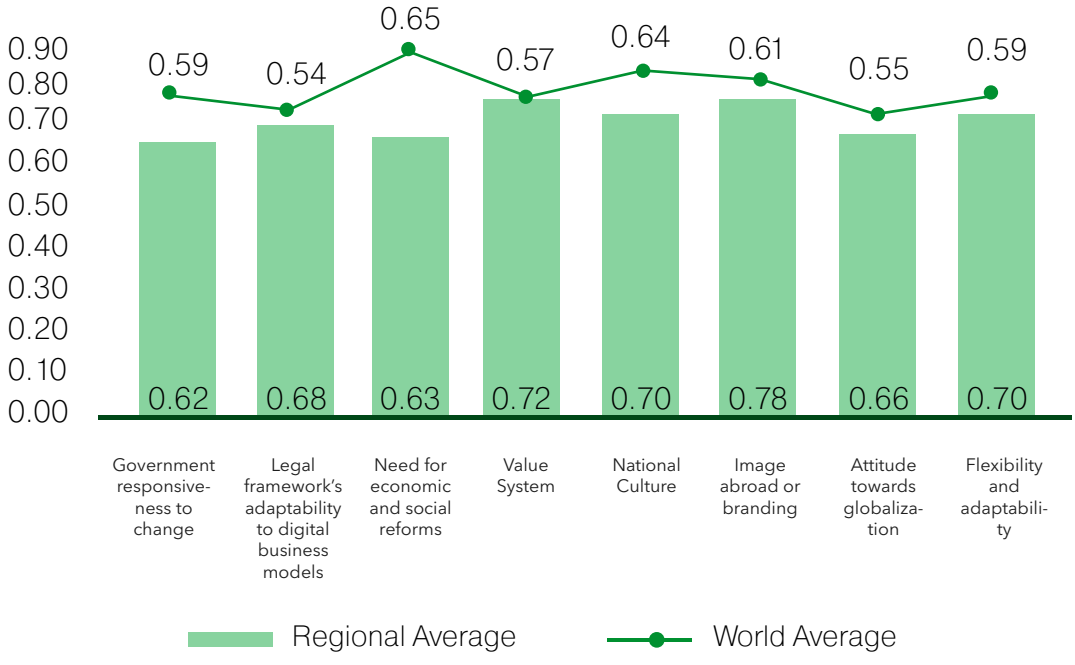
Among all countries in the region, the countries from the Northern part of Europe (The Netherlands, Norway, Sweden, Denmark, Finland, Luxembourg, Iceland, and Ireland) register the highest scores in all the indicators under the Adaptability dimension, while other countries are outperformed by these ones. The top performer under the Adaptability dimension is the Netherlands, followed by Ireland, Iceland, Sweden, Denmark, and Luxembourg. Also known as the Nordic model - Iceland, Sweden, Norway, Finland, and Denmark -, which refers to the standards followed in these countries, these countries have integrated a unique combination of free-market capitalism and social benefits that have given rise to a society that trusts its government because the government is led by citizens seeking to

Country	Regional Rank	Global Rank	Government responsiveness to change	Legal framework's adaptability to digital business models	Need for economic and social reforms	Value system	National culture	Image abroad or branding	Flexibility and adaptability	Attitudes towards globalization
Netherlands	1	3	0.71	0.80	0.89	0.93	1.00	0.92	0.87	0.89
Norway	2	5	0.66	0.72	0.75	0.85	0.76	0.87	0.71	0.76
Sweden	3	6	0.63	0.84	0.74	0.81	0.89	0.87	1.00	0.72
Denmark	4	7	0.69	0.72	0.85	0.81	0.73	0.93	0.91	0.83
Finland	5	8	0.80	0.84	0.62	0.76	0.72	0.85	0.85	0.69
Luxembourg	6	9	0.91	0.99	0.73	0.89	0.82	0.78	0.61	0.66
Iceland	7	10	0.65	0.75	0.82	0.82	0.90	0.85	0.78	1.00
Ireland	8	12	0.63	0.60	0.85	0.84	0.90	0.94	0.84	1.00
United Kingdom	9	16	0.66	0.79	0.63	0.84	0.46	0.70	0.50	0.65
Germany	10	17	0.68	0.83	0.42	0.68	0.46	0.90	0.52	0.31
Belgium	11	24	0.48	0.50	0.45	0.61	0.74	0.62	0.62	0.54
Portugal	12	27	0.53	0.49	0.39	0.51	0.87	0.67	0.65	0.88
France	13	33	0.63	0.57	0.23	0.57	0.17	0.62	0.00	0.23
Spain	14	35	0.40	0.47	0.34	0.43	0.52	0.55	0.58	0.50
Italy	15	44	0.27	0.34	0.70	0.48	0.59	0.66	0.48	0.78

Min Value Median Max Value

create programs that benefit everyone. As such, the Value System registers high scores. Regarding Luxembourg, the country is among the most open economies in the world, and the third country in the OECD that receives the most Direct Investment from abroad, just behind the United States and the Netherlands, with the highest score in the Government Responsiveness to Change. Ireland records a top score for Flexibility and Adaptability and the highest score in the region for Image Abroad or Branding, reflecting Ireland's attractiveness as an investment hub for multinationals and the openness of the country's economies.

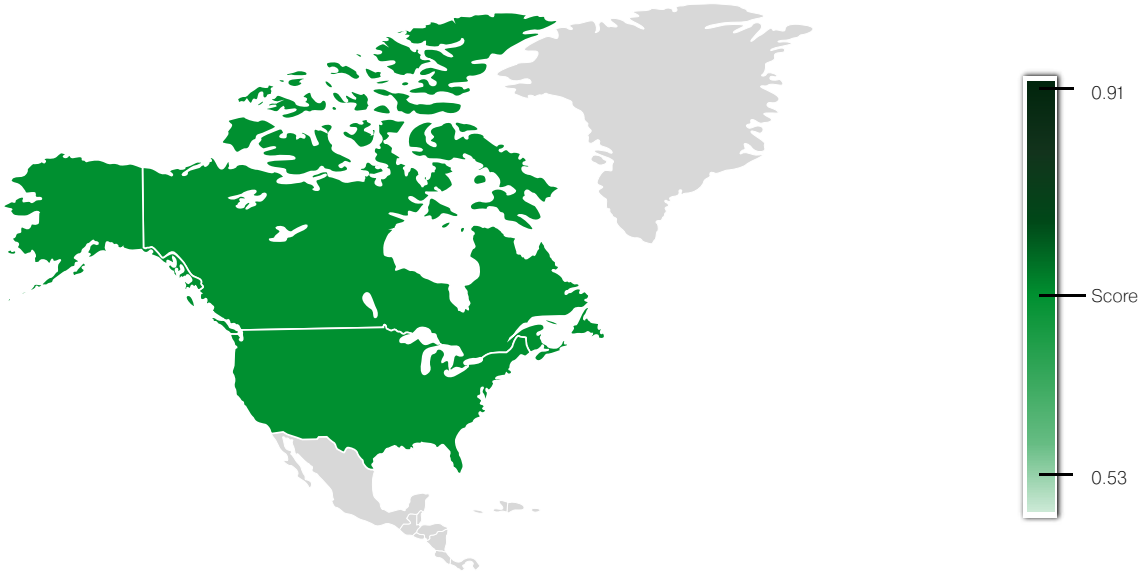
WESTERN EUROPE: GSI SCORE



4.I.3.4 NORTH AMERICA

In the Adaptability dimension, the United States of America (US) is placed on 1st place, followed closely by Canada (2nd) and at a large distance by Mexico (3rd). For the Legal Framework's Adaptability to Digital Business Models, the United States is the 1st ranking country worldwide with a top score. A global leader, the United States has identified the key benefits that they can avail through fintech innovation, such as convenience, security, simplicity, transparency, and personalization; it has transformed the US financial sector.

ADAPTABILITY: NORTH AMERICA



ADAPTABILITY: NORTH AMERICA

Country	Regional Rank	Global Rank	Government responsiveness to change	Legal framework's adaptability to digital business models	Need for economic and social reforms	Value system	National culture	Image abroad or branding	Attitudes towards globalization	Flexibility and adaptability
United States	1	11	0.79	1.00	0.63	0.96	0.46	0.75	0.50	0.71
Canada	2	13	0.60	0.68	0.79	0.86	0.76	0.81	0.57	0.71
Mexico	3	53	0.34	0.51	0.25	0.40	0.44	0.36	0.61	0.57

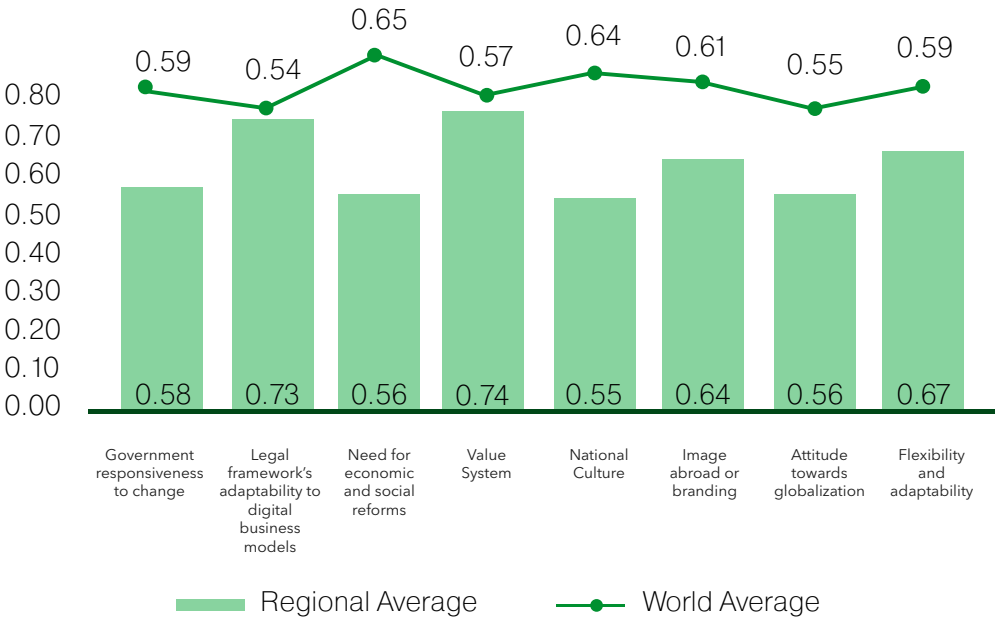
Min Value Median Max Value

The United States also registers the highest score regarding the Government Responsiveness to Change and Value System, while Canada registers the highest score for Image Abroad or Branding and the National Culture. Regarding the Need for Economic and Social Reforms, Canada ranks 1st, reflecting the country's understanding and acceptance of economic and social reforms as a way to increase economic competitiveness. Mexico registers the highest score in the Attitudes towards Globalization, the single indicator in which Mexico leads the region. The positive perception of globalization by the Mexican economic

agents is influenced by the effect of the actions aimed at relaxing trade barriers, enacting monetary reforms, and concluding Free Trade Agreements on their development.

The United States and Canada share 1st and 2nd place for almost all indicators, reflecting their global role in international cooperation and Canada's development of CETA trade relations with the European Union. Canada's two official languages are English and French. The United States and Canada enjoy the world's large and comprehensive trading relationship, with Canada being traditionally the top United States' export market. In most industry sectors, Canada is a highly receptive, open, and transparent market for the United States products and services. The close score of the Adaptability dimension reflects their development, as the two nations share a similar lifestyle, engendering a certain level of cultural familiarity. Canada shows more openness of the national culture to foreign ideas and the ability to integrate the "new" in order to increase the potential for competitiveness, while the United States is better placed in the extent to which the government responds effectively to changes (at the technological, social, and economic levels). The United States, Mexico, and Canada are parties to the United States–Mexico–Canada Agreement (USMCA), which entered into force on July 1, 2020, replacing the North American Free Trade Agreement (NAFTA). The USMCA is a 21st-century high-standard trade agreement, which supports mutually beneficial trade, resulting in freer markets, fairer trade, and robust economic growth in North America.

NORTH AMERICA: GSI SCORE



4.1.3.5 SOUTH AMERICA

South America region ranks 7th globally in the Adaptability dimension. Chile is the first ranking country within the region, followed at quite a distance by Peru (2nd), Colombia (3rd), and Brazil (4th). Chile is placed first in the Government Responsiveness to Change, Legal Framework's Adaptability to Digital Business Models, Need for Economic and Social Reforms, Value System, and Attitudes Towards Globalization, with the best performance for Image Abroad or Branding. Peru has the highest score in the National Culture, while Brazil in Flexibility and Adaptability. The lowest scores in the region are shared mostly between Argentina and Venezuela. The Government Responsiveness to Change has low scores for almost all countries, closely linked with the similar low scores in the Legal Framework's Adaptability to Digital Business Models,

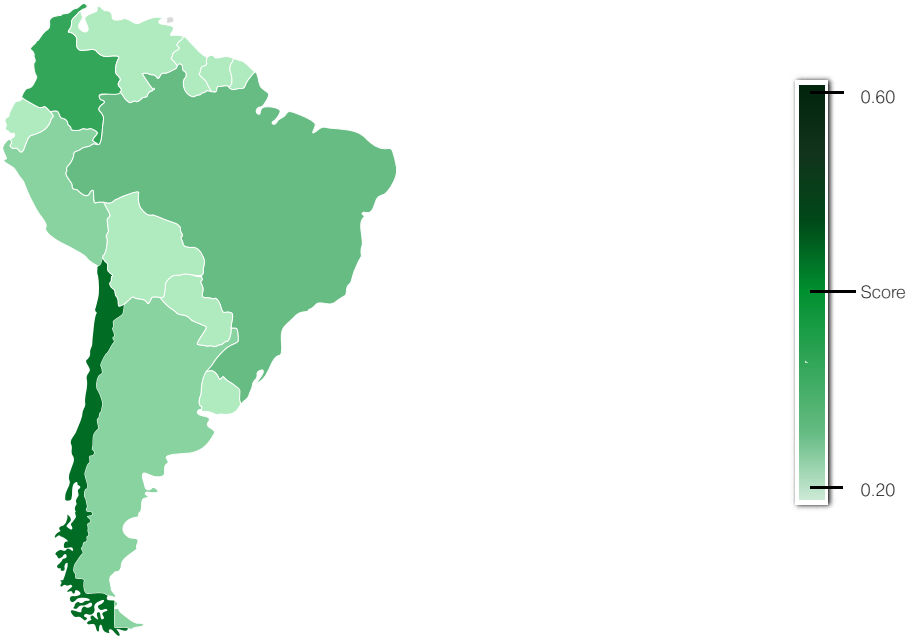
thus highlighting the low extent to which the Government responds effectively to changes (at the technological, social, and economic levels). The Value System also registers low scores in the region (with the exception of Chile), showing societies with little support for competition and competitiveness and also in line with the Attitudes Towards Globalization and the Need for Economic and Social Reforms (with less understanding and acceptance of economic and social reforms as a way to increase economic competitiveness).

Country	Regional Rank	Global Rank	Government responsiveness to change	Legal framework's adaptability to digital business models	Need for economic and social reforms	Value system	National culture	Image abroad or branding	Attitudes towards globalization	Flexibility and adaptability
Chile	1	29	0.55	0.58	0.54	0.63	0.57	0.81	0.70	0.43
Colombia	2	52	0.40	0.42	0.25	0.37	0.46	0.46	0.56	0.47
Brazil	3	58	0.28	0.30	0.34	0.32	0.59	0.24	0.47	0.79
Peru	4	61	0.29	0.31	0.46	0.39	0.60	0.62	0.56	0.52
Argentina	5	64	0.44	0.43	0.00	0.00	0.01	0.09	0.11	0.50
Venezuela	6	66	0.00	0.00	0.42	0.15	0.44	0.00	0.51	0.63

Min Value Median Max Value

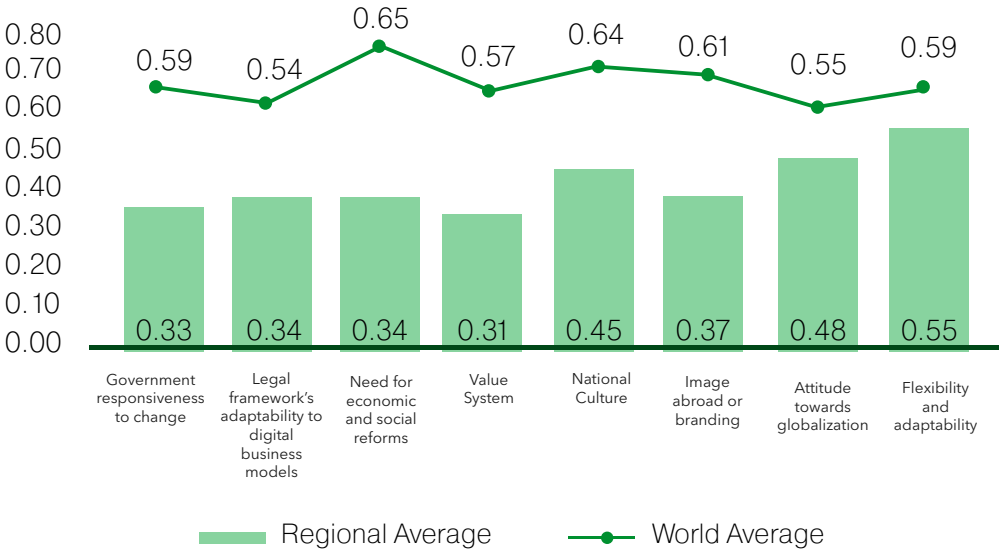
In the Adaptability dimension, all indicators have registered negative variances to the world average, from the highest in the Value System to Flexibility and Adaptability. This is primarily caused by the underperformance of Venezuela, Argentina, Brazil, Colombia, and Peru for five indicators: Image Abroad or Branding, Value System; Need for Economic and Social Reforms, Government Responsiveness to Change, Legal Framework's Adaptability to Digital Business Models. Chile is the first ranking country within the region, also placed 29th globally and at a large distance from others countries in the region.

ADAPTABILITY: SOUTH AMERICA



The best performance of Chile is for Image Abroad or Branding (0.81). The score suppresses both the regional and worldwide average and it is the outcome of the country's strategies to improve its reputation and visibility, internationalize the economy, and grow its importance in the international community as a partner for strategic development. As the South American region records high development inequalities, progress has still to be made to address development challenges and works towards sustainable policy reforms. Significant governance challenges remain in the region, as shown in the low scores registered in the Government Responsiveness to Change and in the Legal Framework's Adaptability to Digital Business Models. Efforts should be made to design and implement public sector reforms inspired by the principles of open and innovative government. The region should take advantage of the revenue derived from their significant trade with natural resources, to invest in productivity-boosting capabilities and in the development of higher value-added products, which in turn can help the region achieve the goal of long-term economic development.

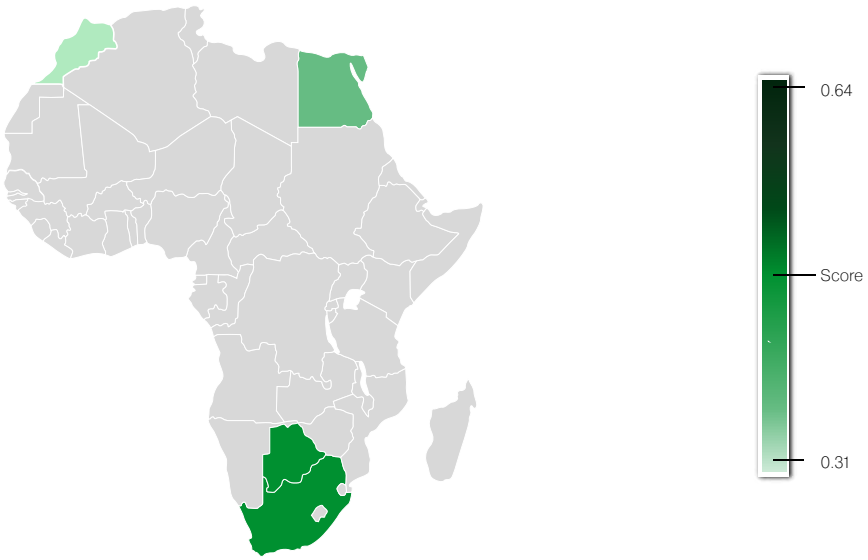
SOUTH AMERICA: GSI SCORE



4.I.3.6 AFRICA

In the Adaptability dimension, the region surpasses the world's average score within the Flexibility And Adaptability indicator, Value System, and Need For Economic And Social Reforms. However, it falls behind the world average score in terms of the five remaining indicators. The limited progression of globalization in the Africa region seems to be the result of a combination of poor initial conditions, such as fundamental disadvantages of location (disease-prone tropical countries with a harsh environment); inadequate political institutions; extremely under-developed physical infrastructure, and a related high-risk investment climate. Progress on all these fronts will be required if Africa wants to reap the benefits of globalization. Legal Framework's Adaptability to Digital Business Models is similar in the region, and progress still needs to be made. Morocco has adopted an economic and financial openness policy aiming at improving the liberalization of foreign trade and integrating the Moroccan economy into the international economy. South Africa remains a dual economy and is one of the most unequal countries in the world. Structural challenges and weak growth have undermined progress in reducing poverty, with one of the highest, persistent inequality rates. Relying mainly on diamond wealth, with a population of slightly over 2 million, Botswana has made significant progress since its independence, yet challenges are still to overcome in the adoption of new technologies, and the population support towards globalization and international cooperation.

ADAPTABILITY: AFRICA

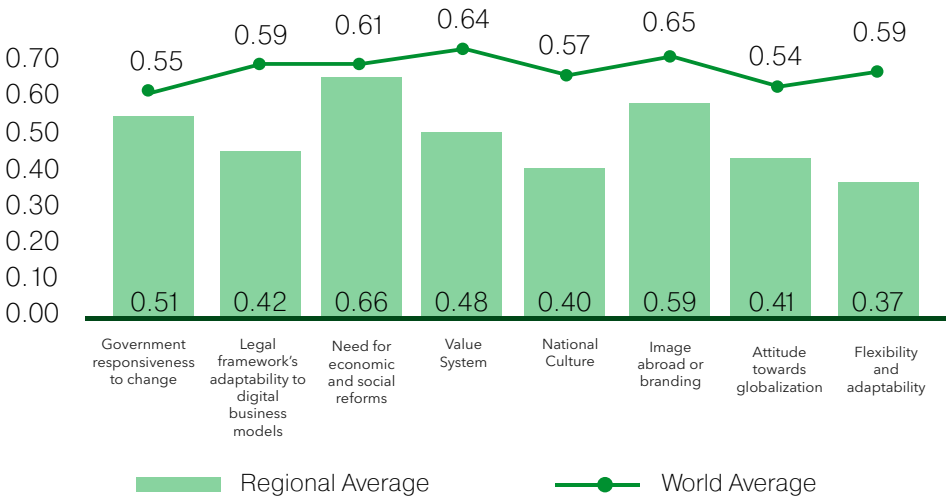


Egypt is the best performing country in the region in the Adaptability dimension, followed by Morocco (2nd), Botswana (3rd) and South Africa (4th). Egypt tops as the highest-ranking country within the region for the Government Responsiveness to Change, Value System, National Culture, and Image Abroad or Branding, while Morocco leads in other three indicators – Attitudes Towards Globalization, Flexibility and Adaptability and the Need for Economic and Social Reforms. Morocco registers a top score in the Need for Economic and Social Reforms, showing maximum understanding and acceptance of economic and social reforms. In the Legal Framework's Adaptability to Digital Business Models, Morocco shares the first place with South Africa. There is a similar score in the Attitudes Towards Globalization and Flexibility and Adaptability between Morocco and Egypt, which highlight the similarities of the region regarding the perception of people's ability to adapt to challenges and adopt a flexible attitude to uncertainty. South Africa shows little openness of the national culture to foreign ideas and its ability to integrate the "new" in order to increase the potential for competitiveness, with a score in the bottom percentile in the National Culture indicator.

Country	Regional Rank	Global Rank	Government responsiveness to change	Legal framework's adaptability to digital business models	Need for economic and social reforms	Value system	National culture	Image abroad or branding	Attitudes towards globalization	Flexibility and adaptability
Morocco	1	56	0.55	0.44	1.00	0.64	0.59	0.66	0.53	0.52
Botswana	2	59	0.48	0.37	0.42	0.27	0.26	0.61	0.29	0.13
South Africa	3	60	0.33	0.44	0.36	0.26	0.04	0.36	0.32	0.33
Egypt	4	62	0.66	0.43	0.87	0.74	0.70	0.74	0.51	0.50

Min Value Median Max Value

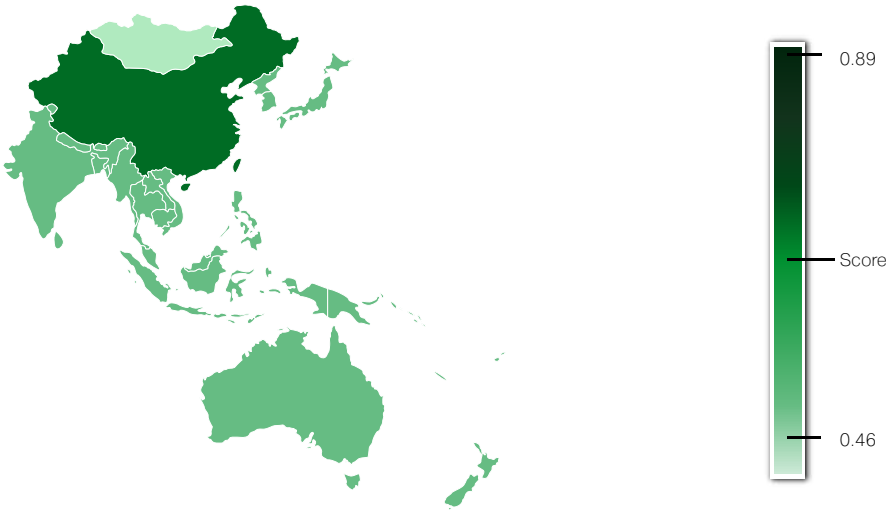
AFRICA: GSI SCORE



4.I.3.7 ASIA PACIFIC

Singapore is the leading country in the Adaptability dimension, with all indicators placed in the top quartile, followed by China (2nd) and Israel (3rd). China leads other countries in the Needs for Economic and Social Reforms indicator. The Philippines (10th) surprises with a top percentile score in the Flexibility and Adaptability indicator; also, Malaysia (5th) with a high score in the Legal Framework's Adaptability to Digital Business Models, 2nd in rank after Singapore. Thailand and Singapore are top achievers in the National Culture confirming the openness of the national culture to foreign ideas, whereas Singapore surpasses others in the remaining indicators. Singapore receives a top score in the Government Responsiveness to Change indicator as the citizen-centric approach comes across all of Singapore's public sector services. In the Need for Economic and Social Reforms, China, Singapore, the Republic of South Korea (8th), and Indonesia (4th) record a similar score. The difference in ranking between Australia and New Zealand is noticeable, with Australia ranking 11th and New Zealand 6th in the region. New Zealand outperforms in all indicators with the exception of the Value System. In the Government Responsiveness to Change, the top scorer, Singapore registers a significant gap against the other countries.

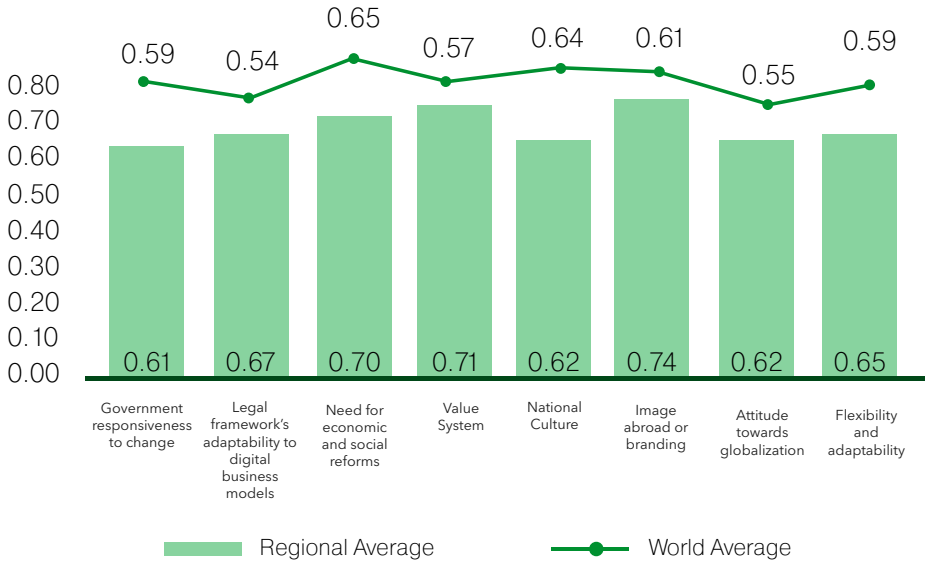
ADAPTABILITY: ASIA PACIFIC



Country	Regional Rank	Global Rank	Government responsiveness to change	Legal framework's adaptability to digital business models	Need for economic and social reforms	Value system	National culture	Image abroad or branding	Attitudes towards globalization	Flexibility and adaptability
Singapore	1	2	1.00	0.98	0.86	0.95	0.82	0.98	0.80	0.75
New Zealand	2	15	0.67	0.80	0.59	0.70	0.68	0.93	0.62	0.73
Australia	3	18	0.59	0.66	0.50	0.72	0.38	0.71	0.42	0.61
Israel	4	19	0.61	0.80	0.69	0.78	0.76	0.81	0.64	0.72
Korea, rep (S)	5	20	0.61	0.64	0.83	0.75	0.48	0.84	0.66	0.62
China	6	22	0.55	0.71	0.87	0.88	0.75	0.76	0.76	0.72
Japan	7	25	0.61	0.62	0.62	0.46	0.05	0.75	0.44	0.21
Malaysia	8	26	0.78	0.87	0.74	0.71	0.60	0.69	0.65	0.70
Indonesia	9	37	0.70	0.68	0.83	0.77	0.68	0.74	0.72	0.65
India	10	39	0.62	0.70	0.75	0.77	0.64	0.74	0.63	0.69
Thailand	11	41	0.52	0.46	0.71	0.74	0.82	0.80	0.72	0.63
Philippines	12	46	0.47	0.47	0.60	0.59	0.73	0.46	0.55	0.76
Mongolia	13	65	0.24	0.28	0.58	0.48	0.63	0.39	0.46	0.62

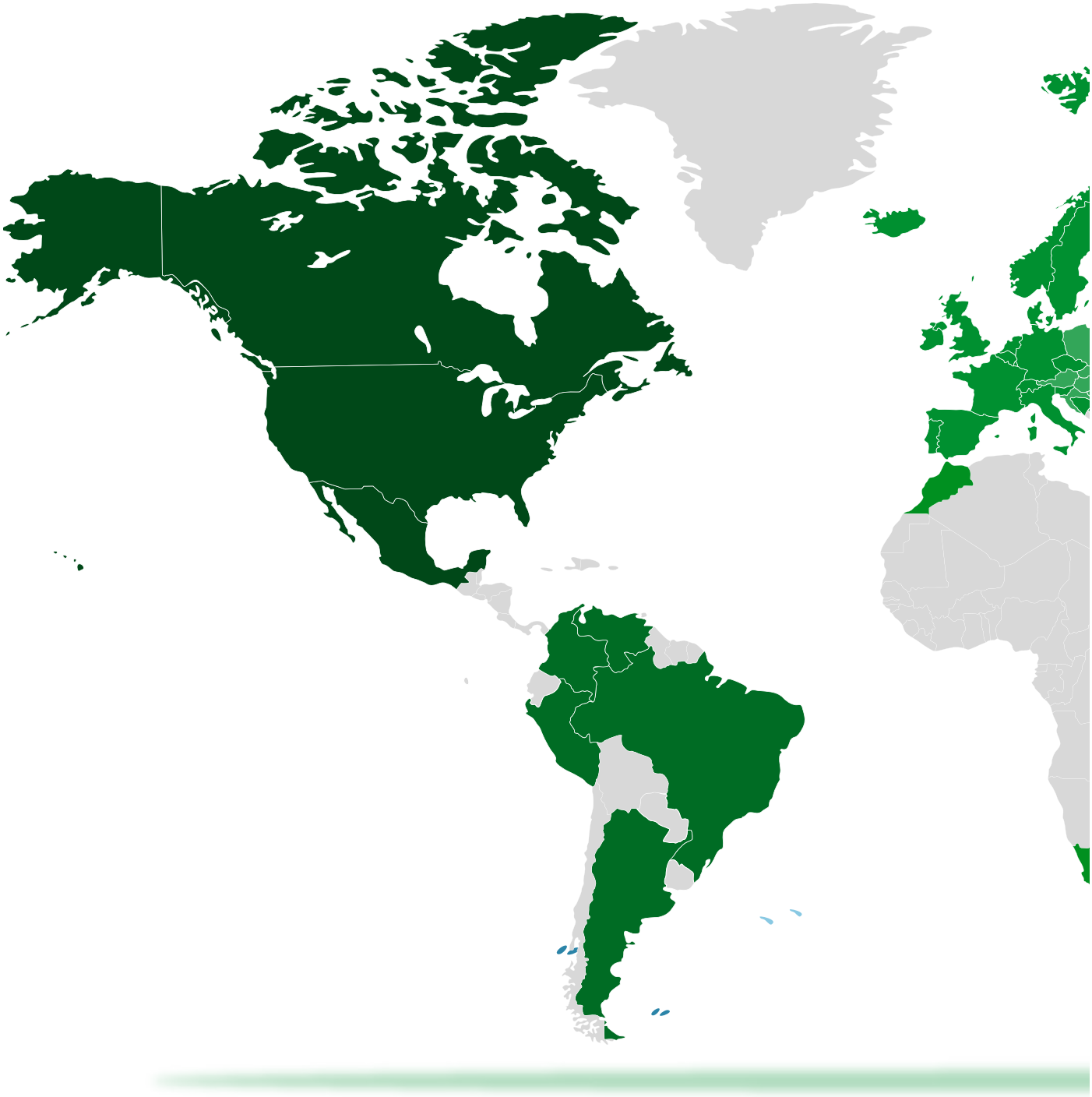
Compared to world averages, the region outperforms in all indicators, with the highest positive variance for Flexibility and Adaptability. Singapore has the main indicators in the top quartile, showing the progress made by the country in recent decades. The Public Service Commission (PSC) has been the custodian of Singapore's values of integrity, impartiality, and meritocracy for the Public Service. As an independent and neutral body, overseeing appointments promotions, and discipline within the service, the PSC plays a key role in ensuring that the civil service remains both clean and effective. During past decades, the Public Service has adapted to several cycles of transformations in response to changing context and national priorities, in response to the more sophisticated needs of Singaporean society. A Smart Nation Programme Office is working with agencies across the government to look at policy problems and opportunities from a broader perspective (Public Service Division). Efforts made during the last decades by the country have been reflected on the high score of the Image Abroad or Branding. There is a discrepancy in the Legal Framework's Adaptability to Digital Business Models, as the countries in the region register a heterogenous level of development regarding digital business models, from Singapore with the highest score to Mongolia with the lowest score, which is also reflected on the Government Responsiveness to Change indicator. Once the heartland of an empire stretching to Europe under Genghis Khan, Mongolia is a landlocked country dominated by sparsely populated steppe and semi-desert. A third of the population lives in the capital, while around 40% of the country's workforce is nomadic, herding livestock in the extensive pasturelands. Differences are noticed between China and Japan in the Flexibility dimension. China outperforms in almost all Adaptability indicators, while Japan outperforms in the Government Responsiveness to Change. An island country with a rich culture filled with rites and traditions, Japan has moderated the influence of other cultures.

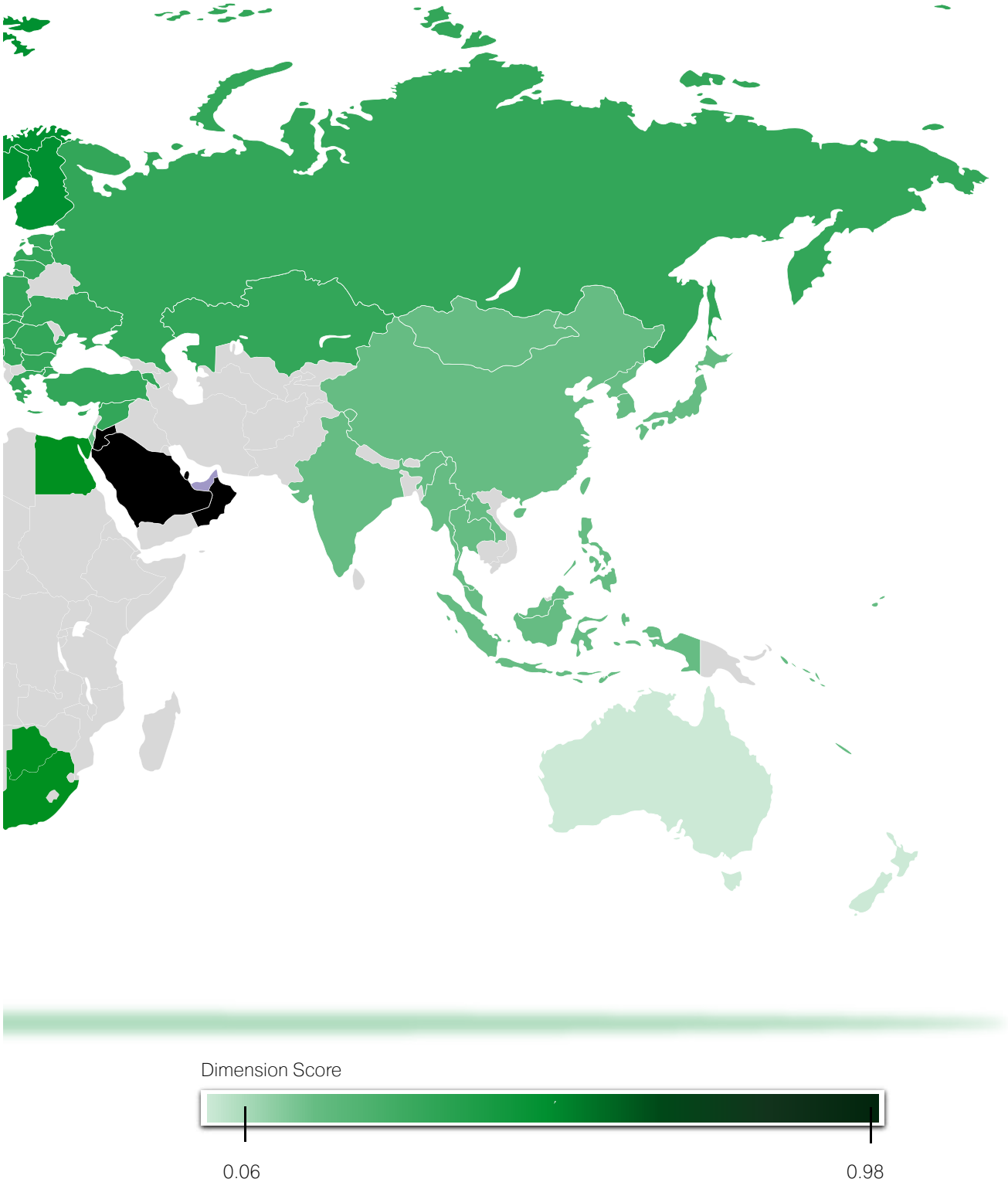
ASIA: GSI SCORE



4.2 TALENT

TALENT: HELICOPTER VIEW





TALENT: WORLDWIDE RANKING BY DIMENSION

1	United Arab Emirates	0.98	16	China	0.73	31	Portugal	0.61
2	Switzerland	0.91	17	Belgium	0.72	32	Austria	0.61
3	Sweden	0.89	18	Luxembourg	0.71	33	Japan	0.60
4	Denmark	0.89	19	Australia	0.71	34	Czech Republic	0.60
5	Norway	0.89	20	Israel	0.69	35	Philippines	0.59
6	Netherlands	0.88	21	Germany	0.66	36	Slovenia	0.58
7	Finland	0.86	22	Indonesia	0.65	37	France	0.58
8	Singapore	0.84	23	Korea, Rep. (South)	0.65	38	Spain	0.58
9	Iceland	0.81	24	Malaysia	0.65	39	Thailand	0.57
10	Qatar	0.80	25	India	0.65	40	Cyprus	0.57
11	Ireland	0.78	26	Latvia	0.63	41	Estonia	0.56
12	Chile	0.78	27	New Zealand	0.63	42	Bahrain	0.55
13	United States	0.77	28	Lithuania	0.62	43	Saudi Arabia	0.54
14	Canada	0.77	29	Jordan	0.62	44	Greece	0.53
15	United Kingdom	0.76	30	Oman	0.62	45	Ukraine	0.53

46	Turkey	0.53	53	Argentina	0.49	60	Romania	0.38
47	Italy	0.53	54	Poland	0.46	61	Brazil	0.35
48	Botswana	0.52	55	Slovakia	0.43	62	Egypt	0.34
49	South Africa	0.52	56	Russia	0.43	63	Croatia	0.31
50	Kazakhstan	0.51	57	Morocco	0.43	64	Mongolia	0.29
51	Mexico	0.51	58	Peru	0.43	65	Hungary	0.25
52	Colombia	0.50	59	Bulgaria	0.41	66	Venezuela	0.06

4.2.1 GENERAL OUTLOOK

Governments are frequently criticized for being slow to innovate, while lagging in their efforts to make policies more adaptive and sustainable so as to navigate through change. This is also due to lack of flexibility in policymaking and failure to replace back-drawing policies with innovative ones.

Consequently, a government that is more future ready and responsive to change is one that demonstrates a pronounced ability of complex learning and flexibility in policymaking, while political leadership makes well-focused use of international assistance to capitalize on know-how and develop viable long-term strategies.

However, in order to sustain such flexibility over the long-term, a future-ready government must aim to also shift towards a skilled talent model that brings together a wide pool of skilled workforce and high managerial competencies, while building on that procedural talent that secures broader alliances and partnerships. Additionally, it must focus on attracting and retaining foreign talent to boost labor market productivity and economic growth.

The United Arab Emirates ranks 1st as far as Know-how, with top scores in the effective use of international support, skilled labor pool, and competent senior managers.

In terms of these indicators, the UAE's performance shapes the country as a responsible player in both regional and international arenas, a pillar of stability in the region with pronounced affinities towards bilateral relations and policy execution under bilateral frameworks.

Country	Policy Learning	Effective use of support	Skilled Labor	Competent Senior Managers	Brain Retention	Dimension Score
1 United Arab Emirates	0.9932	1.0000	1.0000	1.0000	0.9108	0.9808
2 Switzerland	0.9645	0.7534	0.8805	0.9511	1.0000	0.9099
3 Sweden	0.9159	0.9088	0.8826	0.9766	0.7880	0.8944
4 Denmark	0.9761	0.9176	0.8889	0.9511	0.7185	0.8904
5 Norway	0.9860	0.8216	0.9078	0.9213	0.7974	0.8868

One of the fundamentals of the UAE foreign policy is the expansion of ties; which adds to the country's image and enhances its international presence, while reflecting on the complex and extended responsibilities of UAE ambassadors, who represent a political platform that links the UAE with the outside world and reflects on the country's philosophy and role in the international arena.

Top scores obtained as far as the effective use of international assistance speak of the applied principles of mutual respect and non-interference in any other country's internal affairs, with a predilect commitment to resolving disputes with dialogue and peaceful means. They also reflect on the high credibility of the UAE in the around the world.

Establishing a competitive knowledge economy is a national priority for the UAE government. That has meant an increase in education spending based on

trends contributing to growth in the education sector across grades K-12 and higher education as well as key opportunities for investors. A reflection of its highly skilled labor is,therefore, the UAE learners themselves, who are globally placed within the top 97% or higher in business skills such as communication and entrepreneurship (Gulf Insider, 2021).

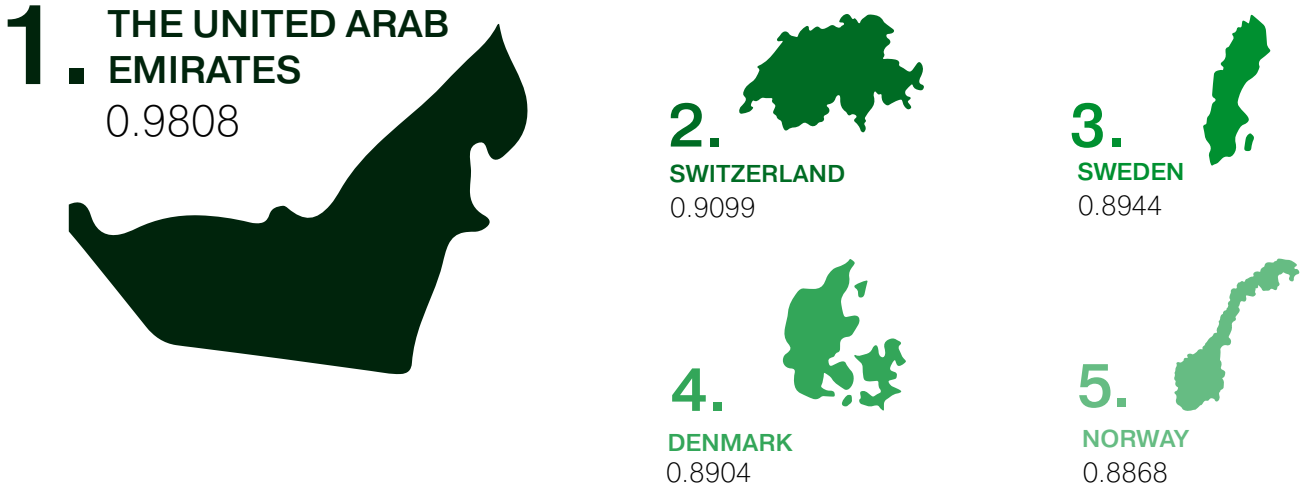
High proficiency in skills such as leadership and management, strategy and operations are reflected in the top scores obtained with the "competent senior managers" indicator. The Emirates Leadership Initiative, supported by the government of the United Arab Emirates, for example, is an outstanding example of preparing emerging leaders from the country and the Middle East to confront the region's public policy issues through a multi-pronged approach that goes beyond traditional academic coursework.

As far as policy learning, the UAE, once again leads the ranking, shaping itself as one of the best countries in the world to keep pace with leading programs in governmental development, service development, and innovation fields. Alongside the Emirates Leadership Initiative, Sheikh Khalifa Government Excellence Program, to promote excellence practices in federal government entities by setting up excellence standards, knowledge and capacity building, adopting the best practices and innovative thinking has reaped its benefits while leading the UAE to the position of top performer in innovation through policy learning and flexibility in policymaking.

The UAE is currently the second largest host of foreign population in the Middle East and North Africa (MENA). It is characterized by an open and inclusive new system for long-term residence visas since 2019 and the availability of numerous work opportunities that provide Temporary Contractual Workers from low-income countries with livelihood sources that can also support their families and communities back home with remittances.

This is sure to position the country high also in its capacity for retaining skilled immigrants that significantly contribute to boosting research and innovation, as well as technological progress. Surpassed by Switzerland only in this area, the UAE also shows a positive impact on the lives of residents; the happiness scores of residents living in the UAE ultimately being higher than their scores in their home countries.

Top Performers: Visual Map



4.2.2 GLOBAL OVERVIEW OF INDICATORS

4.2.2.1 Policy learning

The indicator reflects the government's ability to innovate through learning in policymaking, as well as be flexible enough to replace failed policies with innovative ones. The extent of policy learning as an opportunity to facilitate innovation and flexibility in policymaking is assessed on a scale of 1 to 10 where 1 means that the government demonstrates no willingness or ability in policy learning and 10 means that the government demonstrates a pronounced ability of complex learning. It, thereby, acts flexibly and replaces failed policies with innovative ones.

Middle line scores close to 4 mean that the government demonstrates little willingness or ability in policy learning, whereby, policies are rigidly enforced, and the routines of policymaking do not enable innovative approaches. Higher scores close to 7 indicate that the government demonstrates a general ability of policy learning, but its flexibility is limited. Learning processes, in this case, inconsistently affect the routines and the knowledge foundation on which policies are based.

Japan, the top performer in terms of this indicator, is dedicated to being the first nation to demonstrate that it is possible to expand through innovation because it understands that innovation is a crucial factor for robust growth. It is rapidly moving towards "Society 5.0", adding a fifth chapter to the four major stages of human development: hunter-gatherer, agrarian, industrial and information. In this new ultra-smart society, all things will be connected through IoT technology, and all technologies will be integrated, dramatically improving the quality of life.

To realize this new era, the Government of Japan is doing everything it can to encourage various players, including start-ups and "hidden gems" among small- and medium-sized enterprises, to come up with brand-new and innovative ideas, and to provide the world with solutions. Japan supports such businesses, nurturing a resilient spirit. Continuous efforts in terms of policymaking fuel the cycle of technological development and solutions are applied to every corner of society to enable growth and foster the well-being of all. With an aim of promoting business collaboration, the Government of Japan highly supports companies producing cutting-edge Japanese technologies that achieve "one-of-a-kind" status or become giants in global niche markets, embracing innovators who strengthen the economy by making it resilient. (The Government of Japan, 2022)

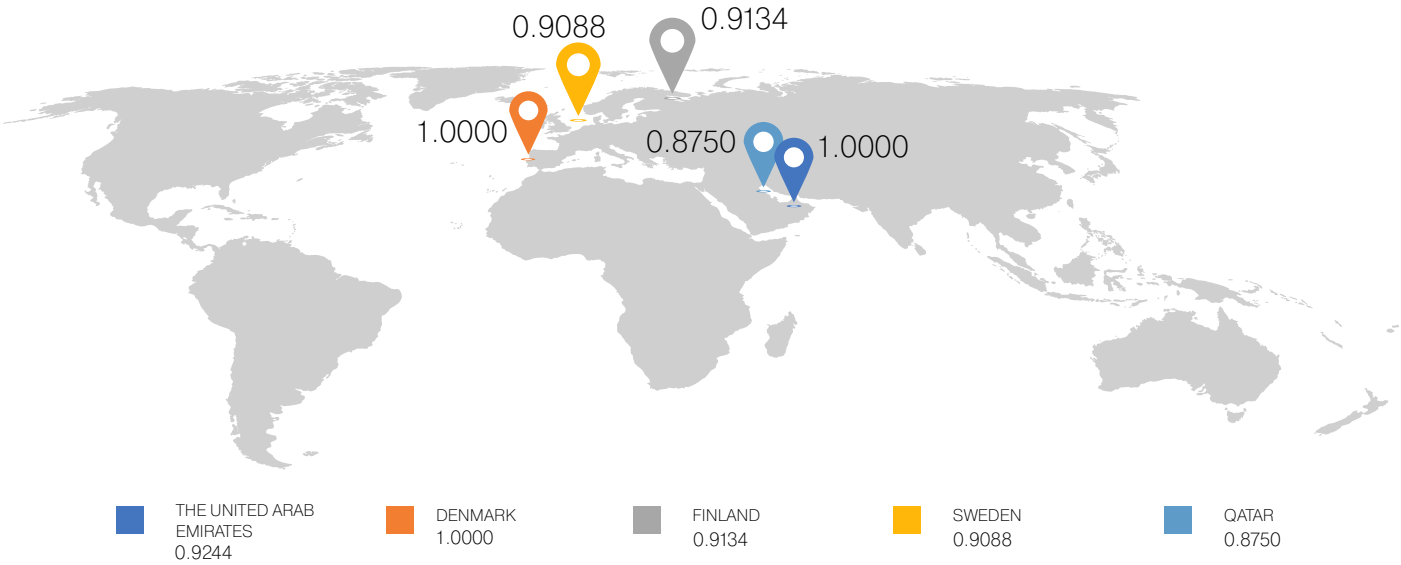
4.2.2.2 Effective use of support

The degree of effectiveness in the use of government-related support is indicated by the extent to which political leadership uses the support of international partners to implement a long-term strategy of development. It revolves around the capitalization of international talent to develop clear aims for political and economic development, a roadmap intended at reaching such aims, as well as the overall progress that political actors make in implementing the steps required to achieve developmental goals. The degree of effectiveness in the use of support is assessed on a scale of 1 to 10 where 1 means that the political leadership either uses international assistance for rent-seeking or considers any form of international cooperation as undesired political interference whereas there is also no viable long-term development strategy and 10 means that the political

Effective use of support										
The United Arab Emirates	Chile	Korea, Rep. (South)	Lithuania	Czech Republic	Estonia	Botswana	Denmark	Finland	Sweden	Qatar
1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	0.9134	0.9088	0.8750

leadership makes well-focused use of international assistance in order to implement its long-term strategy of development. Middle line scores close to 4 mean that the political leadership uses international assistance for short-term expediencies and fails to devise a consistent long-term strategy. Top line scores close to 7 indicate that the political leadership uses international assistance for its own development agenda, but falters in devising a consistent long-term strategy capable of integrating this support effectively. With most effective use of international assistance and positive influences on worldwide public affairs the UAE, Chile, South Korea, Lithuania, the Checz Republik, Estonia and Botswana reveal themselves as top performers in this area.

Top Performer Effective use of support: Visual Map



4.2.2.3 Skilled labor

Skilled labor is a segment of the workforce that has specialized know-how, training, and experience to carry out more complex physical, or mental tasks than routine job functions. Skilled labor is generally characterized by higher or specialized education, as well as expertise levels attained through training and experience, and likewise generally corresponds with higher wages. Skilled labor availability is tied to very important criteria such as labor costs and business expansion. Governments and companies alike require far more than just a dense labor pool; they want access to labor that has the right skills to meet their specific needs. It is highly important that governments and communities across the globe become more proactive

in working with companies and industries to ensure that worldwide economies have access to skilled labor. This secures the talent necessary to progress towards future opportunities and secure the readiness necessary to tackle future challenges. The degree of skilled labor availability in the context of this index is assessed on a scale 1-6, with 1 indicating a negative perception and 6 indicating the most positive perception regarding skilled labor availability in a particular country as included in this index. The UAE ranks first as far as the Skilled Labor indicator characterized by an open and inclusive new system for long-term residence visas since 2019 and the availability of numerous work opportunities that provide Temporary Contractual Workers from low-income countries with livelihood sources that can also support their families and communities back home with remittances.

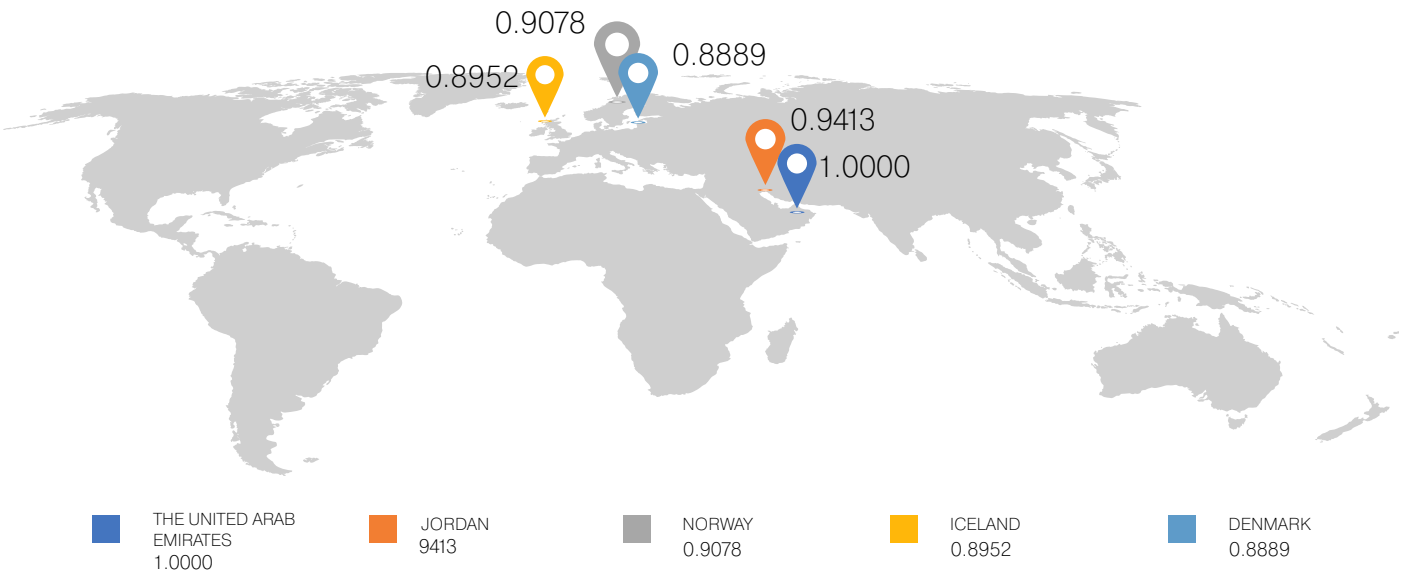
Despite a concerted push towards "Emiratization" of the workforce in the private sector, over 90 per cent of the private sector labor force is still manned by expatriates while UAE nationals continue to be employed in stable and relatively well-paying jobs in the country's vast public sector. Foreign workers in the UAE contribute to their home countries more than 29 billion US dollars in 2014, making the UAE the third biggest source of remittances in the world.

As a result of labor market dynamics and mounting complexity of labor mobility, the Government of the UAE, represented by the Ministry of Human Resources and Emiratization (MoHR) has been keen to act on strengthening the governance of the labor market. Recent reforms to the kafala or sponsorship system have been introduced for temporary foreign workers who obtain their work permit through the MoHR, such as the possibility for these workers to terminate their contract unilaterally. The country has also instituted a Wage Protection System and issued ministerial decrees to ensure workers are paid on time. (ILO)

Skilled labor

1st	2nd	3rd	4th	5th
The United Arab Emirates	Jordan	Norway	Iceland	Denmark
1.0000	0.9413	0.9078	0.8952	0.8889

Top Performer Skilled labor: Visual Map



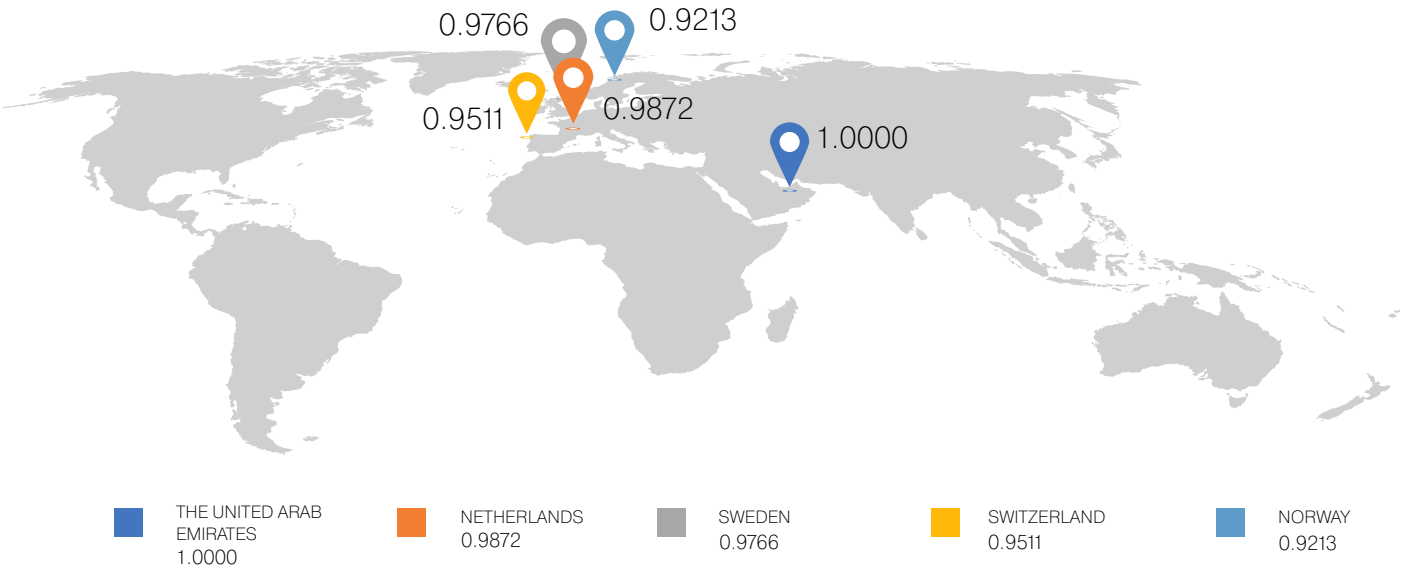
4.2.2.4 Competent senior managers

Skillful management is one of the most powerful determinants of both governmental and organizational success. The pool of qualified managers that can be attracted in the public and private sectors provides a contextual basis for public/private administration and human resource regimes that empower governments to move towards the upliftment of communities through the provision of basic services to their citizens. The indicator included in this index reflects this respective pool of qualified managers that can be attracted in the public and private sectors. The availability of competent senior managers in both public and private sectors is assessed on a scale 0-10, with 0 indicating that competent senior managers are not readily available and 10 that competent senior managers are available on the market. With a high potential to attract and retain managerial skill, the UAE ranks first as far as the hereby indicator. Top national initiatives in this regard include expansion of the "Golden Visa" eligibility to include managers, CEOs, and specialists in various fields. The Golden Visa is granted to doctors, scientists, innovators, researchers, investors and entrepreneurs in various fields and allows for ten years of residency within the UAE and can be renewed. Thus, the pathway is continuously being smoothed for highly skilled and specialized residents, investors, entrepreneurs, scientists, pioneers, leading students and graduates, to add to the managerial potential of the country.

Competent senior managers

The United Arab Emirates	Netherlands	Sweden	Switzerland	Denmark	Norway
1.0000	0.9872	0.9766	0.9511	0.9511	0.9213

Top Performer Competent senior managers: Visual Map



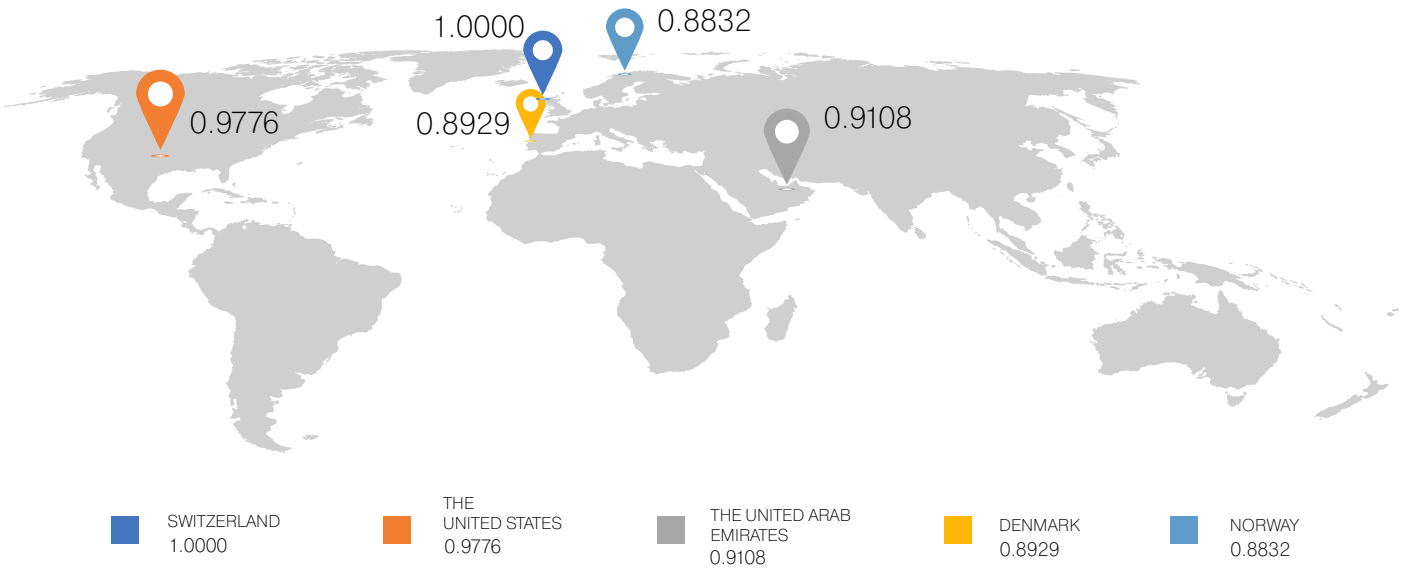
4.2.2.5 Brain retention

Brain retention refers to a country's ability to retain talented people, as a driver of faster economic growth. International migration is also regarded as part of this indicator as it changes the age pyramid of receiving countries and supplements their stock of human capital. Brain retention provides meaningful reflection on the capacity of one country to retain skilled immigrants, given that the latter significantly contribute to boosting research and innovation, as well as technological progress. In terms of this indicator, countries are assessed on a scale of 1 to 7, where 1 stands for a poor country capacity to retain talented people, whereby the best and brightest leave to pursue opportunities abroad, and 7 means that the best and brightest stay and pursue opportunities in the country, as a positive outcome of the assessment itself. Switzerland is atop country worldwide for attracting, retaining, and developing talent. The country demonstrates exceptional openness in terms of talent mobility. Management practices in Switzerland also make a difference in attracting talent: apart from monetary incentives and standard of living, another important differentiator in talent attraction is the professionalism of management and investment in employee development. Low-skilled workers continue to be replaced by robots, while knowledge workers are displaced by algorithms: as mobility continues to be redefined in new ways, notably through technology.

Brain retention

1st	2nd	3rd	4th	5th
Switzerland	The United States	The United Arab Emirates	Denmark	Norway
1.0000	0.9776	0.9108	0.8929	0.8832

Top Performer Brain Retention: Visual Map

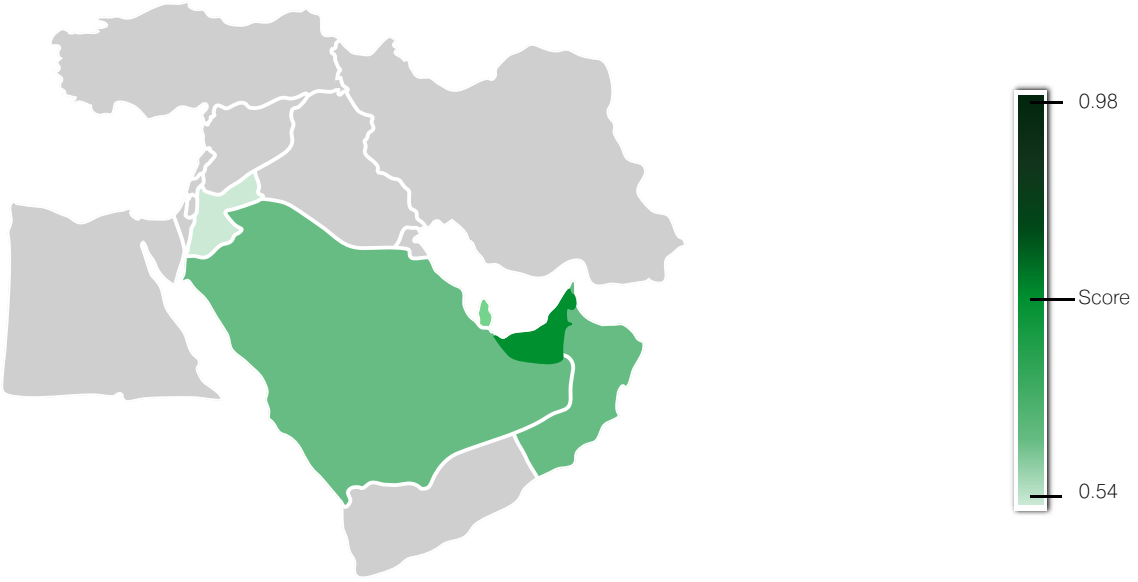


4.2.3 REGIONAL INSIGHTS

4.2.3.1 MIDDLE EAST

The United Arab Emirates positions itself first in the Middle Eastern region, with top quartile scores for all indicators. It is followed by Qatar, which exhibits close to maximum scores in terms of Policy Learning and Effective Use of International Support. Saudi Arabia ranks 3rd in the region with good scores in Brain Retention and Effective Use of International Assistance. Bahrain (4th and Qatar (5th both score I well in the Availability of Skilled Labor and Brain Retention, while Jordan (6th , comes as a surprise with an impressive positive perception of the availability of Skilled Labor in the country.

TALENT: MIDDLE EAST

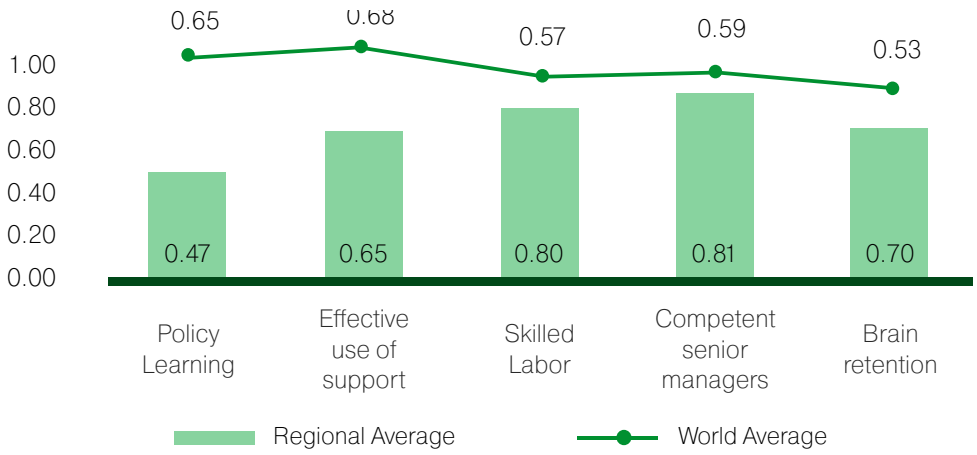


Country	Regional Rank	Global Rank	Policy Learning	Effective use of support	Skilled Labor	Competent senior managers	Brain retention
Morocco	1	56	0.57	0.50	0.31	0.43	0.33
Botswana	2	59	0.57	1.00	0.33	0.26	0.46
South Africa	3	60	0.71	0.88	0.19	0.44	0.37
Egypt	4	62	0.14	0.38	0.44	0.45	0.31

Min Value Median Max Value

Compared to world averages, the Middle East region outperforms in terms of Skilled Labor, Managerial Competencies, and Brain Retention. This is mainly due to the fact that the Middle East is endowed with a young, growing, and an increasingly well-educated population that can significantly enhance the region's future growth trajectory. The potential of this large workforce to contribute to economic growth and social dynamism is tremendous, provided that the region's labor markets are prepared. Across the Middle East, a number of countries have improved the educational achievement of their younger generations at notable rates, and by 2030, the region is set to expand its tertiary educated talent pool at an exceptional rate. The United Arab Emirates (UAE), Jordan, Bahrain, and Oman lead the way in the local availability of high-skilled jobs. Some of the most common types of high-skilled employment in the MENA region include commercial bankers, corporate finance specialists and accountants, schoolteachers and academics, engineers, quality assurance professionals, and information technology consultants (World Economic Forum, 2017). As women begin to have equal levels of educational attainment compared to men and equal, or arguably better, workplace skills to match, the region's women represent a large body of latent talent, that has already started to be unlocked. The UAE, for example, has worked for years to boost women's participation in the workforce, guided by the Gender Balance Council. More female employees are joining workplaces and boardrooms in the UAE and Saudi Arabia, with gender equality a key target of a regional drive to improve environmental, social, and governance (ESG) standards. Having countries in the region like Saudi Arabia and the UAE does not only rely on a large pool of foreign workers, but also significant efforts have been seen with capitalizing on foreign talent retention.

MIDDLE EAST: GSI SCORE



4.2.3.2 CENTRAL AND EASTERN EUROPE

Switzerland is the leader of the Central and Eastern Europe region, with top quartile scores in Policy Learning, Skilled Labor, Competent Senior Managers and Brain Retention. It is followed by countries such as Estonia, Austria and Lithuania, which perform significantly better in the Effective Use of International Assistance. The same goes with Slovenia, Latvia Slovakia and Bulgaria, which seem to be well positioned in the diplomatic relationships with other countries. Interesting enough many countries in this region – Estonia, Austria, the Czech Republic, Slovakia, Bulgaria, Poland, Romania, Hungary and Croatia – score low on Skilled Labor, surprisingly, even lower as far as Managerial Competencies – Slovakia, Bulgaria, Romania, Hungary, Croatia. Brain Retention is the lowest in countries such as Romania and Croatia, however low percentile scores in this indicator are seen with the majority of countries in the region (Lithuania, Slovenia, Latvia, Kazakhstan, Greece, Turkey, Slovakia, Ukraine, Bulgaria, Poland, and Hungary.

TALENT: CENTRAL AND EASTERN EUROPE

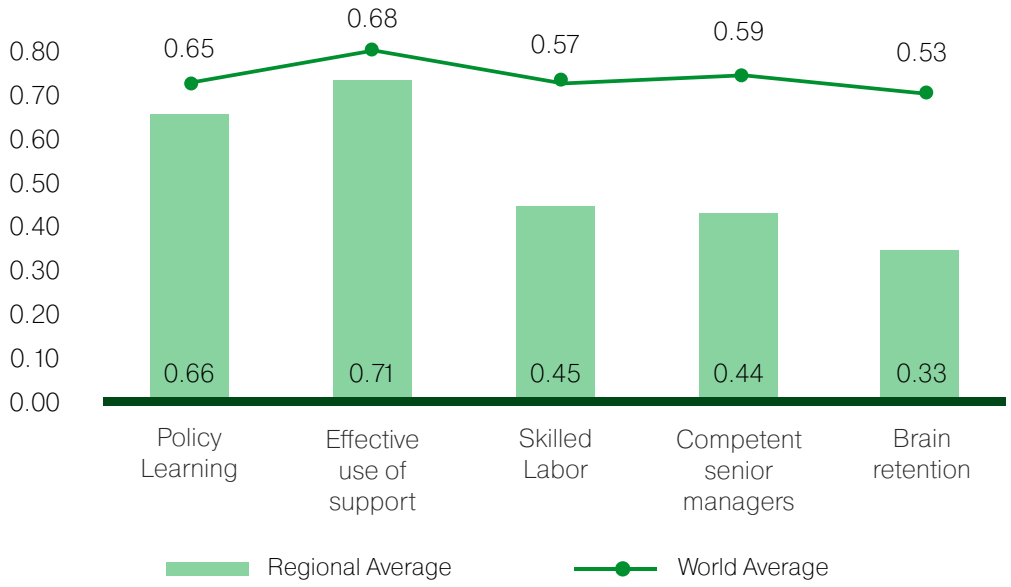
Compared to world averages, the Central and Eastern Europe region scores low on Skilled Labor, Competent Senior Managers, and Brain Retention. On the other hand, the region performs better than the rest of the world as far as Policy Learning and Effective Use of International Support.

Country	Regional Rank	Global Rank	Policy Learning	Effective use of support	Skilled Labor	Competent senior managers	Brain retention
Switzerland	1	4	0.96	0.75	0.88	0.95	1.00
Estonia	2	21	0.99	1.00	0.15	0.26	0.42
Austria	3	23	0·88	0.76	0.28	0.53	0.61
Lithuania	4	28	0.85	1.00	0.49	0.54	0.23
Cyprus	5	34	0.66	0.59	0.55	0.53	0.52
Czech Republic	6	36	0.71	1.00	0.39	0.41	0.49
Slovenia	7	38	0.71	0.88	0.54	0.47	0.33
Latvia	8	40	0.85	0.88	0.51	0.61	0.28
Kazakhstan	9	43	0 43	0.38	0.61	0.78	0.36
Greece	10	45	0:64	0.57	0.77	0.53	0.16
Turkey	11	47	0 43	0.63	0.71	0.62	0.28
Slovakia	12	48	0 71	0.88	0.26	0.15	0.17
Ukraine	13	49	0.71	0.63	0.65	0.49	0.19
Bulgaria	14	50	0.57	0.88	0.22	0.16	0.21
Poland	15	51	0.57	0.75	0.28	0.38	0.35
Romania	16	54	0.57	0.75	0.27	0.26	0.04
Russia	17	55	0.28	0.00	0.75	0.66	0.44
Hungary	18	57	0.43	0.38	0.12	0.09	0.22
Croatia	19	63	0.57	0.75	0.19	0.00	0.04

Min Value Median Max Value

In Central and Eastern Europe, the most pervasive problem that reflects the low performance of the region in areas such as Skilled Labor, Competent Senior Managers and Brain Retention is the emigration of the youngest and most skilled workers to Western Europe, as well as the reluctance in accepting foreign migrants. Poor governance is often a deterrent to the immigration of skilled labor, and the return of skilled migrants, in most of central and Southeastern Europe, the countries where they are most needed. Although there are countries that have devised programs to retain talent from abroad, they are not sufficient enough to address the persisting skill shortage in the area. Additionally, companies are facing increasing difficulties in hiring new employees, particularly qualified ones. This problem is made even more acute by the fact that the proportion of young, skilled workers among emigrants is generally higher than the population average. It is not only the negative impact of emigration that is felt on the workforce in Central and Eastern Europe, but also the influence of the low birth rates that have been experienced by many of the region's countries for decades, often since World War II. Additionally, the lack of development of vocational training and tertiary education, as well as low encouragement in labor participation among the ethnic minority, female and senior populations, limit the contribution of these particular groups to the poll of skilled labor so much rendered for the region.

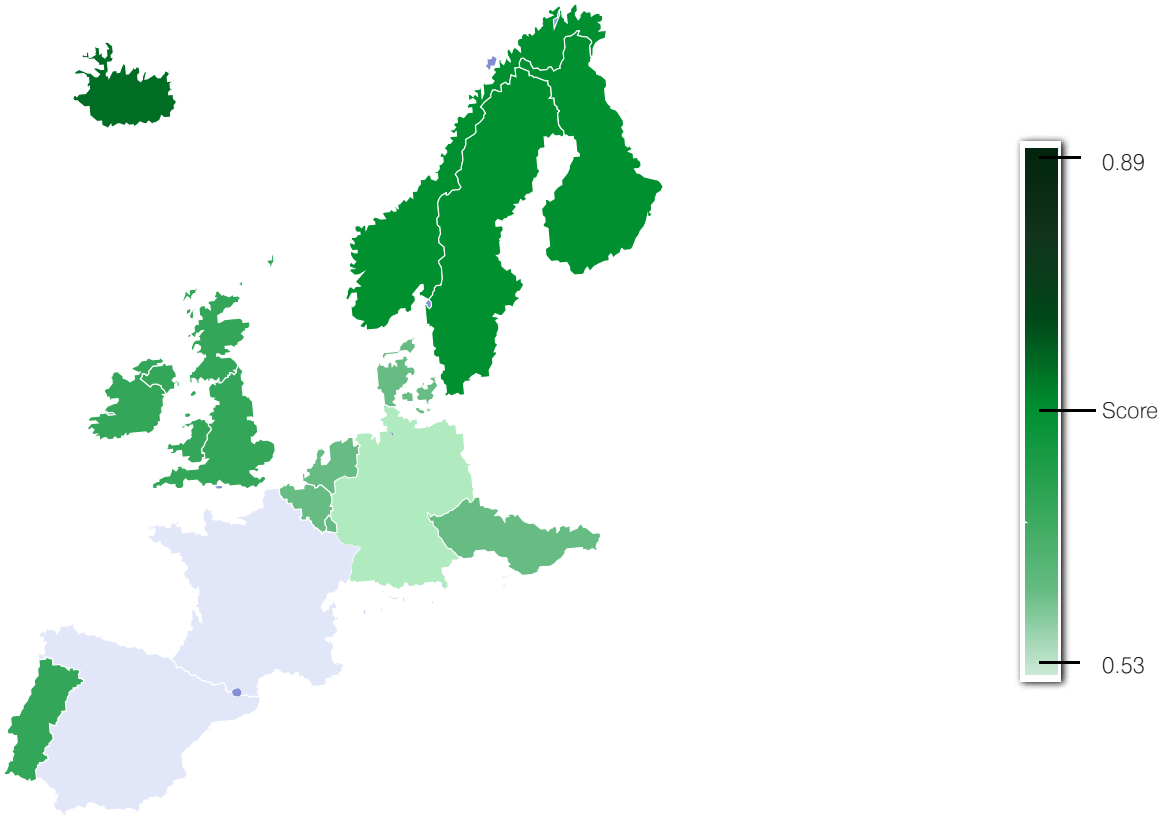
CENTRAL AND EASTERN EUROPE: GSI SCORE



4.2.3.3 WESTERN EUROPE

Western Europe is one of the top-performing regions under the Talent dimension. Countries such as the Netherlands, Norway, Sweden, Denmark and Finland score top percentile scores for almost all indicators. Lower scoring countries in this region include Portugal, France, and Spain which score lowest in indicators such as Competent Senior Managers and Brain Retention. Germany ranks 10th in the region with high scores in Brain Retention, Policy Learning, and Effective Use of International Assistance and lower scores in Skilled Labor and Managerial Competencies. Italy is highlighted as the least performing country in the region, with low percentile scores in Policy Learning, Effective Use of Support, and very low scores, especially in Brain Retention. Surprisingly enough, Luxembourg, which scores top of the line in indicators such as Policy Learning, Brain Retention, and Effective Use of International Support, also scores significantly low in areas such as Skilled Labor and Competent Senior Managers.

TALENT: WESTERN EUROPE

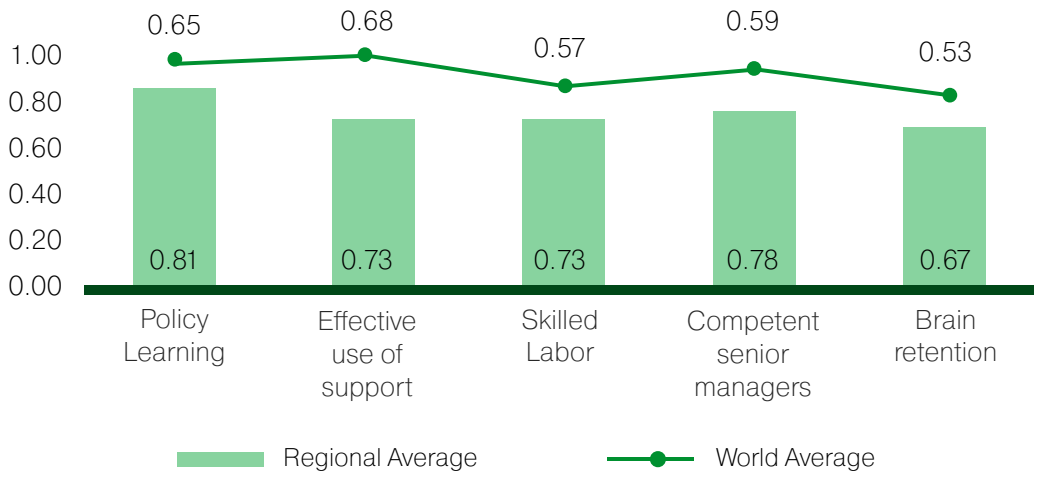


Compared to the world averages, Western Europe scores higher in all indicators under the Talent dimension. The high performance of the region as far as policy learning is mainly supported by countries in the European Union. The openness of these countries towards policy learning and innovation is supported by region-wide digital platforms that enable exchange of interaction, information and services for continuous learning. These Policy Learning Platforms help regional and local governments across Europe develop and deliver better policy. By creating an environment and opportunities for sharing solutions, they help ensure that government investment, innovation and implementation efforts lead to more sustainable impact on the ground. The importance of innovation through policy making is widely recognized and is strongly linked to western EU policies, such as those on employment, competitiveness, environment, industry and energy. The Innovation Union is one of the seven flagship initiatives of the Europe 2020 strategy for a smart, sustainable and inclusive economy. The cohesion policy also focuses on research and innovation. In more developed regions, at least 80% of resources from the European Regional Development Fund at national level are allocated to innovation, with the priorities being a low-carbon economy and competitive SMEs. (Innovation Policy Factsheet, 2021) The Western European's region competitiveness in the world is supported by the capacity of countries such as the Netherlands, Norway, Sweden, Denmark and Iceland to produce skilled labor, as well as Belgium and and Ireland's ability to nurture competent senior managers, while the UK and Germany lead in their efforts to retain a relevant talent pool for the economy. Germany has a strong vocational training system that is highly effective in attracting immigrants and integrating them on the German job market. With an estimated 1.3 million non-UK workers having left the country during the pandemic, the UK still scores good in Brain Retention by having eased post-Brexit immigration rules to help address shortages and making it part of the government's strategy to make the UK the most exciting place in the world for researchers to thrive and pursue cutting-edge research. (R&D People and Culture Strategy).

Country	Regional Rank	Global Rank	Policy Learning	Effective use of support	Skilled Labor	Competent senior managers	Brain retention
Netherlands	1	3	0.90	0.82	0.83	0.99	0.85
Norway	2	5	0.99	0.82	0.91	0.92	0.80
Sweden	3	6	0.92	0.91	0.88	0.98	0.79
Denmark	4	7	0.98	0.92	0.89	0.95	0.72
Finland	5	8	0.97	0.91	0.82	0.81	0.78
Luxemboug	6	9	0.98	0.74	0.40	0.56	0.88
Iceland	7	10	0.81	0.69	0.90	0.84	0.80
Ireland	8	12	0.84	0.74	0.69	0.90	0.72
United Kingdom	9	16	0.80	0.58	0.77	0.82	0.85
Germany	10	17	0.72	0.67	0.48	0.60	0.83
Belgium	11	24	0.66	0.70	0.79	0.89	0.57
Portugal	12	27	0.72	0.68	0.78	0.49	0.40
France	13	33	0.72	0.58	0.56	0.64	0.41
Spain	14	35	0.65	0.70	0.60	0.58	0.38
Italy	15	44	0.49	0.49	0.68	0.70	0.29

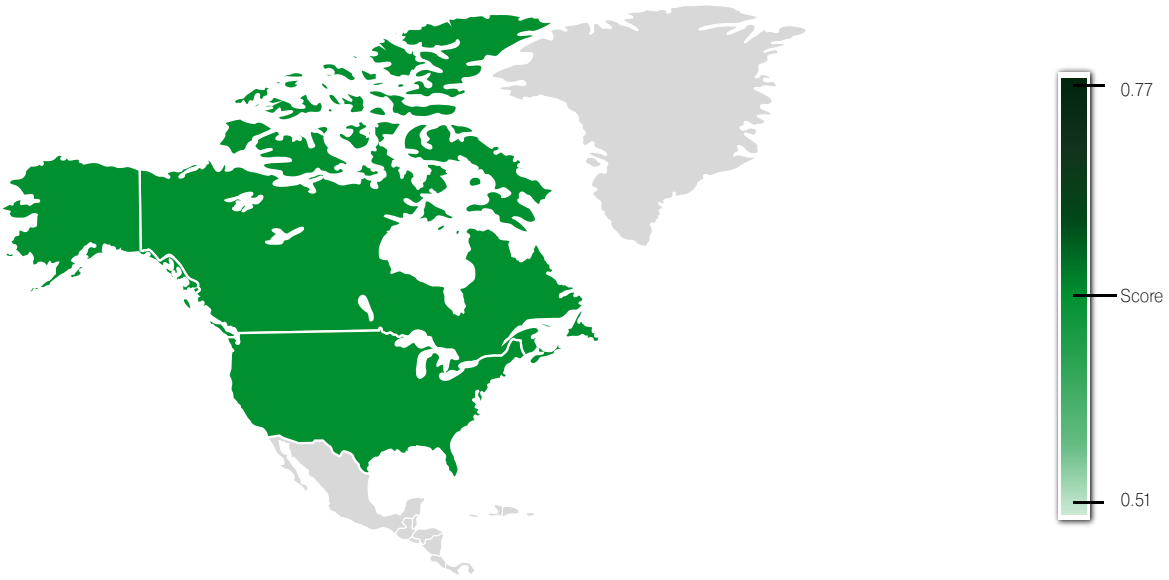
Min Value Median Max Value

WESTERN EUROPE: GSI SCORE



4.2.3.4 NORTH AMERICA

TALENT: NORTH AMERICA



Country	Global Rank	Policy Learning	Effective use of support	Skilled Labor	Competent senior managers	Brain retention
United States	11	0.72	0.50	0.77	0.91	0.98
Canada	13	0.91	0.70	0.75	0.72	0.77
Mexico	53	0.43	0.50	0.64	0.54	0.44

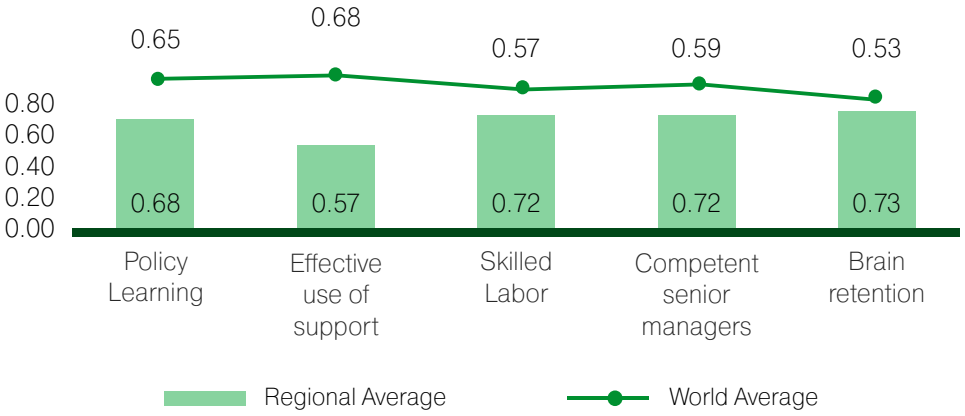
Min Value Median Max Value

Relative to world averages, North America supersedes in policy learning and innovation through Policy Learning, Skilled Labor, Competent Senior Managers and Brain Retention. A top performer in policy learning and high performer in the use of international assistance, Canada is a main contributor to regional averages in these two areas. Canadian innovation policy has played an important role in spurring Canadian industrial leadership in emerging information and communications technologies such as artificial intelligence (AI) and quantum computing. Since March 2017, the Canadian Government progresses on its "superclusters" initiative to develop seven national industries: advanced manufacturing, clean technology, digital industries, agri-food, clean resources, infrastructure and transportation, health and bio sciences. In addition, the Government relies on a combination of direct funding and tax relief to support businesses in research and development, while also exhibiting a very supportive environment for life-sciences innovation. (Global Trade and Innovation Policy Alliance, 2019).

Although there is a lack of institutional home for innovation policy in the US and little reliance on international assistance for and international input

in developing the country's long-term strategy, the US supports the competitiveness of the region with its eminent capacity to produce skilled labor, competent senior managers, as well as its ability to retain pertinent talent for the economy. The country is home to some of the top universities in the world, including Harvard University and the Massachusetts Institute of Technology and there are many changes to the US current high-skilled immigration policies that would benefit American employers, American workers, and the U.S. economy as a whole: increasing the low temporary and permanent visa caps, allowing the visa caps to fluctuate based on the conditions of the US economy, updating enforcement laws to ensure visas are going to workers who are hired for their particular skill and not wage reasons, references for visa renewals, paths for foreign-born students to stay after graduation, and start-up visas for entrepreneurs who meet specific investment, revenue, and job creation criteria. With deliberate progress in digitalizing public services, Mexico is slow to innovate through policy learning, although there is an increased use of international support and input as far as developing long-term strategies for the country. One of the most relevant topics on the national agenda is the investment in human capital to improve economic and social conditions. The country needs new policies that reflect advancement in the conditions of human capital. According to the Gini coefficient, Mexico is the third-most-inequitable OECD country—0.46/1.00 rate—and is the OECD country that works the most hours: 2,255 hours/worker per year. One of the new policies the government is striving to implement is the "Jóvenes Construyendo el Futuro" program, which grants scholarships to young people who are neither studying nor working. Until now, the program has generated 230,000+ apprenticeships for both women and men. (Jovenes Construyendo el Futuro) It's a good start, but Mexico needs to be doing more to address its human capital challenges.

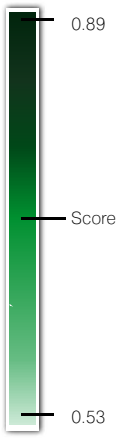
NORTH AMERICA: GSI SCORE



4.2.3.5 SOUTH AMERICA

Chile leads as the top performer in the region of South America, with top quartile scores in all of the indicators for the Talent dimension. Columbia and Argentina exhibit good scores as far as the capacity to generate and harbor Skilled Labor. Placed third in the regional ranking for South America, Brazil performs well as far as the availability of Competent Senior Managers and Brain Retention, although lower country scores are seen with the Policy Learning, Effective Use of Support, and Skilled Labor indicator. The worst performer in the South America region is Venezuela with the lowest quartile scores in every indicator for this dimension.

TALENT: SOUTH AMERICA



Country	Regional Rank	Global Rank	Policy Learning	Effective use of support	Skilled Labor	Competent senior managers	Brain retention
Chile	1	29	0.85	1.00	0.53	0.74	0.76
Colombia	2	52	0.50	0.63	0.50	0.40	0.41
Brazil	3	58	0.28	0.38	0.27	0.40	0.40
Peru	4	61	0.43	0.63	0.33	0.35	0.40
Argentina	5	64	0.57	0.63	0.46	0.30	0.48
Venezuela	6	66	0.00	0.00	0.15	0.14	0.00

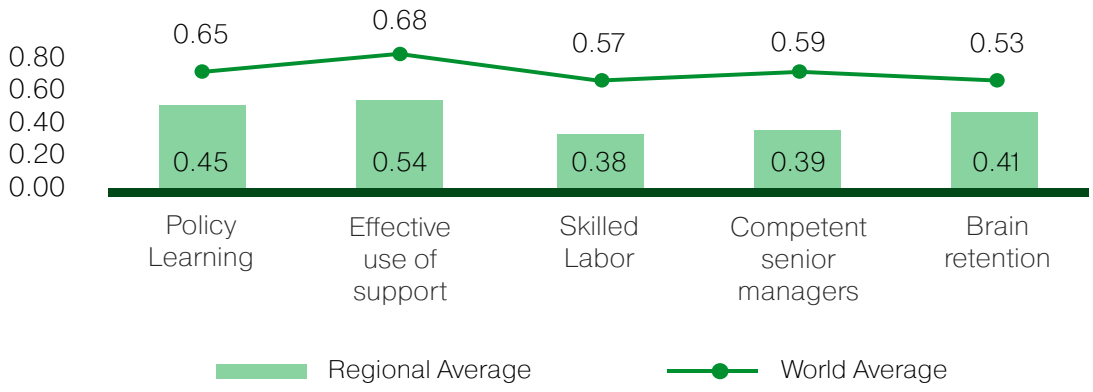
Min Value Median Max Value

Compared to world averages, scores under the South America region are significantly lower for each of the five indicators included in the Talent dimension. Regional scores are visibly enhanced by the performance of Chile as the leading country in the region for government services. The Chilean government is decidedly promoting efficiency in public administration and in the provision of public services to Chilean citizens. In this regard, it has supported the creation of a permanent modernization of the State Counsel, integrated by well-renowned professionals, that permanently advise the Chilean government. Chile has implemented reforms, making it easier for entrepreneurs to start up a business—including removing regulatory barriers of entry and reducing procedures, time involved, and bureaucracy. Currently, Chileans can open a business in only one day, and there are more financing opportunities and public/state programs, through Corporación de Fomento de la Producción (CORFO), that have fostered and increased the interest of the financial sector to fund the relevant projects. Likewise, and following recommendations by the International Monetary Fund and OECD, the current government is moving towards implementing

horizontal instruments and facilitating the strategic coordination of different sectors and institutions so that they determine the areas, which will be necessary to advance in order to further develop and diversify Chile's economy. As for the labor force, Chile needs to improve the current national system (and programs) of continuing education and ongoing labor training to meet the needs of an advanced economy of the future and those of the productive sectors. This includes the necessary transition and adaptation of the labor force to the new technologies and the new labor dynamics and markets, creating bridges between the business sector and scientific, academic, and technological institutions that will meet the needs of the first, as well as efforts to diminish the current deficit of technical professionals.

Training programs concerning the public sector labor force should be rationalized and the education system reformed so as to address the demands of high, technical education that simultaneously incorporates critical thinking, new skills, and new technologies. At the same time, Chile should also drive focus on the existing advanced human capital in the country. Second, to score in policy learning and effective use of support for the region, alongside Columbia, the Argentine government is increasingly recognizing the role of innovation in economic growth while being a top regional player in activities related to the knowledge economy. Knowledge-based services are the fastest growing exports in Argentina, the second most important export sector after soybeans. These activities already employ 1.3 million people in high-quality, well-paying, and formal jobs.

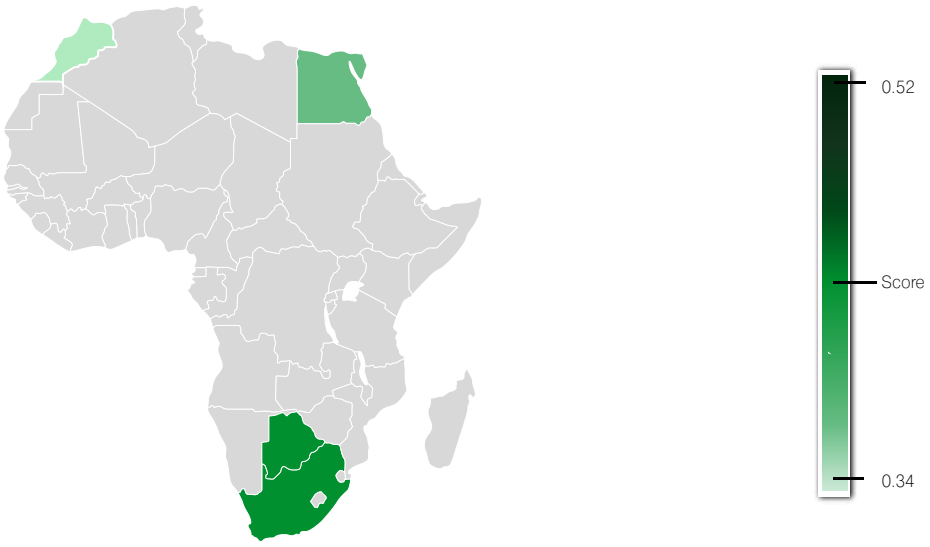
SOUTH AMERICA: GSI SCORE



4.2.3.6 AFRICA

In the region of Africa, the performer that stands out as the leader of the group is Morocco with good scores in Policy Learning, Effective Use of International Assistance, and Competent Senior Managers. A top performer in the Effective Use of Support to develop long-term country strategies, Botswana ranks second in the region. Ranked 3rd in the Africa region, South Africa leads the group in Policy Learning, while also exhibiting high scores as far as its approach to the use of foreign support for developing its own country's strategies. Egypt is the weaker performer in the region by scoring very low on its foreign affairs policies, and ultimately achieving the lowest score overall.

TALENT: AFRICA



Country	Regional Rank	Global Rank	Policy Learning	Effective use of support	Skilled Labor	Competent senior managers	Brain retention
Morocco	1	56	0.57	0.50	0.31	0.43	0.33
Botswana	2	59	0.57	1.00	0.33	0.26	0.46
South Africa	3	60	0.71	0.88	0.19	0.44	0.37
Egypt	4	62	0.14	0.38	0.44	0.45	0.31

Min Value Median Max Value

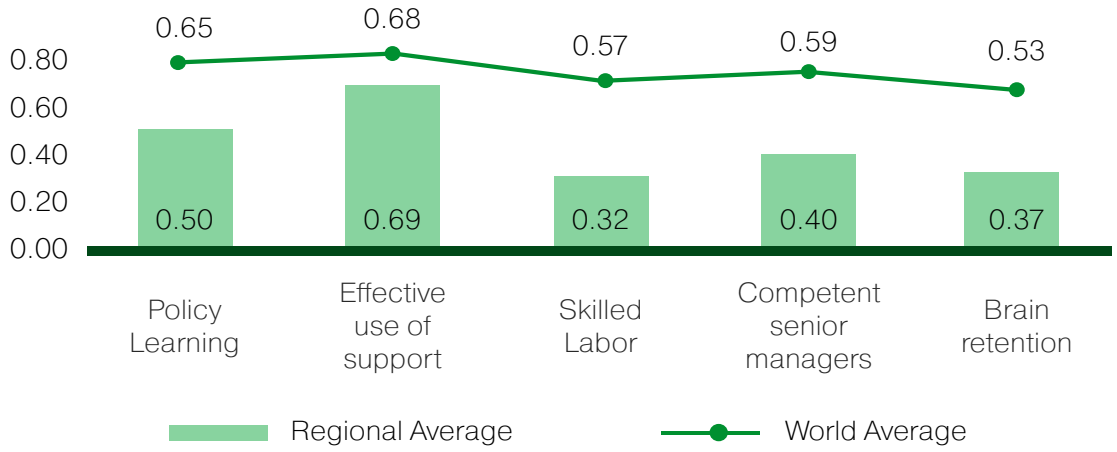
The region performs slightly better than the world average as far as the Effective Use of International Support. The score is largely influenced by the effort of the African governments in building relationships with international partners to succeed in major projects within the region. One example is the African-EU Partnership established back in 2000. The partnership has aimed to lead Africa and Europe closer together by strengthening economic cooperation and promoting sustainable development, with both continents co-existing in peace, security, democracy, prosperity, solidarity, and human dignity. As a top performer within the region, Morocco has invested substantial efforts in reinforcing its foreign policy, while adhering to the African Union (AU) and signing bilateral agreements with the Gulf Cooperation Council (GCC) and the European Union (EU).

By fostering a business-friendly regulatory environment and attracting large-scale foreign direct investment, particularly in the area of chemical production, oil, manufacturing, and refining, Morocco is working towards raising the quality of its workforce, while also channeling its efforts towards the production of more skilled labor in the country.

Given the attention of the Moroccan Government, the elimination of such constraints as job insecurity and lack of opportunities for skilled workers and young graduates in the informal sector would positively impact all talent-related indicators as far as the overall Talent in terms of government services. Also, raising the labor

force participation rate of Moroccan women would facilitate this group's access to employment and thus proportionally increase the availability of skilled labor, talent, and potentially competent senior managers of the female gender in the market. Conversely, however, the labor-force participation rate among women has declined from 26.5% in 2009 to 24.3% in 2019 (World Bank, 2020). This and the overall region's reduced capacity to generate skilled labor within the pertaining countries, as well as the rather low inclination towards attracting and retaining foreign talent, position Africa significantly low compared to world averages as far as overall Talent tied into government services. The causes for such low regional performances in Brain Retention are the emigration of the highly skilled African professionals in search of lucrative cultural and socio-economic opportunities in other continents, as well as the significant proportion of highly talented African students that obtain opportunities and scholarships for training abroad and choose not to return to their home countries after completing their respective studies. Although AGENDA 2063, the continent's strategic framework, aims to improve incomes, to provide jobs, and decent work for Africa's citizens, there are countries facing difficulties in fostering innovation and creativity or guaranteeing basic institutions of economic freedom such as personal choice, voluntary exchange, freedom to compete, and security of privately owned property. To address Africa's brain retention challenges, the African Union High-Level Panel on Innovation and Emerging Technologies (APET) advocates that African countries effectively harness digital technologies, with a focus on artificial intelligence and blockchain technologies.

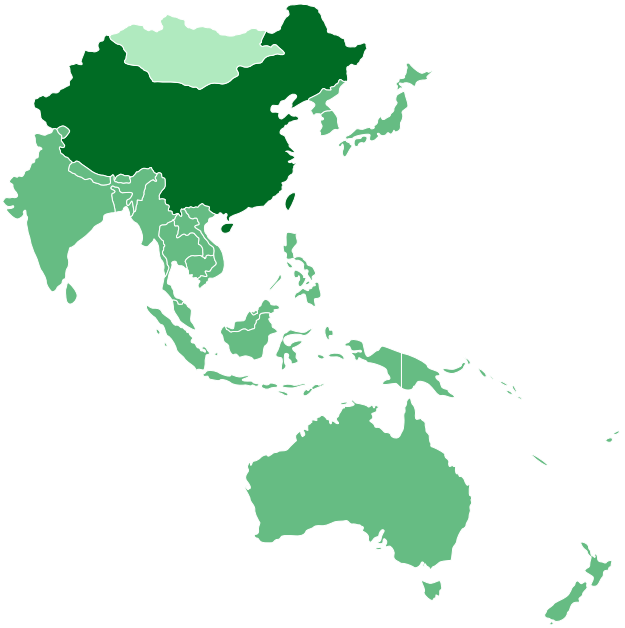
AFRICA: GSI SCORE

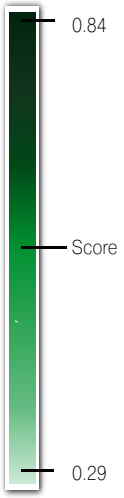


4.2.3.7 ASIA PACIFIC

Singapore is the best performer in the Asia Pacific region with high percentile scores in all indicators for the Talent dimension. Japan is a top scorer in Policy Learning followed closely by Australia, New Zeeland, China, and South Korea. Exceptionally, the latter – South Korea - also leads the region in the Effective Use of International Assistance. The Philippines makes it as a top performer in the region as far as Skilled Labor while, Indonesia, India, and Thailand distinguish themselves with very good results as far as the availability of Senior Managers in these countries. Malaysia performs best in the region as far as its capacity to retain foreign talent in the country. Australia, Israel, and India also perform well for this indicator in the region. Mongolia ranks lowest in the Asia Pacific region with very low percentile scores as far as labor and talent. A negative impact on the region's averages is generated by the reduced capacity of Thailand and the Philippines to innovate through policy learning, and make use of international assistance in devising their countries' long-term strategies.

TALENT: ASIA PACIFIC

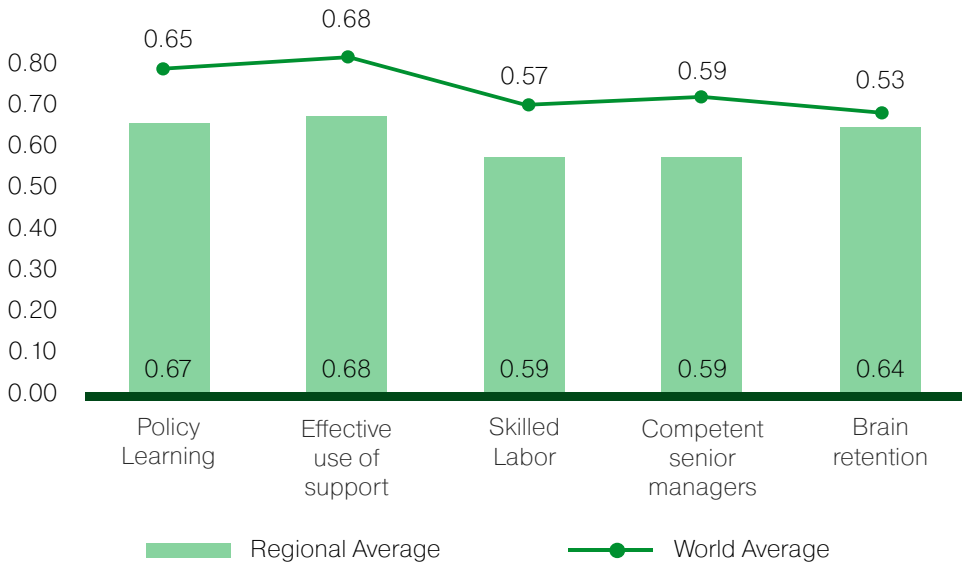




Country	Regional Rank	Global Rank	Policy Learning	Effective use of support	Skilled Labor	Competent senior managers	Brain retention
Singapore	1	2	0.99	0.75	0.75	0.83	0.89
New Zealand	2	15	0.87	0.75	0.24	0.61	0.66
Australia	3	18	0.99	0.67	0.64	0.53	0.72
Israel	4	19	0.68	0.60	0.72	0.72	0.72
Korea, Rep (South)	5	20	0.79	1.00	0.46	0.32	0.68
China	6	22	0.85	0.75	0.72	0.70	0.63
Japan	7	25	1.00	0.83	0.45	0.17	0.56
Malaysia	8	26	0.43	0.63	0.71	0.67	0.81
Indonesia	9	37	0.57	0.63	0.67	0.75	0.66
India	10	39	0.43	0.63	0.71	0.75	0.72
Thailand	11	41	0.28	0.50	0.72	0.77	0.57
Philippines	12	46	0.28	0.50	0.83	0.79	0.56
Mongolia	13	65	0.57	0.63	0.00	0.00	0.17

Relative to world averages, Asia Pacific exceeds in Brain Retention, with similar or relatively higher scores for Policy Learning, Effective Use of Support, Skilled Labor, and Competent Senior Managers. A top performer in Competent Senior Managers and Brain Retention, Singapore is the main contributor to regional averages in these two areas. The Singapore Government shows commitment to assisting Singaporean employers with job retention and job creation, as well as to attracting higher-skilled foreign workers. In this regard, it has implemented several initiatives such as the Job Support Scheme (JSS), aimed at co-funding the wages of local employees (Singapore Citizen and Permanent Resident), and the Jobs Growth Incentive (JGI), which provides wage support to incentivize the hiring of local workers, particularly older workers in eligible growth enterprises.

ASIA PACIFIC: GSI SCORE

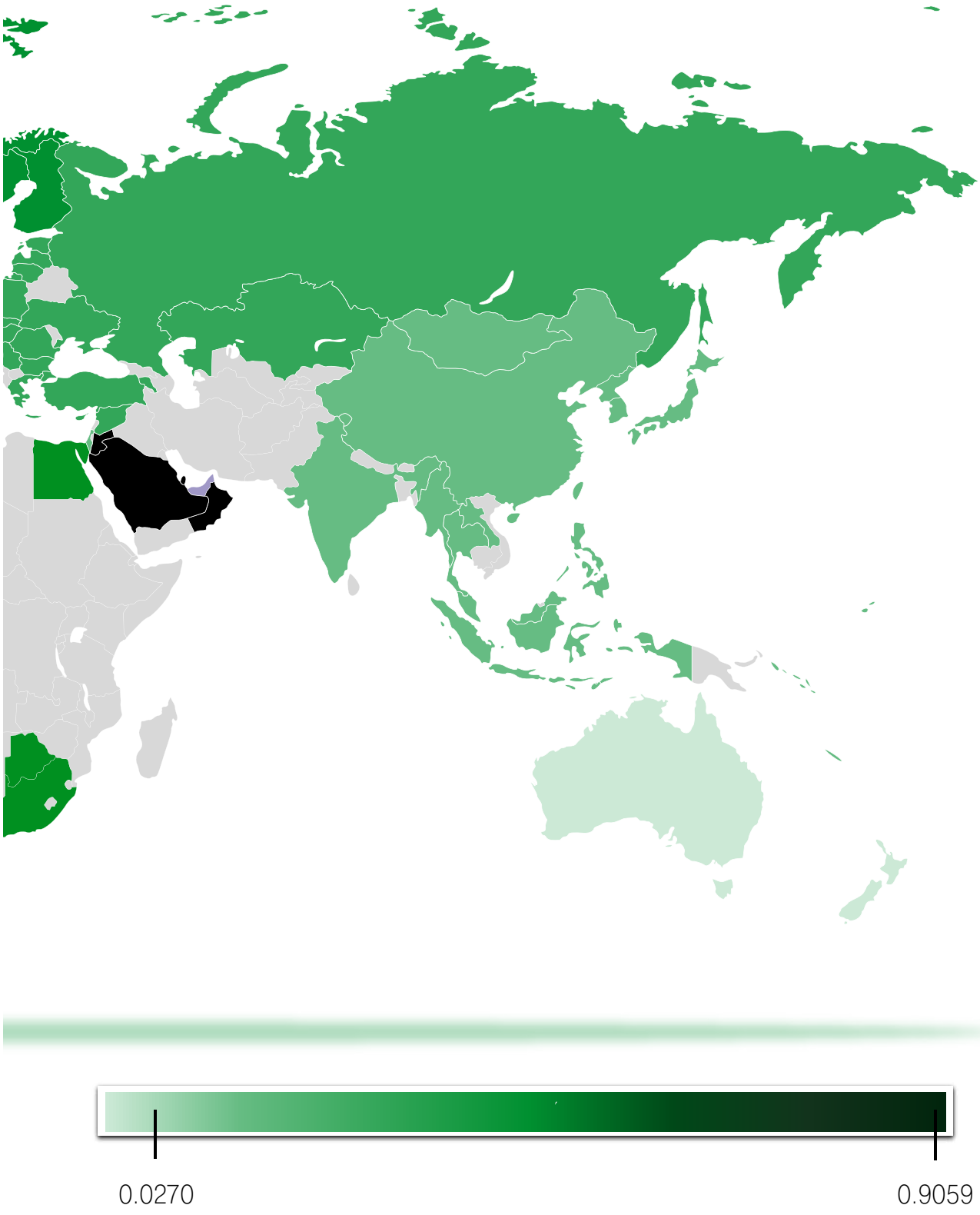


Asian region is the Philippines, which relies on a young, competent, and English-speaking workforce, as well as on the ability of women to rise to positions of enterprise leadership, whilst a considerably large percentage of companies are exhibiting female participation in ownership. By nourishing such resources, local governments in the Philippines, through the Public Employment Service Offices (PESOs), seek to optimize the management of skills and employment programs by linking people to jobs, developing a skilled workforce, and attracting new investments.

The high performance of the region as far as Policy Learning is mainly supported by countries such as Japan, Singapore, Australia, New Zealand, and China. The responsiveness of these countries towards policy learning and innovation is illustrated by consistent national investments (as a proportion of GDP) in areas related to science and innovation, design and implementation of comprehensive innovation frameworks, or technological advancement in key economic sectors. On the opposite spectrum, a negative impact on the region's averages is generated by the reduced capacity of Thailand and the Philippines to innovate through policy learning, as well as make use of international assistance in devising their country's long-term strategies.

4.3 DIGITALIZATION

DIGITALIZATION: HELICOPTER VIEW



DIGITALIZATION: WORLDWIDE RANKING BY DIMENSION

1	United States	0.9059	16	Iceland	0.7802	31	Bulgaria	0.6429
2	Norway	0.8621	17	Canada	0.7758	32	Italy	0.6416
3	Netherlands	0.8569	18	Estonia	0.7729	33	Malaysia	0.6416
4	United Arab Emirates	0.8504	19	Australia	0.7725	34	Czech Republic	0.6382
5	United Kingdom	0.8502	20	Luxembourg	0.7510	35	Poland	0.6234
6	Finland	0.8401	21	Austria	0.7486	36	Saudi Arabia	0.6189
7	Switzerland	0.8399	22	Portugal	0.7295	37	Greece	0.6180
8	Sweden	0.8335	23	Israel	0.7138	38	Bahrain	0.6099
9	Denmark	0.8319	24	Cyprus	0.7064	39	Slovakia	0.6060
10	Singapore	0.8274	25	Belgium	0.6941	40	Qatar	0.5953
11	Japan	0.8261	26	Ireland	0.6887	41	Oman	0.5941
12	New Zealand	0.8225	27	Spain	0.6848	42	Russia	0.5935
13	Korea, Rep. (South)	0.8101	28	China	0.6754	43	Hungary	0.5912
14	France	0.8001	29	Slovenia	0.6712	44	Chile	0.5881
15	Germany	0.7913	30	Lithuania	0.6461	45	Kazakhstan	0.5655

46	Turkey	0.5652	53	Colombia	0.5163	60	Indonesia	0.4192
47	Romania	0.5636	54	Thailand	0.5084	61	Mongolia	0.4060
48	Croatia	0.5611	55	India	0.5027	62	Morocco	0.3794
49	Latvia	0.5447	56	Ukraine	0.4982	63	Jordan	0.3755
50	Brazil	0.5348	57	South Africa	0.4941	64	Botswana	0.3402
51	Mexico	0.5304	58	Peru	0.4511	65	Egypt	0.3184
52	Argentina	0.5218	59	Philippines	0.4295	66	Venezuela	0.0270

4.3.1 GENERAL OUTLOOK

The pandemic has prompted a quantum leap into online and digital environments that governments worldwide need to adapt to. A "digital access for all landscape" has become the new normal in the post-pandemic world. As part of this landscape digitally empowered governments need to secure broader access to digital connectivity, apply human centric design approaches in both digital and physical environments, develop robust digital data infrastructures to ensure smoother operations.

Forward-thinking governments therefore understand the technological forces that surround them and look for ways to harness them for the benefit of citizens and constituents alike. As hosts of new technologies, effective governments seek to seamlessly gather information about supply chains, public health, cybersecurity and more. As cloud vendors offer increasingly powerful APIs, modern governmental capabilities seek to identify potential areas to use new APIs and replace legacy features and functions. As cyberattacks increase globally, governments with superior digital inclinations would have already looked into the use of AI to automate attack detection and response. With governments rapidly moving services online during the pandemic, the latter has thrown a spotlight on equity as part of digital service delivery.

Digital access for all means reimagining e-government by means of increased availability, accessibility of public data as well as inclusive user engagement. Effective data sharing in this context requires adoption of infrastructure and latest technologies such as cloud and advanced data management tools. Governmental agencies that lack such tools will struggle to catch up while loosing ground on e-participation.

As far as the latter, securing adequate access to digital connectivity and tools, could mean the digital inclusion of billions of constituents that are currently left out of the digitization movement. Given that 40% of the global population still lacks internet access, focus on increasing fixed broadband subscriptions as an effort to bridge digital divide is implied. With the advent of smart devices, sensors and drones the number of "machines", or otherwise "computers" has exploded. It thus becomes a mission of the highly digitized government to increasingly look into encouraging human interactions with such physical technology so as to reduce redundancy and foster new labor opportunities.

The latter would have to be tied into growing IT talent, moving towards having human resources managing code environments and systems, technological robots and devices, setting standards, providing security and supporting implementation.

One of the biggest lessons of the COVID crisis is that governments need to respond to future similar situations with increased speed and scale quickly while safeguarding trust and transparency (OECD). Now, even as the pandemic recedes digitalization is an expression of the speed with which governments seek to enhance agility, improve operations, rebuild trust and thereon strive to become resilient and future-ready.

Country	Government Procurement of advanced technology products	E-Government Development	Online Participation	Fixed broadband subscriptions	Cost of redudancy dismissal	Availability of the lastest technologies	Dimension Score
1 The United States	0.8919	0.8973	1.0000	0.7721	0.9028	0.9714	0.9059
2 Norway	0.6216	0.8454	0.8750	0.9364	0.8943	1.0000	0.8621
3 The Netherlands	0.6216	0.8820	0.9531	0.9336	0.8080	0.9429	0.8569
4 The United Arab Emirates	1.0000	0.7321	0.9219	0.6882	0.9028	0.8571	0.8504
5 The United Kingdom	0.5676	0.9109	0.9688	0.8528	0.8870	0.9143	0.8502

The United States of America ranks 1st in the Digitalization dimension, highlighting the country's position as a front runner in the field. Twenty years ago, the United States released the E-Government Act of 2002 which aimed to promote the use of the Internet and emerging technologies within and across government agencies and to provide citizen-centric government information and services.

The top score achieved in online e-participation reflects the ongoing orientation of the United States towards customer service and the early adoption of customer-centric technologies. A comprehensive Digital Government Strategy aimed at delivering better digital services to the citizens was launched in 2012, to streamline service delivery, improve customer service, and deliver an efficient, effective, and accountable government.

The high score obtained in the availability of new technologies speaks of the high rate of technology adoption in the US, which contributes in turn to a conducive innovation ecosystem. The US is home to the most innovative companies in the world, US companies driving global innovation and the development of advanced and emerging technologies. The State Department has an innovation policy, which is committed to removing barriers overseas, protecting intellectual property, and maintaining US technological edge. Initiatives like Innovation Roundtables foster cooperation with the US private sector and allow the US government to better understand cutting-edge technology as it becomes more widely adopted. (US Department of State)

Governments have a dual task regarding digital transformation: they are policymakers and they also have to digitalize their operations and interfaces with their users, as they have to keep pace with the private sector development. Considering the complex US organization, these public services might differ across local governments and agencies. In 2014, the US Digital Service was established, with the mission to deliver better government services to the people through technology and design.

pace with the private sector development. Considering the complex US organization, these public services might differ across local governments and agencies. In 2014, the US Digital Service was established, with the mission to deliver better government services to the people through technology and design.

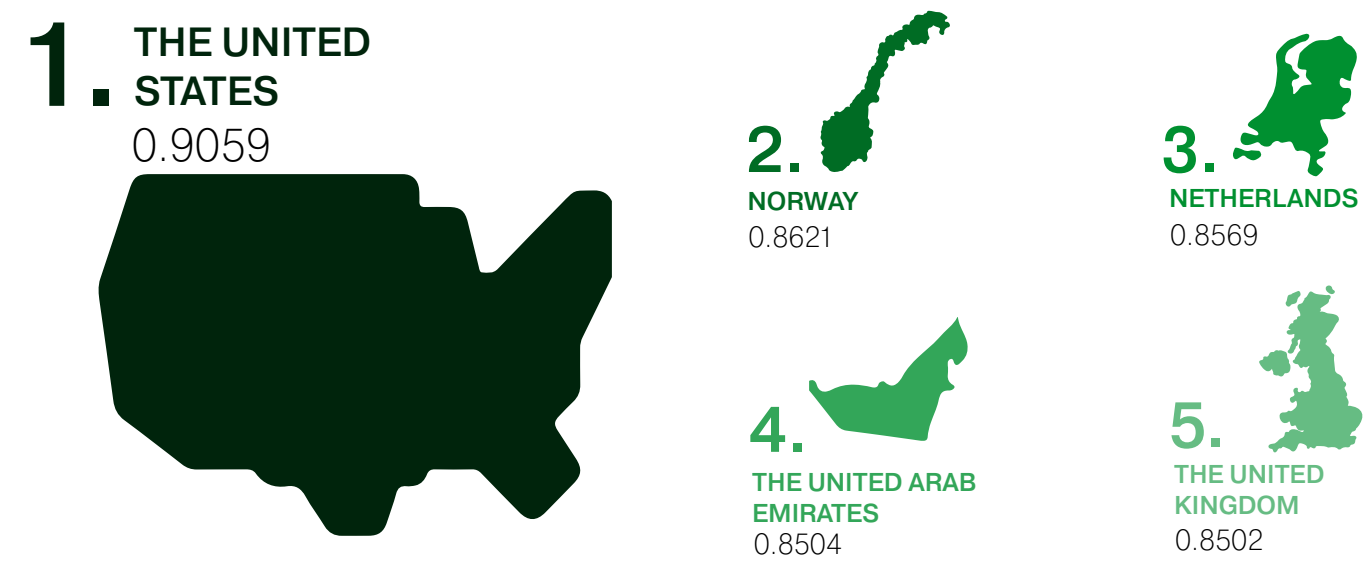
While bringing best practices from various disciplines, the objectives of the US Digital Service are to transform critical, public-facing services; expand the use of common platforms, services, and tools; rethink how the government buys digital services; and bring top technical talent into civic service. There is also a focus on the inclusion of the different categories, in the attempt to close the gaps in society: veterans, military service members, immigrants and refugees, farmers,

students, and small business owners. As far as bridging digital divides the United States is visibly working towards ensuring satisfactory coverage, download speeds, and affordability. Among the largest online markets in the world, the United States ranks third with over 307 million internet users nationwide. As a global hub of technological innovation and home to some of the world's leading internet companies, the United States has increased its digital population for over two decades. Today, over 90 percent of Americans have access to the internet, many of whom could no longer imagine a life without it.

The Office of E-Government and Information Technology, headed by the Federal Government's Chief Information Officer, develops and provides direction in the use of Internet-based technologies to make it easier for citizens and businesses to interact with the Federal Government, save taxpayer dollars, and streamline citizen participation. There are four key priorities established in the Federal Information Technology Operating Plan released by the Office: cybersecurity, IT modernization, digital-first customer experience, and data as a strategic asset. Technical experts within the Government partner with non-technical program personnel to ensure technology and the customer are at the center of processes.

Companies are already using technology to analyze enormous amounts of data for insights and business decisions. They are using digital tools and digital innovation to reach a new level of operational efficiency, customer engagement, innovation, and workforce productivity. There are several areas in the US economy where digitalization has accelerated: like for example the Federal Citizen Services Fund, which provides taxpayers with a better public experience, or the HealthCare.gov, where policymakers harness digital technologies. Continuing to evenly digitize the US public services will improve public-sector productivity and make the government more transparent, responsive, and cost-effective.

Top Performers: Visual Map



4.3.1 GLOBAL OVERVIEW OF INDICATORS

4.3.2.1 Government procurement of advanced technology products

The indicator shows the effectiveness of public services in dealing with technological changes and adapting to the new conditions generated by digital transformation issues. The data refer to the simple mean of the average answers to a similarly worded question regarding five different emerging technologies: In your country, to what extent does the government foster investment (public and private sectors) in artificial intelligence, machine learning, robotics, application and web-enabled markets, big data analytics, and cloud computing? (1: not at all; 7: to a great extent).

Government procurement of advanced technology products

The United Arab Emirates	The United States	Qatar	Malaysia	Germany	Singapore	Luxembourg	India
1.0000	0.8919	0.8919	0.8649	0.8378	0.8378	0.7838	0.7838

As a top performer in the region, The United Arab Emirates have embarked on a complex and holistic digital transformation as of early 2002 with the adoption of the eDirham in 2001, the eGovernment in 2011, and the smart Government in 2013.

The UAE Strategy for Government Services, Unified Digital Platform Policy and Digital Customer and Digital Government Service Policy are all a part of the UAE Government's efforts to provide advanced digital services, accessible from anywhere and at any time. The eServices have a number of features including the ability to upload your documents, save your request and submit at a later date and get electronically signed documents and forms.

Moreover, the UAE PASS allows users to enjoy the benefits of having a digital trusted identity, a single mobile based login, digital signing of documents, storage and sharing options, easily accessible profile information and address records, plus other customized services.

As far as digital "content Provision" the UAE is ranked high on availability of basic public information and resources online. The UAE 'Institutional Framework' reveals a strong focus among other things, on digital government strategy, organizational structure, legislation on access to information and privacy, and open data policy.

The UAE have also invested heavily in creating a world-leading regulatory framework for IT/AI ventures, as well as providing infrastructure to build the best possible tech-investment ecosystem for start-ups, SMEs, and multinational corporations.

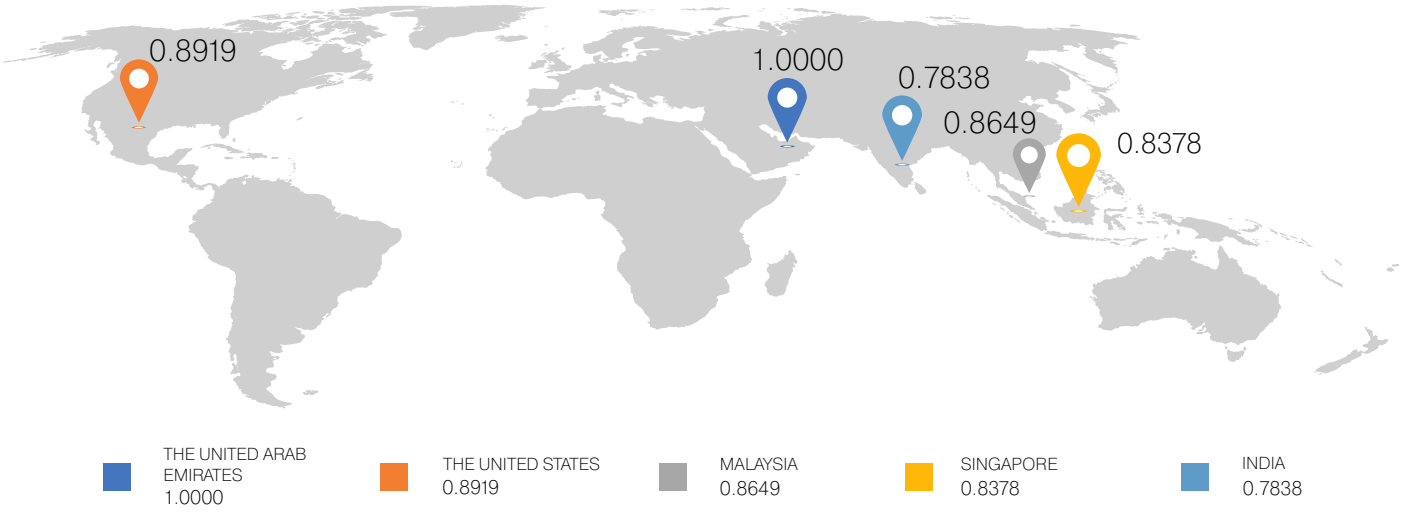
In 2017, the United Arab Emirates released its Strategy for Artificial Intelligence, aiming to integrate technology into various industries, whilst also ensuring that the government could provide tailored regulations to these emerging industries.

The United Arab Emirates publicly recognize the importance of deploying artificial intelligence, for example, and its positive implication towards revolutionizing public delivery of service, on the government's site (UAE).

The UAE National Program for Artificial Intelligence – BRAIN – is a comprehensive and consolidated compilation of resources that highlight the advances in AI and Robotics, with special emphasis on the UAE's objective to become a leading participant in the responsible use of AI and its tools, globally. With a strong focus on the public sector as well, the UAE Cabinet formed the UAE Council for Artificial Intelligence (AI) to oversee AI integration in government

departments and the education sector. The council is tasked with proposing policies to create an AI-friendly ecosystem, encourage advanced research in the sector and promote collaboration between the public and private sectors, including international institutions to accelerate the adoption of AI. As far as re-directing talent and skill towards such novel areas as AI, several public and private universities in the UAE offer different majors at various levels in artificial intelligence (AI) for those who wish to pursue a career in this field. The UAE AI internship Program, as well, aims at bridging the gap between the skills required in the technology sector and supporting youth and improving their potential to enable them to meet future challenges in the rapidly changing technology sector.

Top Performers Advanced Tech: Visual Map



4.3.2.2 Availability of latest technologies

Technology is understood as a broad concept covering not only products such as machinery, equipment, and materials but also processes and organization methods, all linked by the common factor of enhancing efficiency in production. In addition, technology adoption contributes to a conducive innovation ecosystem. The extent of the latest technologies available is measured from 1: not at all, to 7: a great extent.

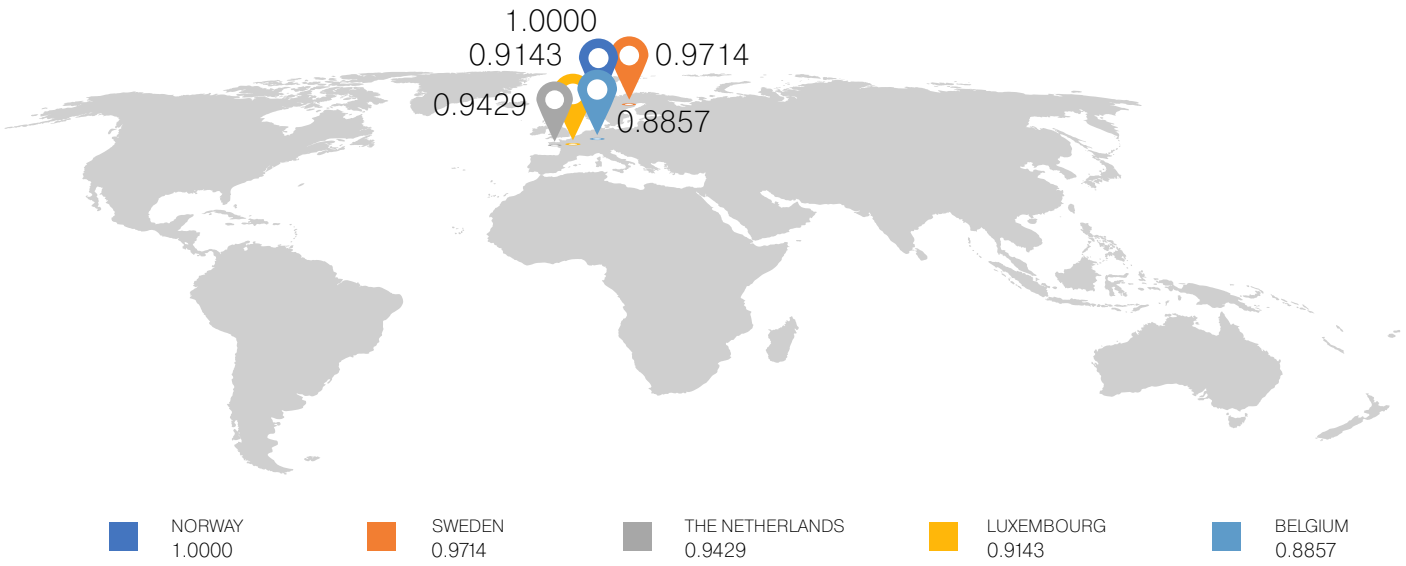
Availability of lastest technologies

Finland	Norway	Israel	Sweden	Switzerland	The United States	The Netherlands	Iceland	Japan	Luxembourg	The United Kingdom	Belgium
1.0000	1.0000	0.9714	0.9714	0.9714	0.9714	0.9429	0.9143	0.9143	0.9143	0.9143	0.8857

The Nordic countries of Finland and Norway are among the most digitalized countries in Europe, their people, businesses, and governments embracing the opportunities of digitalization from an early stage. With 99 percent 4G coverage and 70 percent 5G coverage for households, 76 percent of the population with basic or above basic digital skills, Finland is often called "the world's telecommunications test laboratory"; the advanced nature of the Finnish telecommunications market leading to many services and technologies introduced in Finland much earlier than elsewhere in the world. Also, an increasing number of Finnish companies have incorporated AI into their strategy. Finland has the largest number of companies that use

artificial intelligence in their business: 19 percent of enterprises utilize big data and 75 percent utilize the cloud. Owing to its limited and single market, neutrality, abundant technology resources, and legislative support, the fast-growing startup ecosystem is at the forefront of Finland´s renewal (US International Trade Administration). Data-driven business innovation and entrepreneurship, digital skills, smart cities, smart governments, and the sharing economy are widely addressed as part of a common Nordic policy agenda that is clearly levered by digital evolution. Norway's Government has set also ambitious goals such as mobile and broadband for growth and inclusion, secure and robust electronic communication networks, and regulations to promote innovation and sustainable competition.

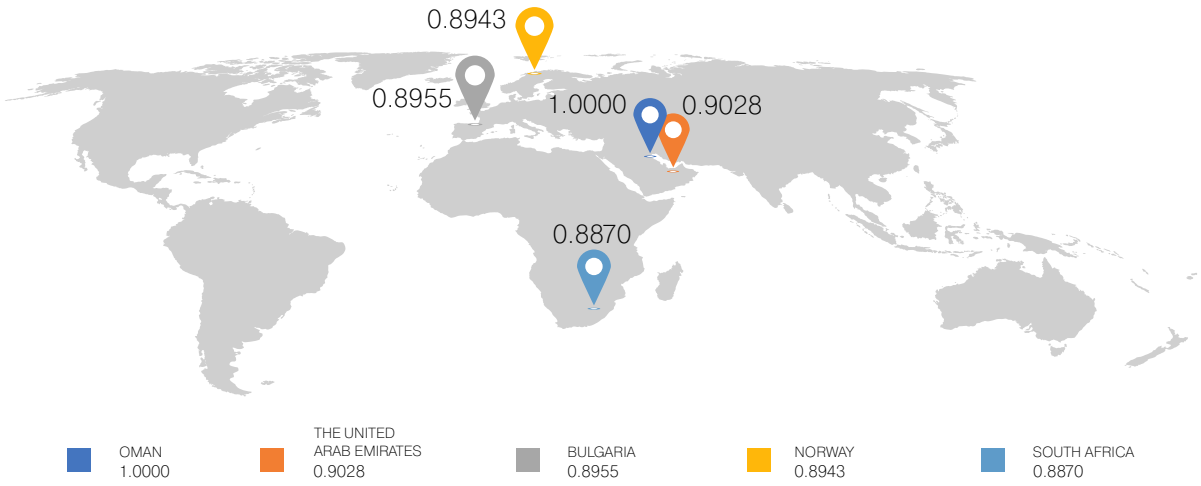
Top Performers Availability Of Latest Technologies: Visual Map



4.3.2.3 Cost of redundancy dismissal

Termination of the employment agreement for redundant employees (so-called "technological redundancy") is provided to employers by the Labor Law, when due to technological, economic, or organizational changes the need to perform certain job ceases, or when the employer reduces the scope of work. Redundancy costs measure the cost of advance notice requirements and severance payments due when terminating a redundant worker, expressed in weeks of salary. The average value of notice requirements and severance payments applicable to a worker with 1 year of tenure, a worker with 5 years, and a worker with 10 years are also considered. One month is recorded as 4 and 1/3 weeks. If the redundancy cost adds up to 8 or fewer weeks of salary, a value of 8 is assigned but the actual number of weeks is published. If the cost adds up to more than 8 weeks of salary, the score is the number of weeks.

Top Performers Redundancy Dismissal: Visual Map



Cost of redundancy dismissal	
Oman	1.0000
Austria	0.9028
Cyprus	0.9028
Italy	0.9028
Japan	0.9028
New Zealand	0.9028
The United States	0.9028
Jordan	0.9028
Romania	0.9028
The United Arab Emirates	0.9028
Bulgaria	0.8955
Norway	0.8943
Kazakhstan	0.8943
Mongolia	0.8943
The United Kingdom	0.8870
South Africa	0.8870

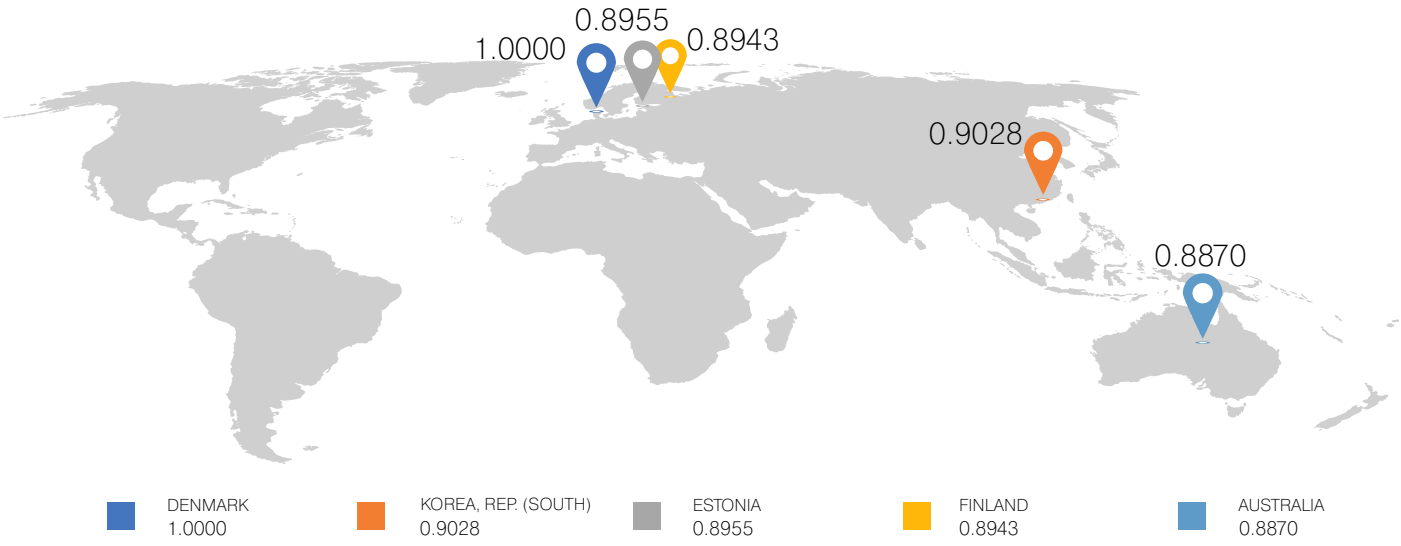
Vision 2040, which speaks of Oman's long-term development plan, calls for the enhancement of national technical capabilities, the construction of vital ICT infrastructure, and the improvement of e-government services. The government has prioritized the development of ICT and the sector is well positioned for growth in the years ahead. Several U.S. firms are at the forefront of ICT development in Oman. In this context, Oman has vividly expressed aspirations to develop a center of excellence with a specific focus on the mentoring and support of individuals and SME operators on the ICT market and is seeking to form partnerships with global technology organizations. Officials expect that the country's digital strategy will open up thousands of job opportunities for nationals in the information technology sector. Foreign firms interested in securing future contracts with the Omani government and state-owned entities are increasingly demonstrating in-country value by filling skills gaps in the local labor market. As part of their recent agreements with the Omani government, Cisco and Huawei will conduct workshops, trainings, and other capacity-building exercises in Oman. Oman can be considered one of the fastest-growing countries in the region that is quickly filling in the gaps of technical knowledge and paving way towards dramatic transformations. The Sultanate itself is looking towards a very knowledge-based economy, and is power housing its students, who are the future of the country and raising their technical competencies. Given the government's efforts in this respect, there are many young entrepreneurs who are now contributing to the Omani economy. The future of Oman is looking brighter today, than it has ever been. (International Trade Administration).

4.3.2.4 E-Government Development

The indicator measures e-government effectiveness in the delivery of public services and identifies patterns in e-government development and performance as well as countries and areas where the potential of Information and Communications Technologies (ICT) and e-government have not yet been fully exploited and where capacity development support might be helpful.

The indicator is based on a holistic view of e-government that incorporates three important dimensions that allow people to benefit from online services and information: the adequacy of telecommunication infrastructure, the ability of human resources to promote and use ICTs, and the availability of online services and content.

Top Performers E-Government Development: Visual Map



E-Government Development

1st	2nd	3rd	4th	5th
Denmark	Korea, Rep. (South)	Estonia	Finland	Australia
1.0000	0.9559	0.9365	0.9318	0.9274

Denmark reached the top score of the indicator due to a high level of public sector involvement in the lives of citizens. The Danish government took several bold decisions, which were conducive to this development; it was mandatory to use digital tools in the communication between citizens and government. In 2011, the "Digital Post" for citizens and businesses was made mandatory. It provided everyone in Denmark with a secure email – so all messages from the government to citizens or from business to the government were sent digitally.

Similarly, online self-service became mandatory for both citizens and businesses. A high degree of internet penetration has furthered the digital transformation of Danish society, with almost 100 percent having internet at home. Most transactions are cashless, and almost all interaction with the Danish authorities takes place online. Almost every agency or public official can be reached online, and each citizen has a specific digital signature to "sign" important documents.

4.3.2.5 Online E-participation

Participation is a key dimension of governance and one of the pillars of sustainable development. E-participation is assessed on the basis of features of national e-government portals and other government websites which relate to the provision of information to citizens; consultation; and decision-making. Summary of the e-participation features (2020 E-Government Survey): availability of online information (on policies and budgets) in the areas of education, health, social protection, employment, environment and justice; use of digital channels (including mobile devices/platforms) and open data technologies in the areas of education, health, social protection, employment, environment and justice; availability of online information on people's right to access government information (such as legislative acts guaranteeing freedom of information and access to information); availability of personal data protection legislation online; availability of e-participation policies/mission statements online; availability of public procurement notifications and tender results online; evidence of government partnerships or collaboration with third parties (such as civil society or the private sector) in the provision of services; evidence of free access to online government services through the main portal, kiosks, community centers, post offices, libraries, public spaces or free Wi-Fi; availability of open data sets (in machine-readable, non-proprietary formats) and related policies and guidance online; evidence of opportunities for the public to propose new open data sets to be made available online; availability of online tools (on the national portal) to invite and obtain public opinion and other input in raw (non-deliberative) form; evidence of the engagement of individuals in consultations/communication relating to education, health, social protection, employment, environment and/or justice, evidence of the connection between government decisions made and the results of online consultations with the public on issues relating to education, health, social protection, employment, environment and/or justice; evidence of governments' publication of outcomes of policy consultations online.

Online e-participation	
Korea, Rep. (South)	1.0000
The United States	1.0000
Estonia	1.0000
Japan	0.9488
New Zealand	0.9488
Austria	0.9688
The United Kingdom	0.9688
Singapore	0.9688
Australia	0.9531
Denmark	0.9531
The Netherlands	0.9531
China	0.9531
Poland	0.9531
Cyprus	0.9375
Finland	0.9375

The top score obtained by the Republic of South Korea, the United States, and Estonia in the online e-participation reflects the ongoing orientation towards customer service and the early adoption of customer-centric technologies.

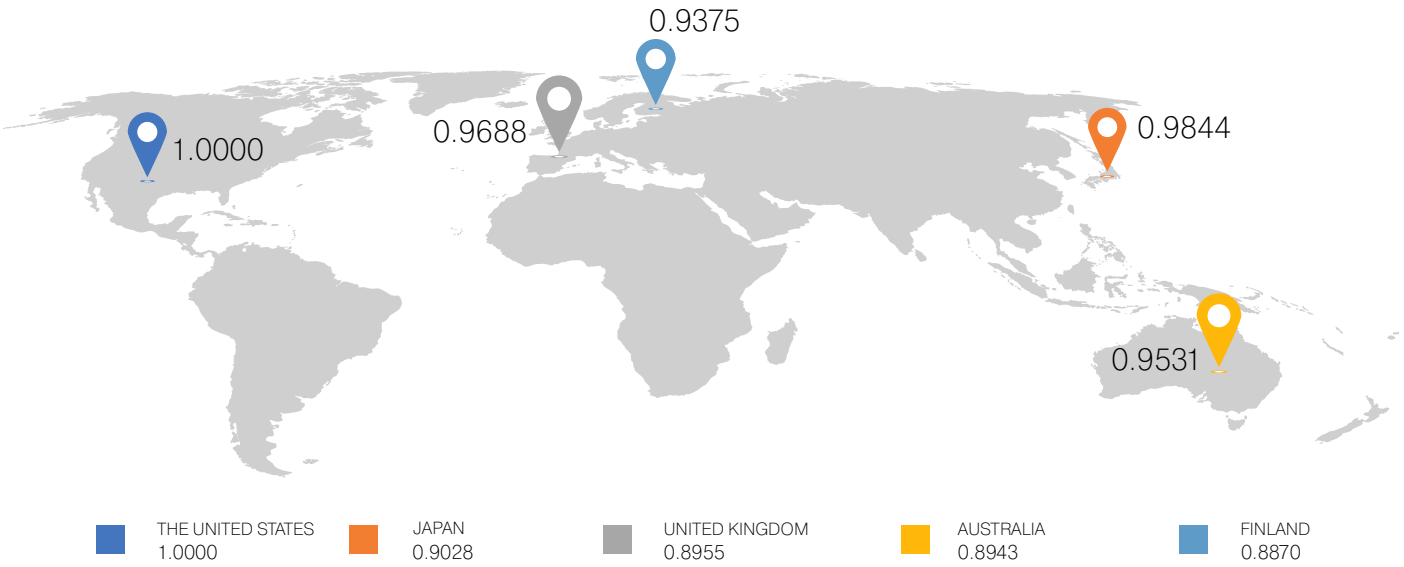
Currently, the Korean government's efforts for digital transformation in the public sector are aligned in three areas: the Digital Government Master Plan 2021-2025, which aims to ensure a whole-of-government approach; the citizen-centric public services through integrating new innovative technologies into the public sector, based on the simple, efficient, and transparent government systems. The Virtual Assistant Service for the Public (GoodPy) launched in 2021 is an example of citizen-centric public services. An e-participation portal called e-People

was also developed to improve communication with citizens on policy issues, giving citizens the opportunity to participate in policy-making. In the United States, a comprehensive Digital Government Strategy aimed at delivering better digital services to the citizens was launched in 2012, to streamline service delivery, improve customer service, and deliver an efficient, effective, and accountable government.

In 2014, the US Digital Service was established, with the mission to deliver better government services to the people through technology and design. There is also a Public Participation Playbook, a resource for government managers to effectively evaluate and build better services through public participation using the best practices and performance metrics.

"The coolest digital society", Estonia, with 99% of government services online, is a blockchain pioneer, a first-ever state to use blockchain technology, I-voting since 2005, and the first public online service since 1999. Furthermore, the government recognized its responsibility to help people obtain the required skills. In 2014, digital competencies were integrated into the Estonian national curriculum to update the education system and be better aligned with the labor market demands; the new curricula were doubled by an ICT outcome-based assessment at the end of the course. (e-estonia.com)

Top Performers Online E-Participation: Visual Map



4.3.2.6 Fixed Broadband Subscriptions

Fixed broadband subscriptions refer to fixed subscriptions to high-speed access to the public Internet (a TCP/IP connection), at downstream speeds equal to, or greater than, 256 kbit/s. This includes cable modem, DSL, fiber-to-the-home/building, other fixed (wired)-broadband subscriptions, satellite broadband, and terrestrial fixed wireless broadband. This total is measured irrespective of the method of payment. It excludes subscriptions that have access to data communications (including the Internet) via mobile-cellular networks. It should include fixed WiMAX and any other fixed wireless technologies. It includes both residential subscriptions and subscriptions for organizations. Over the past decade new financing and technology, along with privatization and market liberalization, have spurred dramatic growth in telecommunications in many countries. With the rapid development of mobile telephony and the global expansion of the Internet, information and communication technologies are increasingly recognized as essential tools of development, contributing to global integration and enhancing public sector effectiveness, efficiency, and transparency. Data are collected by national

statistics offices through household surveys. Because survey questions and definitions differ, the estimates may not be strictly comparable across countries. Fixed broadband Internet includes cable modem, DSL, fiber, and other fixed broadband technology (such as satellite broadband Internet, Ethernet LANs, fixed-wireless access, Wireless Local Area Network, WiMAX, etc.). Subscribers with access to data communications (including the Internet) via mobile networks are excluded. Advertised and real speeds can differ substantially. In some countries, regulatory authorities monitor the speed and quality of broadband services and oblige operators to provide accurate quality-of-service information to end users. Regional and global totals are calculated as unweighted sums of the country values. Regional and global penetration rates (per 100 inhabitants) are weighted averages of the country values weighted by the population of the countries/regions. Discrepancies between global and national figures may arise when countries use a different definition than the one used by ITU.

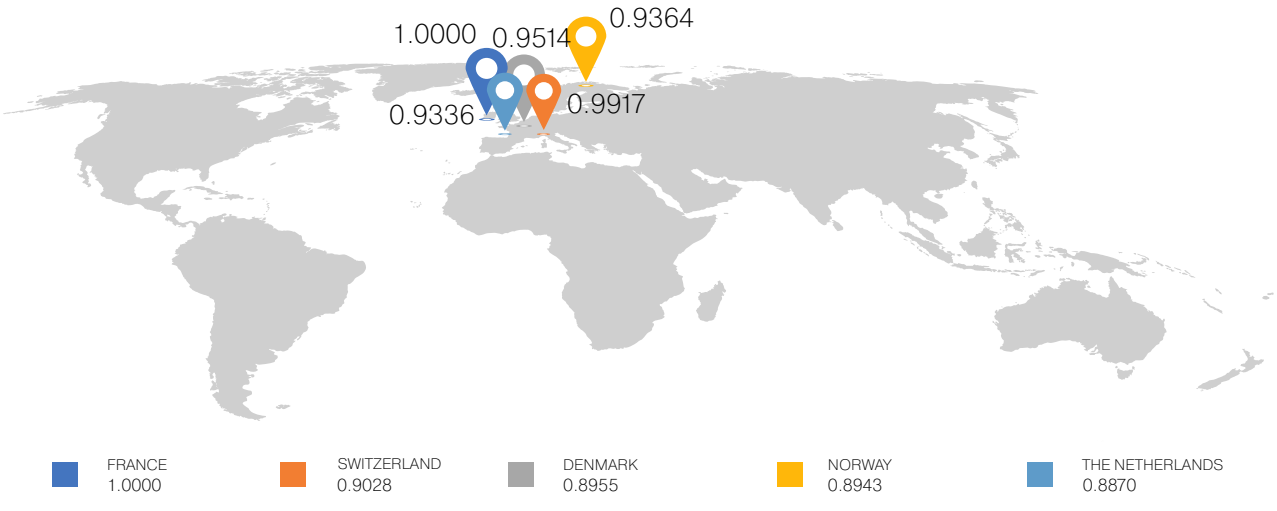
Discrepancies may also arise in cases where the end of a fiscal year differs from that used by ITU, which is the end of December of every year. A number of countries have fiscal years that end in March or June of every year. (World Bank, 2020)

Fixed broadband subscriptions

1st	2nd	3rd	4th	5th
France	Switzerland	Denmark	Norway	The Netherlands
1.0000	0.9917	0.9514	0.9364	0.9336

Digital connectivity has improved in France, with many upgrades on its fixed networks and the continuation of the implementation of the national broadband plan (Plan France Très Haut Débit). France predominantly opts for establishing and widening its broadband network infrastructure through FTTH (fiber-to-the-home) technology. The national broadband program France Très Haut Débit sets a target of fiber for all by 2025. However, the pace of the fiber-to-the-home (FTTH) roll-out has slackened in some areas, including in very densely populated cities. The French fixed market features low fast broadband next-generation access (NGA) coverage) and fixed very high-capacity network (VHCN) coverage. The take-up of 1 Gbps is remarkable in France: 26.75% compared to the EU average of 7.58%. The reason for this may be the availability of commercial offers from several market players in correlation to the increasing number of households being eligible for FTTP technology. (DESI, 2022)

Top Performers Fixed Broadband Subscriptions: Visual Map



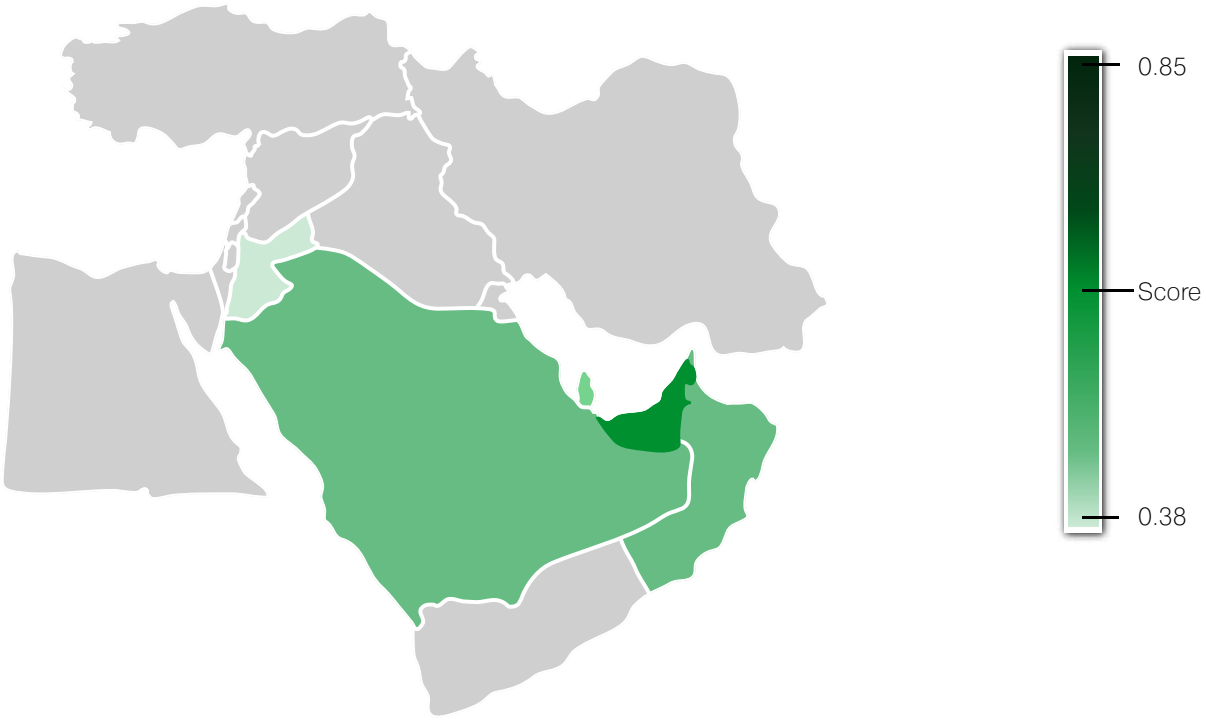
4.3.3 REGIONAL INSIGHTS

4.3.3.1 MIDDLE EAST

The United Arab Emirates are the top performing country as far as Digitalization of Government in the Middle Eastern region. The UAE achieve top percentile scores in almost all indicators tied into the Digitalization dimension of the Government Services Index. Second in rank for this dimension, Saudi Arabia performs second best after the UAE in fixed broadband coverage, although it lags behind all other countries in the region as far as cost of redundancy dismissal.

Alongside the UAE, Bahrain (3rd) is also a very good performer as far as e-government development, while Qatar (4th) excels at its government procurement of advanced technology products to stimulate both public and private sectors of the economy. Although ranked 5th, as far as overall performance in the region, Oman surprises with a leader of the group score as far as cost of redundancy dismissal and a very good score in online e-participation. And while Jordan reveals itself as a very high achiever in redundancy as well, it achieves bottom percentile performance in almost all indicators related to the adoption of latest technology and implementation of e-government. The region as a whole ranks fifth in Digitalization among all other regions in the world.

DIGITALIZATION: MIDDLE EAST



Country	Regional Rank	Global Rank	Government procurement of advanced technology products	E-Government development	Online e-participation	Fixed broadband subscriptiuon	Cost of redundancy dismissal	Availability of latest technologies
United Arab Emirates	1	1	1.00	0.73	0.92	0.69	0.90	0.86
Saudi Arabia	2	30	0.65	0.61	0.63	0.46	0.71	0.66
Bahrain	3	31	0.59	0.66	0.70	0.16	0.83	0.71
Qatar	4	14	0.89	0.42	0.55	0.19	0.72	0.80
Oman	5	32	0.51	0.55	0.78	0.20	1.00	0.51
Jordan	6	42	0.46	0.01	0.12	0.10	0.90	0.66

Min Value Median Max Value

The most under-average Digitalization performances as far as the Middle Eastern region are in Fixed Broadband Subscriptions, Online E-Participation, and E-Government Development. However, the Middle East outperforms world averages in terms of Government Procurement of Advanced Technology Products, Availability of Latest Technologies and Cost of redundancy Dismissal.

The scores obtained reflect the efforts of the Middle Eastern countries to upgrade their Information and Communications Technology infrastructure and expand the adoption of digital technologies, as well as the barriers that hinder the digital transformation of their government authorities, business sectors, and overall communities.

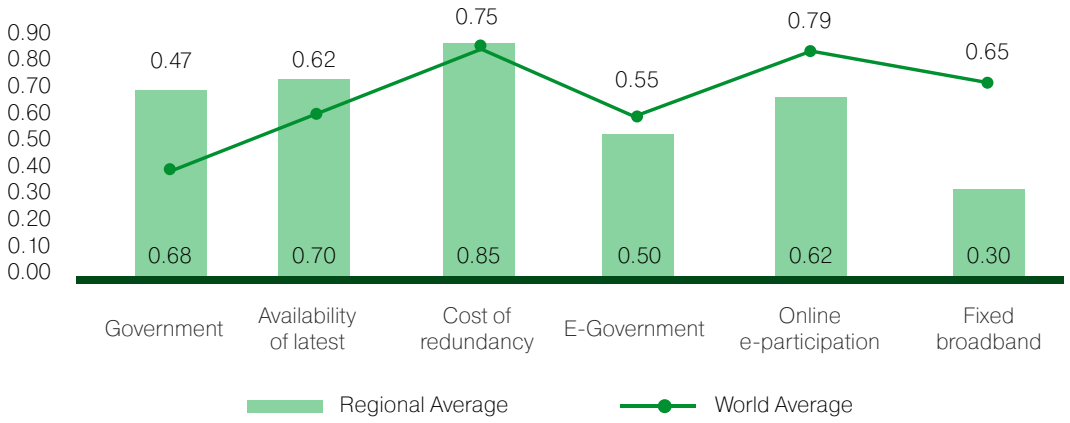
The United Arab Emirates is leading the Arab world in digital transformation, moving towards a data-driven and paperless government. The Strategy for Government Services states that 100 percent of government services will be accessible from anywhere and 24/7, by 2030. The UAE Strategy for Government Services aims to boost its competitiveness in the services sector and position it as the best in the world in rendering government services. The National Strategy for Advanced Innovation also aims to try out new models of government for serving society. (The UAE Strategy for Government Services).

Saudi Arabia is cruising ahead towards a digital government as well. The current National Strategy for Digital Transformation has reached its third stage, which seeks to realize a smart government, this after allowing everyone to use effective government services in an integrated and easy way through multiple electronic channels, in the second stage of development (Smart Government Strategy).

Through the Digital Government Strategy 2022, the Government of Bahrain is advancing the use of both emerging and mature technologies to enable a more open, responsive, and efficient government. The government of Bahrain has ambitious plans to use digital technologies extensively to strengthen its services, processes, and decision-making, as well as its ability to share data with constituents. There is a specific emphasis on improving the individual organizational capabilities of government entities, strengthening the governance mechanisms, enabling a digital workforce, and reinforcing agile development and analytical platforms.

Oman's Vision by 2040 is to be a digitally advanced economy through multiple sub-sectors such as E-government services, smart city initiatives, cybersecurity solutions, drones and anti-drone systems, data management/centers, disaster recovery services, expansion of broadband infrastructure, e-commerce, blockchain/AI/IoT solutions, space technologies, and training and development. The Jordanian government launched Jordan Digital Transformation Strategy in 2020 which represents a strategic framework for Jordan's digital transformation outlining the changes and strategic requirements needed to keep pace with the progress of digital transformation globally, improving the delivery of government services, and enhancing the efficiency of government performance.

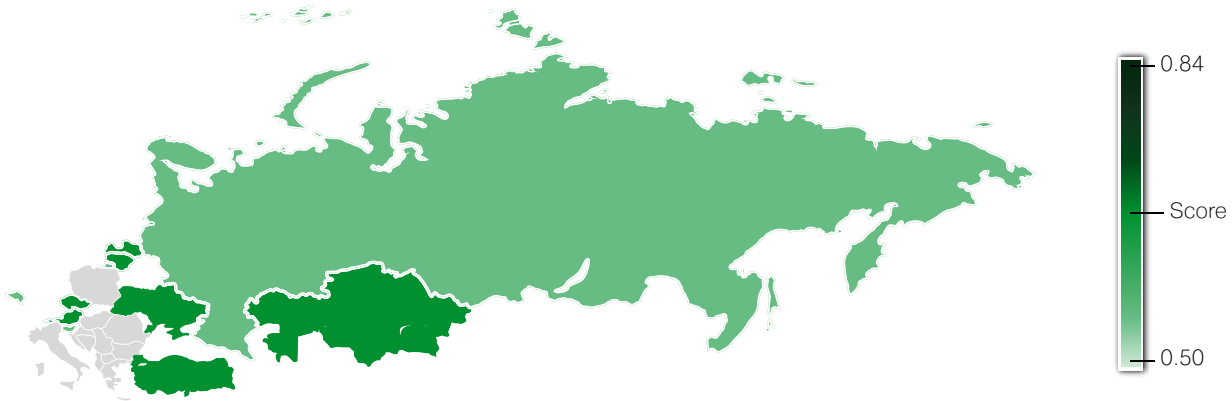
MIDDLE EAST: GSI SCORE



4.3.3.2 CENTRAL AND EASTERN EUROPE

The region ranks 4th in Digitalization, with Switzerland (1st), Estonia (2nd), and Austria (3rd) as the highest-scoring countries. Lowest achievements in the CEE region are seen with the Government Procurement of Advanced Technology Products indicator. The indicator has the most significant negative variance compared to the global average. The lowest scores in this indicator are seen with the countries of Romania (16th), Croatia (17th), and Greece (10th), which significantly highlights the need for governmental investments in such areas as web-enabled markets, big data analytics, and cloud computing. Switzerland leads in almost all indicators, with the exception of E-Government Development in which it ranks second after Estonia and the cost of redundancy dismissal in which Austria, Cyprus, Romania, and Bulgaria all rank first for the region. As far as online participation, the highest scores are registered by Estonia, Austria, Poland, and Cyprus. Notable performances are seen of Cyprus which stands out as a very good performing country in reducing the costs with redundancy, developing e-government and encouraging e-participation of citizens, and also of Bulgaria, which ranks 6th and also exhibits good performances as far as the prior. Considering recent ICT developments in the region it is believed that the CEE will become a new source of ICT growth in Europe. This can however be achieved by addressing and closing regional digitalization gaps, that is through infrastructure developments and societal education.

DIGITALIZATION: CENTRAL AND EASTERN EUROPE



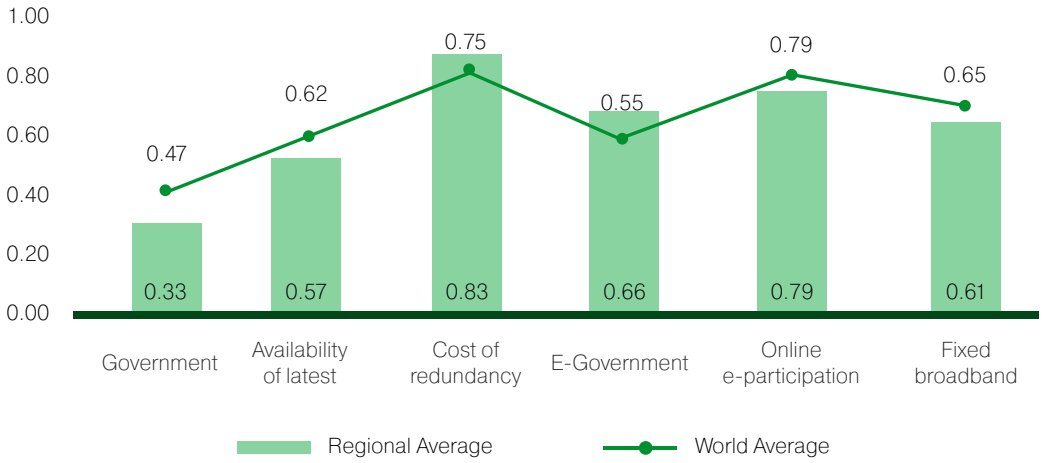
Country	Regional Rank	Global Rank	Government procurement of advanced technology products	Availability of latest technology	Cost of redundancy dismissal	E-Government development	Online e-participation	Fixed broadband subscriptiuon
Switzerland	1	4	0.51	0.97	0.88	0.81	0.88	0.99
Estonia	2	21	0.46	0.74	0.84	0.94	1.00	0.66
Austria	3	23	0.41	0.80	0.90	0.81	0.97	0.60
Cyprus	4	34	0.35	0.49	0.90	0.77	0.94	0.79
Slovenia	5	38	0.22	0.74	0.87	0.73	0.81	0.66
Lithuania	6	28	0.30	0.71	0.84	0.76	0.66	0.61
Bulgaria	7	50	0.41	0.46	0.90	0.60	0.86	0.64
Czech Republic	8	36	0.32	0.71	0.75	0.64	0.64	0.76
Poland	9	51	0.35	0.49	0.77	0.73	0.95	0.45
Greece	10	45	0.19	0.51	0.81	0.61	0.72	0.87
Slovakia	11	48	0.38	0.66	0.77	0.57	0.61	0.65
Russia	12	55	0.43	0.37	0.79	0.66	0.83	0.48
Hungary	13	57	0.27	0.60	0.84	0.55	0.58	0.71
Kazakhstan	14	43	0.41	0.29	0.89	0.69	0.84	0.27
Turkey	15	47	0.43	0.51	0.64	0.55	0.86	0.40
Romania	16	54	0.14	0.46	0.90	0.52	0.75	0.62
Croatia	17	63	0.14	0.49	0.82	0.55	0.86	0.52
Latvia	18	40	0.24	0.63	0.84	0.56	0.45	0.54
Ukraine	19	49	0.32	0.29	0.84	0.41	0.75	0.37

Governments in the Central and Eastern European region are working on the digitalization of the public sector at different speeds. Whereas countries such as Switzerland, Estonia, Austria and Cyprus are rapidly adopting new government technologies and speeding up post-pandemic recovery through forward-thinking e-government initiatives, countries such as Romania, Croatia, Latvia and Ukraine still carry the battle of keeping up with newest developments and implementations as far as a fully digital Government prospect. For Switzerland, a country lacking natural resources, it has been vital to make the best use of the opportunities, which have arisen as part of the recent digital shifts caused by the pandemic, this for the welfare of the society and economy as well. Building on a high level of sophistication, with world-class research institutions, investments in R&D, and cooperation between academic institutions and the private sector, the country has cultivated an ecosystem of innovation.

While exhibiting a strong and sturdy entrepreneurial spirit, Estonia has embarked on the next generation of AI-powered digital government, one of the most technologically advanced government projects in Europe. Estonia promotes itself as "the coolest digital society", with 99% of government services being accessible online. A blockchain pioneer, Estonia is the first ever state to use blockchain technology, for integrity verification of government registries and data; I-voting used since 2005, and the first public online service since 1999 (e-estonia.com). Austria is also among the best in Europe as far as Digitalization, with a focus on user-centricity, transparency, cross-border access, and infrastructural basis. As a pioneer in e-government, Austria is already using the potential of digitization for efficient and citizen-friendly administration, which is also reflected in the high score achieved as far as online e-participation. The heavily digitally influenced reality that many countries and industries have had to

rapidly adapt to, has provided an opportunity for Cyprus to distinguish itself as an innovation-friendly jurisdiction that sets the groundwork for fostering new technologies and market trends connected to the digital space.

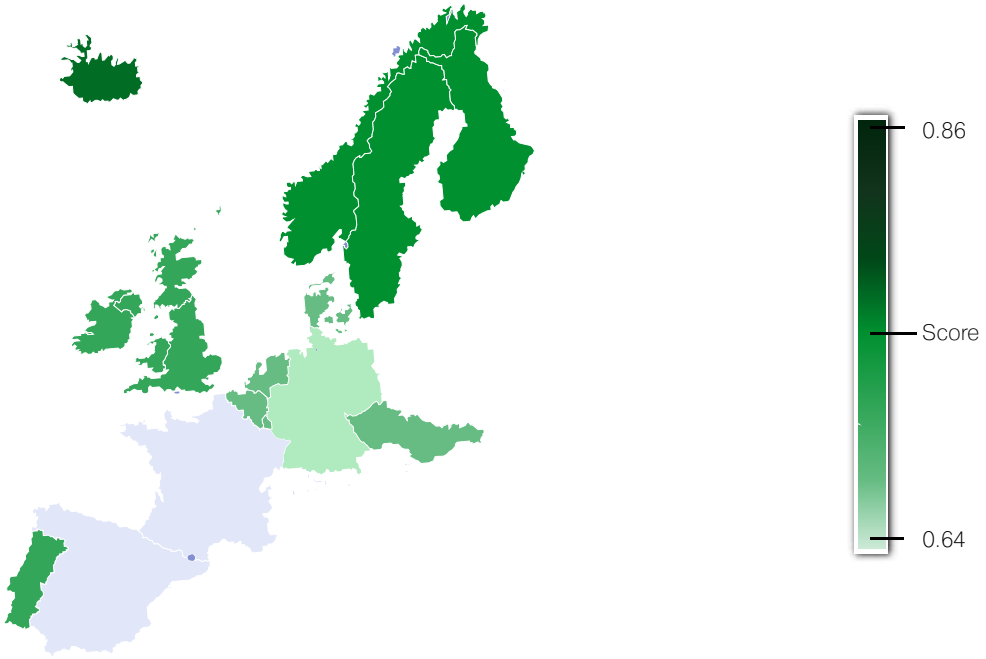
CENTRAL AND EASTERN EUROPE: GSI SCORE



4.3.3.3 WESTERN EUROPE

Western Europe is the leading region under the Digitalization dimension. Norway ranks 1st, followed by the Netherlands (2nd) and the United Kingdom (3rd). Norway leads the way in the availability of the latest technologies, followed by Finland. Germany (8th) leads in government procurement of advanced technology products, followed by Luxembourg (10th) and at quite a distance from other countries. The area of e-government development is led by Denmark (6th), while fixed broadband subscriptions are led by France (7th). Significant progress is

DIGITALIZATION: WESTERN EUROPE

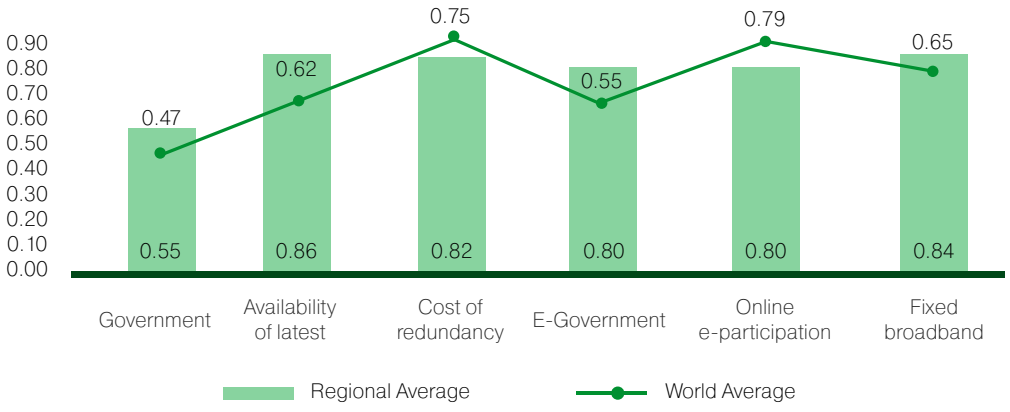


Country	Regional Rank	Global Rank	Government procurement of advanced technology products	Availability of latest technology	Cost of redundancy dismissal	E-Government development	Online e-participation	Fixed broadband subscriptiuon
Netherlands	1	3	0.62	0.94	0.81	0.88	0.95	0.93
Norway	2	5	0.62	1.00	0.89	0.85	0.88	0.94
United Kingdom	3	16	0.57	0.91	0.89	0.91	0.97	0.85
Finland	4	8	0.59	1.00	0.88	0.93	0.94	0.70
Sweden	5	6	0.65	0.97	0.83	0.91	0.77	0.88
Denmark	6	7	0.49	0.83	0.77	1.00	0.95	0.95
France	7	33	0.49	0.83	0.84	0.77	0.88	1.00
Germany	8	17	0.84	0.86	0.74	0.73	0.67	0.92
Iceland	9	10	0.49	0.91	0.84	0.85	0.70	0.88
Luxembourg	10	9	0.78	0.91	0.74	0.67	0.61	0.79
Portugal	11	27	0.46	0.83	0.79	0.67	0.77	0.86
Belgium	12	24	0.49	0.89	0.76	0.62	0.55	0.87
Ireland	13	12	0.43	0.71	0.83	0.70	0.81	0.64
Spain	14	35	0.35	0.66	0.79	0.79	0.80	0.73
Italy	15	44	0.32	0.57	0.90	0.66	0.77	0.63

All six indicators have positive variances when compared to the global average. The region accounts for the highest positive variance against the global average for fixed broadband subscriptions. This impressive regional result is supported by high scores achieved of France, Denmark, Norway, the Netherlands, Germany, Iceland, and Sweden. Some governments, such as the ones leading the Nordic countries and the government of the United Kingdom, for example, reveal themselves as better digitized, while exhibiting high scores in government use of online services and e-government development. Towards the end of 2019, the Nordic Council of Ministers established a vision to make the Nordic Region (Denmark, Finland, Iceland, Norway, Sweden, the Faroe Islands, Greenland, and Åland) the world's most sustainable and integrated region in the world by 2030. Through partnership and inter-northern-country cooperation, an all-encompassing digitalization initiative aims to strengthen the Nordic countries as a coherent and integrated digital region. There is a Cross Border Digital Services (CBDS) program in place, with the objective to accelerate the digital transformation of the Nordic-Baltic region. The United Kingdom relies on its world-reputed strengths in the following key areas: a world-class digital infrastructure, a data-driven economy, the pool of UK and global talent, the start-up scene, and the spirit of innovation. One of the government's ambitions is to ensure the development of digital skills across the whole of the UK. Consequently, education is at forefront of this initiative, like the Online Media Literacy Strategy, which aims to build resilience to misinformation and disinformation and empower citizens to feel more confident in safely navigating the Internet. Consequently, the United Kingdom registers the highest score as far as the Online e-participation indicator. In Germany, e-government and open data remain a largely untapped potential despite holding enormous economic opportunities. France is not among the digital frontrunners, despite the sustained effort in support of digitalization. Digital connectivity has improved in France, with many upgrades on its fixed networks and the continuation of the implementation of the national broadband plan (Plan France Très Haut Débit). As part of the Western European region France holds the top score for Fixed broadband subscriptions. The Dutch government

has developed and improved digital services and consultative tools available to citizens. People can access hundreds of government websites with a single login through DigiD. The e-Government platform mijnoverheid.nl (mygovernment.nl) offers personalized service to users. Ministry-led consultative tools allow Dutch citizens to participate in the preliminary phase of decision making by sharing their opinions, concerns, objections, and solutions to delivering public services or draft regulations. These consultations ensure citizens have a voice and strengthen their connection with government. With water being a longstanding priority in the Netherlands, people can also access a new online participation platform that provides information on the roles and responsibilities of the regional water authorities and encourages discussion and new ideas. The results of these public engagements are being considered in the policy plan. (OECD, Better Life Index)

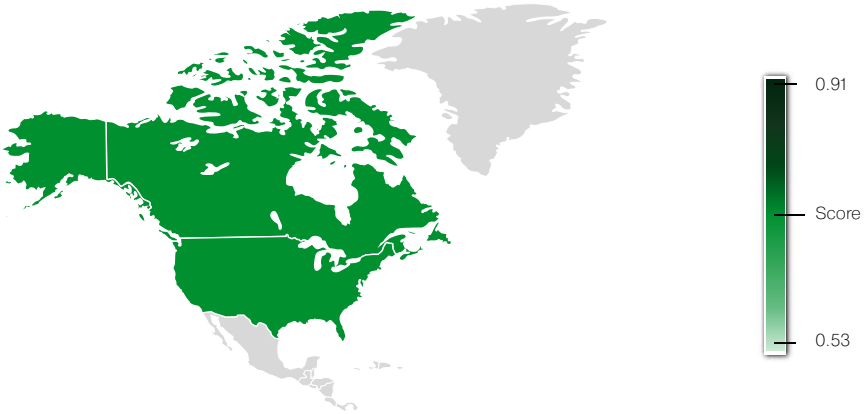
WESTERN EUROPE: GSI SCORE



4.3.3.4 NORTH AMERICA

North America ranks 2nd in the Digitalization dimension. In North America, the United States is the top performer, with Canada and Mexico achieving second and third places respectively. The United States achieve best scores in almost all indicators - government procurement of advanced technology products, availability of latest technologies, cost of redundancy dismissal, e-government development, and online e-participation. Canada (2nd) leads in the area of fixed broadband subscriptions. Mexico (3rd) scores good in online e-participation and cost of redundancy dismissal but still lags significantly behind its regional peers as far as: fixed broadband subscriptions and government procurement of advanced technology.

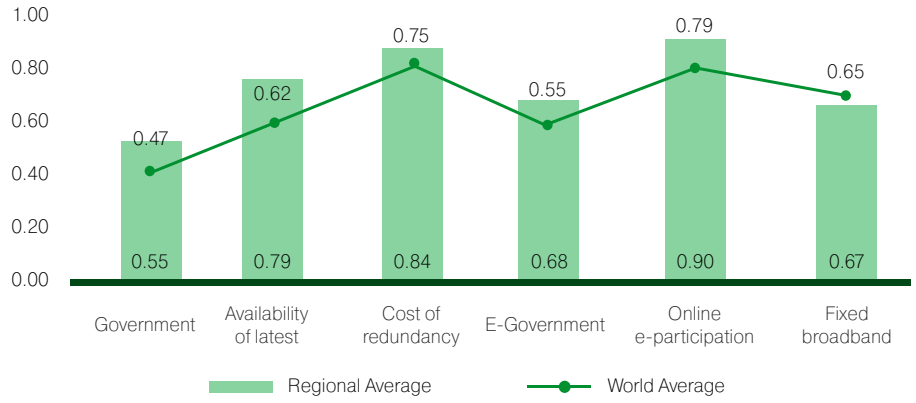
DIGITALIZATION: NORTH AMERICA



Country	Regional Rank	Global Rank	Government procurement of advanced technology products	Availability of latest technology	Cost of redundancy dismissal	E-Government development	Online e-participation	Fixed broadband subscriptiuon
United States	1	11	0.89	0.97	0.90	0.90	1.00	0.77
Canada	2	13	0.41	0.86	0.88	0.70	0.92	0.89
Mexico	3	53	0.35	0.54	0.73	0.45	0.77	0.34

Min Value Median Max Value

NORTH AMERICA: GSI SCORE



Regional averages in Digitalization for North America surpass world averages in all of the indicators, but even more so in the online participation of citizens to e-government services. This is predominantly because of the high performances of the United States and Canada in Digitalization related indicators as included in the hereby Government Services Index.

It is rather well known that both countries are early adopters of technology and always in the run for keeping pace with digital government developments globally. As early as the 1990s, the United States and Canada launched flagship digital government programs, dominating digital related worldwide rankings for years. Following 2010, more and more countries have followed in on their footsteps, gradually increasing digital investments in their governments, while closing in on the gap between them and North America.

Both the United States and Canada rely on a rich government ecosystem that supports digital transformation. They have robust strategies in place at multiple levels to guide whole-of-government digital efforts. Canada has released a digital government strategy aiming at modernizing legacy IT systems, improving services, implementing an enterprise-wide approach to information management, data governance, in addition to IT operations, tools and assets, transforming public institutions for a better service delivery. The strategy is embodied in the Digital Operations Strategic Plan (2021-2024) and linked to key government policies, including digital standards, public service and items of government security.

In 2012, the United States released its "21st Century Digital Government initiative", which outlines a strategy for whole-government modernization that would improve the government's digital services by making better use of data. This has also led to the creation of the United States Digital Service (USDS) with the mission to deliver a better government experience.

As far as the challenge both countries are facing, they are mostly related to matters of digital access, transparency, use of personal information and digital inclusion. In this context it becomes essential for both Canada and the US to address geographic and social inequities and distribute resources more evenly across their countries. Major concerns still relate to the manner

in which the US government, for example, uses and manages its citizens' personal information, as well as what it does to ensure data privacy and security.

The Mexican government started to use information and communication technologies (ICT) in the 1990s, and a National Digital Strategy Coordination Office was created in 2012. Since 2012, Mexico has delivered results in line with the objectives of the National Digital Strategy. The positive outcomes of initiatives such as Gob.mx (the central public service delivery portal) and Próspera Digital (a digital inclusion programme) have paid off. On gob.mx/participa, for instance, citizens participate in public polls and discuss government policies on forums and blogs. At datos.gob.mx/retos, which provides access to Retos Públicos (retos is Spanish for challenges), software entrepreneurs can present solutions to complex public-policy problems, such as the creation of earthquake alerts through push notifications on mobile phones.

The achievements in terms of the open data policy are reflected in Mexico's fifth place ranking in the 2017 edition of the OECD Open, Useful and Re-usable data (OURdata) Index, and are clear proof of how policy investments have delivered results.

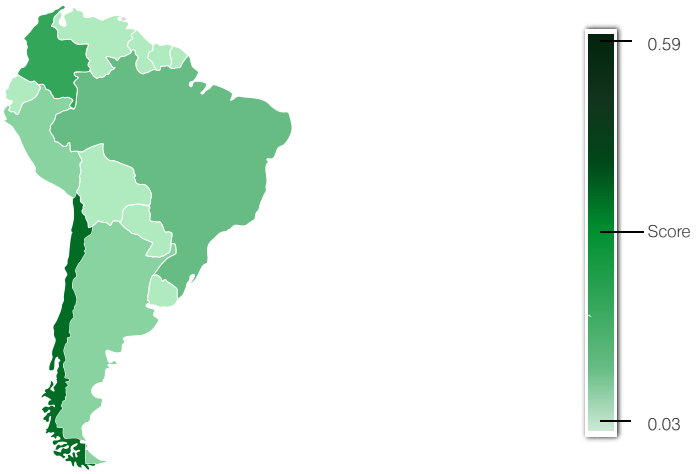
As the second-largest economy in Latin America, Mexico has however a unique opportunity to set the standards for what a digitally enabled government looks like in the region.

In order to do this it must first increase the accessibility of its citizens to digital government services by providing them with increase access to the internet, mobile networks and other secure data infrastructure. But since 2020, Mexico has had just 16.5 fixed-line broadband subscriptions for every 100 inhabitants. This still leaves a sizable portion of the population unconnected and thus spending additional time and money getting to physical centers to access government services.

4.3.3.5 SOUTH AMERICA

South America is one of the least performing regions as far as Digitalization. Chile ranks 1st in the dimension, followed by Brazil, Argentina, Columbia, Peru, and Venezuela. Chile leads in the availability of latest technologies at a considerable distance from other countries. Brazil ranks first as far as online e-participation. Argentina is on par with Chile as the leader of the group in e-Government development, while Peru tops all regional scores as far as the cost of redundancy dismissal. Historically, digital transformation has been moderate in the region. Several factors have contributed to this state of evolution, among which pronounced inequalities in the region, reduced intake of foreign investments, as well as complex geographies that negatively influence network coverage in the area. Some of the barriers to digital transformation are resistance to change, lack of senior management prioritization, cost of technology, and lack of financial resources and human talent. The recent pandemic and climate change have also accentuated the inequalities gap.

DIGITALIZATION: NORTH AMERICA



Country	Regional Rank	Global Rank	Government procurement of advanced technology products	Availability of latest technology	Cost of redundancy dismissal	E-Government development	Online e-participation	Fixed broadband subscriptiuon
Chile	1	29	0.27	0.71	0.67	0.67	0.81	0.40
Brazil	2	58	0.24	0.40	0.81	0.54	0.88	0.34
Argentina	3	64	0.27	0.31	0.63	0.67	0.81	0.43
Colombia	4	52	0.38	0.37	0.80	0.42	0.83	0.30
Peru	5	61	0.24	0.34	0.86	0.40	0.69	0.17
Venezuela	6	66	0.00	0.00	0.00	0.00	0.00	0.16

With respect to world averages, the South America region underperforms in all indicators under the Digitalization dimension. The most significant gap is seen in fixed broadband subscriptions. There remain wide differences in broadband penetration among the countries of the region. Some such as Argentina, and Brazil have the highest fixed-line broadband penetration rates in the region.

By contrast, countries including Peru, and Venezuela have penetration rates which are particularly low. In the latter regions, there is a large amount of population who lives in areas without coverage, networks, communications services, and other basic infrastructure facilities. For the government, higher take-up of services provides an opportunity to improve economic productivity and generate growth in GPD.

The varied social benefits of broadband adoption are well known, and thus social inclusion, as well as reducing the digital divide between urban and rural communities, forms the cornerstone of government-sponsored national broadband strategies in the South America region.

Multi-stakeholder dialogue and innovative public-private partnerships, including development banks, could leverage the private sector's role as an enabler of digital adoption. In parallel, specific regulatory frameworks can be adopted by the public sector to support society in embracing digital transformation (OECD). High-quality communication services at competitive prices are crucial for Brazil to go digital, for example. Expanding quality broadband to rural and remote areas, however, remains a main challenge.

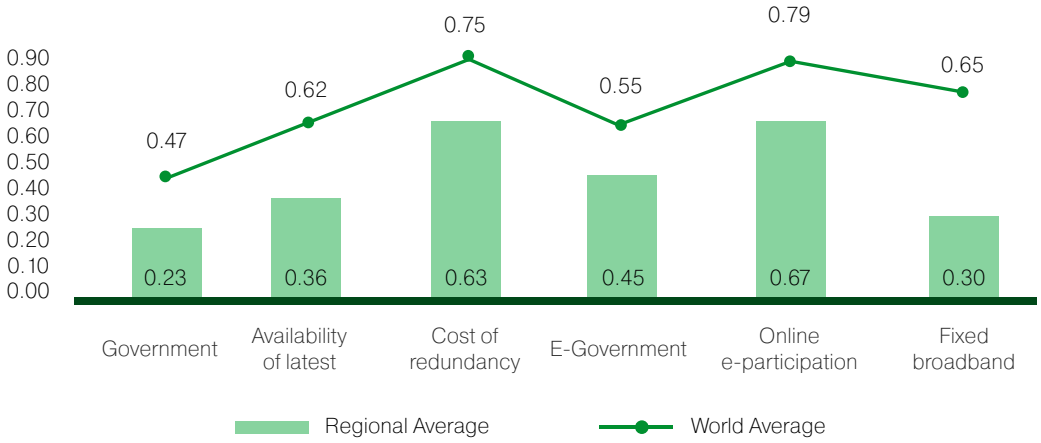
In the last decade, Argentina has made efforts to enhance digital access and use for all. Argentina has adopted the 2030 Digital Agenda, a digital strategy at country level, with the purpose to coordinate government initiatives related to the use of digital technologies, digital inclusion of all Argentines, and the design and build-up of an efficient and citizen-centered government.

Progress has been made in Colombia towards adapting the educational system and labor market for digital transformation, yet the government should take further steps to increase the adoption and use of digital technologies, as well as reduce the digital divide between citizens. A whole-of-government policy for digital transformation is thus imposed (OECD).

Chile's government agenda (2018-2022) revolves around initiatives that foster investment, increase competition by eliminating entry barriers for new operators and better regulation, and a comprehensive plan for investment in communication infrastructure.

Improved international connectivity has played an important part in the overall South America region, with higher bandwidth leading to dramatically lower access costs for consumers, which in turn has encouraged broadband adoption among the lower socio-economic demographic. Important new developments in the submarine cable sector include the 2,500km Malbec link between Rio de Janeiro and Buenos Aires, providing onward connectivity to the US. This was completed by GlobeNet and Facebook in June 2021 and is now tied into GlobeNet's wider network which also reaches to Venezuela, Colombia, and Bermuda. The new cable doubled the capacity available to Argentina.

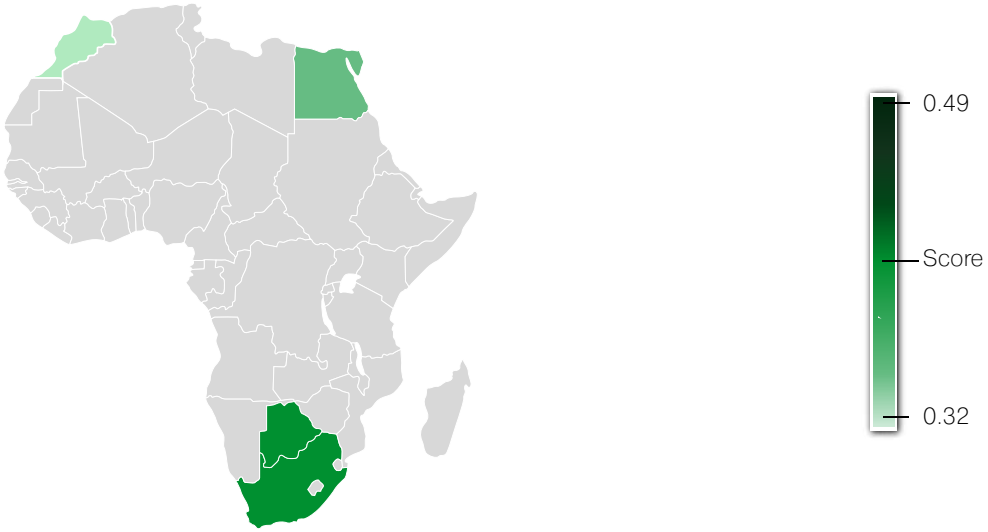
SOUTH AMERICA: GSI SCORE



4.3.3.6 AFRICA

Africa is the least performing region with regard to the Digitalization dimension. South Africa ranks 1st, followed by Morocco, Botswana and Egypt. South Africa leads in the availability of the latest technologies, cost of redundancy dismissal, e-government development and online e-participation. As far as government procurement of advanced technology products, Botswana ranks 1st, while also boasting top regional scores in fixed broadband subscriptions. This comes as a result of the government's strategy in recognizing the needs of digital transformation in the country. Botswana, in collaboration with the United Nations Conference on Trade and Development (UNCTAD), has released the National Information and Communications Technology Policy Review and E-Commerce Strategy, whereby to close in on the digital divide that has impacted disadvantaged groups the most, condition exacerbated by the recent pandemic. There is an urgent need for a special emphasis on Africa's digital infrastructure, due in part to developmental impact. Nearly 300 million Africans live more than 50 km from a fiber or cable broadband connection, hence the lack of widespread availability of high-speed (broadband) internet remains a significant hurdle for Africa. Mobile devices remain the primary way by which people access internet today (World Bank, 2021). There is a significant lag from the other countries for all indicators of the dimension.

DIGITALIZATION: AFRICA

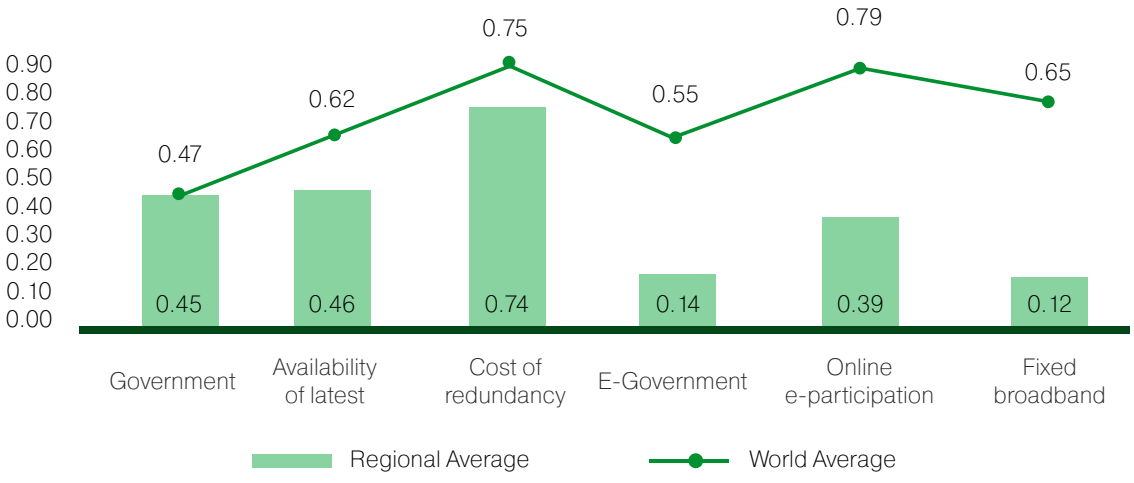


Country	Regional Rank	Global Rank	Government procurement of advanced technology products	Availability of latest technology	Cost of redundancy dismissal	E-Government development	Online e-participation	Fixed broadband subscriptiuon
South Africa	1	60	0.43	0.60	0.89	0.36	0.67	0.01
Morocco	2	56	0.41	0.57	0.75	0.10	0.36	0.09
Botswana	3	59	0.54	0.34	0.75	0.03	0.17	0.21
Egypt	4	62	0.43	0.34	0.55	0.06	0.36	0.17

Min Value Median Max Value

The performances of the African region countries significantly fall behind world averages in the Digitalization dimension. Despite governmental efforts to use online services to provide information to citizens in the region, the E-Government Development indicator lags behind the global average by 78%. A certain level of progress is registered only by South Africa in online e-participation. There are ongoing initiatives to accelerate investment, including the new EU-AU Digital4Development hub, which are intended to advance partnerships and investments in the African digital economy. Likewise, the AU Programme for Infrastructure Development in Africa (PIDA) is focused on regional infrastructure projects; the overall goal of PIDA is to promote socio-economic development and poverty reduction in Africa through improved access to integrated regional and continental infrastructure networks and services. The Africa Union (AU) Digital Transformation Strategy also emphasizes the importance of digital infrastructure. Yet, a primary challenge is the breadth of a strategy that will apply to 54 countries. Its implementation is also dependent on the progress of other initiatives such as the African Continental Free Trade Area (AfCFTA), (ETTG, 2021). The AU's new Digital Transformation Strategy (2020-2030) aims to guide digital transformation in Africa, with a view to helping the continent build its Digital Single Market by 2030. There are several recommendations in place such as: development of policies, strategies, standards and guidelines to facilitate the deployment of digital governance services, deployment of the main enabling blocks of e-Governance services, and support of private-public partnerships in developing digital services. Significant progress has to be made in public institutions regarding the establishment of a harmonized policy, legal and regulatory frameworks, the integration of the provision of e-Services, in addition to the support in the development and implementation of national, regional, and continental digital transformation strategies. (African Union)

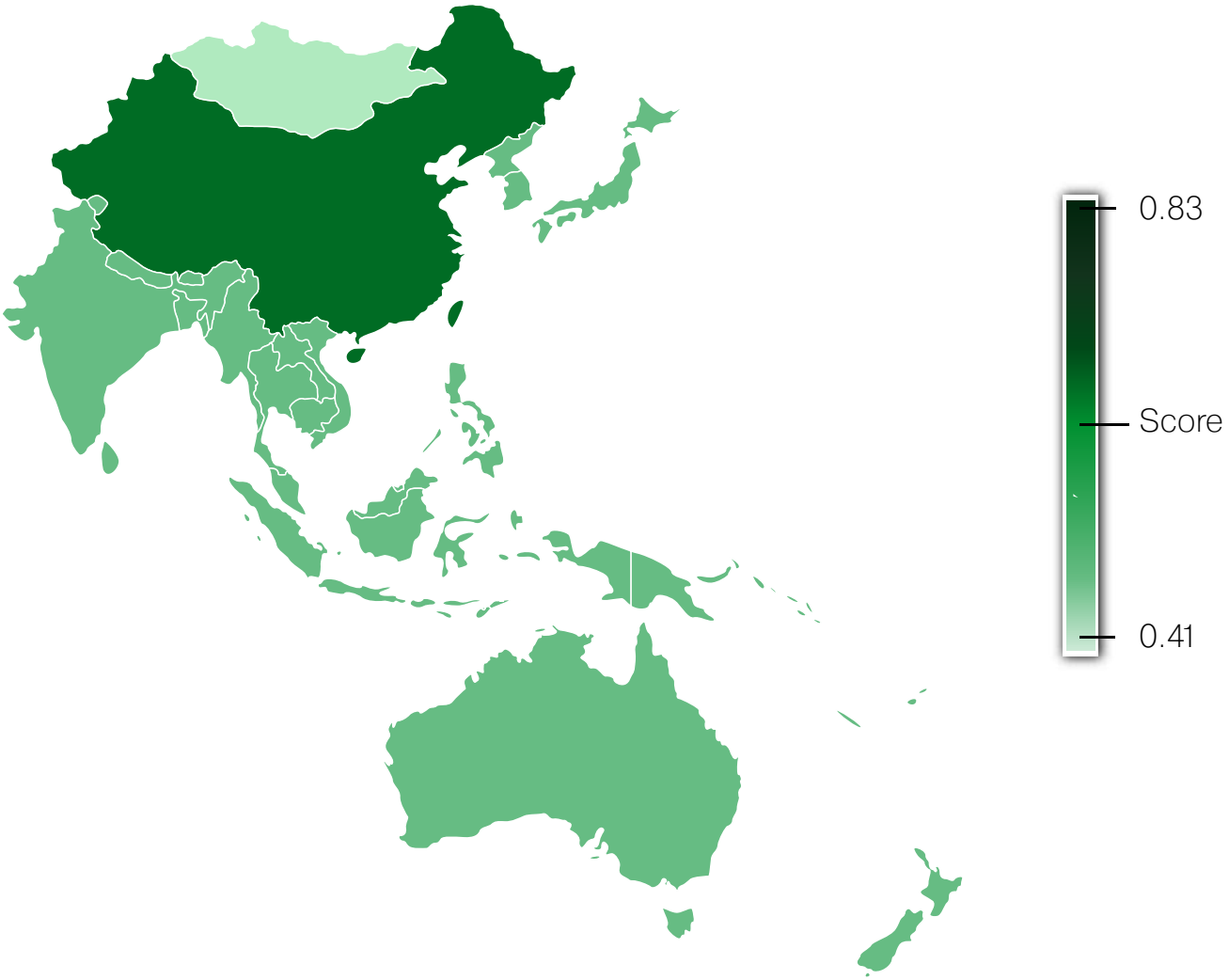
AFRICA: GSI SCORE



4.3.3.7 ASIA - PACIFIC

The Asia-Pacific region ranks 3rd worldwide as far its Digitalization effort, with Singapore and Japan leading the board. The two top performing countries are followed by New Zealand (3rd) and the Republic of South Korea (4th). Surprisingly, Malaysia leads the region in government procurement of advanced technology products, followed by Singapore and India. Israel leads as far as the availability of latest technologies. This is most likely due to the fact that Israel has its own Innovation Authority, a catalyst for research that unites academia, private initiatives, and government agencies. The country has the largest number of start-ups per capita in the world and is home to more than 350 R&D centers, ranging from biomedical engineering to technology breakthroughs, and fintech companies. The Republic of South Korea leads in e-government development, while also outperforming all other regional efforts with regard to internet coverage through fixed broadband subscriptions. Drawing on its infrastructure to seize the potential of digital transformation in the public sector, the Korean government has started to implement its e-government strategy and related projects as early as the 1990s.

DIGITALIZATION: ASIA PACIFIC



Country	Regional Rank	Global Rank	Government procurement of advanced technology products	Availability of latest technology	Cost of redundancy dismissal	E-Government development	Online e-participation	Fixed broadband subscriptiuon
Singapore	1	2	0.84	0.86	0.90	0.86	0.97	0.53
Japan	2	25	0.59	0.91	0.90	0.83	0.98	0.73
New Zealand	3	15	0.54	0.83	0.90	0.91	0.98	0.77
Korea, Rep. (South)	4	20	0.54	0.77	0.67	0.96	1.00	0.93
Australia	5	18	0.41	0.74	0.85	0.93	0.95	0.75
Israel	6	19	0.70	0.97	0.67	0.69	0.63	0.63
China	7	22	0.73	0.40	0.67	0.60	0.95	0.71
Malaysia	8	26	0.86	0.69	0.71	0.58	0.81	0.19
Thailand	9	41	0.43	0.51	0.56	0.51	0.70	0.33
India	10	39	0.78	0.46	0.81	0.16	0.81	0.11
Philippines	11	46	0.32	0.43	0.67	0.36	0.67	0.12
Indonesia	12	37	0.70	0.49	0.30	0.30	0.67	0.06
Mongolia	13	65	0.27	0.34	0.89	0.27	0.48	0.17

As for the Digitalization dimension, the Asia Pacific region exceeds world averages in all indicators but Fixed Broadband Subscriptions. The Asia-Pacific region has a modest fixed broadband penetration, but is host to the largest fixed broadband market, China, and the market with the most potential for fixed broadband development, India.

National broadband plans are the major catalyst for expanding fixed broadband coverage and recent upgrades across the region. While more advance countries such as New Zealand and China are upgrading their networks to 10G-PON standards, most emerging Asia-Pacific countries are still in the early stages of network expansion. As Asia-Pacific population centers are mostly maritime-oriented, major investments are being put into subsea cables such as JGA-N, Echo, Bifrost, IEX, and IAX projects.

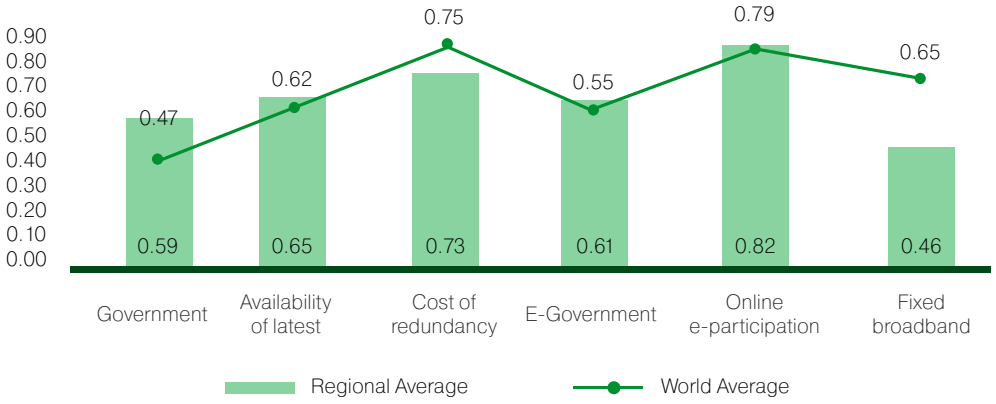
Additionally, the rollout of 5G and launch of new satellites will bring about greater competitive pressures in the fixed line market in Asia-Pacific from fixed wireless access and satellite broadband services in rural and remote regions. A strong performer as far as digitalization in the region the Korean government announced the Digital Government Master Plan 2021-2025 that aims to ensure a whole-of-government approach.

The Virtual Assistant Service for the Public (GoodPy) launched in 2021 is an example of citizen-centric public services. GovTech (Digital Government Transformation) in Singapore advocates innovative technology, from delivering digital services to developing Singapore into a Smart Nation. There are five capability centers established with the purpose to strengthen the Public Sector engineering expertise and build the government's capabilities in emerging technologies.

The Smart Nation Singapore initiative aims to transform the country through technology, in a holistic approach: health, transport, urban living, government services, and businesses. In Japan, the Digital Agency was established and launched in September 2021, to reform the culture of administration in a user-driven manner through digitalization. It has several objectives, such as improvement of user-friendliness of online public services, development of common functions such as IDs, certifications, and infrastructures such as cloud services and networks, building digital capabilities through training and education, regulatory reform, accessibility, safety, and security.

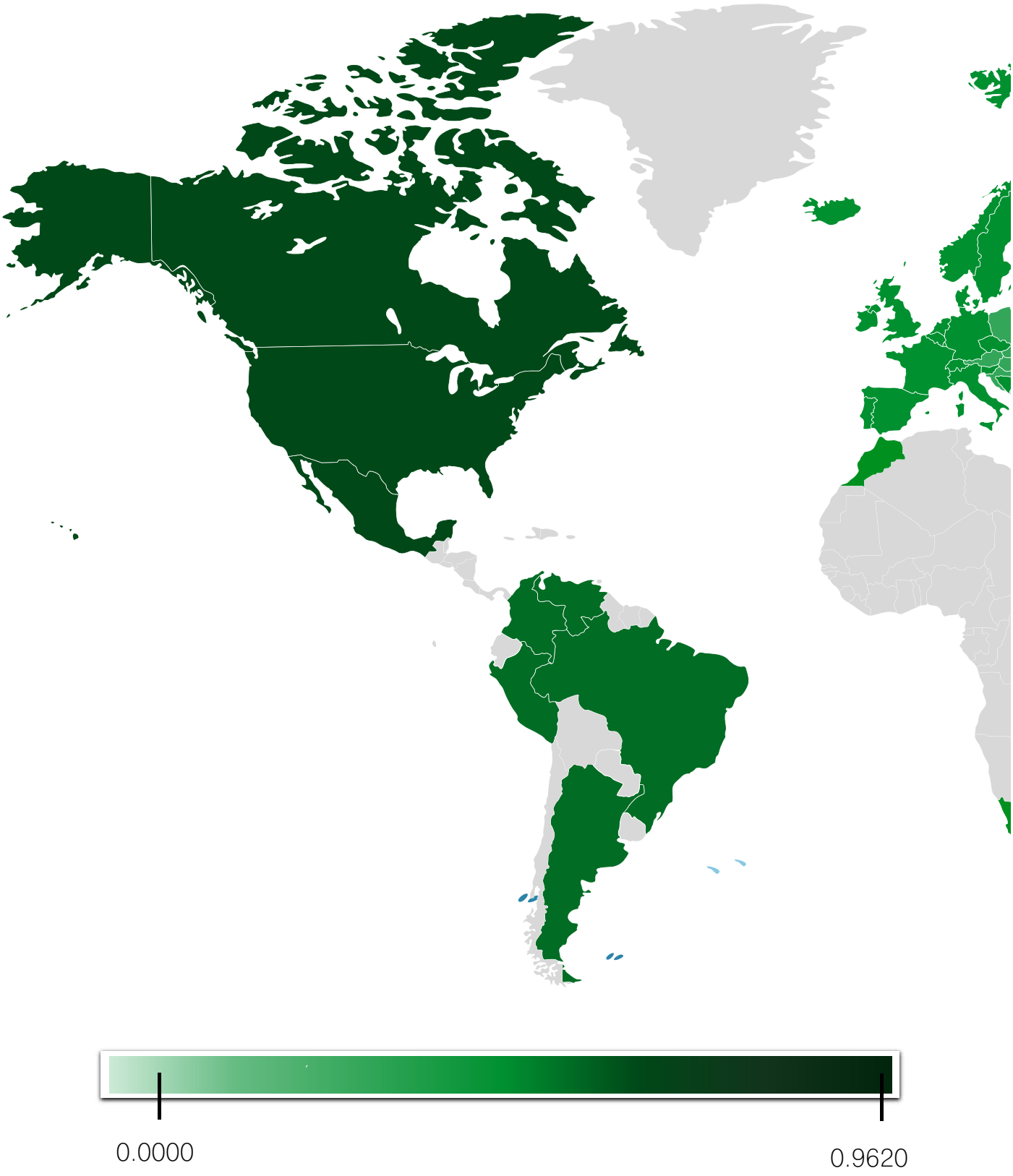
The pandemic, however, underscored Japan's uneven embrace of technology. Even though it's one of the world's biggest users of industrial robots and home of a major electronics industry, it still lags other economies in adoption of digitalization by businesses (for example, continued reliance on legacy IT systems), government, and the financial sector. (IMF, 2021). China's State Council has recently established a "digital government" plan that runs through 2035, with the goal of establishing a comprehensive data-driven system by 2025 to assist the government in formulating accurate, precise, and effective governance policies. By 2035, the government is intended to be digitally transformed while achieving a higher governance capacity.

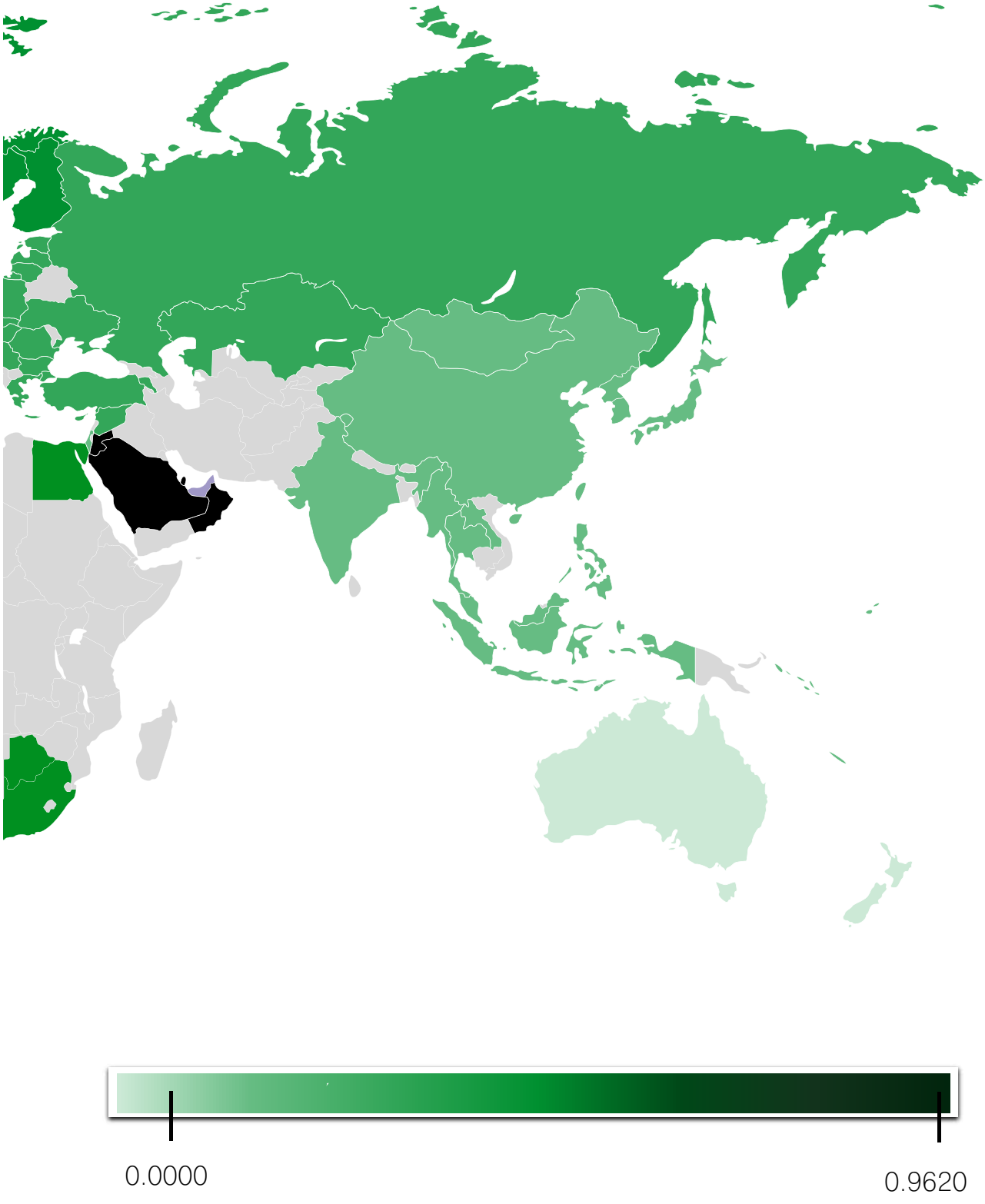
AFRICA: GSI SCORE



4.4 GOVERNANCE

GOVERNANCE: HELICOPTER VIEW





GOVERNANCE: WORLDWIDE RANKING BY DIMENSION

1	Singapore	0.9620	16	Australia	0.7666	31	Botswana	0.5900
2	Switzerland	0.9065	17	United Kingdom	0.7562	32	Cyprus	0.5843
3	Norway	0.9015	18	Germany	0.7275	33	Spain	0.5702
4	United Arab Emirates	0.8871	19	Japan	0.7272	34	Saudi Arabia	0.5634
5	Finland	0.8666	20	Estonia	0.7200	35	Greece	0.5516
6	Sweden	0.8579	21	Austria	0.6818	36	Czech Republic	0.5468
7	Luxembourg	0.8559	22	Lithuania	0.6788	37	Slovenia	0.5463
8	Netherlands	0.8519	23	Chile	0.6711	38	Malaysia	0.5321
9	Denmark	0.8485	24	France	0.6574	39	Slovakia	0.5226
10	Canada	0.8013	25	Israel	0.6486	40	India	0.5191
11	New Zealand	0.7993	26	Korea, Rep. (South)	0.6423	41	Jordan	0.5178
12	Qatar	0.7849	27	Belgium	0.6415	42	Poland	0.5172
13	Iceland	0.7769	28	Latvia	0.6211	43	Bahrain	0.4866
14	Ireland	0.7735	29	China	0.6018	44	Indonesia	0.4833
15	United States	0.7706	30	Portugal	0.5929	45	Italy	0.4823

46	Hungary	0.4778	53	Peru	0.4035	60	Philippines	0.3765
47	Kazakhstan	0.4685	54	Brazil	0.4026	61	Argentina	0.3735
48	Oman	0.4631	55	Colombia	0.3968	62	Mexico	0.3602
49	Croatia	0.4331	56	Romania	0.3850	63	South Africa	0.3592
50	Bulgaria	0.4317	57	Ukraine	0.3849	64	Egypt	0.3408
51	Morocco	0.4273	58	Russia	0.3776	65	Mongolia	0.3265
52	Thailand	0.4172	59	Turkey	0.3766	66	Venezuela	0.0000

4.4.1 GENERAL OUTLOOK

An effective and customer-oriented public sector is transparent, trusted, and performance-oriented. More and more governments are prepared to seize the opportunities offered by the development of new technologies in order to obtain additional cost efficiencies. The most successful ones are even ready to innovate and capitalize on the synergies offered by holistic policy-making and coordination.

The civil service is experiencing new unpredictable challenges. Such challenges prove to be disruptive and probably bring more austerity than expected. This brings forth the psychological connection between anxiety and trust. At the global level, change will hinge on closing the growing gap between democracies that invest heavily in forward-looking and participatory governance approaches and those that do not.

If people sense that they can trust, they begin to feel more comfortable and less excluded. Inequalities and exclusion are critical aspects of society today, as digitalization and the recent pandemic have probably emphasized the already pre-existing gaps. Therefore, in the coming period, the role of government will be even more important when it comes to addressing the imbalances, and polarities in such socio-psychological aspects like openness, trust and anxiety.

Resilience is a critical feature of governments that want to withstand the external pressures of various natures and will be so even more in the future. In this context some of the most important governance capabilities are central to making governments more resilient: the ability to share data across administrative levels so as to increase responsiveness to such crisis situations as the coronavirus pandemic, review and adaptation of government policies, adaptive and coordinated communication as well as frequency of public information, enhanced transparency, accountability and citizen participation through open government platforms.

The call for a more open democracy is closely intertwined with the development of the Internet and its multiple ways of providing information, using it, interacting with others and collaborating. This change is also fueled worldwide by the loss of political ability to act in the wake of crisis. The growing distrust of political systems and their protagonists and the declining turnout in elections are all sought to be counteracted with greater openness and proximity to citizens. The provision of data on widely accessible platforms in an understandable form is essential to open up government and the administration to the population and the economy. This involves nothing less than establishing an ongoing dialogue with citizens and civil society in order to obtain important momentum for future political and administrative decisions. It should come as no surprise that in many respects, forward-looking policymaking depends on ensuring opportunities for mass public participation, proper oversight on the implementation and coordination of government initiatives, as well as an effective governance model that makes efficient use of government resources.

Policies that prove effective in ensuring these aspects of governance are essential to securing public trust in government activity over time. This is particularly true in times of crisis. Without broad public support and trust in the government's crisis response, even the best ideas will lack the traction needed to gain acceptance in practice. Confidence in the mechanisms and institutions of governance also enables societies to respond more resolutely and appropriately to change during the potential future crises that may affect the world's societies.

Country	Government effectiveness	Efficient use of assets	Efficiency of government spending	Implementation	Policy coordination	Bureaucracy	Transparency	Public sector corruption	Dimension Score
1 Singapore	1.0000	0.9422	0.9804	0.9963	1.0000	0.8776	0.9017	0.9980	0.9620
2 Switzerland	0.9234	0.9507	0.8235	0.9214	0.8778	0.8681	0.8940	0.9928	0.9065
3 Norway	0.9032	0.9518	0.6863	0.9235	0.8720	0.8885	1.0000	0.9867	0.9015
4 The United Arab Emirates	0.7546	0.8244	1.0000	0.8718	0.8750	1.0000	0.8889	0.8824	0.8871
5 Finland	0.9061	0.9708	0.7255	0.8881	0.8531	0.7457	0.8633	0.9806	0.8666

Singapore is the top performer under the Governance dimension. Understanding that people are at the core of excellence in Public Service, its strategy of almost 50 years has focused on refining the quality and the preparation of the civil servants. This, doubled by a constant orientation towards innovation, has ensured a world-class public service for its citizens. Singapore's achievements over the past 50 years are founded on continuous improvement. History goes back to the 80s, when a Public Service Division (PSD), a division which manages the human resource and development policies of public service officers, has been created. Values are centered around modern, specific concepts like leadership, future–oriented organizations, governance, and people engagement. Singapore is renowned now for its innovative and customer centric approach, and effective, clean administration, reflected on the high scores for government effectiveness, public sector corruption, and transparency.

After its independence and until 1980s, the Public Service had undergone challenging times: the Public Service had to develop the administrative, managerial and operational skills needed to run the young nation. A Staff Training School has been established in 1950s to provide new public officers with vocational training. More structured and consistent training began with the creation of the Staff Training Institute in 1971, where training was focused on management and language. In the 1990s, every civil servant became eligible for 100 hours of training a year – a dramatic increase from the average norm of 21 hours per annum. It is believed that a cultural shift has since taken place. (Public Service Division Singapore)

For years, the Singaporean government has managed to promote itself as a good employer, where salaries are more than just payment for work done or a way to attract talent. The system has been designed to reflect the values of integrity, meritocracy, and reward for hard work: paying a clean wage, performance-driven pay, promotions, and paying competitive rates. This has had positive effects over time and now is reflected on the high score in the public sector corruption, efficiency of government spending, and the efficient use of asset indicators.

In 1995, Public Service for the 21st Century (PS21) was launched across the public sector, an initiative aiming "to foster an environment, which induces and welcomes continuous change for greater efficiency and cost-effectiveness by employing modern management tools and techniques, while paying attention to the morale and welfare of public officers". Traditional capabilities of the Singaporean civil servants (integrity, responsiveness) were no longer considered sufficient to keep up the pace with the rising complexity of the world, hence the approach changed towards Working Together As One Public Service. Singapore's approach has been to create a matrix of agencies and a network of links that brings together officers from across different institutions and domains, pooling their expertise to create more cohesive policies. In 2015, a new strategic policy unit called the Strategy Group was set up in the Prime Minister's Office to enhance strategic coordination on whole-of-government issues. Singapore holds now a top score in the policy coordination indicator.

In order to keep up the pace with society's expectations and sophistication, the government understood that the best way in ensuring that was to involve the citizens in a co-creation process.

Singapore has embarked on digital transformation since the creation of the e-government to the smart nation initiative. 94% of government services are now digital from end to end. A smart nation is also a whole-of-government approach: a Smart Nation Programme Office is working with agencies across government to look at broad policy problems and opportunities to improve. KPIs are reviewed regularly to allow performance assessment and identify areas for improvement. The satisfaction of citizens and businesses is constantly measured. (Smart Nation)

Top Performers: Visual Map

1. SINGAPORE
0.9059

2. 
SWITZERLAND
0.9065

3. 
NORWAY
0.9015

4. 
THE UNITED ARAB EMIRATES
0.8871

5. 
FINLAND
0.8666

4.4.1 GLOBAL OVERVIEW OF INDICATORS

4.4.2.1 Government effectiveness

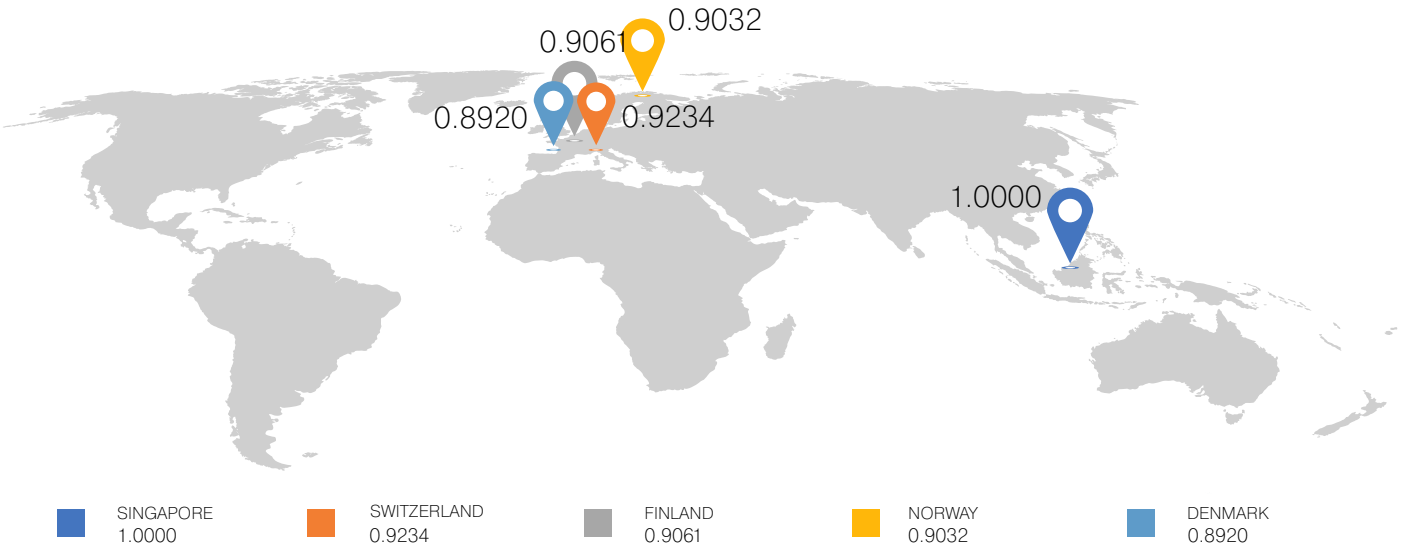
The indicator reflects perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policymaking, and the credibility of the government's commitment to such policies. Data collection is based on a research dataset summarizing the views on the quality of governance provided by a large number of enterprise, citizen, and expert survey respondents in industrial and developing countries. These data are gathered from a number of survey institutes, think tanks, non-governmental organizations, international organizations, and private sector firms. Estimate of governance ranges from approximately -2.5 (weak) to 2.5 (strong) governance performance. The percentile rank among all countries ranges from 0 (the lowest) to 100 (the highest).

Government Effectiveness

1st	2nd	3rd	4th	5th
Singapore	Switzerland	Finland	Norway	Denmark
1.0000	0.9234	0.9061	0.9032	0.8920

Singapore has had a specific approach as far as the quality of its Public Services. In order to keep and attract a good pool of public servants, Singapore created a dedicated body, called Public Service Division (PSD) in 1983. Initially, under the Ministry of Finance (MoF), the PSD was transferred to the Prime Minister's Office (PMO) in 1994. The division now manages human resources and development policies of public service officers and provides support in the enactment of the "Public Service for the 21st Century" (PS21) which aims at building a first-class public service in Singapore. In this respect, a dedicated vision and mission have been adopted to support this movement: first-class Public Service for a successful and vibrant Singapore (vision), in addition to an effective government (mission). Values are centered around modern, specific concepts like leadership (Developing Strong Leaders), a future–oriented approach (Building Future-Ready Organizations), governance (Promoting Good Governance), and engagement of people (Developing Engaged Officers). (Public Service Division Singapore) Singapore's achievements over the past 50 years are founded on determination and supported by a highly capable administration. Singapore's bureaucracy is renowned for being responsive and innovative, always placing the public good at the center of its mission. The satisfaction of citizens and businesses make the focus of measurement as far as the quality of public services in the country.

Top Performers Government Effectiveness: Visual Map



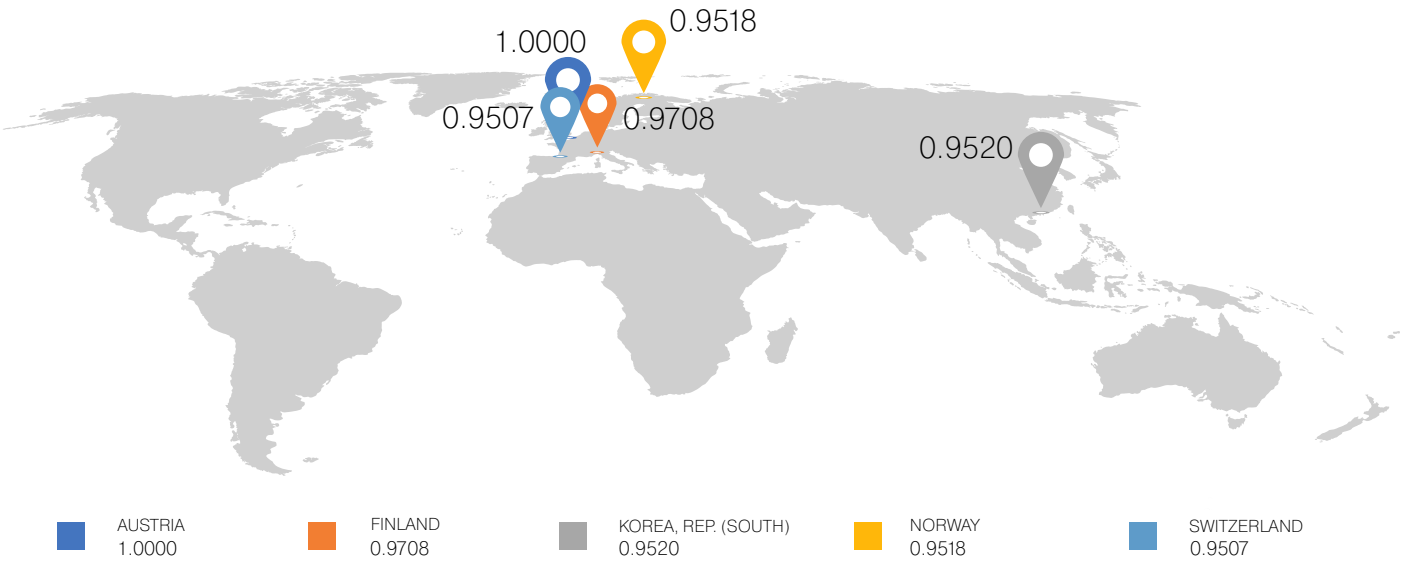
4.4.2.2 Efficient use of assets

The indicator reflects multiple aspects of efficiency in the use of government assets. For starters, it looks into the efficient use of government administrative personnel from the following perspectives: personnel expenses related to the services offered by the state; low number of politically motivated dismissals and new appointments of public servants; in addition to the competitive recruiting procedures protected against political influences. It also provides introspection into the efficient use of budget resources with respect to the following aspects: balanced state budget; a manageable level of state debt; effective and independent auditing; transparent budget planning and implementation; in addition to the low deviation of the actual budget expenditures from the associated planned expenditures. Lastly, it deals with aspects of efficient administrative organization, namely, public administration that enables effective management under criteria of professional rationality; "responsible" decentralization (i.e., establishing local self-government with legal and financial autonomy), backed by arrangements for the public review of the local administration's activities; the existence of procedures and institutions to reform and modernize the public administration. Efficiency in this context is assessed on a scale of 1 to 10, where 1 means that the government wastes all available human, financial and organizational resources and 10 indicates the fact that the government makes efficient use of all available human, financial and organizational resources. Intermediate values of 4 and 7 mean that the government makes efficient use of only some of the available human, financial and organizational resources or the government makes efficient use of most available human, financial and organizational resources.

Efficient use of assets

1st	2nd	3rd	4th	5th
Austria	Finland	Korea, Rep. (South)	Norway	Switzerland
1.0000	0.9708	0.9520	0.9518	0.9507

Top Performers Efficient Use of Assets: Visual Map



4.4.2.3 Efficiency of government spending

Efficiency in government is the result of balanced budgets, rational spending, and the elimination of waste and duplication. Public budget allocations (current and capital expenditures) are the main engine of a country's economic growth and well-being through the funding of public programs and projects that contribute to providing citizens with the services they need (e.g., education and health services). A well-managed public expense policy consequently plays a critical role in supporting government efforts to attract foreign and local investors by having a high-quality infrastructure and effective government programs in which such investments support economic growth in the country and enhance the private sector's contribution to GDP. In this context, the indicator addresses the question in your country, how efficient is the government in spending public revenue? [1 = extremely inefficient; 7 = extremely efficient].

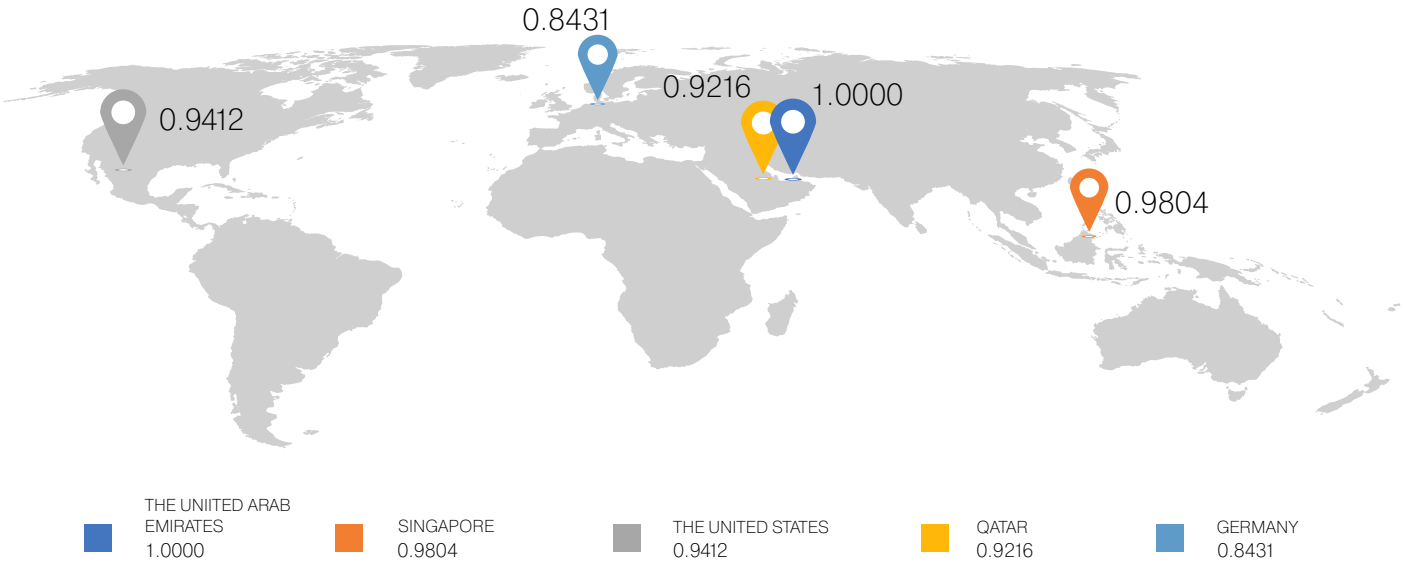
Efficiency of Government Spending

1st	2nd	3rd	4th	5th
The United Arab Emirates	Singapore	The United States	Qatar	Germany
1.0000	0.9804	0.9412	0.9216	0.8431

The UAE's federal budget 2022-2026 aims to prioritize social development, government services upgrades, implementation of federal projects, and economic development. The UAE federal budget sets apart funds that target multiple benefits social development and government affairs. In the social development area, the major part of these funds are allocated to public university education programs, followed by public education programs, healthcare and community protection, social benefits/ pensions, social rights, and social integration programs. (Ministry of Finance UAE). By proving a well-managed public expense policy, the UAE government is ensuring that foreign investors are attracted to further invest in the country. This is supported by investor-friendly legislation that seeks to protect investors, and ensure business stability. The UAE's strong credit ratings from internationally recognized agencies reflect the creditworthiness of

the federal government: AA-Stable Outlook Fitch Ratings As of 2022, AA2-Stable Outlook Moody's Investors Service As of 2022. Additional efficiency measures have been taken by the government, such as a digital platform for procurement, capitalizing on the development of new technologies. This aims to reach government efficiency gains on multiple levels: enhances government spending efficiency by signing agreements with suppliers to ensure the best prices and the quality of the goods and the services provided, and reduces procurement process time from days to minutes. The Digital Procurement Platform (DPP) is a comprehensive system that digitalizes the procurement process across the UAE federal entities.

Top Performers Efficiency Of Government Spending: Visual Map



4.4.2.4 Implementation

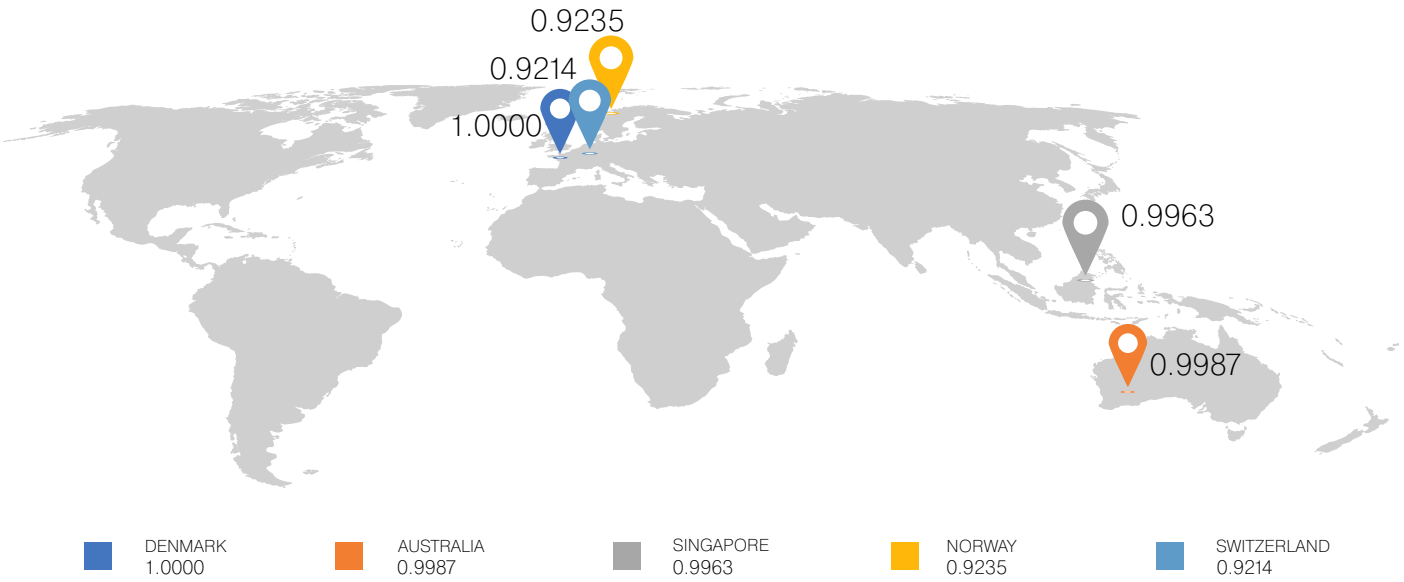
The indicator assesses the extent to which the government has been able to achieve its own strategic priorities. The assessment should therefore center on the major policy priorities identified by a government and examine whether declared objectives could be realized or what hinders effective implementation. Responses to the question "How effective is a government in implementing its own policies?" are rated 1 to 10, whereby, 1 means that the government is not able to implement any of its policies, 4 indicates that the government fails to implement many of its policies, 7 means that the government fails to implement some of its policies and 10 indicates that the government is able to implement its policies effectively.

Implementation

1st	2nd	3rd	4th	5th
Denmark	Australia	Singapore	Norway	Switzerland
1.0000	0.9987	0.9963	0.9235	0.9214

Denmark is a top performer as far as policy implementation in the world. The successful implementation of various reforms and policies over time, for the well-being and sustainable living of its citizens, is reflected in Denmark's leading performance as far as the indicator. In return for benefiting from high-quality standards of living, the citizens support the implementation of governmental policies, thus creating a harmonious cycle of political governance. A factor which may have been conducive to the successful implementation of policies is the political consensus. Since 1909 no party has had enough representatives to rule entirely on its own; instead, multiple parties put together a ruling coalition. Denmark's coalition-based political system is searching for consensus, acceptance of compromise, widespread participation in decision-making, and power-sharing. The political culture also relies on informal approaches and structures, which allow for flexibility and the adoption of pragmatic solutions. The country is also organized on a decentralized basis. It has three levels of governance: central, regional and municipal. Early in the 1980s, targets for regulatory quality and simplification were developed. Better Regulation policy today is part of Denmark's set of forward-looking reforms to sustain the positive economic and social performance of recent years. From the beginning, the Better Regulation policy has integrated efforts for the simplification of existing regulations, in particular through the reduction of administrative burdens - a tendency that has been reinforced by successive governments.

Top Performers Implementation: Visual Map



4.4.2.5 Policy coordination

Successful coordination should: assure that trade-offs between policy goals are well balanced; introduce horizontal forms of coordination to mediate between different departments of the state administration; ascribe responsibilities in a transparent manner to avoid the negligence of tasks, redundancies, or friction between different government branches. Various coordination styles—hierarchic-bureaucratic, informal-network, personalist, centralized, decentralized etc. — are possible and may be functionally equivalent. What matters is their impact on policy coherence. These aspects as referenced by the Policy Coordination indicator are assessed from the point of view of the extent to which governments coordinate conflicting objectives into a coherent policy. Scores are attributed on a scale of 1 to 10, where 1 means that the government fails to coordinate conflicting objectives. Its policies thwart and damage each other. The executive is fragmented into rival fiefdoms that counteract each other. A score of 10 means the government coordinates conflicting objectives effectively and acts in a coherent manner. Middle line scores of 4 indicate that the government

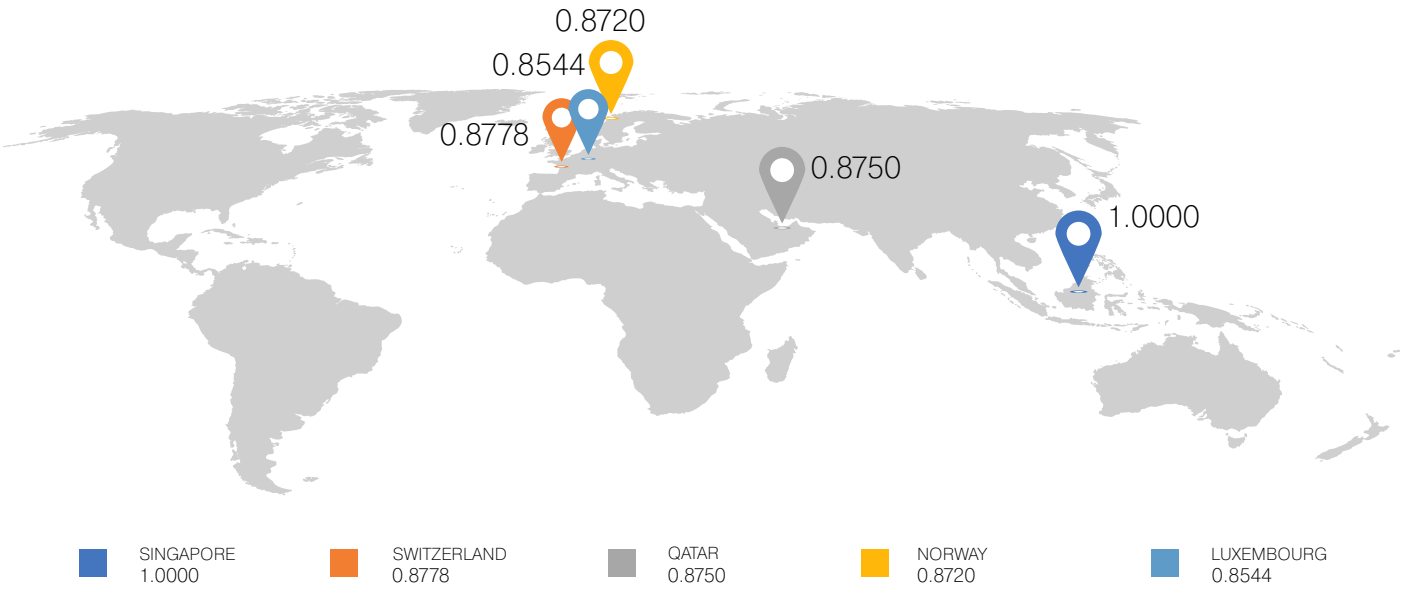
often fails to coordinate between conflicting objectives. Different parts of the government tend to compete with each other, and some policies have counterproductive effects on other policies. Higher range scores of 7 indicate that the government tries to coordinate conflicting objectives, but friction, redundancies, and gaps in task assignment are significant.

Policy Coordination

Singapore	Switzerland	Qatar	The United Arab Emirates	Botswana	Norway	Luxembourg
1.0000	0.8778	0.8750	0.8750	0.8750	0.8720	0.8544

Singapore's top score in policy coordination reflects the constant efforts made as far as public services delivery. After decades of transformation since its independence in the 1950s, the political forces of Singapore ware faced with developing a new way of governing, as issues became more complex, multifaceted, and long-term, with no simple solutions. Considering that traditional government structures were not suitable for addressing certain issues, Singapore's approach was to create a matrix of agencies and a network of links that brought together officers from different institutions, pooling their expertise to create better and more cohesive policies. Other platforms – including inter-ministry committees, ad-hoc cross-agency project teams, sectoral committees, and forums – also bring public officers from different agencies together to discuss cross-cutting issues, share information, and develop expertise. In 2015, a new strategic policy unit called the Strategy Group was set up in the Prime Minister's Office to enhance strategic coordination on whole-of-government issues. The digital transformation of the government Smart Nation (2014) was also envisioned in a coordinated way. Smart Nation's vision for a digital-first Singapore is one where a Digital Government, Digital Economy, and Digital Society harness technology to effect transformation in health, transport, urban living, government services, and businesses. (Smart Nation Singapore)

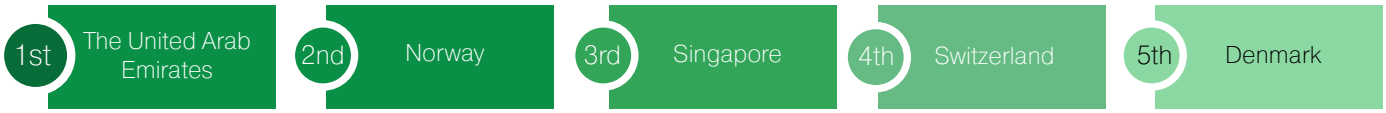
Top Performers Policy Coordination: Visual Map



4.4.2.6 Bureaucracy

The bureaucratic process lends itself to criticism and is synonymous with redundancy, arbitrariness, and inefficiency. Bureaucratic structures tend to be backward-looking, identifying procedures that worked well in the past. This backward perspective creates a conflict with entrepreneurs and innovators who prefer forward-looking concepts and attempt to identify ways in which processes could be improved. In this context, it is essential that bureaucracy does not hinder business activity. Countries are assessed on a scale of 0 to 10, where 0 means that bureaucracy hinders business activity and 10 means that it does not hinder business activity.

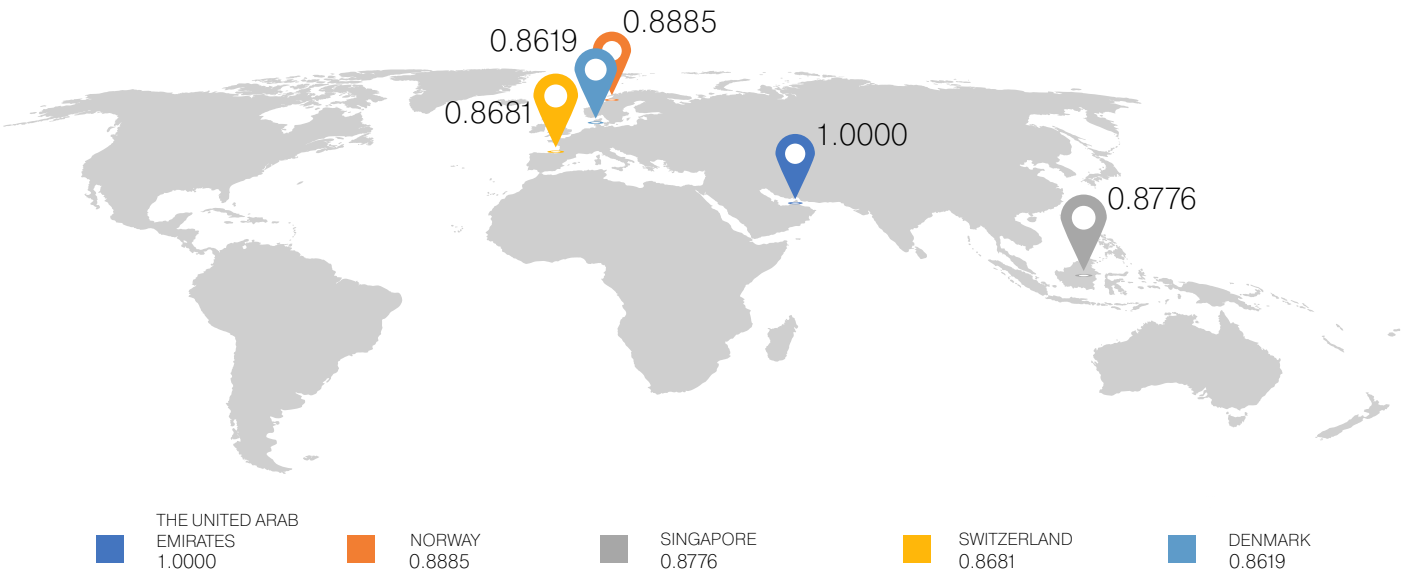
Bureaucracy



1.0000	0.8885	0.8776	0.8681	0.8619

Globalization and newly emerging technologies have had their effects on the public service offered by governmental authorities worldwide. It changed the way people, businesses, and governments interact. The adoption of e-government was an inevitable tool to keep up with mass public demands, and also an efficient one to reduce bureaucracy and streamline processes and interactions. The federal government of the United Arab Emirates took the path of digitalization when it launched the eGovernment in 2011, and the smart Government in 2013. Nowadays, numerous online services are offered to UAE businesses and citizens through governmental portals, aiming to reduce the time spent by the clients in interactions with local institutions. Achievements such as Basher, which enables investors to establish their businesses in the UAE within 15 minutes through a unified online platform; Usrati platform, issued by the Federal Authority for Identity and Citizenship, providing services such as ID card renewal, passport renewal, extended visas; the payment of critical public services such as electricity and water, residency permits, new work permits, etc. (The United Arab Emirates Government portal) The emirates have also developed their own solutions, such as Abu Dhabi Payment Platform (SADAD), a unified digital payment platform for all government services in the emirate of Abu Dhabi, allowing customers to pay fees for all government services digitally, eliminating visits on the ground. Or Dubai Now App, a unified and smart application for government transactions in Dubai to make the service easy and around the clock. Post pandemic, the Higher Committee for Digital Transformation has developed a Digital Government Roadmap which comprises of 6 pillars among which: a unified digital platform, shared digital enablers, digital infrastructure and services, digital engagement, digital capacity, laws, policies and standards. The implementation framework defines strategic indicators and sub-indicators for the main priority areas in the digital transformation of government which refer to public satisfaction, complete digital transformation, digital capabilities and digital adoption. A unique maturity model is developed to assess progress against these indicators and help bring clarity as far as the real capabilities of government.

Top Performers Bureaucracy: Visual Map



4.4.2.7 Transparency

The indicator assesses how easy it is for companies in a certain country to obtain information about changes in government policies and regulations that affect their activity. Country scores are reflected on the answers to the question of whether "transparency of government policy is satisfactory" or not, whereby 0 is poor and 10 is satisfactory.

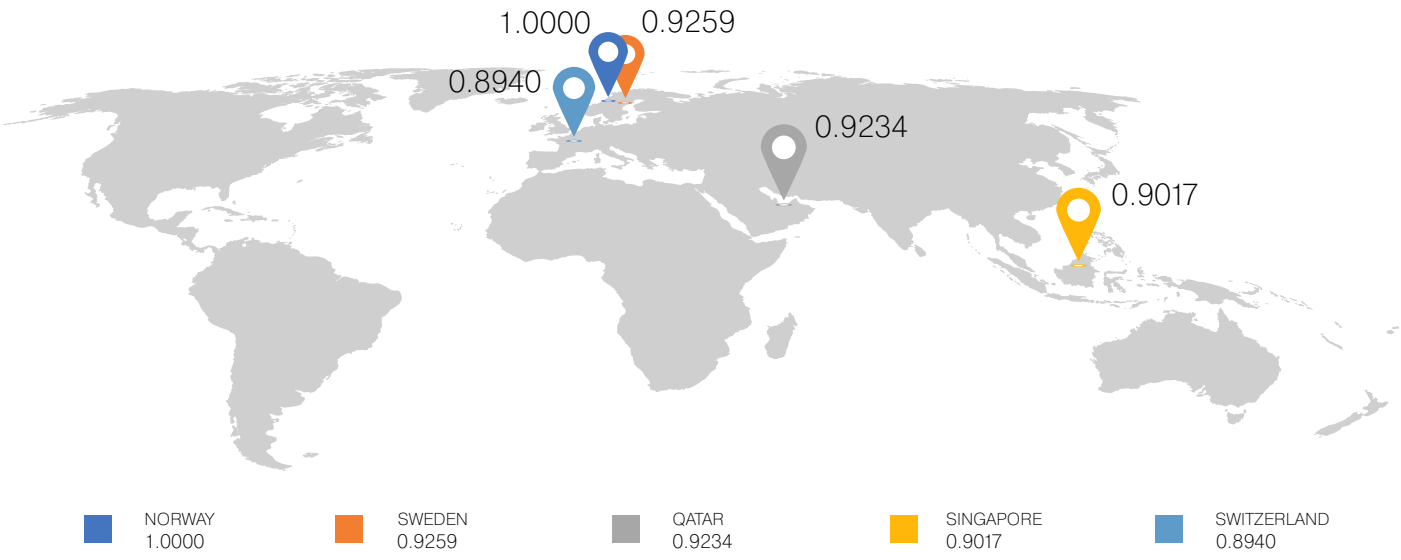
Transparency

1st	2nd	3rd	4th	5th
Norway	Sweden	Qatar	Singapore	Switzerland
1.0000	0.9259	0.9234	0.9017	0.8940

Norway has an Open Government Partnership (OGP) that includes members from government, civil society, businesses, non-profits. The OGP is based on the idea that an open government is more accessible, more responsive, and more accountable to citizens. This unique model ensures that civil society organizations or direct citizen engagement have a role in shaping and overseeing governments. The 2021-2022 National Action Plan 4B presents nine commitments in three main areas: A) Integrity and openness in public administration; B) Open data and reuse of public data; C) Openness on public procurement, beneficial ownership, and anti-corruption (Open Government Partnership). Norway's OGP next plan, action plan 5, will apply for the period from 1 January 2023 to 31 December 2026, and proposals for commitments to action are expected to be submitted by the administration, the municipal sector, and civil society. The Ministry of Local Government and Modernization is following up on the progress of the plan. Norway has extended the transparency notion to other segments than the public administration, as well and a new Norwegian Transparency Act on social sustainability have been effective since 2022. It obligates larger

enterprises to comply with fundamental human rights and decent working conditions for employees throughout their supply chain. The Norwegian Consumer Authority monitors compliance with the provisions of the Act.

Top Performers Transparency: Visual Map



4.4.2.8 Public sector corruption

While low-performing democracies are often plagued by corruption, democracies that develop strong vertical accountability mechanisms diminish corruption. The indicator refers to the extent to which public sector employees grant favors in exchange for bribes, kickbacks, or other material inducements, and how often they steal, embezzle, or misappropriate public funds or other state resources for personal or family use.

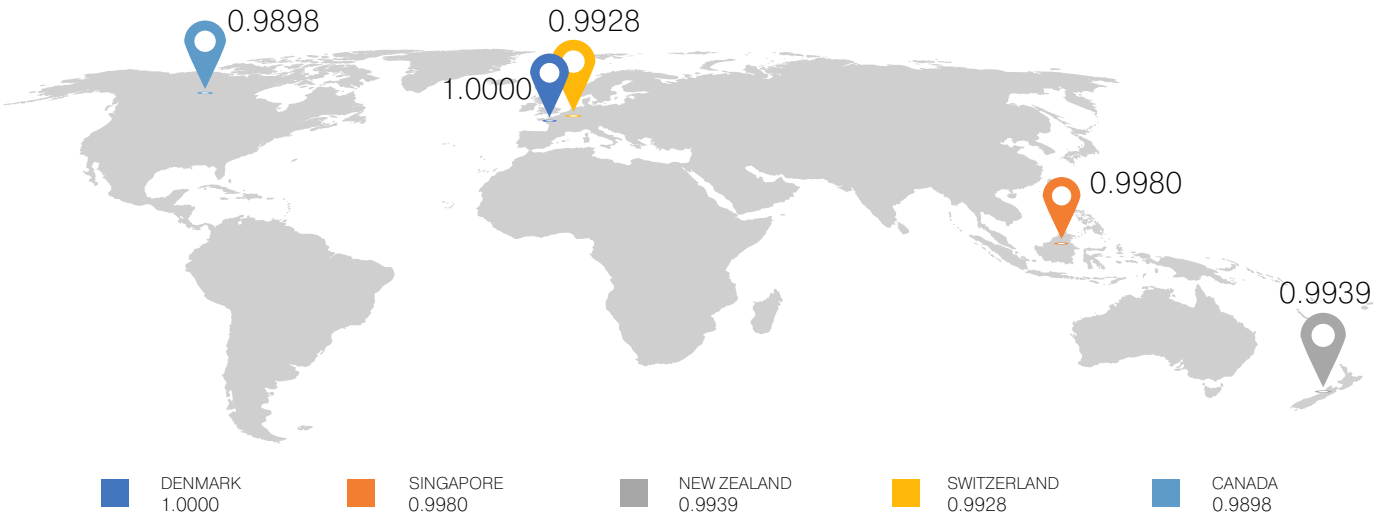
Public sector corruption

1st	2nd	3rd	4th	5th
Denmark	Singapore	New Zealand	Switzerland	Canada
1.0000	0.9980	0.9939	0.9928	0.9898

The top score of Denmark in public sector corruption is partially generated by the psychological aspect of trust. Denmark is known for its high level of trust in the community, towards governmental and political institutions, and even in foreigners. Anthropologists call it a 'general societal trust,, which is the ability to trust people you have never met before. People who hold power in governmental and political positions are trusted to act in the best interest of society; in return, corruption does not exist. Anthropologists have searched for multiple reasons which could explain the particularity of society: a culturally determined phenomenon built over time. Trust is learned during childhood from parents, teachers, and is passed on from generation to generation. Despite very limited natural resources, Denmark is among the world's most prosperous nations. But there is more to it: up to a quarter of Denmark's wealth can be attributed to the high level of trust in Danish society (prof. Gert Tinggaard, trust expert at Aarhus University). Other anthropologists point to the historical aspect of trust. The Nordic region has been a relatively peaceful part

of Europe, with fewer devastating wars and bloody revolutions than other parts of the continent. This has offered the stability needed to develop a political system in which people trust and support each other. Denmark has also ratified UN convention against corruption; the Council of Europe's Criminal Law Convention on Corruption and the OECD Convention on Bribery and in 2000, the OECD Anti-Bribery Convention and the corresponding legislation entered into force. Corruption is prohibited by law in the penal code of Denmark.

Top Performers Public Sector Corruption: Visual Map

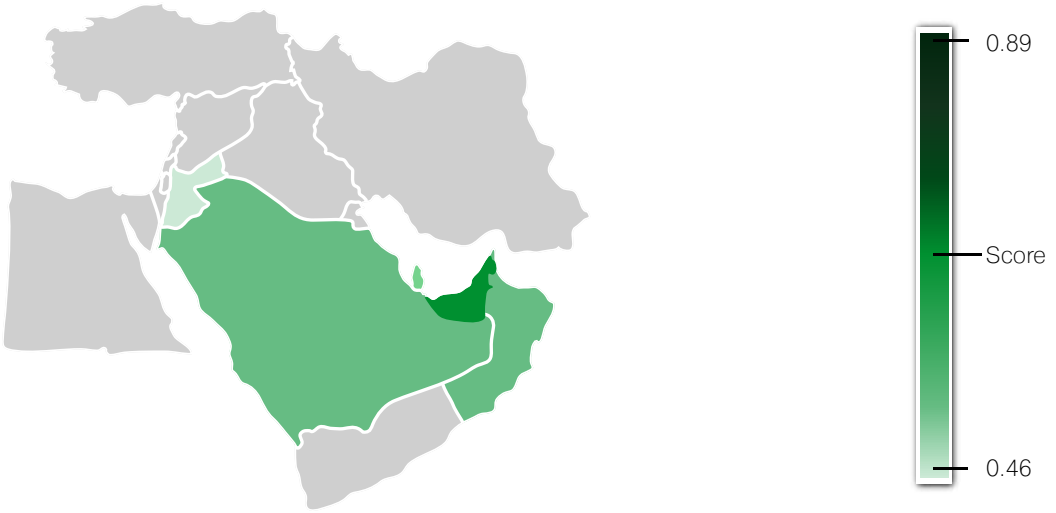


4.4.3 REGIONAL INSIGHTS

4.4.3.1 MIDDLE EAST

The Middle East region ranks 3rd in the Governance dimension, after Western Europe (1st) and North America (2nd). The United Arab Emirates is the top performer, followed by Qatar, Saudi Arabia, Bahrain, Oman, and Jordan. Top scores are recorded by the United Arab Emirates in the efficiency of government spending and bureaucracy. In other indicators, the country exhibits high scores as well. Qatar (2nd) scores best in Transparency and has an equal score with the United Arab Emirates in the efficient use of assets and policy coordination. Qatar has undertaken a variety of reforms: improvement in public services, clarifying national development priorities and direction to provide greater predictability for the private sector and civil society, leading to better alignment of interests across the country.

GOVERNANCE: MIDDLE EAST



Country	Regional Rank	Global Rank	Government effectiveness	Efficient use of assets	Efficiency of government spending	Implementation	Policy coordination	Bureaucracy	Transparency	Public sector corruption
United Arab Emirates	1	1	0.7	0.8244	1.00	0.87	0.88	1.00	0.89	0.88
Qatar	2	14	0.65	0.8244	0.92	0.75	0.88	0.79	0.29	0.55
Saudi Arabia	3	30	0.47	0.4711	0.82	0.37	0.63	0.55	0.73	0.47
Jordan	4	42	0.46	0.4711	0.45	0.50	0.50	0.59	0.67	0.50
Bahrain	5	31	0.54	0.4711	0.63	0.50	0.25	0.50	0.50	0.51
Oman	6	32	0.47	0.4711	0.78	0.25	0.25	0.38	0.44	0.66

Min Value Median Max Value

Other countries in the Middle Eastern region are also engaged with the processes of increasing transparency, reducing bureaucracy, and making efficient use of government spending. This is backed up by the regional achievements in the aforementioned indicators which stand well above world averages. The UAE, for example, have progressively worked to streamline governmental services and digitalization has had a significant role in this process. Numerous digitalization initiatives, starting with the e-government in 2011 to current platforms that allow the elimination of bureaucracy for residents and those who want to do business in the UAE, as well, have generated the country's advancement in these fields. The Digital Procurement Platform (DPP) through which the procurement process has been unified across the UAE federal entities, thus reducing procurement process time from days to minutes, is another initiative of this kind. The DPP also enhances government spending efficiency through agreements with suppliers that ensure the best prices, and the quality of the goods and services provided. In addition to various initiatives that have considerably reduced bureaucracy at federal level, the emirates also boast other meaningful endeavors: for example, the Abu Dhabi Payment Platform (SADAD), a unified digital payment platform for all government services in the Emirates of Abu Dhabi or the Dubai Now App, a unified and smart application for government transactions in Dubai. In other indicators that make up the Governance dimension, the region underperforms world averages, as most countries exhibit lower performances. Qatar ranked 2nd in the region, envisions its transformation into an advanced country, which provides a high standard of living for all of its people. To meet the new demands of the complex worldwide economy, the Qatar National Vision 2030 (QNV 2030), launched in October 2008, is based on the development of several areas: human, social, economic, and environmental aspects. The Saudi Vision 2030 aims to streamline both governmental and private sector operations, considering organizational efficiency as key to providing excellent services to the Saudi Arabian community.

MIDDLE EAST: GSI SCORE

4.4.3.2 CENTRAL AND EASTERN EUROPE

Central and Eastern Europe ranks 5th among all regions, below the world average in indicators such as: Government Effectiveness, Efficiency of Government Spending, Policy coordination, Bureaucracy and Transparency. The top performer in the region is Switzerland, followed by Estonia (2nd), Austria (3rd) other Baltic countries such as: Lithuania (4th), and Latvia (5th). The Baltic countries exhibit high scores as far as the efficient use of assets, policy implementation, and public corruption. The ranking of the Baltic countries can be linked to their vicinity and kindred values with the Nordic ones. The Nordic countries are frontrunners as far as the governance role of the government and its power to shape the economy and well-being of the citizens. There is an international agreement in place between the two regions – the Nordic-Baltic cooperation; historically, the countries of the region have been interlinked and interacted for centuries, with

mutual trade being the decisive factor facilitating this interaction, yet a formal cooperation agreement between the Nordic Council and the Baltic Assembly was only signed in 1992. Former republic countries exhibit varied achievements as far as governance, depending on their advancement with the modernization of government: the highest scores among these countries are seen with Slovenia (8th), The Czech Republic(9th), Slovakia(10th), Poland (11th), Hungary (12th), Bulgaria (14th), Romania (19th).

GOVERNANCE: CENTRAL AND EASTERN EUROPE

Country	Regional Rank	Global Rank	Government effectiveness	Efficient use of assets	Efficiency of government spending	Implementation	Policy coordination	Bureaucracy	Transparency	Public sector corruption
Switzerland	1	4	0.92	0.95	0.82	0.88	0.92	0.87	0.89	0.99
Estonia	2	21	0.76	0.94	0.47	0.63	0.87	0.58	0.54	0.97
Austria	3	23	0.83	1.00	0.31	0.68	0.85	0.35	0.55	0.88
Lithuania	4	28	0.69	0.94	0.31	0.75	0.75	0.44	0.66	0.89
Latvia	5	40	0.65	0.82	0.24	0.63	0.87	0.43	0.45	0.88
Cyprus	6	34	0.65	0.76	0.51	0.65	0.60	0.28	0.43	0.79
Greece	7	45	0.54	0.69	0.14	0.62	0.58	0.37	0.67	0.80
Czech Republic	8	36	0.67	0.71	0.37	0.63	0.75	0.25	0.22	0.78
Slovenia	9	38	0.72	0.71	0.31	0.63	0.62	0.26	0.36	0.77
Slovakia	10	48	0.56	0.71	0.31	0.50	0.75	0.21	0.35	0.80
Poland	11	51	0.52	0.71	0.41	0.63	0.62	0.19	0.19	0.87
Hungary	12	57	0.57	0.47	0.27	0.50	0.50	0.36	0.39	0.76
Kazakhstan	13	43	0.47	0.47	0.43	0.50	0.37	0.57	0.65	0.28
Croatia	14	63	0.54	0.71	0.25	0.50	0.50	0.09	0.21	0.67
Bulgaria	15	50	0.42	0.71	0.39	0.63	0.50	0.16	0.22	0.43
Romania	16	54	0.38	0.47	0.25	0.38	0.37	0.16	0.31	0.76
Ukraine	17	49	0.35	0.59	0.25	0.50	0.50	0.24	0.27	0.38
Russia	18	55	0.44	0.47	0.45	0.38	0.37	0.25	0.38	0.28
Turkey	19	47	0.42	0.47	0.41	0.50	0.37	0.29	0.11	0.43

Min Value Median Max Value

The region is almost on par with world averages in indicators such as Efficient Use of Assets, Policy Implementation and Public Corruption, however a significant drawback is seen in the efficiency of government spending, bureaucracy and transparency. Additional efforts are to be made by the countries in the region to achieve more balanced budgets and more rational spending, eliminate waste and duplication, remove bureaucratic barriers, and increase transparency.

Regarding the top performer of the region, Switzerland, - its position can be linked to some unique aspects related to its constitution. Citizen involvement is almost always demanded through referendums and other engagement initiatives. When citizens disagree with the decision of Parliament and they gather 50,000 valid signatures within 100 days of the official publication of the act, or eight cantons submit a request, the act is submitted to a vote of the People for optional referendums. The act only comes into force if it is accepted by the majority of the Swiss population (Information Portal of the Swiss authorities).

In Switzerland, the focus on the participation of the mass public dates back roughly to the origins of the modern state in 1848 when the country's relatively autonomous cantons were bound together into a federal republic. Policymaking in Switzerland is strongly based on public consultation with interest groups. Traditionally, in the Swiss liberal-conservative political system, business and employer interest groups have more influence and power than trade unions or non-producer interests. This has increased the role of the citizens in shaping their own future, considering the process of a more transparent decision-making. On the other hand, if voter turnout proves low, it can make the passage of important legislation difficult.

Switzerland's governance system offers considerable flexibility in implementing decisions. The central administration is very small; this does not prevent bureaucratic drift, but in all likelihood the opportunities for such drift are much smaller than in huge administrations. Swiss authorities pursue very open strategies of information release. For example, the website of the federal administration offers access to major sources of political information. Article 16 of the constitution, dealing with the issue of freedom of opinion and information, states that: "(1) The freedom of opinion and information is guaranteed; (2) Every person has the right to form, express and disseminate opinions freely; (3) Every person has the right to receive information freely, to gather it from generally accessible sources and to disseminate it."

Corruption in Switzerland is rare according to international rankings. Indeed, Switzerland is consistently rated as being among the most successful countries with respect to corruption prevention. It is governed by the rule of law, offers high wages to public officials, and is based on a decentralized democracy with parties that efficiently control and audit public officials. However, there are opportunities and incentives for political and societal elites to abuse their position for private interests. This is due to the country's small size and the correspondingly small number of persons interacting in elite positions; to the culture of amicable agreement; and to the very pragmatic problem-solving culture. (Bertelmann Stiftung, SGI)

The homogeneity in the ranking of the Baltic countries (Estonia, Lithuania, and Latvia) comes from their shared values and the cooperation with the Nordic countries in the Nordic – Baltic cooperation. The Nordic Council of Ministers has a special interest in developing areas, which include cross-border regional cooperation to promote joint fundamental values, such as good governance, among others (education, research, innovation, and business, etc.) Progress is still needed though as far as the efficiency of government spending, policy coordination, bureaucracy, and transparency.

Countries in the European Union are currently under the scope of their national Recovery and Resilience Plans (RRPs), which encourage comprehensive reforms and long-term investment needed to make the green and digital transitions while ensuring social and territorial cohesion across Europe.

The Austrian political system is quite inclusive, but is receptive primarily to particular interests. The corporatist network established after 1945, consisting of government, business and labor representatives, still functions (more or less). This allows the government to obtain information about the formation of societal interests, and to use this information to adapt its decision-making process.

Ministries are responsible for monitoring the bureaucratic structures individually subject to them. All bureaucracies (except those within the judicial branch) are legally bound by instructions issued by their ministers (according to Article 20 of the constitution),

and have to report regularly to the ministries. Citizens can access government information, but major restrictions apply.

In light of international expert assessments, Austria has long had one of the weakest right to information laws in the world and consistently ranks at the bottom of the Global Right to Information rating – the leading global tool for assessing the strength of national legal frameworks for accessing information held by public authorities. The principle of privacy protection is sometimes used as a justification – at times, only a pretext – to prevent academic research and other inquiries. The Austrian bureaucracy still appears tempted to consider access to information a privilege rather than a right. The overall trend is favorable, with access to information becoming progressively more liberal. A special branch of the public prosecutor's office dealing especially with corruption (Korruptionsstaatsanwaltschaft) has been established in 2009. This office marked a significant improvement on the previous system, although it remains far from perfect with respect to political independence. The federal Audit Office is another widely respeted agency whose careful inquiries into government activities have helped establish tangible effects in fighting corruption in the country.

In the case of Romania, Pillar V of the governmental plan for recovery and resilience entitled "Good Governance" targets the digitalization and the reform of the public sector, with the higher objective of achieving better policy coordination, increased transparency, improving public acquisition, and public policies formulation (National Recovery and Resilience Plan). The COVID-19 pandemic, on the other hand, restricted the ability of Romanians to access official information in a timely manner.

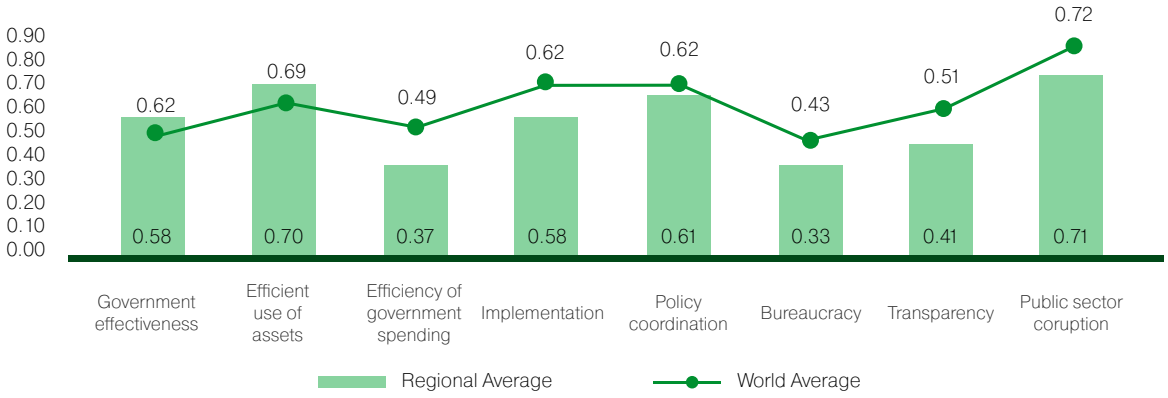
While citizens have the legal right to obtain public information and can petition government agencies, during the pandemic agencies were not obligated to respect the normal time limit for responding to requests for information. Additionally, pandemic-related information was sometimes withheld by authorities. In March 2020, the Ministry of Internal Affairs ordered local prefects not to publish the number of COVID-19 tests performed or the number of positive results, though this has since been made public again.

In September 2020, the Centre for Independent Journalism noted that healthcare staff were often prohibited from discussing the pandemic with media outlets. Consultation with societal actors has been ad hoc and is used primarily as a means of government communication, not as an attempt at collaboration. Societal actors as diverse as trade unions and the judges' professional associations have complained that their views have not been taken seriously by the government. Despite an enabling legislative framework for civil society in the country, mandatory consultation procedures prior to the adoption of normative acts are seen as perfunctory. The number of public consultations and impact assessments remains limited, and the few bills that are subject to public consultation do not tend to have a major budgetary impact.

As far as government effectiveness, Romania's revolving door of governments has reduced the government's effectiveness and ability to advance consistent and meaningful legislative programs. In 2020 and 2021, Romania experienced two failed coalitions, which resulted in the collapse of government in addition to the parliamentary elections in 2020. This has made it extremely difficult for any government to advance its priorities. The European Commission's 2020 Country Report on Romania indicates only moderate progress in ensuring the long-term viability of the second pension pillar and in implementing the national public procurement strategy.

Meanwhile, limited or no progress has been made in strengthening tax compliance; improving the quality and inclusiveness of education; increasing the coverage and quality of social services; improving social dialogue; developing a minimum wage-setting mechanism based on objective criteria; improving access and cost-efficiency of healthcare; focusing investments on key policy areas; ensuring the national fiscal framework is implemented; ensuring the sustainability of the public pension system; improving skills in the labor force; completing the minimum inclusion income reform; and improving the predictability of decision-making. (Bertelmann Stiftung, SGI)

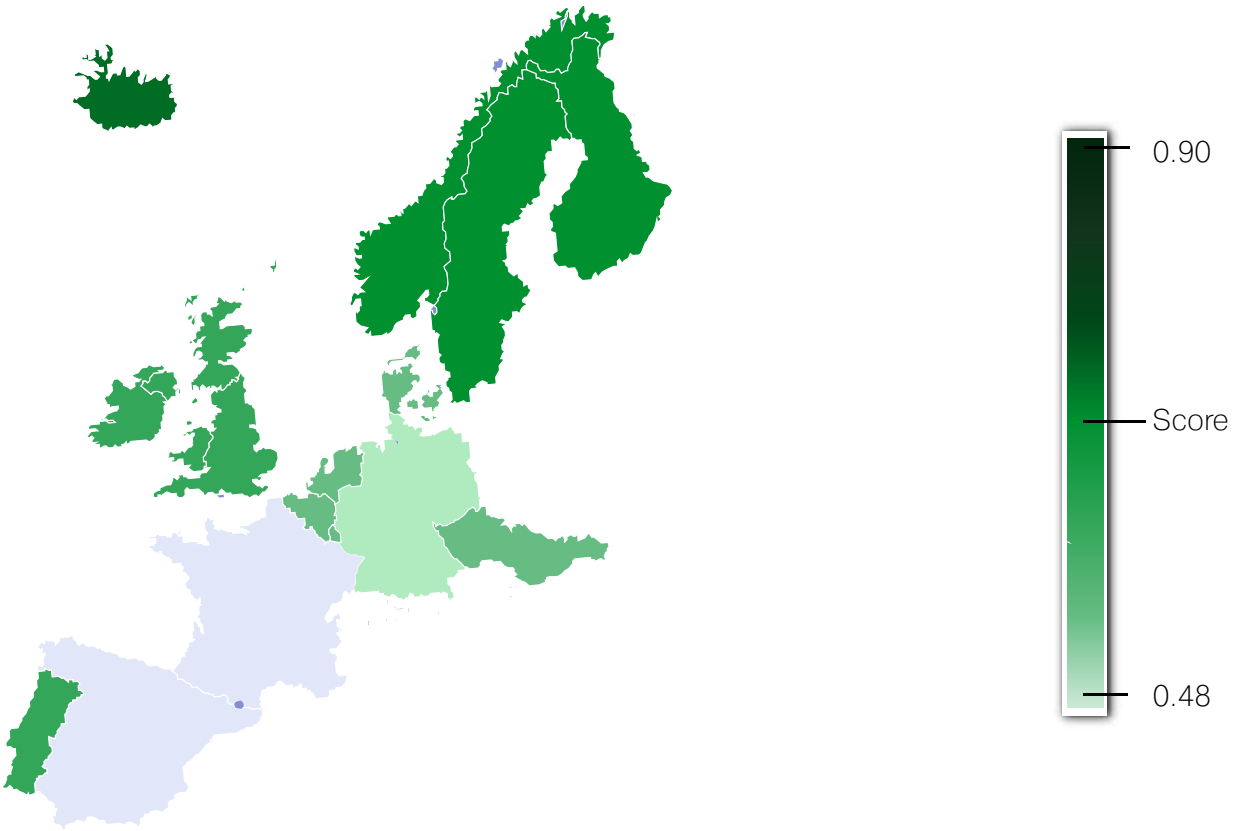
CENTRAL AND EASTERN EUROPE: GSI SCORE



4.4.3.3 WESTERN EUROPE

Western Europe ranks 1st among all other regions in the Governance dimension. This performance is due to the top performance of fairly advanced countries as far as public administration, such as Norway (1st) which excels in transparency, Finland (2nd) in the efficient use of assets an Sweden (3rd) second best in Bureaucracy after Norway. High scores are managed by other countries in the region as well, such as Germany (10th) in the efficiency of government spending, or all other Nordic countries as far as government effectiveness. It is remarkable that the individual scores of all countries in the region as far as public sector corruption are all above 0.80. These results reflect on the favorable developments in this area, mostly due to the fact that Western Europe societies have always put pressure on their governments to facilitate public information disclosure and increase transparency in public administration. Good governance, strengthening of democratic institutions, access to complaint mechanisms, and establishment of an independent legal system have also been used as some effective means to combat corruption. The top ranking countries in Western Europe - The Netherlands, Norway, Sweden, Denmark, Finland, and Luxembourg - all register high scores on almost all indicators. As part of the European Union, these countries exhibit significant achievements and could be referred to as role models. Such countries have also experimented with several bold initiatives in the public service administration after 1980s, and now the results of these measures are propelling them as top stewards of government services.

GOVERNANCE: WESTERN EUROPE



Country	Regional Rank	Global Rank	Government effectiveness	Efficient use of assets	Efficiency of government spending	Implementation	Policy coordination	Bureaucracy	Transparency	Public sector corruption
Norway	1	5	0.90	0.95	0.69	0.87	0.92	0.89	1.00	0.99
Finland	2	8	0.91	0.97	0.73	0.85	0.89	0.75	0.86	0.98
Sweden	3	6	0.85	0.90	0.61	0.84	0.90	0.86	0.93	0.99
Luxembourg	4	9	0.88	0.94	0.76	0.85	0.85	0.74	0.84	0.98
Netherlands	5	3	0.88	0.93	0.75	0.84	0.88	0.76	0.80	0.98
Denmark	6	7	0.89	0.93	0.57	0.79	1.00	0.86	0.75	1.00
Iceland	7	10	0.80	0.90	0.63	0.81	0.76	0.57	0.76	0.98
Ireland	8	12	0.79	0.86	0.49	0.77	0.86	0.71	0.74	0.97
United Kingdom	9	16	0.77	0.81	0.61	0.77	0.81	0.68	0.62	0.98
Germany	10	17	0.76	0.87	0.84	0.84	0.59	0.32	0.61	0.99
France	11	33	0.74	0.91	0.43	0.75	0.64	0.22	0.60	0.96
Belgium	12	24	0.71	0.82	0.43	0.70	0.72	0.35	0.42	0.98
Portugal	13	27	0.68	0.81	0.41	0.65	0.67	0.26	0.39	0.87
Spain	14	35	0.65	0.78	0.39	0.66	0.65	0.20	0.26	0.98
Italy	15	44	0.53	0.71	0.18	0.59	0.51	0.11	0.41	0.82

The region exhibits positive variances from the world average in all indicators. The greatest positive variance is in public sector corruption and transparency. Lesser positive variance is seen as far as efficiency of government spending, with the need for further progress rendered as far as balanced budgets, rational spending, and the elimination of waste and duplication. Minding the complex institutional landscapes of Western European countries, representative governments face multiple challenges in the implementation of such measures.

Norway leads in Transparency, with a national administration approach that puts both public and private sector at the forefront of economic progress. The 5th National Plan, starting 2023 to 2026, under the Open Government Partnership, and the Transparency Act for large companies adopted in July 2022, is currently underway as far as Norway's implementation of policy. The plan is accompanied and supplemented by the Public Relations Act, the Administration Act and Archives Act. These laws are entrusted with securing an open and transparent administration.

Freedom of information legislation gives every person right of access to official documents held by any public authority. Official documents are defined as information that is recorded and can be listened to, displayed or transferred. If access to information is ever denied, individuals can appeal a higher authority and then the Parliament's Ombudsman for public administration, the decisions of which are not binding but generally followed.

There are very few instances of corruption in Norway. The cases that have surfaced in recent years have been at municipal level and are related to public procurement. There is great social stigma against corruption in Norway, even in its minor manifestations. The legal system is transparent, predictable and respected. In general the Norwegian government can rely on a large, well-trained and capable bureaucracy to implement its policies. Government agencies are formally subject to monitoring through direct bureaucratic channels and informally by the activities of Norway's free press, which regularly exposes problems in policy implementation processes. Governance in Norway is highly digitized, which creates efficiencies. However, there is growing awareness of and sensitivity to managing cyber risks and ensuring secure ICT systems. (Bertelmann Stiftung, SGI)

Denmark ranks first in the Western European region as far as public sector corruption and policy implementation. The Danish government administration has a reasonably god track in terms of implementing

its agenda. As soon as the early 1980s regulatory excellence through simplification of public policy were envisioned in Denmark as part of a comprehensive deregulation program to modernize the economy. A major reform was agreed upon in 2004 which resulted in the dissolution of the counties, the creation of five regions, and a significant reduction in the number of country municipalities from 271 to 98. As the public sector is descentralized, lcal governments (regions and municipalities are responsible in large part for implementing governmental measures and services. The Better Regulation policy today is part of Denmark's set of forward-looking reforms to sustain the positive economic and social performance of recent years.

Denmark is among the least corrupt countries in the world and ranks first (together with New Zeeland and Finland) on Transparency International Corruption Perceptions Index 2021. Norms against corruption are strong and the risk of media exposure is high.

Finland has implemented commitments from their 2017-2019 action plan, which features commitments related to public participation in decision-making, access to information, open data, procurement, and subnational open government. Government measures designed to soften the social and economic impacts of the COVID-19 crisis have been especially successful in Finland. The government and regional authorities have had sufficient funds and trained staff available to allow them to implement necessary measures. Similarly, high organizational competencies and policy instruments available have significantly contributed to this effort.

The Finnish's public access to government information is in principle unrestricted, and every Finnish citizen has the right to access public documents and recordings. The Finnish government has been especially proactive in publishing information on the COVID-19 pandemic. Up to date information on infection rates, specific outbreaks was always published in real time, while citizens were encouraged to follow the government's website and the website of the Finnish Institute for Health and Welfare. All information on crisis management policies is made public with the government always stressing the scientific basis for its coronavirus actions.

The overall level of corruption in Finland is low, with several mechanisms that significantly contribute to the Finnish success: strict auditing of state spending, efficient regulations over party financing, legal provisions that criminalize the acceptance of bribes, full access of the media and the public to relevant information.

Italy is the lowest performer of the group with significantly low scores in executive capacity as defined by effectiveness of government, efficiency of government spending, implementation of policies, bureaucracy and transparency. The second Conte government, which assumed office in autumn 2019, defined a very broad set of policies in the fields of taxation, labor law, environmental protection, justice and infrastructure. The implementation of these goals, however proves extremely difficult because of internal disagreements among the coalition parties, further hindered by the pandemic crisis.

Meanwhile, the current Draghi government has defined a more parsimonious set of objectives (the implementation of a strong COVID-19 vaccination strategy and the achievement of the tasks mandated by the first year of the Recovery and Resilience Plan) and has largely succeeded in implementing them.

Despite several years of public debate, successive governments have been unable to significantly improve the effectiveness and efficiency of central government. The attempt of the Renzi government to introduce a broad constitutional reform was strongly rejected in the referendum held in December 2016.

The current Draghi government has adopted a sfter strategy to improve its policy capacities, whereby decision-making is more concentrated in the hands of the prime-minister. This has been coupled with a more effective mechanism of consultation with the leaders of the parties supporting the government, however it remains to be seen if such arrangements will continue with new governments in the future.

The Italian legal system has a significant set of rules and judicial and administrative mechanisms (with ex ante and ex post controls) to prevent officeholders from abusing their position, but their effectiveness is doubtful. The Audit Court (Corte dei Conti) itself – one of the main institutions responsible for the fight against corruption – indicates in its annual reports that corruption remains one of the biggest problems of the Italian administration. The high number of cases exposed by the judiciary and the press indicates that the extent of corruption is high, and is particularly common in the areas of public works, procurement and local building permits. Access to government information has

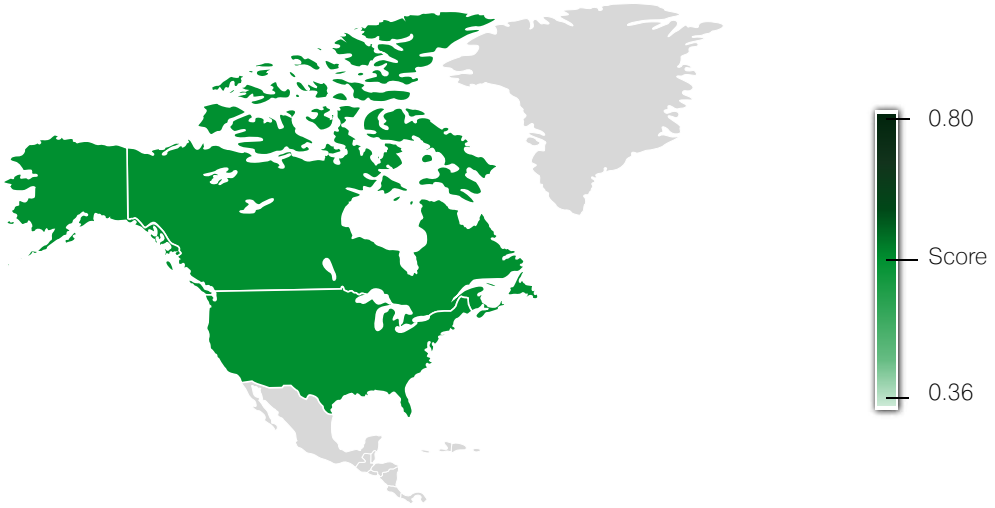
been made easier and more effective by the Decreto Legislativo 25 maggio 2016, n. 97, which significantly extends the range of publicly accessible documents, the so-called FOIA (Freedom of Information Act). Regional administrative tribunals can judicially enforce the disclosure of documents. In spite of these regulatory and organizational progresses, the propensity of public administration to provide answers in due time is still far from being satisfactory either because of bureaucratic inefficiency or because of a reluctance to disclose internal matters. A recent report by an Italian NGO found that only 35% of information requests receive a response within 60 days of submission. (Bertelmann Stiftung, SGI) Spain is another low performer of the Western European region. The Spanish government has never instituted a system of benchmarks to evaluate its own performance. However, it has traditionally been successful in the implementation of major policy objectives. Nevertheless, the weakness of the coordination mechanisms with the 17 autonomous communities that are responsible for most policy areas and the high degree of ministerial fragmentation are obstacles to government effectiveness. The first specific law enabling free and easy access to government information in Spain was approved in 2013, this legislation establishes some limits to the freedom of information, and Spain still scores comparatively low for three reasons: 1) some institutions (including the royalty) are not rendered completely transparent by the law, and 2) access to information is not recognized as a fundamental right. (Bertelmann Stiftung, SGI)

WESTERN EUROPE: GSI SCORE

4.4.3.4 NORTH AMERICA

The North America region is the 2nd in rank in the Governance dimension, after Western Europe. The United States are the top performer in the region, followed in closely by Canada and at a significant distance by Mexico. The United States top the Governance ranking with leading scores in all but two indicators, respective to which Canada prevails - Efficiency of Government Spending and Policy Coordination. Mexico is ranked third in the North America region with lowest performances as far as all indicators included in the Governance dimension.

GOVERNANCE: NORTH AMERICA



Country	Regional Rank	Global Rank	Government effectiveness	Efficient use of assets	Efficiency of government spending	Policy coordination	Implementation	Bureaucracy	Transparency	Public sector corruption
United States	1	11	0.83	0.90	0.55	0.80	0.87	0.70	0.77	0.99
Canada	2	13	0.75	0.77	0.94	0.82	0.67	0.63	0.66	0.91
Mexico	3	53	0.39	0.47	0.22	0.50	0.37	0.22	0.15	0.56

Min Value Median Max Value

The North America region stands above the world averages for all indicators, mainly due to the performances of Canada and the United States. Both countries have a rich institutional landscape and shared values, which partially explain their close scorings.

The history of Civil Service in the United States goes back to the early 19th century, where several reforms were made, going from the spoils system (jobs were used to support the American political parties), to the Pendleton Civil Service Reform Act of 1883. The United States Civil Service Commission was created to administer the civil service of the United States federal government.

The U.S. political system is noteworthy for the degree to which it elicits opinions and preferences from societal actors at all stages of the policy process and enables such actors to shape policy outcomes. These processes, however, are informal, decentralized and not especially conducive to careful deliberation. In the U.S. system, the president and congressional leaders must build congressional support for each measure. Interest groups, ideological activists, experts

and ordinary citizens have extensive opportunity to influence policymakers before decisions have been made.

In comparison to parliamentary systems that anticipate the near-automatic legislative approval of government bills, policy implementation in the United States' separation-of-powers system is presumed to depend on coalition building, negotiation and a relatively broad consensus. The Trump administration implemented major policy initiatives by issuing executive orders and thereby avoiding the process of legislative change. Preoccupied by the Mueller investigation and divided party control, Congress passed no major legislation in 2019. Trump was by far the least productive of any modern president so far.

Things changed somewhat in 2020 and 2021, with the enactment of major COVID-19 stimulus legislation. In 2021, the Biden administration put forward an ambitious Build Back Better legislative agenda but these efforts have been stalled by a few moderate Democratic Senators, who acquired veto power due to the tiny Democratic majority in the Senate – and are unlikely to pass the bill through Congress before the 2022 midterm elections.

The Freedom of Information Act (FOIA) allows citizens a high degree of access to documents and files held by federal agencies. Various categories of information are exempt from public access, such as information related to national defense, personnel rules and practices, and ongoing criminal investigations. Administrators have considerable discretion in permitting access, as citizens and researchers have difficulty knowing when relevant information has been withheld.

The U.S. federal government has long had elaborate and extensive mechanisms for auditing financial transactions, investigating potential abuses and prosecuting criminal misconduct. The FBI has an ongoing, major focus on official corruption.

In general, there is an expectation of interagency coordination at various levels of the bureaucracy. The quality of this coordination varies, and as with cabinet-level coordination, it is adversely affected by the short-term service of political appointees, which results in underdeveloped working relationships across agencies.

Over the past 30 years, the focus of government reform in Canada has been an ongoing search for improved efficiencies and reduced costs in the administration of public services. There were several initiatives to reform the civil service, between the 1960s and the early 1990s, and after the 1990s, several major reform efforts have been undertaken, such as the Public Service Modernization Act, the Advisory Committee on the Public Service, and the Blueprint 2020.

Under the Blueprint 2020 principles, there has been a focus on areas like an open and networked environment, a modern workplace that makes smart use of new technologies to improve networking, access to data and customer service, a capable, confident, and high-performing workforce that embraces new ways of working and mobilizes the diversity of talent to serve the country's evolving needs (Blueprint 2020).

Canada's public service also played an important role in building the modern society of today, social cohesion, and economic prosperity. In 2003, the Public Service Modernization Act became the first piece of legislation to update the staffing and personnel management practices of the public service. The Service Advisory Committee, composed of a group of external experts, advises on the scope to improve in areas like the best practices in service delivery, service transformation, administration, design, and delivery service level optimization and cost-effectiveness, trends, and future directions related to the way services are provided, immediate and future service challenges that the Government of Canada may face.

The Office for Client Satisfaction (OCS) is a neutral organization that receives, reviews, and responds to suggestions, compliments, and complaints about Service Canada's delivery of services, in order to provide fair, open, and transparent client service.

Mexico's budgetary process has significantly improved over time, gaining transparency and accountability. The budget is analyzed and debated with the legislative branch for over two months. However, additional measures have to be undertaken as public investments and spending are still low compared to other countries in the region (OECD, 2022).

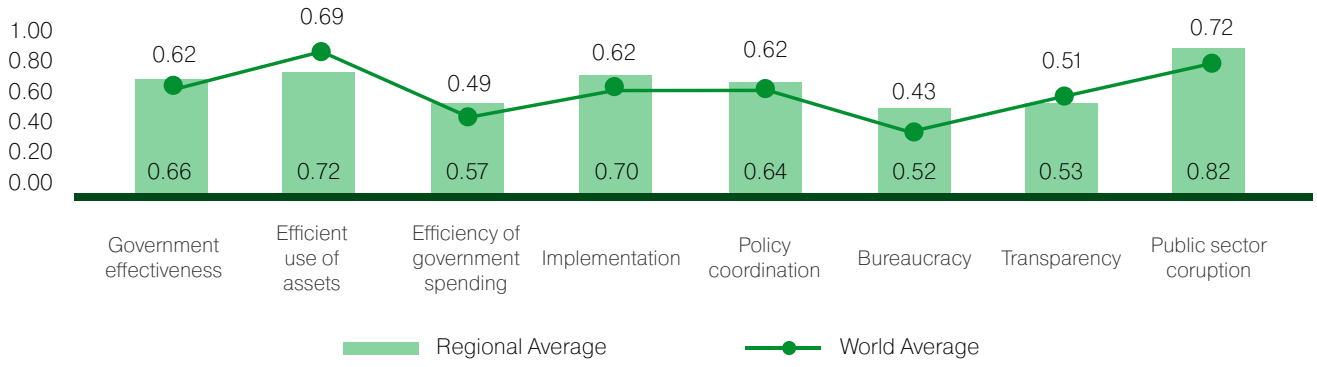
Mexico's freedom of information act became law in 2002. The law was the first in Latin America to impose obligations on the state to publicly share information and increase the level of political transparency. INAI (Instituto Nacional de Transparencia, Acceso a la

Información y Protección de Datos Personales) is an autonomous body, which aims to promote government transparency, monitor developments in open government and access to information, and settle disputes between citizens and government bodies over freedom of information requests.

Mexico's freedom of information act has proved to be a considerable success in increasing publicly available information. Scholars, journalists and bureaucrats have all made use of its provisions and a lot of new information has come to light.

Corruption is widespread in Mexican politics, the judiciary and the police. Anti-corruption efforts so far have failed. According to a study conducted by the confederation of business owners, corruption costs Mexico around 10% of its GDP. The AMLO administration has promised to intensify the fight against corruption. The end of impunity for presidents, a law passed by Congress in December 2020, represents a step forward in this respect.

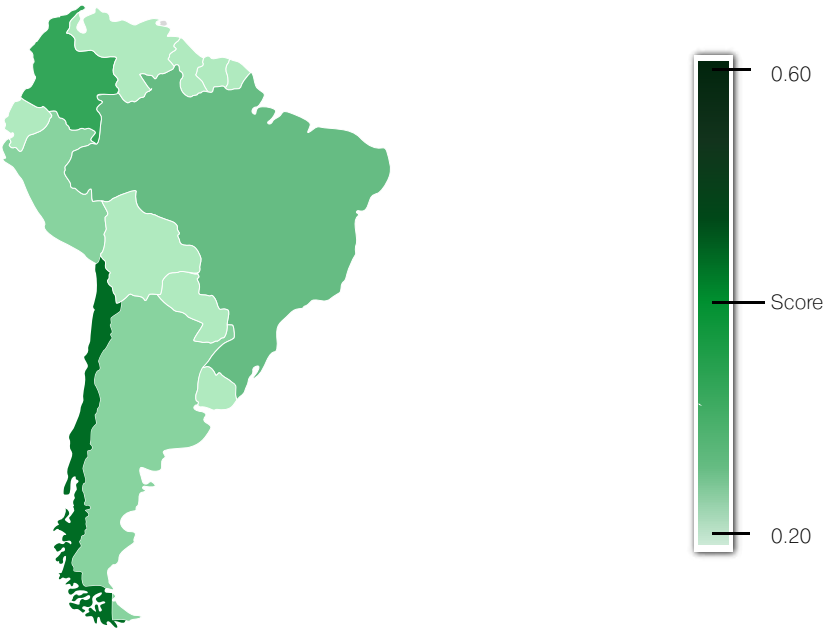
NORTH AMERICA: GSI SCORE



4.4.3.5 SOUTH AMERICA

South America ranks last among other world regions under the Governance dimension. Chile is the top performer, followed by Peru (2nd), Brazil (3rd), Columbia (4th) and Argentina (5th). Venezuela is the last ranked country in the region. Chile ranks first in all indicators under the dimension, with highest scores in the efficient use of assets and public sector corruption. The potential for efficiency is substantial in South America; improving the use of performance indicators is instrumental in identifying areas where the potential for efficiency gains is the largest and can also strengthen the accountability of local governments. The institutional development in the region highlights the need to strengthen the relationship between people and the public institutions that serve them. There are certain aspects, which are common to this region, such as social inequalities, institutional capabilities, limited progress on the digitalization of services and the economy, and internet penetration in rural and remote areas, to name a few. A multidimensional approach to public policy is especially important for the region.

GOVERNANCE SOUTH AMERICA



Country	Regional Rank	Global Rank	Government effectiveness	Efficient use of assets	Efficiency of government spending	Policy coordination	Implementation	Bureaucracy	Transparency	Public sector corruption
Chile	1	29	0.67	0.94	0.37	0.75	0.62	0.38	0.70	0.93
Peru	2	61	0.37	0.59	0.27	0.50	0.50	0.20	0.26	0.53
Brazil	3	58	0.32	0.59	0.14	0.50	0.62	0.09	0.27	0.69
Colombia	4	52	0.44	0.47	0.16	0.50	0.37	0.21	0.37	0.65
Argentina	5	64	0.38	0.59	0.31	0.50	0.50	0.03	0.02	0.66
Venezuela	6	66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Min Value Median Max Value

The South American region scores significantly low against world averages in all indicators under the Governance dimension. The highest gaps in performance are seen as far as bureaucracy, efficiency of government spending, and transparency. The regions could benefit from the advantages brought by digitalization to reach additional gains in these particular areas.

The low scores on government effectiveness, efficiency of government spending, bureaucracy, and transparency could be linked to insufficient governmental capacity in the region, doubled by the fact that local governments are not capitalizing enough on digitalization, which actually could also be conducive to a lack of institutional capabilities in return. There is a so-called' institutional trap': the expansion of the middle class has generated increased aspirations and demands by citizens for better quality public services and institutions. The region's institutions have struggled to respond effectively, with declining citizen trust and satisfaction and deepening social disengagement. In return, citizens' low levels of trust and satisfaction with the government are weakening public revenues and limiting the capacity of governments to create better services. (OECD, 2020)

Countries in the regions have taken various steps to answer the need for policy coordination through various leading bodies: National Council for the implementation of the 2030 Agenda for Sustainable Development (Chile), Government Secretariat of the Presidency (Brazil), High-level Inter-institutional Commission for the enlistment and effective implementation of the 2030 Agenda (Colombia), National Council for the Co-ordination of Social Policies (Argentina). (OECD, 2021).

With leading scores in the region, Chile is trying to follow OECD recommendations to ensure consistency in the use of technology as an enabler for open government. To achieve this, public institutions have increasingly adopted digital tools and open-government agendas. As indicated on the official government website, 70% of all administrative procedures (including both procedures between different public entities and state-to-citizen procedures) could be carried out digitally by the end of 2021. In addition, an online platform with the objective of strengthening communication between the Congress and citizens was established in June 2020. The platform provides updates on the progress of draft laws, public consultations and voting results.

Implementation performance varies widely, ranging from excellent in areas where benchmarks and oversight mechanisms are strictly enforced (i.e., the general government budget) to weak in less rigidly monitored areas (i.e., implementation of some sectoral reforms such as Transantiago, the Santiago transport system). In general terms, far-reaching reforms that would require constitutional change and thus support by at least three-fifths of the national deputies and senators have not been considered as a part of government programs. Thus, this high hurdle has not proved to be a practical obstacle in the achievement of governments' core policy objectives.

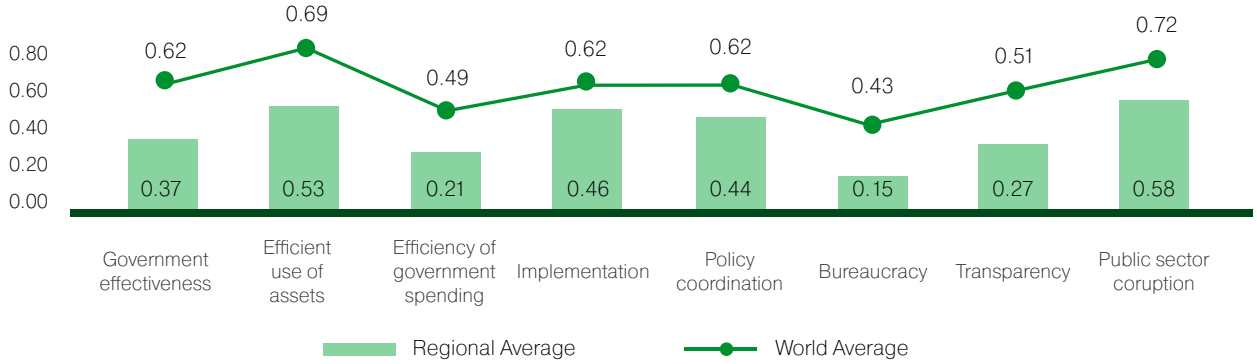
Due to the mass protests and strikes of October 2019, the government under President Piñera had to adjust its program and policy objectives significantly in order to restore social order and peace. This situation has been exacerbated by the COVID-19 pandemic, which forced the government to reallocate resources and redefine priorities. Informal coordination plays an important role in settling issues so that the cabinet can focus on strategic-policy debates. Existing informal mechanisms might be characterized as "formal informality," as informal coordination mechanisms are de facto as institutionalized as formal ones in daily political practice.

The statute on access to public information (Ley No. 20,285 sobre Transparencia de la Función Pública y Acceso a la Información de los Órganos de la Administración del Estado) was approved by Congress in August 2008 and implemented in 2009. It mandates two dimensions of transparency. The first dimension relates to "passive transparency," and obliges all public institutions and authorities of the government to respond to any request for information constituted as public information within a 20-day period (with extensions of up to ten more days possible). The second dimension deals with "active transparency," and requires governmental ministries and agencies to publish broad information on various topics on their websites. The statute also creates the Transparency Council (Consejo para la Transparencia), an independent agency responsible for monitoring transparency, regulating transparency practices and compelling public services to provide information should they refuse to do so.

In general terms, the level of digitalization with regard to public information (e.g., commission reports, draft laws, and information on line ministries and government activities) is quite high. Since the implementation of the

transparency law of 2008 (Ley de Transparencia), data about the personnel structure and expenditure of public institutions is also publicly accessible. In addition, with the enactment of Law 21,180 on the Digital Transformation of the State (Ley de Transformación Digital del Estado) in 2019, many administrative processes and bureaucratic procedures have been successfully digitalized. Though some delays in publishing relevant information may occur, and – considering the relatively high educational gap – information and data is not always published in a comprehensive way. (Bertelmann Stiftung, SGI)

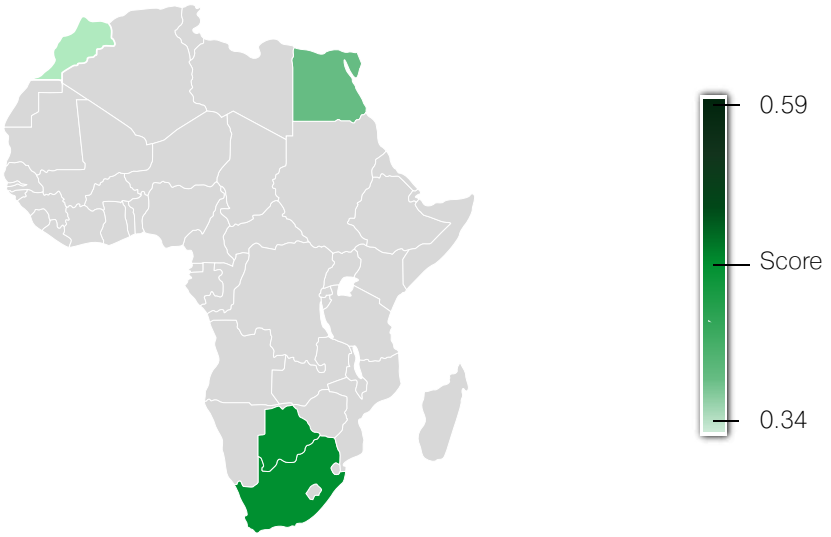
SOUTH AMERICA: GSI SCORE



4.4.3.6 AFRICA

Africa ranks second to last in the world under the Governance dimension. The top performer is Botswana, followed by Morocco (2nd), South Africa (3rd) and Egypt (4th). Botswana records the highest score for almost all indicators, with the exception of Bureaucracy and Transparency, for which Morocco achieves the highest scores. South Africa scores the highest in the government effectiveness, showing a better perception than the other countries regarding the quality of public services, and the degree of its independence from political pressures, the quality of policy making, and the credibility of the government's commitment to such policies. For these countries to better perform in the area of government services, they would have to see an amelioration of government capacities, an increase in transparency, more effective coordination of multiple and positive institutional actions.

GOVERNANCE: AFRICA

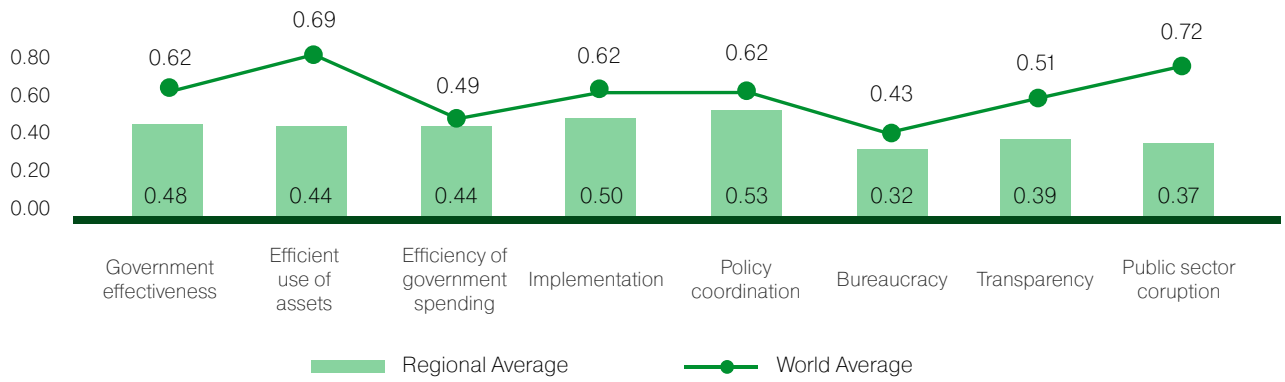


Country	Regional Rank	Global Rank	Government effectiveness	Efficient use of assets	Efficiency of government spending	Policy coordination	Implementation	Bureaucracy	Transparency	Public sector corruption
Botswana	1	59	0.49	0.71	0.55	0.88	0.62	0.30	0.41	0.76
Morocco	2	56	0.43	0.35	0.49	0.25	0.62	0.53	0.48	0.27
South Africa	3	60	0.51	0.35	0.29	0.50	0.50	0.10	0.29	0.34
Egypt	4	62	0.30	0.35	0.43	0.38	0.37	0.36	0.40	0.12

Min Value Median Max Value

The region exhibits below the world average scores for all indicators under the Governance dimension; the biggest gaps are registered in public sector corruption, efficient use of assets, government effectiveness, bureaucracy, and transparency. The highest achievements are recorded by Botswana in almost all indicators. Botswana, with its population of slightly above two million, has capitalized on its production of diamonds and good governance to become an upper middle-income country which aims at becoming a high-income country by 2036. A resource-rich country like most of the African countries, it is one of the largest diamond producers in the world. Despite good governance, it still has to solve the acute problem of inequalities and its dependence on a single commodity, namely the diamond. South Africa is currently going through an intensive process of transformation, in areas like the digital economy, female gender empowerment, strengthening of public sector institutions and governance frameworks while also promoting integration and cooperation in the region and over the continent. Egypt has embarked on the "Egypt Takes Off" program (FY2018/2019–FY2021/2022) followed by the National Structural Reform Program (NSRP) (FY2021/2022– FY2023/2024) in order to undertake more structural reforms. These programs aim to improve public service delivery to all Egyptians; they seek to implement structural policies to address imbalances, strengthen social safety nets and develop human capital. In the entire African region, there is a great potential brought by digitalization, which could bring additional gains to certain processes such as trade-related logistics, customs and finance. Other innovations can make it easier to implement rules of origin by generating, storing and sharing information. Paperless processes and smart clearance technology can streamline customs procedures. Modernizing the eligibility criteria of public procurement programs can create demand among the producers of AFCFTA (The African Continental Free Trade Area). African governments can use their relatively sizable public procurement efforts to attract local producers to strategic value chains. By investing in e-procurement systems, governments can improve transparency and ensure timely payments. Accelerating national adoption of regionally agreed protocols is foreseen as a priority for national governments in the region that want to enact the legislation which currently stands to regulate domestic investments. (OECD, 2022)

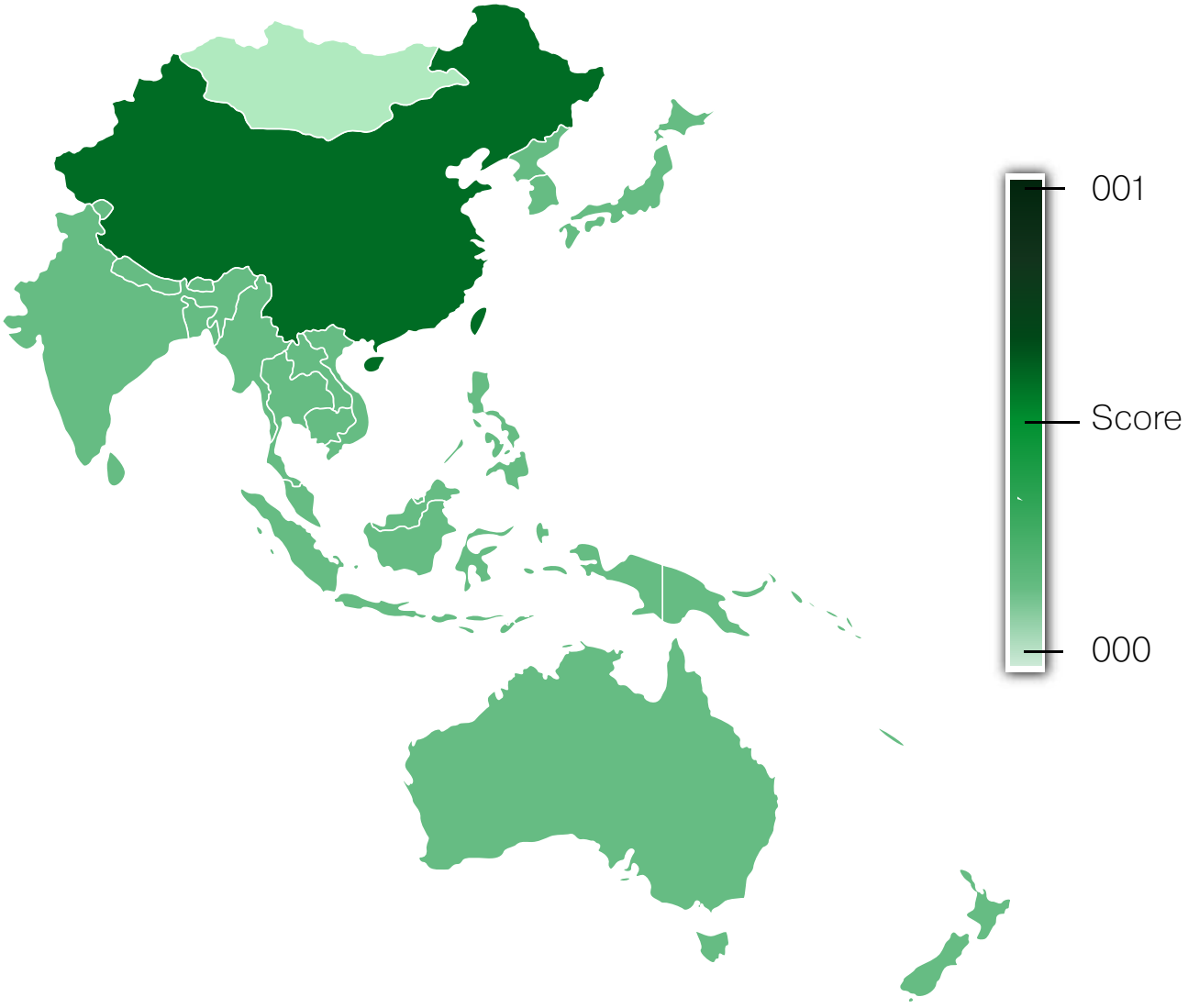
AFRICA: GSI SCORE



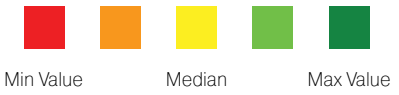
4.4.3.7 ASIA PACIFIC

Asia-Pacific ranks 4th among all regions in the Governance dimension, with overall scores that stand just above the world average. The top performer is Singapore, followed by New Zealand (2nd), Australia (3rd), and Japan (4th). The most notable performance of the region reflect on the efficient use of government assets and public sector corruption. Singapore stands out as the leader of the region with high achievements in all indicators (above 0.90). This remarkable performance is due to the continuous improvement that the public administration undertook since the 1950s, and also due to the governmental focus on the development of human resources from the very beginning. The country exhibits top scores in government effectiveness, policy coordination, implementation, and public sector corruption. New Zealand has a global reputation for its effective public sector and its trusted, collaborative approach when working with other countries. New Zealand's state sector has improved over time: a stronger client-centric focus, better use and uptake of technology, and a growing focus on joined-up services. The Arden administration has been praised globally for its success in implementing its COVID-19 "elimination" strategy.

GOVERNANCE: ASIA PACIFIC



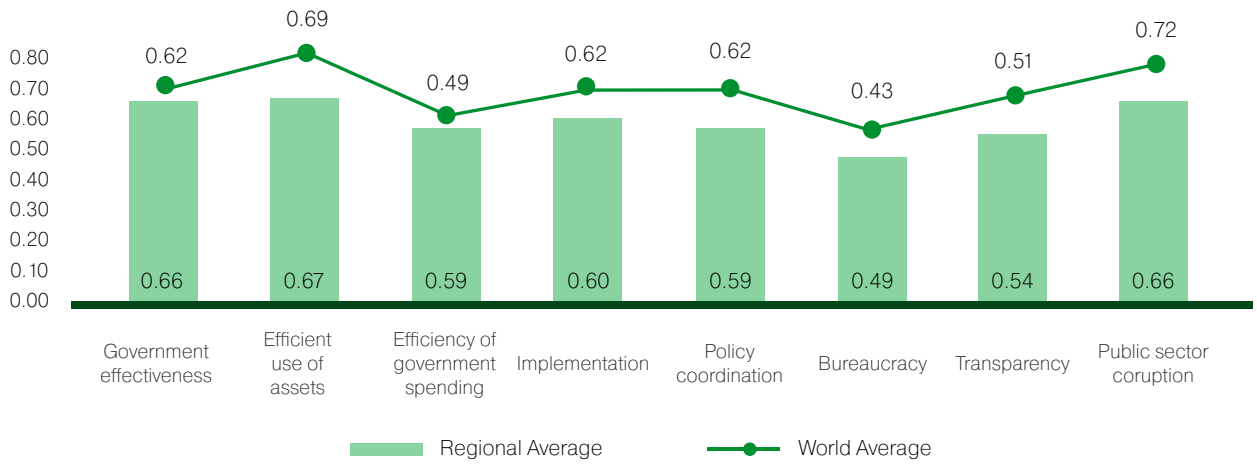
Country	Regional Rank	Global Rank	Government effectiveness	Efficient use of assets	Efficiency of government spending	Policy coordination	Implementation	Bureaucracy	Transparency	Public sector corruption
Singapore	1	2	1.00	0.94	0.98	1.00	1.00	0.88	0.90	1.00
New Zealand	2	15	0.82	0.89	0.82	0.85	0.73	0.57	0.72	0.99
Australia	3	18	0.83	0.84	0.49	0.70	1.00	0.81	0.49	0.98
Japan	4	25	0.82	0.88	0.59	0.71	0.88	0.57	0.41	0.96
Israel	5	19	0.70	0.81	0.53	0.71	0.67	0.37	0.49	0.92
Korea, Rep. (South)	6	20	0.78	0.95	0.47	0.75	0.69	0.16	0.44	0.91
China	7	22	0.59	0.59	0.69	0.50	0.62	0.56	0.70	0.57
Malaysia	8	26	0.69	0.59	0.73	0.38	0.25	0.46	0.53	0.64
India	9	39	0.53	0.47	0.67	0.63	0.37	0.55	0.63	0.31
Indonesia	10	37	0.52	0.47	0.63	0.38	0.50	0.52	0.63	0.21
Thailand	11	41	0.51	0.47	0.49	0.25	0.37	0.45	0.44	0.36
Philippines	12	46	0.45	0.35	0.35	0.63	0.12	0.27	0.38	0.46
Mongolia	13	65	0.35	0.47	0.20	0.38	0.50	0.20	0.21	0.31



The region records positive variances from the world averages in the following areas: government effectiveness, efficiency of government spending, bureaucracy, transparency. The top ranking country in the region, Singapore, embarked on the reform of the public administration 70 years ago and the decentralized approach was transformed into a set up, which promoted a new way of working together as one public service, in order to ensure a more flexible and adaptable structure. Australia's economic prosperity is built on strong foundations like good governance, open markets, the rule of law, strong institutions, lack of corruption. Government departments and agencies have historically developed information systems independently to meet their own particular needs. There has, however, been growing emphasis on interoperability, recognizing the efficiency gains in implementing policy and more generally running government, and the benefits of cross-agency data sharing. Notable in this regard is the Digital Transformation Agency, which was established in 2015 to help government departments and agencies undergo digital transformation, and now has central oversight of the government's ICT agenda. The arrival of the COVID-19 pandemic saw swift and major policy responses, both in terms of income supports and public health measures, all of which the government had no difficulty implementing. Much government data and information is published online and is readily accessible. Through its data.gov.au initiative, the government has an express commitment to improving the availability and use of government administrative data. That said, it is also the case that there is much information not made available. Ostensibly, this is for reasons such as national security and citizen privacy/confidentiality, but there is little doubt that political factors also play a role. The Australian Bureau of Statistics, a statutory government agency, provides a considerable and comprehensive amount of data on economic and social conditions in the country, mostly derived from the census conducted every five years and various additional surveys. Prevention of corruption is reasonably effective. Federal and state governments have established a variety of bodies to investigate corruption by politicians and public officials. Many of these bodies have the powers of Royal Commissions, which means that they can summon witnesses to testify. At the federal level, these bodies include the Australian Crime Commission, charged with combating organized crime and public corruption; the Australian Securities and Investments Commission, the main corporate regulator; and the Australian National Audit Office. There is a reform underway across the public service, building on the foundations of the 2019 Independent Review of the APS (Australian Public Services). Initiatives such as the APS Workforce Strategy 2025, and the APS Learning and Development Strategy released in 2021, highlight the need for a whole-of-enterprise approach to lift the skills and capability of the APS. Similar to the

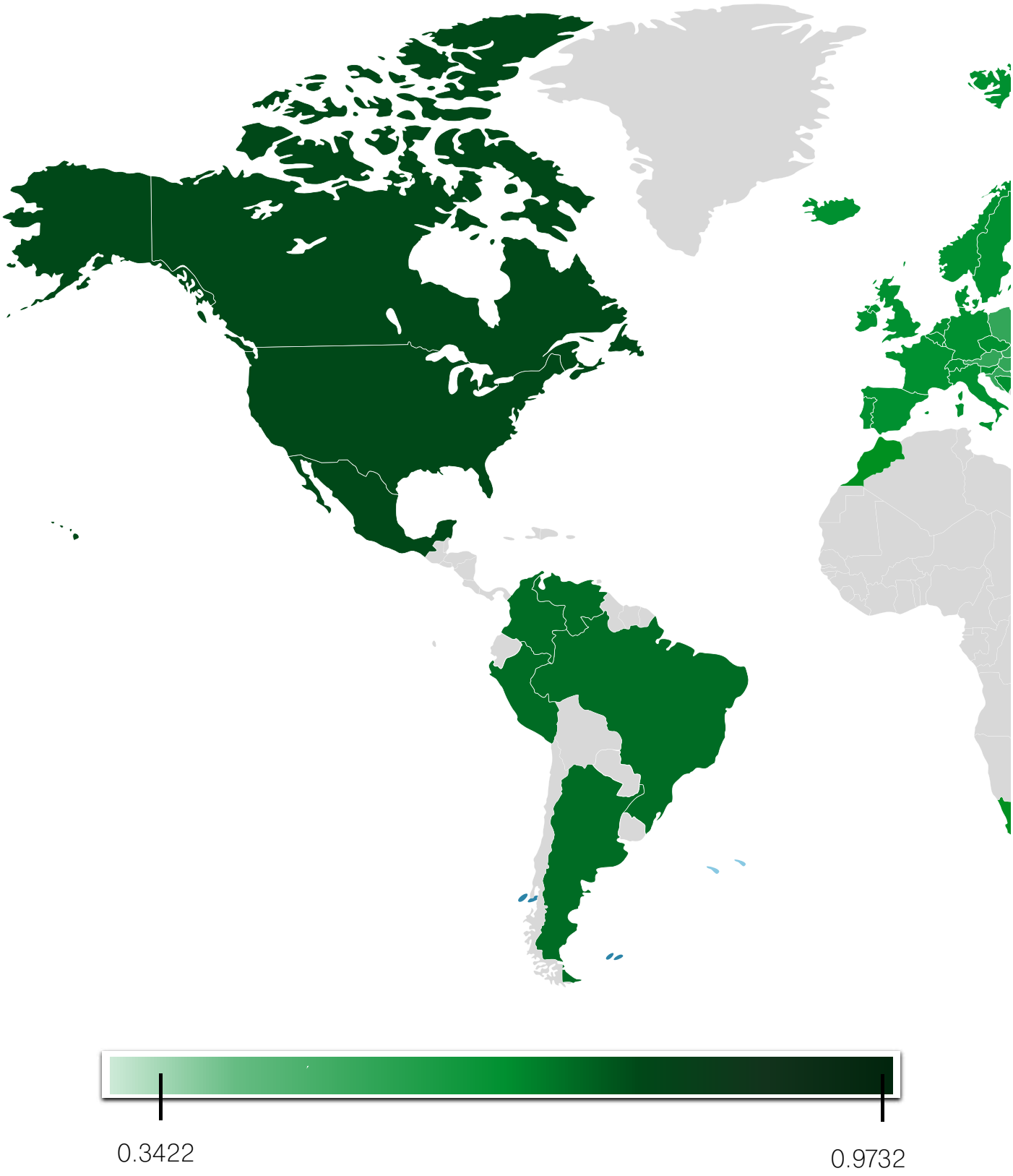
case of Singapore, there is a regular national survey to measure public satisfaction, trust and experiences with Australian public services. Interestingly enough, in the case of Japan, the policymaking power of its administrators, relying on procedures and policies, was seen as an important factor behind the rapid development after 1950s. In his 1979 bestseller Japan as Number One, Harvard University Professor Ezra Vogel cited capable bureaucratic leadership as one of the keys to Japan's emergence as "the world's most effective industrial power." Japan's Act on Access to Information held by Administrative Organs came into effect in 2001, followed in 2002 by the Act on Access to Information held by Independent Administrative Agencies. The 2011 Public Records Act provides the basis for information access in Japan. Japan does well among OECD member states with respect to open-government information policies and practices, according to the OECD's 2019 OURdata index. However, there are a number of issues. For example, various exemptions apply with respect to information concerning specific individuals, national security issues and confidential business matters. Claims can be denied, and the head of the agency involved has considerable discretion. Appeals are possible, but only in court, which involves a very burdensome process. E-government issues, particularly services aimed at making public information available to citizens in a secure and timely manner, have been on Japan's government agenda since the 2000s. Current efforts are based on the Basic Plan for the Advancement of Utilizing Public and Private Sector Data and the Policy for Open Data, both released in May 2017. The various branches of government make an overwhelming number of statistics, data and reports available, with coordinated access through sites like e-Gov, Data.go.jp and e-Stat.However, ensuring transparency, usability and security remains an ongoing challenge. In late 2018, it was revealed that the Monthly Labor Survey had used an improper methodology for collecting data since 2004, leading to an overestimation of wage growth. Following this exposure, weaknesses in other government statistical measures also became apparent. In a February 2019 survey, 67% of the population indicated that this incident had eroded their trust in government statistics. (Bertelmann Stiftung, SGI)

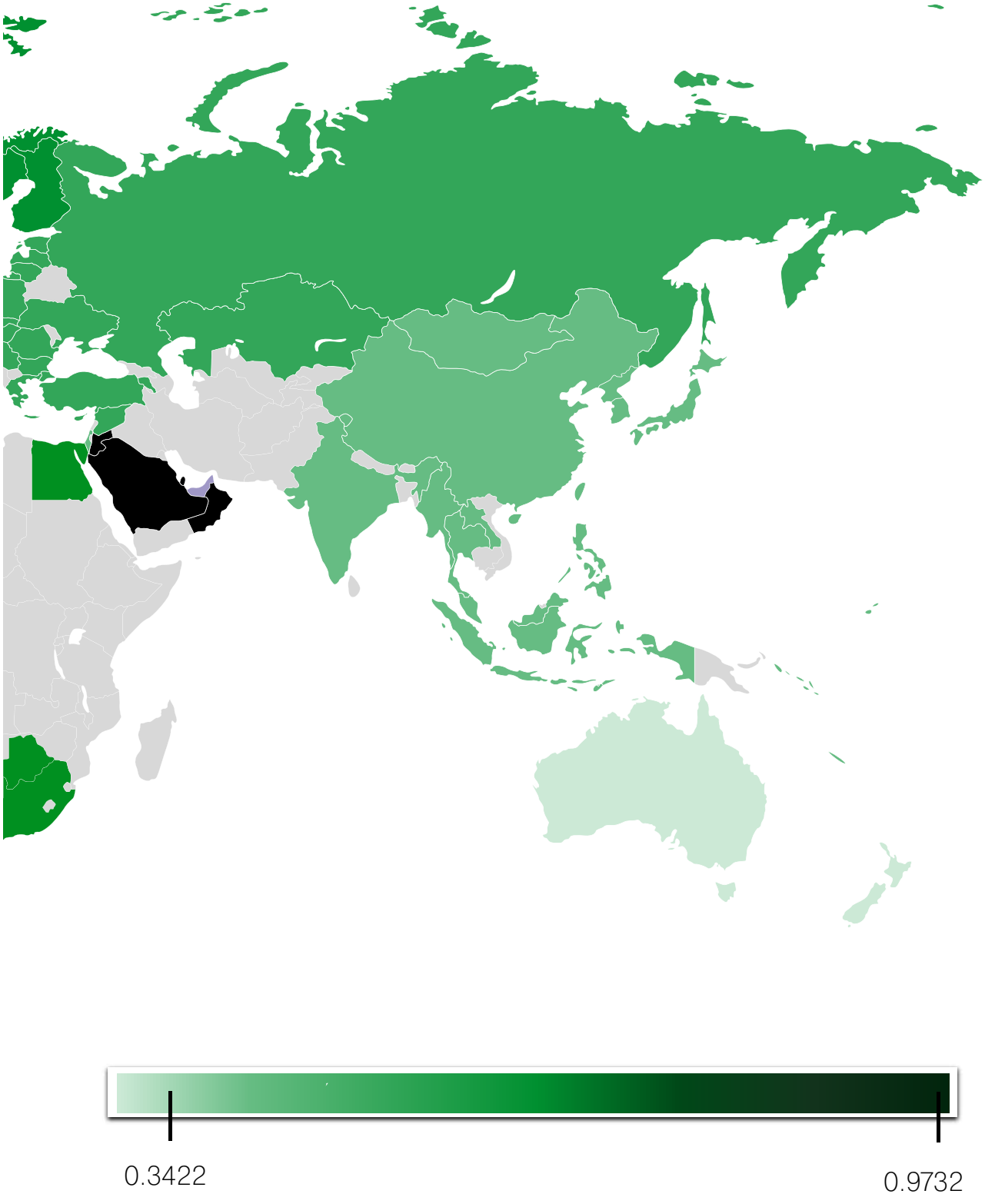
ASIA PACIFIC: GSI SCORE



4.5 IMPACT

IMPACT: HELICOPTER VIEW





IMPACT: WORLDWIDE RANKING BY DIMENSION

1	Netherlands	0.9732	16	Slovenia	0.8530	31	Portugal	0.7998
2	Switzerland	0.9674	17	France	0.8458	32	Czech Republic	0.7928
3	United Arab Emirates	0.9592	18	Australia	0.8381	33	United Kingdom	0.7900
4	Austria	0.9413	19	Spain	0.8373	34	Oman	0.7858
5	Singapore	0.9392	20	Ireland	0.8322	35	Thailand	0.7831
6	Denmark	0.9276	21	Canada	0.8288	36	Cyprus	0.7601
7	Norway	0.9120	22	Japan	0.8278	37	Lithuania	0.7521
8	Luxembourg	0.9090	23	Korea, Rep. (South)	0.8273	38	Croatia	0.7391
9	Sweden	0.9089	24	Israel	0.8250	39	Indonesia	0.7315
10	Qatar	0.9001	25	United States	0.8243	40	Philippines	0.7202
11	Germany	0.8866	26	Malaysia	0.8192	41	Italy	0.7102
12	Bahrain	0.8794	27	New Zealand	0.8174	42	Jordan	0.7045
13	Iceland	0.8687	28	China	0.8128	43	Kazakhstan	0.6784
14	Finland	0.8673	29	Estonia	0.8041	44	Chile	0.6735
15	Belgium	0.8601	30	Saudi Arabia	0.8040	45	Latvia	0.6645

46	Turkey	0.6434	53	Slovakia	0.6254	60	Ukraine	0.5419
47	South Africa	0.6417	54	Hungary	0.6159	61	Mongolia	0.4641
48	Mexico	0.6415	55	Greece	0.6034	62	Egypt	0.4382
49	Colombia	0.6367	56	India	0.5885	63	Peru	0.4331
50	Romania	0.6323	57	Russia	0.5827	64	Venezuela	0.4000
51	Poland	0.6321	58	Brazil	0.5632	65	Botswana	0.3961
52	Argentina	0.6277	59	Bulgaria	0.5529	66	Morocco	0.3422

4.5.1 GENERAL OUTLOOK

The main objective of public sector entities is to achieve meaningful outcomes such as enhancing or maintaining the well-being of citizens. The Impact dimension captures the quality of people's lived experiences from such perspectives as the necessary resources required for a basic level of wellbeing (i.e. electricity), to basic health and education outcomes, as well as overall quality of life.

Many of these issues are inter-related, and we find one of the strongest relationships between education and quality of life. Access to electricity as part of the hereby dimension reflects on a most crucial condition or circumstance that is necessary for all individuals to attain a basic level of wellbeing.

Access to such basic services enables the individual to be a productive member of society and to pursue prosperity and build a flourishing life. For a nation to truly prosper, its residents must also have good health, and this is tied into the satisfaction with healthcare indicator, as a reflection of the quality of healthcare and administrative efficiency of healthcare related government policies.

Education allows people to lead more fulfilling lives, and a better educated population is more able to contribute to society. Over the long-term, education can help to drive economic development and growth while improving social and health outcomes, as well as leading to greater civic engagement.

Literacy, as treated in the Impact dimension of the Government Services Index is a key skill and a key measure of a population's education, as well as the capacity of government to provide its citizens with the right opportunities to acquire literacy skills.

The level of satisfaction with roads and highways is an expression of connectedness as well as the extent to which citizens of a society engage physically, so as to participate in societal activities.

An accountable government is one of the hallmarks of modern democracies which impact on the quality of life. If the government is not efficient and the quality of governance is poor, public amenities may not keep pace with incomes or may not be of the quality that satisfies the public.

As such citizen satisfaction with the quality of life is an indicator that ties into all other indicators used to measure performance of government as far as the impact it generates on society.

The Netherlands performs well in many dimensions of well-being. The Netherlands outperforms the average countries in jobs, work-life balance, education, environmental quality, social networks, civic engagement, safety and life satisfaction. Money, while it cannot buy happiness, is an important means to achieving higher living standards. In the Netherlands, the average household net-adjusted disposable income per capita is USD 34 984 a year, more than the OECD average of USD 30 490 a year. In terms of employment, about 78% of people aged 15 to 64 in the Netherlands have a paid job, above the OECD employment average of 66%. Some 82% of men are in paid work, compared with 74% of women.

The more people work, the less time they have to spend on other activities, such as time with others, leisure activities, eating or sleeping. In the Netherlands, almost 0% of employees work very long hours in paid work, below the OECD average of 10%, with 1% of men working very long hours in paid work compared with 0% of women. The amount and quality of leisure time is important for people's overall well-being, and can bring additional physical and mental health benefits. In the Netherlands, full-time workers devote 64% of their day on average, or 15.4 hours, to personal care (eating, sleeping, etc.) and leisure (socializing with friends and family, hobbies, games, computer and television use, etc.) – more than the OECD average of 15 hours.

Good education and skills are important requisites for finding a job. In the Netherlands, 81% of adults aged 25-64 have completed upper secondary education, higher than the OECD average of 79%. Completion does not vary between men and women in the Netherlands.

In terms of the quality of the education system, the average student scored 502 in reading literacy, maths and science in the OECD's Programme for International Student Assessment (PISA). This score is higher than the OECD average of 488. On average in the Netherlands, girls outperformed boys by 12 points, well above the average OECD gap of 5 points.

The project "Boris helps you into work" (Boris brengt je naar een baan) helps secondary schools better support students with disabilities in acquiring a job. About a third of the 355 students completed the programme; of these 51% ended up in work, 31% went on to subsequent education and the remaining group moved on to sheltered employment or daytime activities.

The project "With the coach for the job" (Met de coach naar de job) supports students with a disability during the internship in their final study year and in their transition into the labour market. Job coaches were placed in secondary special education to help students looking for a suitable company for their internship and to guide them during the period of the internship.

In terms of health, life expectancy at birth in the Netherlands is around 82 years, one year higher than the OECD average of 81 years. Life expectancy for women is 84 years, compared with 81 for men.

The region of the North of the Netherlands however faces a shrinking population and an ageing society. Local government has thus created a major health database to investigate why some people develop chronic illness relatively early in life, while others remain vital and healthy into old age.

This investigation will span 30 years, monitoring 165 000 residents of the Northern Netherlands from youth through parenthood to old age. This pioneering three-generation study involves an unprecedented number of life aspects, from heredity and lifestyle to physical and social factors. Participants are called in for an examination once every five years.

During this examination, they are asked to complete detailed questionnaires about their medical records, their habits, including diet, smoking, lifestyle, use of medicines, etc. The baseline phase has just been completed and the follow-up phase is about to start.

The Dutch government also funds mental health professionals to help general practitioners (GPs) to better recognize and treat mental illness. These mental health professionals provide problem analysis and screening; develop and discuss treatment plans; offer psycho-education; support self-management; and conduct interventions for behavioral change, indicated prevention, and relapse prevention.

The results are expected to lead to a faster identification of diseases, discovering new treatments and even preventing chronic disorders. The challenge of staying healthy longer through innovation calls for fundamental breakthroughs in core areas that determine sickness and health, in particular in the fields of life sciences, food and nutrition, medical technology, care and cure and healthy lifestyles.

The level of atmospheric PM2.5 – tiny air pollutant particles small enough to enter and cause damage to the lungs – is 12.2 micrograms per cubic meter in the Netherlands, below the OECD average of 14 micrograms per cubic meter. In the Netherlands, 91% of people say they are satisfied with the quality of their water, higher than the OECD average of 84%.

Concerning the public sphere, there is a strong sense of community and high levels of civic participation in the Netherlands, where 94% of people believe that they know someone they could rely on in time of need, more than the OECD average of 91%. Voter turnout, a measure of citizens' participation in the political process, was 79% during recent elections, higher than the OECD average of 69%.

When asked to rate their general satisfaction with life on a scale from 0 to 10, Dutch people gave it a 7.5 grade on average, higher than the OECD average of 6.7. (OECD, Better Life Index

Country	Literacy Rate	Access to Electricity	Satisfaction with Healthcare	Satisfaction with roads and Highhways	Quality of Life	Average
1 Netherlands	1.0000	1.0000	0.9480	0.9519	0.9661	0.9732
2 Switzerland	1.0000	1.0000	0.9392	0.8992	0.9988	0.9674
3 United Arab Emirates	1.0000	1.0000	0.9316	0.9564	0.9079	0.9592
4 Austria	1.0000	1.0000	0.8720	0.8346	1.0000	0.9413
5 Singapore	0.8667	1.0000	1.0000	1.0000	0.8291	0.9392

The indicator measures the percentage of the adult population (over 15 years of age) of each gender with the ability to both read and write and make simple arithmetic calculations. Literacy is a key skill and a key measure of a population's education.
Literacy rate as an indicator can be used to predict the quality of future labor force and can be used in ensuring policies for life skills for men and women. It can be also used as a proxy instrument to see the effectiveness of education system; a high literacy rate suggests the capacity of an education system to provide a large population with opportunities to acquire literacy skills.

4.5.2 GLOBAL OVERVIEW OF INDICATORS

4.5.2.1 Literacy rate

The accumulated achievement of education is fundamental for further intellectual growth and social and economic development, although it doesn't necessarily ensure the quality of education. Despite the steady rise in literacy rates over the past 50 years, there are still 773 million illiterate adults around the world, most of whom are women. More than 4 out of 5 people are now able to read. Young generations are better educated than ever before.

Despite large improvements in the expansion of basic education, and the continuous reduction of education inequalities, there are substantial challenges ahead. The poorest countries in the world, where basic education is most likely to be a binding constraint for development, still have very large segments of the population who are illiterate.

Many of the countries in the top 5 rank for literacy rates are Western European. Given that the expansion of education here started earlier, the consequences, as seen here are positive.

South Korean education has seen remarkable growth over the past 50 years. The country is currently rated as one of the top performing in the OECD's Programme for International Student Assessment (PISA). High literacy rates are seen almost with all countries of the South America region, as well.

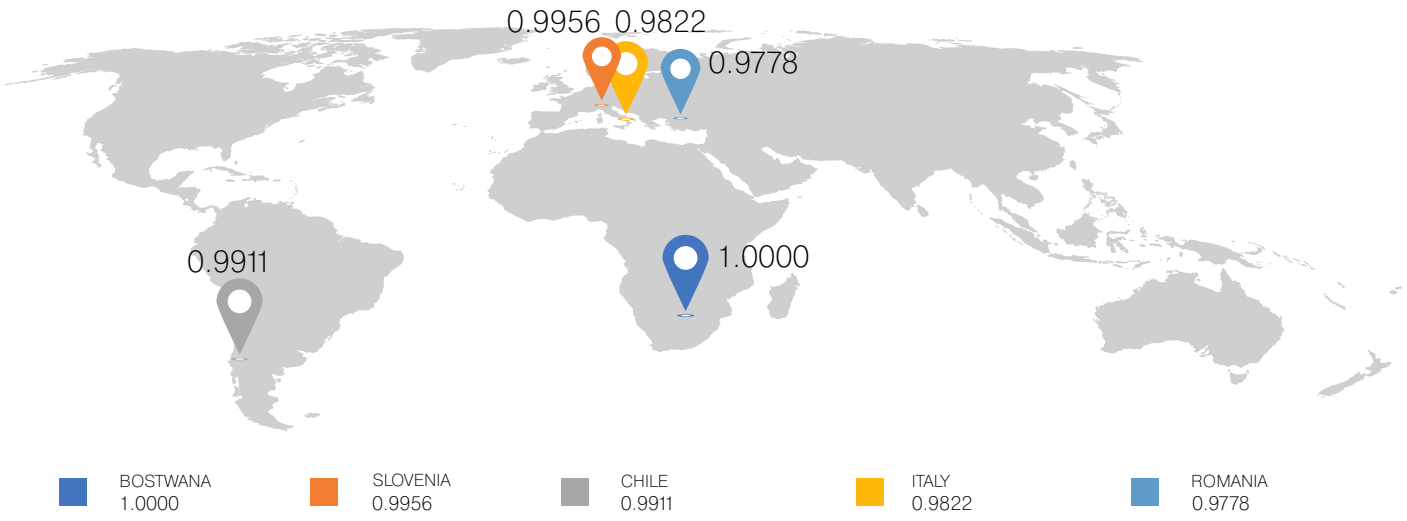
Many of the countries who have been reported as having very low literacy rates are also among the poorest in the world. On the other hand, the alarmingly high illiteracy rate among women from Morocco, India and Egypt is attributed to the social inequality that they are experiencing. Women generally receive less education in these countries with their roles still majorly relegated to secondary importance.

Recent developments however are changing this norm as families are beginning to accept that education is vital for the future wellbeing of not only their economic lives but also their freedom.

Literacy rate	
Israel	1.0000
Australia	1.0000
Austria	1.0000
Belgium	1.0000
Canada	1.0000
Denmark	1.0000
Finland	1.0000
France	1.0000
Germany	1.0000
Iceland	1.0000
Ireland	1.0000
Japan	1.0000
Korea, Rep. (South)	1.0000
Luxembourg	1.0000
Netherlands	1.0000
New Zealand	1.0000
Norway	1.0000
Sweden	1.0000
Switzerland	1.0000
United Kingdom	1.0000
United States	1.0000

Czech Republic	1.0000	Qatar	1.0000
Slovakia	1.0000	Russia	1.0000
Venezuela	1.0000	Ukraine	1.0000
Argentina	1.0000	United Arab Emirates	1.0000
Brazil	1.0000	Botswana	1.0000
Colombia	1.0000	Hungary	0.9956
Estonia	1.0000	Kazakhstan	0.9956
Latvia	1.0000	Slovenia	0.9956
Lithuania	1.0000	Chile	0.9911
Mongolia	1.0000	Italy	0.9822
Philippines	1.0000	Romania	0.9778

Top Performers Literacy rate: Visual Map



4.5.2.2 Access to electricity

Today 770 million people live without access to electricity, mostly in Africa and Asia. The Covid-19 crisis put an end to several years of continued progress and worsened the already low energy purchasing power of households in developing countries. In Sub-Saharan Africa, the number of people without access increased in 2020 for the first time since 2013.

Africa's increase in the number of people without access contrasts with Asia, however, where the rollout of grid connections and distributed electricity access solutions was supported by more concerted policies and easier access to financing. While the gains in Asia slowed down during the pandemic, they still proved more resilient than in Africa. Almost 1.2 billion people have gained access to electricity in developing Asia since 2000, with 97% of the region having access in 2020 compared with 67% in 2000. Around two-third of this progress occurred in India, where the government says more than 99% of the population was hooked up in 2019, thanks to the ambitious Saubhagya scheme. The government is now targeting to improve the quality of access by focusing on 24/7 supplies.

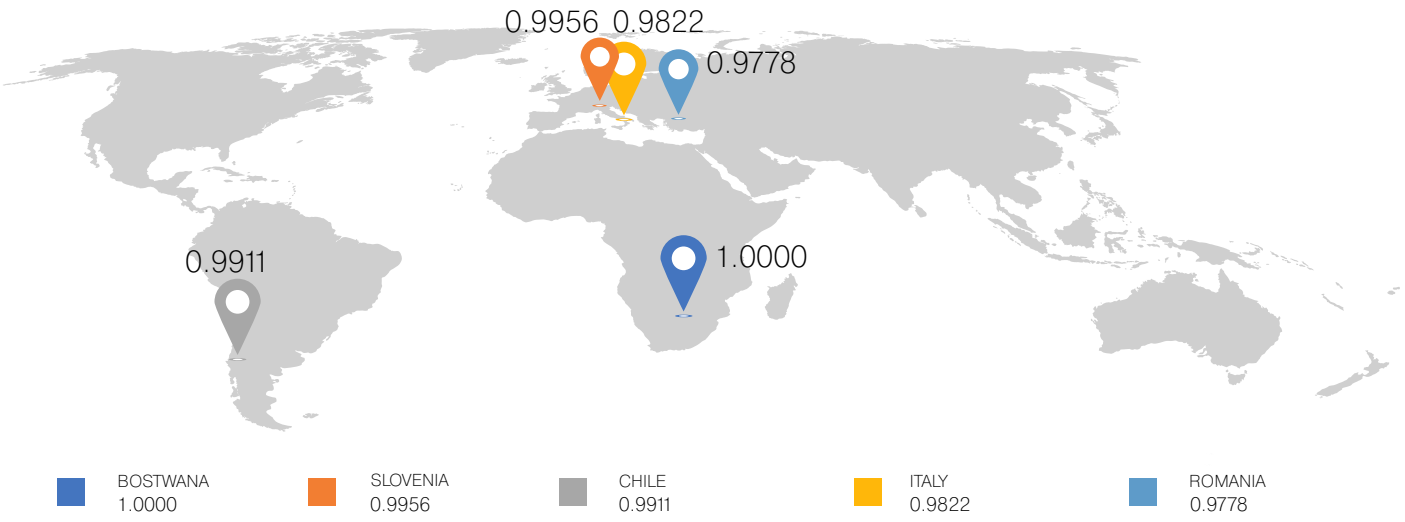
To achieve the target of providing full access to electricity to all people by 2030, 100 million people in the world must be connected each year. However, the world is not currently on track to reach this goal. In the IEA Stated Policies Scenario (STEPS) – a more conservative benchmark that looks at existing or announced policies – some 672 million are projected to remain without access in 2030, 85% of whom will be in Africa. On the other hand, many developing countries in Asia are well on track to achieve near universal access by 2030.

Achieving full electricity access by 2030 requires annual investment of just over USD 35 billion, or only 2% of current global energy investment. However, current investments in power access are well below this. Financing represents one of the major barriers to achieve global access since many of the projects require public support via concessional and blended finance structures, while low demand potential in some remote areas are bound to deter private capital. (IEA, 2021)

Access to electricity	
Israel	1.0000
Australia	1.0000
Austria	1.0000
Belgium	1.0000
Canada	1.0000
Cyprus	1.0000
Denmark	1.0000
Finland	1.0000
France	1.0000
Germany	1.0000
Greece	1.0000
Iceland	1.0000
Ireland	1.0000
Italy	1.0000
Japan	1.0000
Korea, Rep. (South)	1.0000
Luxembourg	1.0000
Netherlands	1.0000
New Zealand	1.0000
Norway	1.0000
Portugal	1.0000
Spain	1.0000
Sweden	1.0000
Switzerland	1.0000
United Kingdom	1.0000
United States	1.0000
Czech Republic	1.0000
Slovakia	1.0000
Turkey	1.0000

Venezuela	1.0000	Russia	1.0000
Argentina	1.0000	Saudi Arabia	1.0000
Brazil	1.0000	Singapore	1.0000
Bulgaria	1.0000	Slovenia	1.0000
Chile	1.0000	Thailand	1.0000
China	1.0000	Ukraine	1.0000
Croatia	1.0000	Oman	1.0000
Estonia	1.0000	Morocco	1.0000
Hungary	1.0000	Bahrain	1.0000
Kazakhstan	1.0000	United Arab Emirates	1.0000
Latvia	1.0000	Egypt	1.0000
Lithuania	1.0000	Colombia	0.9983
Malaysia	1.0000	Jordan	0.9972
Mexico	1.0000	Indonesia	0.9576
Poland	1.0000	Mongolia	0.9459
Qatar	1.0000		
Romania	1.0000		

Top Performers Access to electricity: Visual Map



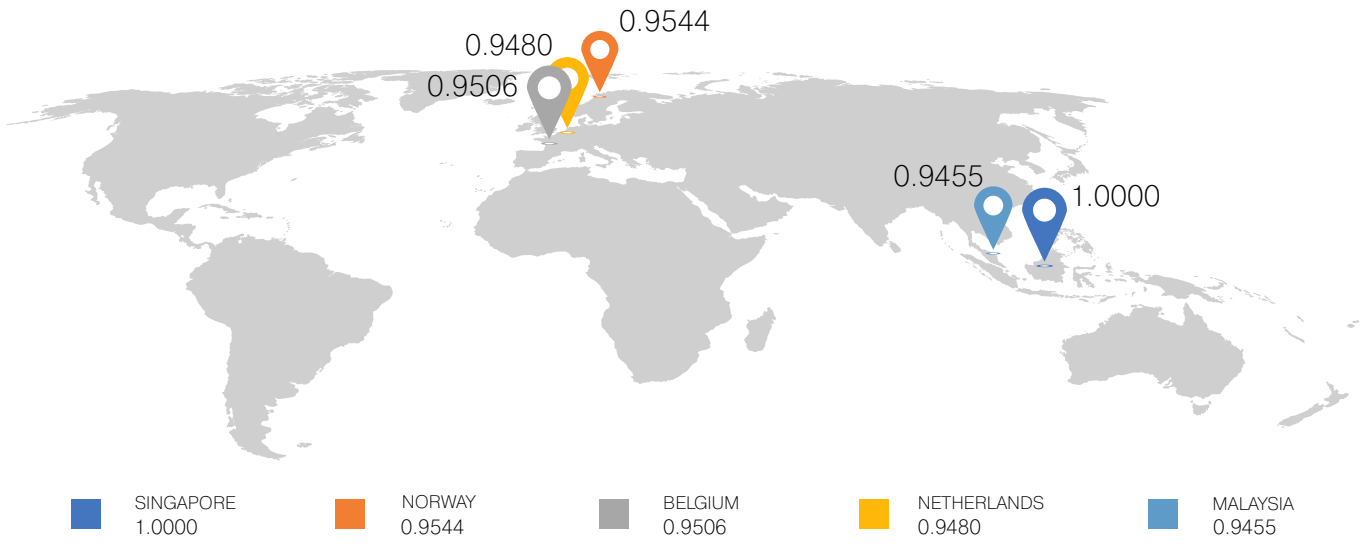
4.5.2.3 Satisfaction with healthcare

Access to healthcare is seen as a fundamental human right by many people and governments. People who lack quality healthcare are often left with a poorer quality of life and lower life expectancy than people who enjoy a stable, accessible, and affordable healthcare system. Countries with efficient and effective health care systems have overall better health outcomes than countries whose health care systems lag. The quality of healthcare is determined by considering a wide range of factors, including the care process (preventative care measures, safe care, coordinated care, and engagement and patient preferences), access (affordability and timeliness), administrative efficiency, equity, and healthcare outcomes (population health, mortality amenable to healthcare, and disease-specific health outcomes). Singapore leads in satisfaction with healthcare worldwide. The healthcare system in Singapore is globally renowned for its compelling design, which satisfies both conservatives and liberals. The universal healthcare system provides economically efficient and high-quality medical care in both private and public facilities. Healthcare in Singapore is ranked among the best healthcare systems in the world, according to the World Health Organization (ranked 6th in 2010) and Bloomberg's list, "These Are the Economies With the Most (and Least) Efficient Health Care." This is due to the fact that Singapore is very effective in adopting new care delivery models and is rather exceptional in telehealth adoption, with remarkable recent successes in piloting and extending remote solutions in areas such as elderly care and rehabilitation. Singapore is also at the fore of technology adoption in healthcare sector, with its extensive electronic health records system, high adoption of fitness wearables and widespread implementation of telehealth while being most ready to tap on solutions that allow for an intelligent use of patient-centric data compared to the other countries. (Asia Views)

Satisfaction with healthcare

1st	2nd	3rd	4th	5th
Singapore	Norway	Belgium	Netherlands	Malaysia
1.0000	0.9544	0.9506	0.9480	0.9455

Top Performers Satisfaction with healthcare: Visual Map



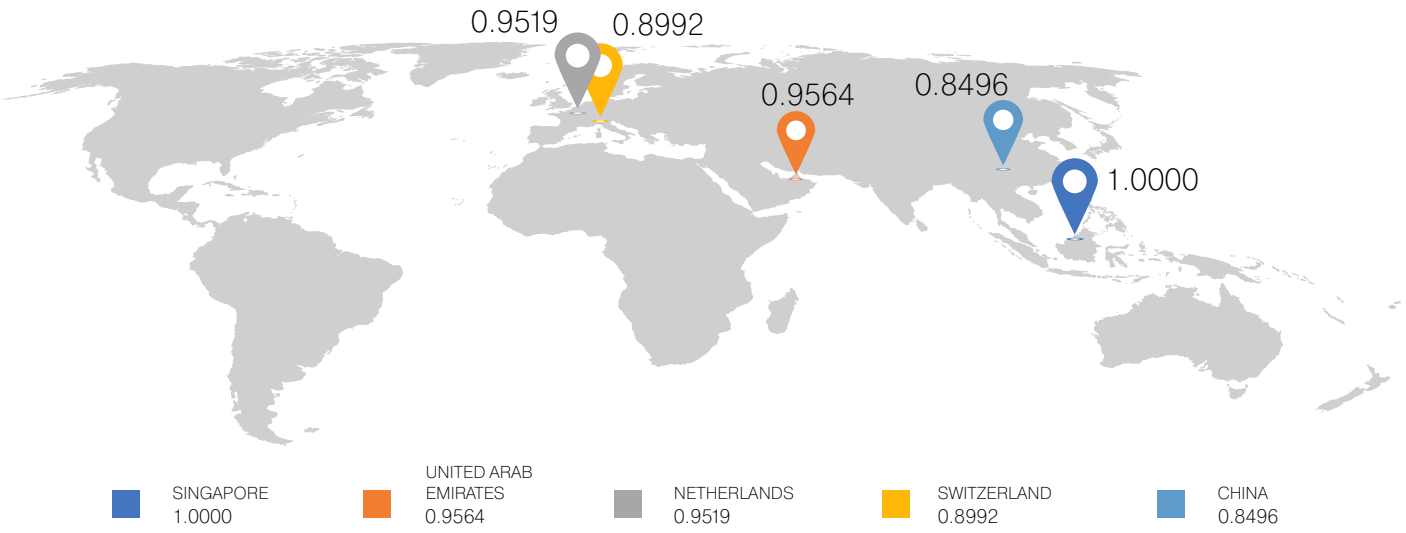
4.5.2.4 Satisfaction with roads and highway

A road as defined by this indicator is a linear way for the conveyance of traffic that mostly has an improved surface for use by vehicles (motorized and non-motorized) and pedestrians. Unlike streets, the main function of roads is transportation. There are many types of roads, including parkways, avenues, controlled-access highways (freeways, motorways, and expressways), tollways, interstates, highways, thoroughfares, and local roads. Major modern highways that connect cities in populous developed and developing countries usually incorporate features intended to enhance the road's capacity, efficiency, and safety to various degrees. Such features include a reduction in the number of locations for user access, the use of dual carriageways with two or more lanes on each carriageway, and grade-separated junctions with other roads and modes of transport. These features are typically present on highways built as motorways (freeways). As such, infrastructure is an important factor for the productivity, safety and satisfaction in a country. Roads are used daily for a variety of reasons, and in order to build and maintain roads, costs are often high for the government. A poor road quality could also lead to potential accidents and carelessness. Road injuries are among the ten leading causes of death worldwide. Not only does a government have to appropriately divide the territory, it is also important that these roads have a high efficiency to allow commuters to reach their preferred destinations with as few struggles as possible. This is particularly important in larger countries, where cities are further spread out from each other. The top performer as far as this indicator in the Government Services Index, Singapore is one of the countries with the highest road quality in the world. Singapore was also ranked very high in terms of efficient air transport services as far as worldwide research on the topic. (Statista, 2019). Singapore performs well compared to other countries, due to its high-quality public transit infrastructure and affordable services. Singapore has benefited from its high-quality roads and unified management under the Land Transport Authority, it has high customer satisfaction with its public transit system and low congestion (11 hours per person per year). Overall, the island state of Singapore boasts one of the best transit systems in the world and is striving toward creating a smart and inclusive transit system that is expected to cater to an aging demography. By discouraging private-vehicle ownership through high taxes, significantly ramping up the quality of public transit modes, and maintaining low fares, Singapore also hopes to achieve a highly sophisticated transportation system with minimal reliance on private modes of travel. The island city network benefits from an integrated ticketing and payment system, and enjoys high customer satisfaction. (Deloitte)

Satisfaction with roads and highways

1st	2nd	3rd	4th	5th
Singapore	United Arab Emirates	Netherlands	Switzerland	China
1.0000	0.9564	0.9519	0.8992	0.8496

Top Performers Satisfaction with roads and highway: Visual Map



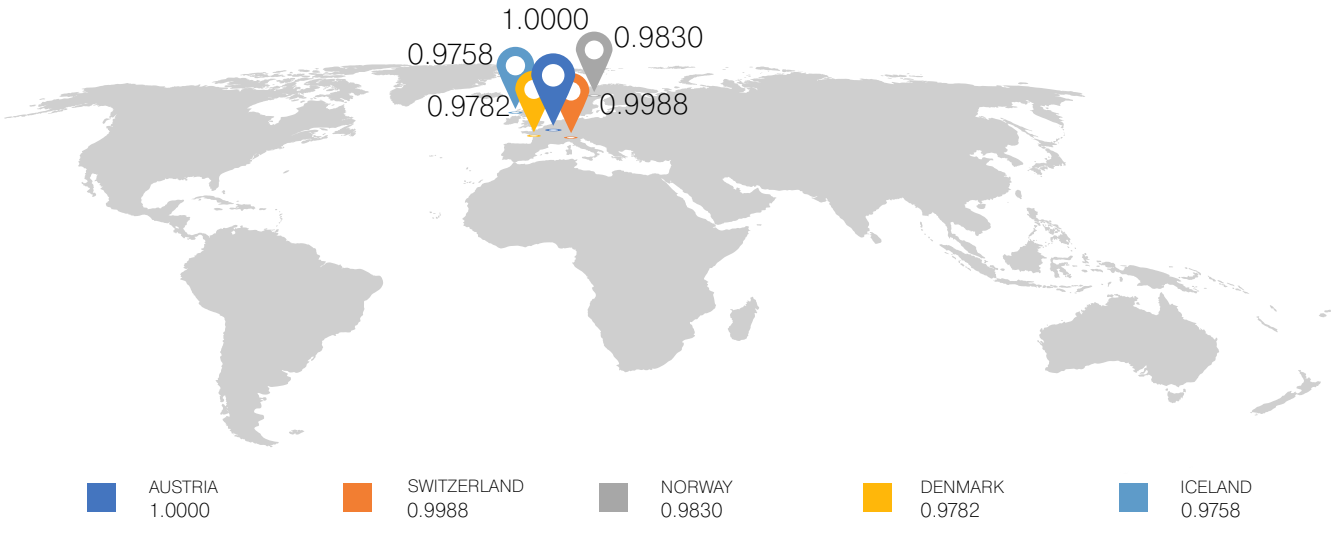
4.5.2.5 Satisfaction with quality of life

Satisfaction with quality-of-life measures individuals' perceptions of their position in life in the context of the culture and value systems in which they live and in relation to their goals, expectations, standards and concerns. It is a broad ranging concept incorporating in a complex way the persons' physical health, psychological state, level of independence, social relationships, personal beliefs and their relationships to salient features of the environment. Austria outperforms relative to other countries in jobs, health, environmental quality, social connections, safety and life satisfaction. In Austria, the average household net-adjusted disposable income per capita is USD 37 001 a year, more than the OECD average of USD 30 490 a year. In terms of employment, about 72% of people aged 15 to 64 in Austria have a paid job, above the OECD employment average of 66%. Good education and skills are important requisites for finding a job. In Austria, 86% of adults aged 25-64 have completed upper secondary education, higher than the OECD average of 79%. In terms of health, life expectancy at birth in Austria is around 82 years, one year higher than the OECD average of 81 years. Life expectancy for women is 84 years, compared with 80 for men. The level of atmospheric PM2.5 – tiny air pollutant particles small enough to enter and cause damage to the lungs – is 12.2 micrograms per cubic meter, below the OECD average of 14 micrograms per cubic meter. In Austria, 92% of people say they are satisfied with the quality of their water, higher than the OECD average of 84%. Concerning the public sphere, there is a strong sense of community and high levels of civic participation in Austria, where 92% of people believe that they know someone they could rely on in time of need, slightly more than the OECD average of 91%. Voter turnout, a measure of citizens' participation in the political process, was 76% during recent elections, higher than the OECD average of 69%. (OECD, 2020) When asked to rate their general satisfaction with life on a scale from 0 to 10, Austrians gave it a 9.68, 3 points higher than the general average of 6.65.

Quality of life

1st	2nd	3rd	4th	5th
Austria	Switzerland	Norway	Denmark	Iceland
1.0000	0.9988	0.9830	0.9782	0.9758

Top Performers Quality of life: Visual Map

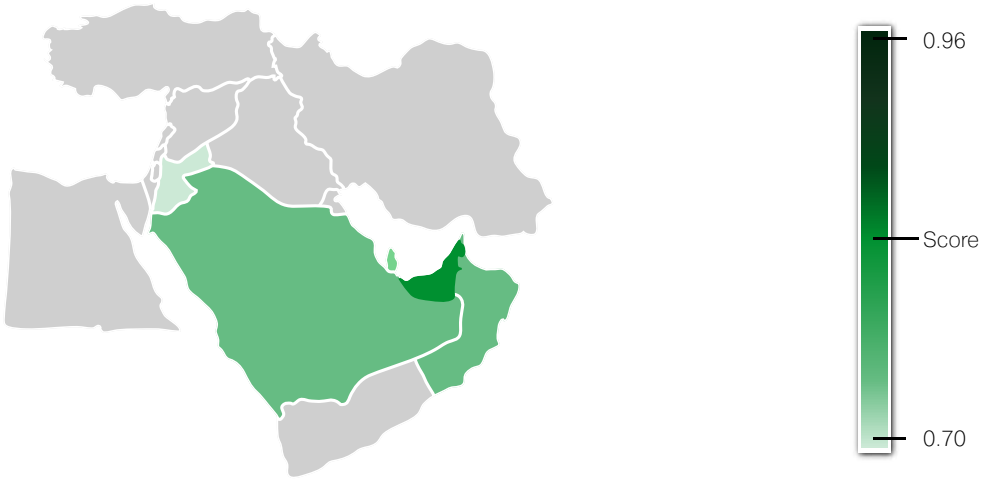


4.5.3 REGIONAL INSIGHTS

4.5.3.1 MIDDLE EAST

The Middle East region is placed 2nd among regions after Western Europe, in the Impact dimension. The top performer is the United Arab Emirates, followed by Qatar, Bahrain, Saudi Arabia, Oman, Jordan. The United Arab Emirates ranks 1st in all indicators under the dimension. Satisfaction with roads and highways is lower in the region than the other indicators, this taking into consideration the geographical and the climate footprint of the region. Literacy rate is high in the region (0.90) thanks to the rapid business development in the last decades, which triggered the need and retention of a skilled workforce. The region is developing around its most important financial and digital centers which link together various financial hubs, educational units, technology partners and industry experts through globally interconnected clusters such as Dubai, Abu Dhabi and Doha.

IMPACT: AFRICA



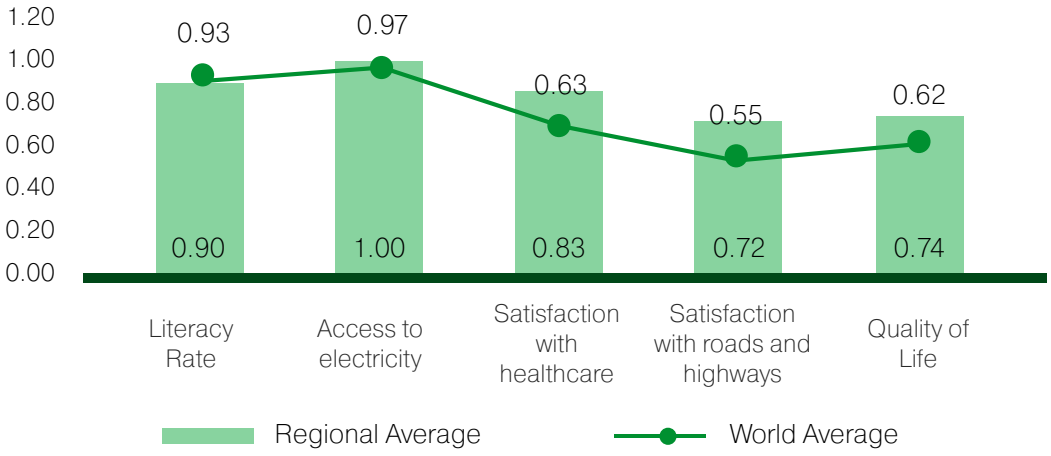
The region is above world average in all indicators less literacy rate in which the Middle East is almost on par with other performers around the globe. The top performer, the United Arab Emirates, provides its citizens with a high quality of life through modern accommodation, medical facilities, schools, a highly developed infrastructure, a conducive business environment, and a growing job market. It is a common destination for expats, which tend to put the UAE at the forefront of their preferences precisely because of the quality of life and raised public service, whereby high-income jobs are combined with various career prospects and a rich social life. The UAE has a highly developed health infrastructure, medical facilities are modern and accessible for both locals and expats alike, with ultra-modern equipment and highly skilled doctors from around the globe. The United Arab Emirates has also capitalized significantly on the advantages of digitalization, and in an efficiency and customer-centric approach, has built various e-platforms in different heath care domains such as: Riayati - a digital healthcare platform for the National Unified Medical Record (NUMR) program, transforming the current healthcare landscape through the centralization of medical records and the delivery of an innovative, fully integrated, digitalized clinical information system which effectively serves the wider population thereby raising the quality of their life; Sphere - a project based on the latest technology, a program which documents the impact of health preventive interventions by monitoring epidemics, reducing their spread and pursuing immunizations in effective ways; Mabrouk Ma Yak - an integrated eService for newborn Emiratis. (Ministry of Health and Prevention) Social development under the Qatar National Vision 2030 outlines a system dedicated to social welfare and protection for all citizens. The State of Qatar relies on research, development and innovation in implementing the Sustainable Development Goals

2030. Extensive economic development in the wake of the hydrocarbon boom requires retention of foreign laborers, so as to address the challenge which is to transform the economy into a knowledge-based one. in this respect, Doha is an important economic and financial hub, and also a fintech hub. Bahrain also issued modernization initiatives as far as healthcare and social well-being via its 2025 program, which exhibits a number of three major goals – Regulated and Accountable Health Sector, Protected Health Rights, Safe and Trusted Health Services.

Country	Regional Rank	Global Rank	Literacy Rate	Access to electricity	Satisfaction with healthcare	Satisfaction with roads and highways	Quality of Life
United Arab Emirates	1	1	1.00	1.00	0.93	0.96	0.91
Qatar	2	14	1.00	1.00	0.93	0.74	0.83
Bahrain	3	31	0.83	1.00	0.89	0.84	0.84
Saudi Arabia	4	30	0.80	1.00	0.84	0.73	0.65
Oman	5	32	0.80	1.00	0.77	0.64	0.71
Jordan	6	42	0.96	1.00	0.63	0.43	0.51

Min Value Median Max Value

MIDDLE EAST: GSI SCORE



4.5.3.2 CENTRAL AND EASTERN EUROPE

The Central and Eastern Europe region is ranked 5th among all other regions as far as Impact. The top performer is Switzerland, followed in closely by Austria (2nd), Slovenia (3rd), Estonia (4th) and the Czech Republic (5th). Switzerland is the best achiever in all indicators, with top scores as far as literacy rate, access to electricity and quality of life. Austria comes in very close to Switzerland with a 0.03 variance in performance as far as the same indicators in which the latter prevails. There are certain similarities between these two countries which is most likely conducive to the tightly linked performances of the two: both Austria and Switzerland are mountainous countries with extraordinary alpine landscapes, promoting green, clean energy, with a strong focus on a healthy lifestyle, well developed social services and active tourism

especially in winter. All Central Eastern European countries manage top scores as far as access to electricity, Developed post-war, national grids are strong across all CEE countries. With the European Union, integration and interconnection became even stronger.

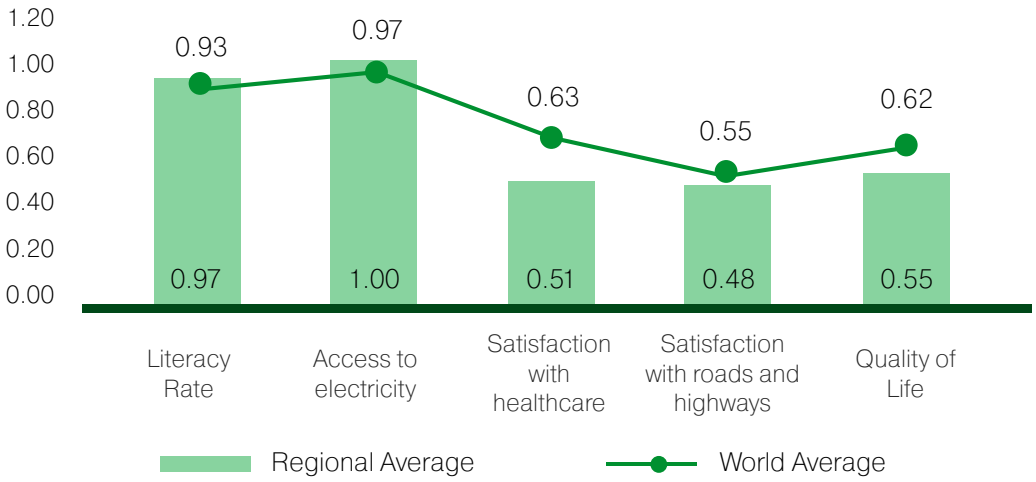
IMPACT: CENTRAL AND EASTERN EUROPE

Country	Regional Rank	Global Rank	Literacy Rate	Access to electricity	Satisfaction with healthcare	Satisfaction with roads and highways	Quality of Life
Switzerland	1	4	1.00	1.00	0.94	0.90	1.00
Austria	2	23	1.00	1.00	0.87	0.83	1.00
Slovenia	3	38	1.00	1.00	0.87	0.60	0.80
Estonia	4	21	1.00	1.00	0.56	0.80	0.67
Czech Republic	5	36	1.00	1.00	0.76	0.49	0.71
Cyprus	6	34	0.95	1.00	0.61	0.44	0.80
Lithuania	7	28	1.00	1.00	0.43	0.68	0.66
Croatia	8	63	0.96	1.00	0.63	0.59	0.52
Kazakhstan	9	43	1.00	1.00	0.45	0.48	0.47
Latvia	10	40	1.00	1.00	0.50	0.33	0.49
Turkey	11	47	0.76	1.00	0.57	0.52	0.36
Romania	12	54	0.98	1.00	0.48	0.34	0.36
Poland	13	51	0.96	1.00	0.12	0.64	0.45
Slovakia	14	48	1.00	1.00	0.52	0.18	0.43
Hungary	15	57	1.00	1.00	0.47	0.26	0.36
Greece	16	45	0.95	1.00	0.26	0.14	0.66
Russia	17	55	1.00	1.00	0.25	0.39	0.28
Bulgaria	18	50	0.96	1.00	0.33	0.23	0.24
Ukraine	19	49	1.00	1.00	0.17	0.34	0.20

Min Value Median Max Value

The Central and Eastern European region outperforms the world average in literacy rate and access to electricity. Literacy rates are high especially with developed countries like Switzerland and Austria which have a long tradition with investing in education, while the former republics (the Czech Republic, Slovakia, Poland, Hungary, Bulgaria, Romania) provide free access to primary and secondary education, and also most affordable rates with tertiary education programs. With the exception of Switzerland, Austria and Estonia, all other countries in the region exhibit a low general perception of the quality of infrastructure, as defined by national roads and highways. The satisfaction with roads and highways is lowest as compared with world averages, and among all other indicators in the Impact dimension. In spite of this infrastructure across Central and Eastern Europe (CEE) has improved markedly in recent years. CEE countries that are EU members benefit from several infrastructure development programmes, including the Next Generation EU instrument, established in response to the coronavirus pandemic, which is intended to fund public investment under national recovery and resilience plans. Some CEE nations have also signed up to China's Belt and Road Initiative (BRI), although the amount of Chinese investment that has occurred varies significantly between countries. In this context, strong prospects for growth, coupled with sizeable infrastructure financing needs, will continue to make CEE an attractive destination for investors (CMS). The satisfaction with healthcare indicator exhibits the highest variance from the world average in the CEE region, highlighting the need for reform and modernization as far as the health sectors of many countries in the region (Poland, Greece, Russia, Ukraine). During recent decades, several factors have continued to exercise pressure on health care expenditure: the aging of the population and the significant increase in chronic diseases and disability. Lower income countries (LICs) generally have a worse health status than the more affluent countries according to various metrics. This goes hand in hand with financing issues and as a result a limited access to the more expensive innovative health technologies When there is a perceived unmet medical need, patient groups and the general public may strongly advocate for access despite the immense financial burden on the healthcare budgets in various low income states. While Switzerland recorded 11.3% of GDP in health expenditures in 2019, Austria 10.4%, in Eastern European countries, the percentage is smaller than 8% or even 7% or 6% for others, depending on each country in turn. Among the EU Member States, the largest increases in current healthcare expenditure per inhabitant between 2012 and 2019 were recorded in Romania and the Baltic Member States. Healthcare systems are organized and financed in different ways across the EU Member States, but universal access to quality healthcare, at an affordable cost to both individuals and society at large, is widely regarded as a basic need; this is one of the common values and principles of EU health systems. (OECD Statistics). With HTx 2020 a common vision on technology integration for medical treatments is also foreseen. HTx is a Horizon 2020 project supported by the European Union starting with the year 2019 to 2024. The main aim of HTx is to create a framework for the Next Generation Health Technology Assessment (HTA) to support patient-centered, societally oriented, real-time decision-making on access to and reimbursement for health technologies throughout Europe. The project intends to make use of artificial intelligence (AI)/ machine learning (ML) systems that can analyse data from different sources in order to predict individual patient treatment outcomes. Hopefully, by 2024, HTx will facilitate the development of methodologies to deliver more customized information on the effectiveness and cost-effectiveness of complex and personalized combinations of health technologies, thereby increasing the prospects of health for the CEE population and cross-border access to treatments.

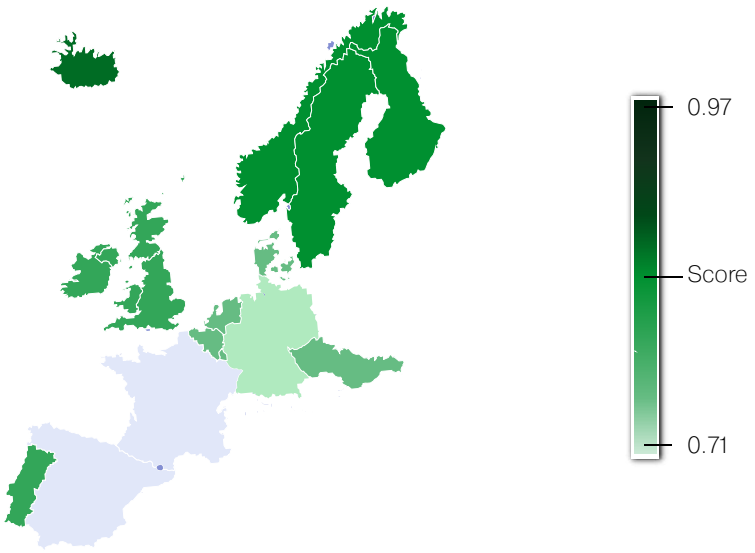
CENTRAL AND EASTERN EUROPE: GSI SCORE



4.5.3.3 WESTERN EUROPE

Western Europe is once again a front runner in the Impact dimension, as with all other dimensions of the Government Services Index. Netherlands is the top performer, followed by Denmark (2nd), Norway (3rd), Luxembourg (4th), Sweden (5th). Once again we see the Nordic Model prevail. Nordic countries (Denmark, Finland, Iceland, Norway and Sweden) are often characterized as being welfare capitalists - the success of the Nordic economies has shown that economic prosperity can go hand in hand with the welfare state. Thus, high performances in both satisfaction with healthcare and quality of life is highly relatable with the aforementioned. The Netherlands ranks first in almost all indicators, less quality of life, for which achievements are higher in Norway, Denmark and Iceland. Quality of life is also perceived high in other Western European countries such as Luxembourg and Germany. Alongside other regional peers – Belgium, Netherlands – the latter also excel as far as satisfaction with healthcare, while seemingly achieving best performances in both literacy rate and access to electricity. As far as literacy rate, Portugal apparently is the lowest performer of the region. The United Kingdom scores lowest as far as perception of quality of life, while Italy surprises with lowest achievements in both satisfaction with healthcare and satisfaction with infrastructure as defined by the national roads and highways.

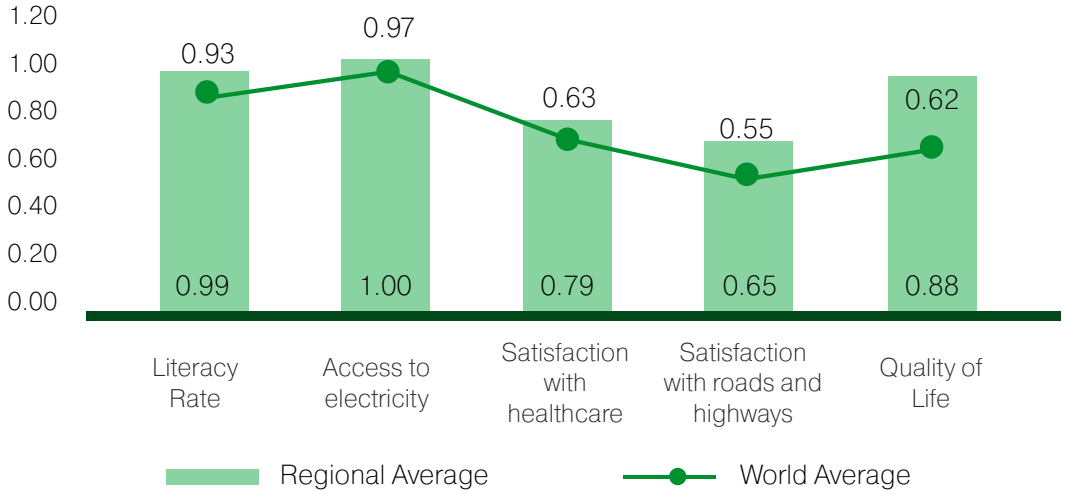
WESTERN EUROPE



Country	Regional Rank	Global Rank	Literacy Rate	Access to electricity	Satisfaction with healthcare	Satisfaction with roads and highways	Quality of Life
Netherlands	1	3	1.00	1.00	0.95	0.95	0.97
Denmark	2	7	1.00	1.00	0.90	0.75	0.98
Norway	3	5	1.00	1.00	0.95	0.62	0.98
Luxembourg	4	9	1.00	1.00	0.87	0.74	0.94
Sweden	5	6	1.00	1.00	0.81	0.77	0.96
Germany	6	17	1.00	1.00	0.86	0.66	0.91
Iceland	7	10	1.00	1.00	0.80	0.57	0.98
Finland	8	8	1.00	1.00	0.86	0.52	0.96
Belgium	9	24	1.00	1.00	0.95	0.47	0.88
France	10	33	1.00	1.00	0.68	0.72	0.83
Spain	11	35	0.96	1.00	0.67	0.72	0.84
Ireland	12	12	1.00	1.00	0.61	0.72	0.83
Portugal	13	27	0.90	1.00	0.63	0.71	0.76
United Kingdom	14	16	1.00	1.00	0.74	0.52	0.69
Italy	15	44	0.98	1.00	0.55	0.28	0.74

The region outperforms world averages in all Impact indicators, with especially remarkable achievements in quality of life. It also registers a significant positive variance from world averages as far as satisfaction with healthcare and satisfaction with infrastructure. Almost all the countries in the region, except for Pain, Italy and Portugal achieve the highest possible score in literacy rate. This demonstrates the predilection and continuous focus of Western governments and societies towards learning, knowledge and the development of the education sector. The Netherlands stands out as a top performer in the region with relation to the jobs it creates, work-life balance, education, environmental quality, social networks, civic engagement and safety. Good education and skills are important requisites for finding a job; in the Netherlands, more than 80% of adults have completed their upper secondary education. (OECD) The Nordic welfare model is often addressed as an example to follow in international forums for its multiple benefits; among the advantages, a good and well-developed financial safety net for citizens. The welfare state has been an important foundation in Northern economies throughout their development, and during the post-war decades policies to preserve peace in the labor market were practiced, with collaboration and consensus as the key words. The basic values underpinning the model are compassion, tolerance and the conviction that all humans are of equal worth. In practice, this has resulted in huge efforts to reduce economic inequality. The aim of the model is to create high standards of living, combined with low levels of inequality – and all based on healthy national finances, as well as disseminating welfare benefits among all members of the society. Socio-economic equality is a key characteristic of the Nordic countries and helps create safe and secure societies. (Nordic Co-operation) Luxembourg is one of Europe's leading financial centers, with an efficient health and social security system. Luxembourg has more than 95% of inhabitants covered by health insurance and life expectancy is very high, at around 82.4 years (Eurostat). A leader in international education, Luxembourg has a wide selection of multilingual schooling options and also state-subsidized fee-paying schools for the expat community, given that a significant part of the population is non-native.

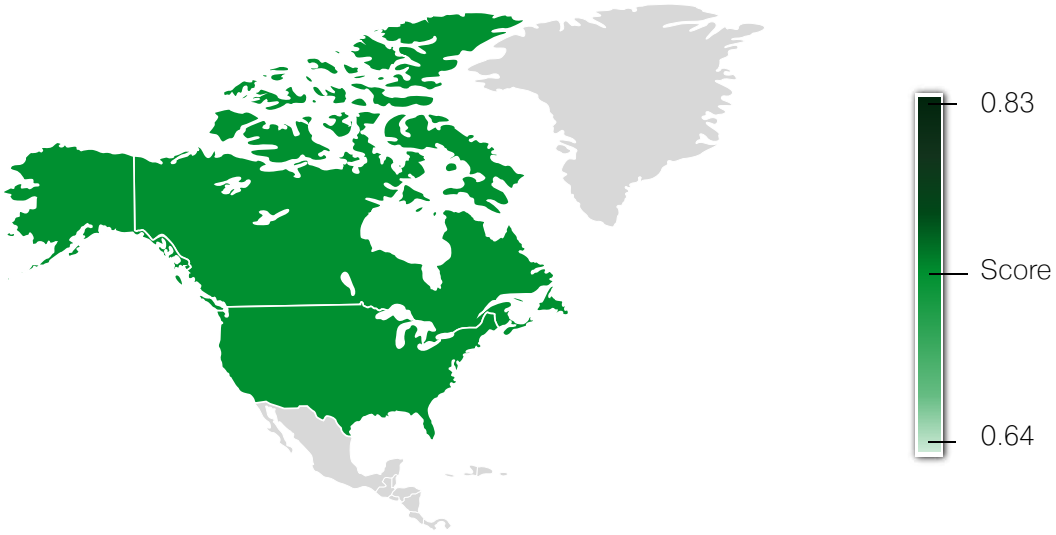
WESTERN EUROPE: GSI SCORE



4.5.3.4 NORTH AMERICA

The North America region is placed fourth in regional performance, after Western Europe, Middle East and Asia-Pacific. The top performer is Canada, followed in at a very close distance by the United States. Mexico ranks 3rd in the region after Canada and the US. Canada performs slightly better than the US while exhibiting a higher score for the quality of life indicator. The United States of America, however, score higher in the satisfaction with healthcare, as a measure of patient experience and provision of medical services. With matching performances as far as Access to Electricity and Literacy Rate, Canada and the US also reveal very tight performances regarding general satisfaction with roads and highways. Mexico registers a top score in access to electricity, a high score in literacy rate, while exhibiting lower achievements in terms of the satisfaction with healthcare, satisfaction with roads and highways and quality of life.

IMPACT: NORTH AMERICA



Country	Regional Rank	Global Rank	Literacy Rate	Access to electricity	Satisfaction with healthcare	Satisfaction with roads and highways	Quality of Life
Canada	1	13	1.00	1.00	0.78	0.56	0.81
United States	2	11	1.00	1.00	0.83	0.55	0.74
Mexico	3	53	0.92	1.00	0.39	0.43	0.45

The region outperforms world averages in all indicators, but Satisfaction with quality of roads and highways; the North American region performs better compared with the world average for literacy rate, access to electricity, satisfaction with healthcare, and quality of life. First ranking under the Impact dimension, Canada is often at the top of the list of the best countries to live in. Canada generally performs well on many of the indicators included in international frameworks such as the OECD Well-Being Framework and its Framework for Policy Action and Inclusive Growth. For example, Canada compares favorably to other OECD countries on many indicators included in the OECD's How's Life? 2020 report, ranking particularly high in the domains of knowledge and skills, health, self-assessed life satisfaction and environmental quality. However, as far as Canada, there are substantial gaps in socio-economic outcomes between Indigenous and non-Indigenous Canadians arising from historical and contemporary inequities. Historically, Canada has also performed relatively weakly compared to OECD countries in some areas (e.g. greenhouse gas emissions) and is taking strong policy action to address these challenges. All things considered Canada has drawn up from international best practice and evidence, and feedback received from consultations and collaboration to date, to design and refine a Quality of Life Framework. This framework represents a first important step on the journey towards better integrating quality of life considerations into the government of Canada's decision-making processes. At the same time, the Canadian government stands commended for its efforts to actively engage with indigenous peoples, provincial and territorial governments and international partners to better reflect indigenous and regional perspectives, to learn from other jurisdictions' experiences, and to advance well-being and inclusive growth on the global stage. (Department of Finance Canada, 2021)

In the United States, on the other hand, satisfaction with many aspects of public life has continued to sink throughout the years. From 2020 to 2021, for example, satisfaction with the quality of life has delved in 17 points. (Gallup, 2021) With the U.S. battling a global pandemic, the economy still struggling to recover from the associated slowing of economic activity, and political tensions high in the wake of the election that Trump contested, Americans' views of the country are very different today than they were 1 to 2 years ago. Satisfaction ratings with the quality of life, the moral and ethical climate, the distribution of income and wealth, and people's opportunity for advancement have declined over the past years across all American population independent of political orientation. When asked to rate their general satisfaction with life on a scale from 0 to 10, people in the United States on average gave it a 7 grade, higher than the OECD average of 6.7. (OECD, Better Life Index).

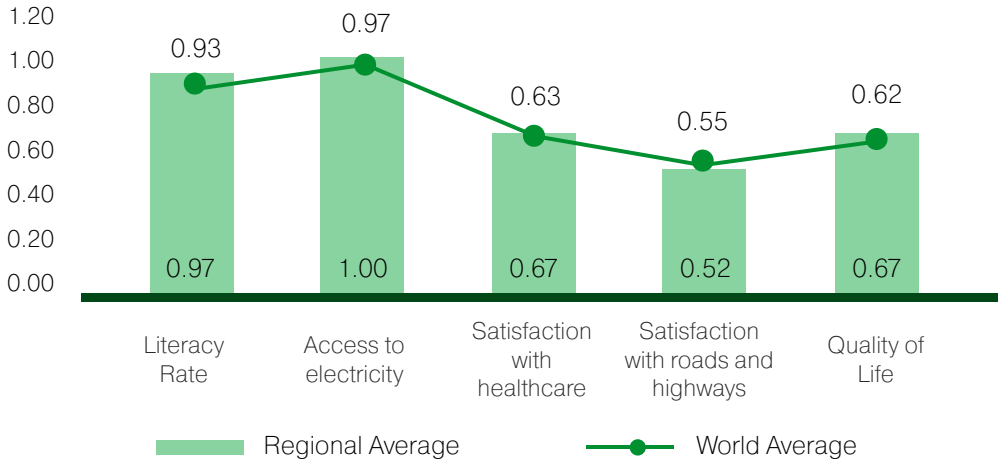
As concerns the United States of America somewhat better progress has been seen as far as the overall healthcare environment, where movement toward securing the right to health care has been incremental. During the 1920s, employer-sponsored health insurance was introduced, and in the 1960's, two public insurance programs, Medicare and Medicaid, were enacted through the Social Security Act. Two groups of vulnerabilities were targeted, persons age 65 and older (Medicare) and low-income families (Medicaid). Currently there are 100 programs managed by the US Department of Human Health and Services from research to various social services, emergencies response, etc. With public school available to everyone and top of the line, worldwide renown universities, the United States is also high in literacy rate.

Whereas it provides a generally satisfying environment for expats who are well welcomed in Mexico and find it rather easy to integrate in the society, personal safety is still a major issue among the country's residents and non-residents alike. Quality of education is well under the level of other countries globally, while children safety is another troubling concern throughout the country.

According to the latest survey conducted on Mexican overall satisfaction with life, Hidalgo is Mexico's happiest state, while residents of Coahuila are most likely to be satisfied with their quality of life. (Mexico News)

According to the OECD Better Life Initiative, Mexico has significant issues related to gender wage gaps, gender gap in feeling safe, work-life balance and civic engagement. From an Impact point of view this causes significant imbalances that negatively alter the population's trust in government, while also hindering economic welfare and growth.

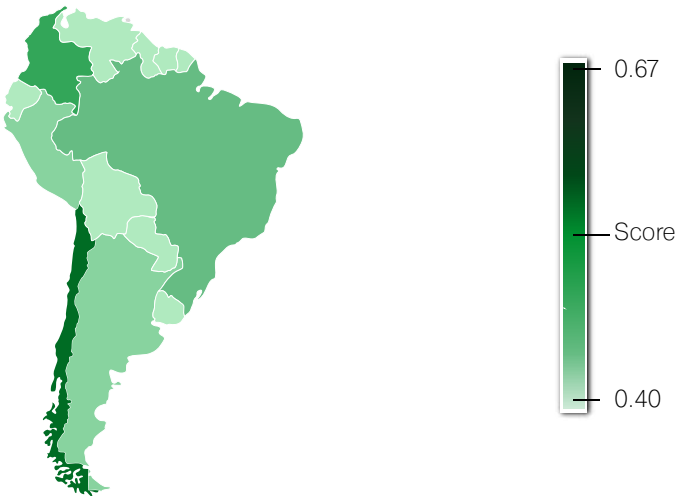
NORTH AMERICA: GSI SCORE



4.5.3.5 SOUTH AMERICA

The South – America region is one of the bottom performers under the Impact dimension among all seven regions analyzed in the Government Services Index. The top performer of the South America region Chile, is followed by Colombia (2nd), Argentina (3rd), Brazil, Peru, and Venezuela. Chile exhibits the highest scores as far as the access to electricity, satisfaction with roads and highways and quality of life. Argentina scores highest as far as satisfaction with healthcare and is on par with other countries in the region - Chile, Columbia, Brazil - as far as the general access of the population to electricity. Columbia, Brazil and Peru exhibit very similar degrees of satisfaction with the quality of life in their countries, significantly higher however than Argentina and Venezuela, for example. Although the first runner up in the region, Argentina manages a noticeably low score as far as quality of life. Venezuela is the lowest performer of the region, and the world, for that matter in all but two indicators: literacy rate and access to electricity.

IMPACT: SOUTH AMERICA

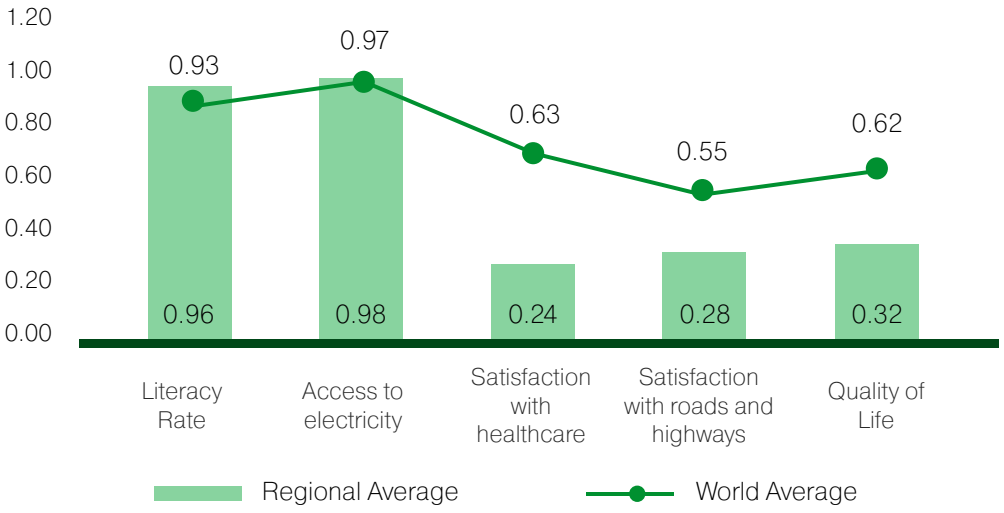


Country	Regional Rank	Global Rank	Literacy Rate	Access to electricity	Satisfaction with healthcare	Satisfaction with roads and highways	Quality of Life
Chile	1	29	0.99	1.00	0.28	0.50	0.60
Colombia	2	52	1.00	1.00	0.38	0.41	0.39
Argentina	3	64	1.00	1.00	0.49	0.41	0.24
Brazil	4	58	1.00	1.00	0.21	0.28	0.33
Peru	5	61	0.75	0.86	0.10	0.08	0.38
Venezuela	6	66	1.00	1.00	0.00	0.00	0.00

Min Value Median Max Value

The South America region under-performs world averages for three of the five indicators included in the Impact dimension: satisfaction with healthcare, satisfaction with infrastructure as defined by the Latin American roads and highways, as well as overall quality of life. While Latin America is a region rich in natural resources, it is vulnerable in the face of climate change and biodiversity loss. A well-being approach to policy would support the countries in addressing the societal challenges they face. Over the past decades, quality of life has improved in terms knowledge and skills, as reflected in the literacy rate indicator. Continued progress is needed, however, to ensure that the same measures are taken to improve health education outcomes. The social inequalities remain a constant challenge in the region, which are expected to have worsened as Latin America has been severely affected by the COVID-19 pandemic. There could be certain actions that need to be taken to improve well-being of citizens in the region, such as: focused and regular government actions on the well-being outcomes of greatest need; fostering a more coherent, whole-of-government approach to improving societal well-being; encouraging an anticipatory governance. (OECD, 2021) The top performer, Chile, has already undertaken a series of reforms in the healthcare system over the last two decades to enhance the efficiency and effectiveness of resource use in the public health system, as well as to improve the quality of health services. Argentina ranks highest in the region as far as the satisfaction with healthcare. Healthcare expenditures in Argentina account for approximately 10% of the GDP, according to World Bank, which is a significant percent. The Universal Healthcare Coverage (CUS) focuses on modernization and efficiency, as well as accessibility of the mass population to healthcare services.

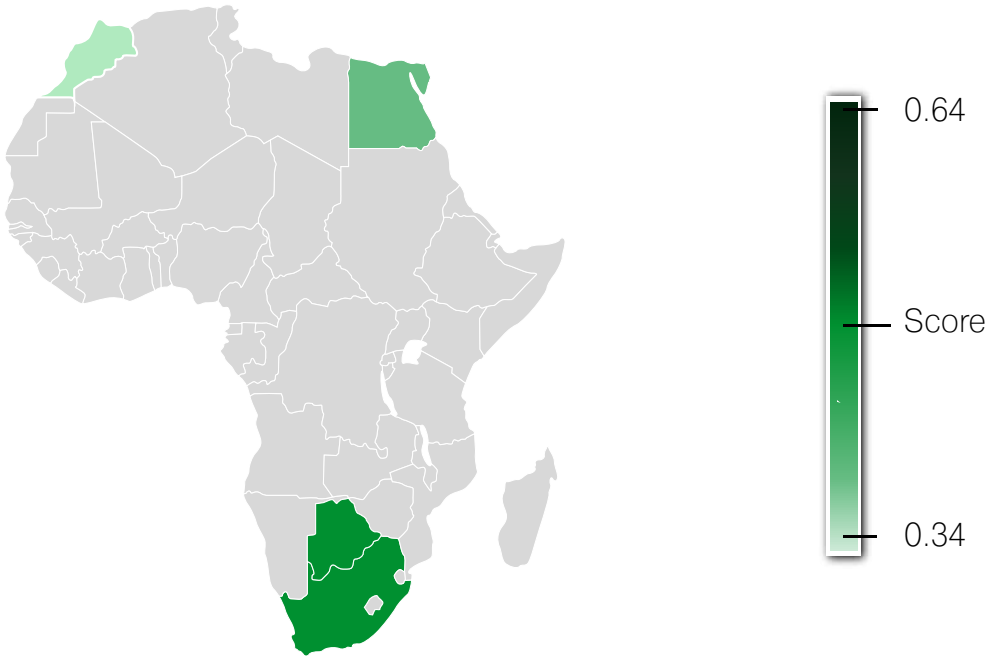
SOUTH AMERICA: GSI SCORE



4.5.3.6 AFRICA

The African region ranks last in the Impact dimension compared to the other regions included in the Government Services Index. The top performer as far as Impact is Morocco (1st), followed by Botswana (2nd), South Africa (3rd), and Egypt. Morocco performs best in three of the indicators included in the dimension, satisfaction with healthcare, roads and highways and quality of life, respectively. The country underperforms in Literacy rate, area in which South Africa takes the lead. South Africa also comes in second best after Morocco as far as satisfaction with healthcare and quality of life. In Egypt, apparently satisfaction with infrastructure is second high in the region after Morocco, although literacy rates, satisfaction with healthcare and overall quality of life are significantly low. Various factors such as limited access to quality education, health, technology and innovation are major impediments in Africa's path to accelerating growth and facilitating entry into higher value-added areas of production and competitiveness; a whole-of-government approach is duly rendered, given the impact such sustainable policy making would have on improving well-being, reducing inequalities and increasing citizen access to public services.

IMPACT: AFRICA

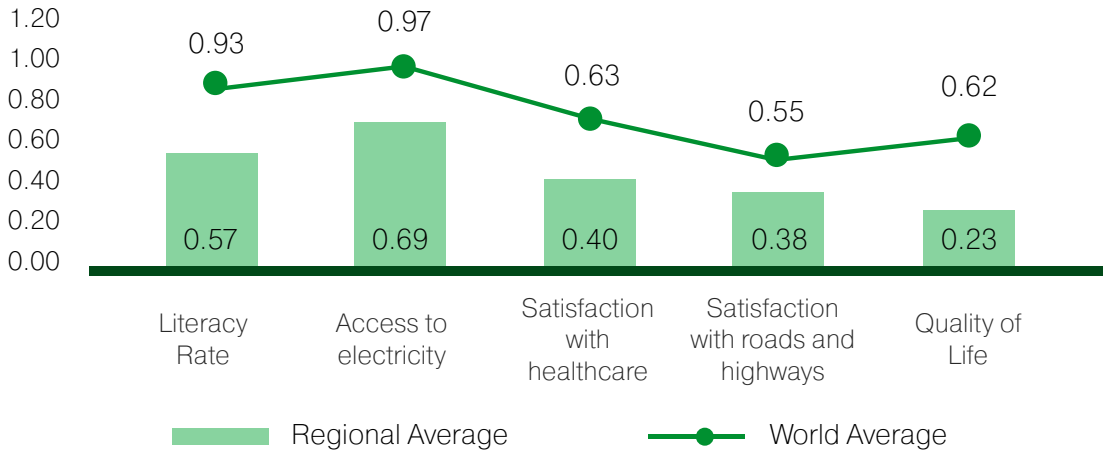


Country	Regional Rank	Global Rank	Literacy Rate	Access to electricity	Satisfaction with healthcare	Satisfaction with roads and highways	Quality of Life
Morocco	1	60	0.94	0.75	0.59	0.56	0.36
Botswana	2	62	0.36	1.00	0.30	0.33	0.19
South Africa	3	59	1.00	0.00	0.51	0.16	0.32
Egypt	4	56	0.00	1.00	0.19	0.48	0.05

Min Value Median Max Value

Africa's inability to reduce its high extreme poverty rate has been attributed to numerous factors. The restricted access to public services makes it difficult for households to take advantage of growth. Social inequalities also drive-up poverty. Unemployment and underemployment of youth and women are other factors impeding an inclusive development. Scarcity of critical resources such as water, or draught, is another one. As far as literacy rate, South Africa achieves the highest score. South Africs has made significant steps to improve the wellbeing of its citizens, however, structural challenges and weak growth have undermined progress in reducing poverty, which have been heightened by the COVID-19 pandemic. The achievement of progress in household welfare is constrained by rising unemployment, while unemployment rate is also high among youths. Country with a significant population of slightly above 100 million people, Egypt faces challenges regarding spending on human development sectors and social protection. Allocations to the health and education sectors remain limited, as the sectors' allocations as a share of GDP are at 1.5% and 2.4%, respectively (as per the FY2021/22 budget). (World Bank, 2022) There is currently a National Structural Reform Program (NSRP) in place which aims to improve the standards of living of the Egyptian citizens. Morocco has also embarked in a development plan - New Development Model (NDM) since 2021, which tackles among others the universalization of access to public health insurance.

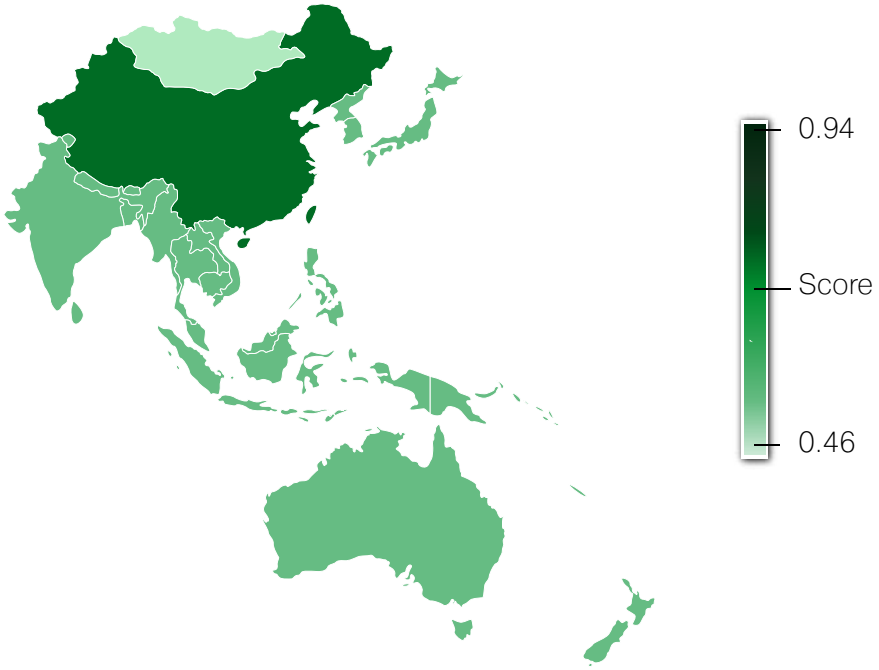
AFRICA: GSI SCORE



4.5.3.7 ASIA PACIFIC

The Asia Pacific region is ranked 3rd under the Impact dimension, after Western Europe and the Middle East. The top performer is Singapore, followed by other countries like New Zeeland (2nd), Australia (3rd), Israel, South Republic of Korea, China, Japan, Malaysia at quite a close distance from one another. Singapore records top scores in almost all indicators, less Literacy rate and Quality of Life. As far as Literacy Rate the region exhibits high performers such as New Zeeland, Australia, Israel, South Korea, Japan, Philippines and Mongolia. The lead performer of the region as far as Quality of Life is New Zeeland, which outranks Singapore by 0.06 points. Countries such as Australia, Israel and Japan are also high on Quality of Life. India lags significantly behind all the other countries of the region in Literacy rate, while almost on par with the Philippines as far as another low achievement in access to electricity. The two countries also perform low on Quality of Life, in comparison to other countries in the region. Mongolia underperforms all other countries as far as 3 out of 5 indicators in the Impact dimension, namely: satisfaction with healthcare, satisfaction with roads and highways and quality of life.

IMPACT: ASIA PACIFIC

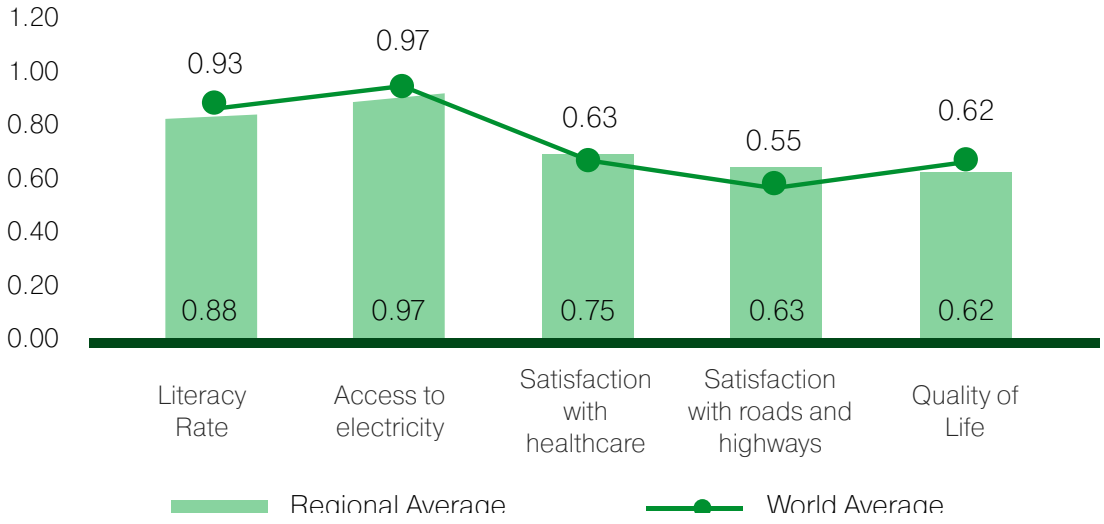


Country	Regional Rank	Global Rank	Literacy Rate	Access to electricity	Satisfaction with healthcare	Satisfaction with roads and highways	Quality of Life
Singapore	1	2	0.87	1.00	1.00	1.00	0.83
New Zealand	2	15	1.00	1.00	0.76	0.45	0.88
Australia	3	18	1.00	1.00	0.83	0.55	0.81
Japan	4	19	1.00	1.00	0.75	0.62	0.75
Israel	5	20	1.00	1.00	0.69	0.84	0.61
Korea, Rep. (South)	6	22	0.85	1.00	0.68	0.85	0.69
China	7	25	1.00	1.00	0.71	0.70	0.73
Malaysia	8	26	0.88	1.00	0.95	0.65	0.63
India	9	37	0.85	0.96	0.70	0.60	0.54
Indonesia	10	39	0.11	0.86	0.79	0.73	0.45
Thailand	11	41	0.87	1.00	0.80	0.62	0.62
Philippines	12	46	1.00	0.85	0.79	0.58	0.37
Mongolia	13	65	1.00	0.95	0.22	0.02	0.13

Min Value Median Max Value

The Asia Pacific region is on par with world averages for two of the indicators in the Impact dimension – access to electricity and quality of life - and slightly below the world average in literacy rate, this also given the low performance of India in this particular indicator as compared to other countries in the region. The second country by population after China, and the largest territory in the world, India is overpopulated. The social inequalities of the pre-pandemic period further exacerbated the vulnerabilities of traditionally disadvantaged groups -youth, women, and migrants - after the COVID-19 crisis. Labor market indicators suggest that urban households are now more vulnerable to fall into poverty than they were before the pandemic started (World Bank, 2022). A global player, India is rendered to further focus on growth to minimize social inequalities. The top performers – Singapore, New Zealand, Australia – embarked on extensive reforms of the public services in the last decades, which generated positive effects in the society on various public plains such as healthcare, education, quality of life. There is a connection between the rankings of the Impact dimension, and the ones under the Stewardship dimension, where Singapore also stands out as the leader of the group. Singapore is renowned for its successful healthcare system; city-state's legacy healthcare model which introduced radical new initiatives, including corporatization of hospitals and an emphasis on individuals saving for and paying their own medical bills, in order to satisfy demand without significantly increasing expenditure, given Singapore's ageing population. The NHP (National Health Plan) is the Singaporean government's strategy to maintain a high standard of healthcare. (Centre for Public Impact) Between Australia and New Zealand there are certain similarities, such as culture, equality, outdoor lifestyle and sports; while quality of life is said to be better in New Zealand than Australia which has a higher living cost. In Malaysia income inequality remains high relative to other East Asian countries but is gradually declining. Despite the high score in the satisfaction with healthcare, the country will need to further advance in such fields as education, health and nutrition, and social protection outcomes.

ASIA PACIFIC: GSI SCORE



UNITED ARAB EMIRATES – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	ME	9.5	683.52	69.958	1

1. ADAPTABILITY

SCORE 0.9495 | RANK 1

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	8.06	0.9312	1
Attitudes towards Globalization	8.27	0.9244	2
Image Abroad or Branding	8.50	0.9521	3
National Culture	8.48	0.9906	2
Value System	7.96	1.0000	1
Need for Economic and Social Reforms	7.73	0.9699	2
Adaptability/Government responsiveness to change	5.71	0.9146	3
Legal frameworks adaptability to digital business models	5.35	0.9132	4

2. TALENT

SCORE 0.9808 | RANK 1

INDICATORS	VALUE	SCORE	RANK
Policy Learning	9.00	0.9932	2
Effective use of support	10.00	1.0000	1
Skilled labour	7.53	1.0000	1
Competent senior managers	7.43	1.0000	1
Brain retention	91.08	0.9108	3

3. DIGITALIZATION

SCORE 0.8504 | RANK 4

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	5.50	1.0000	1
E-Government Development	0.86	0.7321	21
Online e-participation	0.94	0.9219	6
Fixed broadband subscriptions	32.81	0.6882	26
Cost of redundancy dismissal	8.00	0.9028	2
Availability of latest technologies	6.10	0.8571	16

4. GOVERNANCE

SCORE 0.8871 | RANK 4

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.33	0.7546	20
Efficient use of assets	8.00	0.8244	22
Efficiency of government spending	6.20	1.0000	1
Implementation	9.00	0.8718	11
Policy coordination	9.00	0.8750	3
Bureaucracy	6.88	1.0000	1
Transparency	7.24	0.8889	6
Public sector corruption	0.12	0.8824	23

5. IMPACT

SCORE 0.9592 | RANK 3

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	90.70	0.9316	7
Satisfaction with roads and highways	93.00	0.9564	2
Quality of life	8.92	0.9079	10

SINGAPORE – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	AP	5.98	635.27	116,486	2

1. ADAPTABILITY

SCORE 0.8931 | RANK 2

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.27	0.7500	13
Attitudes towards Globalization	7.63	0.8004	7
Image Abroad or Branding	8.71	0.9793	2
National Culture	7.77	0.8239	8
Value System	7.73	0.9548	4
Need for Economic and Social Reforms	7.15	0.8604	8
Adaptability/Government responsiveness to change	6.11	1.0000	1
Legal frameworks adaptability to digital business models	5.59	0.9763	3

2. TALENT

SCORE 0.8433 | RANK 8

INDICATORS	VALUE	SCORE	RANK
Policy Learning	9.00	0.9932	2
Effective use of support	8.00	0.7500	12
Skilled labour	6.33	0.7484	20
Competent senior managers	6.64	0.8319	12
Brain retention	89.29	0.8929	4

3. DIGITALIZATION

SCORE 0.8274 | RANK 56

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.90	0.8378	4
E-Government Development	0.92	0.8646	11
Online e-participation	0.98	0.9688	3
Fixed broadband subscriptions	25.81	0.5334	38
Cost of redundancy dismissal	8.00	0.9028	2
Availability of latest technologies	6.10	0.8571	6

4. GOVERNANCE

SCORE 0.9620 | RANK 1

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	2.34	1.0000	1
Efficient use of assets	9.00	0.9422	6
Efficiency of government spending	6.10	0.9804	2
Implementation	10.00	0.9963	3
Policy coordination	10.00	1.0000	1
Bureaucracy	6.10	0.8776	3
Transparency	7.34	0.9017	4
Public sector corruption	0.00	0.9980	2

5. IMPACT

SCORE 0.9392 | RANK 5

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.97	0.8667	13
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	96.10	1.0000	1
Satisfaction with roads and highways	95.90	1.0000	1
Quality of life	8.27	0.8291	19

NETHERLANDS – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	17.56	1,118.05	63,767	3

1. ADAPTABILITY

SCORE 0.8759 | RANK 3

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.90	0.8945	4
Attitudes towards Globalization	8.00	0.8721	4
Image Abroad or Branding	8.23	0.9171	7
National Culture	8.52	1.0000	1
Value System	7.58	0.9253	5
Need for Economic and Social Reforms	7.29	0.8868	4
Adaptability/Government responsiveness to change	4.75	0.7091	12
Legal frameworks adaptability to digital business models	4.93	0.8026	11

2. TALENT

SCORE 0.8777 | RANK 6

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.34	0.8997	11
Effective use of support	8.59	0.8237	7
Skilled labour	6.71	0.8281	11
Competent senior managers	7.37	0.9872	2
Brain retention	84.98	0.8498	6

3. DIGITALIZATION

SCORE 0.8569 | RANK 18

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.10	0.6216	9
E-Government Development	0.92	0.8820	10
Online e-participation	0.96	0.9531	4
Fixed broadband subscriptions	43.92	0.9336	5
Cost of redundancy dismissal	15.80	0.8080	19
Availability of latest technologies	6.40	0.9429	3

4. GOVERNANCE

SCORE 0.8519 | RANK 8

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.85	0.8829	6
Efficient use of assets	8.90	0.9309	8
Efficiency of government spending	4.90	07451	9
Implementation	9.05	0.8783	9
Policy coordination	8.71	0.8390	8
Bureaucracy	5.33	0.7567	9
Transparency	6.58	0.8046	9
Public sector corruption	0.02	0.9775	13

5. IMPACT

SCORE 0.9732 | RANK 1

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	92.00	0.9480	4
Satisfaction with roads and highways	92.70	0.9519	3
Quality of life	9.40	0.9661	6

SWITZERLAND – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	8.78	672.54	77,324	4

1. ADAPTABILITY

SCORE 0.7798 | RANK 10

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.89	0.6628	22
Attitudes towards Globalization	6.78	0.6357	17
Image Abroad or Branding	8.87	1.0000	1
National Culture	7.09	0.6643	21
Value System	7.79	0.9666	2
Need for Economic and Social Reforms	6.92	0.8170	14
Adaptability/Government responsiveness to change	5.03	0.7680	11
Legal frameworks adaptability to digital business models	4.63	0.7237	18

2. TALENT

SCORE 0.9099 | RANK 2

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.80	0.9645	8
Effective use of support	8.03	0.7534	10
Skilled labour	6.96	0.8805	7
Competent senior managers	7.20	0.9511	4
Brain retention	100.00	1.0000	1

3. DIGITALIZATION

SCORE 0.8399 | RANK 24

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.70	0.5135	13
E-Government Development	0.89	0.8105	16
Online e-participation	0.90	0.8750	7
Fixed broadband subscriptions	46.54	0.9917	2
Cost of redundancy dismissal	10.10	0.8773	7
Availability of latest technologies	6.50	0.9714	2

4. GOVERNANCE

SCORE 0.9065 | RANK 2

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	2.02	0.9234	2
Efficient use of assets	9.07	0.9507	5
Efficiency of government spending	5.30	0.8235	6
Implementation	9.40	0.9214	5
Policy coordination	9.02	0.8778	2
Bureaucracy	6.04	0.8681	4
Transparency	7.28	0.8940	5
Public sector corruption	0.01	0.9928	4

5. IMPACT

SCORE 0.9674 | RANK 2

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	91.30	0.9392	6
Satisfaction with roads and highways	89.20	0.8992	4
Quality of life	9.67	0.9988	2

NORWAY – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	5.43	428.35	79,201	5

1. ADAPTABILITY

SCORE 0.7595 | RANK 13

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.31	0.7592	11
Attitudes towards Globalization	7.14	0.7054	11
Image Abroad or Branding	7.89	0.8731	9
National Culture	7.49	0.7582	11
Value System	7.20	0.8507	12
Need for Economic and Social Reforms	6.57	0.7510	20
Adaptability/Government responsiveness to change	4.51	0.6572	18
Legal frameworks adaptability to digital business models	4.62	0.7211	19

2. TALENT

SCORE 0.8868 | RANK 5

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.95	0.9860	4
Effective use of support	8.57	0.8216	8
Skilled labour	7.09	0.9078	3
Competent senior managers	7.06	0.9213	5
Brain retention	79.74	0.7974	11

3. DIGITALIZATION

SCORE 0.8621 | RANK 20

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.10	0.6216	9
E-Government Development	0.91	0.8454	13
Online e-participation	0.90	0.8750	7
Fixed broadband subscriptions	44.04	0.9364	4
Cost of redundancy dismissal	8.70	0.8943	4
Availability of latest technologies	6.60	1.0000	1

4. GOVERNANCE

SCORE 0.9015 | RANK 3

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.94	0.9032	4
Efficient use of assets	9.08	0.9518	4
Efficiency of government spending	4.60	0.6863	11
Implementation	9.42	0.9235	4
Policy coordination	8.98	0.8720	4
Bureaucracy	6.17	0.8885	2
Transparency	8.11	1.0000	1
Public sector corruption	0.01	0.9867	7

5. IMPACT

SCORE 0.9120 | RANK 7

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	92.50	0.9544	2
Satisfaction with roads and highways	70.80	0.6226	24
Quality of life	9.54	0.9830	3

SWEDEN – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	10.55	617.91	59,324	6

1. ADAPTABILITY

SCORE 0.8122 | RANK 6

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.15	0.7225	15
Attitudes towards Globalization	8.66	1.0000	1
Image Abroad or Branding	7.83	0.8653	11
National Culture	8.07	0.8944	5
Value System	6.97	0.8055	18
Need for Economic and Social Reforms	6.53	0.7434	21
Adaptability/Government responsiveness to change	4.37	0.6267	24
Legal frameworks adaptability to digital business models	5.07	0.8395	8

2. TALENT

SCORE 0.8944 | RANK 3

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.45	0.9159	9
Effective use of support	9.27	0.9088	4
Skilled labour	6.97	0.8826	6
Competent senior managers	7.32	0.9766	3
Brain retention	78.80	0.7880	12

3. DIGITALIZATION

SCORE 0.8335 | RANK 23

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.20	0.6486	8
E-Government Development	0.94	0.9125	6
Online e-participation	0.82	0.7656	13
Fixed broadband subscriptions	41.38	0.8777	10
Cost of redundancy dismissal	14.40	0.8250	16
Availability of latest technologies	6.50	0.9714	2

4. GOVERNANCE

SCORE 0.8579 | RANK 6

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.72	0.8503	8
Efficient use of assets	8.63	0.8982	12
Efficiency of government spending	4.20	0.6078	14
Implementation	9.21	0.8985	6
Policy coordination	8.70	0.8373	9
Bureaucracy	5.97	0.8571	6
Transparency	7.53	0.9259	2
Public sector corruption	0.01	0.9877	6

5. IMPACT

SCORE 0.9089 | RANK 9

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	81.50	0.8150	18
Satisfaction with roads and highways	80.40	0.7669	10
Quality of life	9.37	0.9624	7

DENMARK – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	5.88	378.64	64,651	7

1. ADAPTABILITY

SCORE 0.8071 | RANK 7

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.62	0.8303	6
Attitudes towards Globalization	8.19	0.9089	3
Image Abroad or Branding	8.31	0.9275	6
National Culture	7.36	0.7277	15
Value System	6.98	0.8075	17
Need for Economic and Social Reforms	7.10	0.8510	11
Adaptability/Government responsiveness to change	4.64	0.6852	14
Legal frameworks adaptability to digital business models	4.61	0.7184	20

2. TALENT

SCORE 0.8904 | RANK 4

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.88	0.9761	6
Effective use of support	9.34	0.9176	2
Skilled labour	7.00	0.8889	5
Competent senior managers	7.20	0.9511	4
Brain retention	71.85	0.7185	20

3. DIGITALIZATION

SCORE 0.8319 | RANK 7

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.60	0.4865	14
E-Government Development	0.98	1.0000	1
Online e-participation	0.96	0.9531	4
Fixed broadband subscriptions	44.72	0.9514	3
Cost of redundancy dismissal	18.80	0.7716	25
Availability of latest technologies	6.00	0.8286	7

4. GOVERNANCE

SCORE 0.8485 | RANK 9

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.89	0.8920	5
Efficient use of assets	8.86	0.9257	9
Efficiency of government spending	4.00	0.5686	16
Implementation	10.03	1.0000	1
Policy coordination	8.33	0.7918	14
Bureaucracy	6.00	0.8619	5
Transparency	6.14	0.7484	12
Public sector corruption	0.00	1.0000	1

5. IMPACT

SCORE 0.9276 | RANK 6

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	88.60	0.9049	9
Satisfaction with roads and highways	79.60	0.7549	11
Quality of life	9.50	0.9782	4

FINLAND – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	5.54	304.83	55,007	8

1. ADAPTABILITY

SCORE 0.7661 | RANK 11

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.00	0.6881	21
Attitudes towards Globalization	7.87	0.8469	5
Image Abroad or Branding	7.68	0.8459	4
National Culture	7.33	0.7207	16
Value System	6.76	0.7642	23
Need for Economic and Social Reforms	5.89	0.6227	30
Adaptability/Government responsiveness to change	5.19	0.8033	7
Legal frameworks adaptability to digital business models	5.06	0.8368	9

2. TALENT

SCORE 0.8573 | RANK 7

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.83	0.9691	7
Effective use of support	9.31	0.9134	3
Skilled labour	6.66	0.8176	12
Competent senior managers	6.53	0.8085	14
Brain retention	77.79	0.7779	13

3. DIGITALIZATION

SCORE 0.8401 | RANK 8

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.00	0.5946	10
E-Government Development	0.95	0.9318	4
Online e-participation	0.95	0.9375	5
Fixed broadband subscriptions	33.32	0.6994	25
Cost of redundancy dismissal	10.10	0.8773	7
Availability of latest technologies	6.60	1.0000	1

4. GOVERNANCE

SCORE 0.8666 | RANK 5

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.95	0.9061	3
Efficient use of assets	9.24	0.9708	2
Efficiency of government spending	4.80	0.7255	10
Implementation	9.13	0.8881	7
Policy coordination	8.82	0.8531	6
Bureaucracy	5.26	0.7457	10
Transparency	7.04	0.8633	7
Public sector corruption	0.02	0.9806	10

5. IMPACT

SCORE 0.8673 | RANK 14

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	85.20	0.8619	14
Satisfaction with roads and highways	63.70	0.5158	36
Quality of life	9.34	0.9588	8

LUXEMBOURG – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	0.65	86.12	134,754	9

1. ADAPTABILITY

SCORE 0.7993 | RANK 9

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.89	0.6628	22
Attitudes towards Globalization	6.63	0.6066	23
Image Abroad or Branding	7.19	0.7824	22
National Culture	7.74	0.8169	9
Value System	7.40	0.8900	7
Need for Economic and Social Reforms	6.48	0.7340	23
Adaptability/Government responsiveness to change	5.69	0.9096	4
Legal frameworks adaptability to digital business models	5.65	0.9921	2

2. TALENT

SCORE 0.7130 | RANK 18

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.93	0.8316	5
Effective use of support	7.90	0.8316	13
Skilled labour	4.68	0.8316	48
Competent senior managers	5.35	0.8316	33
Brain retention	88.32	0.8316	5

3. DIGITALIZATION

SCORE 0.7510 | RANK 17

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.70	0.7838	5
E-Government Development	0.83	0.6690	30
Online e-participation	0.70	0.6094	21
Fixed broadband subscriptions	37.57	0.7933	15
Cost of redundancy dismissal	21.70	0.7363	31
Availability of latest technologies	6.30	0.9143	4

4. GOVERNANCE

SCORE 0.8559 | RANK 7

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.84	0.8802	7
Efficient use of assets	8.95	0.9359	7
Efficiency of government spending	5.00	0.7647	8
Implementation	8.84	0.8515	13
Policy coordination	8.84	0.8544	5
Bureaucracy	5.21	0.7378	11
Transparency	6.89	0.8442	8
Public sector corruption	0.02	0.9785	12

5. IMPACT

SCORE 0.9090 | RANK 8

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	85.50	0.8657	12
Satisfaction with roads and highways	78.60	0.7398	13
Quality of life	9.18	0.9394	9

ICELAND – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	0.37	21.46	57,646	10

1. ADAPTABILITY

SCORE 0.8220 | RANK 5

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	8.36	1.0000	1
Attitudes towards Globalization	7.55	0.7849	8
Image Abroad or Branding	7.72	0.8510	13
National Culture	8.09	0.8991	4
Value System	7.06	0.8232	16
Need for Economic and Social Reforms	6.91	0.8151	15
Adaptability/Government responsiveness to change	4.47	0.6498	21
Legal frameworks adaptability to digital business models	4.74	0.7526	17

2. TALENT

SCORE 0.8068 | RANK 9

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.68	0.8990	16
Effective use of support	7.52	0.8990	18
Skilled labour	7.03	0.8990	4
Competent senior managers	6.70	0.8990	9
Brain retention	79.82	0.8990	10

3. DIGITALIZATION

SCORE 0.7802 | RANK 12

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.60	0.4865	14
E-Government Development	0.91	0.8537	12
Online e-participation	0.77	0.7031	16
Fixed broadband subscriptions	41.56	0.8815	9
Cost of redundancy dismissal	13.00	0.8420	12
Availability of latest technologies	6.30	0.9143	4

4. GOVERNANCE

SCORE 0.7769 | RANK 13

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.52	0.8028	14
Efficient use of assets	8.61	0.8960	13
Efficiency of government spending	4.30	0.6275	13
Implementation	8.13	0.7633	16
Policy coordination	8.51	0.8135	12
Bureaucracy	4.15	0.5714	18
Transparency	6.24	0.7612	11
Public sector corruption	0.02	0.9796	11

5. IMPACT

SCORE 0.8687 | RANK 13

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	80.50	0.8023	19
Satisfaction with roads and highways	67.00	0.5654	30
Quality of life	9.48	0.9758	5

UNITED STATES – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	0.37	21.46	57,646	10

1. ADAPTABILITY

SCORE 0.7255 | RANK 18

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.11	0.7133	17
Attitudes towards Globalization	6.08	0.5000	37
Image Abroad or Branding	6.97	0.7539	26
National Culture	6.21	0.4577	42
Value System	7.74	0.9568	3
Need for Economic and Social Reforms	5.94	0.6321	29
Adaptability/Government responsiveness to change	5.13	0.7905	9
Legal frameworks adaptability to digital business models	5.68	1.0000	1

2. TALENT

SCORE 0.7747 | RANK 13

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.05	0.7167	22
Effective use of support	5.98	0.7049	29
Skilled labour	6.45	0.7736	15
Competent senior managers	7.00	0.9085	6
Brain retention	97.76	0.9776	2

3. DIGITALIZATION

SCORE 0.9059 | RANK 26

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	5.10	0.8919	2
E-Government Development	0.93	0.8973	9
Online e-participation	1.00	1.0000	1
Fixed broadband subscriptions	36.61	0.7721	17
Cost of redundancy dismissal	8.00	0.9028	2
Availability of latest technologies	6.50	0.9714	2

4. GOVERNANCE

SCORE 0.7706 | RANK 15

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.32	0.7530	21
Efficient use of assets	7.56	0.7723	25
Efficiency of government spending	5.90	0.9412	3
Implementation	7.39	0.6717	21
Policy coordination	8.55	0.8183	11
Bureaucracy	4.55	0.6342	15
Transparency	5.45	0.6603	21
Public sector corruption	0.09	0.9141	20

5. IMPACT

SCORE 0.8243 | RANK 25

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	82.90	0.8327	16
Satisfaction with roads and highways	66.10	0.5519	33
Quality of life	7.51	0.7370	27

IRELAND – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	5.02	535.28	106,456	12

1. ADAPTABILITY

SCORE 0.8253 | RANK 4

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	8.34	0.9954	2
Attitudes towards Globalization	7.86	0.8450	6
Image Abroad or Branding	8.41	0.9404	4
National Culture	8.10	0.9014	3
Value System	7.15	0.8409	13
Need for Economic and Social Reforms	7.12	0.8548	9
Adaptability/Government responsiveness to change	4.37	0.6272	23
Legal frameworks adaptability to digital business models	4.15	0.5974	29

2. TALENT

SCORE 0.7788 | RANK 11

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.94	0.4601	15
Effective use of support	7.90	0.4601	14
Skilled labour	6.07	0.4601	26
Competent senior managers	6.95	0.4601	7
Brain retention	72.27	0.4601	19

3. DIGITALIZATION

SCORE 0.6887 | RANK 13

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.40	0.4324	16
E-Government Development	0.84	0.7049	25
Online e-participation	0.86	0.8124	11
Fixed broadband subscriptions	30.71	0.6418	30
Cost of redundancy dismissal	14.30	0.8262	15
Availability of latest technologies	5.60	0.7143	11

4. GOVERNANCE

SCORE 0.7735 | RANK 14

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.48	0.7922	15
Efficient use of assets	8.30	0.8598	17
Efficiency of government spending	3.60	0.4902	20
Implementation	8.89	0.8579	12
Policy coordination	8.14	0.7679	15
Bureaucracy	5.02	0.7080	12
Transparency	6.07	0.7395	13
Public sector corruption	0.03	0.9724	14

5. IMPACT

SCORE 0.8322 | RANK 20

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	65.60	0.6134	37
Satisfaction with roads and highways	77.10	0.7173	17
Quality of life	8.28	0.8303	18

CANADA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	NA	38.45	1,992.05	52,085	13

1. ADAPTABILITY

SCORE 0.7240 | RANK 19

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.09	0.7087	18
Attitudes towards Globalization	6.44	0.5698	26
Image Abroad or Branding	7.44	0.8148	17
National Culture	7.50	0.7606	12
Value System	7.24	0.8585	10
Need for Economic and Social Reforms	6.79	0.7925	16
Adaptability/Government responsiveness to change	4.25	0.6027	30
Legal frameworks adaptability to digital business models	4.48	0.6842	23

2. TALENT

SCORE 0.7720 | RANK 14

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.43	0.9124	10
Effective use of support	7.60	0.7006	17
Skilled labour	6.35	0.7526	19
Competent senior managers	6.12	0.7213	22
Brain retention	77.29	0.7729	15

3. DIGITALIZATION

SCORE 0.7758 | RANK 5

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.30	0.4054	17
E-Government Development	0.84	0.7020	26
Online e-participation	0.94	0.9219	6
Fixed broadband subscriptions	41.93	0.8898	8
Cost of redundancy dismissal	10.00	0.8785	6
Availability of latest technologies	6.10	0.8571	6

4. GOVERNANCE

SCORE 0.8013 | RANK 10

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.64	0.8321	10
Efficient use of assets	8.68	0.9049	11
Efficiency of government spending	3.90	0.5490	17
Implementation	8.99	0.8703	11
Policy coordination	8.37	0.7963	13
Bureaucracy	4.97	0.7002	13
Transparency	6.29	0.7676	10
Public sector corruption	0.01	0.9898	5

5. IMPACT

SCORE 0.8288 | RANK 21

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	78.40	0.7757	22
Satisfaction with roads and highways	66.70	0.5609	32
Quality of life	8.09	0.8073	21

QATAR – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	ME	2.70	274.07	93,521	14

1. ADAPTABILITY

SCORE 0.8065 | RANK 8

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.15	0.7225	15
Attitudes towards Globalization	6.95	0.6686	13
Image Abroad or Branding	7.66	0.8433	15
National Culture	7.53	0.7676	11
Value System	7.51	0.9116	6
Need for Economic and Social Reforms	7.29	0.8868	4
Adaptability/Government responsiveness to change	5.44	0.8568	5
Legal frameworks adaptability to digital business models	4.90	0.7947	14

2. TALENT

SCORE 0.8034 | RANK 10

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.00	0.8513	14
Effective use of support	9.00	0.8750	5
Skilled labour	6.05	0.6897	27
Competent senior managers	6.67	0.8383	10
Brain retention	76.26	0.7626	17

3. DIGITALIZATION

SCORE 0.5953 | RANK 52

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	5.10	0.8919	2
E-Government Development	0.72	0.4243	52
Online e-participation	0.65	0.5469	23
Fixed broadband subscriptions	10.28	0.1904	55
Cost of redundancy dismissal	23.20	0.7181	33
Availability of latest technologies	5.90	0.8000	8

4. GOVERNANCE

SCORE 0.7849 | RANK 12

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.91	0.6533	31
Efficient use of assets	8.00	0.8244	19
Efficiency of government spending	5.80	0.9216	4
Implementation	8.00	0.7472	17
Policy coordination	9.00	0.8750	3
Bureaucracy	5.52	0.7865	8
Transparency	7.51	0.9234	3
Public sector corruption	0.44	0.5481	44

5. IMPACT

SCORE 0.9001 | RANK 10

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	90.20	0.9252	8
Satisfaction with roads and highways	78.70	0.7414	12
Quality of life	8.31	0.8339	16

NEW ZEALAND – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	AP	5.19	237.79	46,420	15

1. ADAPTABILITY

SCORE 0.7161 | RANK 21

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.19	0.7317	14
Attitudes towards Globalization	6.71	0.6221	21
Image Abroad or Branding	8.35	0.9326	5
National Culture	7.15	0.6784	20
Value System	6.45	0.7033	30
Need for Economic and Social Reforms	5.71	0.5887	35
Adaptability/Government responsiveness to change	4.59	0.6746	16
Legal frameworks adaptability to digital business models	4.91	0.7974	13

2. TALENT

SCORE 0.6259 | RANK 27

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.13	0.8704	13
Effective use of support	8.00	0.7506	11
Skilled labour	3.90	0.2390	58
Competent senior managers	5.61	0.6128	29
Brain retention	65.70	0.6570	26

3. DIGITALIZATION

SCORE 0.8225 | RANK 19

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.80	0.5405	12
E-Government Development	0.93	0.9067	8
Online e-participation	0.99	0.9844	2
Fixed broadband subscriptions	36.60	0.7720	18
Cost of redundancy dismissal	8.00	0.9028	2
Availability of latest technologies	6.00	0.8286	7

4. GOVERNANCE

SCORE 0.7993 | RANK 11

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.59	0.8188	13
Efficient use of assets	8.54	0.8876	14
Efficiency of government spending	5.03	0.8235	6
Implementation	7.86	0.7293	18
Policy coordination	8.80	0.8498	7
Bureaucracy	4.13	0.5683	19
Transparency	5.94	0.7229	15
Public sector corruption	0.01	0.9939	3

5. IMPACT

SCORE 0.8174 | RANK 27

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	77.50	0.7643	24
Satisfaction with roads and highways	59.10	0.4466	42
Quality of life	8.66	0.8764	13

UNITED KINGDOM – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	67.51	3,344.47	49,675	16

1. ADAPTABILITY

SCORE 0.6537 | RANK 29

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.84	0.6514	24
Attitudes towards Globalization	6.08	0.5000	37
Image Abroad or Branding	6.58	0.7034	32
National Culture	6.21	0.4577	42
Value System	7.13	0.8369	14
Need for Economic and Social Reforms	5.94	0.6321	29
Adaptability/Government responsiveness to change	4.50	0.6559	19
Legal frameworks adaptability to digital business models	4.89	0.7921	15

2. TALENT

SCORE 0.7635 | RANK 15

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.67	0.8038	17
Effective use of support	6.62	0.5778	26
Skilled labour	6.42	0.7673	16
Competent senior managers	6.58	0.8191	13
Brain retention	84.95	0.8495	7

3. DIGITALIZATION

SCORE 0.8502 | RANK 25

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.90	0.5676	11
E-Government Development	0.94	0.9109	7
Online e-participation	0.98	0.9688	3
Fixed broadband subscriptions	40.26	0.8528	14
Cost of redundancy dismissal	9.30	0.8870	5
Availability of latest technologies	6.30	0.9143	4

4. GOVERNANCE

SCORE 0.7562 | RANK 17

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.38	0.7671	17
Efficient use of assets	7.87	0.8094	22
Efficiency of government spending	4.20	0.6078	14
Implementation	8.54	0.8146	15
Policy coordination	8.14	0.7671	16
Bureaucracy	4.83	0.6782	14
Transparency	5.14	0.6207	25
Public sector corruption	0.02	0.9847	8

5. IMPACT

SCORE 0.7900 | RANK 33

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	75.50	0.7389	27
Satisfaction with roads and highways	64.30	0.5248	34
Quality of life	7.09	0.6861	31

GERMANY – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	83.37	4,815.48	57,928	17

1. ADAPTABILITY

SCORE 0.5989 | RANK 35

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.33	0.3050	50
Attitudes towards Globalization	6.18	0.5194	34
Image Abroad or Branding	8.09	0.8990	8
National Culture	6.22	0.4601	41
Value System	6.33	0.6798	32
Need for Economic and Social Reforms	4.81	0.4189	49
Adaptability/Government responsiveness to change	4.60	0.6772	15
Legal frameworks adaptability to digital business models	5.04	0.8316	10

2. TALENT

SCORE 0.6591 | RANK 21

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.08	0.3050	20
Effective use of support	7.35	0.3050	21
Skilled labour	5.05	0.3050	42
Competent senior managers	5.54	0.3050	31
Brain retention	82.68	0.3050	8

3. DIGITALIZATION

SCORE 0.7913 | RANK 10

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.90	0.8378	4
E-Government Development	0.85	0.7252	24
Online e-participation	0.75	0.6719	18
Fixed broadband subscriptions	43.22	0.9183	7
Cost of redundancy dismissal	21.60	0.7375	30
Availability of latest technologies	6.10	0.8571	6

4. GOVERNANCE

SCORE 0.7275 | RANK 18

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.36	0.7632	18
Efficient use of assets	8.42	0.8738	16
Efficiency of government spending	5.40	0.8431	5
Implementation	6.72	0.5874	28
Policy coordination	8.70	0.8371	10
Bureaucracy	2.53	0.3171	39
Transparency	5.06	0.6105	26
Public sector corruption	0.01	0.9877	6

5. IMPACT

SCORE 0.8866 | RANK 11

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	85.30	0.8631	13
Satisfaction with roads and highways	73.60	0.6647	22
Quality of life	8.90	0.9055	11

AUSTRALIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	AP	26.18	1,436.44	55,807	18

1. ADAPTABILITY

SCORE 0.5726 | RANK 38

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.64	0.6055	29
Attitudes towards Globalization	5.68	0.4225	47
Image Abroad or Branding	6.64	0.7111	31
National Culture	5.86	0.3756	46
Value System	6.52	0.7171	28
Need for Economic and Social Reforms	5.24	0.5000	41
Adaptability/Government responsiveness to change	4.18	0.5860	23
Legal frameworks adaptability to digital business models	4.40	0.6632	24

2. TALENT

SCORE 0.7084 | RANK 19

INDICATORS	VALUE	SCORE	RANK
Policy Learning	9.00	0.9930	3
Effective use of support	7.36	0.6694	20
Skilled labour	5.79	0.6352	32
Competent senior managers	5.18	0.5213	38
Brain retention	72.30	0.7230	18

3. DIGITALIZATION

SCORE 0.7725 | RANK 2

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.30	0.4054	17
E-Government Development	0.94	0.9274	5
Online e-participation	0.96	0.9531	4
Fixed broadband subscriptions	35.68	0.7517	20
Cost of redundancy dismissal	12.00	0.8542	10
Availability of latest technologies	5.70	0.7429	10

4. GOVERNANCE

SCORE 0.7666 | RANK 16

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.62	0.8260	11
Efficient use of assets	8.12	0.8385	18
Efficiency of government spending	3.60	0.4902	20
Implementation	10.02	0.9987	2
Policy coordination	7.63	0.7042	21
Bureaucracy	5.64	0.8053	7
Transparency	4.09	0.4866	33
Public sector corruption	0.02	0.9836	9

5. IMPACT

SCORE 0.8381 | RANK 18

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	82.80	0.8314	17
Satisfaction with roads and highways	66.10	0.5519	33
Quality of life	8.09	0.8073	20

ISRAEL – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	AP	9.04	409.41	43,722	19

1. ADAPTABILITY

SCORE 0.7259 | RANK 17

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.14	0.7202	16
Attitudes towards Globalization	6.82	0.6434	16
Image Abroad or Branding	7.37	0.8057	19
National Culture	7.49	0.7582	11
Value System	6.86	0.7839	19
Need for Economic and Social Reforms	6.24	0.6887	26
Adaptability/Government responsiveness to change	4.27	0.6071	28
Legal frameworks adaptability to digital business models	4.92	0.8000	12

2. TALENT

SCORE 0.6883 | RANK 20

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.78	0.6777	24
Effective use of support	6.83	0.6036	23
Skilled labour	6.20	0.7212	21
Competent senior managers	6.12	0.7213	22
Brain retention	71.80	0.7180	21

3. DIGITALIZATION

SCORE 0.7138 | RANK 1

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.40	0.7027	7
E-Government Development	0.84	0.6889	28
Online e-participation	0.71	0.6250	20
Fixed broadband subscriptions	30.06	0.6275	32
Cost of redundancy dismissal	27.40	0.6671	36
Availability of latest technologies	6.50	0.9714	2

4. GOVERNANCE

SCORE 0.6486 | RANK 25

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.10	0.6989	25
Efficient use of assets	7.84	0.8054	23
Efficiency of government spending	3.80	0.5294	18
Implementation	7.37	0.6686	22
Policy coordination	7.68	0.7095	20
Bureaucracy	2.86	0.3689	34
Transparency	4.12	0.4904	32
Public sector corruption	0.08	0.9172	19

5. IMPACT

SCORE 0.8250 | RANK 24

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	76.70	0.7541	26
Satisfaction with roads and highways	70.50	0.6180	25
Quality of life	7.64	0.7527	25

KOREA REP. SOUTH – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	AP	51.82	2,427.79	46,918	20

1. ADAPTABILITY

SCORE 0.6781 | RANK 24

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.72	0.6239	27
Attitudes towards Globalization	6.90	0.6589	14
Image Abroad or Branding	7.63	0.8394	16
National Culture	6.31	0.4812	40
Value System	6.68	0.7485	25
Need for Economic and Social Reforms	6.97	0.8265	13
Adaptability/Government responsiveness to change	4.27	0.6070	29
Legal frameworks adaptability to digital business models	4.31	0.6395	27

2. TALENT

SCORE 0.6508 | RANK 23

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.58	0.6772	18
Effective use of support	10.00	0.6772	1
Skilled labour	4.95	0.6772	44
Competent senior managers	4.24	0.6772	50
Brain retention	68.21	0.6772	24

3. DIGITALIZATION

SCORE 0.8101 | RANK 16

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.80	0.5405	12
E-Government Development	0.96	0.9559	2
Online e-participation	1.00	1.0000	1
Fixed broadband subscriptions	43.55	0.9255	6
Cost of redundancy dismissal	27.40	0.6671	36
Availability of latest technologies	5.80	0.7714	9

4. GOVERNANCE

SCORE 0.6423 | RANK 26

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.42	0.7766	16
Efficient use of assets	9.08	0.9520	3
Efficiency of government spending	3.50	0.4706	21
Implementation	7.52	0.6869	20
Policy coordination	8.00	0.7500	17
Bureaucracy	1.50	0.1554	58
Transparency	3.70	0.4368	37
Public sector corruption	0.09	0.9100	21

5. IMPACT

SCORE 0.8273 | RANK 23

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	71.40	0.6869	30
Satisfaction with roads and highways	85.40	0.8421	6
Quality of life	6.44	0.6073	39

ESTONIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	1.33	56.08	42,192	21

1. ADAPTABILITY

SCORE 0.6751 | RANK 25

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.69	0.6170	28
Attitudes towards Globalization	6.27	0.5368	30
Image Abroad or Branding	7.24	0.7889	21
National Culture	6.90	0.6197	26
Value System	6.81	0.7741	20
Need for Economic and Social Reforms	6.12	0.6661	27
Adaptability/Government responsiveness to change	3.94	0.5354	37
Legal frameworks adaptability to digital business models	5.16	0.8632	6

2. TALENT

SCORE 0.5630 | RANK 41

INDICATORS	VALUE	SCORE	RANK
Policy Learning	9.00	0.9932	2
Effective use of support	10.00	1.0000	1
Skilled labour	3.46	0.1468	62
Competent senior managers	3.94	0.2574	54
Brain retention	41.74	0.4174	41

3. DIGITALIZATION

SCORE 0.7729 | RANK 38

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.50	0.4595	15
E-Government Development	0.95	0.9365	3
Online e-participation	1.00	1.0000	1
Fixed broadband subscriptions	31.33	0.6555	28
Cost of redundancy dismissal	12.90	0.8433	11
Availability of latest technologies	5.70	0.7429	10

4. GOVERNANCE

SCORE 0.7200 | RANK 20

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.34	0.7590	19
Efficient use of assets	9.00	0.9422	6
Efficiency of government spending	3.50	0.4706	21
Implementation	9.00	0.8718	10
Policy coordination	7.00	0.6250	27
Bureaucracy	4.21	0.5808	17
Transparency	4.54	0.5441	29
Public sector corruption	0.03	0.9663	15

5. IMPACT

SCORE 0.8041 | RANK 29

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	61.00	0.5551	41
Satisfaction with roads and highways	82.50	0.7985	9
Quality of life	6.93	0.6667	33

CHINA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	AP	1,425.89	27,312.55	19,338	22

1. ADAPTABILITY

SCORE 0.7499 | RANK 16

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.14	0.7202	16
Attitudes towards Globalization	7.44	0.7636	9
Image Abroad or Branding	7.05	0.7642	23
National Culture	7.47	0.7535	12
Value System	7.34	0.8782	8
Need for Economic and Social Reforms	7.18	0.8661	7
Adaptability/Government responsiveness to change	3.99	0.5459	36
Legal frameworks adaptability to digital business models	4.57	0.7079	21

2. TALENT

SCORE 0.7287 | RANK 16

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.00	0.8513	14
Effective use of support	8.00	0.7500	12
Skilled labour	6.19	0.7191	22
Competent senior managers	6.00	0.6957	23
Brain retention	62.71	0.6271	28

3. DIGITALIZATION

SCORE 0.6754 | RANK 35

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.50	0.7297	6
E-Government Development	0.79	0.5969	41
Online e-participation	0.96	0.9531	4
Fixed broadband subscriptions	33.60	0.7056	24
Cost of redundancy dismissal	27.40	0.6671	36
Availability of latest technologies	4.50	0.4000	22

4. GOVERNANCE

SCORE 0.6018 | RANK 29

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.65	0.5900	35
Efficient use of assets	7.00	0.5888	30
Efficiency of government spending	4.60	0.6863	11
Implementation	7.00	0.6227	26
Policy coordination	6.00	0.5000	30
Bureaucracy	4.06	0.5573	21
Transparency	5.78	0.7024	16
Public sector corruption	0.43	0.5665	42

5. IMPACT

SCORE 0.8128 | RANK 28

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.97	0.8489	14
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	70.80	0.6793	32
Satisfaction with roads and highways	85.90	0.8496	5
Quality of life	7.09	0.6861	32

AUSTRIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	8.94	523.29	58,427	23

1. ADAPTABILITY

SCORE 0.5957 | RANK 36

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.95	0.4472	43
Attitudes towards Globalization	5.63	0.4128	48
Image Abroad or Branding	7.63	0.8394	16
National Culture	6.72	0.5775	34
Value System	6.44	0.7014	31
Need for Economic and Social Reforms	5.21	0.4944	42
Adaptability/Government responsiveness to change	4.48	0.6512	20
Legal frameworks adaptability to digital business models	4.32	0.6421	26

2. TALENT

SCORE 0.6109 | RANK 32

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.24	0.8847	12
Effective use of support	8.05	0.7557	9
Skilled labour	4.08	0.2767	54
Competent senior managers	5.21	0.5277	37
Brain retention	60.94	0.6094	29

3. DIGITALIZATION

SCORE 0.7486 | RANK 3

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.30	0.4054	17
E-Government Development	0.89	0.8120	15
Online e-participation	0.98	0.9688	3
Fixed broadband subscriptions	28.93	0.6026	36
Cost of redundancy dismissal	8.00	0.9028	2
Availability of latest technologies	5.90	0.8000	8

4. GOVERNANCE

SCORE 0.6818 | RANK 21

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.66	0.8347	9
Efficient use of assets	9.49	1.0000	1
Efficiency of government spending	2.70	0.3137	29
Implementation	8.80	0.8474	14
Policy coordination	7.41	0.6763	23
Bureaucracy	2.74	0.3501	38
Transparency	4.60	0.5517	28
Public sector corruption	0.12	0.8804	24

5. IMPACT

SCORE 0.9413 | RANK 4

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	86.00	0.8720	11
Satisfaction with roads and highways	84.90	0.8346	8
Quality of life	9.68	1.0000	1

BELGIUM – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	11.66	682.88	58,931	24

1. ADAPTABILITY

SCORE 0.5693 | RANK 39

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.34	0.5367	32
Attitudes towards Globalization	6.72	0.6240	20
Image Abroad or Branding	5.90	0.6153	40
National Culture	7.41	0.7394	13
Value System	6.00	0.6149	37
Need for Economic and Social Reforms	4.95	0.4453	46
Adaptability/Government responsiveness to change	3.67	0.4785	42
Legal frameworks adaptability to digital business models	3.78	0.5000	38

2. TALENT

SCORE 0.7228 | RANK 17

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.68	0.6635	25
Effective use of support	7.61	0.7011	16
Skilled labour	6.52	0.7883	13
Competent senior managers	6.90	0.8872	8
Brain retention	57.41	0.5741	30

3. DIGITALIZATION

SCORE 0.6941 | RANK 4

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.60	0.4865	14
E-Government Development	0.80	0.6189	37
Online e-participation	0.65	0.5469	23
Fixed broadband subscriptions	40.85	0.8658	11
Cost of redundancy dismissal	19.70	0.7606	26
Availability of latest technologies	6.20	0.8857	5

4. GOVERNANCE

SCORE 0.6415 | RANK 27

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.12	0.7058	24
Efficient use of assets	7.96	0.8196	20
Efficiency of government spending	3.30	0.4314	23
Implementation	7.74	0.7154	19
Policy coordination	7.60	0.7003	22
Bureaucracy	2.76	0.3532	37
Transparency	3.59	0.4227	39
Public sector corruption	0.02	0.9836	9

5. IMPACT

SCORE 0.8601 | RANK 15

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	92.20	0.9506	3
Satisfaction with roads and highways	60.80	0.4722	41
Quality of life	8.67	0.8776	12

JAPAN – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	AP	123.95	5,396.82	42,940	25

1. ADAPTABILITY

SCORE 0.4681 | RANK 50

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	4.90	0.2064	52
Attitudes towards Globalization	5.75	0.4360	44
Image Abroad or Branding	6.91	0.7461	27
National Culture	4.48	0.0516	53
Value System	5.19	0.4558	48
Need for Economic and Social Reforms	5.86	0.6170	32
Adaptability/Government responsiveness to change	4.29	0.6111	27
Legal frameworks adaptability to digital business models	4.24	0.6211	28

2. TALENT

SCORE 0.6011 | RANK 33

INDICATORS	VALUE	SCORE	RANK
Policy Learning	9.05	0.4189	1
Effective use of support	8.60	0.4189	6
Skilled labour	4.93	0.4189	45
Competent senior managers	3.52	0.4189	55
Brain retention	55.70	0.4189	33

3. DIGITALIZATION

SCORE 0.8261 | RANK 15

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.00	0.5946	10
E-Government Development	0.90	0.8287	14
Online e-participation	0.99	0.9844	2
Fixed broadband subscriptions	34.79	0.7320	21
Cost of redundancy dismissal	8.00	0.9028	2
Availability of latest technologies	6.30	0.9143	4

4. GOVERNANCE

SCORE 0.7272 | RANK 19

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.60	0.8204	12
Efficient use of assets	8.43	0.8755	15
Efficiency of government spending	4.10	0.5882	15
Implementation	9.06	0.8791	8
Policy coordination	7.71	0.7132	19
Bureaucracy	4.11	0.5651	20
Transparency	3.51	0.4125	41
Public sector corruption	0.04	0.9632	17

5. IMPACT

SCORE 0.8278 | RANK 22

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	73.30	0.7110	28
Satisfaction with roads and highways	76.00	0.7008	20
Quality of life	7.43	0.7273	28

MALAYSIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	AP	33.94	970.74	29,617	26

1. ADAPTABILITY

SCORE 0.7177 | RANK 21

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.06	0.7018	19
Attitudes towards Globalization	6.84	0.6473	15
Image Abroad or Branding	6.50	0.6930	33
National Culture	6.80	0.5962	30
Value System	6.47	0.7073	29
Need for Economic and Social Reforms	6.52	0.7416	22
Adaptability/Government responsiveness to change	5.09	0.7811	10
Legal frameworks adaptability to digital business models	5.20	0.8737	5

2. TALENT

SCORE 0.6480 | RANK 24

INDICATORS	VALUE	SCORE	RANK
Policy Learning	5.00	0.4257	31
Effective use of support	7.00	0.6250	22
Skilled labour	6.14	0.7086	24
Competent senior managers	5.89	0.6723	24
Brain retention	80.86	0.8086	9

3. DIGITALIZATION

SCORE 0.6416 | RANK 46

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	5.00	0.8649	3
E-Government Development	0.79	0.5844	42
Online e-participation	0.86	0.8124	11
Fixed broadband subscriptions	10.38	0.1926	54
Cost of redundancy dismissal	23.90	0.7096	35
Availability of latest technologies	5.50	0.6857	12

4. GOVERNANCE

SCORE 0.5321 | RANK 38

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.04	0.6856	27
Efficient use of assets	6.00	0.5888	30
Efficiency of government spending	4.80	0.7255	10
Implementation	4.00	0.2491	33
Policy coordination	5.00	0.3750	31
Bureaucracy	3.44	0.4600	27
Transparency	4.46	0.5338	30
Public sector corruption	0.35	0.6391	41

5. IMPACT

SCORE 0.8192 | RANK 26

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.97	0.8800	11
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	91.80	0.9455	5
Satisfaction with roads and highways	72.30	0.6451	23
Quality of life	6.59	0.6255	37

PORTUGAL – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	10.27	369.63	35,888	27

1. ADAPTABILITY

SCORE 0.6235 | RANK 31

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.84	0.8807	5
Attitudes towards Globalization	6.84	0.6473	15
Image Abroad or Branding	6.35	0.6736	35
National Culture	7.95	0.8662	6
Value System	5.49	0.5147	44
Need for Economic and Social Reforms	4.64	0.3868	51
Adaptability/Government responsiveness to change	3.90	0.5267	38
Legal frameworks adaptability to digital business models	3.75	0.4921	39

2. TALENT

SCORE 0.6123 | RANK 31

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.06	0.7174	21
Effective use of support	7.42	0.6771	19
Skilled labour	6.47	0.7778	14
Competent senior managers	5.04	0.4915	39
Brain retention	39.76	0.3976	45

3. DIGITALIZATION

SCORE 0.7295 | RANK 21

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.50	0.4595	15
E-Government Development	0.83	0.6653	32
Online e-participation	0.82	0.7656	13
Fixed broadband subscriptions	40.81	0.8649	13
Cost of redundancy dismissal	17.00	0.7934	22
Availability of latest technologies	6.00	0.8286	7

4. GOVERNANCE

SCORE 0.5929 | RANK 30

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.02	0.6812	28
Efficient use of assets	7.90	0.8129	21
Efficiency of government spending	3.20	0.4118	25
Implementation	7.35	0.6669	23
Policy coordination	7.19	0.6482	25
Bureaucracy	2.19	0.2637	44
Transparency	3.31	0.3870	45
Public sector corruption	0.13	0.8712	25

5. IMPACT

SCORE 0.7998 | RANK 31

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.98	0.8978	10
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	67.10	0.6324	34
Satisfaction with roads and highways	76.30	0.7053	19
Quality of life	7.73	0.7636	24

LITHUANIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	2.75	119.26	42,665	28

1. ADAPTABILITY

SCORE 0.6086 | RANK 33

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.29	0.7546	12
Attitudes towards Globalization	6.08	0.5000	37
Image Abroad or Branding	6.48	0.6904	34
National Culture	6.84	0.6056	27
Value System	6.18	0.6503	34
Need for Economic and Social Reforms	5.87	0.6189	31
Adaptability/Government responsiveness to change	3.31	0.4015	52
Legal frameworks adaptability to digital business models	4.34	0.6474	25

2. TALENT

SCORE 0.6235 | RANK 28

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.00	0.8513	14
Effective use of support	10.00	1.0000	1
Skilled labour	5.11	0.4927	4
Competent senior managers	5.28	0.5426	35
Brain retention	23.10	0.2310	57

3. DIGITALIZATION

SCORE 0.6461 | RANK 45

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.90	0.2973	21
E-Government Development	0.87	0.7566	20
Online e-participation	0.74	0.6563	19
Fixed broadband subscriptions	29.27	0.6100	35
Cost of redundancy dismissal	13.00	0.8420	12
Availability of latest technologies	5.60	0.7143	11

4. GOVERNANCE

SCORE 0.6788 | RANK 22

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.06	0.6898	26
Efficient use of assets	9.00	0.9422	6
Efficiency of government spending	2.70	0.3137	29
Implementation	8.00	0.7472	17
Policy coordination	8.00	0.7500	17
Bureaucracy	3.29	0.4364	29
Transparency	5.47	0.6628	20
Public sector corruption	0.11	0.8885	22

5. IMPACT

SCORE 0.7521 | RANK 37

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	50.90	0.4271	50
Satisfaction with roads and highways	74.30	0.6752	21
Quality of life	6.86	0.6582	35

CHILE – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	SA	19.60	559.16	29,104	29

1. ADAPTABILITY

SCORE 0.6005 | RANK 34

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.86	0.4266	45
Attitudes towards Globalization	7.11	0.6996	12
Image Abroad or Branding	7.14	0.8109	18
National Culture	6.70	0.5728	35
Value System	6.06	0.6267	36
Need for Economic and Social Reforms	5.44	0.5378	39
Adaptability/Government responsiveness to change	4.00	0.5482	35
Legal frameworks adaptability to digital business models	4.09	0.5816	31

2. TALENT

SCORE 0.7774 | RANK 12

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.00	0.8513	14
Effective use of support	10.00	1.0000	1
Skilled labour	5.31	0.5346	38
Competent senior managers	6.20	0.7383	21
Brain retention	76.28	0.7628	16

3. DIGITALIZATION

SCORE 0.5881 | RANK 34

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.80	0.2703	22
E-Government Development	0.83	0.6661	31
Online e-participation	0.86	0.8124	11
Fixed broadband subscriptions	19.69	0.3398	45
Cost of redundancy dismissal	27.40	0.6671	36
Availability of latest technologies	5.60	0.7143	11

4. GOVERNANCE

SCORE 0.6711 | RANK 23

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.99	0.6728	29
Efficient use of assets	9.00	0.9422	6
Efficiency of government spending	3.00	0.3725	27
Implementation	7.00	0.6227	26
Policy coordination	8.00	0.7500	17
Bureaucracy	2.96	0.3846	31
Transparency	5.75	0.6986	17
Public sector corruption	0.07	0.9254	18

5. IMPACT

SCORE 0.6735 | RANK 44

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	0.9911	2
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	39.40	0.2814	55
Satisfaction with roads and highways	62.40	0.4962	37
Quality of life	6.37	0.5988	40

SAUDI ARABIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	ME	36.41	1,751.18	49,551	30

1. ADAPTABILITY

SCORE 0.7517 | RANK 14

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.73	0.6261	26
Attitudes towards Globalization	5.85	0.4554	42
Image Abroad or Branding	6.98	0.7552	25
National Culture	7.15	0.6784	20
Value System	7.10	0.8310	15
Need for Economic and Social Reforms	7.58	0.9416	3
Adaptability/Government responsiveness to change	5.77	0.9259	2
Legal frameworks adaptability to digital business models	4.92	0.8000	12

2. TALENT

SCORE 0.5401 | RANK 43

INDICATORS	VALUE	SCORE	RANK
Policy Learning	5.00	0.4257	31
Effective use of support	6.00	0.5000	28
Skilled labour	4.89	0.4465	46
Competent senior managers	5.75	0.6426	26
Brain retention	68.55	0.6855	23

3. DIGITALIZATION

SCORE 0.6189 | RANK 55

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.20	0.6486	8
E-Government Development	0.80	0.6065	39
Online e-participation	0.71	0.6250	20
Fixed broadband subscriptions	22.66	0.4640	41
Cost of redundancy dismissal	23.70	0.7120	34
Availability of latest technologies	5.40	0.6571	13

4. GOVERNANCE

SCORE 0.5634 | RANK 34

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.15	0.4681	49
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	5.30	0.8235	6
Implementation	5.00	0.3736	32
Policy coordination	7.00	0.6250	27
Bureaucracy	4.00	0.5479	23
Transparency	5.98	0.7280	14
Public sector corruption	0.52	0.4703	48

5. IMPACT

SCORE 0.8040 | RANK 30

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.96	0.8000	17
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	83.60	0.8416	15
Satisfaction with roads and highways	77.70	0.7263	15
Quality of life	6.81	0.6521	36

BAHRAIN – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	ME	1.47	79.39	45,411	31

1. ADAPTABILITY

SCORE 0.7517 | RANK 15

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.99	0.4568	41
Attitudes towards Globalization	6.26	0.5355	31
Image Abroad or Branding	7.87	0.8705	10
National Culture	7.59	0.7828	10
Value System	7.28	0.8664	9
Need for Economic and Social Reforms	7.11	0.8524	10
Adaptability/Government responsiveness to change	5.22	0.8090	6
Legal frameworks adaptability to digital business models	5.07	0.8399	7

2. TALENT

SCORE 0.5540 | RANK 42

INDICATORS	VALUE	SCORE	RANK
Policy Learning	3.00	0.1419	33
Effective use of support	5.00	0.3750	31
Skilled labour	6.88	0.8632	8
Competent senior managers	6.20	0.7390	20
Brain retention	65.10	0.6510	27

3. DIGITALIZATION

SCORE 0.6099 | RANK 62

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.00	0.5946	10
E-Government Development	0.82	0.6559	35
Online e-participation	0.77	0.7031	16
Fixed broadband subscriptions	8.75	0.1566	60
Cost of redundancy dismissal	13.60	0.8348	14
Availability of latest technologies	5.60	0.7143	11

4. GOVERNANCE

SCORE 0.4866 | RANK 43

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.43	0.5367	40
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	4.30	0.6275	13
Implementation	6.00	0.4982	31
Policy coordination	4.00	0.2500	32
Bureaucracy	3.67	0.4954	26
Transparency	4.19	0.4998	31
Public sector corruption	0.48	0.5143	46

5. IMPACT

SCORE 0.8794 | RANK 12

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.96	0.8267	15
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	87.50	0.8910	10
Satisfaction with roads and highways	85.00	0.8361	7
Quality of life	8.39	0.8434	14

OMAN – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	ME	4.58	158.91	31,118	32

1. ADAPTABILITY

SCORE 0.7627 | RANK 12

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.90	0.4358	31
Attitudes towards Globalization	5.32	0.3527	18
Image Abroad or Branding	4.73	0.4637	12
National Culture	6.57	0.5423	7
Value System	5.87	0.5894	11
Need for Economic and Social Reforms	5.13	0.4793	17
Adaptability/Government responsiveness to change	3.01	0.3366	8
Legal frameworks adaptability to digital business models	4.09	0.5816	16

2. TALENT

SCORE 0.6169 | RANK 30

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.00	0.5676	29
Effective use of support	8.00	0.7500	12
Skilled labour	4.03	0.2662	9
Competent senior managers	3.97	0.2638	11
Brain retention	4.31	0.0431	14

3. DIGITALIZATION

SCORE 0.5636 | RANK 53

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.30	0.1351	13
E-Government Development	0.76	0.5205	45
Online e-participation	0.81	0.7500	12
Fixed broadband subscriptions	29.55	0.6162	34
Cost of redundancy dismissal	8.00	0.9028	2
Availability of latest technologies	4.70	0.4571	18

4. GOVERNANCE

SCORE 0.4631 | RANK 48

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.22	0.3790	50
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	2.40	0.2549	7
Implementation	5.00	0.3736	32
Policy coordination	5.00	0.3750	31
Bureaucracy	1.53	0.1601	32
Transparency	2.67	0.3052	36
Public sector corruption	0.24	0.7607	33

5. IMPACT

SCORE 0.7858 | RANK 34

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	0.9778	4
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	55.30	0.4829	23
Satisfaction with roads and highways	52.30	0.3444	24
Quality of life	4.37	0.3564	30

FRANCE – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	64.63	3,424.15	50,729	33

1. ADAPTABILITY

SCORE 0.3758 | RANK 57

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	4.99	0.2271	51
Attitudes towards Globalization	3.50	0.0000	61
Image Abroad or Branding	5.90	0.6153	40
National Culture	5.00	0.1737	50
Value System	5.75	0.5658	40
Need for Economic and Social Reforms	3.80	0.2283	58
Adaptability/Government responsiveness to change	4.36	0.6254	25
Legal frameworks adaptability to digital business models	4.05	0.5711	32

2. TALENT

SCORE 0.5833 | RANK 37

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.11	0.7245	19
Effective use of support	6.67	0.5835	25
Skilled labour	5.43	0.5597	35
Competent senior managers	5.72	0.6362	27
Brain retention	41.24	0.4124	42

3. DIGITALIZATION

SCORE 0.8001 | RANK 9

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.60	0.4865	14
E-Government Development	0.87	0.7684	19
Online e-participation	0.90	0.8750	7
Fixed broadband subscriptions	46.92	1.0000	1
Cost of redundancy dismissal	13.00	0.8420	12
Availability of latest technologies	6.00	0.8286	7

4. GOVERNANCE

SCORE 0.6574 | RANK 24

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.25	0.7358	22
Efficient use of assets	8.77	0.9150	10
Efficiency of government spending	3.30	0.4314	23
Implementation	7.15	0.6415	25
Policy coordination	7.99	0.7491	18
Bureaucracy	1.90	0.2182	49
Transparency	5.01	0.6041	27
Public sector corruption	0.04	0.9642	16

5. IMPACT

SCORE 0.8458 | RANK 17

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	70.90	0.6806	31
Satisfaction with roads and highways	77.00	0.7158	18
Quality of life	8.30	0.8327	17

CYPRUS – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	1.25	38.30	42,556	34

1. ADAPTABILITY

SCORE 0.5115 | RANK 43

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.96	0.4495	42
Attitudes towards Globalization	5.70	0.4264	46
Image Abroad or Branding	5.11	0.5130	45
National Culture	6.81	0.5986	29
Value System	5.93	0.6012	38
Need for Economic and Social Reforms	5.70	0.5868	36
Adaptability/Government responsiveness to change	3.59	0.4615	45
Legal frameworks adaptability to digital business models	3.61	0.4553	44

2. TALENT

SCORE 0.5674 | RANK 40

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.65	0.6602	26
Effective use of support	6.69	0.5868	24
Skilled labour	5.36	0.5451	36
Competent senior managers	5.21	0.5277	37
Brain retention	51.75	0.5175	34

3. DIGITALIZATION

SCORE 0.7064 | RANK 6

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.10	0.3514	19
E-Government Development	0.87	0.7713	18
Online e-participation	0.95	0.9375	5
Fixed broadband subscriptions	37.40	0.7895	16
Cost of redundancy dismissal	8.00	0.9028	2
Availability of latest technologies	4.80	0.4857	19

4. GOVERNANCE

SCORE 0.5843 | RANK 32

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.88	0.6472	33
Efficient use of assets	7.49	0.7639	26
Efficiency of government spending	3.70	0.5098	19
Implementation	6.81	0.5987	27
Policy coordination	7.17	0.6463	26
Bureaucracy	2.30	0.2810	42
Transparency	3.67	0.4330	38
Public sector corruption	0.20	0.7945	30

5. IMPACT

SCORE 0.7601 | RANK 36

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.99	0.9467	7
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	65.20	0.6084	38
Satisfaction with roads and highways	58.70	0.4406	43
Quality of life	8.07	0.8048	22

SPAIN – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	47.56	1,929.76	40,775	35

1. ADAPTABILITY

SCORE 0.4740 | RANK 47

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.20	0.5046	35
Attitudes towards Globalization	6.49	0.5795	25
Image Abroad or Branding	5.38	0.5479	44
National Culture	6.46	0.5164	37
Value System	5.07	0.4322	49
Need for Economic and Social Reforms	4.39	0.3396	55
Adaptability/Government responsiveness to change	3.32	0.4032	50
Legal frameworks adaptability to digital business models	3.66	0.4684	42

2. TALENT

SCORE 0.5830 | RANK 38

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.58	0.6493	27
Effective use of support	7.62	0.7020	15
Skilled labour	5.64	0.6038	34
Competent senior managers	5.45	0.5787	32
Brain retention	38.14	0.3814	47

3. DIGITALIZATION

SCORE 0.6848 | RANK 22

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.10	0.3514	19
E-Government Development	0.88	0.7869	17
Online e-participation	0.85	0.7968	12
Fixed broadband subscriptions	34.62	0.7283	22
Cost of redundancy dismissal	17.40	0.7886	24
Availability of latest technologies	5.40	0.6571	13

4. GOVERNANCE

SCORE 0.5702 | RANK 33

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.89	0.6500	32
Efficient use of assets	7.61	0.7781	24
Efficiency of government spending	3.10	0.3922	26
Implementation	7.20	0.6478	24
Policy coordination	7.25	0.6560	24
Bureaucracy	1.80	0.2025	52
Transparency	2.29	0.2567	55
Public sector corruption	0.02	0.9785	12

5. IMPACT

SCORE 0.8373 | RANK 19

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.99	0.9556	5
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	70.00	0.6692	33
Satisfaction with roads and highways	77.30	0.7203	16
Quality of life	8.37	0.8412	15

CZECH REPUBLIC – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	10.49	473.74	44,261	36

1. ADAPTABILITY

SCORE 0.4971 | RANK 45

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.00	0.4587	40
Attitudes towards Globalization	5.70	0.4264	46
Image Abroad or Branding	5.86	0.6101	42
National Culture	6.33	0.4859	39
Value System	6.30	0.6739	33
Need for Economic and Social Reforms	5.02	0.4585	45
Adaptability/Government responsiveness to change	3.40	0.4215	49
Legal frameworks adaptability to digital business models	3.56	0.4421	45

2. TALENT

SCORE 0.5986 | RANK 34

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.00	0.7095	23
Effective use of support	10.00	1.0000	1
Skilled labour	4.60	0.3857	49
Competent senior managers	4.64	0.4064	45
Brain retention	49.12	0.4912	35

3. DIGITALIZATION

SCORE 0.6382 | RANK 27

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.00	0.3243	20
E-Government Development	0.81	0.6385	36
Online e-participation	0.73	0.6406	19
Fixed broadband subscriptions	35.91	0.7567	19
Cost of redundancy dismissal	20.20	0.7546	27
Availability of latest technologies	5.60	0.7143	11

4. GOVERNANCE

SCORE 0.5468 | RANK 36

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.96	0.6651	30
Efficient use of assets	7.00	0.7066	28
Efficiency of government spending	3.00	0.3725	27
Implementation	8.00	0.7472	17
Policy coordination	7.00	0.6250	27
Bureaucracy	2.13	0.2543	46
Transparency	2.03	0.2235	57
Public sector corruption	0.22	0.7802	31

5. IMPACT

SCORE 0.7928 | RANK 32

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	77.10	0.7592	25
Satisfaction with roads and highways	62.20	0.4932	38
Quality of life	7.30	0.7115	29

INDONESIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	AP	275.50	3,566.27	12,904	37

1. ADAPTABILITY

SCORE 0.7213 | RANK 20

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.85	0.6537	23
Attitudes towards Globalization	7.20	0.7171	10
Image Abroad or Branding	6.85	0.7383	29
National Culture	7.17	0.6831	19
Value System	6.77	0.7662	22
Need for Economic and Social Reforms	7.00	0.8321	12
Adaptability/Government responsiveness to change	4.69	0.6957	13
Legal frameworks adaptability to digital business models	4.48	0.6842	23

2. TALENT

SCORE 0.6532 | RANK 22

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.00	0.5676	29
Effective use of support	7.00	0.6250	22
Skilled labour	5.95	0.6688	29
Competent senior managers	6.24	0.7468	19
Brain retention	65.81	0.6581	25

3. DIGITALIZATION

SCORE 0.4192 | RANK 41

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.40	0.7027	7
E-Government Development	0.66	0.2993	58
Online e-participation	0.75	0.6719	18
Fixed broadband subscriptions	4.29	0.0579	64
Cost of redundancy dismissal	57.80	0.2977	41
Availability of latest technologies	4.80	0.4857	19

4. GOVERNANCE

SCORE 0.4833 | RANK 44

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.37	0.5223	44
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	4.30	0.6275	13
Implementation	6.00	0.4982	31
Policy coordination	5.00	0.3750	31
Bureaucracy	3.84	0.5228	25
Transparency	5.25	0.6347	23
Public sector corruption	0.77	0.2147	60

5. IMPACT

SCORE 0.7315 | RANK 39

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.97	0.8489	14
Access to electricity	98.51	0.9576	4
Satisfaction with healthcare	72.60	0.7022	29
Satisfaction with roads and highways	69.60	0.6045	26
Quality of life	5.92	0.5442	41

SLOVENIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	2.12	91.92	43,625	38

1. ADAPTABILITY

SCORE 0.4143 | RANK 56

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.37	0.3142	48
Attitudes towards Globalization	5.53	0.3934	50
Image Abroad or Branding	5.45	0.5570	43
National Culture	5.59	0.3122	48
Value System	4.95	0.4086	50
Need for Economic and Social Reforms	4.68	0.3944	50
Adaptability/Government responsiveness to change	3.28	0.3947	54
Legal frameworks adaptability to digital business models	3.93	0.5395	35

2. TALENT

SCORE 0.5839 | RANK 36

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.00	0.7095	23
Effective use of support	9.00	0.8750	5
Skilled labour	5.32	0.5367	37
Competent senior managers	4.94	0.4702	41
Brain retention	32.83	0.3283	52

3. DIGITALIZATION

SCORE 0.6712 | RANK 57

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.60	0.2162	24
E-Government Development	0.85	0.7301	22
Online e-participation	0.86	0.8124	11
Fixed broadband subscriptions	31.34	0.6558	27
Cost of redundancy dismissal	10.70	0.8700	8
Availability of latest technologies	5.70	0.7429	10

4. GOVERNANCE

SCORE 0.5463 | RANK 37

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.17	0.7159	23
Efficient use of assets	7.00	0.7066	28
Efficiency of government spending	2.70	0.3137	29
Implementation	7.00	0.6227	26
Policy coordination	7.00	0.6250	27
Bureaucracy	2.16	0.2590	45
Transparency	3.11	0.3614	49
Public sector corruption	0.23	0.7658	32

5. IMPACT

SCORE 0.8530 | RANK 16

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	0.9956	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	85.50	0.8657	12
Satisfaction with roads and highways	69.40	0.6015	27
Quality of life	8.05	0.8024	23

INDIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
LMI	AP	1,417.17	10,218.57	7,334	39

1. ADAPTABILITY

SCORE 0.6937 | RANK 23

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.03	0.6950	20
Attitudes towards Globalization	6.73	0.6260	19
Image Abroad or Branding	6.84	0.7370	30
National Culture	7.00	0.6432	22
Value System	6.80	0.7721	21
Need for Economic and Social Reforms	6.59	0.7548	19
Adaptability/Government responsiveness to change	4.35	0.6238	26
Legal frameworks adaptability to digital business models	4.53	0.6974	22

2. TALENT

SCORE 0.6460 | RANK 25

INDICATORS	VALUE	SCORE	RANK
Policy Learning	5.00	0.4257	31
Effective use of support	7.00	0.6250	22
Skilled labour	6.15	0.7107	23
Competent senior managers	6.27	0.7532	18
Brain retention	71.56	0.7156	22

3. DIGITALIZATION

SCORE 0.5027 | RANK 40

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	4.70	0.7838	5
E-Government Development	0.60	0.1550	60
Online e-participation	0.86	0.8124	11
Fixed broadband subscriptions	1.66	0.0000	66
Cost of redundancy dismissal	15.80	0.8080	19
Availability of latest technologies	4.70	0.4571	20

4. GOVERNANCE

SCORE 0.5191 | RANK 40

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.39	0.5265	42
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	4.50	0.6667	12
Implementation	5.00	0.3736	32
Policy coordination	7.00	0.6250	27
Bureaucracy	4.02	0.5510	22
Transparency	5.18	0.6258	24
Public sector corruption	0.67	0.3129	55

5. IMPACT

SCORE 0.5885 | RANK 56

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.80	0.1067	21
Access to electricity	95.24	0.8646	6
Satisfaction with healthcare	79.70	0.7921	21
Satisfaction with roads and highways	77.90	0.7293	14
Quality of life	5.14	0.4497	47

LATVIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	1.85	64.91	34,469	40

1. ADAPTABILITY

SCORE 0.4977 | RANK 44

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.14	0.4908	38
Attitudes towards Globalization	5.56	0.3992	49
Image Abroad or Branding	5.87	0.6114	41
National Culture	6.22	0.4601	41
Value System	5.91	0.5972	39
Need for Economic and Social Reforms	5.73	0.5925	34
Adaptability/Government responsiveness to change	3.56	0.4538	46
Legal frameworks adaptability to digital business models	3.31	0.3763	55

2. TALENT

SCORE 0.6266 | RANK 26

INDICATORS	VALUE	SCORE	RANK
Policy Learning	8.00	0.8513	14
Effective use of support	9.00	0.8750	5
Skilled labour	5.20	0.5115	39
Competent senior managers	5.60	0.6106	30
Brain retention	28.44	0.2844	55

3. DIGITALIZATION

SCORE 0.5447 | RANK 44

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.70	0.2432	23
E-Government Development	0.78	0.5635	44
Online e-participation	0.58	0.4531	25
Fixed broadband subscriptions	26.01	0.5379	37
Cost of redundancy dismissal	13.00	0.8420	12
Availability of latest technologies	5.30	0.6286	14

4. GOVERNANCE

SCORE 0.6211 | RANK 28

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.88	0.6469	34
Efficient use of assets	8.00	0.8244	19
Efficiency of government spending	2.30	0.2353	33
Implementation	9.00	0.8718	10
Policy coordination	7.00	0.6250	27
Bureaucracy	3.27	0.4333	30
Transparency	3.82	0.4521	35
Public sector corruption	0.12	0.8804	24

5. IMPACT

SCORE 0.6645 | RANK 45

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	56.40	0.4968	45
Satisfaction with roads and highways	51.50	0.3323	51
Quality of life	5.50	0.4933	44

THAILAND – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	AP	71.70	1,343.72	19,209	41

1. ADAPTABILITY

SCORE 0.6745 | RANK 27

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.73	0.6261	26
Attitudes towards Globalization	7.20	0.7171	10
Image Abroad or Branding	7.33	0.8005	20
National Culture	7.77	0.8239	8
Value System	6.62	0.7367	26
Need for Economic and Social Reforms	6.35	0.7095	24
Adaptability/Government responsiveness to change	3.87	0.5214	39
Legal frameworks adaptability to digital business models	3.63	0.4605	43

2. TALENT

SCORE 0.5687 | RANK 39

INDICATORS	VALUE	SCORE	RANK
Policy Learning	4.00	0.2838	32
Effective use of support	6.00	0.5000	28
Skilled labour	6.19	0.7191	22
Competent senior managers	6.37	0.7745	17
Brain retention	56.61	0.5661	31

3. DIGITALIZATION

SCORE 0.5084 | RANK 58

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.40	0.4324	16
E-Government Development	0.76	0.5116	50
Online e-participation	0.77	0.7031	16
Fixed broadband subscriptions	16.44	0.3266	49
Cost of redundancy dismissal	36.00	0.5626	39
Availability of latest technologies	4.90	0.5143	18

4. GOVERNANCE

SCORE 0.4172 | RANK 52

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.30	0.5056	45
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	3.60	0.4902	20
Implementation	5.00	0.3736	32
Policy coordination	4.00	0.2500	32
Bureaucracy	3.38	0.4505	28
Transparency	3.70	0.4368	37
Public sector corruption	0.63	0.3599	53

5. IMPACT

SCORE 0.7831 | RANK 35

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.97	0.8711	12
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	80.50	0.8023	19
Satisfaction with roads and highways	70.80	0.6226	24
Quality of life	6.54	0.6194	38

JORDAN – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	ME	11.29	112.47	10,952	42

1. ADAPTABILITY

SCORE 0.6746 | RANK 26

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.64	0.6055	29
Attitudes towards Globalization	6.24	0.5310	32
Image Abroad or Branding	6.98	0.7552	25
National Culture	6.98	0.6385	23
Value System	6.77	0.7662	22
Need for Economic and Social Reforms	7.20	0.8699	5
Adaptability/Government responsiveness to change	4.45	0.6437	22
Legal frameworks adaptability to digital business models	4.11	0.5868	30

2. TALENT

SCORE 0.6221 | RANK 29

INDICATORS	VALUE	SCORE	RANK
Policy Learning	4.00	0.2838	32
Effective use of support	7.00	0.6250	22
Skilled labour	7.25	0.9413	2
Competent senior managers	6.58	0.8191	13
Brain retention	44.12	0.4412	39

3. DIGITALIZATION

SCORE 0.3755 | RANK 42

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.50	0.4595	15
E-Government Development	0.53	0.0091	64
Online e-participation	0.33	0.1250	28
Fixed broadband subscriptions	6.18	0.0998	62
Cost of redundancy dismissal	8.00	0.9028	2
Availability of latest technologies	5.40	0.6571	13

4. GOVERNANCE

SCORE 0.5178 | RANK 41

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.11	0.4605	51
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	3.40	0.4510	22
Implementation	6.00	0.4982	31
Policy coordination	6.00	0.5000	30
Bureaucracy	4.30	0.5950	16
Transparency	5.49	0.6654	19
Public sector corruption	0.49	0.5010	47

5. IMPACT

SCORE 0.7045 | RANK 42

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.99	0.9644	5
Access to electricity	99.90	0.9972	3
Satisfaction with healthcare	66.90	0.6299	36
Satisfaction with roads and highways	57.70	0.4256	45
Quality of life	5.60	0.5055	43

KAZAKHSTAN – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	CEE	19.40	543.47	28,600	43

1. ADAPTABILITY

SCORE 0.6609 | RANK 28

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.78	0.6376	25
Attitudes towards Globalization	6.62	0.6047	24
Image Abroad or Branding	6.99	0.7565	24
National Culture	6.84	0.6056	27
Value System	6.73	0.7583	24
Need for Economic and Social Reforms	6.68	0.7717	18
Adaptability/Government responsiveness to change	4.18	0.5868	31
Legal frameworks adaptability to digital business models	4.03	0.5658	33

2. TALENT

SCORE 0.5108 | RANK 50

INDICATORS	VALUE	SCORE	RANK
Policy Learning	5.00	0.4257	31
Effective use of support	5.00	0.3750	31
Skilled labour	5.68	0.6122	33
Competent senior managers	6.40	0.7809	16
Brain retention	36.05	0.3605	49

3. DIGITALIZATION

SCORE 0.5655 | RANK 43

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.30	0.4054	17
E-Government Development	0.84	0.6920	27
Online e-participation	0.88	0.8438	9
Fixed broadband subscriptions	13.96	0.2716	51
Cost of redundancy dismissal	8.70	0.8943	4
Availability of latest technologies	4.10	0.2857	26

4. GOVERNANCE

SCORE 0.4685 | RANK 47

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.16	0.4704	48
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	3.30	0.4314	23
Implementation	5.00	0.3736	32
Policy coordination	6.00	0.5000	30
Bureaucracy	4.13	0.5683	19
Transparency	5.37	0.6501	22
Public sector corruption	0.70	0.2832	57

5. IMPACT

SCORE 0.6784 | RANK 43

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	0.9956	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	52.60	0.4487	49
Satisfaction with roads and highways	61.40	0.4812	39
Quality of life	5.28	0.4667	45

ITALY – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	WE	59.04	2,713.27	45,936	44

1. ADAPTABILITY

SCORE 0.5370 | RANK 41

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.42	0.7844	9
Attitudes towards Globalization	5.96	0.4767	39
Image Abroad or Branding	6.25	0.6606	36
National Culture	6.78	0.5915	31
Value System	5.32	0.4813	46
Need for Economic and Social Reforms	6.29	0.6982	25
Adaptability/Government responsiveness to change	2.68	0.2661	62
Legal frameworks adaptability to digital business models	3.16	0.3368	57

2. TALENT

SCORE 0.5295 | RANK 47

INDICATORS	VALUE	SCORE	RANK
Policy Learning	5.48	0.6798	30
Effective use of support	5.95	0.6798	30
Skilled labour	5.98	0.6798	28
Competent senior managers	6.00	0.6798	23
Brain retention	28.87	0.6798	54

3. DIGITALIZATION

SCORE 0.6416 | RANK 14

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.00	0.3243	20
E-Government Development	0.82	0.6599	34
Online e-participation	0.82	0.7656	13
Fixed broadband subscriptions	29.98	0.6258	33
Cost of redundancy dismissal	8.00	0.9028	2
Availability of latest technologies	5.10	0.5714	16

4. GOVERNANCE

SCORE 0.4823 | RANK 45

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.40	0.5299	41
Efficient use of assets	7.03	0.7107	27
Efficiency of government spending	2.00	0.1765	36
Implementation	6.09	0.5094	30
Policy coordination	6.72	0.5899	29
Bureaucracy	1.20	0.1083	59
Transparency	3.52	0.4138	40
Public sector corruption	0.18	0.8200	27

5. IMPACT

SCORE 0.7102 | RANK 41

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	0.9822	3
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	60.80	0.5526	42
Satisfaction with roads and highways	47.90	0.2782	52
Quality of life	7.52	0.7382	26

GREECE – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	10.38	333.75	31,295	45

1. ADAPTABILITY

SCORE 0.4968 | RANK 46

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.89	0.6628	22
Attitudes towards Globalization	5.84	0.4535	43
Image Abroad or Branding	6.06	0.6360	38
National Culture	6.95	0.6315	24
Value System	5.53	0.5226	43
Need for Economic and Social Reforms	6.00	0.6434	28
Adaptability/Government responsiveness to change	2.41	0.2090	64
Legal frameworks adaptability to digital business models	2.70	0.2158	62

2. TALENT

SCORE 0.5345 | RANK 44

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.50	0.5194	28
Effective use of support	6.58	0.5194	27
Skilled labour	6.41	0.5194	17
Competent senior managers	5.24	0.5194	36
Brain retention	16.17	0.5194	63

3. DIGITALIZATION

SCORE 0.6180 | RANK 11

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.50	0.1892	25
E-Government Development	0.80	0.6131	38
Online e-participation	0.79	0.7187	15
Fixed broadband subscriptions	40.84	0.8657	12
Cost of redundancy dismissal	15.90	0.8068	20
Availability of latest technologies	4.90	0.5143	18

4. GOVERNANCE

SCORE 0.5516 | RANK 35

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.44	0.5406	38
Efficient use of assets	6.86	0.6907	29
Efficiency of government spending	1.80	0.1373	38
Implementation	6.66	0.5809	29
Policy coordination	6.97	0.6206	28
Bureaucracy	2.89	0.3736	33
Transparency	5.53	0.6705	18
Public sector corruption	0.20	0.7986	28

5. IMPACT

SCORE 0.6034 | RANK 55

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.99	0.9511	6
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	37.60	0.2586	56
Satisfaction with roads and highways	38.90	0.1429	57
Quality of life	6.91	0.6642	34

PHILIPPINES – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
LMI	AP	115.56	1,012.17	9,120	46

1. ADAPTABILITY

SCORE 0.5806 | RANK 37

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.33	0.7638	10
Attitudes towards Globalization	6.33	0.5484	29
Image Abroad or Branding	4.83	0.4767	46
National Culture	7.38	0.7324	14
Value System	5.87	0.5894	39
Need for Economic and Social Reforms	5.75	0.5963	33
Adaptability/Government responsiveness to change	3.62	0.4671	43
Legal frameworks adaptability to digital business models	3.67	0.4711	41

2. TALENT

SCORE 0.5928 | RANK 35

INDICATORS	VALUE	SCORE	RANK
Policy Learning	4.00	0.2838	32
Effective use of support	6.00	0.5000	28
Skilled labour	6.72	0.8302	10
Competent senior managers	6.44	0.7894	15
Brain retention	56.06	0.5606	32

3. DIGITALIZATION

SCORE 0.4295 | RANK 50

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.00	0.3243	20
E-Government Development	0.69	0.3617	56
Online e-participation	0.75	0.6719	18
Fixed broadband subscriptions	7.24	0.1233	61
Cost of redundancy dismissal	27.40	0.6671	36
Availability of latest technologies	4.60	0.4286	21

4. GOVERNANCE

SCORE 0.3765 | RANK 60

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.06	0.4474	52
Efficient use of assets	4.00	0.3533	32
Efficiency of government spending	2.90	0.3529	28
Implementation	3.00	0.1245	34
Policy coordination	7.00	0.6250	27
Bureaucracy	2.21	0.2669	43
Transparency	3.24	0.3780	47
Public sector corruption	0.53	0.4642	49

5. IMPACT

SCORE 0.7202 | RANK 40

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	94.86	0.8538	8
Satisfaction with healthcare	79.90	0.7947	20
Satisfaction with roads and highways	68.00	0.5805	29
Quality of life	4.50	0.3721	52

TURKEY – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	CEE	85.34	2,591.45	30,472	47

1. ADAPTABILITY

SCORE 0.5130 | RANK 42

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.45	0.7913	7
Attitudes towards Globalization	6.04	0.4922	38
Image Abroad or Branding	2.85	0.2202	59
National Culture	6.43	0.5094	38
Value System	5.57	0.5305	42
Need for Economic and Social Reforms	4.85	0.4264	47
Adaptability/Government responsiveness to change	4.17	0.5839	33
Legal frameworks adaptability to digital business models	3.97	0.5500	34

2. TALENT

SCORE 0.5315 | RANK 46

INDICATORS	VALUE	SCORE	RANK
Policy Learning	5.00	0.4257	31
Effective use of support	7.00	0.6250	22
Skilled labour	6.13	0.7065	25
Competent senior managers	5.66	0.6234	28
Brain retention	27.67	0.2767	56

3. DIGITALIZATION

SCORE 0.5652 | RANK 52

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.40	0.4324	16
E-Government Development	0.77	0.5457	47
Online e-participation	0.89	0.8594	8
Fixed broadband subscriptions	19.84	0.4017	44
Cost of redundancy dismissal	29.80	0.6379	37
Availability of latest technologies	4.90	0.5143	18

4. GOVERNANCE

SCORE 0.3766 | RANK 59

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.04	0.4219	56
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	3.21	0.4140	24
Implementation	5.00	0.3736	32
Policy coordination	6.00	0.5000	30
Bureaucracy	2.38	0.2936	41
Transparency	1.15	0.1111	62
Public sector corruption	0.56	0.4274	51

5. IMPACT

SCORE 0.6434 | RANK 46

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.95	0.7600	18
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	62.40	0.5729	40
Satisfaction with roads and highways	64.00	0.5203	35
Quality of life	4.43	0.3636	54

SLOVAKIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	5.64	179.82	33,010	48

1. ADAPTABILITY

SCORE 0.3599 | RANK 59

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.36	0.3119	49
Attitudes towards Globalization	4.83	0.2578	56
Image Abroad or Branding	4.40	0.4210	49
National Culture	4.98	0.1690	51
Value System	5.91	0.5972	39
Need for Economic and Social Reforms	4.61	0.3812	52
Adaptability/Government responsiveness to change	2.90	0.3145	59
Legal frameworks adaptability to digital business models	3.50	0.4263	50

2. TALENT

SCORE 0.4335 | RANK 55

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.00	0.7095	23
Effective use of support	9.00	0.8750	5
Skilled labour	4.00	0.2600	57
Competent senior managers	3.45	0.1532	57
Brain retention	16.98	0.1698	61

3. DIGITALIZATION

SCORE 0.6060 | RANK 28

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.20	0.3784	18
E-Government Development	0.78	0.5677	43
Online e-participation	0.70	0.6094	21
Fixed broadband subscriptions	31.17	0.6519	29
Cost of redundancy dismissal	18.80	0.7716	25
Availability of latest technologies	5.40	0.6571	13

4. GOVERNANCE

SCORE 0.5226 | RANK 39

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.54	0.5648	37
Efficient use of assets	7.00	0.7066	28
Efficiency of government spending	2.70	0.3137	29
Implementation	8.00	0.7472	17
Policy coordination	6.00	0.5000	30
Bureaucracy	1.82	0.2057	51
Transparency	3.00	0.3474	50
Public sector corruption	0.20	0.7955	29

5. IMPACT

SCORE 0.6254 | RANK 53

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	58.30	0.5209	43
Satisfaction with roads and highways	41.10	0.1759	55
Quality of life	4.98	0.4303	49

UKRAINE – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	CEE	39.70	588.38	14,220	49

1. ADAPTABILITY

SCORE 0.5380 | RANK 40

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.89	0.6628	22
Attitudes towards Globalization	5.71	0.4283	45
Image Abroad or Branding	4.35	0.4145	50
National Culture	7.23	0.6972	18
Value System	5.59	0.5344	41
Need for Economic and Social Reforms	6.79	0.7925	16
Adaptability/Government responsiveness to change	3.26	0.3903	55
Legal frameworks adaptability to digital business models	3.34	0.3842	54

2. TALENT

SCORE 0.5330 | RANK 45

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.00	0.7095	23
Effective use of support	7.00	0.6250	22
Skilled labour	5.87	0.6520	30
Competent senior managers	5.02	0.4872	40
Brain retention	19.14	0.1914	60

3. DIGITALIZATION

SCORE 0.4982 | RANK 59

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.00	0.3243	20
E-Government Development	0.71	0.4122	54
Online e-participation	0.81	0.7500	14
Fixed broadband subscriptions	18.62	0.3746	46
Cost of redundancy dismissal	13.00	0.8420	12
Availability of latest technologies	4.10	0.2857	26

4. GOVERNANCE

SCORE 0.3849 | RANK 57

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.36	0.3462	63
Efficient use of assets	6.00	0.5888	30
Efficiency of government spending	2.40	0.2549	32
Implementation	6.00	0.4982	31
Policy coordination	6.00	0.5000	30
Bureaucracy	2.03	0.2386	48
Transparency	2.38	0.2682	53
Public sector corruption	0.60	0.3845	52

5. IMPACT

SCORE 0.5419 | RANK 60

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	30.40	0.1673	61
Satisfaction with roads and highways	51.90	0.3383	50
Quality of life	3.11	0.2036	62

BULGARIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	CEE	6.78	184.24	26,705	50

1. ADAPTABILITY

SCORE 0.4490 | RANK 52

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.43	0.3280	46
Attitudes towards Globalization	5.38	0.3643	51
Image Abroad or Branding	4.30	0.4080	51
National Culture	6.17	0.4484	43
Value System	5.48	0.5128	45
Need for Economic and Social Reforms	5.69	0.5849	37
Adaptability/Government responsiveness to change	3.61	0.4643	44
Legal frameworks adaptability to digital business models	3.71	0.4816	40

2. TALENT

SCORE 0.4075 | RANK 59

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.00	0.5676	29
Effective use of support	9.00	0.8750	5
Skilled labour	3.83	0.2243	59
Competent senior managers	3.48	0.1596	56
Brain retention	21.08	0.2108	59

3. DIGITALIZATION

SCORE 0.6429 | RANK 33

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.30	0.4054	17
E-Government Development	0.80	0.6040	40
Online e-participation	0.89	0.8594	8
Fixed broadband subscriptions	30.44	0.6358	31
Cost of redundancy dismissal	8.60	0.8955	3
Availability of latest technologies	4.70	0.4571	20

4. GOVERNANCE

SCORE 0.4317 | RANK 50

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.07	0.4150	57
Efficient use of assets	7.00	0.7066	28
Efficiency of government spending	3.10	0.3922	26
Implementation	6.00	0.4982	31
Policy coordination	7.00	0.6250	27
Bureaucracy	1.52	0.1586	57
Transparency	2.04	0.2248	56
Public sector corruption	0.56	0.4335	50

5. IMPACT

SCORE 0.5529 | RANK 59

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.99	0.9644	5
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	43.30	0.3308	53
Satisfaction with roads and highways	44.80	0.2316	54
Quality of life	3.39	0.2376	61

POLAND – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	39.86	1,416.89	37,503	51

1. ADAPTABILITY

SCORE 0.2884 | RANK 63

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.41	0.3234	47
Attitudes towards Globalization	4.87	0.2655	55
Image Abroad or Branding	3.49	0.3031	56
National Culture	4.26	0.0000	57
Value System	4.43	0.3065	57
Need for Economic and Social Reforms	4.09	0.2830	56
Adaptability/Government responsiveness to change	3.31	0.4022	51
Legal frameworks adaptability to digital business models	3.49	0.4237	51

2. TALENT

SCORE 0.4645 | RANK 54

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.00	0.5676	29
Effective use of support	8.00	0.7500	12
Skilled labour	4.09	0.2788	53
Competent senior managers	4.51	0.3787	48
Brain retention	34.74	0.3474	50

3. DIGITALIZATION

SCORE 0.6234 | RANK 51

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.10	0.3514	19
E-Government Development	0.85	0.7267	23
Online e-participation	0.96	0.9531	4
Fixed broadband subscriptions	22.11	0.4519	42
Cost of redundancy dismissal	18.80	0.7716	25
Availability of latest technologies	4.80	0.4857	19

4. GOVERNANCE

SCORE 0.5172 | RANK 42

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.38	0.5241	43
Efficient use of assets	7.00	0.7066	28
Efficiency of government spending	3.20	0.4118	25
Implementation	7.00	0.6227	26
Policy coordination	7.00	0.6250	27
Bureaucracy	1.72	0.1900	55
Transparency	1.78	0.1916	60
Public sector corruption	0.13	0.8661	26

5. IMPACT

SCORE 0.6321 | RANK 51

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.99	0.9556	5
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	26.40	0.1166	62
Satisfaction with roads and highways	72.10	0.6421	24
Quality of life	5.11	0.4461	48

COLOMBIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	SA	51.87	866.08	16,894	52

1. ADAPTABILITY

SCORE 0.4230 | RANK 54

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.05	0.4702	39
Attitudes towards Globalization	6.37	0.5562	28
Image Abroad or Branding	4.72	0.4624	48
National Culture	6.21	0.4577	42
Value System	4.74	0.3674	54
Need for Economic and Social Reforms	3.94	0.2547	57
Adaptability/Government responsiveness to change	3.30	0.3998	53
Legal frameworks adaptability to digital business models	3.46	0.4158	52

2. TALENT

SCORE 0.5013 | RANK 52

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.00	0.5676	29
Effective use of support	7.00	0.6250	22
Skilled labour	5.15	0.5010	40
Competent senior managers	4.63	0.4043	46
Brain retention	40.85	0.4085	43

3. DIGITALIZATION

SCORE 0.5163 | RANK 36

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.20	0.3784	18
E-Government Development	0.72	0.4223	53
Online e-participation	0.87	0.8281	10
Fixed broadband subscriptions	15.26	0.3004	50
Cost of redundancy dismissal	16.70	0.7971	21
Availability of latest technologies	4.40	0.3714	23

4. GOVERNANCE

SCORE 0.3968 | RANK 55

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.04	0.4424	53
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	1.90	0.1569	37
Implementation	5.00	0.3736	32
Policy coordination	6.00	0.5000	30
Bureaucracy	1.83	0.2072	50
Transparency	3.19	0.3716	48
Public sector corruption	0.34	0.6513	40

5. IMPACT

SCORE 0.6367 | RANK 49

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	99.94	0.9983	2
Satisfaction with healthcare	47.30	0.3815	52
Satisfaction with roads and highways	56.80	0.4120	46
Quality of life	4.66	0.3915	50

MEXICO – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	NA	127.50	2,609.99	20,036	53

1. ADAPTABILITY

SCORE 0.4355 | RANK 53

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.50	0.5734	30
Attitudes towards Globalization	6.65	0.6105	22
Image Abroad or Branding	3.94	0.3614	54
National Culture	6.13	0.4390	45
Value System	4.93	0.4047	51
Need for Economic and Social Reforms	3.94	0.2547	57
Adaptability/Government responsiveness to change	3.00	0.3352	57
Legal frameworks adaptability to digital business models	3.80	0.5053	37

2. TALENT

SCORE 0.5098 | RANK 51

INDICATORS	VALUE	SCORE	RANK
Policy Learning	5.00	0.4257	31
Effective use of support	6.00	0.5000	28
Skilled labour	5.83	0.6436	31
Competent senior managers	5.29	0.5447	34
Brain retention	43.52	0.4352	40

3. DIGITALIZATION

SCORE 0.5304 | RANK 47

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.10	0.3514	19
E-Government Development	0.73	0.4506	51
Online e-participation	0.82	0.7656	13
Fixed broadband subscriptions	17.01	0.3392	48
Cost of redundancy dismissal	22.00	0.7327	32
Availability of latest technologies	5.00	0.5429	17

4. GOVERNANCE

SCORE 0.3602 | RANK 62

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.16	0.3949	58
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	2.20	0.2157	34
Implementation	5.00	0.3736	32
Policy coordination	6.00	0.5000	30
Bureaucracy	1.90	0.2182	49
Transparency	1.48	0.1533	61
Public sector corruption	0.44	0.5552	43

5. IMPACT

SCORE 0.6415 | RANK 48

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.98	0.9244	9
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	48.30	0.3942	51
Satisfaction with roads and highways	58.30	0.4346	44
Quality of life	5.18	0.4545	46

ROMANIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	19.66	676.94	35,414	54

1. ADAPTABILITY

SCORE 0.4727 | RANK 48

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.90	0.4358	44
Attitudes towards Globalization	5.32	0.3527	52
Image Abroad or Branding	4.73	0.4637	47
National Culture	6.57	0.5423	36
Value System	5.87	0.5894	39
Need for Economic and Social Reforms	5.13	0.4793	43
Adaptability/Government responsiveness to change	3.01	0.3366	56
Legal frameworks adaptability to digital business models	4.09	0.5816	31

2. TALENT

SCORE 0.3781 | RANK 60

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.00	0.5676	29
Effective use of support	8.00	0.7500	12
Skilled labour	4.03	0.2662	56
Competent senior managers	3.97	0.2638	52
Brain retention	4.31	0.0431	65

3. DIGITALIZATION

SCORE 0.5636 | RANK 53

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.30	0.1351	26
E-Government Development	0.76	0.5205	49
Online e-participation	0.81	0.7500	14
Fixed broadband subscriptions	29.55	0.6162	34
Cost of redundancy dismissal	8.00	0.9028	2
Availability of latest technologies	4.70	0.4571	20

4. GOVERNANCE

SCORE 0.3850 | RANK 56

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.22	0.3790	60
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	2.40	0.2549	32
Implementation	5.00	0.3736	32
Policy coordination	5.00	0.3750	31
Bureaucracy	1.53	0.1601	56
Transparency	2.67	0.3052	51
Public sector corruption	0.24	0.7607	33

5. IMPACT

SCORE 0.6323 | RANK 50

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	0.9778	4
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	55.30	0.4829	47
Satisfaction with roads and highways	52.30	0.3444	49
Quality of life	4.37	0.3564	56

RUSSIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	CEE	144.71	4,785.45	32,803	55

1. ADAPTABILITY

SCORE 0.3675 | RANK 58

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.34	0.5367	32
Attitudes towards Globalization	4.27	0.1492	58
Image Abroad or Branding	3.03	0.2435	57
National Culture	4.73	0.1103	52
Value System	4.49	0.3183	55
Need for Economic and Social Reforms	5.44	0.5378	39
Adaptability/Government responsiveness to change	3.84	0.5151	40
Legal frameworks adaptability to digital business models	3.89	0.5289	36

2. TALENT

SCORE 0.4286 | RANK 56

INDICATORS	VALUE	SCORE	RANK
Policy Learning	4.00	0.2838	32
Effective use of support	2.00	0.0000	32
Skilled labour	6.36	0.7547	18
Competent senior managers	5.84	0.6617	25
Brain retention	44.26	0.4426	38

3. DIGITALIZATION

SCORE 0.5935 | RANK 54

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.40	0.4324	16
E-Government Development	0.82	0.6628	33
Online e-participation	0.87	0.8281	10
Fixed broadband subscriptions	23.23	0.4764	40
Cost of redundancy dismissal	17.30	0.7898	23
Availability of latest technologies	4.40	0.3714	23

4. GOVERNANCE

SCORE 0.3776 | RANK 58

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.03	0.4407	54
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	3.40	0.4510	22
Implementation	5.00	0.3736	32
Policy coordination	5.00	0.3750	31
Bureaucracy	2.09	0.2480	47
Transparency	3.27	0.3819	46
Public sector corruption	0.71	0.2791	58

5. IMPACT

SCORE 0.5827 | RANK 57

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	36.60	0.2459	57
Satisfaction with roads and highways	55.10	0.3865	48
Quality of life	3.75	0.2812	59

MOROCCO – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
LMI	AF	37.46	309.10	8,144	56

1. ADAPTABILITY

SCORE 0.6165 | RANK 32

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.28	0.5237	33
Attitudes towards Globalization	6.23	0.5292	33
Image Abroad or Branding	6.21	0.6556	37
National Culture	6.78	0.5914	32
Value System	6.14	0.6428	35
Need for Economic and Social Reforms	7.89	1.0000	1
Adaptability/Government responsiveness to change	4.02	0.5521	34
Legal frameworks adaptability to digital business models	3.54	0.4368	47

2. TALENT

SCORE 0.4281 | RANK 57

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.00	0.5676	29
Effective use of support	6.00	0.5000	28
Skilled labour	4.22	0.3068	52
Competent senior managers	4.77	0.4345	44
Brain retention	33.16	0.3316	51

3. DIGITALIZATION

SCORE 0.3794 | RANK 61

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.30	0.4054	17
E-Government Development	0.57	0.1027	61
Online e-participation	0.51	0.3594	26
Fixed broadband subscriptions	5.70	0.0891	63
Cost of redundancy dismissal	20.70	0.7485	29
Availability of latest technologies	5.10	0.5714	16

4. GOVERNANCE

SCORE 0.4273 | RANK 51

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.03	0.4253	55
Efficient use of assets	4.00	0.3533	32
Efficiency of government spending	3.60	0.4902	20
Implementation	7.00	0.6227	26
Policy coordination	4.00	0.2500	32
Bureaucracy	3.88	0.5298	24
Transparency	4.01	0.4764	34
Public sector corruption	0.71	0.2710	59

5. IMPACT

SCORE 0.3422 | RANK 66

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.78	0.0000	22
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	31.90	0.1863	60
Satisfaction with roads and highways	61.10	0.4767	40
Quality of life	1.83	0.0480	65

HUNGARY – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	9.97	356.86	36,753	57

1. ADAPTABILITY

SCORE 0.3425 | RANK 61

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	4.88	0.2018	53
Attitudes towards Globalization	3.83	0.0640	60
Image Abroad or Branding	4.10	0.3821	53
National Culture	5.76	0.3521	47
Value System	4.80	0.3792	53
Need for Economic and Social Reforms	5.33	0.5170	40
Adaptability/Government responsiveness to change	3.53	0.4492	47
Legal frameworks adaptability to digital business models	3.38	0.3947	53

2. TALENT

SCORE 0.2469 | RANK 65

INDICATORS	VALUE	SCORE	RANK
Policy Learning	5.00	0.4257	31
Effective use of support	5.00	0.3750	31
Skilled labour	3.33	0.1195	63
Competent senior managers	3.16	0.0915	59
Brain retention	22.26	0.2226	58

3. DIGITALIZATION

SCORE 0.5912 | RANK 39

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.80	0.2703	22
E-Government Development	0.77	0.5517	46
Online e-participation	0.68	0.5782	22
Fixed broadband subscriptions	33.80	0.7101	23
Cost of redundancy dismissal	13.40	0.8372	13
Availability of latest technologies	5.20	0.6000	15

4. GOVERNANCE

SCORE 0.4778 | RANK 46

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.58	0.5737	36
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	2.50	0.2745	31
Implementation	6.00	0.4982	31
Policy coordination	6.00	0.5000	30
Bureaucracy	2.78	0.3564	36
Transparency	3.35	0.3921	44
Public sector corruption	0.24	0.7566	35

5. IMPACT

SCORE 0.6159 | RANK 54

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	0.9956	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	54.30	0.4702	48
Satisfaction with roads and highways	46.50	0.2571	53
Quality of life	4.37	0.3564	55

BRAZIL – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	SA	215.31	3,435.88	16,056	58

1. ADAPTABILITY

SCORE 0.4152 | RANK 55

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	7.43	0.7867	8
Attitudes towards Globalization	5.93	0.4709	40
Image Abroad or Branding	3.00	0.2396	58
National Culture	6.76	0.5869	33
Value System	4.48	0.3163	56
Need for Economic and Social Reforms	4.40	0.3415	54
Adaptability/Government responsiveness to change	2.75	0.2821	61
Legal frameworks adaptability to digital business models	3.01	0.2974	59

2. TALENT

SCORE 0.3465 | RANK 61

INDICATORS	VALUE	SCORE	RANK
Policy Learning	4.00	0.2838	32
Effective use of support	5.00	0.3750	31
Skilled labour	4.07	0.2746	55
Competent senior managers	4.62	0.4021	47
Brain retention	39.72	0.3972	46

3. DIGITALIZATION

SCORE 0.5348 | RANK 32

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.70	0.2432	23
E-Government Development	0.77	0.5365	48
Online e-participation	0.90	0.8750	7
Fixed broadband subscriptions	17.10	0.3411	47
Cost of redundancy dismissal	15.40	0.8129	18
Availability of latest technologies	4.50	0.4000	22

4. GOVERNANCE

SCORE 0.4026 | RANK 54

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.45	0.3240	64
Efficient use of assets	6.00	0.5888	30
Efficiency of government spending	1.80	0.1373	38
Implementation	7.00	0.6227	26
Policy coordination	6.00	0.5000	30
Bureaucracy	1.09	0.0911	62
Transparency	2.38	0.2682	53
Public sector corruption	0.31	0.6892	36

5. IMPACT

SCORE 0.5632 | RANK 58

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	33.80	0.2104	59
Satisfaction with roads and highways	47.90	0.2782	52
Quality of life	4.13	0.3273	57

BOTSWANA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	AF	2.63	42.20	17,604	59

1. ADAPTABILITY

SCORE 0.3529 | RANK 60

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	4.58	0.1330	54
Attitudes towards Globalization	5.01	0.2926	54
Image Abroad or Branding	5.87	0.6114	41
National Culture	5.35	0.2559	49
Value System	4.23	0.2672	58
Need for Economic and Social Reforms	4.81	0.4189	49
Adaptability/Government responsiveness to change	3.67	0.4787	41
Legal frameworks adaptability to digital business models	3.27	0.3658	56

2. TALENT

SCORE 0.5238 | RANK 48

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.00	0.5676	29
Effective use of support	10.00	1.0000	1
Skilled labour	4.34	0.3312	50
Competent senior managers	3.95	0.2596	53
Brain retention	46.05	0.4605	37

3. DIGITALIZATION

SCORE 0.3402 | RANK 65

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.80	0.5405	12
E-Government Development	0.54	0.0256	63
Online e-participation	0.37	0.1718	27
Fixed broadband subscriptions	11.04	0.2071	52
Cost of redundancy dismissal	20.30	0.7533	28
Availability of latest technologies	4.30	0.3429	24

4. GOVERNANCE

SCORE 0.5900 | RANK 31

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.26	0.4950	47
Efficient use of assets	7.00	0.7066	28
Efficiency of government spending	3.90	0.5490	17
Implementation	7.00	0.6227	26
Policy coordination	9.00	0.8750	3
Bureaucracy	2.45	0.3046	40
Transparency	3.48	0.4087	42
Public sector corruption	0.24	0.7587	34

5. IMPACT

SCORE 0.3961 | RANK 65

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	64.85	0.0000	10
Satisfaction with healthcare	57.10	0.5057	44
Satisfaction with roads and highways	40.00	0.1594	56
Quality of life	4.03	0.3152	58

SOUTH AFRICA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	AF	59.89	865.82	14,420	60

1. ADAPTABILITY

SCORE 0.3056 | RANK 62

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	5.43	0.3280	46
Attitudes towards Globalization	5.15	0.3198	53
Image Abroad or Branding	3.90	0.3562	55
National Culture	4.44	0.0423	54
Value System	4.21	0.2633	59
Need for Economic and Social Reforms	4.51	0.3623	53
Adaptability/Government responsiveness to change	2.99	0.3337	58
Legal frameworks adaptability to digital business models	3.55	0.4395	46

2. TALENT

SCORE 0.5178 | RANK 49

INDICATORS	VALUE	SCORE	RANK
Policy Learning	7.00	0.7095	23
Effective use of support	9.00	0.8750	5
Skilled labour	3.67	0.1908	60
Competent senior managers	4.82	0.4447	43
Brain retention	36.92	0.3692	48

3. DIGITALIZATION

SCORE 0.4941 | RANK 66

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.40	0.4324	16
E-Government Development	0.69	0.3615	57
Online e-participation	0.75	0.6719	18
Fixed broadband subscriptions	2.20	0.0118	65
Cost of redundancy dismissal	9.30	0.8870	5
Availability of latest technologies	5.20	0.6000	15

4. GOVERNANCE

SCORE 0.3592 | RANK 63

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.30	0.5053	46
Efficient use of assets	4.00	0.3533	32
Efficiency of government spending	2.60	0.2941	30
Implementation	6.00	0.4982	31
Policy coordination	6.00	0.5000	30
Bureaucracy	1.14	0.0989	60
Transparency	2.54	0.2886	52
Public sector corruption	0.65	0.3354	54

5. IMPACT

SCORE 0.6417 | RANK 47

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.99	0.9378	8
Access to electricity	91.23	0.7505	9
Satisfaction with healthcare	64.00	0.5932	39
Satisfaction with roads and highways	66.80	0.5624	31
Quality of life	4.44	0.3648	53

PERU – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	SA	34.05	463.54	13,895	61

1. ADAPTABILITY

SCORE 0.4697 | RANK 49

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.25	0.5161	34
Attitudes towards Globalization	6.38	0.5581	27
Image Abroad or Branding	5.97	0.6244	39
National Culture	6.83	0.6033	28
Value System	4.88	0.3949	52
Need for Economic and Social Reforms	5.05	0.4642	44
Adaptability/Government responsiveness to change	2.80	0.2916	60
Legal frameworks adaptability to digital business models	3.04	0.3053	58

2. TALENT

SCORE 0.4260 | RANK 58

INDICATORS	VALUE	SCORE	RANK
Policy Learning	5.00	0.4257	31
Effective use of support	7.00	0.6250	22
Skilled labour	4.33	0.3291	51
Competent senior managers	4.38	0.3511	49
Brain retention	39.92	0.3992	44

3. DIGITALIZATION

SCORE 0.4511 | RANK 49

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.70	0.2432	23
E-Government Development	0.71	0.4042	55
Online e-participation	0.76	0.6875	17
Fixed broadband subscriptions	9.23	0.1672	57
Cost of redundancy dismissal	11.40	0.8615	9
Availability of latest technologies	4.30	0.3429	24

4. GOVERNANCE

SCORE 0.4035 | RANK 53

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.24	0.3749	61
Efficient use of assets	6.00	0.5888	30
Efficiency of government spending	2.50	0.2745	31
Implementation	6.00	0.4982	31
Policy coordination	6.00	0.5000	30
Bureaucracy	1.78	0.1994	54
Transparency	2.33	0.2618	54
Public sector corruption	0.46	0.5307	45

5. IMPACT

SCORE 0.4331 | RANK 63

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.94	0.7511	19
Access to electricity	95.20	0.8634	7
Satisfaction with healthcare	24.90	0.0976	63
Satisfaction with roads and highways	34.40	0.0752	58
Quality of life	4.55	0.3782	51

EGYPT – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
LMI	AF	110.99	1,388.33	13,316	62

1. ADAPTABILITY

SCORE 0.6436 | RANK 30

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.16	0.4965	37
Attitudes towards Globalization	6.14	0.5113	35
Image Abroad or Branding	6.90	0.7448	28
National Culture	7.26	0.7044	17
Value System	6.61	0.7357	27
Need for Economic and Social Reforms	7.19	0.8680	6
Adaptability/Government responsiveness to change	4.52	0.6588	17
Legal frameworks adaptability to digital business models	3.51	0.4289	49

2. TALENT

SCORE 0.3434 | RANK 62

INDICATORS	VALUE	SCORE	RANK
Policy Learning	3.00	0.1419	33
Effective use of support	5.00	0.3750	31
Skilled labour	4.88	0.4449	47
Competent senior managers	4.83	0.4465	42
Brain retention	30.86	0.3086	53

3. DIGITALIZATION

SCORE 0.3184 | RANK 64

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	3.40	0.4324	16
E-Government Development	0.55	0.0577	62
Online e-participation	0.51	0.3594	26
Fixed broadband subscriptions	9.14	0.1651	58
Cost of redundancy dismissal	36.80	0.5529	40
Availability of latest technologies	4.30	0.3429	24

4. GOVERNANCE

SCORE 0.3408 | RANK 64

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.55	0.3001	65
Efficient use of assets	4.00	0.3533	32
Efficiency of government spending	3.30	0.4314	23
Implementation	5.00	0.3736	32
Policy coordination	5.00	0.3750	31
Bureaucracy	2.82	0.3632	35
Transparency	3.45	0.4050	43
Public sector corruption	0.86	0.1247	61

5. IMPACT

SCORE 0.4382 | RANK 62

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.86	0.3600	20
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	41.20	0.3042	54
Satisfaction with roads and highways	51.50	0.3323	51
Quality of life	3.03	0.1944	63

CROATIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
HI	CEE	4.03	131.79	33,801	63

1. ADAPTABILITY

SCORE 0.1614 | RANK 66

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	4.00	0.0000	55
Attitudes towards Globalization	4.68	0.2287	57
Image Abroad or Branding	4.30	0.4080	51
National Culture	4.43	0.0399	55
Value System	3.62	0.1473	61
Need for Economic and Social Reforms	3.03	0.0830	59
Adaptability/Government responsiveness to change	2.20	0.1634	65
Legal frameworks adaptability to digital business models	2.72	0.2211	61

2. TALENT

SCORE 0.3105 | RANK 63

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.00	0.5676	29
Effective use of support	8.00	0.7500	12
Skilled labour	3.67	0.1908	60
Competent senior managers	2.73	0.0000	61
Brain retention	4.43	0.0443	64

3. DIGITALIZATION

SCORE 0.5611 | RANK 37

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.30	0.1351	26
E-Government Development	0.77	0.5517	46
Online e-participation	0.89	0.8594	8
Fixed broadband subscriptions	25.11	0.5181	39
Cost of redundancy dismissal	15.10	0.8165	17
Availability of latest technologies	4.80	0.4857	19

4. GOVERNANCE

SCORE 0.4331 | RANK 49

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.44	0.5389	39
Efficient use of assets	7.00	0.7066	28
Efficiency of government spending	2.40	0.2549	32
Implementation	6.00	0.4982	31
Policy coordination	6.00	0.5000	30
Bureaucracy	1.10	0.0926	61
Transparency	1.89	0.2056	59
Public sector corruption	0.33	0.6677	37

5. IMPACT

SCORE 0.7391 | RANK 38

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	0.99	0.9556	5
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	67.00	0.6312	35
Satisfaction with roads and highways	68.70	0.5910	28
Quality of life	5.70	0.5176	42

ARGENTINA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
UMI	SA	45.51	1,082.34	23,627	64

1. ADAPTABILITY

SCORE 0.1985 | RANK 65

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.17	0.4977	36
Attitudes towards Globalization	4.09	0.1143	59
Image Abroad or Branding	1.85	0.0907	60
National Culture	4.30	0.0094	56
Value System	2.87	0.0000	62
Need for Economic and Social Reforms	2.59	0.0000	60
Adaptability/Government responsiveness to change	3.51	0.4439	48
Legal frameworks adaptability to digital business models	3.52	0.4316	48

2. TALENT

SCORE 0.4869 | RANK 53

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.00	0.5676	29
Effective use of support	7.00	0.6250	22
Skilled labour	4.97	0.4633	43
Competent senior managers	4.13	0.2979	51
Brain retention	48.08	0.4808	36

3. DIGITALIZATION

SCORE 0.5218 | RANK 31

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.80	0.2703	22
E-Government Development	0.83	0.6706	29
Online e-participation	0.86	0.8124	11
Fixed broadband subscriptions	21.18	0.4312	43
Cost of redundancy dismissal	30.30	0.6318	38
Availability of latest technologies	4.20	0.3143	25

4. GOVERNANCE

SCORE 0.3735 | RANK 61

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.22	0.3799	59
Efficient use of assets	6.00	0.5888	30
Efficiency of government spending	2.70	0.3137	29
Implementation	6.00	0.4982	31
Policy coordination	6.00	0.5000	30
Bureaucracy	0.69	0.0283	63
Transparency	0.42	0.0179	63
Public sector corruption	0.33	0.6616	38

5. IMPACT

SCORE 0.6277 | RANK 52

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	55.70	0.4880	46
Satisfaction with roads and highways	56.70	0.4105	47
Quality of life	3.41	0.2400	60

MONGOLIA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
LMI	AP	3.40	42.82	12,863	65

1. ADAPTABILITY

SCORE 0.4597 | RANK 51

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.72	0.6239	27
Attitudes towards Globalization	5.86	0.4574	41
Image Abroad or Branding	4.14	0.3873	52
National Culture	6.93	0.6268	25
Value System	5.31	0.4794	47
Need for Economic and Social Reforms	5.66	0.5793	38
Adaptability/Government responsiveness to change	2.55	0.2398	63
Legal frameworks adaptability to digital business models	2.96	0.2842	60

2. TALENT

SCORE 0.2873 | RANK 64

INDICATORS	VALUE	SCORE	RANK
Policy Learning	6.00	0.5676	29
Effective use of support	7.00	0.6250	22
Skilled labour	2.76	0.0000	64
Competent senior managers	3.10	0.0787	60
Brain retention	16.50	0.1650	62

3. DIGITALIZATION

SCORE 0.4060 | RANK 48

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	2.80	0.2703	22
E-Government Development	0.65	0.2737	59
Online e-participation	0.61	0.4843	24
Fixed broadband subscriptions	9.37	0.1703	56
Cost of redundancy dismissal	8.70	0.8943	4
Availability of latest technologies	4.30	0.3429	24

4. GOVERNANCE

SCORE 0.3265 | RANK 65

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	0.34	0.3490	62
Efficient use of assets	5.00	0.4711	31
Efficiency of government spending	2.10	0.1961	35
Implementation	6.00	0.4982	31
Policy coordination	5.00	0.3750	31
Bureaucracy	1.79	0.2009	53
Transparency	1.93	0.2107	58
Public sector corruption	0.68	0.3108	56

5. IMPACT

SCORE 0.4641 | RANK 61

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	98.10	0.9459	5
Satisfaction with healthcare	34.90	0.2243	58
Satisfaction with roads and highways	30.60	0.0180	59
Quality of life	2.52	0.1321	64

VENEZUELA – COUNTRY PROFILE

INCOME	REGION	POPULATION (mn)	GDP PPPP$	GDP per capita. PPP&	GSI RANK 2022
LMI	SA	28.30	83.36	2,886	66

1. ADAPTABILITY

SCORE 0.2694 | RANK 64

INDICATORS	VALUE	SCORE	RANK
Flexibility and Adaptability	6.73	0.6261	26
Attitudes towards Globalization	6.13	0.5097	36
Image Abroad or Branding	1.15	0.0000	61
National Culture	6.15	0.4437	44
Value System	3.65	0.1532	60
Need for Economic and Social Reforms	4.83	0.4227	48
Adaptability/Government responsiveness to change	1.43	0.0000	66
Legal frameworks adaptability to digital business models	1.88	0.0000	63

2. TALENT

SCORE 0.0587 | RANK 66

INDICATORS	VALUE	SCORE	RANK
Policy Learning	2.00	0.0000	34
Effective use of support	2.00	0.0000	32
Skilled labour	3.48	0.1509	61
Competent senior managers	3.40	0.1426	58
Brain retention	0.00	0.0000	66

3. DIGITALIZATION

SCORE 0.0270 | RANK 30

INDICATORS	VALUE	SCORE	RANK
Government procurement of advanced technology products	1.80	0.0000	27
E-Government Development	0.53	0.0000	65
Online e-participation	0.24	0.0000	29
Fixed broadband subscriptions	9.01	0.1623	59
Cost of redundancy dismissal	82.30	0.0000	42
Availability of latest technologies	3.10	0.0000	27

4. GOVERNANCE

SCORE 0.0000 | RANK 66

INDICATORS	VALUE	SCORE	RANK
Government effectiveness	1.78	0.0000	66
Efficient use of assets	1.00	0.0000	33
Efficiency of government spending	1.10	0.0000	39
Implementation	2.00	0.0000	35
Policy coordination	2.00	0.0000	33
Bureaucracy	0.51	0.0000	64
Transparency	0.28	0.0000	64
Public sector corruption	0.98	0.0000	62

5. IMPACT

SCORE 0.4000 | RANK 64

INDICATORS	VALUE	SCORE	RANK
Literacy Rate	1.00	1.0000	1
Access to electricity	100.00	1.0000	1
Satisfaction with healthcare	17.20	0.0000	64
Satisfaction with roads and highways	29.40	0.0000	60
Quality of life	1.43	0.0000	66

6. APPENDIX A: INDICATORS AND SOURCES

I. ADAPTABILITY

NO	Indicators	Description	Rationale	Data Source	Data Year
1.1	GOVERNMENT'S RESPONSIVENESS TO CHANGE	Indicates the extent to which the Government responds effectively to changes (technological, social, and economic).	The ability of the Government to integrate changes on how public services are delivered in accordance with trends that influence society is an indication of public sector agility.	World Economic Forum, Executive Opinion Survey	2018-2019
1.2	LEGAL FRAME-WORK'S ADAPT-ABILITY TO DIGITAL BUSINESS MODELS	Indicates how fast the legal framework is adapting to digital business models.	Shows the agility of the legislative body to respond to changes and encourage digitalization. It is a measure of the effectiveness of proving public services adapted to the needs of the economic agents.	World Economic Forum, Executive Opinion Survey	2018-2019
1.3	NEED FOR ECONOMIC AND SOCIAL REFORMS	Refers to the understanding and acceptance of economic and social reforms as a way to increase economic competitiveness.	This indicator shows openness to change, which in dynamic and competitive environments is vital for survival. Public services must be able to adapt and support economic agents to adjust to new policies to remain competitive.	MD World Competitive-ness Center's Executive Opinion Survey 2021	2021
1.4	VALUE SYSTEM	Assesses the extent to which the national society supports competition and competitive-ness.	The Government, through its execution body – the public services – contributes to the development of the national culture and value system, by promoting through legislation and approach to implementing regulations, core values to support healthy competition	MD World Competitive-ness Center's Executive Opinion Survey 2021	2021
1.5	NATIONAL CULTURE	Looks into the openness of the national culture to foreign ideas and its ability to integrate the "new" in order to increase the potential for competitiveness.	This is a measure of the nation's ability to absorb novelty that influences public services inside-out, through public servants being easily adaptable and through modern governance that promotes openness and globalization.	IMD World Competitive-ness Center's Executive Opinion Survey 2021	2021
1.6	IMAGE ABROAD OR BRANDING	Informs on the economic agents' perception of how their country is seen at international level and how this image positively affects business development opportunities.	This indicates the effectiveness and impact of public services in international relationships on the national business environment.	IMD World Competitive-ness Center's Executive Opinion Survey 2021	2021
1.7	ATTITUDES TOWARDS GLOBALIZATION	Indicates the extent to which the society is open towards globalization.	The society's attitude towards globalization and its openness is directly influenced by Government policies and provision of public services. The public sector can act as a promoter of globalization while protecting the national identity.	IMD World Competitive-ness Center's Executive Opinion Survey 2021	2021
1.8	FLEXIBILITY AND ADAPTABILITY	Refers to people's ability to adapt to challenges and adopt a flexible attitude to uncertainty, as perceived by the economic agents/ entrepreneurs questioned.	This indicator depicts a characteristic of the local workforce, including the public servants. Public servants' adaptability directly impacts the quality of the interactions during service delivery.	IMD World Competitive-ness Center's Executive Opinion Survey 2021	2021

2. TALENT

NO	Indicators	Description	Rationale	Data Source	Data Year
2.1	POLICY LEARNING	Refers to the enhanced understanding which appears when policymakers cross-check one set of policy matters to others within their own or in other jurisdictions	It is an indication of developing organizational learning within the public sector, by assessing how policymakers learn from each other and how learning is fostered in government agencies.	Bertelsmann Stiftung Transformation Indexy	2021
2.2	EFFECTIVE USE OF SUPPORT	The focus here is on the ability of political leaders to learn from international talent, to adjust external advice to domestic realities, and to integrate international assistance into a consistent, and long-term strategy of development.	This is a similar indicator to the Policy Learning, but with a focus on learning from abroad and adapting to national context. This is key in delivering high-quality public services.	BTI Governance Index	2021
2.3	SKILLED LABOR	Assesses the availability on the national labour market of highly trained, educated, or experienced workers who can carry out more difficult tasks, as perceived by economic agents.	This is indicator has been chosen as it indicates the quality of the labor market that represents the hiring pool for public servants.	IMD World Competitive-ness Center's Executive Opinion Survey 2021	2021
2.4	COMPETENT SENIOR MANAGERS	Indicates the perception on economic agents on the quality of managerial skills available in the labor market.	This is an indicator that has been chosen as it shows the quality of the labor market on managerial skills which represent the hiring pool for public servants. Public agencies have always been criticised for lack of managerial efficiency.	IMD World Competitive-ness Center's Executive Opinion Survey 2021	2021
2.5	BRAIN RETENTION	Refers to the ability of the country to retain talented individuals from leaving aboard.	This indicator shows both the availability of talented people that could be hired in the public sector and it also measures how effective the government is in retaining talent through its policies.	World Economic Forum, Executive Opinion Survey	2018

3. DIGITALIZATION

NO	Indicators	Description	Rationale	Data Source	Data Year
3.1	GOVERNMENT PROCUREMENT OF ADVANCED TECHNOLOGY PRODUCTS	Assesses the extent to which the government fosters investment in the following five key areas: artificial intelligence and machine learning, robotics, app and web-enabled markets, big data analytics, cloud computing.	Efficient and modern public services rely on technology. This metric is a direct indication of the public sector's commitment to modernization.	World Economic Forum, Executive Opinion Survey 2018–2019	2018-2019
3.2	AVAILABILITY OF LATEST TECHNOLOGIES	Reflects the extent to which companies are adopting artificial intelligence, robotics, app and web-enabled markets, big data analytics, and cloud computing.	The adoption of the latest technology in companies can be stimulated by government initiatives. The extent to which companies innovate and modernize their infrastructure can be considered a result of effective government measures in this area.	World Economic Forum, Executive Opinion Survey 2018–2019	2018-2019
3.3	COST OF REDUNDANCY DISMISSAL	Measures the cost of advance notice requirements and severance payments due when terminating a worker whose job was replaced by technology, expressed in weeks of salary.	This is an indicator of innovation in organizations, which can be stimulated by government initiatives.	Global Innovation Index	2020

NO	Indicators	Description	Rationale	Data Source	Data Year
3.4	E-GOVERNMENT DEVELOPMENT	This is a composite measure of three important dimensions of e-government: provision of online services, telecommunication connectivity, and human capacity.	It reflects directly the extent to which public service are digitalized as a proof of public sector modernization and readiness for future to meet the expectations of citizens.	IMDB World Digital Competitive-ness Ranking	2020
3.5	ONLINE E-PARTICI-PATION	Measures the government's use of online services in providing information to its citizens or "e-information sharing", interacting with stakeholders or "e-consultation", and engaging in decision-making processes or "e-decision-making.".	It shows the extent to which interactions between the Government and citizens take place online, facilitated by technology. It indicates not only the existence of the infrastructure, but also its utilization on both sides.	UN E-Govern-ment Knowledge Database - E-participation Index	2020
3.6	FIXED BROADBAND SUBSCRIPTIONS	Assesses the extent to which citizens are granted to high-speed access to the public Internet (a TCP/IP connection), at downstream speeds equal to, or greater than 256 kbit/s.	It illustrates the ability of the Government to support and develop a sound technology infrastructure by providing access to internet.	World Development Indicators	2020

4. GOVERNANCE

NO	Indicators	Description	Rationale	Data Source	Data Year
4.1	GOVERNMENT EFFECTIVENESS	Aggregated measurement reflecting the perception on public services quality, independence from political pressures, policy formulation and implementation quality, and Government credibility.	It was chosen as an indication of public services quality in terms of executing the overall role of the Government.	World Bank	2020
4.2	EFFICIENT USE OF ASSETS	Measures how efficiently the Government uses its assets from three perspectives: administra-tive personnel (size of personnel versus services offered, fair hiring procedures), adequate budgeting, and effective management of agency.	This indicator looks at the operational side of public services by measuring the efficiency in using its resources (human capital, financial, and organizational skills).	Bertelsmann Stiftung Transformation Index	2021
4.3	EFFICIENCY OF GOVERNMENT SPENDING	Reflects the extent to which public sector expenditure is perceived as efficient by the citizens.	This indicator dives into one specific measurement of efficiency – budgeting and cost management – as perceived by the citizens. This is an important element related to public service performance.	World Economic Forum Global Competitive-ness Index	2021
4.4	POLICY COORDINATION	Assesses the efficiency of the government regarding policy coordination activities, as per citizens' perception.	One of the roles of public services is to develop policies, ensure coordination and cohesion among different policies, engage properly all stakeholders. Thus, measuring the efficiency in this area reflects on the performance of public services.	World Economic Forum Global Competitive-ness Index	2021
4.5	IMPLEMENTATION	Measures the efficiency of the public sector in implementing policies, as per citizens' perception.	One of the roles of public services is to ensure the implementation or operationalization of policies. Thus, measuring the efficiency in this area reflects on the performance of public services.	World Economic Forum Global Competitive-ness Index	2021
4.6	BUREAUCRACY	Refers to the extent to which government-im-posed bureaucracy is putting pressure on business activity in a negative manners.	This is an indication of the process optimization adaptability and flexibility in providing public services.	Custom designed (IMD World Competitive-ness Center's Executive Opinion Survey 2021)	2021

5. IMPACT

NO	Indicators	Description	Rationale	Data Source	Data Year
5.1	LITERACY RATE	Measures the percentage of population (>15 years old) who can, with understanding, read and write a short simple statement on their everyday life.	Shows the effectiveness of the Government in providing public services in the area of educations, which is key for the development of a prosperous country.	UNESCO-UIS	2019
5.2	ACCESS TO ELECTRICITY	Evaluates the percentage of population with access to electricity.	The indicator shows the extent to which access to basic services like electricity is provided to the entire population.	SE4ALL Global Tracking Framework	2020
5.3	SATISFACTION WITH HEALTHCARE	Assesses the patients' experience when interacting with the provision of medical services on various topics impacting patient satisfaction.	Illustrates the ability of the Government to provide reliable public services in healthcare. The ability refers to treating and curing, once present in society.	Gallup	2021
5.4	SATISFACTION WITH ROADS AND HIGHWAYS	Measures the citizens' satisfaction with the transportation infrastructure.	It displays the ability of the Government to facilitate the transportation of citizens within the country. Transportation facilitates the economic and cultural prosperity.	Gallup	2021
5.5	QUALITY OF LIFE	Assesses the individuals' quality of life considering their life satisfaction, their feelings and emotional state, and their sense of meaning and purpose.	This indicator was selected to indicate how successful is the Government in creating true value for each individual as reflected by improving each high quality of life.	IMD World Competitive-ness Center's Executive Opinion Survey 2021	2021

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