The International Civil Service Effectiveness (InCiSE) Index

InCiSE

Results Report 2019

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Please contact incise@bsg.ox.ac.uk for any queries.

Acknowledgements

Our thanks go to those who have given their time to shape this second publication of the InCiSE Index. This has included substantial contributions made by academics, think-tanks and civil servants, past and present. Thanks also go to those organisations who have allowed us once again to use their data in the InCiSE Index, as well as their ideas and support for the overall project.

The International Civil Service Effectiveness (InCiSE) Index project is a collaboration between the Blavatnik School of Government and the Institute for Government. It has been supported by the UK Civil Service and funded by the Open Society Foundations.

Two reports have been published covering the 2019 edition of the InCiSE Index:

The Results Report provides an overview of the overall results of the InCiSE Index, and a summary for each country covered by the Index.

The Technical Report provides the methodology of the InCiSE Index. It includes details of the data sources, transformations, imputation, and weightings.

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Reader's guide

In some tables and graphs countries are referred to by their ISO 3166-1: alpha-3 three-letter country codes. The codes for the 38 countries covered by InCiSE are:

AUS	Australia
AUT	Austria
BEL	Belgium
BGR	Bulgaria
CAN	Canada
CHE	Switzerland
CHL	Chile
CZE	Czechia
DEU	Germany
DNK	Denmark
ESP	Spain
EST	Estonia
FIN	Finland
FRA	France
GBR	United Kingdom
GRC	Greece
HRV	Croatia
HUN	Hungary
IRL	Ireland
ISL	Iceland
ISR	Israel
ITA	Italy
JPN	Japan
KOR	South Korea
LTU	Lithuania
LVA	Latvia
MEX	Mexico
NLD	The Netherlands
NOR	Norway
NZL	New Zealand
POL	Poland
PRT	Portugal
ROU	Romania
SVK	Slovakia
SVN	Slovenia
SWE	Sweden
TUR	Turkey
USA	United States of America

The following acronyms are used in some tables to refer to the 12 InCiSE indicators:

CAP	Capabilities
CRM	Crisis and risk management
DIG	Digital services
FFM	Fiscal and financial management
HRM	Human resources (HR) management
INC	Inclusiveness
INT	Integrity
OPN	Openness
POL	Policy making
PRO	Procurement
REG	Regulation
TAX	Tax administration

Foreword from the InCiSE Partners

We are delighted to publish a second version of the International Civil Service Effectiveness (InCiSE) Index. This new version of InCiSE builds on the lessons learned during the pilot phase in 2017. It has also been informed by the very helpful feedback we received from colleagues all around the world. Thanks to their feedback and ideas, the 2019 Index covers 7 additional countries – taking the total to 38 – and the InCiSE model uses 46 more metrics and 5 more data sources than previously.

The core objective of the InCiSE Index remains the same: to help countries determine how their central civil services are performing and learn from each other.

Since the July 2017 launch, we have been busy. The Blavatnik School of Government at the University of Oxford hosted a major international conference to discuss the pilot results and next steps. There was huge interest in the InCiSE project and the overwhelming view was that it should continue. The InCiSE framework was judged as having significant potential, especially as a learning and performance improvement tool. Conference participants from less developed countries were keen to engage with InCiSE despite their non-inclusion in the Index so far, and we are continuing to explore ways of achieving this.

During 2018 we gave presentations on InCiSE at other international meetings, including at the OECD in Paris, a UNDP leadership training event in Singapore, and in Brussels at an event organised by the Hertie School of Governance. The report was additionally translated into Spanish by the Instituto de Administración Pública del Estado de Quintana Roo in Mexico, to be used at a major conference there. We also completed two in-depth country case studies – in Nigeria and Brazil – to determine the relevance of InCiSE in contexts where obtaining good quality data is more challenging.

The InCiSE Index was originally developed in consultation with a wide range of experts. We are grateful to all those who have given their time to help shape this second version. We are also grateful to the many organisations who have allowed us to use their data, some for the first time. It remains our goal to continue refining and expanding InCiSE, and to publish the Index regularly.

Lord Heywood of Whitehall, lately the UK's Cabinet Secretary and Head of the Civil Service, championed InCiSE from the outset and continued to support the project following its launch in 2017. Lord Heywood died in November 2018 and we would like to pay tribute to his selfless commitment to public service, as well as his passion for learning and excellence. We dedicate this 2019 report to him.

Executive Summary

Why and how InCiSE has been developed

The International Civil Service Effectiveness (InCiSE) Index was launched as a pilot in 2017. Recognising the important role civil services can play in helping their countries to prosper, InCiSE aims to assess how effectively civil services around the world perform and to identify in which areas their strengths lie relative to their international counterparts.

Previous initiatives have sought to develop reliable civil service effectiveness measurement tools, but no other comprehensive set of indicators currently exists. There are, however, many existing data surveys and indices available globally that can be integrated to provide a single snapshot of information on a regular basis. This is what InCiSE aims to do.

InCiSE is focused only on the central government civil service. As a result, it does not seek to measure service delivery outcomes, for example health care and education. This is because effectiveness in these areas is often driven by other parts of the public sector as well.

InCiSE aspires progressively to become a comprehensive, comparative measure of civil service performance but is not that yet – mainly because of data limitations. In addition, InCiSE does not seek to be definitive: it will be important to assess its results alongside other evidence available to leaders and citizens. The InCiSE Index should be seen as one of a range of tools available to measure civil service effectiveness globally.

It is envisaged that InCiSE will have the following uses:

- As a performance improvement tool to enable senior civil service leaders, as well as other stakeholders, to find out which countries perform best in which areas and learn from them.
- As an accountability tool which allows citizens, government officials and politicians to find out how well their civil service is performing.

How the InCiSE framework has been compiled

A detailed explanation of the InCiSE framework is set out in a separate Technical Report.

InCiSE's starting point is to define the core characteristics of an effective central government central service. Effectiveness is then assessed based on two interrelated components:

- Core functions – the key things a civil service does ("what"). There are 11 core function indicators.
- Attributes – the main characteristics of a civil service that can drive what they do ("how"). There are 6 attribute indicators.

It has not been possible so far to measure all indicators, largely because of data gaps. The total number of indicators measured has remained static for the 2019 report – 8 core functions (although one of these has changed) and 4 attributes.

How InCiSE 2019 has been refined

The InCiSE 2019 Index builds on the lessons learned from the 2017 Pilot, helped by consultations with a wide range of actors over the last year. The methodology and approach have been enhanced, while the volume of metrics has increased, and many have been strengthened too. The range of data sources has increased significantly as well, while country coverage has been expanded from 31 to 38 countries.

Although one core function, procurement, has been added to the 2019 framework, the social security administration indicator has not been included this time because of data reliability issues.

The 2019 framework uses the most recently available data as at 30 November 2018. Data quality inevitably varies from country to country. Only one country has data covering the full set of expanded metrics but many have close to the full set. Any missing data has been estimated using standard methods. Countries with the highest missing data points inevitably have the larger proportion of estimated metrics and this should be borne in mind when interpreting results.

2019 Index Results

The UK is ranked top overall, followed by New Zealand and Canada respectively. No single country appears in the top 5 positions for every indicator, although there are some strong all-round performers. These are highlighted in the country summary pages of this report. Stand-out country scores for specific indicators have been highlighted as well.

When analysing results it is important to remember that all country scores are *relative* to others included in the Index and are not an absolute measure. A country which scores well against a particular indicator or metric may still have performance issues.

It is also important to note that it is not possible to directly compare scores between the 2017 and 2019 results. While this is partly because of methodology changes between the two indexes, it is also because each set of results relates to the specific data range and country set used for each Index.

Some interesting trends can be observed in the 2019 report. As also found by the pilot edition of InCiSE, the four Commonwealth countries in the Index (Australia, Canada, New Zealand and the UK) rank in the top 5. The Nordic countries (Denmark, Finland, Iceland, Norway, Sweden) are also placed highly, with all but Iceland in the top 10. The remaining countries of northern and western Europe tend to rank more highly than countries in southern and eastern Europe. Countries from outside Europe are distributed throughout the ranking.

Next Steps

Looking ahead, the overriding priority is to secure long-term funding to enable the InCiSE project to expand further. The founding institutions are reviewing the future potential of the Index and how it could be funded, as well as broader collaboration opportunities with potential new partners.

An International Advisory Panel has been formed which is providing strategic advice and support to the project. The goal now is to produce the InCiSE Index on a regular basis – and to increase country coverage more rapidly than first envisaged without compromising on data quality.

Subject to funding, priority tasks over the next two years will include: further expansion of the country coverage; developing InCiSE as a practical learning and development tool, including by enhancing the interactive website; continuing to strengthen data collection and fill gaps; refining the InCiSE framework and methodology; and targeted outreach work to increase global awareness of InCiSE.

The pilot edition of the Index stimulated wide-ranging discussions at both country and global levels about civil service effectiveness issues. InCiSE was welcomed not only by countries which featured in the Index but also by many who did not. Some of the non-listed countries remain keen to be involved in the project so that they can learn from others and take part in broader discussions on civil service performance issues. The InCiSE team will continue to explore ways of achieving this, for example through the delivery of learning workshops in overseas locations and alongside other relevant public events.

The project will also continue to explore ways of including non-OECD and developing countries in the Index over time. To this end one of the InCiSE founders, the Blavatnik School of Government, has already completed two country case studies – focusing on Brazil and Nigeria – to assess the potential for InCiSE to be used in countries at different stages of economic development and with diverse political structures and traditions. These studies have provided valuable insights and ideas about what would be required to extend the Index to a wider set of countries.

Producing a comprehensive and robust set of comparative civil service performance indicators remains a work in progress. The InCiSE team will continue to coordinate with others who are engaged in similar efforts to assess civil service effectiveness. Feedback from a wide range of interested partners is crucial to help improve the Index as well. InCiSE contact details can be found at the front of this report.

Chapter 1: Introduction

1.1 Why we need civil service effectiveness indicators

It is widely recognised that an effective civil service can play an important role in determining a country's progress and prosperity. But what constitutes an "effective civil service"? This has long been the subject of debate. Even when a consensus is reached on definitions, how do civil service leaders know whether their organisations are effective – and how do they know in which areas are they performing more strongly than others? The InCiSE Index seeks to answer these questions.

As discussed in the 2017 report, a comprehensive set of international indicators of civil service effectiveness does not currently exist but various organisations have sought to develop reliable measurement systems, often focused on specific areas. This subject area is also well recognised in academic, international and practitioner communities as a highly complex area for analysis. This is partly because of data limitations, different views on the definitions of "civil service" and "effectiveness", and the need to take account of country context factors when looking at performance issues.

Nevertheless, there are many existing data collections and indices available globally that can be pulled together to provide a realistic set of information on a regular basis. This is what the InCiSE framework aims to do.

Experience and feedback so far have confirmed that the InCiSE Index and indicators have the following uses:

- As a performance improvement tool: enabling senior decision makers to see which countries perform best in which areas, and to learn from them.
- As an accountability tool: allowing citizens, government officials and politicians to establish clearly and concisely how well their civil service is performing.

The InCiSE indicators also have the potential to help countries measure and report on progress towards achievement of international standards, for example some aspects of the United Nations (UN) Sustainable Development Goal 16. This Goal focuses on a range of governance issues, including promoting stronger government institutions, and all UN members are required to report on progress on a regular basis.

The InCiSE project continues to be a collaboration between the Blavatnik School of Government and the Institute for Government. It is supported by the UK Civil Service and has been funded by the Open Society Foundations. All have a strong interest in civil service effectiveness issues.

1.2 How InCiSE has been further developed

The InCiSE framework covers many aspects of civil service performance that earlier initiatives of this type have sought to cover but it does not duplicate them. InCiSE also aims to define "effectiveness" more extensively than previously. It draws on a wide range of existing international data sources and brings together a set of indicators – each measuring a different dimension of civil service effectiveness – to produce an overall score for each country.

Whilst there are alternative ways to define civil service effectiveness, the InCiSE framework, with its various themes and measurements, has the potential to make valid judgments about whether a country's civil service is performing well relative to its international counterparts.

InCiSE was originally developed following a literature review and in consultation with many experts, including academics from schools of government, think tanks, senior civil servants (past and present) from several countries, as well as subject experts. The 2017 Pilot was also the subject of an independent, international peer review process.

Since 2017 the project has consulted with a wide range of actors to refine the methodology and approach, strengthen the indicator metrics, increase the range of data sources and explore ways of expanding the country coverage without risking data quality. An independent peer review of the 2017 Pilot results was conducted ahead of their publication and academic engagement has continued during the development of the 2019 edition. In addition, two in-depth country case studies have been completed to assess whether and how InCiSE can be applied to contexts where obtaining good quality, reliable data remains a key challenge.

The accompanying Technical Report outlines in more detail how the methodology for the 2019 edition of InCiSE has developed since the Pilot.

1.3 What InCiSE is not aiming to do

It is important to reiterate the scope of InCiSE:

- InCiSE is focused on the central government civil service in the countries covered – not the public service more generally. It is recognised that this is not without challenges, particularly given the varying sizes and shapes of public administrations internationally, as well as different systems of government. It is also recognised that well performing civil servants are a necessary – but not sufficient – condition for better government.

- InCiSE is not seeking to measure service delivery outcomes for citizens, for example in areas like health care and education. Although in many countries the central government civil service plays an important role in determining the performance of key public services, their effectiveness is driven by other parts of the sector as well – for example, teachers, doctors and the police. Local government effectiveness is also excluded from the InCiSE framework.

- InCiSE does not aim to be definitive. It is one of a wide range of tools currently available to measure civil service effectiveness globally. Users should consider the results of the InCiSE Index alongside an analysis of the original source data as well as domestic analysis and management information, which may or may not have international comparisons.

1.4 Who InCiSE is for

The pilot phase confirmed that InCiSE is of interest to a wide-ranging audience, most notably governments (especially senior leaders and civil service training and research institutes) – as well as think tanks, academics and civil society organisations with a strong interest in governance issues. Specialist media have also shown interest in the InCiSE results.

InCiSE was welcomed not only by countries which featured in the Index but also by many who did not. A range of non-OECD and developing countries who were not listed remain keen to engage with the project, so that they can learn from others and take part in broader discussions on civil service performance issues. The InCiSE team will continue to explore ways of involving these countries in the project, for example through learning workshops and other public events. Any partner countries not featured in the Index who would like to engage with the project are encouraged to contact incise@bsg.ox.ac.uk

Chapter 2: The InCiSE framework and approach

This chapter sets out the approach taken to further develop the InCiSE framework and produce the Index, as well as country coverage issues. It also explains how the InCiSE framework has evolved and expanded since the 2017 Pilot.

A detailed explanation of the choice of indicators, their definitions, data availability and quality issues, can be found in the Technical Report.

2.1 Defining the InCiSE framework

The InCiSE framework starts by defining the core characteristics of an effective central government civil service. To do this, it assesses effectiveness based on two interrelated components:

- Functions: the core things that civil services deliver in each country ('what').
- Attributes: the characteristics or behaviours across every part of a civil service which are important drivers of the way core functions are delivered ('how').

Civil services across the world vary widely in their shape, size, and responsibilities. However, there are certain core functions they all deliver for the governments and citizens that they serve. The approach InCiSE takes is to focus on three interrelated types of core 'functions' to measure civil service effectiveness more comprehensively:

- Central executive functions for ministers, the effects of which are felt by citizens (e.g. policy making, fiscal management, regulation, crisis/risk management).
- Service delivery functions where central government civil services interact more directly with citizens (e.g. tax and social security administration, digital services).
- 'Mission support' functions which enable a civil service to do its job (e.g. finance, human resource management, IT, procurement).

By looking across all three types of function, InCiSE aims to measure how well civil services deliver the core parts of what they do.

Every civil service also has an underlying set of behavioural characteristics or traits which are important drivers of how effectively core functions are delivered, for example levels of openness, integrity and inclusiveness. These attributes should apply to all parts of the civil service and should not be limited to specific core functions.

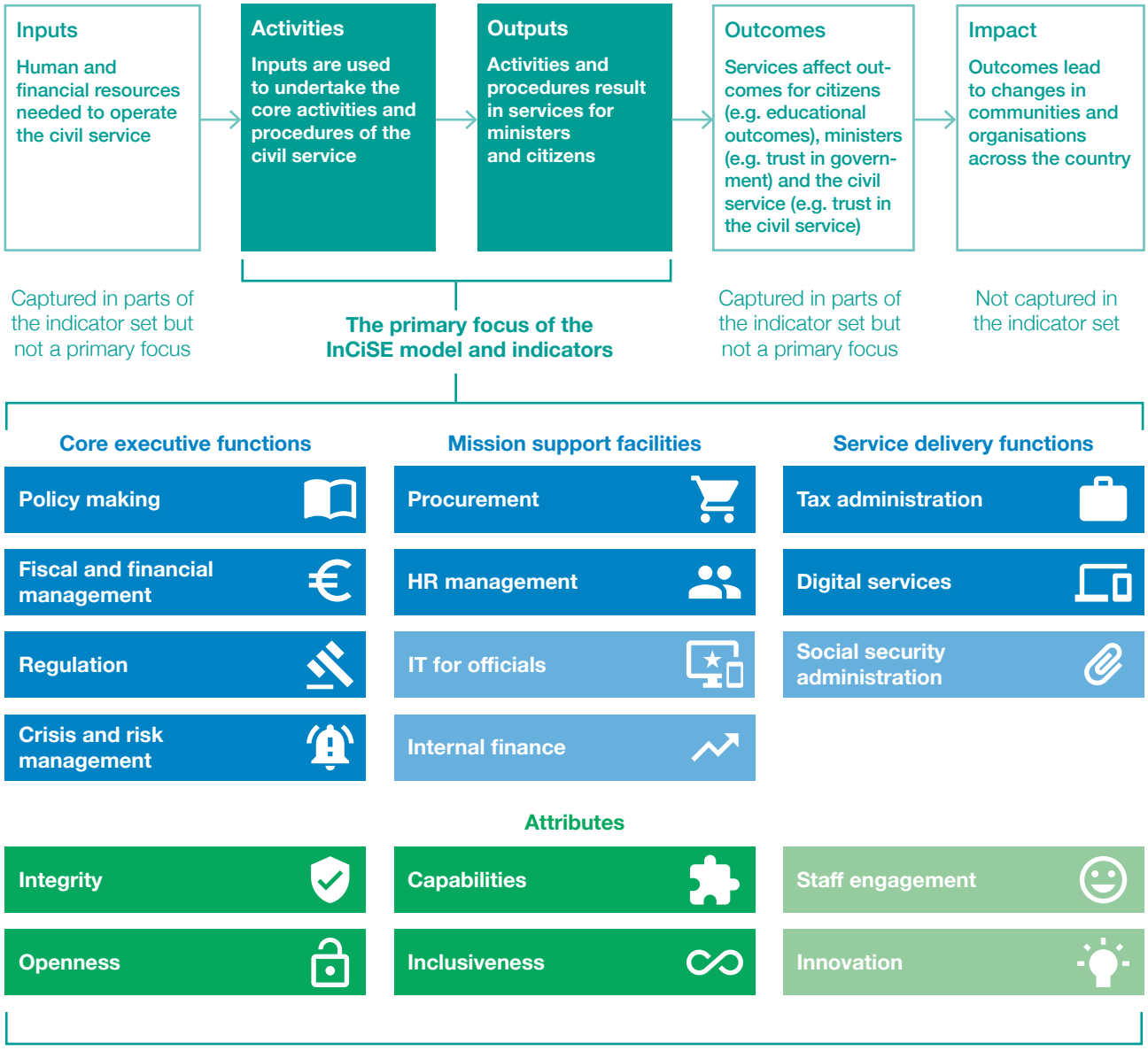
Cultivating and displaying these attributes is commonly (though not necessarily universally) understood to be good practice. They are also key determinants of an organisation's overall effectiveness.

There are some concepts which could be considered attributes but which are particularly relevant to some core functions.

For example, the pursuit of value for money (VFM) is a key feature of the procurement function, while the use of evidence plays an important role in effective policy making. Where feasible, these concepts have been captured through the core functions of the InCiSE framework instead.

A brief definition of each of the InCiSE indicators can be found at Annex A of this report, alongside a summary of any revisions made to each indicator since the 2017 Pilot. Further details about the InCiSE framework, can be found in the accompanying InCiSE Technical Report. A visual summary of the InCiSE framework and its context is displayed in Figure 1, below.

Figure 1 The InCiSE framework



IT for officials, internal finance, social security administration, staff engagement, and innovation are not currently measured in the InCiSE Index.

2.2 Data availability, limitations and revisions

InCiSE 2019 uses the most recently available data as at 30 November 2018. Some InCiSE metrics are collected annually, some are biennial or longer, while others are ad-hoc in their repetition. As a result, while InCiSE uses the most recently available data, some metrics may use data that does not accurately reflect the current situation.

Some measures that contribute to one of the InCiSE indicators may be relevant to other indicators as well, although this has been avoided wherever possible. No original piece of data utilised by the InCiSE model is used more than once, to ensure the overall figures are not overly reliant on a specific data source.

Most, but not all, of the indicators in the InCiSE framework have been measured to produce the 2019 Index. In the 2017 edition, eight out of the eleven core functions proposed were measured. An additional core function has been measured for the 2019 Index – procurement. However, the social security administration indicator has not been measured this time, mainly because of feedback during the pilot phase about data reliability; alternative data sources are still to be identified. For the attributes, four out of the six have been measured, as in 2017. The functions and attributes measured in the 2019 edition of the Index are illustrated in Figure 1.

The development of the Index has continued to involve stages where subjective judgements have had to be made, for example when aggregating the results and dealing with gaps in data. The impact of these judgements on the results is explored in the Technical Report.

2.3 Comparisons with the 2017 Pilot edition of InCiSE

It is important to note that it is not possible to directly compare scores between the 2017 and 2019 editions of the Index. The InCiSE project aims to develop an Index that in due course can be compared over time. However, the Index remains in its infancy and a number of methodological differences mean that any comparison between the first two editions is not feasible. For example, in the 2019 edition the number of metrics has increased substantially, a new indicator for procurement has been included, and country coverage has expanded as well. It is hoped that, as the methodology stabilises, capacity can be built in to compare results over time. A more detailed discussion of this issue can be found in the Technical Report.

Data collection plans by other organisations may help to fill some of the remaining gaps in future. In other areas additional data collection may need to be initiated to measure the relevant indicator. The project will seek to close these data coverage gaps as InCiSE evolves.

2.4 Data sources

A wealth of data underlies the 12 indicators measured so far. Each indicator has one or more broad themes which are then assessed via a specific set of metrics.

Most of the 76 metrics in the 2017 Pilot have continued to be used in the 2019 model. Of the 70 metrics in the 2017 Index that are directly comparable to the 2019 edition, 33 have had updates which have been incorporated in the InCiSE model. A further 46 metrics have been incorporated, bringing the total number of metrics to 116.

Figure 2 Summary of data quality by country

Country	Overall data quality		% of metrics available	Data quality of indicator											
	Score	Grade		CAP	CRM	DIG	FFM	HRM	INC	INT	OPN	POL	PRO	REG	TAX
GBR	0.757	A+	100%	●	●	●	●	●	●	●	●	●	●	●	●
ITA	0.755	A+	99%	◉	●	●	●	●	●	●	●	●	●	●	●
POL	0.755	A+	99%	●	●	●	●	●	●	◉	●	●	●	●	●
SWE	0.755	A+	99%	●	●	●	●	●	●	◉	●	●	●	●	●
NOR	0.752	A+	99%	●	●	●	●	●	●	◉	●	●	●	●	●
SVN	0.75	A	99%	●	●	●	●	●	●	●	◉	●	●	●	●
AUT	0.738	A	98%	●	●	●	◉	●	●	◉	●	●	●	●	●
FIN	0.736	A	97%	●	●	●	◉	●	●	○	●	●	●	●	●
ESP	0.733	A	97%	◉	●	●	◉	●	●	◉	◉	●	●	●	●
NLD	0.731	A	98%	●	●	●	◉	●	●	●	●	●	◉	●	●
FRA	0.718	A	97%	◉	●	●	●	●	●	●	●	●	○	●	●
PRT	0.716	A	85%	×	◉	●	●	●	●	◉	●	●	●	●	●
DNK	0.707	A	93%	●	◉	●	◉	●	●	○	◉	●	●	●	◉
DEU	0.701	A	96%	●	●	●	●	●	○	●	●	●	●	●	○
GRC	0.696	B	94%	●	●	●	◉	●	●	◉	●	●	◉	●	○
SVK	0.692	B	93%	●	◉	●	◉	●	●	◉	○	●	●	●	◉
HUN	0.671	B	81%	×	◉	●	●	●	○	●	◉	●	●	●	●
EST	0.669	B	90%	●	○	●	◉	●	○	●	◉	●	●	●	◉
CZE	0.659	B	91%	●	◉	●	●	●	○	◉	●	●	○	●	●
TUR	0.65	C	90%	●	●	●	◉	●	●	◉	●	●	○	●	○
MEX	0.648	C	73%	×	●	×	●	●	●	●	●	●	◉	●	◉
NZL	0.644	C	83%	●	●	×	●	◉	○	◉	●	●	◉	●	●
CHL	0.643	C	79%	●	○	×	●	●	●	●	●	●	◉	●	●
CAN	0.638	C	78%	●	○	×	●	●	●	◉	●	●	◉	●	●
KOR	0.636	C	78%	●	○	×	●	●	●	●	◉	●	◉	●	●
BEL	0.635	C	85%	●	×	●	◉	●	●	●	●	●	○	●	●
LVA	0.628	C	75%	×	○	●	○	●	●	◉	○	●	●	●	●
CHE	0.627	C	79%	×	●	●	◉	●	●	●	○	●	○	●	◉
AUS	0.618	C	71%	×	●	×	●	●	●	◉	●	●	×	●	●
LTU	0.615	C	82%	●	○	●	○	●	●	○	○	●	●	●	●
IRL	0.614	C	84%	●	○	●	◉	●	●	◉	○	●	○	●	●
JPN	0.597	D	75%	●	○	×	●	●	●	◉	●	●	○	●	○
USA	0.579	D	74%	●	○	×	●	●	●	●	●	●	×	◉	◉
ISR	0.578	D	72%	●	○	×	◉	●	●	○	○	●	◉	●	◉
ISL	0.563	D	68%	×	○	●	○	●	●	○	○	●	○	●	◉
ROU	0.529	D	66%	×	◉	●	○	○	○	○	◉	●	●	○	◉
BGR	0.511	D	66%	×	◉	●	○	○	○	○	◉	●	○	○	●
HRV	0.501	D	65%	×	◉	●	○	○	○	○	◉	●	○	○	◉

● High data quality ◉ Medium data quality ○ Low data quality × No data available

A detailed summary of the data sources used by the InCiSE Index is provided at Annex B. Further details on how these data sources have been developed to measure each indicator are available in the Technical Report.

2.5 Country coverage

The extent of country coverage is reliant on the availability of a wide range of data sets and collections. This continues to vary considerably from country to country and across regions. The 2017 Index covered 31 countries – all OECD members – and the data availability threshold for their inclusion was set at 75%. At the time it was judged that expanding the range of countries too quickly would require a large amount of data estimation, a reduction in the scope of the framework, or greater reliance on civil service proxy indicators, all of which could undermine the results.

Following a review of the pilot phase, the 2019 Index has been expanded to cover 38 countries. This has been achieved principally by developing a more nuanced way to consider the variation of data availability and quality to determine which countries should be included. The 7 new countries are: Bulgaria, Croatia, Iceland, Israel, Latvia, Lithuania and Romania. All 31 countries in the 2017 Index have been included in the 2019 version.

Further details about the new country coverage assessment method, as well as all data quality scores, can be found in the Technical Report.

2.6 Variations in data quality by country

For most indicators, all 38 countries have generally good data quality. However, for 4 indicators (capabilities, crisis and risk management, digital services and procurement) a small number of countries have no available data at all. The UK achieved the highest overall data quality score, followed closely by five other countries – Italy, Poland, Sweden, Norway and Slovenia.

Missing data has been estimated through statistical simulation (using a method called multiple imputation). Countries with more missing data points inevitably have a larger proportion of estimated metrics and this factor should be borne in mind when interpreting results. Further details about this methodology can be found in the Technical Report.

Figure 2 highlights the availability of InCiSE metrics for all countries in the 2019 Index, data availability for each of the 12 indicators measured and where data has been estimated.

Figure 3 Overall results of the 2019 InCiSE Index

Chapter 3: Results of the 2019 InCiSE Index

This chapter presents the overall results of the 2019 edition of the InCiSE Index. In addition, it provides a summary of results for each of the 12 indicators, including the top five country rankings. Chapter 4 provides a summary of each country's results, while tables of country scores and rankings are provided at Annex C.

Developing a comprehensive range of indicators means that there is often a wide variation in how countries perform against each of them. The overall scores for the top 3 countries in the Index are very close. No country consistently appears in the top 5 positions for every indicator, although there are some good all-round performers. These are highlighted in the individual country assessments. There are also some stand-out country scores for specific indicators and these have been highlighted.

All scores in the InCiSE results are relative, meaning that the highest scoring country is assigned 1.0 and the lowest scoring country is assigned 0.0. Relative scores do not directly translate to absolute performance; a score of 1.0 or 0.0 does not mean in absolute terms that a country is high or low performing. Rather, of the 38 countries selected they have the highest and lowest performance within that group of countries. The methodology used to explain these scores is explained in the Technical Report.

3.1 Overall scores and rankings for the InCiSE Index

The graph in Figure 3, opposite, shows the overall InCiSE Index scores as well as the distribution of country scores for each indicator. Charts of the overall results for each indicator are shown in Figure 4 at the end of this chapter.

As with the 2017 results, the four Commonwealth countries in the Index (Australia, Canada, New Zealand and the UK) continue to rank in the top 5 countries. The Nordic countries (Denmark, Finland, Iceland, Norway, Sweden) also rank highly, with all but Iceland in the top 10. The remaining countries of northern and western Europe tend to rank more highly than countries in southern and eastern Europe. Countries from outside Europe are distributed throughout the ranking.

The top 5 scores across some core function indicators vary significantly, making the rankings more noteworthy, while all the attribute scores are generally closer. Where there is a greater variation in scores, rankings are more significant in terms of helping countries to learn from each other. The attribute rankings show some clear country patterns emerging, with Canada and Denmark appearing in three out of the four tables. Scandinavian countries generally perform well against three of the attributes – openness, integrity and capabilities. New Zealand's top score for the integrity attribute stands out from the rest of the table.

3.2 Policy making

Country	Rank
Finland	1
Denmark	2
UK	3
Canada	4
New Zealand	5

This indicator has 4 themes: the quality of policy advice; the degree of strategic planning; the coordination of policy proposals across government; and the degree of policy monitoring during implementation.

This indicator is comprised of 8 metrics and its structure is unchanged from 2017. It uses a single data source, the Bertelsmann Stiftung's Sustainable Government Indicators (SGI).

The policy making scores for all countries in this top 5 table are very close. The UK's and Canada's scores are highest out of the top 5 on the quality of policy advice theme, while Finland's and Denmark's scores are highest on strategic planning. There is greater variation between these countries for the policy monitoring theme, with Denmark and Canada scoring highest for 2 out of the 3 metrics. It is noteworthy that 4 out of the top 5 countries ranked for the policy making indicator also feature in the top 5 of the main InCiSE Index, while Denmark is ranked 6th overall.

3.3 Fiscal and financial management

Country	Rank
Republic of Korea	1
Sweden	2
UK	3
New Zealand	4
Germany	5

This indicator has 3 themes: the effectiveness of public spending; the transparency of public spending; and budget practices.

There are 6 metrics (an increase of 3 since 2017) and 4 data sources: the World Economic Forum's Global Competitiveness Index (GCI); the OECD's Medium-Term Budgeting Index and Performance Budgeting Index; The World Bank's Financial Management Information Systems and Open Budget Data; and the International Budget Partnership's Open Budget Survey.

The top 2 country scores are very close, with the Republic of Korea edging ahead because of its very high scores for the transparency of public spending and budget practices themes. Germany has the highest score out of the top 5 for the effectiveness of public spending theme. New Zealand comes top for the metric looking at the openness of the budgeting process. Sweden's highest scores are for open budgeting and performance budgeting, while the UK's scores for performance budgeting are high as well.

3.4 Regulation

Country	Rank
UK	1
Mexico	2
Republic of Korea	3
Canada	4
New Zealand	5

This indicator has 3 themes relating to regulation policies and management: the use of appraisal and evaluation; the extent of stakeholder engagement; and the nature of impact assessment.

There are 9 metrics (an increase of 3 since 2017) and 2 data sources: the OECD's Indicators of Regulatory Policy and Governance; and the Bertelsmann Stiftung's Sustainable Governance Indicators (SGI).

Amongst the top 5 countries for this indicator, the UK achieves the maximum score for 4 metrics. These are spread across all themes, suggesting a strong performance across the board for this core function. New Zealand achieves the maximum score for 2 metrics: the use of impact assessments in regulatory work; and the quality of impact assessments.

As in 2017, Mexico's strong performance may reflect the country's long-standing focus on regulatory policy reforms. It achieves the maximum score for one of the two stakeholder engagement metrics and scores very highly against the other one. Mexico achieves very high scores for two of the appraisal and evaluation metrics as well.

3.5 Crisis and risk management

Country	Rank
Netherlands	1
Sweden	2
Finland	3
USA	4
Australia	5

This indicator has 4 themes regarding disaster risk reduction and management issues most relevant for the civil service: the degree of strategic approach to risk; the degree of preparedness; communications; and evaluation. This indicator has been significantly restructured to take account of feedback following the pilot report.

There are now 13 metrics (an increase of 4 since 2017) and 2 data sources (one more than in 2017): the UN Hyogo Framework for Action monitoring reports; and the OECD's Survey on the Governance of Critical Risk.

The top 3 country scores for this indicator are all very close while the other 2 countries are not far behind. Scores for the metrics in this indicator are close for many countries, which is largely because of the nature of the source data. This also means that for some metrics a large number of countries score highly. Conversely, for a few metrics only a small number of countries score well.

The Netherlands' top position reflects consistently strong scores across almost all metrics, ranking joint top for 10 metrics. Sweden ranks joint top for 9 metrics, while Finland ranks joint top for 11 metrics.

3.6 Human resource management

Country	Rank
Canada	1
Ireland	2
Republic of Korea	3
Japan	4
UK	5

This indicator now measures 4 themes, an increase of 2 since 2017: the extent to which civil service recruitment systems are meritocratic; attracting and retaining talent; performance management systems and practices; and the extent of human resources (HR) data collection.

There are now 9 metrics, an increase of 4 since 2017, and 2 data sources (previously just one): the Quality of Government expert survey by the University of Gothenburg's Quality of Government survey; and the OECD's survey on Strategic Human Resources Management.

The indicator scores for the first 4 countries are all very close, although specific metrics scores vary widely. Canada only just surpasses Ireland for the top position. This is mainly because of its relatively higher score for the metric which assesses the extent to which separate HR management practices are in place for senior civil servants.

The Republic of Korea's score is the highest out of the top 5 countries for the metric which assesses the extent to which databases are used for HR management. Of this group, Japan achieves the top score for the extent to which performance assessments are used in HR decision making.

3.7 Tax administration

Country	Rank
Estonia	1
Ireland	2
UK	3
Norway	4
Netherlands	5

This indicator measures 3 themes: the overall efficiency of tax collection; the extent to which services are user focused; and the extent and the quality of digital provision. The data sources are the OECD's Tax Administration Survey and The World Bank's Doing Business Index (DBI).

This indicator is comprised of 6 metrics and its structure is unchanged from the 2017 Pilot.

Estonia's indicator score is noticeably ahead of the other countries in this table and it consistently achieves very high scores across all 6 metrics.

Within the top 5 countries, Estonia achieves the top score for the metrics assessing the volume of online VAT and personal tax returns, as well as for the metric on the extent to which services are user focused.

Ireland achieves a very high score for one of the efficiency metrics (total tax debt as a proportion of net revenue), as well as metrics measuring the volume of online VAT and corporate tax returns. The UK and the Netherlands achieve very high scores for these three metrics as well, while Norway achieves very high scores for two of them (tax debt proportion and online VAT returns).

3.8 Digital Services

Country	Rank
Estonia	1
Denmark	2
Latvia	3
Austria	4
Portugal	5

This indicator measures 3 themes: user experience; cross-border availability of services; and the availability of "key enablers" (the enabling infrastructure for digital service provision, such as electronic ID cards). The sole data source is the European Commission's E-Government Benchmark Report.

Significant changes have been made to the way in which the data for this indicator has been compiled. In addition, it is now composed of 13 metrics – there were only 4 metrics in the 2017 Pilot.

The indicator scores for the top 4 countries are all very close, with Denmark and Latvia achieving the same overall score. Estonia's top position may reflect consistently high scores across most metrics.

Amongst the top 5 countries, Austria achieves the highest scores for the metrics focusing on the availability and accessibility of online small claims procedures, including for non-nationals. Denmark achieves the maximum score for six metrics and these are spread across all themes, while Portugal achieves the maximum score for four metrics. Latvia's results are all above average and it achieves the maximum score for a metric within the "key enabler" theme.

3.9 Procurement

Country	Rank
New Zealand	1
Denmark	2
UK	3
Republic of Korea	4
Israel	5

This indicator is a new addition to the Index. There are two themes: procurement systems and procurement practices.

It is comprised of 6 metrics and 2 data sources: the OECD's Public Procurement Survey; and analysis of European public procurement data from the Opentender project of the Digiwhist collaboration.

The indicator scores for the top 3 countries in this table are significantly ahead of the others. New Zealand's top position is primarily because it achieves the maximum score for three metrics: the extent of e-procurement functions within its overall procurement system; the role of its central purchasing body; and the extent to which policies are in place to enable small and medium-sized enterprises (SME) to take part in central government procurement.

The UK and Israel achieve the maximum score for the SME participation metric as well, while Denmark achieves the maximum score for the metric assessing the role of its central purchasing body. The Republic of Korea's highest score is for the e-procurement metric.

3.10 Integrity

Country	Rank
New Zealand	1
Canada	2
Denmark	3
Sweden	4
Norway	5

This indicator covers 6 themes: corruption level perceptions; adherence to rules and procedures; work ethics; fairness and impartiality; striving to serve citizens and ministers; and processes in place to preserve integrity and prevent conflicts of interest.

There are 17 metrics (one more than in 2017) and 5 data sources: the Bertelsmann Stiftung's SGIs; Transparency International's Global Corruption Barometer; the World Economic Forum's Global Competitiveness Report Executive Opinion Survey; the University of Gothenburg's Quality of Government Expert Survey Data; and results from two OECD surveys published in their Government at a Glance report.

New Zealand's overall score is well ahead of all other countries, reflecting a strong performance against most metrics. It achieves the maximum score for 8 of the metrics.

Canada achieves the maximum score for the metric which assesses public perceptions of impartiality in the civil service. It also achieves the maximum score for having a post-employment cooling off period. Sweden's score for the metric which assesses the degree of whistle-blower protection for employees is noticeably ahead of all other countries in the top 5 table.

3.11 Openness

Country	Rank
Norway	1
Denmark	2
UK	3
Finland	4
Netherlands	5

This indicator has 5 themes: the degree and quality of consultation with society; the existence and quality of complaint mechanisms; government data availability and accessibility; government data impact; right to information; and publication of laws.

There are 10 metrics (one more than in 2017) and 6 data sources: the World Justice Project's Rule of Law Index (open government theme); the UN E-Participation Index; the Bertelsmann Stiftung's SGIs; the World Wide Web Foundation's Open Data Barometer; Open Knowledge International's Global Open Data Index; and the OECD's OUR Government Data Index.

It is noteworthy that all 5 countries in this table are in Northern Europe. Norway's top position reflects strong scores for most metrics. It achieves the maximum score for the metric which assesses the extent to which governments consult and negotiate with the public on policy issues. Norway also achieves the maximum score for the metric on citizens' access to official information.

Denmark achieves the maximum score for 2 of the 3 metrics assessing the degree and quality of government consultation with society on policy issues.

3.12 Capabilities

Country	Rank
New Zealand	1
USA	2
Denmark	3
Canada	4
Finland	5

This attribute measures four themes: core capability (eg. problem solving, numeracy and literacy skills); the use of core skills at work; organisational skills (eg influencing and planning skills); and learning and development.

This attribute has 14 metrics – an increase of 10 since 2017. The sole data source is the OECD's Programme for the International Assessment of Adult Competencies (PIAAC) survey.

It is notable that 3 of the top 5 countries for this indicator are also in the top 5 for the entire InCiSE Index.

New Zealand's top position for this indicator reflects very strong scores for many of the relevant metrics. This includes maximum scores for the metrics which assess the use of IT skills and influencing skills in the workplace. The USA's score for influencing skills is very strong as well, and both countries are well ahead of the others in the top 5 for this metric.

It is interesting to note that all the top 5 countries' scores are very high for the readiness to learn metric, most notably the USA, Denmark and Canada. Denmark also achieves the maximum score for the degree of job-related learning metric, while New Zealand performs very strongly.

3.13 Inclusiveness

Country	Rank
Canada	1
Greece	2
Poland	3
USA	4
Romania	5

This indicator has two themes: proportionate gender representation in the civil service; and proportionate ethnic minority representation.

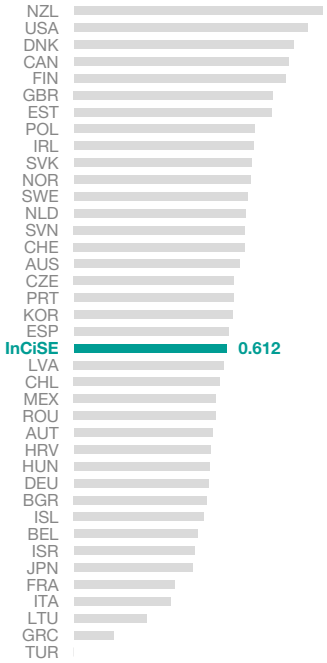
There are 5 metrics and 3 data sources: the OECD's Government at a Glance (GaaG) survey data on the share of women in central government and top management positions; the University of Gothenburg's Quality of Government survey; and figures on women's representation in government which are compared with statistics collected and produced by the International Labour Organisation (ILO) on women's participation in the labour force as a whole. To ensure relevant comparison with the other metrics, ILO statistics and estimates for 2015 are used.

Greece's very strong performance for this indicator reflects high scores for the metric which assesses the proportion of women working in the public sector.

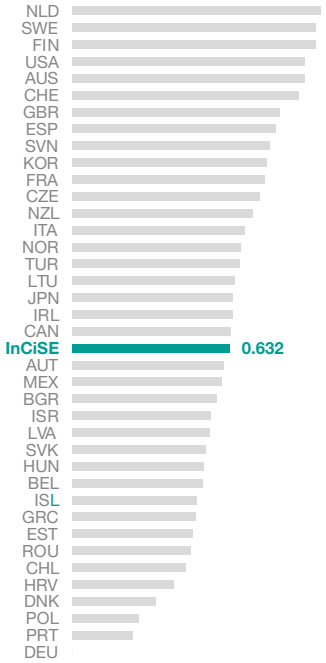
For the representation of ethnic and religious minorities metric Poland has the highest score amongst the top 5 countries, while Romania is only just behind. Poland also achieves the maximum score for the metric on the proportion of women in senior government positions. Canada's score for this metric is very strong as well and both countries' scores stand out from the rest of the top 5 table.

Figure 4 Country rankings across each of the 12 InCiSE indicators

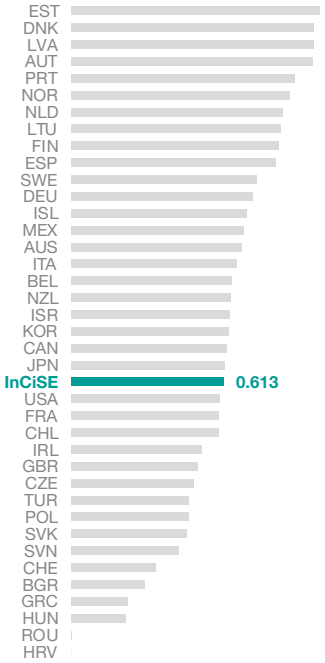
Capabilities (CAP)



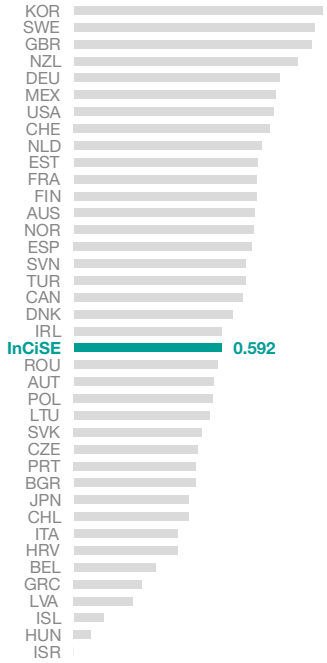
Crisis and risk management (CRM)



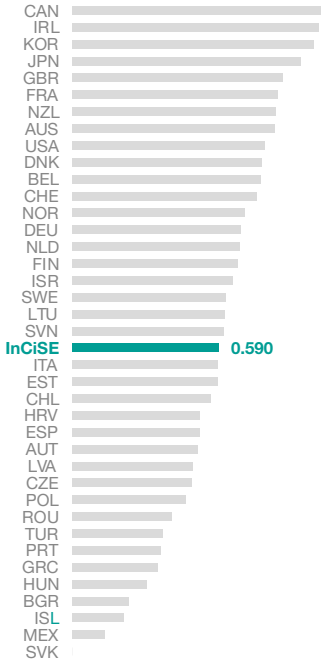
Digital services (DIG)



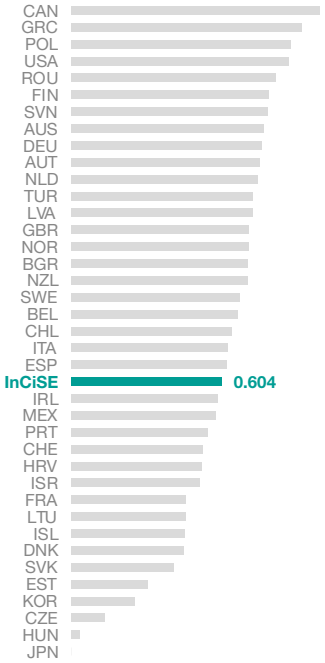
Fiscal and financial management (FFM)



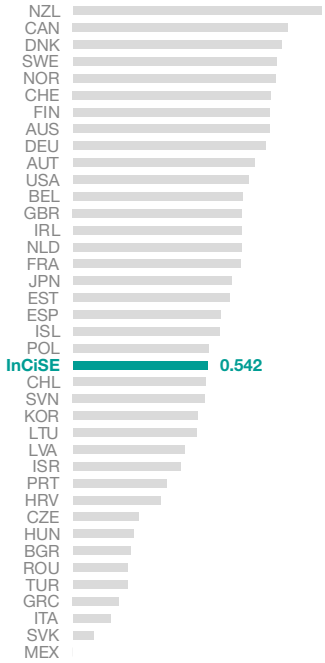
Human resources management (HRM)



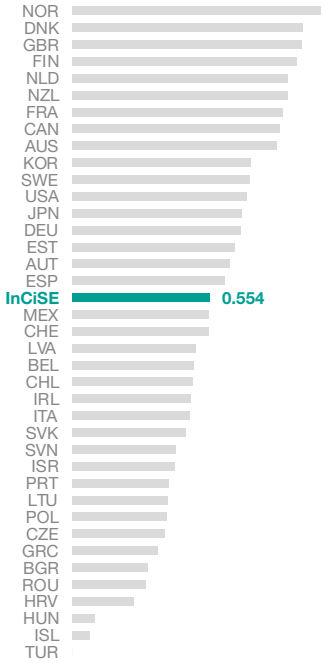
Inclusiveness (INC)



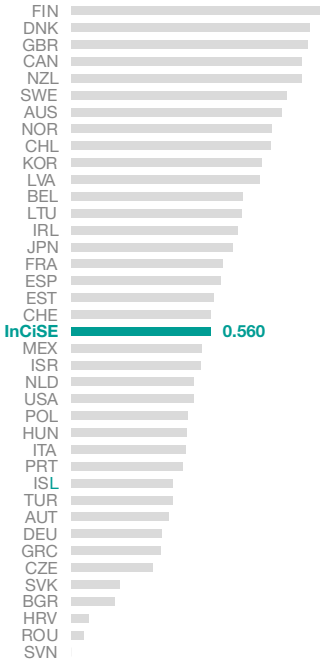
Integrity (INT)



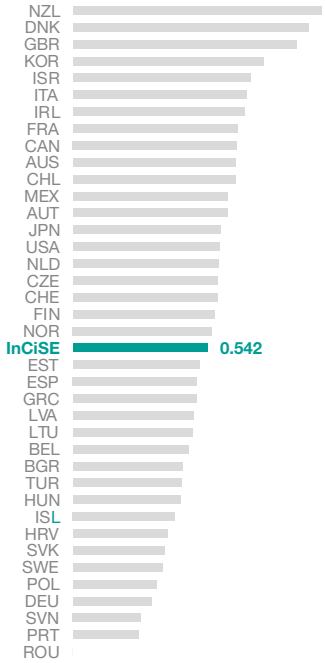
Openness (OPN)



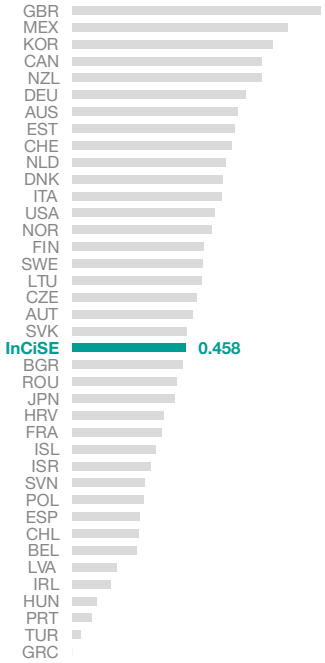
Policy making (POL)



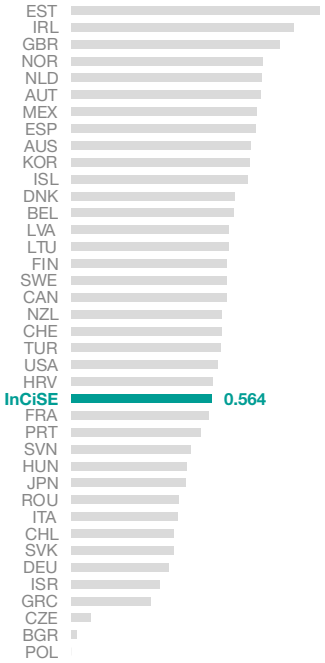
Procurement (PRO)



Regulation (REG)



Tax administration (TAX)



Chapter 4: Country profiles of the 2019 InCiSE results

This chapter provides a visual summary of each country's results from the 2019 edition of the InCiSE Index. For each country, there is a bar chart showing its position in the overall Index, as well as a 'radar chart' showing their scores for each indicator compared with the InCiSE average. The radar charts highlight where a country performs particularly well compared to the average and where further analysis or attention may be beneficial.

As discussed at the start of Chapter 3, all scores in the InCiSE results are relative, meaning that the highest scoring country is assigned 1.0 and the lowest scoring country is assigned 0.0. Assessment of a country is therefore relative to others included in the Index only, and not an absolute measure. Weaker scores do not reflect a view on prioritisation within a country, but instead can highlight opportunities to learn from other countries.

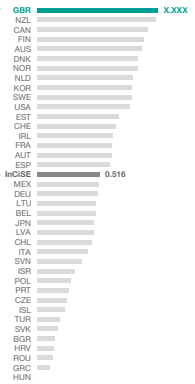
Annex C provides tables of the country score for each indicator. More detailed results of country scores, including for the metrics which underlie each indicator result, can be found on the InCiSE website. Further details about the methodological approach, including the construction of each indicator, can be found in the Technical Report.

The key for the country graphs is as follows:

Bar chart

The coloured bar shows the country's InCiSE Index score.

The dark grey bar shows the average of the 38 countries' InCiSE Index scores.

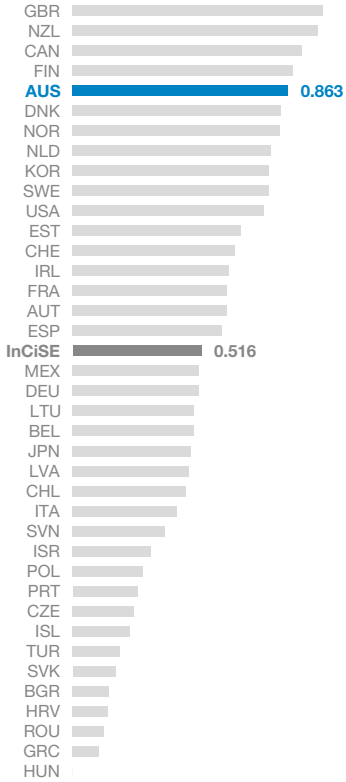


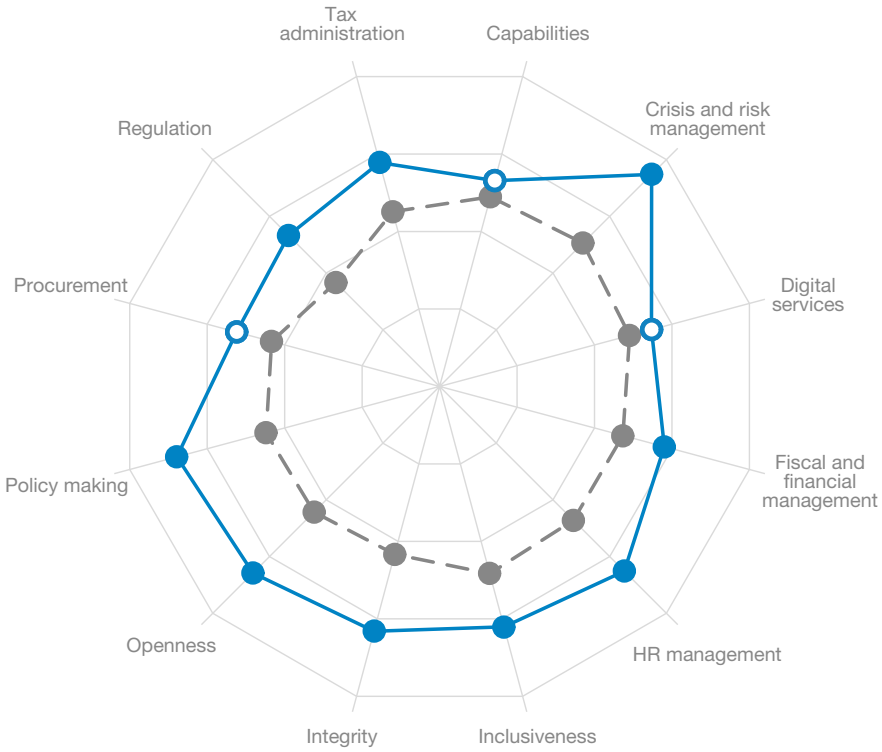
Radar graph

- Shows the country's score for each of the InCiSE indicators.
- Indicates the country has completely missing data for this indicator. Their result for this indicator is fully estimated using statistical imputation.
- The dark grey points on the radar graph show the average of the 38 countries' scores for each of the InCiSE indicators.

The centre of the radar is 0, and the outer edge is 1, so the further out the data point is from the centre the higher that country's score.

4.1 Australia





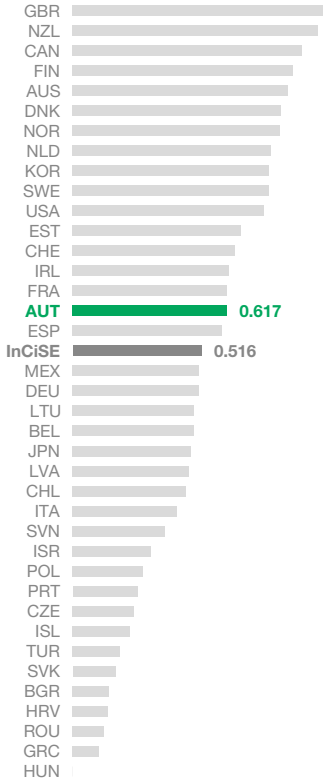
Australia is ranked 5th overall on the Index and achieves above average scores for all indicators.

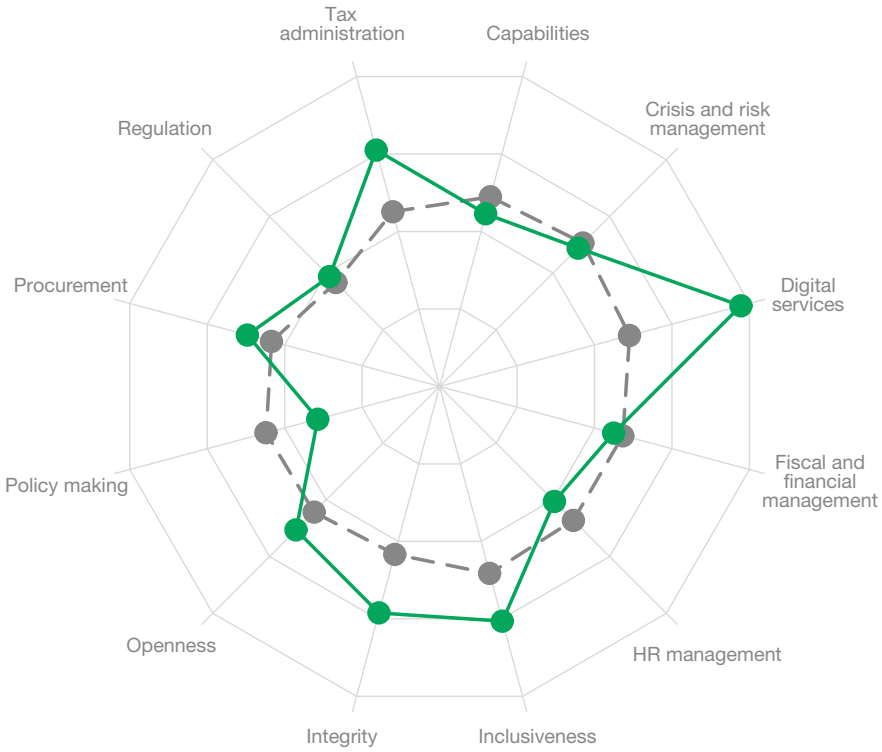
Australia's crisis and risk management score is noteworthy. It is ranked 5th overall and achieves the maximum score for all metrics assessing the evaluation and communications themes, and for all but one of the metrics on preparedness.

Australia also does well on policy making and regulation (ranked 7th for both). Within the policy making indicator, Australia achieves the maximum score for one of the quality of advice metrics and also a metric assessing central government policy coordination. On regulation, Australia achieves the maximum score for two evaluation metrics.

Australia's highest ranking attribute scores are for integrity and inclusiveness (both ranked 8th). On integrity, Australia achieves the maximum score for the metric assessing the existence of post-employment cooling off systems.

4.2 Austria





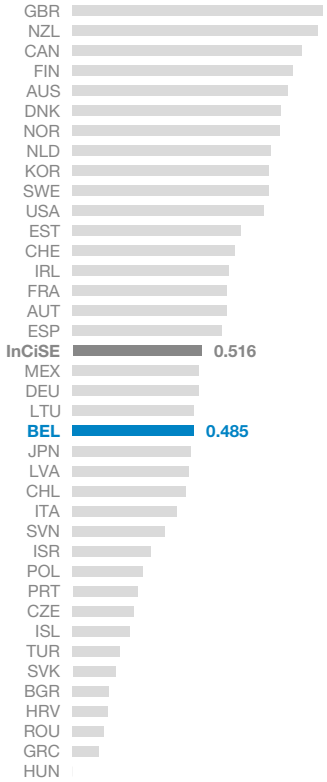
Austria is ranked 16th overall on the Index. The country's strongest score is for digital services (ranked 4th).

Within the digital services indicator Austria achieves the maximum score for three metrics, including two concerning availability and access to small claims procedures for both Austrian nationals and non-nationals.

Austria also scores strongly on tax administration (ranked 6th). Within this indicator it scores well on the time to pay taxes, tax debt as a proportion of net revenue and the proportion of citizens filing their corporate and VAT tax returns online.

The main indicators where Austria's scores are relatively less strong are policy making, HR management and capabilities, although there are some good individual metric results within them.

4.3 Belgium



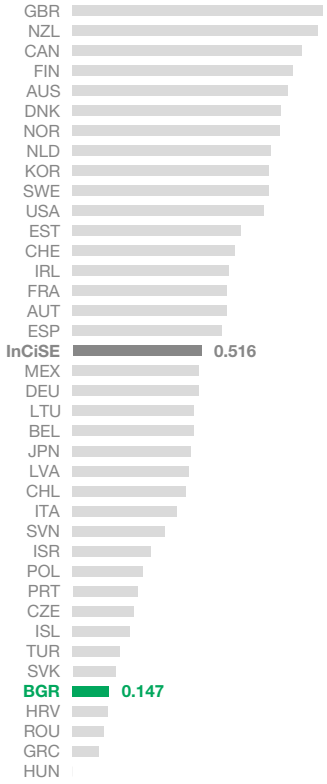
Belgium is ranked 21st overall on the Index and its strongest score is for HR management.

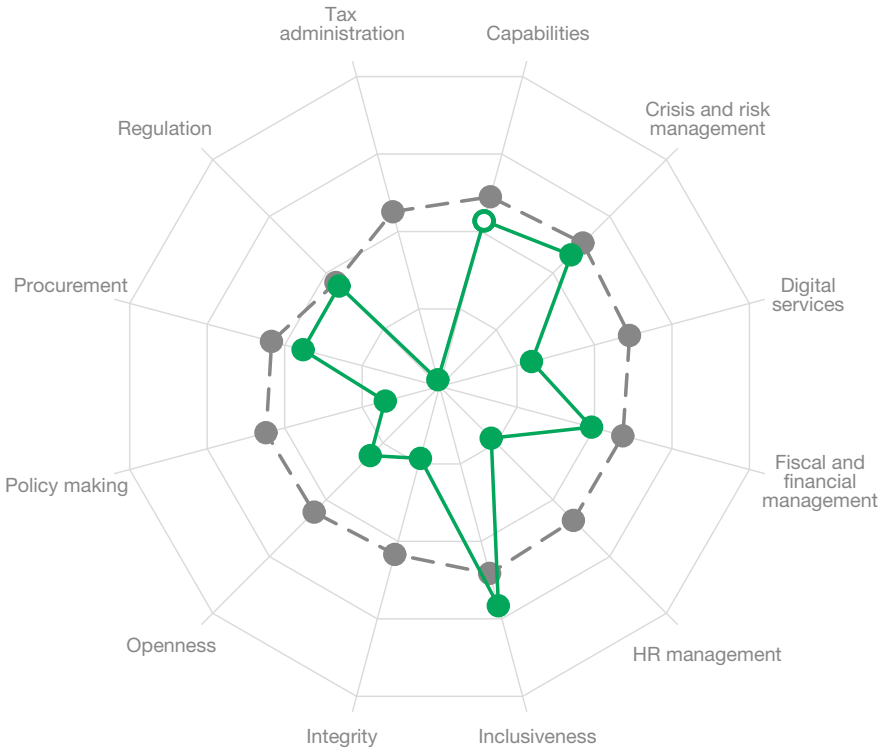
Within the HR management indicator, Belgium achieves the maximum score for the metric assessing the extent to which formal examinations are used for civil service recruitment. It scores highly on another employment metric, suggesting a relatively meritocratic recruitment system overall.

Belgium's policy making score is above average and it achieves the maximum score for one of the two policy coordination metrics. Belgium's performance is also above average for tax administration, including two very high metric scores on the extent and quality of digital services.

The main indicators where Belgium's performance is less strong relative to other countries are fiscal and financial management, regulation and capabilities where overall scores are all below average and metric results vary widely.

4.4 Bulgaria





Bulgaria is a new addition to the Index and is ranked 34th overall.

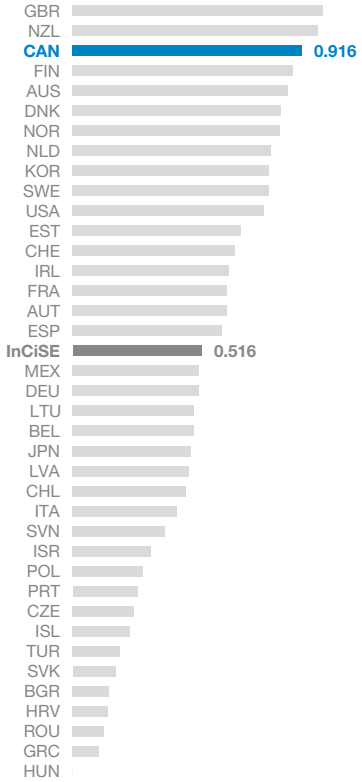
Bulgaria achieves above average scores for the inclusiveness indicator (ranking 16th overall).

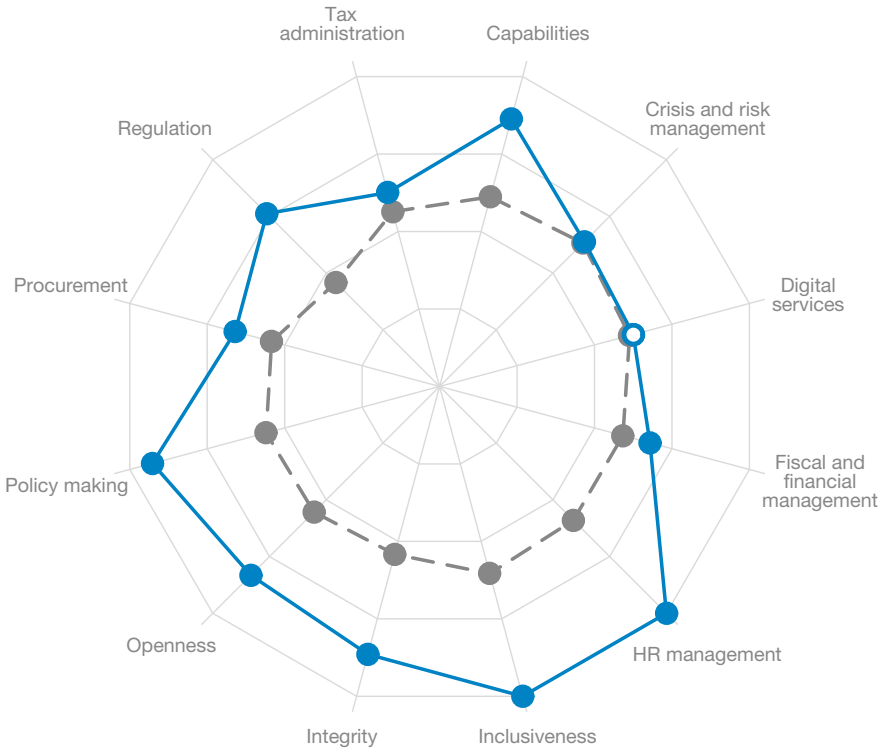
Specific metric scores for some indicators are noteworthy. For example, within the crisis and risk management indicator Bulgaria achieves the maximum scores for risk planning, the degree of international cooperation, and the existence and use of early warning systems. Most metric scores for this indicator are above average.

Within the capabilities indicator, Bulgaria achieves good scores for the metrics measuring problem solving, use of numeracy skills at work, and readiness to learn. It also scores well against the open budget metric within the fiscal and financial management indicator.

The main indicators where Bulgaria's scores are less strong relative to other countries are tax administration, policy making and HR management.

4.5 Canada





Canada is ranked 3rd overall on the Index and is ranked top for HR management and inclusiveness.

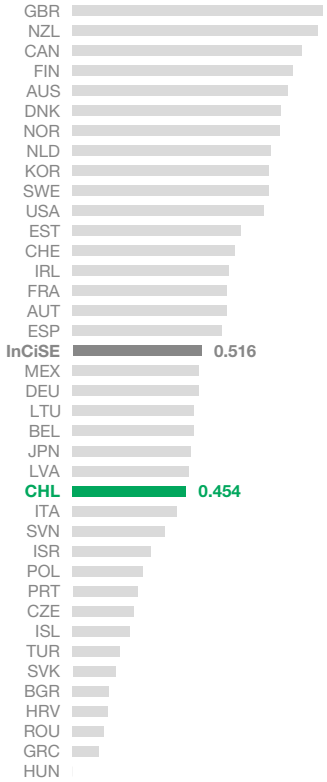
Canada's top position for HR management and inclusiveness suggests that it has many lessons to share with other countries concerning recruiting, attracting and managing talent, as well as promoting gender and ethnic representation issues in the civil service.

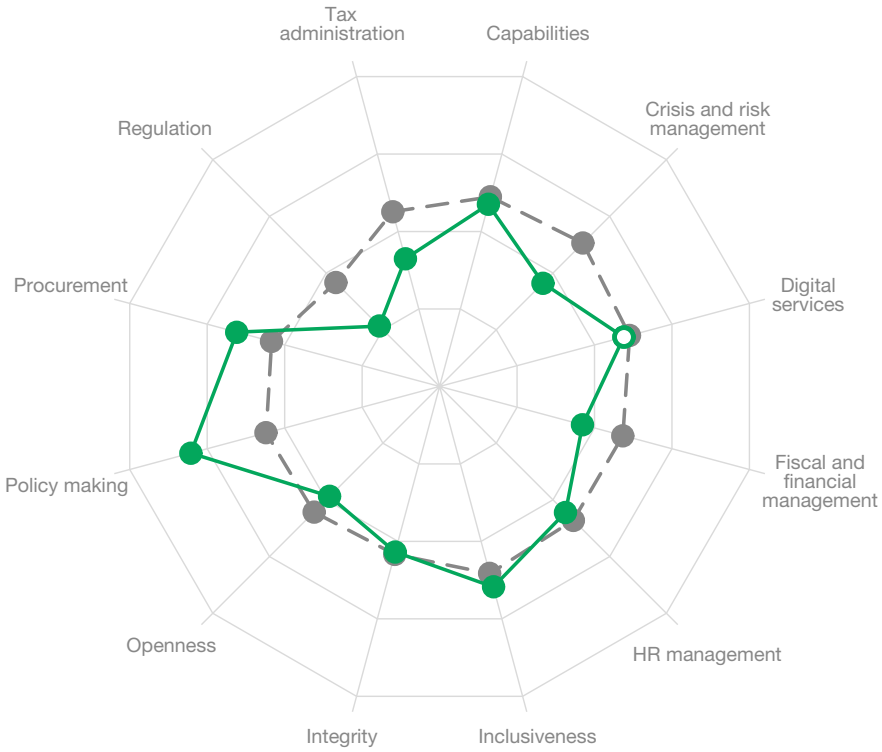
Canada is ranked 2nd for integrity. It achieves very high scores for most attributes, appearing in the top 5 for all but the openness indicator where it is ranked 8th. This is mainly because of relatively lower scores for the right to information theme.

Canada's scores for policy making are very high as well (ranked 4th), most notably for the metrics assessing the quality of policy advice and policy monitoring. It is also ranked 4th for regulation.

The main indicator where Canada's performance is less strong compared with other countries is crisis and risk management where its overall score is at the InCiSE average.

4.6 Chile





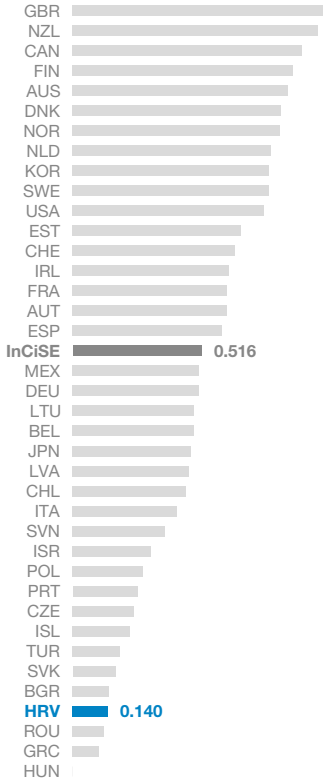
Chile is ranked 24th overall on the Index and its highest score is for policy making (ranked 9th).

Within the policy making indicator, Chile's quality of advice results are noteworthy as it achieves the maximum score for both metrics. Chile also does well on procurement (ranked 11th).

Although Chile's HR management score is just below average, its scores for the performance management theme are strong. This includes achieving the maximum score for the metric on the degree to which performance assessments are used in HR decision making.

The main indicators where Chile's performance is less strong relative to other countries are crisis and risk management and regulation. Chile's tax administration scores vary widely. The scores for the metrics which assess the volume of online VAT, personal and corporate tax returns are very high while other results are relatively low.

4.7 Croatia



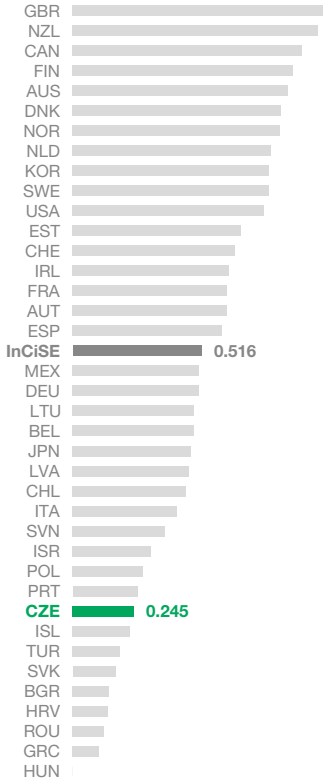
Croatia is a new addition to the Index and is ranked 35th overall.

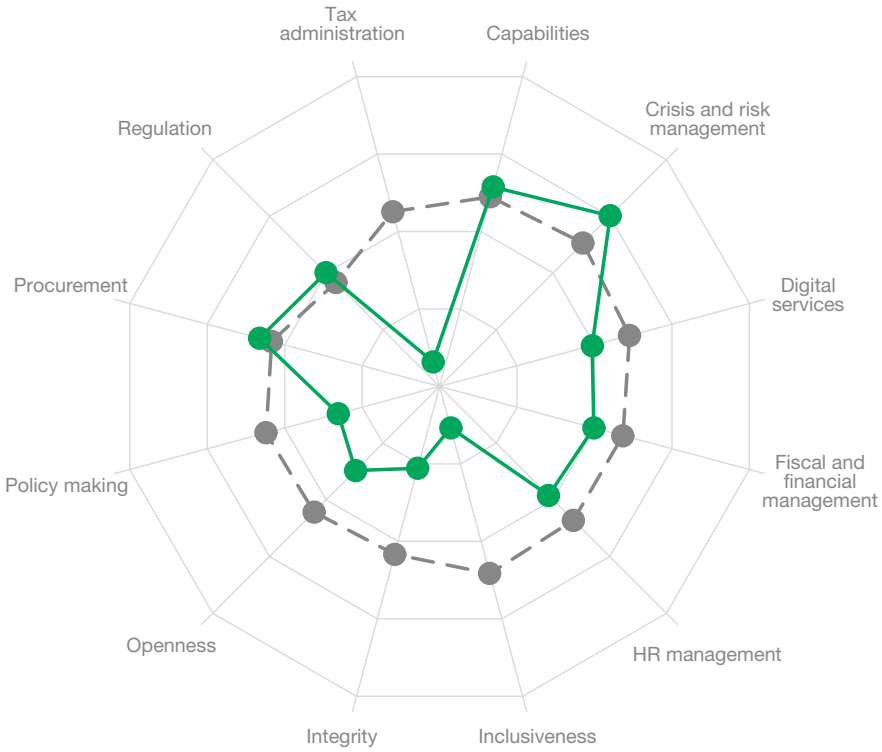
Croatia's strongest performance is for tax administration with an overall score just above the Index average. All metric scores for this indicator are above average as well. Croatia achieves very high scores for metrics measuring the extent and quality of digital service provision within the tax administration system. It also does well on the metric assessing total tax debt as a proportion of net revenue.

Croatia has above average scores for some metrics within the HR management indicator, for example the extent to which formal examinations are used for recruitment. Whilst Croatia's scores for integrity vary, it achieves high scores for the whistle-blower protection metric, as well as the existence of a post-employment cooling off period for civil servants.

The main indicators where Croatia performs less well relative to other countries are digital services, policy making and openness.

4.8 Czechia





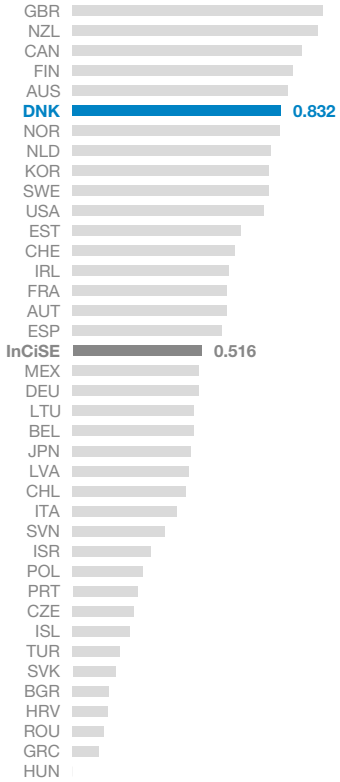
Czechia is ranked 30th overall on the Index and its strongest score is for crisis and risk management.

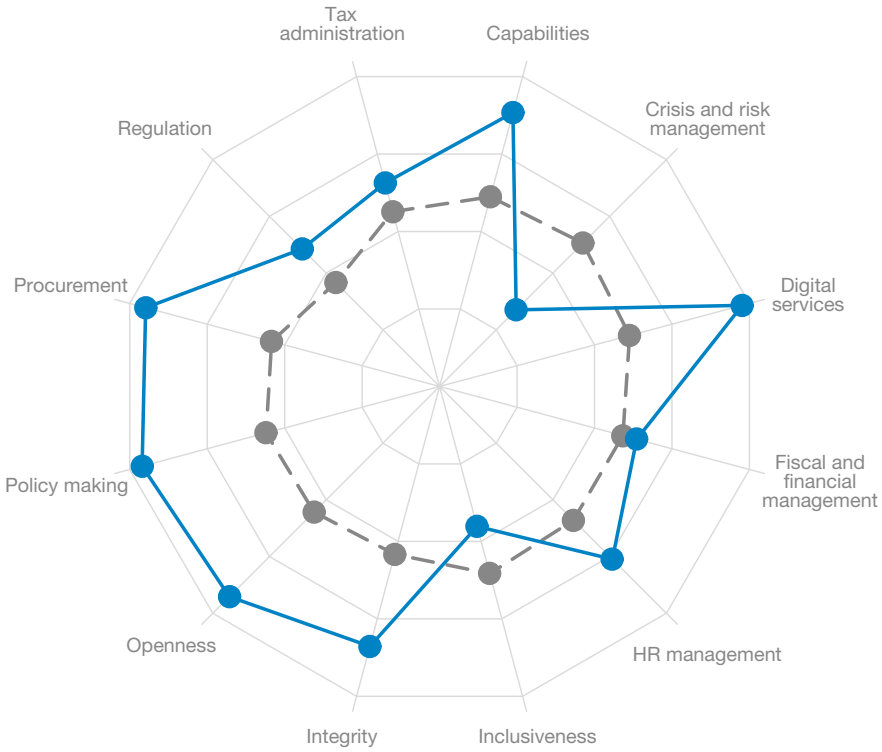
Czechia is ranked 12th for crisis and risk management. Within this indicator Czechia achieves the maximum scores for preparedness, the degree of international cooperation, and the existence and use of early warning systems. It also achieves high scores for its use of research and evaluation in risk planning.

Czechia's procurement, regulation and capabilities scores are all above average. Within the regulation indicator, Czechia achieves the maximum score for a metric assessing the quality of regulatory impact assessments. On capabilities, Czechia achieves the maximum score for the literacy level metric and its numeracy score is strong as well.

The main indicators where Czechia's scores are low relative to other countries are tax administration, policy making and inclusiveness.

4.9 Denmark





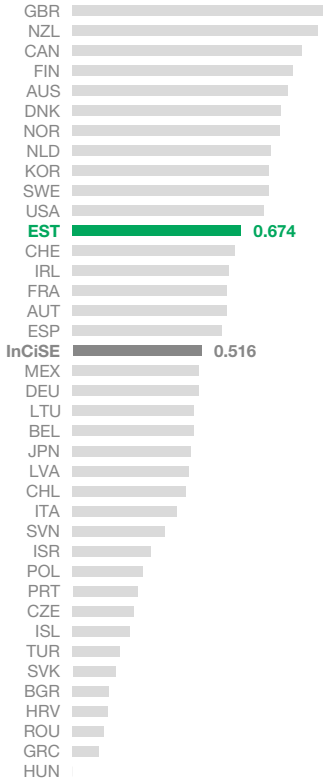
Denmark is ranked 6th overall on the Index and achieves very high scores for many indicators.

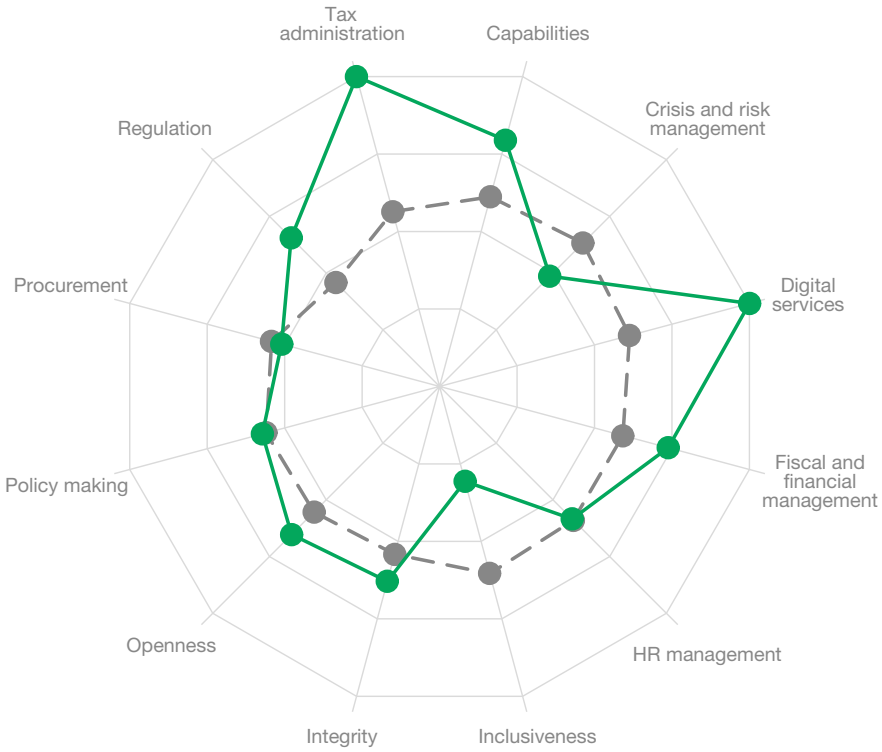
Denmark is ranked 2nd for four indicators – policy making, procurement, openness and digital services. It is ranked 3rd for integrity and capabilities. Within the policy making indicator, Denmark achieves the maximum score for the metrics assessing strategic planning, the extent to which academic advice influences policy decisions, and policy monitoring issues.

On openness, Denmark performs very strongly across the theme assessing the degree of consultation with society on policy issues, including achieving maximum scores for two out of three metrics. Denmark achieves the maximum score for six of the digital services metrics, suggesting a strong investment in this core function.

The main indicators where Denmark's scores are less strong relative to other countries are crisis and risk management and inclusiveness. Both overall scores are below average and metric scores vary widely.

4.10 Estonia





Estonia is ranked 12th overall on the Index. It achieves the top position for digital services and tax administration.

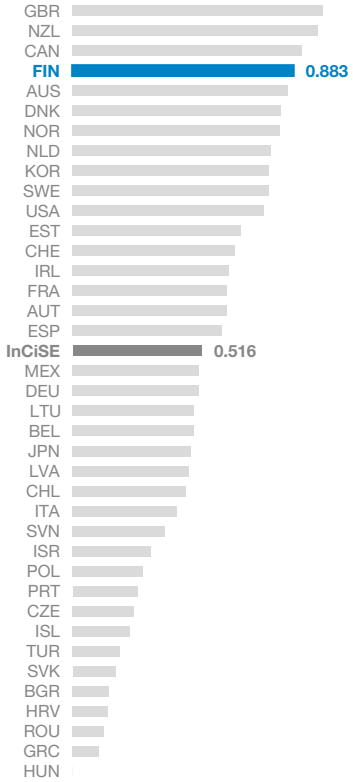
Estonia's top position for digital services reflects consistently high scores across most metrics, plus strong IT policies and investments in IT infrastructure. Estonia's tax administration score is noticeably ahead of other leading countries.

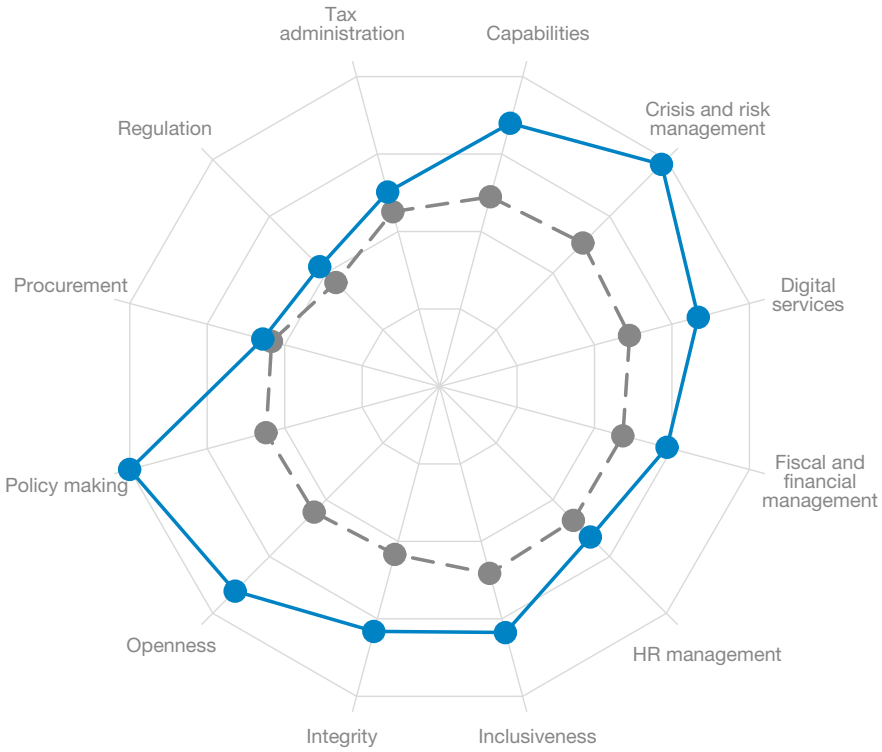
Estonia achieves consistently high scores across all tax administration metrics, most notably those assessing the volume of online personal tax and VAT returns, and the extent to which services are user focused.

Estonia is ranked 7th for the capabilities indicator and it is noteworthy that its score is very high for the metric assessing the extent to which civil servants use IT in their work.

The main indicators where Estonia's performance is less strong relative to other countries are crisis and risk management, as well as inclusiveness.

4.11 Finland





Finland is ranked 4th overall on the Index and achieves the top position for policy making.

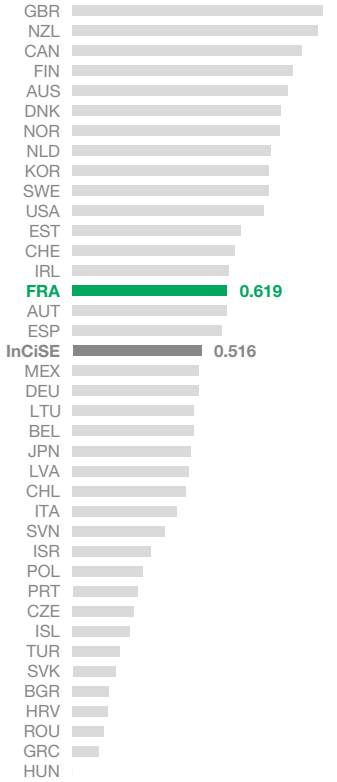
Finland achieves the maximum score for two policy making metrics which assess strategic planning and coordination themes, plus one more on the quality of policy advice. This suggests a strong all-round capability for this indicator.

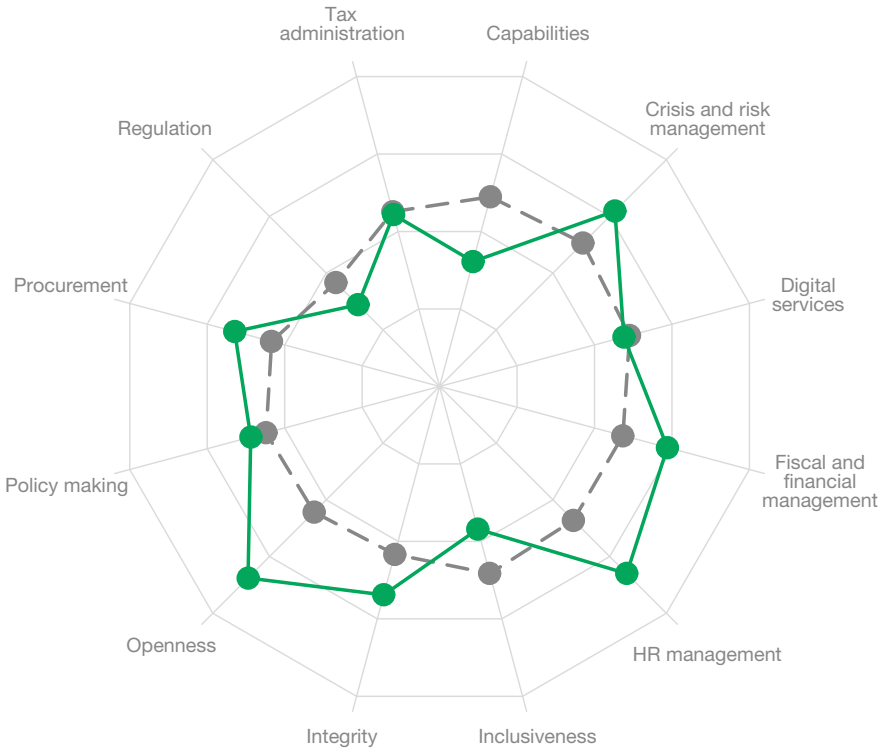
Finland's other strongest scores are for crisis and risk management (ranked 3rd) where it achieves the maximum score for all but 2 metrics, openness (ranked 4th) and capabilities (ranked 5th).

Within the openness indicator, Finland's metric scores are very high on access to official information, the publication of laws, and the degree of government consultation with citizens on policy issues.

Finland's capabilities results are noteworthy for its high scores for the readiness to learn and degree of job-related learning metrics, suggesting a strong learning and development ethos relative to other countries.

4.12 France





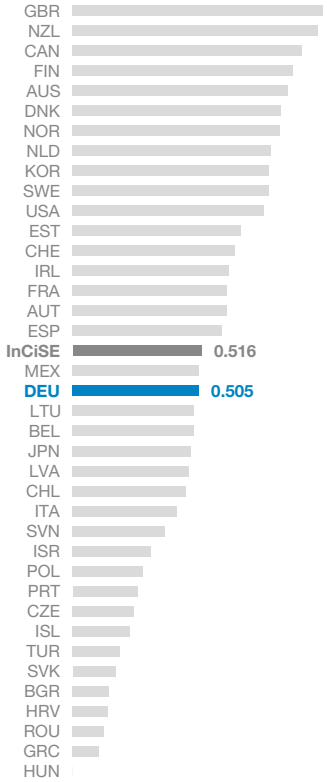
France is ranked 15th overall on the Index. Its strongest score is for HR management (ranked 6th).

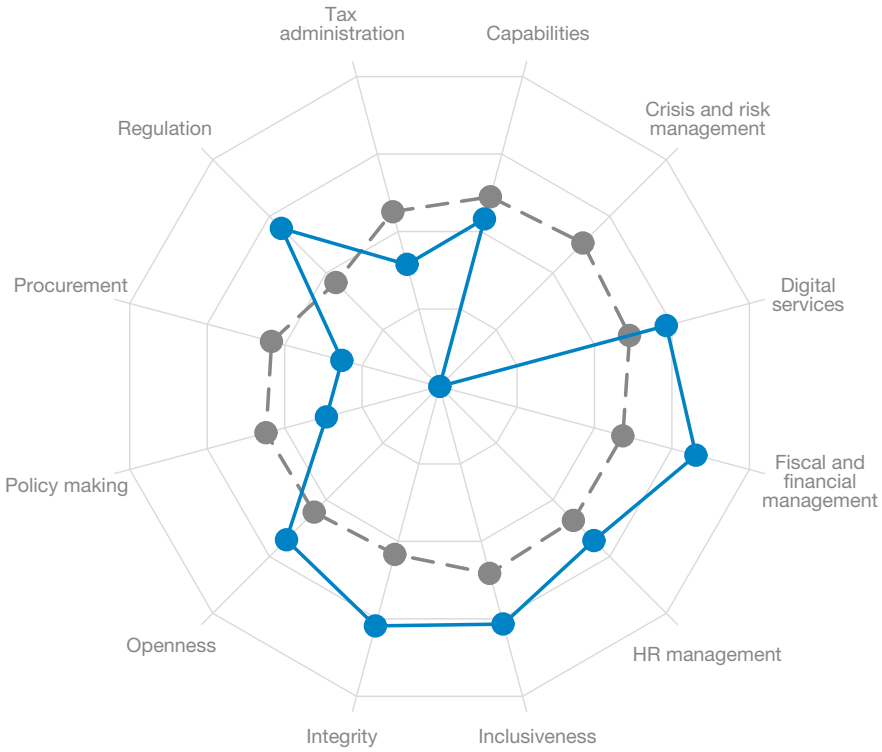
Within the HR management indicator, France's highest scores are for the performance management theme. It achieves the maximum score for the existence of separate HR management practices for the senior civil service and scores highly on the use of performance assessments in HR decision making. France's score is also high for the metric on the extent to which formal examinations are used for civil service recruitment.

France performs strongly on openness (ranked 7th), achieving high scores for most metrics, most notably those measuring levels of e-government methods of consultation with citizens on key issues and open data practices. France also does well on procurement (ranked 8th) where its score for the transparency metric is high.

The main indicators where France's performance is less strong relative to other countries are for inclusiveness and capabilities.

4.13 Germany





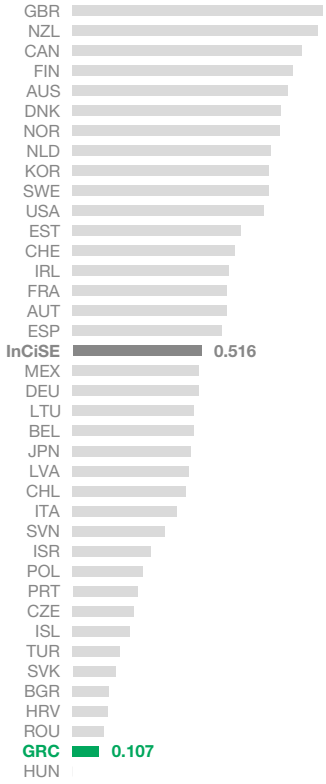
Germany is ranked 19th overall on the Index and its strongest score is for fiscal and financial management (ranked 5th).

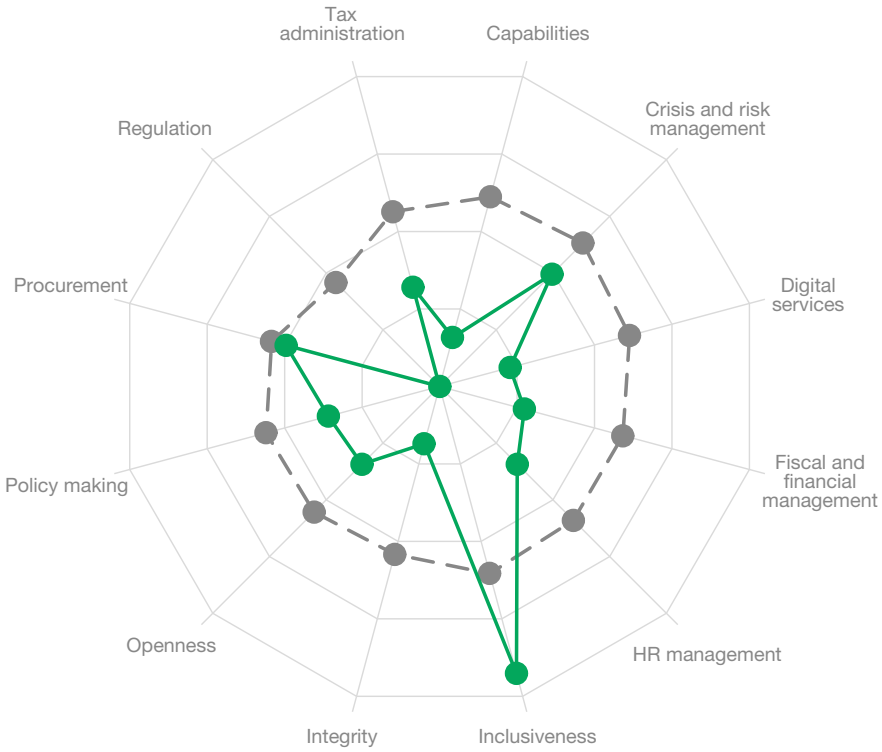
Within the fiscal and financial management indicator Germany's highest scores are for the effectiveness of public spending theme and the metric assessing medium term budgeting practices. Germany also performs well on regulation (ranked 6th overall) and it achieves the maximum score for the metric assessing the quality of regulatory impact assessments.

Germany is ranked 9th for integrity and some metric scores are noteworthy. For example, Germany achieves the maximum score for the existence of a post-employment cooling-off period. It also attains a high score for the metrics measuring the extent to which official follow rules.

The main indicators where Germany's performance is less strong relative to other countries are crisis and risk management and procurement where metric scores vary widely, and tax administration.

4.14 Greece



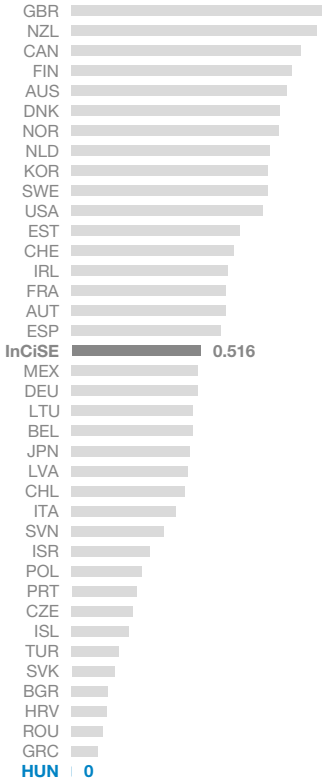


Greece is ranked 37th overall on the Index and its high inclusiveness score stands out (ranked 2nd).

Within the inclusiveness indicator, Greece achieves above average scores for all metrics. Its scores are very high for the proportion of women working in the public sector, including in senior government positions. These high scores, alongside Greece's above average scores for some of the HR management metrics, may merit further analysis.

The main indicators where Greece's performance is relatively weaker are capabilities, regulation, tax administration and digital services. There are however some strong metric scores within these indicators. For example, Greece's scores are high for the capabilities metrics measuring the degree of problem solving skills and readiness to learn. Within the tax administration indicator, there are high scores for the metrics assessing the quality and availability of online services for personal, VAT and corporate returns.

4.15 Hungary



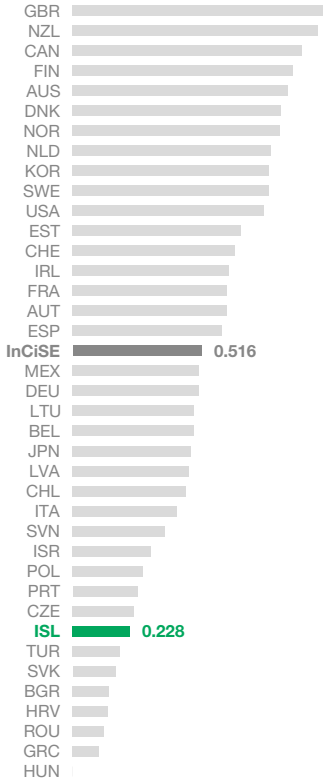
Hungary is ranked 38th on the Index overall and its strongest score is for policy making.

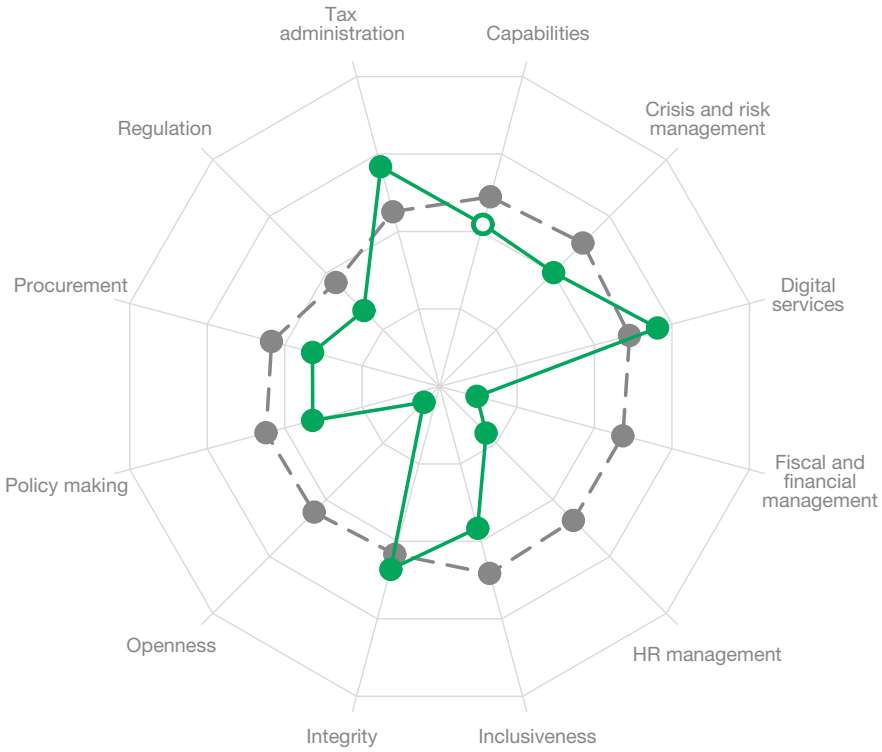
Within the policy making indicator, there are some noteworthy metric scores. For example, Hungary achieves the maximum score for two of the three metrics which assess the degree of policy monitoring. It also achieves the maximum score for ministerial policy coordination.

Hungary achieves above average scores for some procurement metrics, most notably for transparency, plus the extent to which policies are in place to enable small and medium-sized enterprises to participate in central government procurement.

The main core function indicators where Hungary's performance is weak relative to other countries are digital services and fiscal and financial management. For digital services, all metric scores are on or below average. The main attributes where Hungary's scores are relatively weak are inclusiveness and openness.

4.16 Iceland





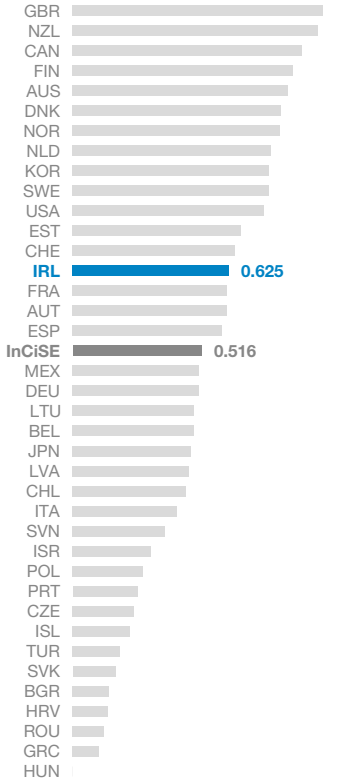
Iceland is a newcomer to the Index and is ranked 31st overall.

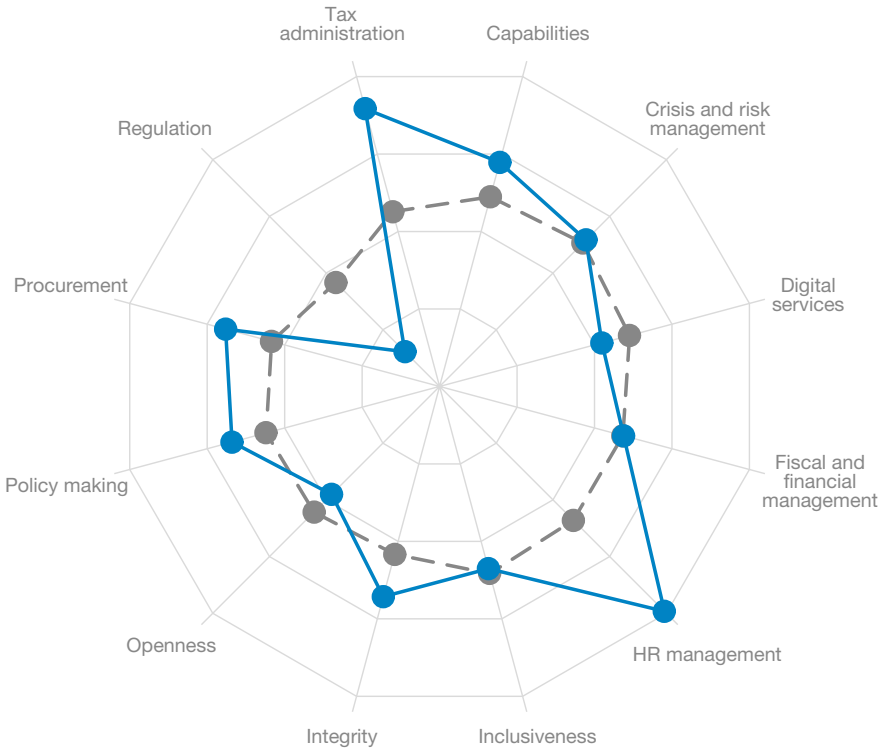
Iceland's strongest score is for tax administration (ranked 11th) and all metric scores are above average. It achieves only just below the maximum score for the metric assessing the volume of online VAT returns. Iceland's score for the efficiency metric on total tax debt as a proportion of net revenue is strong as well.

Iceland also performs well on digital services (ranked 13th overall). Whilst thematic scores vary, Iceland does well on most small claims services related metrics, as well as the availability of user friendly online services for finding a new job.

The main indicators where Iceland's scores are relatively weak are fiscal and financial management, HR management and openness.

4.17 Ireland





Ireland is ranked 14th overall on the Index. Its highest scores are for HR management and tax administration (both ranked 2nd).

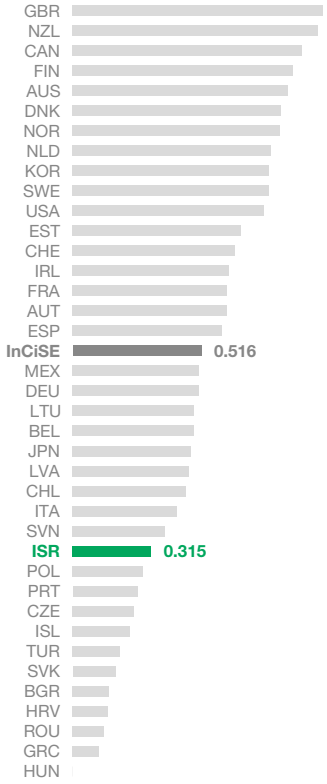
Ireland only just misses out on the top position for HR management. All but one of its metric results are well above average and it achieves the maximum score for the metric assessing the extent to which recruitment systems are meritocratic.

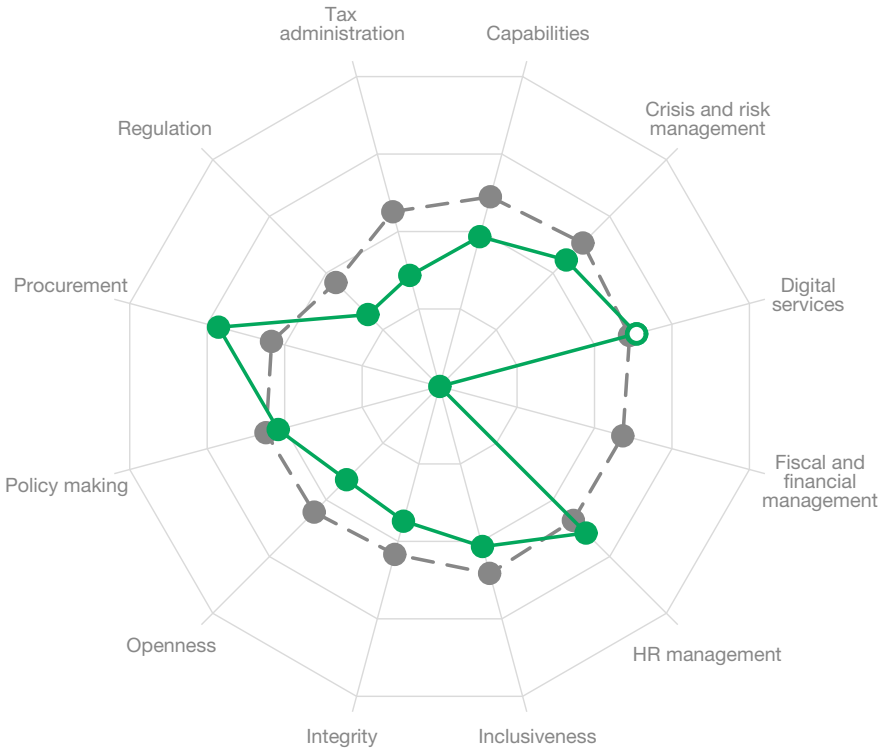
On tax administration, Ireland's scores are consistently high, most notably the metrics assessing total tax debt as a proportion of net revenue and the volume of online VAT and corporate tax returns.

Ireland is ranked 7th overall for procurement and it has well above average scores for administrative effectiveness.

The main indicators where Ireland's performance is relatively low are digital services regulation and openness where metric scores vary widely.

4.18 Israel





Israel is a new addition to the Index and is ranked 27th overall.

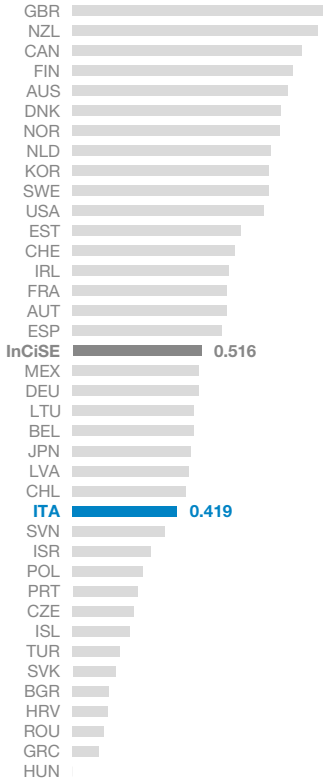
Israel's strongest performance is for procurement where it is ranked 5th overall, although some metric scores have been estimated. It achieves the maximum score for the extent to which policies are in place to enable small and medium-sized enterprises to participate in central government procurement.

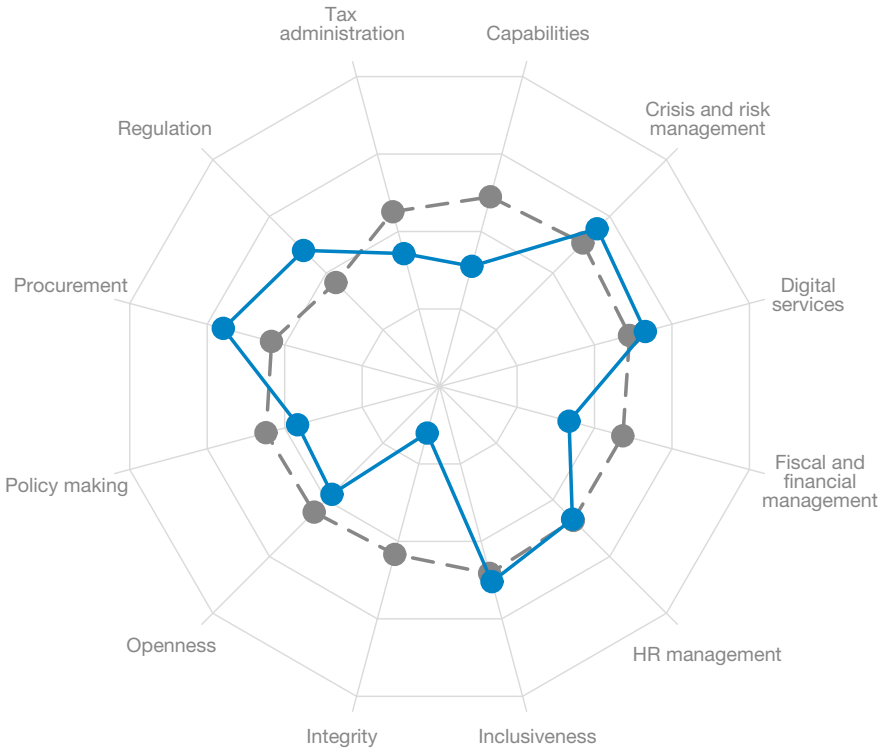
Israel has an above average score for HR management, scoring particularly well on the performance management metrics, as well as on the use of data for HR decision making.

Israel's attributes scores are all below average relative to other countries but there are some strong individual metric scores. For example, within the inclusiveness indicator Israel's score is high for the proportion of women in senior management posts. Israel also does well on the learning and readiness to learn metrics within the capabilities indicator. On integrity, Israel achieves the maximum score for the existence of a post-employment cooling-off period.

The main indicators where Israel's relative performance is less strong are tax administration and fiscal and financial management.

4.19 Italy





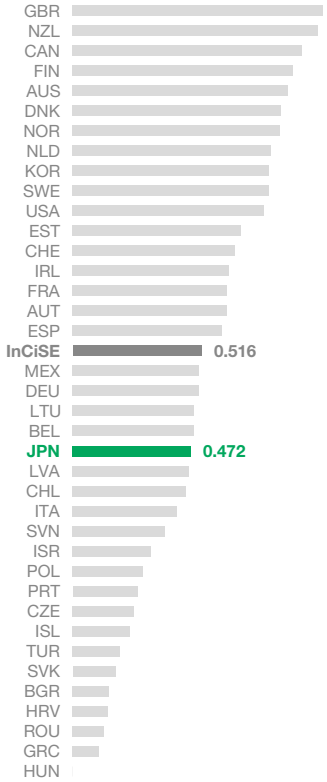
Italy is ranked 25th overall on the Index and its highest score is for procurement (ranked 6th).

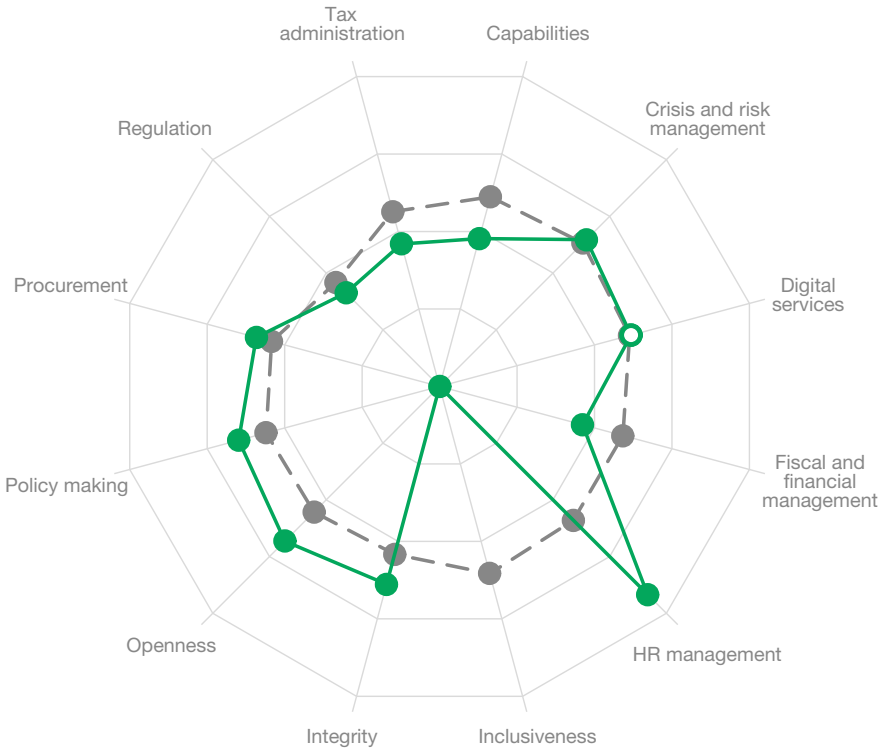
Within the procurement indicator Italy achieves the maximum score for two metrics, namely the scale of e-procurement systems and the extent to which policies are in place to enable small and medium-sized enterprises to take part in central government procurement.

Italy achieves above average scores for regulation (ranked 12th), digital services, inclusiveness and crisis and risk management. Within the regulation indicator Italy's scores are highest for the evaluation metrics. Italy's digital services metric scores vary but are especially high for the availability and usability of online services for regular business operations. Scores for crisis and risk management are mostly very high, with some at the maximum level.

The main indicators where Italy's performance is less strong relative to other countries are integrity, capabilities and fiscal and financial management. Overall scores are below average, while metric scores vary widely. Within the capabilities indicator there are however some good metric scores, for example problem solving and readiness to learn. Italy also does well on the openness of budgeting processes metric within the fiscal and financial management indicator.

4.20 Japan





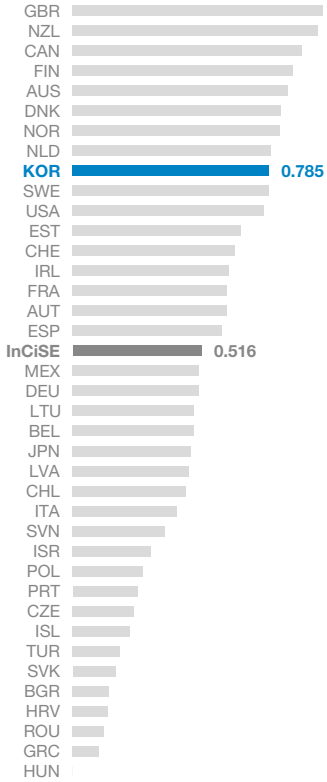
Japan is ranked 22nd overall on the Index. Its strongest score is for HR management (ranked 4th).

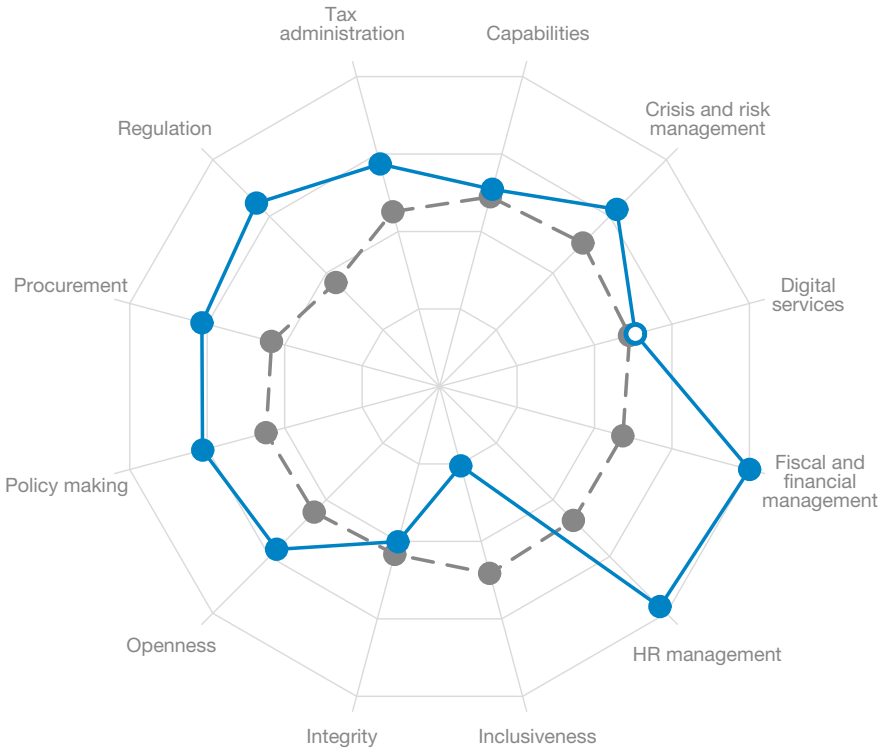
Within the HR management indicator Japan achieves the top score out of the top 5 ranked countries for the extent to which performance assessments are used in HR decision making. It also achieves the maximum score for the use of performance related pay. Japan's scores for all metrics assessing the extent to which recruitment systems are meritocratic are high, most notably for its use of formal examination systems.

Japan achieves above average scores for the openness and integrity attributes. Its capabilities result is a mixed picture but there are some very positive metric scores, for example those relating to numeracy, literacy and writing skills. There may also be a link between these and some HR management scores which may merit further analysis.

The main indicators where Japan's performance is relatively less strong are (in addition to capabilities) inclusiveness and fiscal and financial management where scores are below average.

4.21 Republic of Korea





The Republic of Korea is ranked 9th overall on the Index. It achieves the top score for fiscal and financial management.

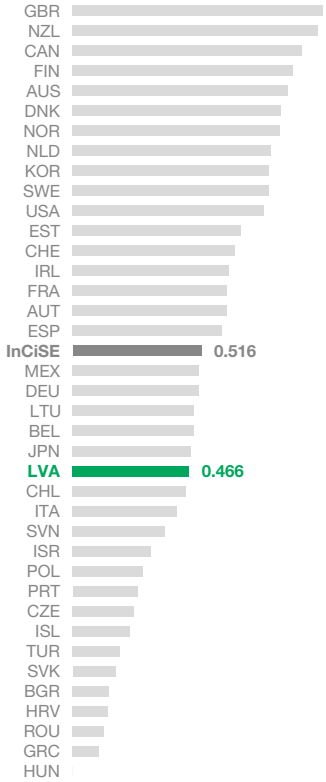
The Republic of Korea achieves above average scores for all core functions and appears in the top 5 country rankings for half of these indicators. It achieves the top position for fiscal and financial management mainly because of very high scores for the transparency of public spending and budget practices themes.

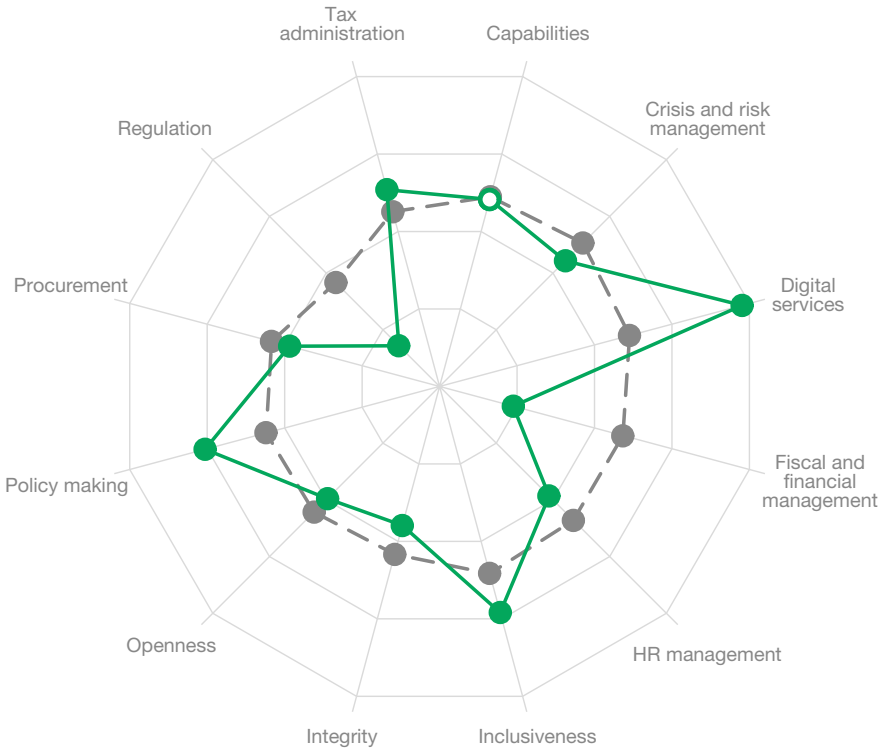
The Republic of Korea is ranked 3rd for HR management and regulation, then 4th for procurement. Within the HR management indicator, all but one of the metric scores are well above average and these results suggest a relatively meritocratic recruitment system overall. The Republic of Korea achieves the maximum score for the metric on the use of databases for HR management.

On regulation, the Republic of Korea's metric scores are consistently above average, while for procurement a high score for the e-procurement related metric is noteworthy.

The main attribute where scores are relatively low is inclusiveness.

4.22 Latvia





Latvia is a new addition to the Index and is ranked 23rd overall.

Latvia's highest score is for digital services where it is ranked 3rd overall. Latvia also achieves above average scores for policy making, inclusiveness and tax administration.

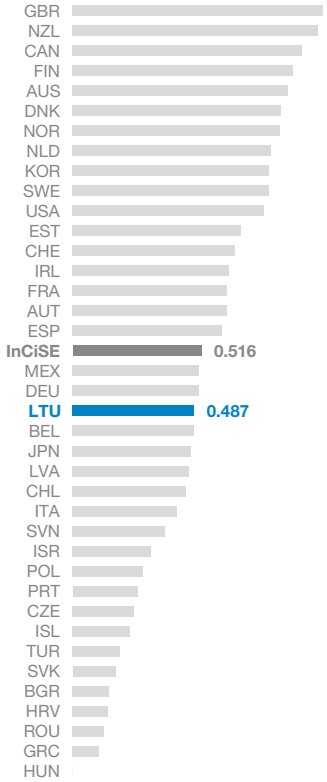
On digital services, Latvia's metric results are all above average and it achieves the maximum score for the metric which assesses the extent to which technical advances ("key enablers") are helping to improve online services for businesses and employment support. It also does well on the availability of cross-border services.

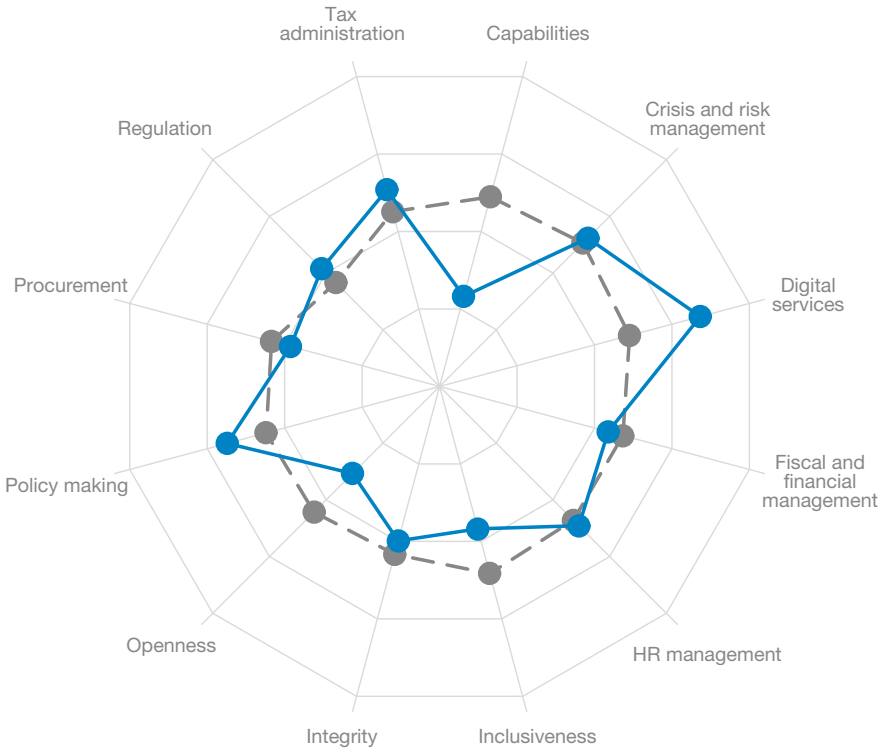
Latvia's tax administration results are on or above average and include very high scores for the metrics assessing the volume of online corporate tax and VAT returns.

On attributes, Latvia performs well on inclusiveness (ranked 13th), with all metrics scoring above average.

The main indicators where Latvia's scores are below average are fiscal and financial management and regulation where metric scores vary widely.

4.23 Lithuania





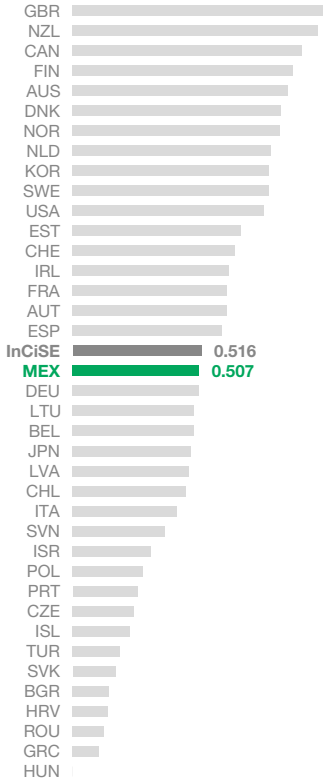
Lithuania is a new addition to the Index and is ranked 20th overall.

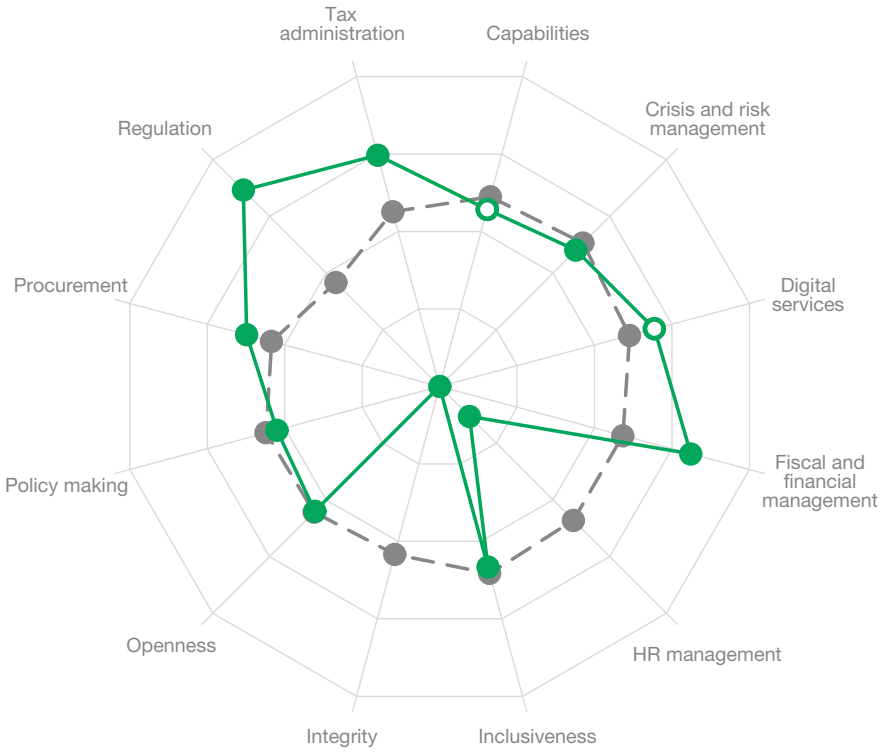
Lithuania's strongest score is for digital services where it is ranked 8th overall and metric scores are mostly above average. Lithuania achieves the maximum score for the metric assessing the availability and usability of online services for regular business operations. Its scores are very high for the use of technological advances to help improve business start-ups, regular business operations and civil registration work.

Lithuania's scores are above average for the tax administration, policy making, crisis and risk management and regulation indicators.

Lithuania's attributes scores are relatively low compared with other countries, most notably capabilities and inclusiveness. Within the capabilities indicator there are however some good metric scores. For example, the metrics measuring core capabilities like numeracy and problem-solving skills, as well as levels of tertiary education. Lithuania's score for the metric assessing organisational skills at work is also strong.

4.24 Mexico





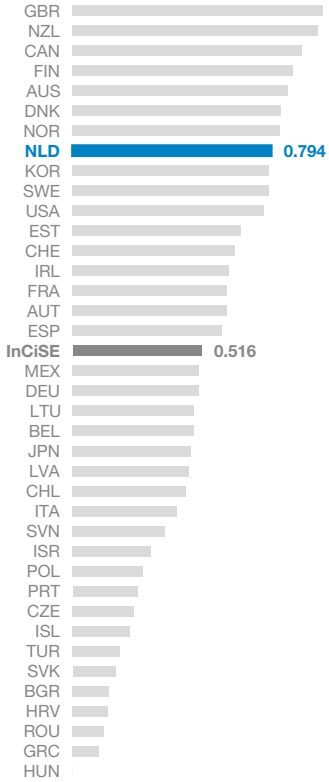
Mexico is ranked 18th overall on the Index. It is ranked 2nd for the regulation indicator.

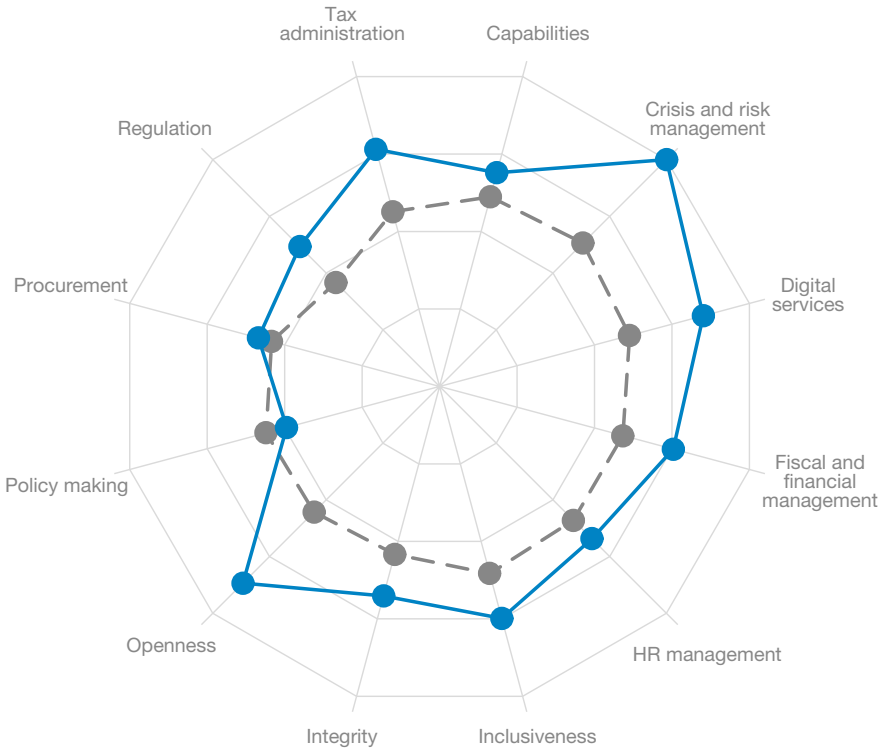
Mexico's strong regulation performance may reflect the country's long-standing focus on policy reforms in this area, with most metric scores well above average. It achieves the maximum score for one of the two stakeholder engagement metrics and scores highly against the other one. In addition, Mexico achieves very high scores for two appraisal and evaluation metrics.

Mexico is ranked 6th for fiscal and financial management and 7th for tax administration. Mexico achieves maximum or near maximum scores for the tax administration theme measuring the extent and quality of digital service provision, as well as for the theme assessing the overall efficiency of tax collection.

The main indicators where Mexico's scores are weak relative to other countries are integrity and HR management. However, Mexico does achieve one maximum score within the HR management indicator, namely the metric assessing the extent to which senior staff salaries compare favourably with similar jobs in the private sector.

4.25 Netherlands





The Netherlands is ranked 8th overall on the Index. It achieves the top position for crisis and risk management.

The Netherlands achieves above average scores for all but one indicator. It is ranked 5th for openness and tax administration, and 7th for digital services.

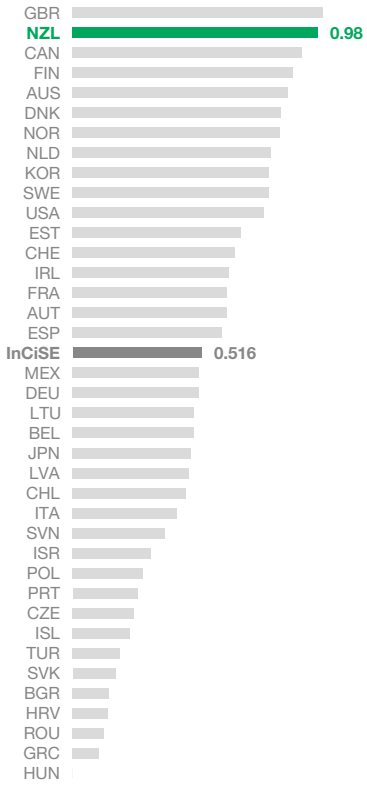
Within the crisis and risk management indicator the Netherlands achieves the maximum score for 10 out of the 13 metrics. This suggests it has positive lessons to share with other countries who wish to improve in this area.

On tax administration, the Netherlands achieves very high scores for all but one metric. For digital services, it does well on all metrics. This includes maximum scores for the metrics assessing online services for businesses and the use of technological advances to improve online employment services.

The Netherlands' strong performance on openness includes very high scores for the theme assessing public consultation on key issues, plus a maximum score for the complaints mechanism metric.

The main indicator where the Netherlands' performance is relatively less strong is policy making where scores are mostly on or below average, apart from the strategic planning metric.

4.26 New Zealand



New Zealand is ranked 2nd overall on the Index. It is ranked top for integrity, capabilities and procurement.

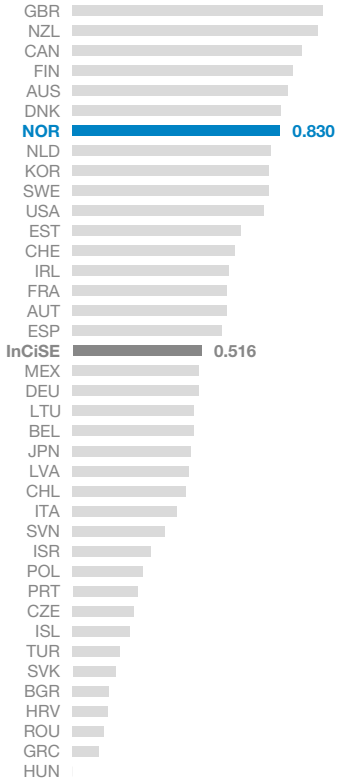
New Zealand's integrity score is well ahead of other leading countries in the Index and it achieves the maximum score for almost half of the metrics within this indicator.

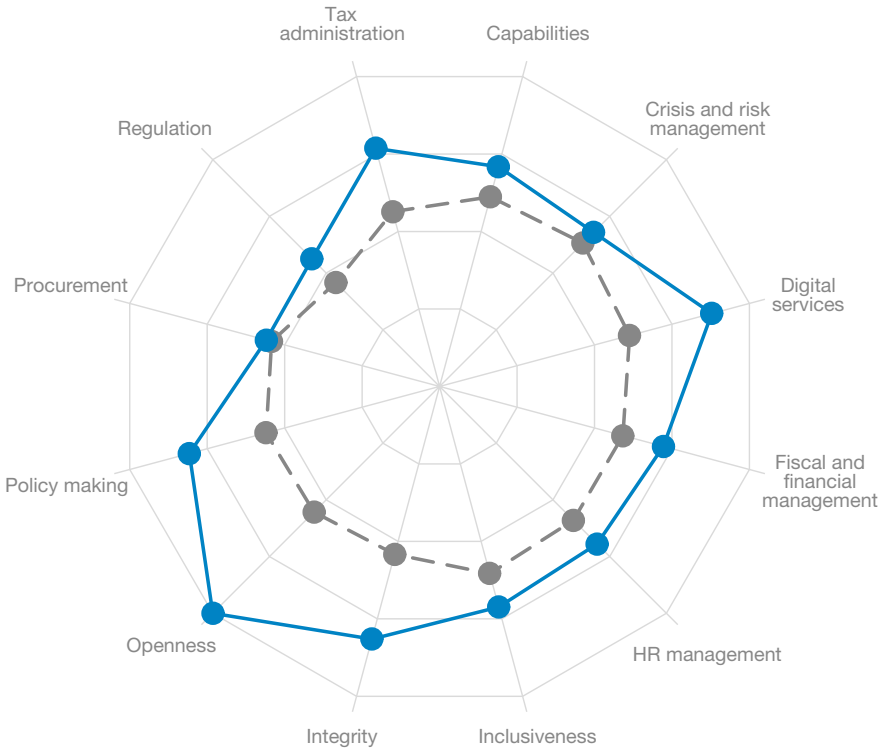
New Zealand's top position for procurement is primarily because of its maximum scores for three metrics: the extent of e-procurement functions within government procurement systems; the role of the central purchasing body; and the extent to which policies are in place to enable small and medium-sized enterprises to take part in central government procurement. This suggests that New Zealand has positive lessons to share with other countries who wish to improve in these areas.

New Zealand's capabilities ranking reflects very strong scores for many of the metrics. This includes achieving maximum scores for the metrics assessing the extent of IT and influencing skills in the workplace. Scores for the job related learning metric are very strong as well.

Tax administration is the main indicator where New Zealand's performance is less strong relative to other countries.

4.27 Norway





Norway is ranked 7th overall on the Index. It achieves the top position for openness.

Norway's scores are above average for all indicators. Other high rankings are 4th for tax administration, 5th for integrity, 6th for digital services and 8th for policy making.

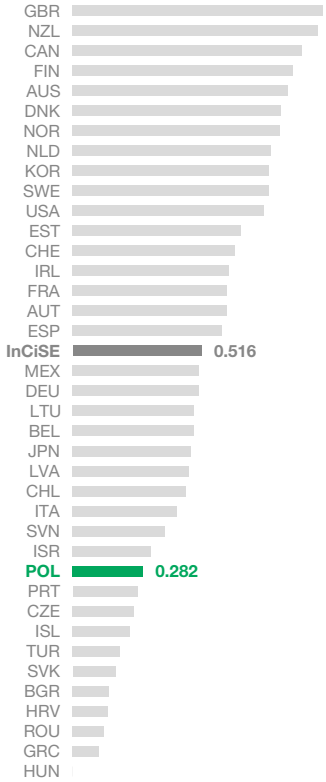
Norway's top position for openness reflects a consistently strong performance across most metrics, including maximum scores for the degree of public access to information and government consultation with citizens on policy issues.

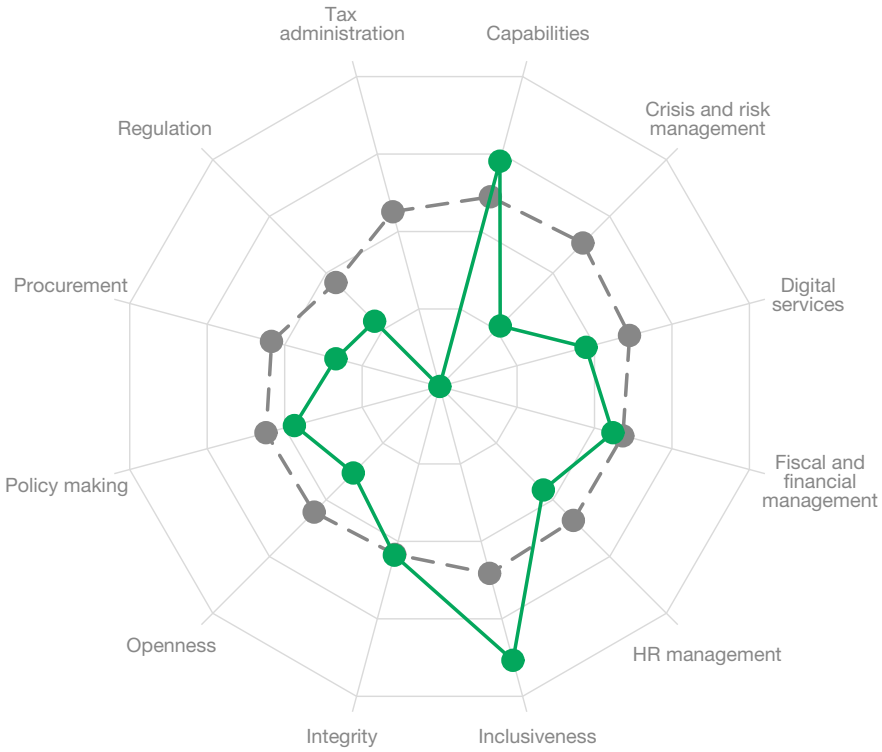
Norway's tax administration scores are high for all but one metric, namely the volume of online personal tax returns. Its highest scores are for an efficiency metric (total tax debt as a proportion of net revenue), and the volume of online VAT returns.

On integrity, Norway's scores are mostly above average and include the maximum score for the existence of post-employment cooling off systems, plus high scores on public perceptions of corruption in the civil service. Norway's digital services scores are mostly above average.

The main indicator where Norway's performance is less strong relative to other countries is procurement where metric scores vary widely.

4.28 Poland





Poland is ranked 28th overall on the Index and its strongest score is for inclusiveness (ranked 3rd).

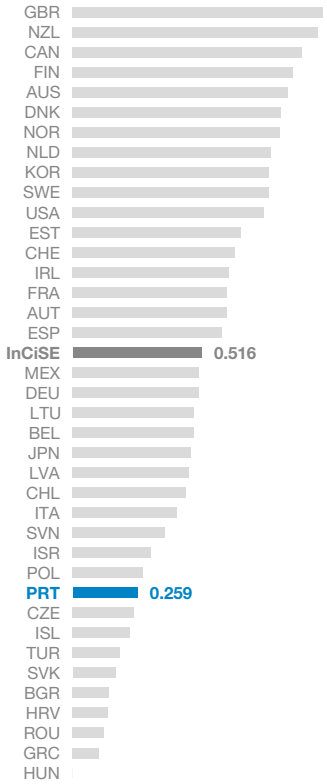
Within the inclusiveness indicator, Poland's maximum score for the metric assessing the proportion of women in senior government positions is significant.

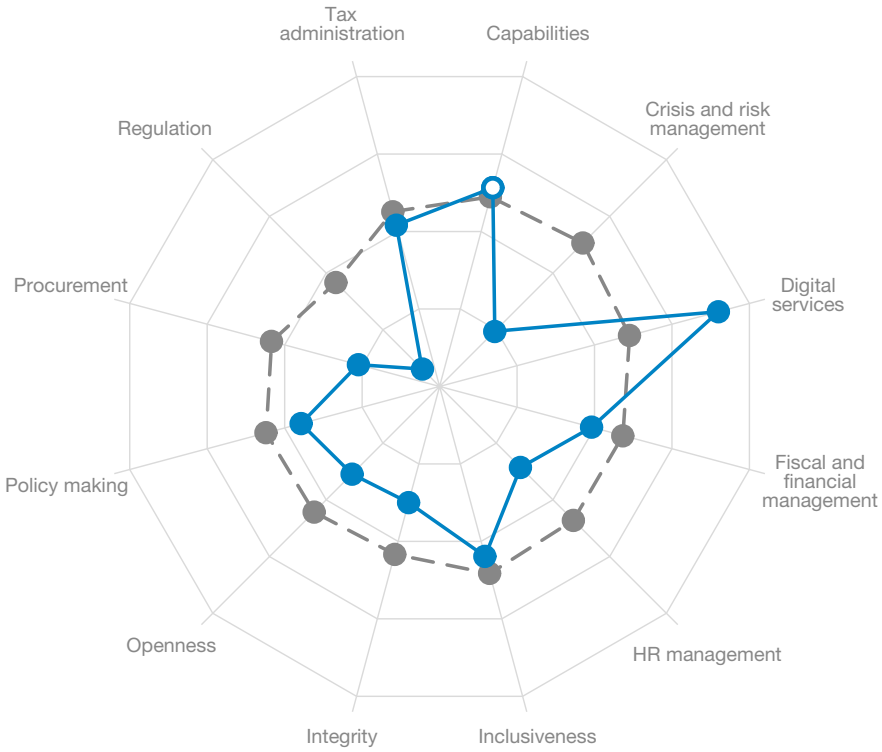
Poland is ranked 8th for capabilities. Most metric scores are above average, with the highest ones being the percentage of staff who have completed tertiary education, plus the use of planning skills in the workplace.

Poland does well on all metrics within the core capabilities theme (literacy, numeracy, problem solving skills), while the readiness to learn score is strong as well.

The main areas where Poland's performance is relatively weak compared with other countries are tax administration and procurement, as well as crisis and risk management where metric scores vary widely.

4.29 Portugal



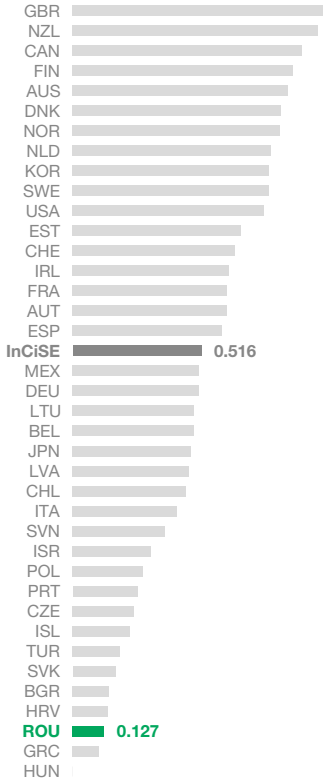


Portugal is ranked 29th overall on the Index. It achieves very strong scores for digital services (ranked 5th).

Portugal's high digital services score stands out from all its other results. Metric scores are above average for all but one area and it achieves the maximum score for four of them. These include the availability and user friendliness of online services for businesses and employment services, the extent to which technological advances have helped to improve online business services, and the ability of non-nationals to use online business start-up services.

The main indicators where Portugal's scores are below average are regulation, procurement, and crisis and risk management. However, it is notable that within the procurement indicator Portugal achieves a high score for the metric that assesses the degree of e-procurement functions. Scores for the metrics within the tax administration indicator that focus on online services are strong as well.

4.30 Romania



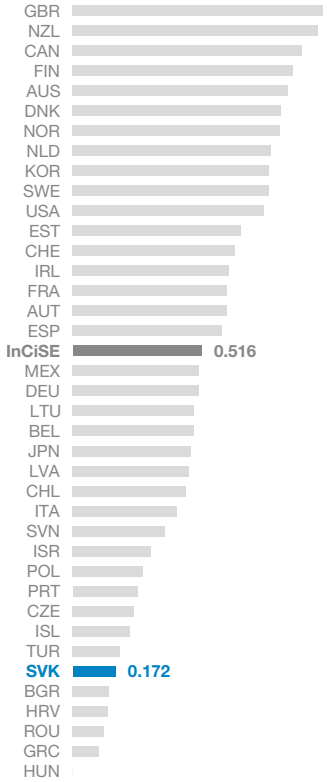
Romania is a new addition to the Index and is ranked 36th overall.

Romania's high inclusiveness score (ranked 5th) stands out from all its other results.

Romania also does well on some tax administration metrics, for example efficiency issues (total tax debt as a proportion of net revenue) and the volume of online corporate and VAT returns. Romania's regulation and fiscal and financial management scores are around the average.

The main indicators where Romania's performance is less strong relative to other countries are policy making, digital services and procurement, although for the latter it does well on the metric assessing e-procurement systems.

4.31 Slovakia



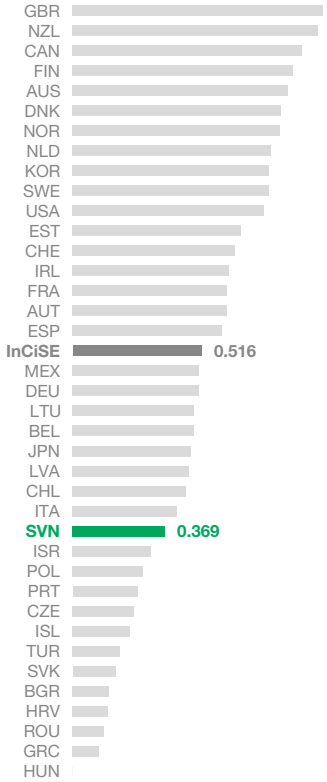
Slovakia is ranked 33rd overall on the Index and its strongest score is for capabilities (ranked 10th).

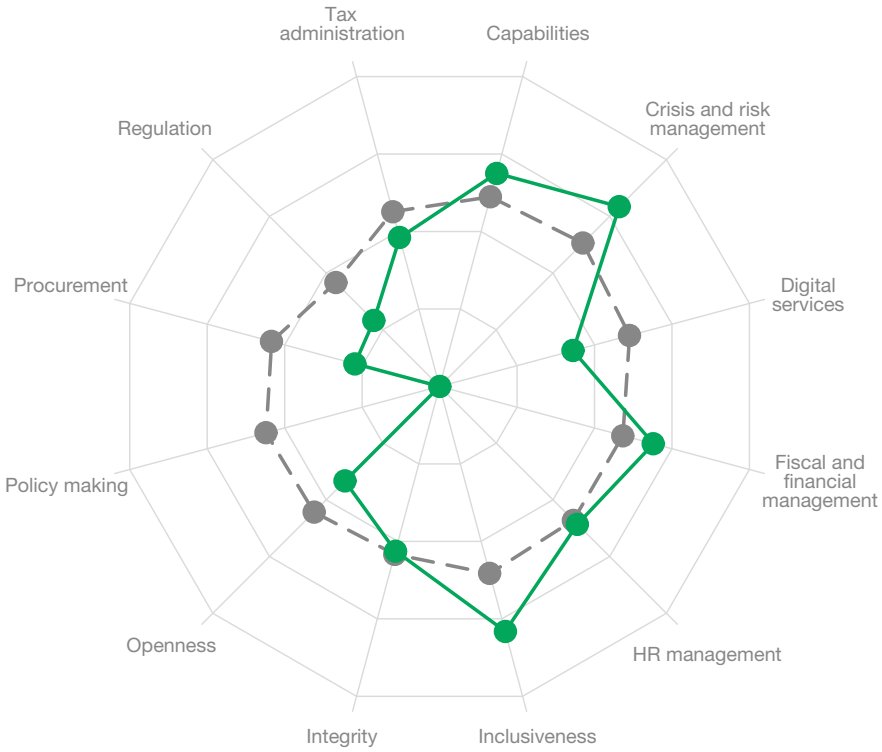
Within the capabilities indicator, Slovakia achieves the maximum score for the metric assessing numeracy in the workplace. It also does well on the core capabilities theme (numeracy, literacy and problem-solving skills), as well as the readiness to learn metric.

Although Slovakia's other indicator scores are on or below average, there are some strong metric scores which suggest good practices in key areas. For example, on procurement Slovakia achieves the maximum score for administrative effectiveness and scores very highly on transparency. On fiscal and financial management, Slovakia does well on the extent of published finance data, while for HR management it scores well on the use of performance related pay. On tax administration, Slovakia scores highly on the volume of online VAT returns.

The main areas where Slovakia's performance is weak relative to other countries are HR management, integrity and policy making.

4.32 Slovenia





Slovenia is ranked 26th overall on the Index and its strongest score is for inclusiveness (ranked 7th).

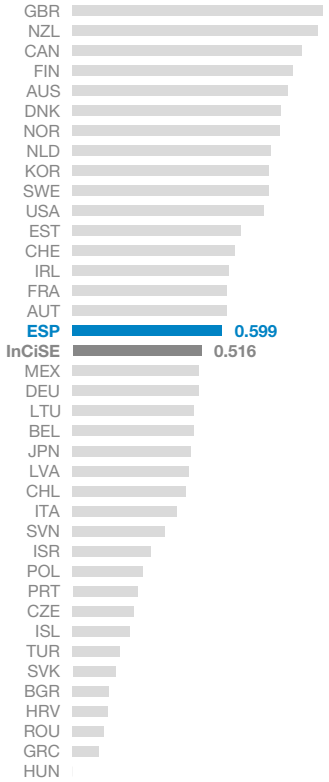
Within the inclusiveness indicator, Slovenia achieves the maximum metric scores for the degree of ethnic minority representation and women in senior management posts.

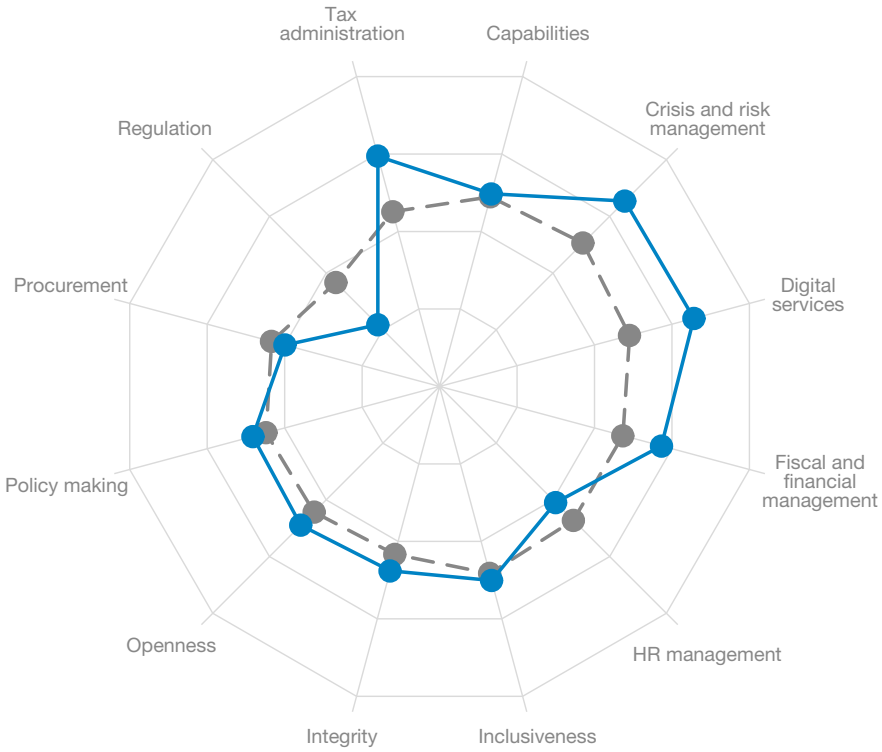
Slovenia is ranked 9th for crisis and risk management. All metric scores are very high or above average. Slovakia's HR management, capabilities and fiscal and financial management scores are all above average. Within these and other indicators there are some notable metric scores, for example the use of performance related pay and databases in HR management and, within capabilities, learning at work.

Although Slovenia's tax administration score is just below average, it achieves the maximum scores for the volume of online VAT and corporate tax returns. On integrity, it achieves the maximum score for the degree of whistle-blower protection.

The main areas where Slovenia's performance is weak relative to other countries and where metric scores vary are policy making, procurement and digital services.

4.33 Spain





Spain is ranked 17th overall on the Index and its highest scores are for tax administration and crisis and risk management.

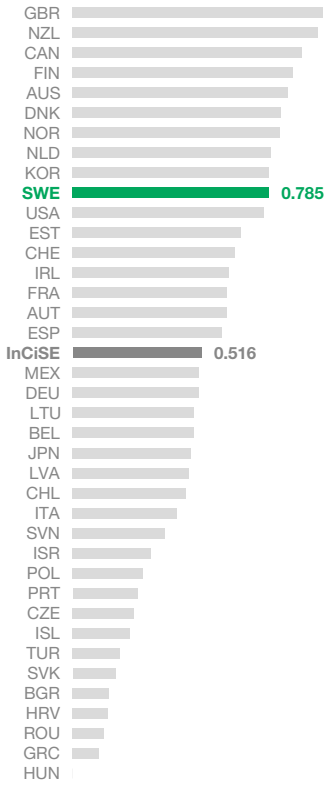
Spain is ranked 8th for tax administration and all metric scores are well above average. It achieves the maximum score for the metrics assessing the volume of online VAT and corporate tax returns, as well as the efficiency metric measuring total tax debt as a proportion of net revenue.

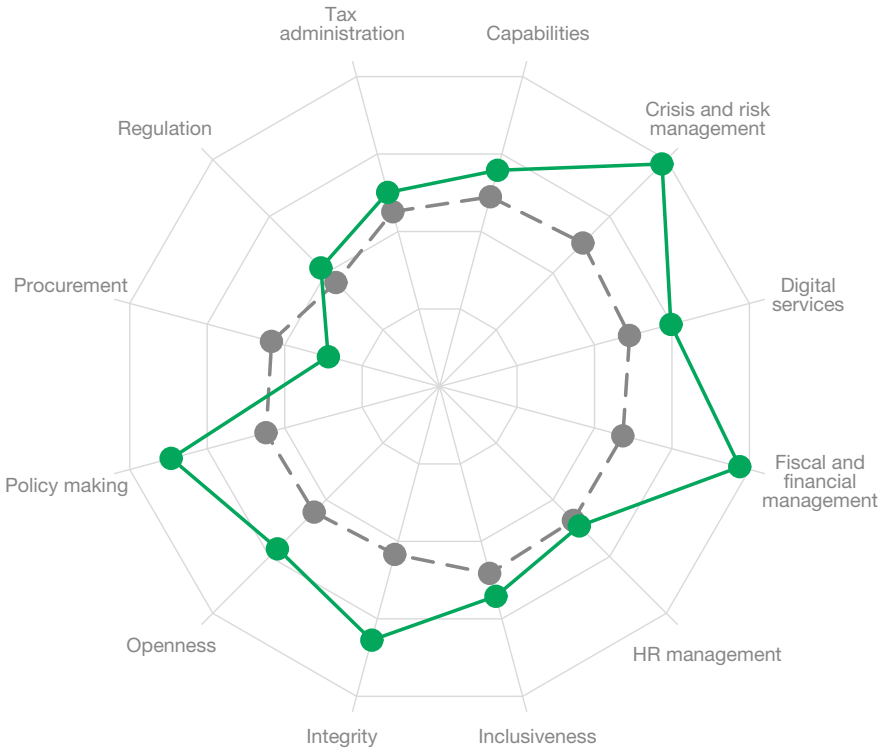
Within the crisis and risk management indicator (also ranked 8th), Spain achieves the maximum score for two thirds of the metrics. Scores are spread across all the main themes which suggests a consistently strong performance across this core function.

Spain also does well on some aspects of digital services where it is ranked 10th overall. For example, metric scores are very high for the availability and usability of various online services, as well as the use of technological advances for business start-up services. It is notable that Spain does well on digital related metrics within other indicators as well.

The main indicators where Spain's performance is less strong relative to other countries are regulation and HR management.

4.34 Sweden





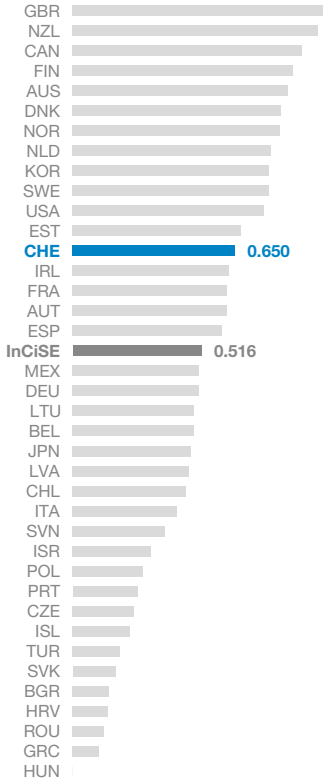
Sweden is ranked 10th overall on the Index. Its strongest scores are for crisis and risk management and fiscal and financial management (both ranked 2nd), as well as integrity (ranked 4th).

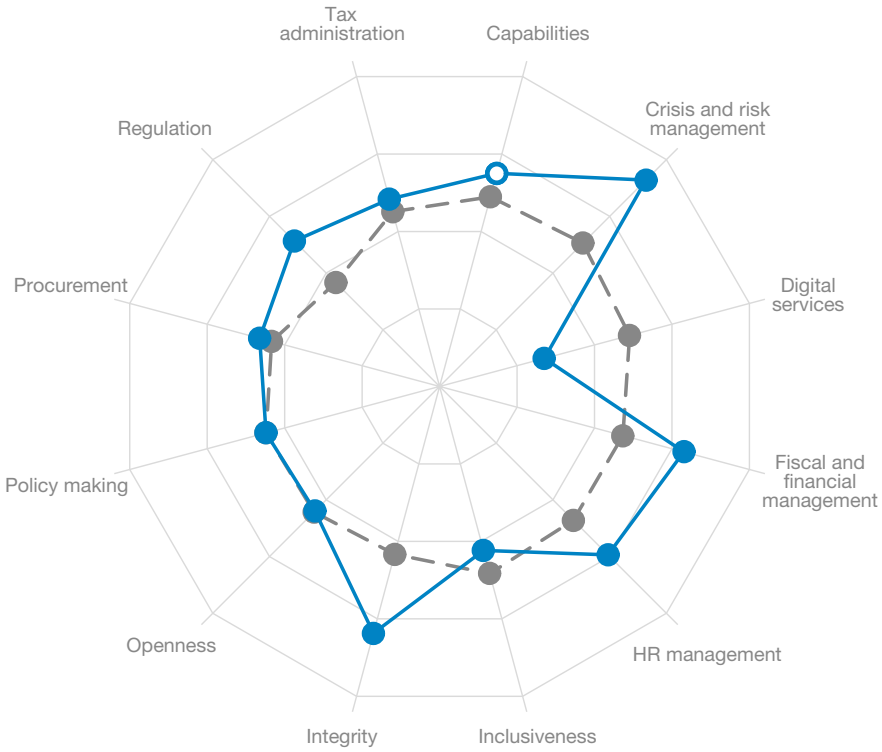
Sweden achieves the maximum score for over half of the crisis and risk management indicators, with risk planning being the main theme where scores are lower but still above average. Within the fiscal and financial management indicator Sweden's metric scores are all above average. Its highest scores are for open budgeting as well as performance budgeting. On integrity, Sweden achieves the maximum score for the metric on the degree of whistle-blower protection.

Sweden is ranked 6th for policy making. It achieves the maximum score for metrics assessing the extent to which external academic expertise influences policy decisions.

Sweden achieves above average scores for all indicators apart from procurement. Sweden's HRM management and inclusiveness scores are around the average.

4.35 Switzerland





Switzerland is ranked 13th overall on the Index. Its strongest scores are for crisis and risk management and integrity (both ranked 6th).

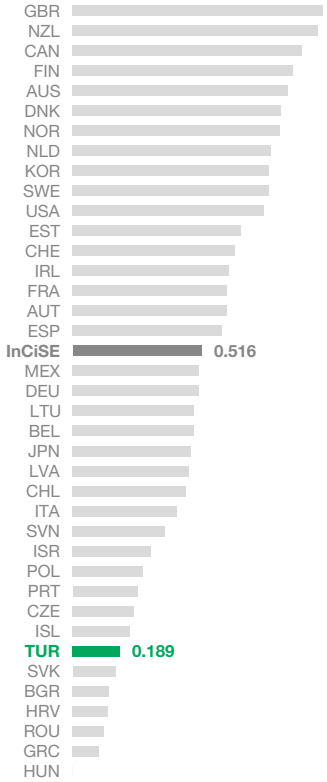
Switzerland's crisis and risk management scores are all very high apart from one metric which measures specific aspects of risk planning. This suggests a relatively high performing core function across the board.

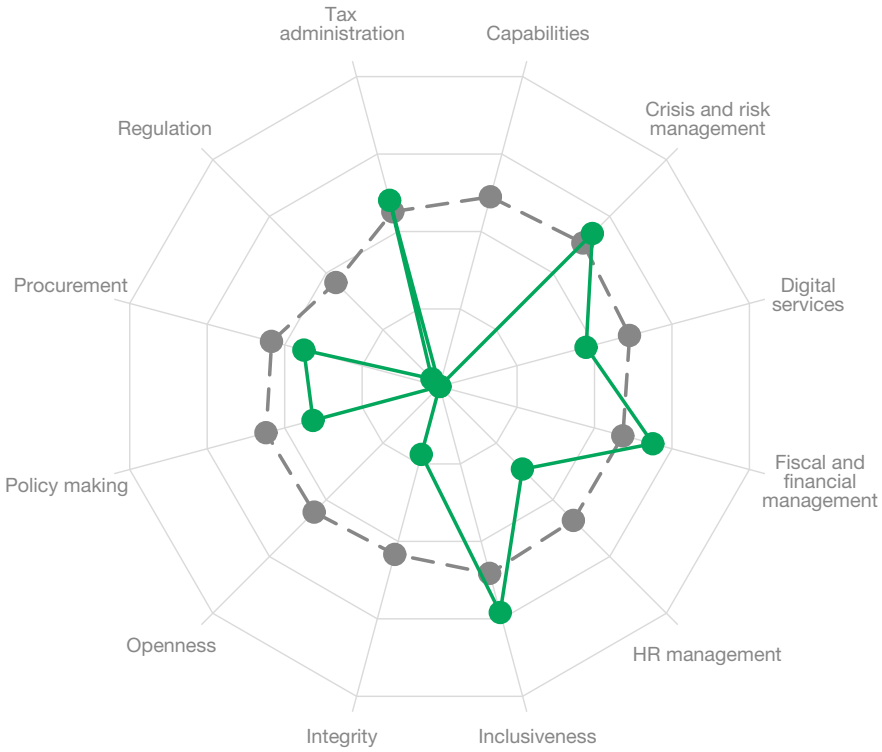
Within the integrity indicator, Switzerland achieves consistently high scores for the corruption perceptions, fairness and impartiality themes. It also achieves the maximum score for the existence of a post-employment cooling-off period for civil servants. The whistle-blowing metrics merit further analysis as scores vary in this area.

Switzerland is ranked 8th for fiscal and financial management, scoring highly on performance budgeting and the effectiveness of public spending.

The main areas where Switzerland's performance is relatively less strong are digital services, where metric scores vary, and inclusiveness.

4.36 Turkey





Turkey is ranked 32nd overall on the Index and its strongest score is for inclusiveness.

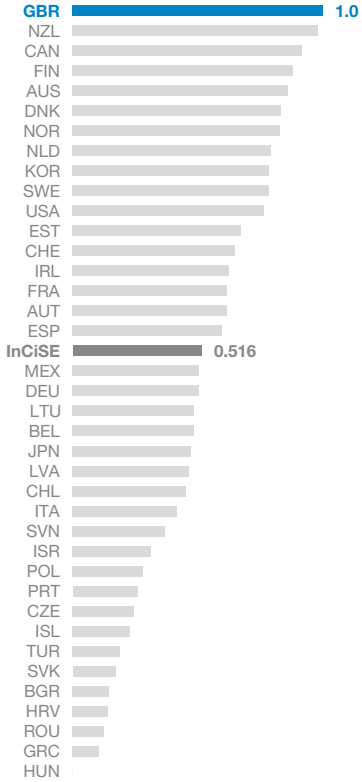
Within the inclusiveness indicator, Turkey achieves the maximum score for the proportion of women working in the public sector.

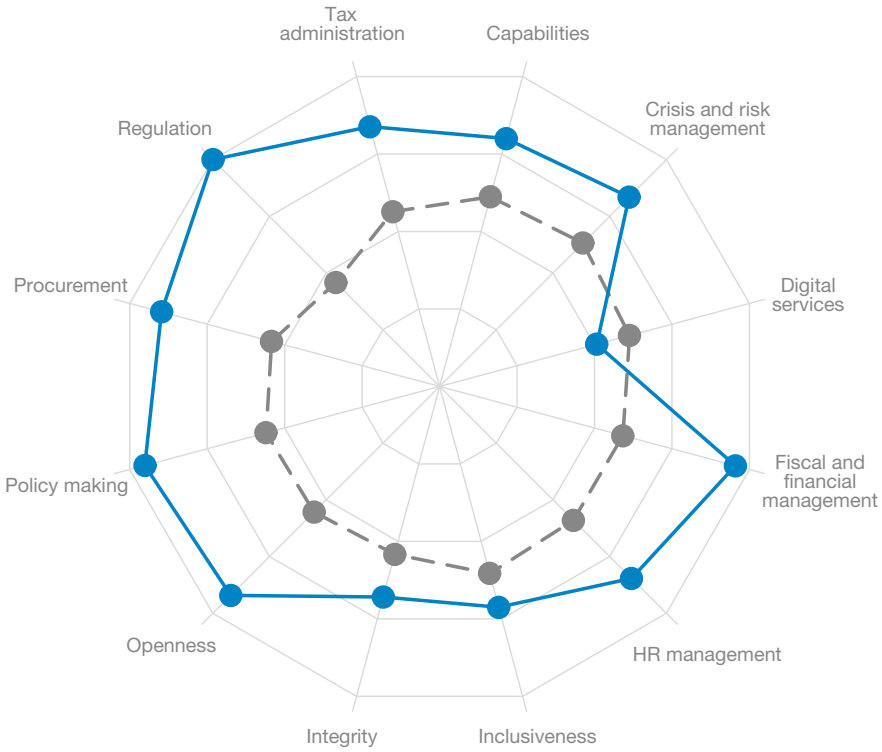
Turkey's crisis and risk management indicator score is above average. It achieves the maximum score for half of all metrics including aspects of risk planning, monitoring, preparedness, the existence and use of early warning systems, and international cooperation processes.

Turkey's scores for tax administration and fiscal and financial management are also above average. On the latter it does well on medium-term budgeting and the degree to which financial information is published.

The main areas where Turkey's performance is low relative to other countries are regulation, capabilities and openness.

4.37 United Kingdom





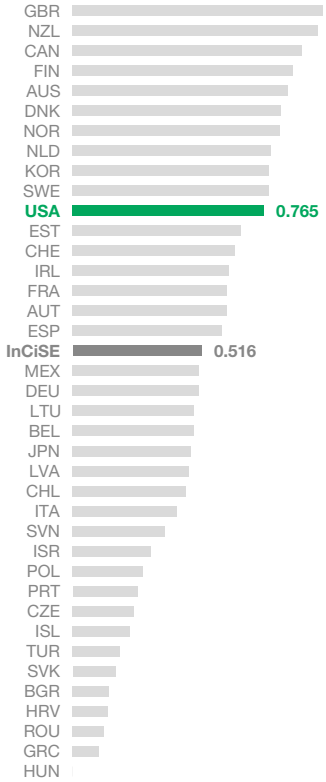
The UK tops the InCiSE Index overall. It is in the top position for regulation.

The UK performs relatively highly for most indicators and is in the top 5 country rankings for 6 core function indicators – policy making (3rd), fiscal and financial management (3rd), HR management (5th), procurement (3rd), tax administration (3rd), and regulation. On attributes, the UK is ranked 3rd for openness.

Within the regulation indicator, the UK achieves the maximum score for 4 out of 9 metrics and all scores are well above average. On fiscal and financial management, the UK achieves high scores for performance budgeting. Within the procurement indicator, it achieves the maximum score for the extent to which policies are in place to help small and medium-sized enterprises participate in central government procurement.

The only indicator below average is digital services where metric scores vary widely. The UK's integrity scores vary as well. It does well on the corruption perception theme but less so on the thematic scores for processes to preserve integrity and prevent conflicts of interest. The UK's inclusiveness score is less strong relative to other countries, most notably on the metric assessing the proportion of women in senior roles in central government.

4.38 United States of America



The USA is ranked 11th overall on the Index. It performs very strongly on capabilities (ranked 2nd) and crisis and risk management (ranked 4th).

Within the capabilities indicator, almost all the USA's metric scores are above average. It achieves very high scores for the metrics assessing influencing skills and readiness to learn.

The USA also does well on all crisis and risk management metrics and achieves the maximum score for half of them. The USA's maximum score for the effectiveness of public spending within the fiscal and financial management indicator is noteworthy.

The main area where the USA's performance is less strong relative to other countries is policy making, where scores vary widely. It achieves the maximum score for one of the policy coordination metrics but does less well on the policy monitoring theme.

Chapter 5: Next steps and conclusion

5.1 Looking ahead

The overriding priority is to secure long-term funding to enable the InCiSE project to be sustained, strengthened and expanded further. The founding institutions are actively discussing funding, as well as broader management and collaboration opportunities, with potential new partners. Subject to funding availability, the main issues the project will focus on during the next phase are described below.

Expanding country coverage

InCiSE will continue to explore ways of expanding the Index's current country coverage, especially the potential to include non-OECD and developing countries. During 2018 the partners commissioned assessments of how the InCiSE Index could be applied in Brazil and Nigeria.[1] These two countries were chosen as large, regionally significant states at different stages of economic development and with diverse political structures and traditions.

The studies yielded important questions to consider as the project moves forward, such as: how well does the Index cope with countries with more distributed power and less influential executive branches of government? Are public service outcomes more important proxies for civil service effectiveness in developing countries? Does the Index assume a particular model of government, and if so, how does it capture the characteristics of systems that do not fit this model? In addition, the studies highlighted the possibility of considering the development of regional InCiSE indices, where there are data sets that cover particular regions only.

Developing InCiSE as a practical learning and development tool

InCiSE has major potential as a learning and development tool. Even in its pilot form InCiSE data has already been used by some governments for this purpose and there is much interest in how it could be further developed.

The InCiSE Index appears to be of most use for the top leadership of the civil service, senior officials tasked with driving systemic and behavioural reforms, and relevant training and research institutes. Officials with more specific responsibilities require data that speaks more directly to their functions and interests. To help make InCiSE data more accessible and relevant for users, it needs to be tailored more closely than has been possible to date. Experience so far also suggests that users want to be able to dig more deeply into what is driving the results, and then use this analysis to support learning discussions. More broadly, experience suggests that data-based approaches will only work when combined with other insights into country specific problems and solutions.

1 These can be accessed at: https://www.bsg.ox.ac.uk/about/partnerships/international-civil-service-effectiveness-index

The project will therefore focus on two interrelated sets of activity:

- Making InCiSE data more "customisable" for users, to allow them to dig deeper into country results and make more meaningful comparisons with others. This will be achieved by improving the interactivity of Index data on the Blavatnik School of Government website to enable users to tailor it for their needs, including generating reports. Over time, the goal is to establish a self-standing website;

- Enabling users to have easy access to InCiSE data experts who can help them deal with initial questions and guide early discussions on performance improvements. This will be achieved initially through the delivery of facilitated workshops in target countries and regions, ideally using local suppliers. Where feasible, these workshops could be held at the same time and location as major international public administration events.

Continuing to strengthen data collection

Tasks will include: determining how best to collect data on the omitted indicators (staff engagement, innovation, IT, social security administration and finance); exploring how data collection for existing indicators can be further strengthened, including filling thematic gaps; reviewing the balance between quantitative and qualitative indicators; further expanding data sources; reducing instances of public sector performance being used as a proxy for civil service performance; and minimising cross-country applicability issues.

Refining the InCiSE framework

Framework tasks will include ensuring each indicator in the framework is a unique concept, to avoid duplication or overlap between the themes being measured. There is still a need to consider whether the InCiSE framework is sufficiently able to measure and compare core functions within federal government systems where some aspects could be the constitutional responsibilities of sub-national entities (e.g. a state or provincial government).

Changes to the InCiSE framework will be determined mainly through user feedback and discussions with data owners to learn lessons from their own experiences. The International Advisory Panel will also be consulted.

5.2 Conclusion

This second version of the InCiSE Index has again brought together a rich volume of data and insights. It should also continue to stimulate wide-ranging discussions at country level and globally about civil service effectiveness issues.

Producing a comprehensive and robust set of comparative civil service performance indicators remains a work in progress. The InCiSE project team will continue to coordinate with others who are engaged in similar efforts to assess civil service effectiveness. The team will also continue to collaborate with the many organisations who have made a vital contribution to InCiSE so far by permitting the use of their research or survey data, as well as encourage further data collection in areas where it is lacking. Continued collaboration is essential to help strengthen InCiSE.

Feedback remains vitally important to help improve the Index. The project team would welcome feedback from country governments, policy and learning networks, think tanks and academia. InCiSE contact details can be found at the front of this report.

Annex A: InCiSE 2019 indicator definitions

Functions:

- Policy making: the quality of the policy making process, including how policy is developed and coordinated across government, and how policy is monitored during implementation.
- Fiscal and financial management: the quality of the budgeting process and the extent to which spending decisions are informed through economic appraisal and evaluation.
- Regulation: the extent and quality of regulatory impact assessments and the degree of stakeholder engagement involved in them.
- Crisis and risk management (revised 2019): the effectiveness with which the government engages the whole of society to better assess, prevent, respond to and recover from the effects of extreme events.
- Procurement (new for 2019): the extent to which the government's procurement processes are efficient, competitive, fair, and pursue value for money.
- Human resources management (revised 2019): the meritocracy of recruitment, and the extent to which civil servants are effectively attracted to the service, managed and developed.
- Tax administration: the efficiency and effectiveness of tax collection (at the central/federal level).
- Digital services (revised 2019): the availability and usability of national level digital services.
- IT for officials (not measured in 2019): the extent to which civil servants have the digital tools to work efficiently.
- Internal finance (not measured in 2019): the extent to which operations are supported by well-managed, efficient finance systems, particularly on the alignment of finance with the business strategy and the level of civil servant satisfaction with finance support.
- Social security administration (not measured in 2019): the efficiency and effectiveness of social security administration (at the central/federal level).

Attributes:

- Integrity: the extent to which civil servants behave with integrity, make decisions impartially and fairly, and strive to serve both citizens and ministers.
- Openness: the regular practice and degree of consultation with citizens to help guide the decisions made and extent of transparency in decision-making.
- Capabilities (revised 2019): the extent to which the workforce has the right mix of skills.
- Inclusiveness**:** the extent to which the civil service is representative of the citizens it serves.
- Staff engagement (not measured in 2019): staff levels of pride, attachment and motivation to work for their organisation.
- Innovation (not measured in 2019): the degree to which new ideas, policies, and ways of operating are free and able to develop.

Annex B: InCiSE 2019 data sources

The InCiSE Index brings together a large number of separate data sources measuring civil service or public sector effectiveness. Readers are free to copy and reuse the InCiSE Index, indicator and metric scores. Reuse of the original data is subject to the intellectual property rights of third parties. Please refer to the corresponding organisation's websites and data licences to ensure compliance with their reuse obligations.

This Annex provides a list of all the data sources used to compile the 2019 edition of InCiSE. Table B.1 shows the data sources by indicator. For more details on the data sources and the construction of the indicators please refer to the Technical Report.

Table B.1 Data sources of the InCiSE indicators

Indicator	Data sources
Policy making	Bertelsmann Stiftung (2018) Sustainable Governance Indicators 2018
Fiscal and financial management	International Budget Partnership (2018) Open Budget Survey 2017
	OECD (2013) Government at a Glance 2013
	OECD (2017) Government at a Glance 2013
	World Bank (2017) FMIS and open budget
	World Economic Forum (2017) Global Competitiveness Index 2017-18
Regulation	Bertelsmann Stiftung (2018) Sustainable Governance Indicators 2018
	OECD (2018) Composite Indicators of Regulatory Policy and Governance
Crisis and risk management	OECD (2016) Dataset on the Governance of Critical Risks
	UNIDRR (2016) Hyogo Framework for Action National Progress Query Tool
HR management	Dahlström et al (2015) Quality of Governance Expert Survey
	OECD (2017) Government at a Glance 2017
Tax administration	OECD (2017) Tax Administration Comparative Information Series
	World Bank (2018) Doing Business 2019
Digital services	European Commission (2018) eGovernment Benchmark Report 2018
Procurement	DIGIWHIST (2018) Opentender
	OECD (2016) Dataset on public procurement
Integrity	Bertelsmann Stiftung (2018) Sustainable Governance Indicators 2018
	Dahlström et al (2015) Quality of Governance Expert Survey
	OECD (2015) Government at a Glance 2015
	Transparency International (2017) Global Corruption Barometer
	World Economic Forum (2017) Global Competitiveness Index 2017-18
Openness	Bertelsmann Stiftung (2018) Sustainable Governance Indicators 2018
	OECD (2017) Government at a Glance 2017
	Open Knowledge International (2017) Global Open Data Index
	UNDESA (2018) United Nations E-Government Survey 2018
	World Justice Project (2018) Rule of Law Index 2017-18
	World Wide Web Foundation (2017) Open Data Barometer: 4th Edition
Capabilities	OECD (2018) Survey of Adult Skills (PIAAC)
Inclusiveness	Dahlström et al (2015) Quality of Governance Expert Survey
	OECD (2017) Government at a Glance 2017

Bertelsmann Stiftung (2018) **Sustainable Governance Indicators 2018**, Gütersloh, Germany: Bertelsmann Stiftung, http://www.sgi-network.org

Dahlström C, Teorell J, Dahlberg S, Hartmann F, Lindberg A and Nistotskaya M (2015) **The QoG Expert Survey Dataset II**, Gothenburg: University of Gothenburg, The Quality of Government Institute, https://qog.pol.gu.se/data/datadownloads/qogexpertsurveydata

DIGIWHIST (2018) **Opentender**, Hungary: Government Transparency Institute, https://opentender.eu

European Commission (2018) **eGovernment Benchmark Report 2018**, Brussels: European Commission, https://ec.europa.eu/digital-single-market/en/news/egovernment-benchmark-2018-digital-efforts-european-countries-are-visibly-paying

International Budget Partnership (2018) **Open Budget Survey 2017**, Washington DC: International Budget Partnership, http://survey.internationalbudget.org

ILO (2018) **ILO Statistics**, Geneva: International Labour Organization, https://www.ilo.org/ilostat/

OECD (2013) **Government at a Glance 2013**, Paris: Organisation for Economic Cooperation and Development, https://doi.org/10.1787/gov_glance-2013-en

OECD (2015) **Government at a Glance 2015**, Paris: Organisation for Economic Cooperation and Development, https://doi.org/10.1787/gov_glance-2015-en

OECD (2016) **Dataset on the Governance of Critical Risks**, Paris: Organisation for Economic Cooperation and Development, https://qdd.oecd.org/subject.aspx?Subject=GOV_RISK

OECD (2016) **Dataset on Public Procurement**, Paris: Organisation for Economic Cooperation and Development, https://qdd.oecd.org/subject.aspx?Subject=GOV_PUBPRO_2016

OECD (2017) **Government at a Glance 2017**, Paris: Organisation for Economic Cooperation and Development, https://doi.org/10.1787/gov_glance-2017-en

OECD (2017) **Tax Administration Comparative Information Series**, Paris: Organisation for Economic Cooperation and Development, https://qdd.oecd.org/subject.aspx?Subject=TAS

OECD (2018) **Composite Indicators of Regulatory Policy and Governance**, Paris: Organisation for Economic Cooperation and Development, https://stats.oecd.org/Index.aspx?QueryId=85336

OECD (2018) **Survey of Adult Skills (Programme for International Assessment of Adult Competencies)**, Paris: Organisation for Economic Cooperation and Development, http://www.oecd.org/skills/piaac/

Open Knowledge International (2017) **Global Open Data Index**, London: Open Knowledge Foundation, https://index.okfn.org/

Transparency International (2017) **Global Corruption Barometer**, Berlin: Transparency International, http://gcb.transparency.org/

UNDESA (2018) **United Nations E-Government Survey 2018**, New York: United Nations, https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2018

UNESCO Institute for Statistics (2018) **Population by minimum completed level of education (cumulative)**, Montreal: UNESCO Institute for Statistics, http://data.uis.unesco.org/index.aspx?queryid=168

UNIDRR (2016) **Hyogo Framework for Action National Progress Query Tool**, New York: United Nations, https://www.preventionweb.net/applications/hfa/qbnhfa/

World Bank (2017) **FMIS And Open Budget Data Global Dataset**, Washington DC: The World Bank, https://datacatalog.worldbank.org/dataset/fmis-and-open-budget-data-global-dataset

World Bank (2018) **Doing Business 2019**, Washington DC: The World Bank, http://www.doingbusiness.org/

World Bank (2018) **Worldwide Development Indicators**, Washington DC: The World Bank, https://data.worldbank.org/indicator/

World Economic Forum (2017) **Global Competitiveness Index 2017–18** (Executive Opinion Survey), Geneva: World Economic Forum, http://reports.weforum.org/global-competitiveness-index-2017-2018/downloads/

World Justice Project (2018) **Rule of Law Index 2017–18**, Washington DC: World Justice Project, https://worldjusticeproject.org/our-work/wjp-rule-law-index/wjp-rule-law-index-2017%E2%80%932018

World Wide Web Foundation (2017) **Open Data Barometer: 4th Edition**, Washington DC: World Wide Web Foundation, https://opendatabarometer.org/4thedition/

Annex C: InCiSE 2019 country scores and rankings

Table C.1 provides the overall ranking of each country for the InCiSE Index and each of the 12 indicators. Table C.2 provides the InCiSE Index and indicator scores for each country.

Table C.1 InCiSE 2019 Index and Indicator country rankings

Country	Index	CAP	CRM	DIG	FFM	HRM	INC	INT	OPN	POL	PRO	REG	TAX
GBR	**1**	6	7	27	3	5	14	13	3	3	3	**1**	3
NZL	2	**1**	13	18	4	7	17	**1**	6	5	**1**	5	19
CAN	3	4	20	21	18	**1**	**1**	2	8	4	9	4	18
FIN	4	5	3	9	12	16	6	7	4	**1**	19	15	16
AUS	5	16	5	15	13	8	8	8	9	7	10	7	9
DNK	6	3	35	2	19	10	32	3	2	2	2	11	12
NOR	7	11	15	6	14	13	15	5	**1**	8	20	14	4
NLD	8	13	**1**	7	9	15	11	15	5	22	16	10	5
KOR	9	19	10	20	**1**	3	35	24	10	10	4	3	10
SWE	10	12	2	11	2	18	18	4	11	6	33	16	17
USA	11	2	4	23	7	9	4	11	12	23	15	13	22
EST	12	7	31	**1**	10	22	34	18	15	18	21	8	**1**
CHE	13	15	6	33	8	12	26	6	19	19	18	9	20
IRL	14	9	19	26	20	2	23	14	23	14	7	34	2
FRA	15	34	11	24	11	6	29	16	7	16	8	25	24
AUT	16	25	21	4	22	26	10	10	16	30	13	19	6
ESP	17	20	8	10	15	25	22	19	17	17	22	30	8
MEX	18	23	22	14	6	37	24	**38**	18	20	12	2	7
DEU	19	28	**38**	12	5	14	9	9	14	31	35	6	33
LTU	20	36	17	8	24	19	30	25	29	13	25	17	15
BEL	21	31	28	17	33	11	19	12	21	12	26	32	13
JPN	22	33	18	22	29	4	**38**	17	13	15	14	23	28
LVA	23	21	25	3	35	27	13	26	20	11	24	33	14
CHL	24	22	33	25	30	23	20	22	22	9	11	31	31
ITA	25	35	14	16	31	21	21	36	24	26	6	12	30
SVN	26	14	9	32	16	20	7	23	26	**38**	36	28	26
ISR	27	32	24	19	**38**	17	28	27	27	21	5	27	34
POL	28	8	36	30	23	29	3	21	30	24	34	29	**38**
PRT	29	18	37	5	27	32	25	28	28	27	37	36	25
CZE	30	17	12	28	26	28	36	30	31	33	17	18	36
ISL	31	30	29	13	36	36	31	20	37	28	30	26	11
TUR	32	**38**	16	29	17	31	12	34	**38**	29	28	37	21
SVK	33	10	26	31	25	**38**	33	37	25	34	32	20	32
BGR	34	29	23	34	28	35	16	32	33	35	27	21	37
HRV	35	26	34	**38**	32	24	27	29	35	36	31	24	23
ROU	36	24	32	37	21	30	5	33	34	37	**38**	22	29
GRC	37	37	30	35	34	33	2	35	32	32	23	**38**	35
HUN	**38**	27	27	36	37	34	37	31	36	25	29	35	27

Table C.2 InCiSE 2019 Index and Indicator country scores

Country	Index	CAP	CRM	DIG	FFM	HRM	INC	INT	OPN	POL	PRO	REG	TAX
GBR	**1.000**	0.800	0.835	0.507	0.955	0.846	0.712	0.680	0.921	0.951	0.898	**1.000**	0.839
NZL	0.980	**1.000**	0.726	0.641	0.899	0.817	0.708	**1.000**	0.866	0.926	**1.000**	0.76	0.606
CAN	0.916	0.863	0.638	0.625	0.679	**1.000**	**1.000**	0.864	0.832	0.927	0.66	0.762	0.626
FIN	0.883	0.849	0.979	0.835	0.734	0.664	0.794	0.791	0.902	**1.000**	0.571	0.528	0.627
AUS	0.863	0.664	0.935	0.684	0.725	0.814	0.776	0.790	0.823	0.848	0.655	0.666	0.723
DNK	0.832	0.884	0.338	0.977	0.636	0.762	0.452	0.839	0.927	0.96	0.949	0.606	0.657
NOR	0.830	0.709	0.679	0.879	0.722	0.694	0.712	0.815	**1.000**	0.808	0.559	0.562	0.768
NLD	0.794	0.690	**1.000**	0.851	0.754	0.672	0.748	0.676	0.867	0.494	0.585	0.617	0.765
KOR	0.785	0.636	0.781	0.632	**1.000**	0.971	0.256	0.501	0.718	0.765	0.767	0.808	0.718
SWE	0.785	0.698	0.981	0.746	0.969	0.615	0.677	0.819	0.715	0.866	0.360	0.523	0.626
USA	0.765	0.939	0.935	0.597	0.803	0.775	0.874	0.707	0.703	0.492	0.589	0.572	0.589
EST	0.674	0.795	0.486	**1.000**	0.738	0.584	0.306	0.629	0.652	0.572	0.510	0.654	**1.000**
CHE	0.650	0.688	0.91	0.338	0.788	0.742	0.529	0.796	0.549	0.560	0.581	0.641	0.605
IRL	0.625	0.723	0.645	0.524	0.594	0.991	0.588	0.678	0.476	0.670	0.691	0.153	0.896
FRA	0.619	0.403	0.773	0.595	0.735	0.825	0.460	0.673	0.845	0.610	0.661	0.360	0.555
AUT	0.617	0.557	0.610	0.972	0.561	0.506	0.757	0.731	0.633	0.393	0.620	0.485	0.763
ESP	0.599	0.622	0.817	0.821	0.716	0.512	0.626	0.595	0.612	0.603	0.499	0.272	0.743
MEX	0.507	0.572	0.601	0.693	0.811	0.132	0.583	**0.000**	0.550	0.525	0.622	0.865	0.746
DEU	0.505	0.541	**0.000**	0.732	0.828	0.679	0.767	0.773	0.676	0.365	0.315	0.697	0.394
LTU	0.487	0.291	0.654	0.841	0.544	0.614	0.460	0.498	0.384	0.686	0.481	0.519	0.635
BEL	0.485	0.498	0.523	0.647	0.328	0.756	0.670	0.682	0.487	0.691	0.464	0.260	0.655
JPN	0.472	0.477	0.647	0.618	0.462	0.917	**0.000**	0.638	0.682	0.648	0.592	0.412	0.460
LVA	0.466	0.604	0.554	0.976	0.238	0.483	0.730	0.448	0.495	0.757	0.485	0.179	0.635
CHL	0.454	0.587	0.456	0.594	0.461	0.555	0.647	0.534	0.485	0.803	0.654	0.266	0.412
ITA	0.419	0.388	0.695	0.664	0.418	0.586	0.630	0.150	0.474	0.458	0.698	0.600	0.429
SVN	0.369	0.688	0.792	0.431	0.690	0.608	0.790	0.531	0.417	**0.000**	0.273	0.290	0.480
ISR	0.315	0.484	0.558	0.636	**0.000**	0.646	0.517	0.434	0.411	0.521	0.713	0.317	0.358
POL	0.282	0.727	0.267	0.472	0.559	0.456	0.884	0.545	0.381	0.468	0.335	0.287	**0.000**
PRT	0.259	0.641	0.243	0.900	0.491	0.357	0.548	0.375	0.386	0.447	0.263	0.077	0.521
CZE	0.245	0.644	0.752	0.492	0.498	0.481	0.133	0.264	0.370	0.327	0.581	0.501	0.080
ISL	0.228	0.523	0.502	0.704	0.120	0.205	0.457	0.590	0.070	0.409	0.410	0.334	0.709
TUR	0.189	**0.000**	0.674	0.473	0.689	0.365	0.730	0.219	**0.000**	0.408	0.438	0.034	0.601
SVK	0.172	0.713	0.536	0.463	0.515	**0.000**	0.414	0.084	0.455	0.196	0.367	0.461	0.412
BGR	0.147	0.535	0.580	0.297	0.490	0.228	0.708	0.232	0.305	0.176	0.441	0.443	0.021
HRV	0.140	0.55	0.408	**0.000**	0.415	0.514	0.524	0.351	0.248	0.070	0.380	0.366	0.567
ROU	0.127	0.571	0.476	0.001	0.576	0.399	0.821	0.220	0.297	0.052	**0.000**	0.419	0.430
GRC	0.107	0.158	0.495	0.227	0.274	0.342	0.926	0.185	0.343	0.359	0.496	**0.000**	0.319
HUN	**0.000**	0.544	0.530	0.218	0.068	0.299	0.033	0.243	0.091	0.463	0.434	0.098	0.465

InCiSE

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