InCiSE

The International Civil Service Effectiveness (InCiSE) Index

2017

Contents

Foreword from InCiSE founding organisations

We are pleased to come together to launch the International Civil Service Effectiveness (InCiSE) Index – an exciting new initiative to help countries determine how their central civil services are performing and learn from each other.

An effective civil service plays an important role in driving forward a country's progress and prosperity. An ineffective one can act as a brake on these things. Yet it is not a straightforward task to assess whether a civil service is performing well or how it might improve.

In an attempt to address this, InCiSE provides a realistic set of comparative information drawn together from the wealth of existing data available globally. The first inCiSE results, covering 31 countries, are set out in this report.

InCiSE is primarily a performance improvement tool, enabling senior decision makers to see which countries perform best in which areas and learn from them. We hope it will also serve as an accountability tool, allowing citizens, government officials and politicians to establish in a concise way how well their civil service is functioning.

InCiSE has been developed following a literature review and in consultation with many experts. It has also been the subject of an independent peer review which scrutinised the methodology without knowing the individual country results. We are grateful to all those who have given their time to shape our approach and helped to produce this inaugural report. We are also grateful to the many organisations who have made the Index possible by allowing us to use their data.

InCiSE is not claiming at this stage to be a comprehensive measure of civil service performance. Some countries and data are missing which prevent the Index from being as robust and comparative as we would wish. We hope partners will help us strengthen and refine this inaugural Index over time. We will encourage further data collection in areas where it is lacking and will actively support these efforts.

Our long term goal is to broaden the scope of InCiSE and establish a robust Index which can be produced year on year, as well as expand its country coverage. We have committed to supporting its development for a further four years.

InCiSE has already brought together a significant volume of data and insights. We hope the launch of this report will stimulate wide-ranging discussions globally about how civil services can improve their effectiveness, as well as how to improve the usefulness of the InCiSE data. We would welcome feedback; contact details can be found at the front of this report.

Executive summary

Why and how InCiSE has been developed

The International Civil Service Effectiveness (InCiSE) Index has been created to help determine whether civil services globally are performing effectively and in which areas, relative to their international counterparts. This matters because civil services have an important role to play in helping their countries to prosper.

Previous initiatives have sought to develop measurement tools of this kind but there is currently no other global index available which provides a comprehensive assessment of civil service effectiveness. There are, however, many existing data surveys and indexes available globally that could be pulled together to provide a realistic set of information on an annual basis. This is what InCiSE aims to do.

By providing a set of indicators (each measuring a different dimension of civil service effectiveness) and then an overall score and ranking for each country, InCiSE can serve as:

- a performance improvement tool to enable civil service decision makers to find out which countries perform best in which areas and learn from them.

- an accountability tool which allows citizens, government officials and politicians to find out how well their civil service is performing.

InCiSE has been the subject of extensive development and consultation. This has included a literature review and discussions with many experts and international organisations. InCiSE has also been the subject of an independent, international peer review process (during which country results were provided in an unnamed format).

Scope of the InCiSE index

InCiSE is focused on the central government civil service only in the countries covered. It does not seek to measure service delivery outcomes for citizens, for example healthcare and education, because effectiveness is often driven by other parts of the public sector as well.

InCiSE is not claiming at this stage to be a robust, comparative measure of civil service performance, mainly because of the limited availability of some data. This inaugural Index should therefore be seen as a pilot product which will be refined and improved over time.

How the InCiSE framework has been compiled

A detailed explanation of the InCiSE framework is set out in a separate Technical Report. Its starting point is to define the core characteristics of an effective, central government civil service. To do this, InCiSE assesses effectiveness based on two interrelated components:

- **Core functions:** these are the core things that civil services deliver in each country ('what'). There are 11 core functions, detailed in Annex A.

- **Attributes:** these are the main characteristics across every part of a civil service which are important drivers of the ways in which core functions are delivered ('how'). There are 6 attributes, detailed in Annex A.

Most, but not all, of the InCiSE indicators have been measured to produce this inaugural Index. This is largely because of gaps in existing data. So far 8 out of the 11 core functions proposed have been measured, and 4 out of the 5 attributes. The quality of data also varies from country to country. Nevertheless, the initial results already provide some useful insights in the countries that the InCiSE Index currently covers.

Many of the datasets which InCiSE draws on are updated annually. This should enable the InCiSE Index to be revised on a regular basis to reflect recent country developments.

Country coverage

To achieve its goals and maximise impact, InCiSE aims to cover a diverse and growing range of countries over time. The speed of expansion will largely be determined by the availability of data sets and collections which currently vary considerably. This pilot Index therefore comprises 31 countries where at least 75% of the data needed is available.

Only two countries currently have available data that covers the full set of metrics – Norway and UK. However, several have close to the full complement and any missing data has been estimated using standard methods. Countries with the highest missing data points inevitably have a larger proportion of estimated metrics and this should be borne in mind when interpreting results.

Pilot Index results

Canada is ranked top overall of this inaugural Index, followed by New Zealand and Australia respectively. When scores are adjusted for GDP per capita (to take account of countries' relative wealth and thus the potential resources available for civil service operations) then Estonia is ranked top overall, followed by Mexico and New Zealand respectively.

No country consistently appears in the top 5 positions for every indicator, although there are some strong all-round performers and these are highlighted in the individual country assessments. There are some stand-out scores for specific indicators which have been highlighted as well.

When analysing results, it is important to keep in mind that all country scores are relative to others included in the Index, not an absolute measure. A country which scores well against a particular indicator or theme may still have performance issues. The Index provides an important opportunity to learn from other countries.

Some interesting trends can be observed already. For example, some countries generally score more strongly against attribute indicators rather than core functional ones, and vice versa. Nevertheless, of the top 10 countries performing well against core functions, 8 also feature in the top 10 for attributes.

Next steps

The founding organisations have committed to supporting the development of the InCiSE framework and Index for a further four years if this inaugural Index is well received. An International Advisory Panel will also be established to guide this work. One of the founders, the Blavatnik School of Government (at Oxford University in the UK), will host an international conference in September 2017 to discuss the pilot Index results and future direction of the project.

Priority tasks over the next 12 months to improve InCiSE will include: strengthening data collection and filling gaps; refining the InCiSE methodology and framework; expanding the country coverage; examining the potential to include non-OECD and developing countries over time; developing an interactive website; and increasing the InCiSE partner institutions and network through advice, expertise and funding.

Data collection plans by other organisations may help to fill some of the data gaps in future, while in other areas additional data collection may be needed. The project will strive to close these gaps as InCiSE evolves, as well as actively support others' efforts.

Changes to the InCiSE framework will be determined mainly through feedback from a wide range of interested partners. The new International Advisory Panel will also be consulted. InCiSE contact details can be found at the front of this document to provide feedback.

Chapter 1: Introduction and background

1.1 Why we need civil service effectiveness indicators

An effective civil service can play an important role in determining a country's progress and prosperity. But what constitutes an "effective civil service" in the 21st Century? And once a consensus has been reached on defining this, how do civil service leaders know whether their organisations are effective, and in which areas are they performing more strongly than others?

The InCiSE Index seeks to help answer these questions. Although a comprehensive set of international indicators of civil service effectiveness does not currently exist, various organisations have sought to develop reliable measurement systems.

This subject area is well recognised in academic, international and practitioner communities as a highly complex area for analysis. This is partly because of data limitations and different views on the definitions of "civil service" and "effectiveness", as well as the need to take account of country context factors when looking at performance. Nevertheless, there are many existing data surveys and indexes available globally that could be pulled together to provide a realistic set of information on an annual basis. This is what the InCiSE framework aims to do.

The creation of a new and concise set of indicators would serve as:

- An accountability tool: allowing citizens, government officials and politicians to establish in a clear and concise way how well their civil service is performing.

- A performance improvement tool: enabling senior decision makers to see which countries perform best in which areas, and learn from them.

The need to develop a new and more comprehensive set of indicators has grown following the launch of the new United Nations (UN) Sustainable Development Goals. InCiSE has the potential to help countries report on progress towards some aspects of Goal 16 which focuses on a range of governance issues, including promoting stronger government institutions. The World Bank's 2017 World Development Report on Governance and the Law also highlights the need for a greater focus on improving critical government functions.

The InCiSE 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 is funded by the Open Society Foundations. All have a strong interest in civil service performance issues. The long term goal is to broaden the scope of InCiSE and establish a sound Index which is capable of being produced year on year, as well as expand the country coverage.

1.2 How InCiSE has been developed

Although the InCiSE framework covers many aspects of civil service performance which earlier initiatives of this type have sought to cover, it does not duplicate them. InCiSE 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 – and then produces an overall score.

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 has been developed following a literature review and in consultation with many experts, including academics from schools of government, think-tanks that monitor government effectiveness, international organisations, senior civil servants (past and present) from several countries, as well as subject experts.

InCiSE has also been the subject of an independent, international peer review process. Three peer reviewers were selected: a senior academic from a major European governance research institute; a recently retired top civil servant with practical experience of civil service performance issues; and a senior governance expert in two major international institutions. Country results were provided in an anonymous form for the review. Between them, the peer reviewers were asked to examine the measurement framework of 'effectiveness', the methodology and approach used to produce the indicators, and the data being used.

1.3 What InCiSE is not aiming to do

Given the limited availability of some data and complexity of the subject area, InCiSE is not claiming at this stage to be a robust, comparative measure of civil service performance. It is therefore important to view the initial InCiSE framework and Index as pilot products only, to be refined and improved over time. It is hoped that the launch of InCiSE will encourage further data collection in areas where it is lacking and the project will actively support these efforts.

It is also important to be clear about 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 healthcare 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 – teachers, doctors, the police etc. Local government effectiveness is also excluded.

- InCiSE does not aim to be definitive. It is one of a wide range of tools currently available to measure civil service effectiveness globally.

1.4 Who InCiSE is for

InCiSE is expected to be of interest to a wide audience – governments (civil servants and ministers), Parliamentarians, think-tanks, academics, civil society organisations, the media – and of course citizens.

Chapter 2: The InCiSE framework and approach

This chapter sets out the overall approach taken to develop the InCiSE framework and produce the pilot Index, as well as country coverage issues. Further details about the choice of indicators, their definitions, data availability and quality issues, can be found in a separate 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:

- **Core functions:** the core things that civil services deliver in each country ('what').

- **Attributes:** the characteristics across every part of a civil service which are important drivers of the ways in core functions are delivered ('how').

2.2 Measuring core functions

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

- **Central executive functions** for ministers, the effects of which are felt by citizens (eg. policy making, fiscal management, regulation, crisis/risk management).

- **Service delivery functions** where central government civil services interact more directly with citizens (eg. tax and social security administration, digital services).

- **Mission support functions** which enable a civil service to do its job (eg. finance, human resource management (HRM), information technology (IT), procurement).

By looking across at all three types of function, the aim is to measure how well civil services deliver the core parts of what they do. Figure 1 shows the eleven core functions included in the InCiSE framework.

2.3 Measuring attributes

Every civil service 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. Figure 2 shows the six attributes included in the InCiSE framework.

Figure 1: InCiSE Core Functions

Central executive	Mission support	Direct service delivery
Policy making	Procurement	Tax administration
Fiscal and financial management	HR management	Social security administration
Regulation	Information technology	Digital services
Crisis/risk management	Finance	

Figure 2: InCiSE Attributes

	1. Integrity		4. Inclusiveness
	2. Openness		5. Staff engagement
	3. Capabilities		6. Innovation

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.

2.4 Indicator definitions

A brief definition of each of the InCiSE indicators can be found at Annex A of this report. Further details, including justifications for including these indicators in the InCiSE framework, can be found in the Technical Report.

A visual summary of the InCiSE framework and its context is displayed in Figure 3 below.

Figure 3: The InCiSE Framework
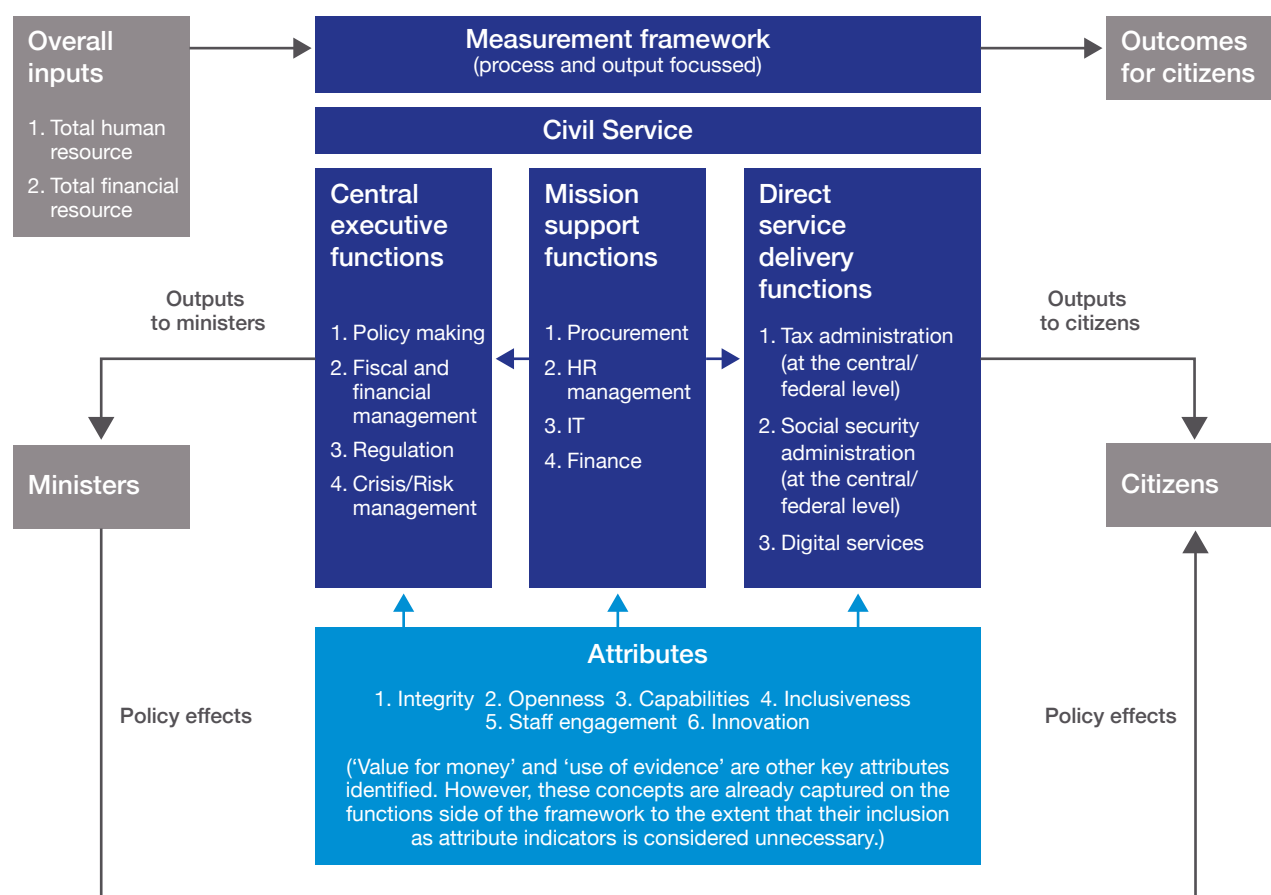
2.5 Data availability and limitations

Most – but not all – of the InCiSE indicators have been measured to produce the pilot Index. This is because of gaps in existing data. Eight out of the eleven core functions proposed have been measured and included, and four out of the six attributes. These are set out below in Figure 4.

Figure 4: InCiSE core functions and attributes being measured for pilot Index

Measured and included in pilot index	Not yet measured or included in pilot index
Central executive functions Policy making Fiscal and financial management (FFM) Regulation Crisis/risk management **Mission support functions** Human resource management (HRM) **Direct service delivery functions** Tax administration Social security administration Digital services **Attributes** Integrity Openness Capabilities Inclusiveness	**Mission support functions** Procurement Information technology (IT) Finance **Attributes** Staff engagement Innovation

Data collection plans by other organisations may help to fill some of the gaps in future. In other areas, additional data collection may need to be initiated to measure the relevant indicator. The project will strive to close these data coverage gaps as InCiSE evolves. Specific actions are set out in the final chapter of this report.

2.6 Data sources

A wide range of existing data sources have been used to compile the pilot Index and a detailed summary 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.

A wealth of data underlies the 12 indicators measured so far. Each indicator has one or more broad themes and these are then assessed via a specific set of performance measurements or metrics. In total, 76 metrics are spread across the indicators – although some metrics are themselves indices, meaning that the actual number of 'total metrics' is far higher.

Many of the datasets from which the metrics are drawn are updated annually, enabling the Index to be revised on a regular basis to reflect country developments. This iteration includes data up until January 2017.

2.7 Country coverage

To realise its goals and maximise impact, InCiSE aims to cover a diverse and growing range of countries over time. However, InCiSE is reliant on the availability of a wide range of data sets and collections – and this currently varies considerably from country to country. Expanding the range of countries too quickly would require a large amount of data estimation, or a reduction in the scope of the framework, or greater reliance on civil service proxy indicators, which may undermine the results.

To take account of these issues, any country with less than 75% of the data that the InCiSE Index needs has been excluded. The pilot Index therefore comprises 31 countries where data availability met this condition.

2.8 Country metrics issues

Whilst only two countries currently cover the full set of metrics – Norway and UK – several have close to the full complement and any missing data has been estimated. 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 the methodology used for estimated data can be found in the Technical Report.

Table 1 highlights the availability of InCiSE metrics for each of the 31 countries in this pilot index, data availability for each of the 12 indicators, and where data has been estimated.

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

Table 1: Country coverage and availability of InCiSE metrics

Green squares indicate data was available for all metrics within the indicator for a specific country; amber squares that data was available for some metrics only; and red squares where no data was available and so all metrics were estimated.

Legend for cell colours: G = green (data available for all metrics), A = amber (data available for some metrics), R = red (no data, all estimated).

Country	Metric account (out of 76)	Attributes (34 metrics)				Direct Service Delivery functions 26 metrics				Mission Support functions (5 metrics)	Central Executive functions (11 metrics)		
		Integrity (16)	Openness (9)	Capabilities (4)	Inclusiveness (5)	Policy making 8	Fiscal & Fin. Man. 3	Regulation 6	Risk Man. 9	Human Resources (5)	Tax Admin (6)	Social Security Admin (1)	Digital Services (4)
NOR	76	G	G	G	G	G	G	G	G	G	G	G	G
GBR	76	G	G	G	G	G	G	G	G	G	G	G	G
AUT	75	A	G	G	G	G	G	G	G	G	G	G	G
FRA	75	G	G	A	G	G	G	G	G	G	G	G	G
ITA	75	G	G	A	G	G	G	G	G	G	G	G	G
NLD	75	A	G	G	G	G	G	G	G	G	G	G	G
FIN	74	A	G	G	G	G	G	G	G	G	A	G	G
DEU	74	G	G	G	G	G	G	G	G	G	A	G	G
DNK	73	A	G	G	G	G	G	G	G	G	G	G	G
POL	73	A	A	G	G	G	G	G	G	G	G	G	G
SWE	73	A	G	G	G	G	G	G	G	G	A	G	G
CZE	72	A	A	G	A	G	G	G	G	G	G	G	G
ESP	72	A	G	A	A	G	G	G	G	G	A	G	G
SVN	70	G	A	R	G	G	G	G	G	G	G	G	G
PRT	69	A	A	R	A	G	G	G	G	G	G	G	G
SVK	69	A	A	G	A	G	G	G	G	G	G	G	G
HUN	68	G	A	R	G	G	G	G	G	G	G	G	G
TUR	68	A	A	R	G	G	G	G	G	G	A	G	G
BEL	67	G	G	G	G	G	G	G	R	G	G	G	G
AUS	66	A	G	R	G	G	G	G	G	G	G	R	R
NZL	66	G	G	R	G	G	G	G	G	G	G	R	R
EST	65	A	G	G	G	G	G	G	R	G	G	G	G
MEX	65	G	G	R	A	G	G	G	G	G	G	R	R
CHE	65	G	A	R	G	G	G	G	G	G	A	G	G
GRC	64	A	A	R	G	G	G	G	G	G	A	G	G
CAN	62	G	G	G	G	G	R	G	R	G	G	R	R
IRL	60	A	A	G	A	G	G	G	R	G	A	R	R
JPN	59	A	G	G	A	G	G	G	R	G	A	R	R
KOR	59	G	G	G	A	G	G	G	R	G	A	R	R
CHL	58	G	G	R	G	G	G	G	R	G	G	R	R
USA	57	G	G	G	A	G	G	A	R	G	A	R	R

Chapter 3: InCiSE Index results

This chapter presents the pilot Index results in several ways:

- **Overall scores and rankings** – presented by use of graphs.

- **Top 5 country rankings** – these tables rank the top 5 countries for each indicator.

- **A visual summary of individual country scores** – presented via radar diagrams.

Annex C of this report provides a summary table of overall country rankings, as well as rankings for each indicator. Annex D contains a summary of indicator scores for each country.

Annex E contains summary graphs of country scores and rankings for each indicator.

3.1 Overview

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

There are some already interesting trends to be observed. For example, some countries generally score more strongly against attribute indicators rather than functional ones, and vice versa. Nevertheless, of the top 10 countries performing well against core functions, 8 also feature in the top 10 for attributes. GDP per capita adjustments to the overall scores result in some shifts in the rankings as well.

As yet there are no clear regional patterns emerging, although the current dominance of European countries in the Index does enable some direct comparison. As the methodology gets refined and the InCiSE country coverage begins to expand it may be possible to analyse regional patterns and other trends in future reports.

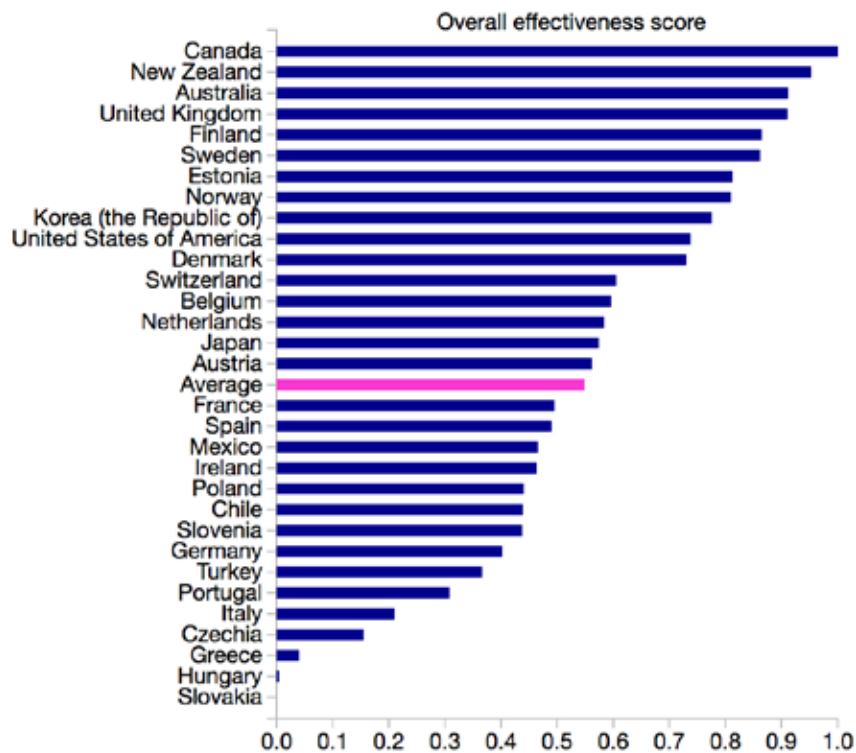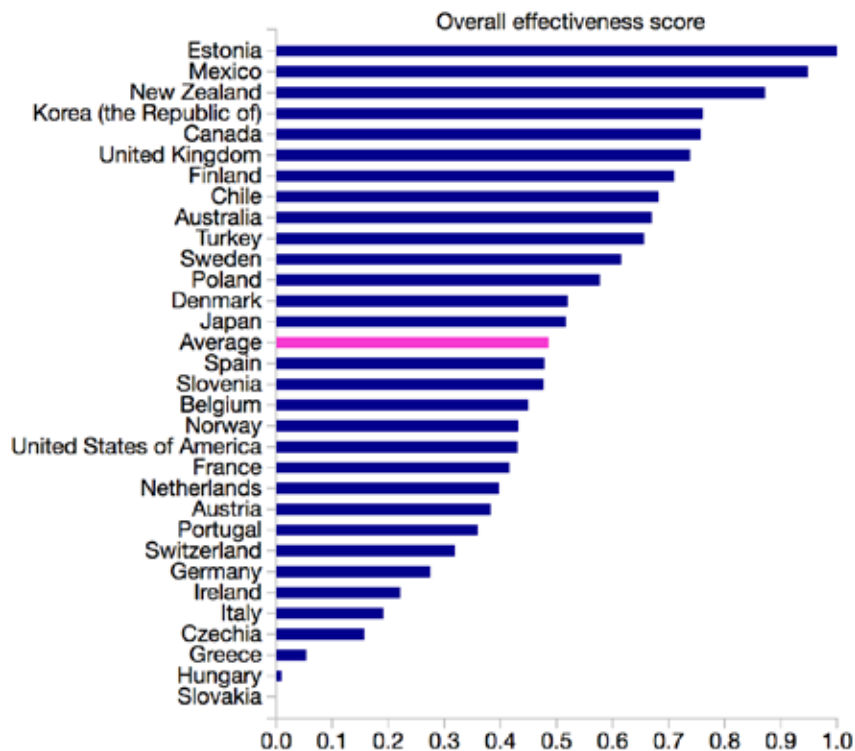**Figure 5: InCiSE index overall scores and rankings**

Figure 6: InCiSE index overall scores and rankings (adjusted for GDP per capita)

3.2 InCiSE overall scores and rankings

The graph in Figure 5 shows the overall score and ranking for each country. All scores are relative, not absolute, and so the maximum score that the top country can achieve is 1.0 while the lowest score is zero. The same scoring system applies for each indicator. The methodology used to obtain these scores is explained in the Technical Report.

The graph in Figure 6 adjusts each overall country score in line with GDP per capita to take account of its relative wealth, and thus the potential resources available for civil service operations. The overall levels of civil service resources invested, human and financial, may influence the performance of most core functions and attributes.

Once the GDP per capita adjustment is made, the top 10 country overall scores and rankings shift, although not dramatically. Only three new countries appear in the top 10, most notably Turkey, Mexico and Chile who were previously in the second half of the Index.

Regional location does not appear to be the deciding factor in determining levels of civil service effectiveness, with the first 5 countries coming from diverse parts of the world, including when adjusted for GDP per capita.

3.3 Top 5 country rankings by indicator

This section provides a brief summary of each indicator and how the top five countries performed (prior to GDP adjustment).

The top 5 scores across most core function indicators are relatively close, while there are wider variations in the attribute scores. This difference may reflect some of the data gaps and limitations described earlier. Where there is a greater variation in scores, rankings are more significant in terms of helping countries to learn from each other.

3.3.1 Top 5 rankings: core functions

Few patterns emerge within this set of indicators and a wide range of countries appear across the tables.

a) Policy making

This indicator currently has four themes: the quality of policy advice; the role of civil servants in setting strategic policy direction; policy proposal coordination across government; and monitoring policy implementation.

Some proxy metrics have been used for measuring the quality of policy advice. A fifth theme, assessing the timeliness and accuracy of policy delivery, will be added when data becomes available. All data for this indicator is drawn from the Bertelsmann Sustainable Governance Indicators (SGI).

Country	Rank
UK	1
USA	2
Denmark	3
Finland	4
Canada	5

The policy making scores for all 5 countries are very high and close. The UK does particularly well on the quality of policy advice, including whether it is evidence based, as does the USA. The USA also does particularly well on the policy coordination theme.

For the other three countries in this table, all score well on strategic policy direction (Denmark, Finland and the UK are joint top), also on the quality of policy advice and policy coordination themes. There is greater variation in the policy monitoring scores for these countries.

b) Fiscal and financial management (FFM)

This indicator has four themes: economic appraisal; economic evaluation; medium-term budgeting processes; and performance budgeting.

Proxy measures have been used for some aspects. Both the economic appraisal and evaluation themes are measured by the World Economic Forum Global Competitiveness Index (GCI). The two budgeting themes are measured by two relevant OECD indexes.

Country	Rank
Switzerland	1
Netherlands	2
Sweden	3
New Zealand	4
Republic of Korea	5

Switzerland performs well across all four themes, with its highest position (4th) being for performance budgeting. It is worth noting that Switzerland tops the Global Competitive Index (GCI) and has done so for eight consecutive years. It also does well in the OECD indexes used for this indicator. This consistently strong performance may in part reflect the Swiss government's decision over a decade ago to overhaul its accounting system in view of growing financial management demands.

Looking at the other country positions in this table, it is worth noting that the Netherlands ranks 4th overall on the GCI and achieves the top position for the OECD medium-term budgeting metric. Sweden also does well against this metric, while the Republic of Korea tops the OECD performance budgeting index.

c) Regulation

This indicator has three themes relating to regulation policies and management: method, use and quality of regulatory impact assessments; stakeholder engagement; and evaluation work.

The sole data source is the OECD's Indicators of Regulatory Policy and Governance.

Country	Rank
Mexico	1
UK	2
Australia	3
Canada	4
Switzerland	5

Mexico's top position for this indicator may in part stem from the country's sustained focus on regulatory policy reforms over the last decade. Using the OECD data, Mexico scores very highly across all themes, coming top on both metrics for stakeholder engagement, second for impact assessment, and third for evaluation.

The UK achieves the top position for the impact assessment theme while Australia is top for evaluation. Canada and Switzerland score strongly against both the impact assessment and stakeholder engagement themes.

d) Crisis/risk management

This indicator has five themes relating to disaster risk reduction and management: integrated risk planning; risk monitoring; public information and awareness raising; international cooperation and risk coordination; and post-disaster assessment methodology.

A sixth theme on preparedness for disaster response will be added when data becomes available. The data source for all themes is the UN Hyogo Framework for Action.

Country	Rank
Turkey	1
Finland	2
Slovenia	3
Australia	4
Sweden	5

The top 5 country scores for this indicator are all very high. This may relate to the way in which some data relates to adherence to best practice in crisis management (with most countries being compliant already).

Turkey's top ranking for this indicator reflects its well recognised leadership and experience of disaster risk planning and management. It comes joint top for the integrated risk planning theme (i.e. the extent to which disaster risk is incorporated in national policy planning). Turkey also does well on risk monitoring, demonstrating a consistent and systematic approach to reporting. In addition, Turkey comes top for two of the metrics used to measure the public information dissemination and public awareness strategies theme.

e) Human resource management (HRM)

This indicator currently measures two themes: the extent to which civil service recruitment systems are meritocratic; and attracting and retaining talent.

InCiSE hopes to assess four additional themes when data is available: talent deployment; performance management; the quality of learning and development; and the level of civil servant satisfaction with HR services. For the two themes measured, the data source is the Quality of Government survey.

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

Ireland only just beats Japan for the top position, edging ahead on the attracting and retaining talent theme. Ireland's overall top position may reflect its centrally administered systems, including at relatively low grade levels, plus its strong regulation of civil service appointments and increased use of external recruitment.

Japan's high scores for the meritocratic theme confirm its highly competitive civil service entry systems, including the use of formal examinations (it came second for this metric). Both countries also do well against two other metrics for this theme which assess the extent to which personal or political connections determine who gets a job.

Both Ireland and Japan do well on attracting and retaining talent as well. A single metric is used to assess the extent to which senior officials have salaries that are comparable with similar jobs in the private sector. Ireland ranks 4th and Japan 6th for this metric.

For other countries in the top 5, Canada scores strongly against the metric covering the skills and merits of job applicants. Belgium and the Republic of Korea do well on the extent to which public sector employees are hired using a formal examination system (Belgium comes top for this metric).

f) Tax administration

This indicator currently measures three themes: the overall efficiency of tax collection; the extent to which services are user focused; and the extent and the quality of digital provision.

Two additional themes will be assessed when data becomes available: the prevention of tax evasion; and the level of tax gap measurement. The existing data sources are the OECD's Tax Administration Survey and The World Bank's Doing Business Index (DBI).

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

Estonia's top position reflects a strong all-round performance against the three themes measured and there may be a connection between Estonia's top ranking for this indicator and the one for digital services.

Estonia's scores are very high for the OECD sourced e-filing metrics and the World Bank and OECD sourced metrics covering cost of tax collection ratios.

All five countries perform well across all the metrics for the three themes and their overall scores are very close. It is also notable that all appear in the top 10 of the World Bank DBI measure on the time it takes businesses to pay taxes.

g) Social security administration

This indicator is currently measured via one theme/metric only: assessing administration costs as a proportion of total expenditure on social security, to capture the overall efficiency of the system.

Additional metrics are planned for future reports as more data becomes available, focused on the extent to which services are user focused, the extent and quality of digital provision, and the prevention of fraud. The existing data source is the European Commission (Eurostat). Estimated data was used for most non-EU countries.

Country	Rank
UK	1
Hungary	2
Estonia	3
Portugal	4
Slovenia	5

The top 5 scores for this indicator are very close. This could reflect the narrow way in which this core function is currently measured, benefiting those countries where administrative costs as a proportion of social security expenditure are low. This is also an indicator where further investigation may be needed on the value of comparing social security systems internationally as they can vary widely. These issues should be borne in mind when interpreting results.

h) Digital services

This indicator measures four themes: the extent to which services are user focused; the transparency of services; cross-border mobility of services; and the availability of key enablers (technical advances made possible through, for example, infrastructure investment). It does not assess all the services which governments typically provide digitally.

The sole data source is the European Commission's E-Government Benchmark. Estimated data was used for most non-EU countries.

Country	Rank
Estonia	1
Austria	2
Denmark	3
Australia	4
Finland	5

Estonia's overall score for this indicator is some way ahead of the other countries in the top 5 table and it does well across all four themes. This could reflect the country's strong digital policies and investment in digital infrastructure. Estonia comes top for two themes (key enablers and transparency of services), joint top for user focused services, and second for cross-border mobility.

The other top 5 countries' scores are close together. They generally perform well across all four themes and all are particularly strong on the degree to which services are user focused.

3.3.2 Top 5 rankings: attributes

The attribute rankings show some clear country patterns emerging, with Canada appearing in four out of the five tables and Finland and New Zealand in three of them. There are also some stand-out top positions, for example Japan for the capabilities attribute. Poland and Slovenia's high inclusiveness scores are notable as well.

a) Integrity

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 four data sources: Transparency International's Global Corruption Barometer (GCB); the World Economic Forum (WEF) Global Competitiveness Index (GCI); the Quality of Government (QoG) Expert Survey Data; and the OECD's "Government at a Glance" (GaaG) data.

Fifteen countries have some missing data, partly because of the large number of metrics for this indicator (16), and so estimated data has been used.

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

New Zealand's overall score is well ahead of the others in this top 5 table, reflecting a strong performance for all metrics. New Zealand does particularly well on the corruption perceptions and work ethic themes. It comes top or joint top in 6 out of the 16 metrics for this indicator, and top in at least one metric in 4 out of the 6 themes.

For all other countries in this table the overall scores are very close.

b) Openness

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

There are six data sources: the World Justice Project's Open Government Index (OGI); the UN E-participation Index (EPI); Bertelsmann SGIs; the World Wide Web Foundation: Open Data Barometer (ODB); The Open Knowledge Foundation: Open Data Index (GODI); and the OECD's OURdata index.

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

All the top 5 countries for this indicator feature in the top 10 of Transparency International's Corruptions Perception Index 2016 (Denmark, New Zealand and Finland are in the top 3 places respectively, Norway is 6th and the UK is in 10th place). It is worth noting that this is the only attribute where Canada does not appear in the top 5, although it still performed well against most of the relevant metrics.

The UK and New Zealand's overall scores for this attribute are very close. The UK scores more highly on two themes – government data availability and accessibility, plus government data impact. New Zealand comes top on the publishing laws theme and 2nd on the right to information theme. Both countries score particularly well on the public consultation theme, as do others in the top 5 table.

c) Capabilities

This attribute currently measures two themes: core capability (eg. problem solving, numeracy and literacy skills); and the educational attainment of the workforce.

Additional themes are planned for this indicator once data becomes available to include leadership, commercial, analytical and digital capabilities. The sole data source is the OECD Programme for the International Assessment of Adult Competencies (PIAAC) survey. A high level of estimated data was used for some countries.

Country	Rank
Japan	1
Finland	2
Canada	3
New Zealand	4
Switzerland	5

Japan's capabilities score is strikingly ahead of the other countries in this top 5 table. This reflects its scores in the OECD survey concerning the proportion of the public sector with high literacy, numeracy and problem solving skills, where it tops the three rankings by a considerable margin. Japan's score also reflects its strong position in the same survey concerning the proportion of the public sector with tertiary education (ranked 8th – Canada is top). It is notable that Japan scores highly against the HRM indicator as well.

d) Inclusiveness

This indicator currently has only two themes: the proportion of women represented in the civil service; and ethnic/religious minority representation. InCiSE hopes to broaden the coverage over time once data becomes available for other key representation categories.

There are two data sources: the OECD's Government at a Glance (GaaG) survey; and the Quality of Government (QoG) survey.

Country	Rank
Poland	1
Slovenia	2
Canada	3
Finland	4
Australia	5

Poland's top position reflects its strong score for the metric which assesses the proportion of women in central government senior positions, as well as ethnic minority representation. Slovenia also scores well against one of the metrics concerning senior positions and tops the ethnic minority representation metric. Canada scores well across all four metrics for this attribute.

Chapter 4: InCiSE index country results summary

This section presents a visual summary of each country's indicator scores via the use of radar diagrams. These highlight where a country performs particularly well compared to other countries in the Index and where further attention or analysis may be beneficial.

Indicator results are presented on a scale of 0 to 1, with 0 representing the weakest performing country in the Index and 1 the best performing country. Assessment of a country is therefore relative to others included in the index only, not an absolute measure. Weaker scores do not reflect a view on prioritisation within a country, but rather opportunities to learn from other countries.

More detailed information about country scores, including the themes and metrics which underlie each indicator result, can be found on the InCiSE website.

Further details about the methodological approach, and examples of interpretations, can be found in the Technical Report.

Annex E of this main report shows the country scores for each indicator, in order of ranking.

The key for the country radar graphs is as follows:

Key	
———	Country scores
- - -	Average (mean) scores

4.1 Australia
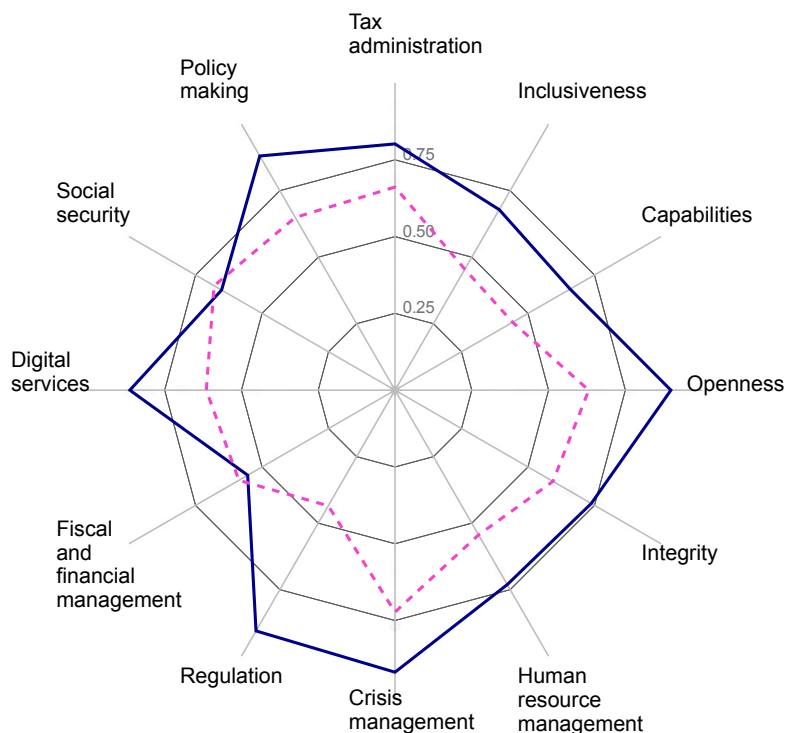
Australia is ranked 3rd overall on the Index and achieves above average scores in most areas.

Australia's regulation score is strong (ranked 3rd overall) and they should have some useful lessons to share, particularly on the evaluation theme where they achieve the top score. Australia is ranked 4th for crisis/risk management, scoring well across all themes.

Within the attribute indicators, Australia's strongest ranking is for inclusiveness (5th overall), suggesting its civil service has a good representation of women, ethnic and religious groups relative to most other countries.

The main indicator which requires attention is fiscal and financial management (FFM), where most thematic scores are just below average.

4.2 Austria
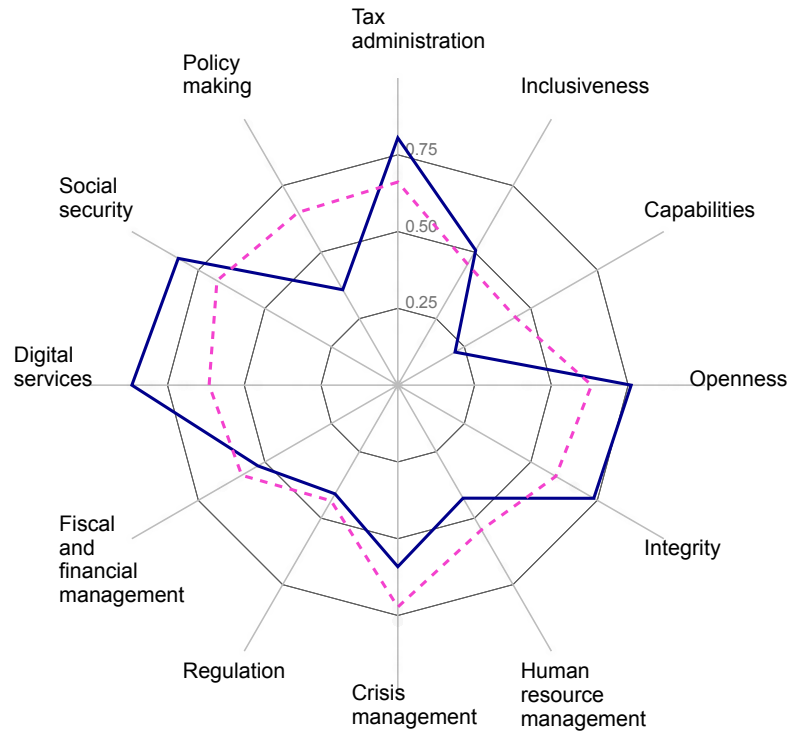
Austria is ranked 16th overall on the Index. The country's strongest score is for digital services (ranked 2nd overall).

Austria scores strongly across most digital service themes, coming joint top (with Estonia) on the extent to which services are user focused. Austria also scores well on tax and social security administration. There may be a link between Austria's high digital services score and some aspects of the digital theme under the tax administration indicator, for example the use of e-filing. Austria scores are above average for the integrity and openness attributes as well.

The key core functions which require further analysis are policy making, crisis/risk management and HRM where scores are below average.

On attributes, the metrics used to measure the capabilities indicator suggest that literacy skills and educational attainment within the workforce are relatively low, and there may be some lessons to learn from high scoring countries. There may also be a connection between Austria's capabilities and HRM scores given the latter indicator includes metrics on attracting and retaining talent.

4.3 Belgium
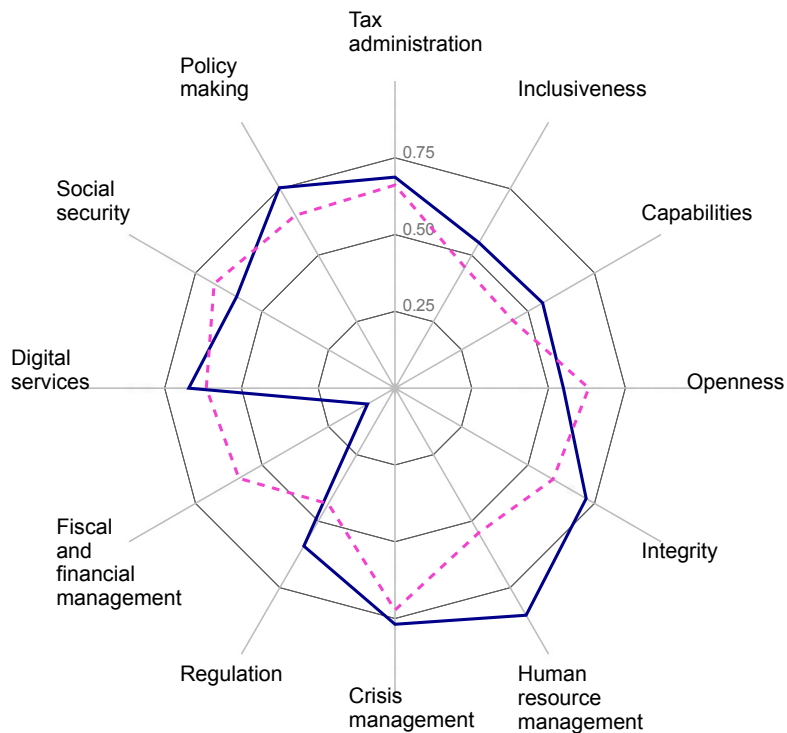
Belgium is ranked 13th overall on the Index and achieves above average scores for many indicators.

Belgium's strong HRM score (ranked 4th overall) suggests it has a relatively meritocratic recruitment system and that the civil service can attract and retain talent. Belgium comes top for the metric on the extent to which recruitment is carried out via a formal examination system.

Belgium also scores well on policy making, its integrity score is above average too.

The main core function where Belgium performs relatively less well is fiscal and financial management (FFM), particularly the medium-term and performance budgeting themes. Belgium's openness score also indicates a below average performance.

4.4 Canada
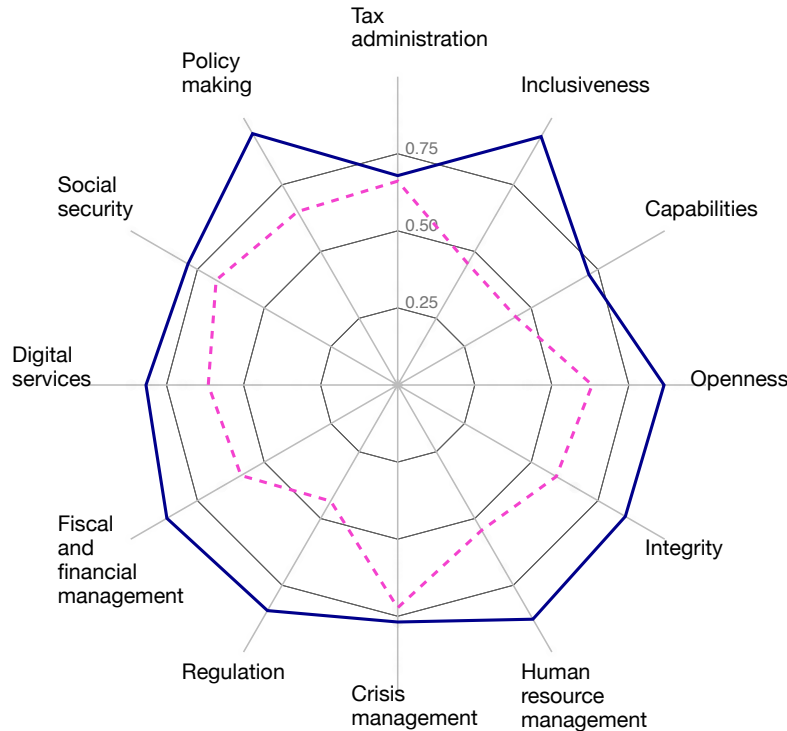
Canada tops the InCiSE Index overall and scores consistently well above the average for most indicators.

Canada is ranked 4th for the regulation indicator, with high scores for the stakeholder engagement and impact assessment themes. It is ranked 3rd for HRM (scoring strongly for the theme on the extent to which the civil service has a meritocratic system) and 5th for policy making.

On attributes, Canada appears in the top 5 for all but one indicator (openness). It comes top for the capabilities metric on the proportion of the public sector with tertiary education. On inclusiveness, Canada scores well across most metrics, suggesting its civil service has a good representation of women, ethnic and religious groups relative to other countries.

Tax administration scores are close to the average. Canada's score for overall efficiency of tax collection suggests there may be potential for improvement through greater use of digital processes for tax administration. This would be in line with high scoring countries for this indicator.

Canada's openness score, although well above the average, suggests there may be some lessons to learn from the leading countries concerning the right to information theme, as well as the availability and accessibility of government data.

4.5 Chile
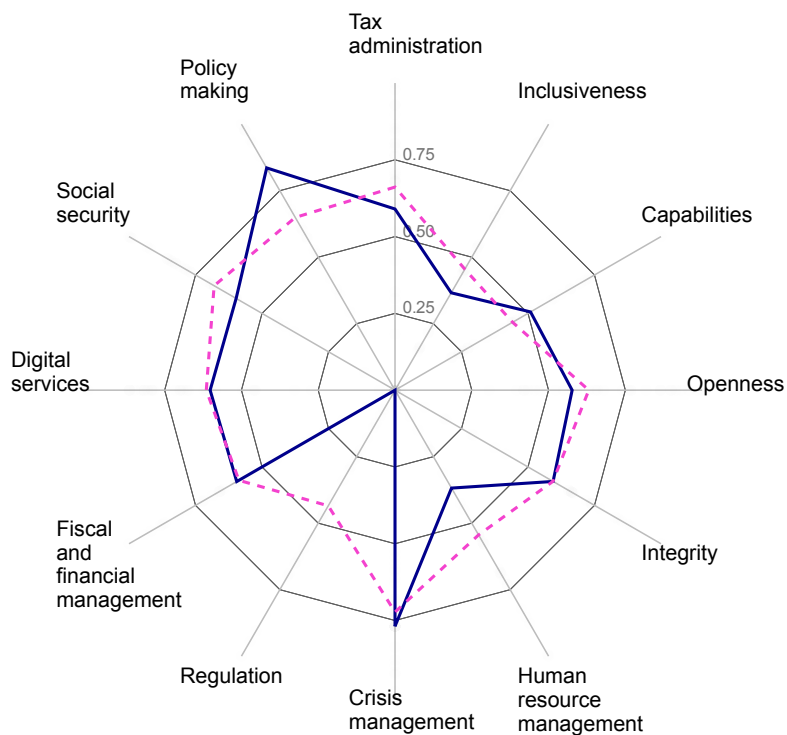
Chile is ranked 22nd overall on the Index. Its position rises to 8th when scores are adjusted for GDP per capita.

Chile scores well on policy making (ranked 9th), particularly on the quality of policy advice theme where it is ranked joint top position. Chile also scores well on crisis/risk management (ranked 8th).

On attributes, Chile's integrity score is at the average for all countries included in the Index; it performs particularly well on the metric measuring the degree of whistleblower protection.

The core function where Chile scores relatively weakly is regulation, particularly the impact assessment and evaluation themes and metrics. These could be initial areas for attention, learning from the high scoring countries for this indicator.

4.6 Czechia
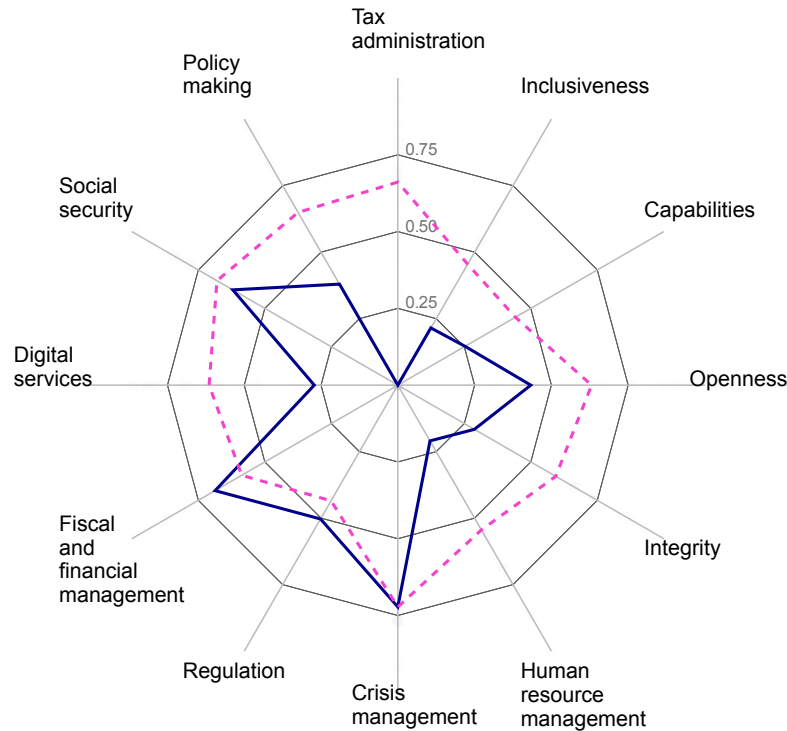
Czechia is ranked 28th overall on the Index. Its strongest score is for fiscal and financial management (ranked 11th).

Czechia also has above average scores for regulation, scoring well on the impact assessment and stakeholder engagement themes (ranked 9th-13th for two of the four metrics).

The main core function where performance is weak relative to other countries is tax administration, particularly the themes concerning the degree to which services are user focused, as well as the extent of digital provision.

Czechia's HRM and digital services scores also warrant attention across most themes. All attributes scores require further analysis as well.

4.7 Denmark
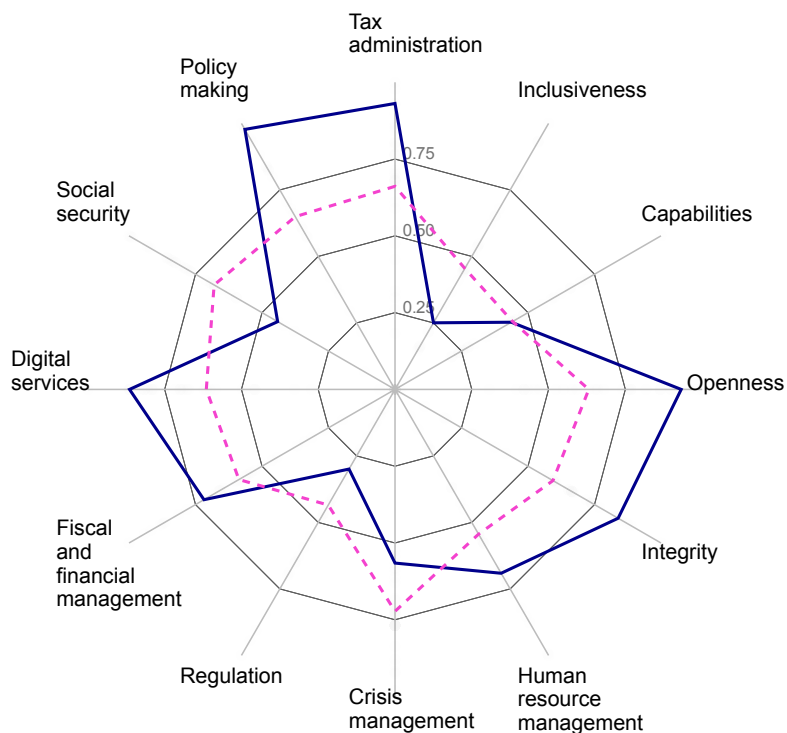
Denmark is ranked 11th overall on the Index. Its strongest attribute scores are for integrity where it is ranked 5th and openness where it is ranked 4th.

Denmark is ranked 3rd for three core function indicators – policy making, tax administration (scoring well across all themes) and digital services (again scoring well across all themes, particularly the degree to which services are user focused).

On policy making, Denmark ranks joint top for the strategic policy direction theme and scores highly on the quality of policy advice and policy coordination.

A core function which may warrant attention, by considering whether lessons can be learnt from high scoring countries, is crisis/risk management, focusing initially on the metrics within the integrated risk planning theme. Denmark's social security administration score also merits further analysis as the sole metric used for this indicator suggests lower than average systems efficiency.

The main attribute where Denmark performs less well relative to other countries is inclusiveness where scores for the main themes vary.

4.8 Estonia
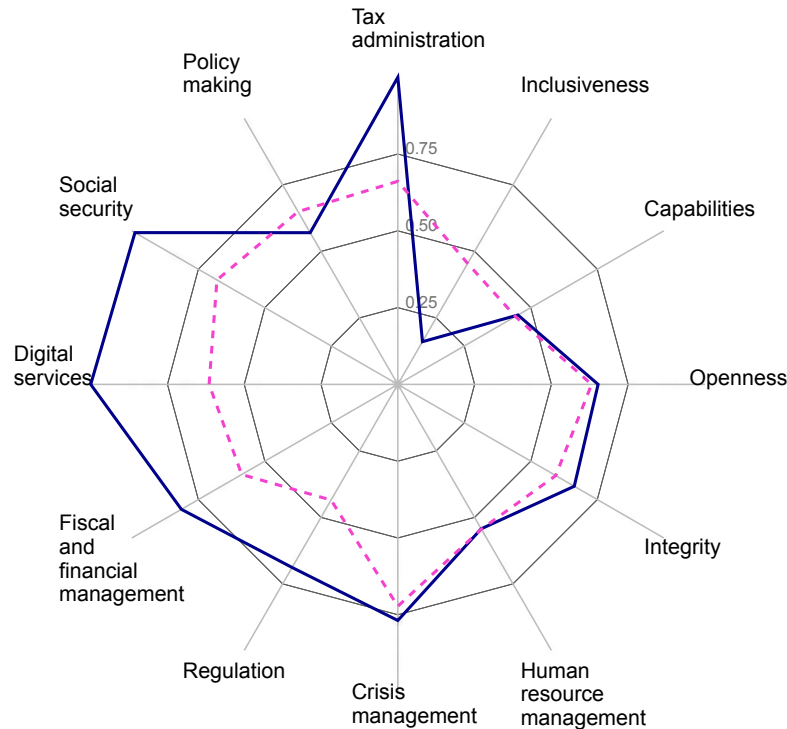
Estonia is ranked 7th overall on the Index. It rises to the top position when scores are adjusted for GDP per capita.

Some indicator scores are especially noteworthy. First, digital services where Estonia is ranked top and their overall score stands out above the rest. It scores highly against all themes and Estonia's overall performance could reflect its strong IT policies and investment in IT infrastructure. Estonia is also ranked top for the tax administration indicator. There is a potential connection between these two core function scores as one of the tax administration metrics relates to the extent and quality of digital service provision.

Estonia is ranked 3rd for social security administration, suggesting comparatively low administrative costs relative to sector expenditure.

The main indicator requiring attention, to consider whether lessons can be learnt from other countries, is inclusiveness. The metrics overall suggest lower than average women's and other group representation in the civil service.

4.9 Finland
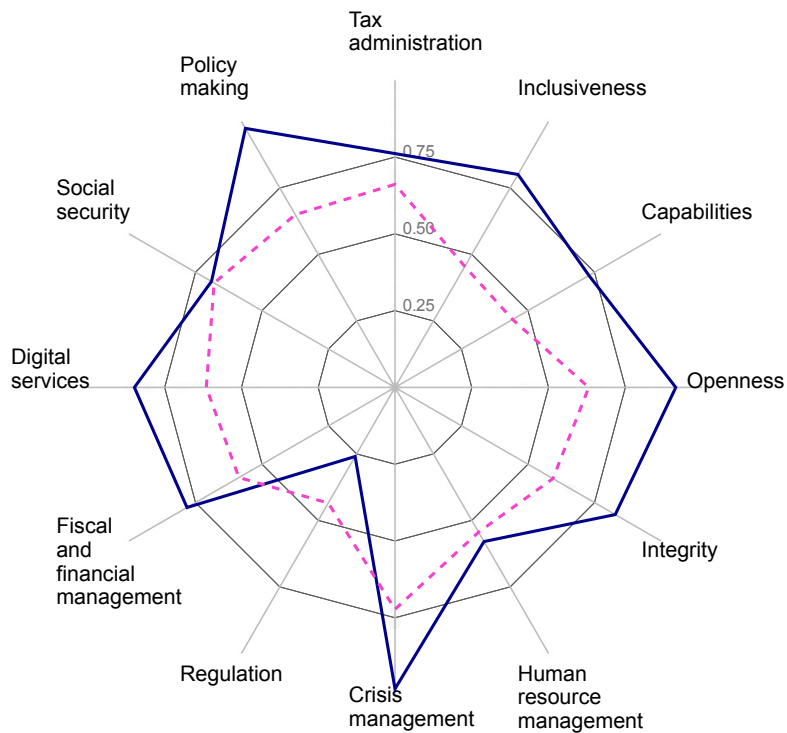
Finland is ranked 5th overall on the Index and achieves above average scores for most indicators.

Finland's attributes scores are consistently high. It is ranked 2nd for capabilities – suggesting strong technical skills and educational attainment across the workforce relative to other countries – and 4th on inclusiveness. Finland is ranked 5th on openness, where it scores particularly well on the public consultation theme.

Finland's strongest core functions scores are in crisis/risk management (ranked 2nd overall), policy making (ranked 4th) and digital services (ranked 5th). For the latter, Finland scores well across all themes particularly the extent to which services are user focused. On policy making, Finland is in joint top position for the strategic policy direction theme. It also scores highly for the quality of policy advice and policy coordination themes.

The main indicator requiring further attention is regulation, focusing on impact assessment as this score was relatively weak compared with the other themes.

4.10 France
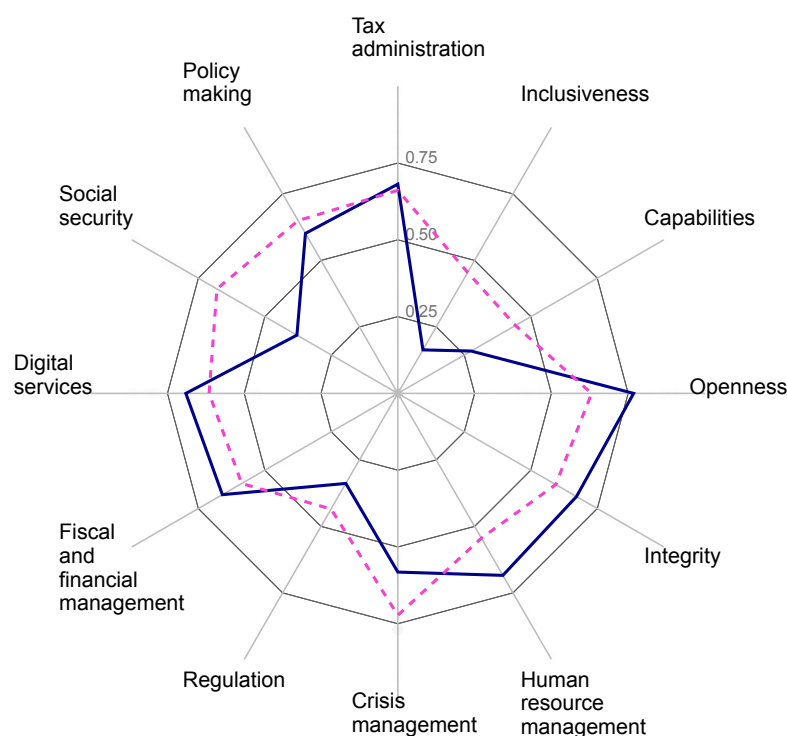
France is ranked 17th overall on the Index. It has above average scores for the integrity and openness attributes.

France's fiscal and financial management (FFM), tax administration, digital services and HRM core functions scores are also all above average.

On HRM, France scores particularly well on some aspects of the meritocratic recruitment theme, for example the use of formal examination systems to hire staff (ranked 4th).

The main attributes requiring attention are inclusiveness and capabilities, initially by considering the scope to learn from the leading countries.

France's social security administration score also merits further analysis as the sole metric used for this indicator suggests lower than average systems efficiency.

France's crisis/risk management scores warrant further analysis. It scores well on some themes, for example integrated risk planning and post disaster risk assessments. Improvements in other themes, for example public information and awareness strategies, may help improve the overall score in future.

4.11 Germany
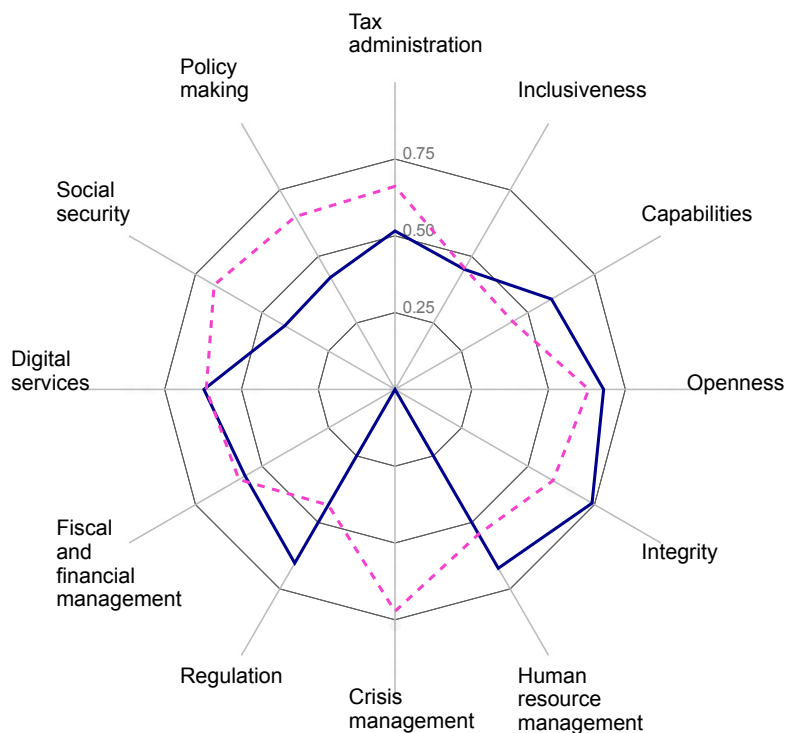
Germany is ranked 24th overall on the Index. It achieves on or above average scores for all attribute indicators.

Germany is ranked 8th for integrity and 9th for capabilities. The latter score suggests a civil service with relatively good technical skills, alongside a high level of educational attainment compared with other countries.

On core functions, Germany scores highly on regulation (ranked 7th overall) and does particularly well on the evaluation theme, ranking 4th and 5th for the relevant metrics. The main indicator requiring attention is crisis/risk management, although it should be noted that estimated data was used for a number of countries.

Germany's policy making score also requires further analysis. Its thematic scores vary, whereas high ranking countries for this indicator tend to do well across most themes. Specific themes to consider further include strategic direction (this is based on an assessment of the extent to which strategic planning units influence government decision making), and policy monitoring.

It is worth noting that Germany has a federal government system. An issue for the future is the need to ensure the lnCiSE framework can capture the strengths of different systems.

4.12 Greece
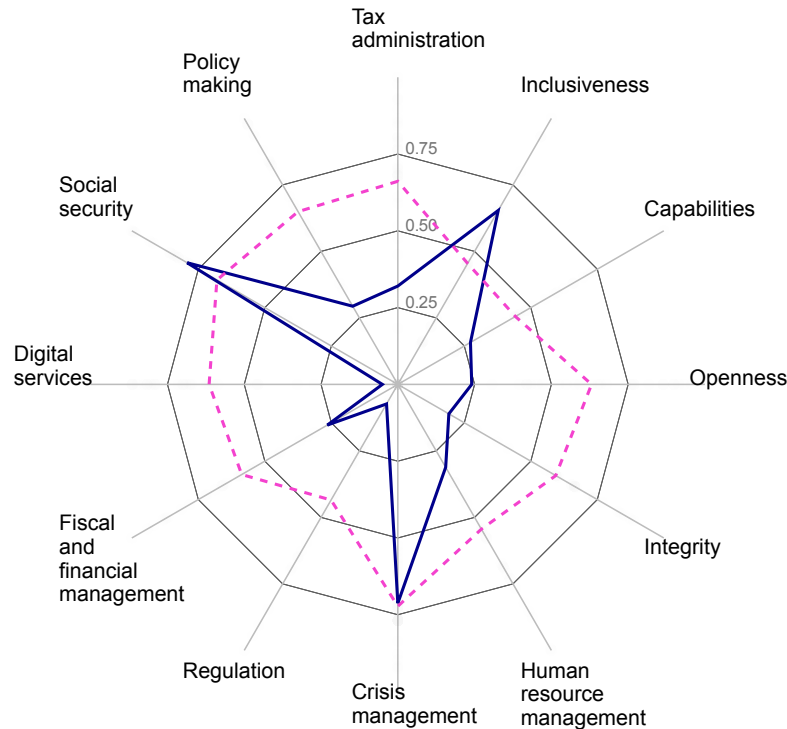
Greece is ranked 29th overall on the Index. The country's high inclusiveness score stands out (ranked 6th).

Within the inclusiveness indicator, Greece does particularly well on the metrics for the women's representation theme. Greece also scores above average for the metric on ethnic and religious groups representation. The remaining attributes scores require further analysis to prioritise areas for improvement.

Greece's social security administration score is above average as well, suggesting it has reasonable administration costs relative to sector expenditure.

Greece's crisis/risk management score is around the average, although it performs well on aspects of the integrated risk planning theme.

The core functions where performance is relatively weaker are policy making, digital services, regulation, and fiscal and financial management. On the latter, Greece's performance is only slightly below average for the medium-term budgeting theme. However, its performance was weaker compared with other countries for the performance budgeting, economic appraisal and evaluation themes.

On digital services, Greece's performance is assessed to be relatively weak across all themes and there is scope to learn from the practices of the leading countries.

4.13 Hungary

Hungary is ranked 30th overall on the Index. The country's very high social security administration score is noteworthy.

Hungary is ranked 2nd overall for this indicator, suggesting it has a comparatively efficient social security system with low administration costs relative to sector expenditure.

Some thematic scores are worth noting. On policy making, Hungary comes top for two of the three metrics concerning policy monitoring. The coordination of policy proposals thematic score is also above average. Hungary also achieves above average thematic scores within the integrity indicator. On regulation, Hungary has above average scores for the impact assessment theme.

The main core function indicators requiring attention are HRM, plus digital services and fiscal and financial management. All attribute indicators merit further attention, initially by considering the scope to learn from the leading countries.

4.14 Ireland
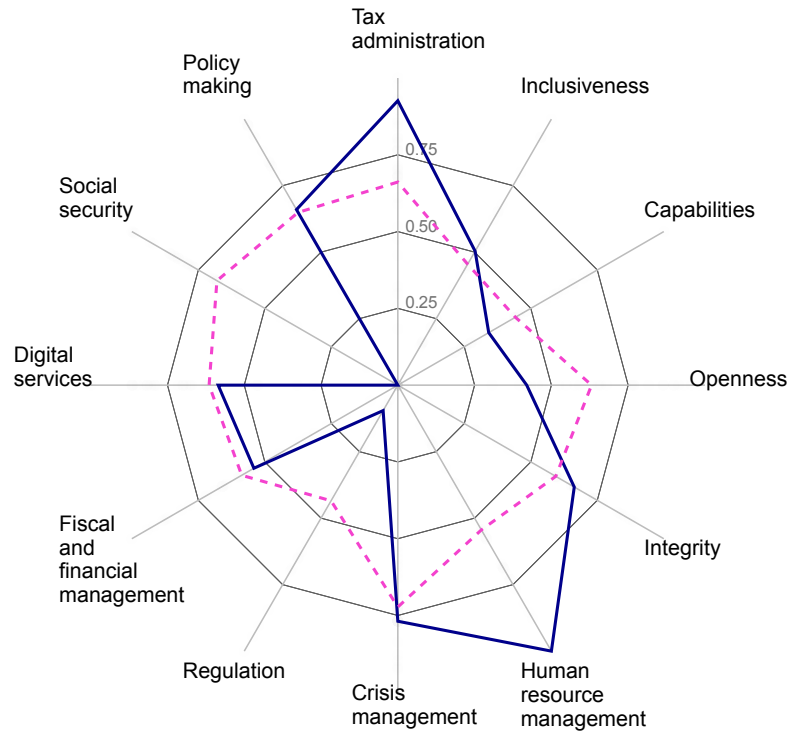
Ireland is ranked 20th overall on the Index and generally performs more strongly on core functions.

Ireland's scores are high across all the HRM metrics. This may reflect Ireland's centrally administered systems, including at relatively low grade levels, plus its strong regulation of civil service appointments and increased use of external recruitment. Ireland also scores well against the metrics concerning attracting and retaining talent, notably the extent to which senior officials' salaries are comparable with similar jobs in the private sector.

On tax administration, Ireland is ranked 4th, scoring consistently well across all themes, and it is worth noting that the top 5 countries' overall scores are all close for this indicator.

Ireland's social security administration score merits further attention as the sole metric used for this indicator suggests weaker systems efficiency compared with other countries. Ireland's regulation score warrants further investigation as well as it performs better in some thematic areas than others. Themes for potential analysis include stakeholder engagement and evaluation.

The main attribute which would benefit from further analysis is openness. However, estimated data was used for some metrics and this should be borne in mind when analysing results.

4.15 Italy

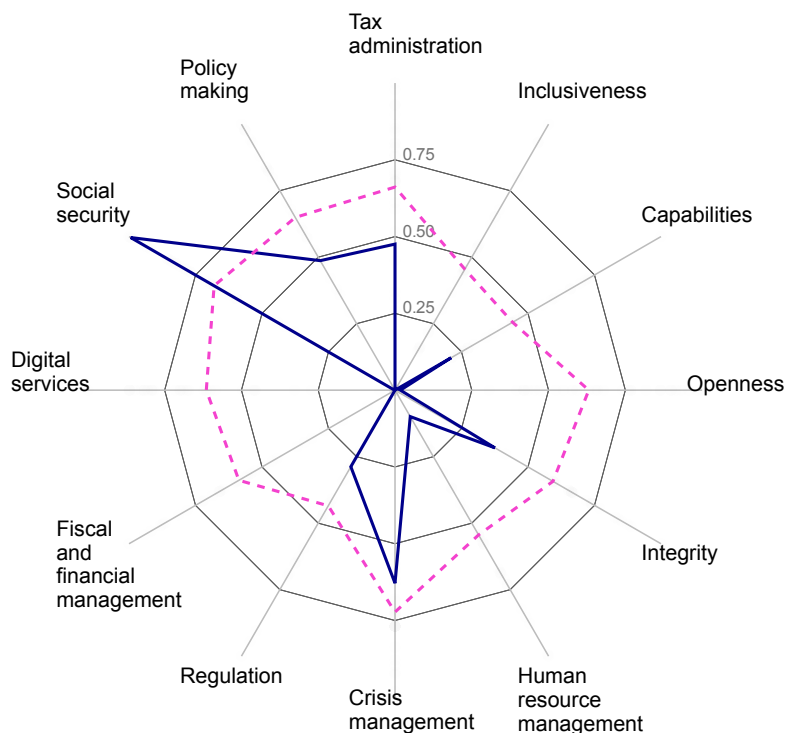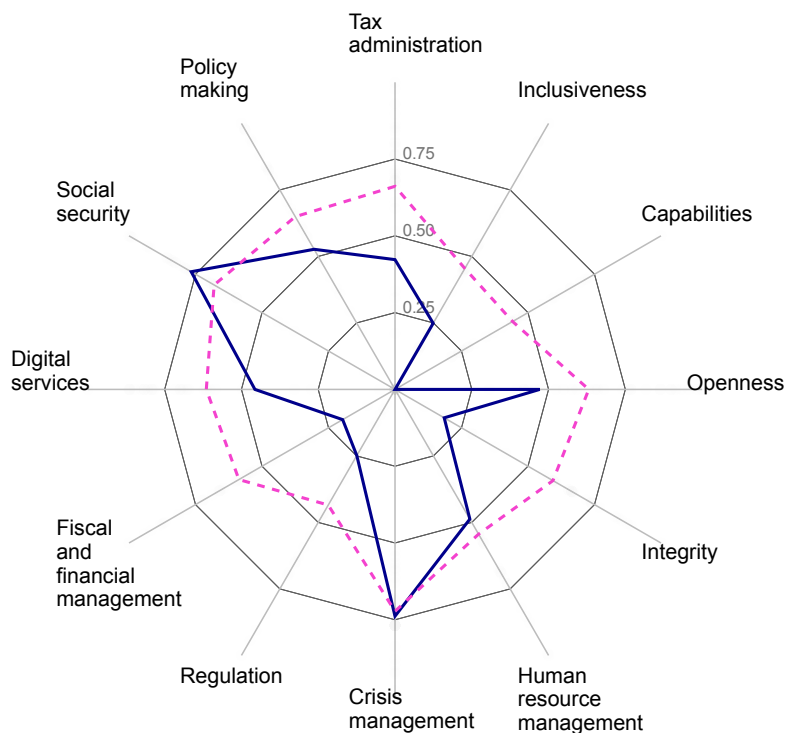## Italy is ranked 27th overall on the Index. It generally achieves better scores for core function indicators.

Italy's social security administration score is above average, suggesting it has relatively low administration costs relative to sector expenditure.

Italy's crisis/risk management scores are above average as well. It achieves the joint highest score for the post-disaster assessment methodology theme (with 9 other countries). Italy is also joint top for one of the two metrics concerning risk monitoring.

The core function where Italy performs less well compared with other countries is fiscal and financial management (FFM). Scores are below average for the budgeting themes, and also for the economic appraisal and evaluation themes,

with the underlying data reflecting perceptions of the composition and efficiency of public spending.

Italy's tax administration score is also relatively low but with a wide variation in thematic scores. It leads for the metrics on the extent and quality of digital provision theme but does less well in the other themes concerning the overall efficiency of tax collection and the extent to which services are user focused.

All attributes scores require further analysis, although some positive metrics scores are worth noting. Italy scores well relative to other countries on the whistleblower protection metrics within the integrity indicator, as well as the openness metrics on the degree and quality of consultation with society. On inclusiveness, Italy scores well on two gender representation metrics relating to the proportion of women in senior positions in the civil service.

4.16 Japan
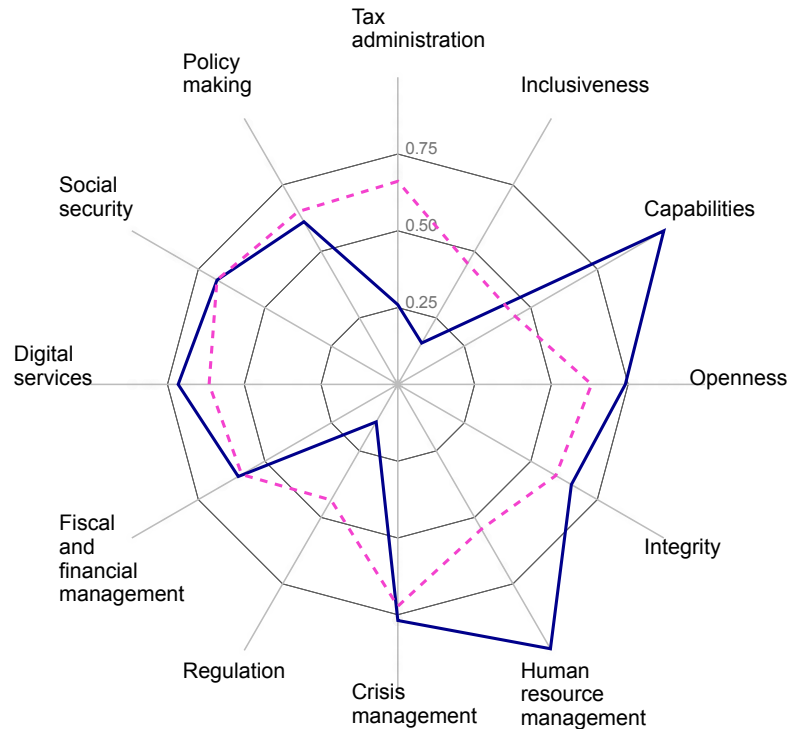
Japan is ranked 15th overall on the Index. It is ranked top for the capabilities attribute with a score well ahead of other countries.

The metrics used for the capabilities indicator suggest Japan has a civil service with very high literacy, numeracy and problem solving skills, plus strong educational attainment levels.

Japan is ranked a close 2nd for the HRM indicator as well. Japan's high scores for the meritocratic recruitment theme confirm its competitive civil service entry systems, including the use of formal examinations (ranked 2nd). Japan also scores well on attracting and retaining talent.

The core functions where Japan's performance is weaker compared with other countries are tax administration and regulation. The overall efficiency of tax collection and the extent to which services are user focused are themes where future improvements could be informed by the high scoring countries.

For regulation, Japan's performance is below the average for each of the three themes concerning appraisal, evaluation and stakeholder engagement, and relatively low for the metrics within the stakeholder engagement theme.

On attributes, Japan's inclusiveness scores are comparatively low. Learning lessons from the leading countries on increasing women's representation in the civil service could be an initial area of focus.

4.17 Republic of Korea
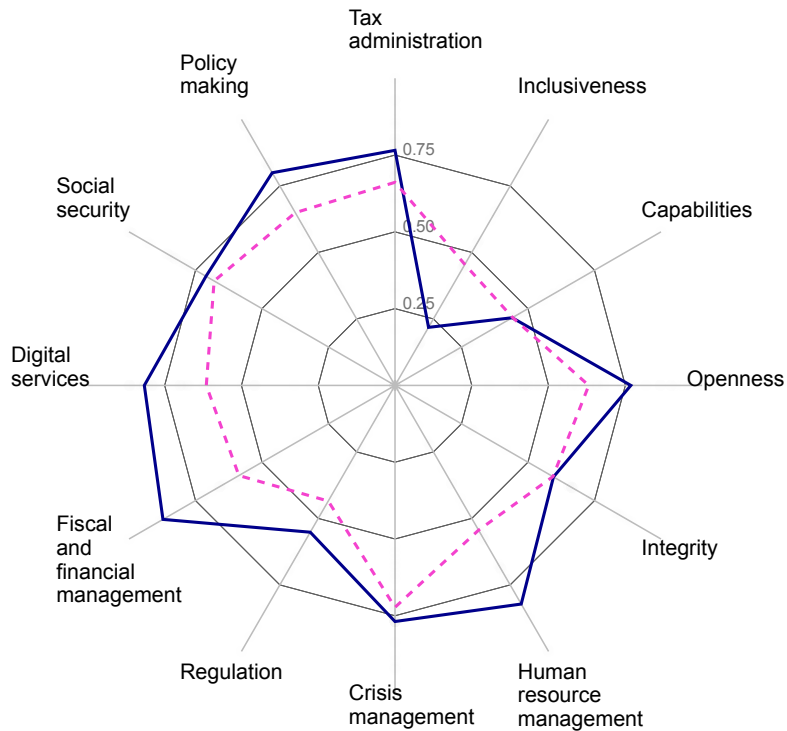
The Republic of Korea is ranked 9th overall on the Index and its position rises to 4th following adjustments for GDP per capita.

The Republic of Korea scores above average for all core functions, notably HRM (ranked 5th overall) and fiscal and financial management (ranked 5th again). On the latter, one of the main data sources for this indicator is the OECD performance budgeting index where the country is ranked top.

The Republic of Korea's high HRM scores across most metrics suggests its civil service has a relatively meritocratic recruitment system. It does particularly well on the metric concerning the use of formal examinations systems to recruit staff. The country's scores suggest that it is also able to attract and retain talent, although it is ranked just below average for the metric on the extent to which senior staff salaries compare favourably with similar jobs in the private sector.

The Republic of Korea's inclusiveness score merits further analysis. Based on the available data, the representation of women in the civil service is assessed to be weak relative to other countries.

4.18 Mexico
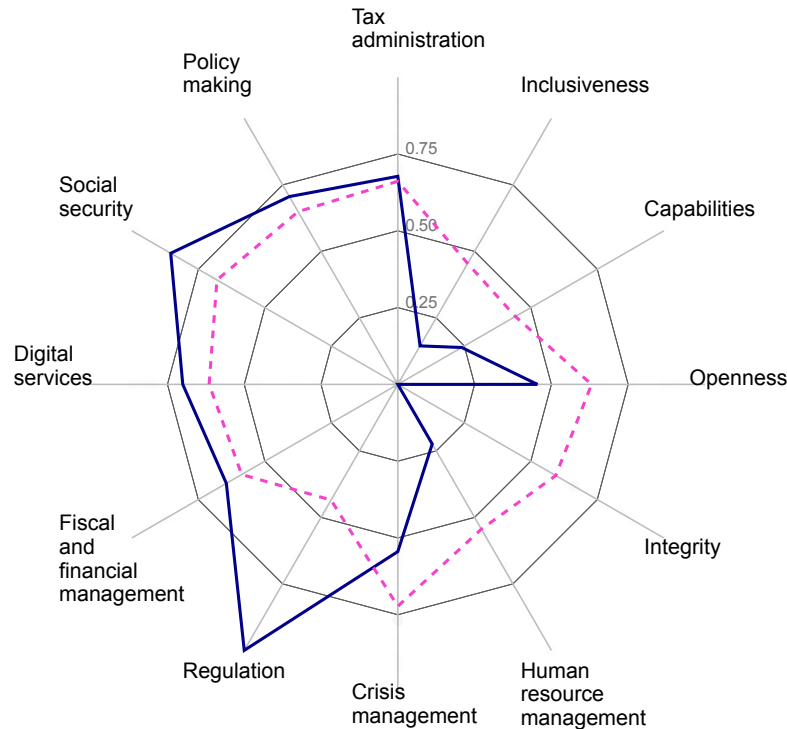
Mexico is ranked 19th overall on the Index and its position rises to 2nd when scores are adjusted for GDP per capita.

Mexico achieves the top position for regulation which could reflect the country's sustained focus on regulatory policy reforms over the last decade. It scores strongly across all themes and comes top for both metrics on stakeholder engagement. Mexico's strong performance against this indicator suggests they have some positive lessons to share with countries who wish to improve in this area.

When assessing relative performance, crisis/risk management is a core function for further consideration as Mexico's scores vary significantly across the themes measured. Although scores compare favourably for two themes (post disaster methodology and integrated risk planning) they are less strong for others, for example the risk monitoring and international cooperation themes where there may be opportunities to learn from best practice in future.

There is a similar pattern of thematic variation for the HRM indicator. Mexico performs relatively strongly against the attracting and retaining talent theme where it is ranked top on the extent to which senior officials' salaries compare favourably with private sector counterparts. However, scores are relatively low for the meritocracy of recruitment theme and there may be lessons to learn from the leading countries.

All attribute scores merit further analysis to prioritise areas for improvement. Estimated data was used for some metrics within the capabilities and inclusiveness indicators which should be borne in mind when interpreting these results.

4.19 Netherlands
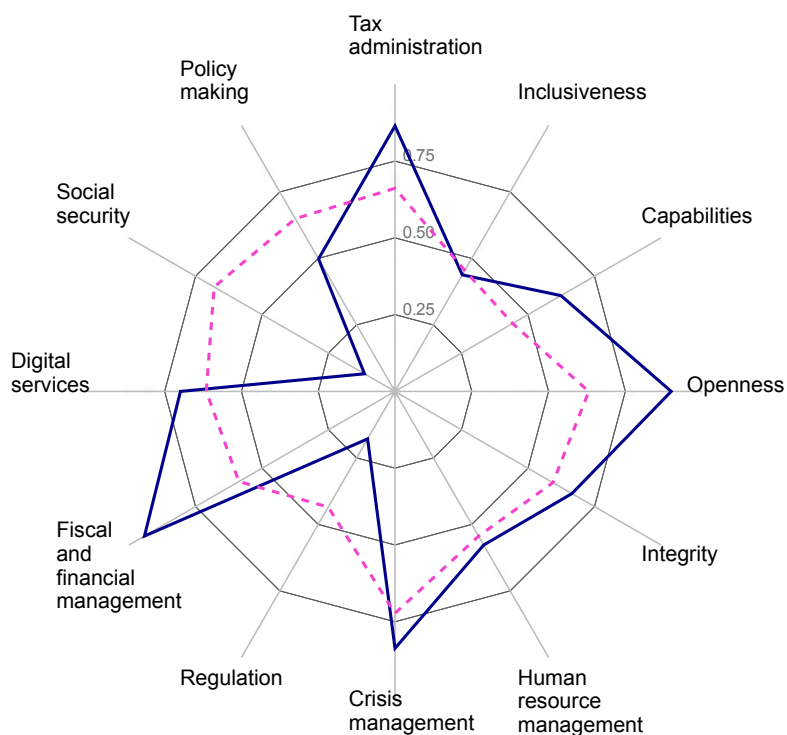
The Netherlands is ranked 14th overall on the Index. It performs very strongly on fiscal and financial management (ranked 2nd overall).

The Netherlands scores highly on tax administration and crisis/risk management as well. Its openness score is strong too (ranked 6th), also capabilities (ranked 7th).

The Netherlands' score for the social security administration indicator is relatively weak, suggesting there may be opportunities for improvement in systems efficiency.

Regulation is another core function where the Netherlands' performance is less strong relative to other countries. There may be lessons to learn from the leading countries concerning the stakeholder engagement and impact assessment themes. For the policy making indicator, there may be gains through focusing on the policy monitoring theme as relatively weak performance in this area reduced the overall score.

Looking at the attribute indicators, the Netherlands' inclusiveness score merits attention, although it does better on some gender metrics than on others. Efforts to boost women's representation in senior management positions in the civil service, learning from the practices of the high scoring countries, could be an initial focus area.

4.20 New Zealand
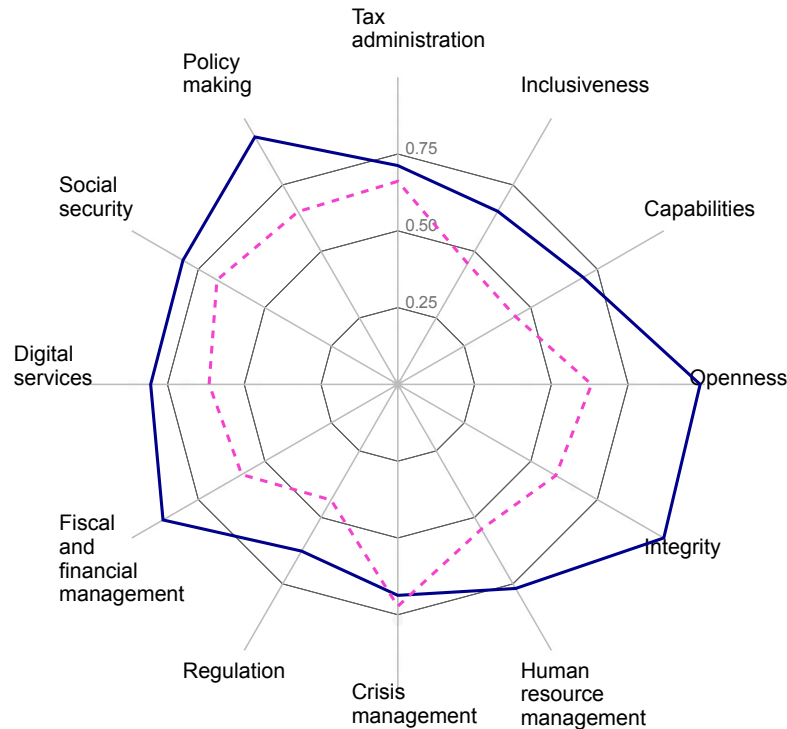
New Zealand is ranked 2nd overall on the Index. Its high integrity and openness rankings are noteworthy.

New Zealand's top integrity score is well ahead of all other countries, reflecting a strong all-round performance against most metrics. It does particularly well on the corruption perceptions and work ethic themes, and comes top or joint top in 6 out of the 16 metrics for this indicator.

New Zealand comes a close 2nd on openness, achieving the top score for the publishing laws theme and ranking 2nd on the right to information.

There are two core functions where New Zealand's performance is relatively weaker: crisis/ risk management and tax administration. On the former, scores vary and the themes which merit further analysis concern integrated risk planning and risk monitoring.

On tax administration, learning from the practices of the leading countries on some aspects of the extent and quality of digital provision could help achieve a higher overall indicator score in future.

4.21 Norway
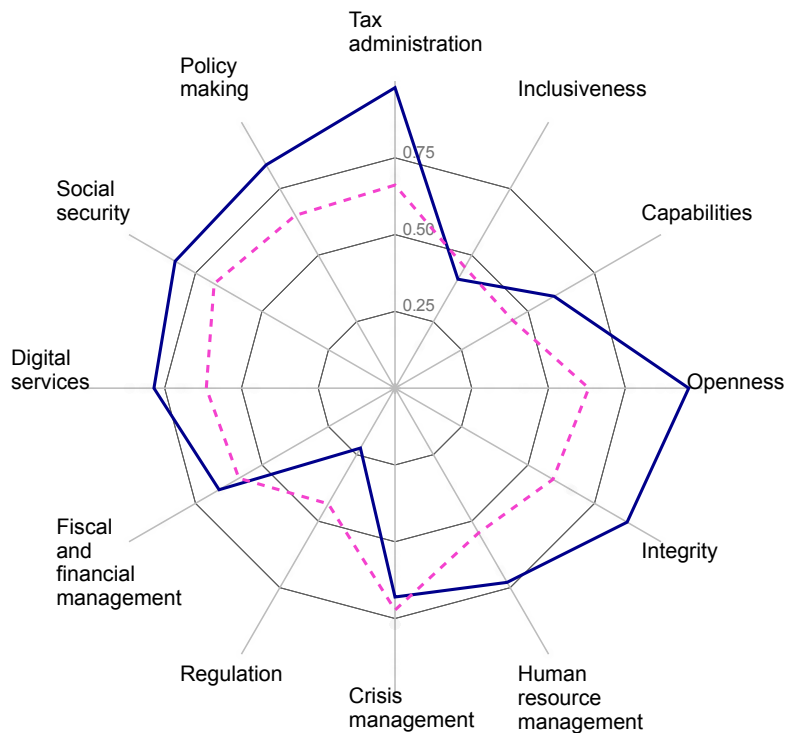
Norway is ranked 8th overall on the Index and its scores are above average for most indicators.

Norway is currently one of two countries where data is available for all 76 InCiSE metrics.

Norway scores particularly well on tax administration (ranked 2nd) and across all metrics for this indicator. Norway's scores are also very high for two attributes: integrity and openness (both ranked 3rd). On the latter, Norway does particularly well on the public consultation theme.

Norway's inclusiveness score is just below average, although the thematic scores vary. For example, while it scores relatively well against some metrics for the gender representation theme its performance for the other theme is below average. An initial focus on the latter, learning from best practice in the leading countries, may help to achieve a stronger overall indicator score in future.

On core functions, Norway's performance for the regulation indicator merits further attention as scores were below the average across the themes, particularly impact assessment work.

4.22 Poland

Radar chart showing Poland's scores across: Tax administration, Inclusiveness, Capabilities, Openness, Integrity, Human resource management, Crisis management, Regulation, Fiscal and financial management, Digital services, Social security, Policy making. Axis markings at 0.25, 0.50, 0.75.
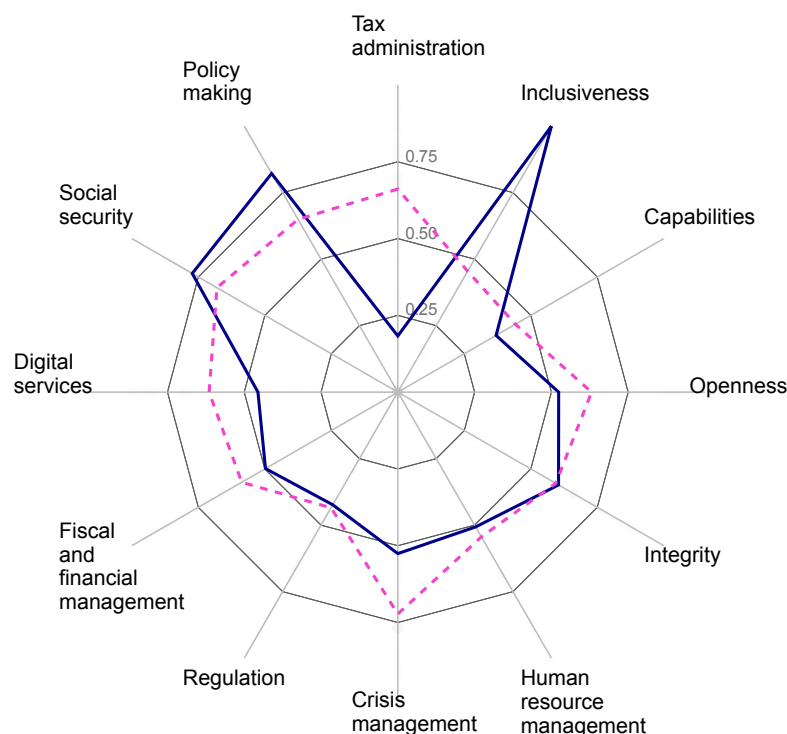
Poland is ranked 21st overall on the Index and its position rises to 12th when scores are adjusted for GDP per capita.

Poland is ranked top for the inclusiveness indicator. This reflects very strong scores for the metrics on the proportion of women in central government management and senior management positions, as well as levels of ethnic and religious minority representation.

For the capabilities indicator, while Poland's relative performance is above average for the educational attainment theme, a focus on the numeracy and problem solving skills metrics within the core capability theme, learning from the high scoring countries, may help achieve a higher overall score in future.

Poland scores well on policy making (ranked 11th overall) and is in the top 10 for metrics concerning the quality of policy advice theme. It also does well on the policy monitoring theme. Poland's above average score for social security administration suggests that it has relatively low administration costs relative to sector expenditure.

One core function where Poland's performance is weaker compared with other countries is tax administration. Scores are below average across the themes, particularly those covering the overall efficiency of tax collection and the extent and quality of digital provision. It is worth noting that Poland's score for the digital services indicator is below average as well and an initial focus on this area could have a positive effect on other core functions in future.

4.23 Portugal
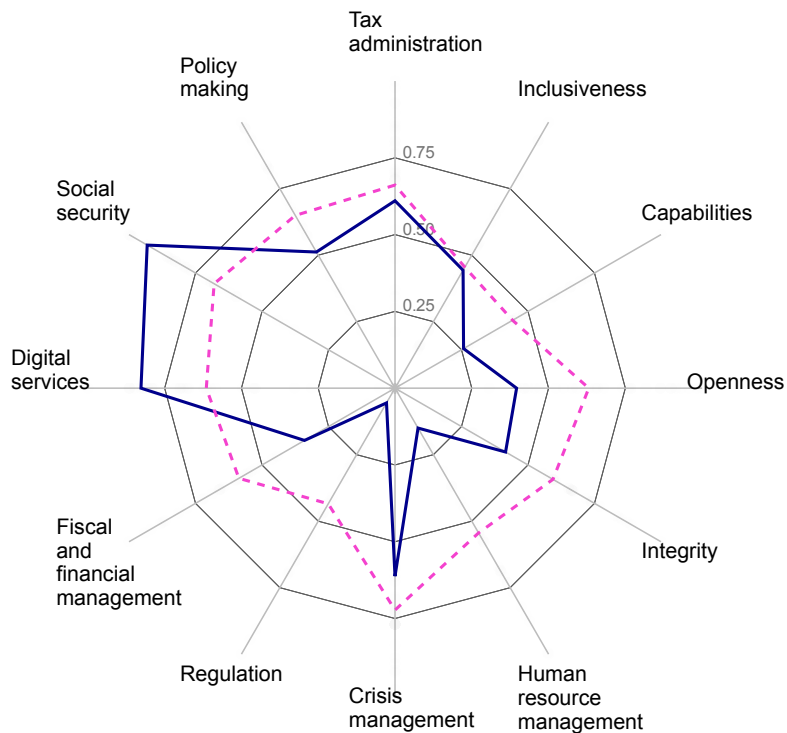
Portugal is ranked 26th overall on the Index and its position rises to 23rd when scores are adjusted for GDP per capita.

Portugal scores highly on social security administration (ranked 4th overall), suggesting that administrative costs as a proportion of sector expenditure are relatively low. It is ranked 6th for digital services and is in the top 5 for three out of the four themes within this indicator, including the extent to which services are user focused.

The core functions where Portugal's performance is assessed to be weaker compared with other countries are regulation and HRM. On regulation, the main themes which could be considered for further attention relate to stakeholder engagement and impact assessment.

For the HRM indicator, Portugal's performance relative to other countries is lower across most metrics within the meritocracy of recruitment theme, the main exception being the extent to which formal examination systems are used for recruitment purposes. Within the attracting and retaining talent theme, Portugal's score is relatively low on the extent to which salaries for senior officials compare favourably with similar jobs in the private sector. Learning from the leading countries may help to achieve improved scores in future.

On attributes, while Portugal's inclusiveness score is around the average its performance against the other indicators is relatively lower. Further analysis would help prioritise areas for improvement.

4.24 Slovakia
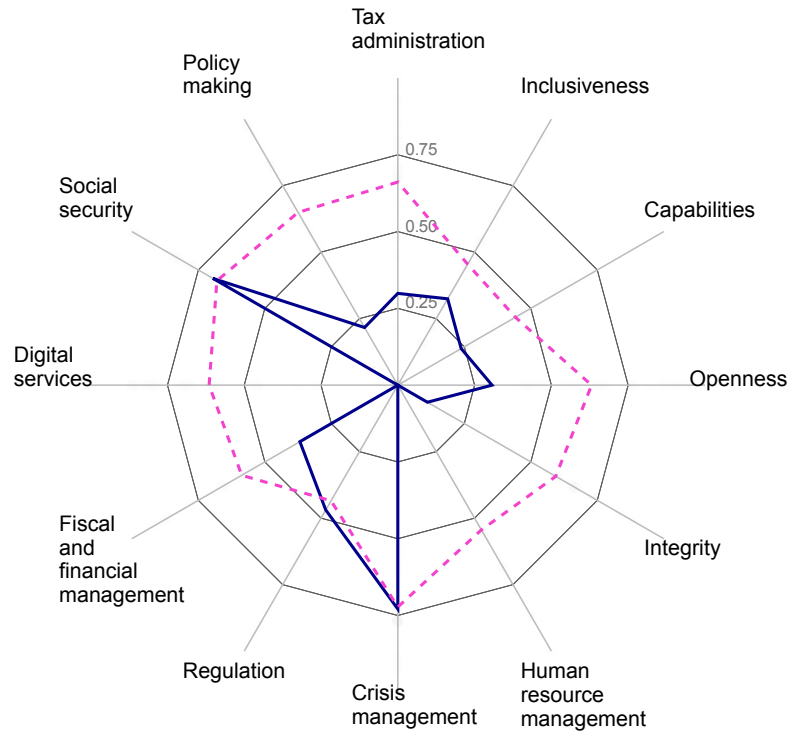
Slovakia is ranked 31st overall on the Index. It is ranked 14th for the regulation indicator, with particularly strong scores for the stakeholder engagement metrics.

Within the regulation indicator, Slovakia also scores well on the impact assessment theme.

Slovakia's crisis/risk management score is around the average mark. It is in the top 10 countries for both risk monitoring metrics, although its performance is less strong for the integrated risk planning theme. An initial focus on this theme, learning from best practice, could help to improve Slovakia's overall indicator score in future.

Slovakia's social security administration score is around the average mark as well.

The main core functions where Slovakia's performance is weaker relative to other countries are policy making, HRM and digital services. On policy making, it scores below the average for all thematic metrics, particularly the coordination of policy proposals. On HRM, learning from the leading countries might help achieve improvements across the themes. Further analysis of Slovakia's digital services indicator score would also help to identify areas for improvement, as well as all attribute indicators.

4.25 Slovenia
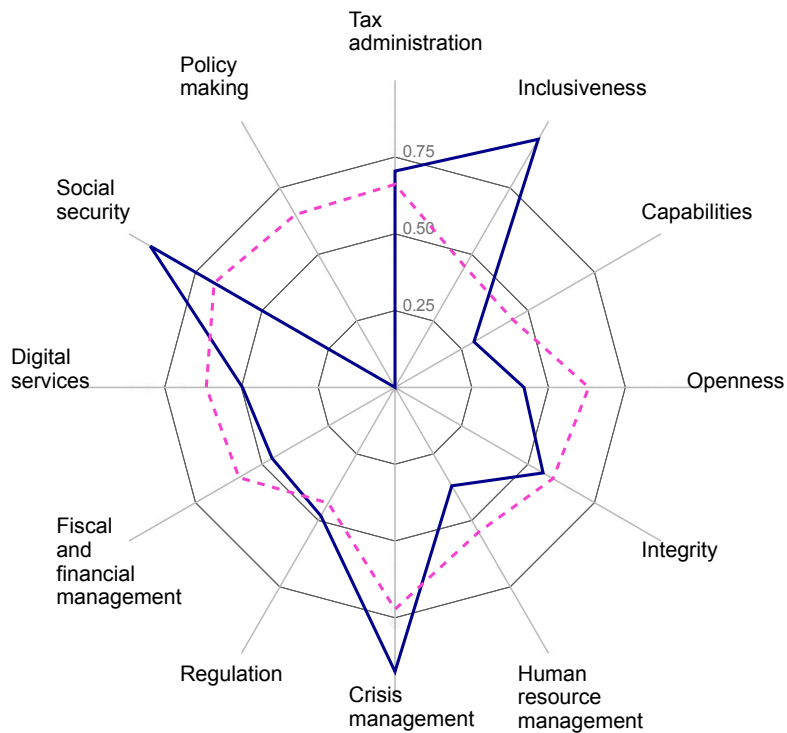
Slovenia is ranked 23rd overall on the Index and its position rises to 16th following adjustments for GDP per capita.

Slovenia's very high inclusiveness score – ranked 2nd overall – is noteworthy, reflecting a strong score for the metric assessing the proportion of women in central government management and senior management positions. It also tops the ethnic and religious minority representation metric for this indicator.

Slovenia is ranked 3rd overall for crisis/risk management and it achieves consistently good scores across most metrics. Its scores are particularly high for the risk monitoring theme (joint top on both metrics) and it also achieves strong scores for the post disaster assessment methodology theme. Slovenia's social security administration scores are also high (ranked

5th overall), suggesting that administrative costs as a proportion of sector expenditure are comparatively low.

The main core function indicators where Slovenia performs weakly relative to other countries are policy making and HRM. On policy making, all themes could be reviewed to establish priority areas for improvement. Both themes within the HRM indicator merit further analysis, although Slovenia's performance is above average for the metric concerning the use of formal examinations systems for recruitment purposes.

Slovenia's performance for all other attribute indicators is below the average and they may benefit from learning from the high scoring countries. However, a degree of estimated data was used for the capabilities indicator which should be borne in mind when analysing results.

4.26 Spain
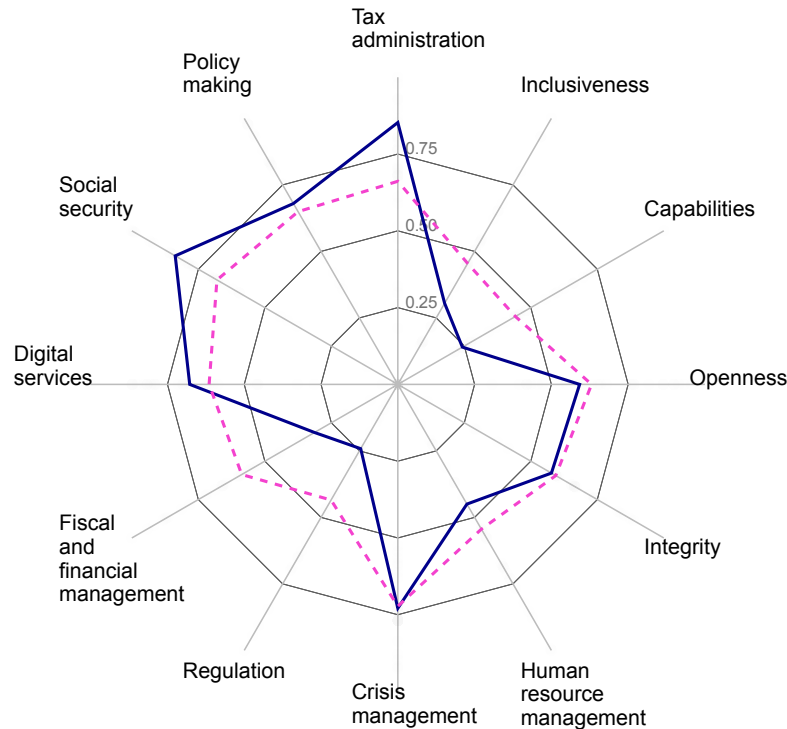
Spain is ranked 18th overall on the Index and its position rises to 15th following adjustments for GDP per capita.

Spain is ranked 7th overall for the tax administration indicator, achieving a particularly good score for the extent and quality of digital provision. Spain is ranked 9th for the social security administration indicator, suggesting reasonable administrative costs as a proportion of total sector expenditure.

The main core functions where Spain's performance is weak relative to other countries are regulation and fiscal and financial management. On the latter, Spain achieves a stronger performance for the medium term budgeting theme and could learn from the high scoring countries for the performance budgeting theme. On regulation, Spain's performance is

assessed to be below the average, particularly the stakeholder engagement and evaluation themes.

On inclusiveness, whilst some scores for the gender representation theme are above average, a review of the leading countries' scores would help prioritise areas to focus on in future.

4.27 Sweden
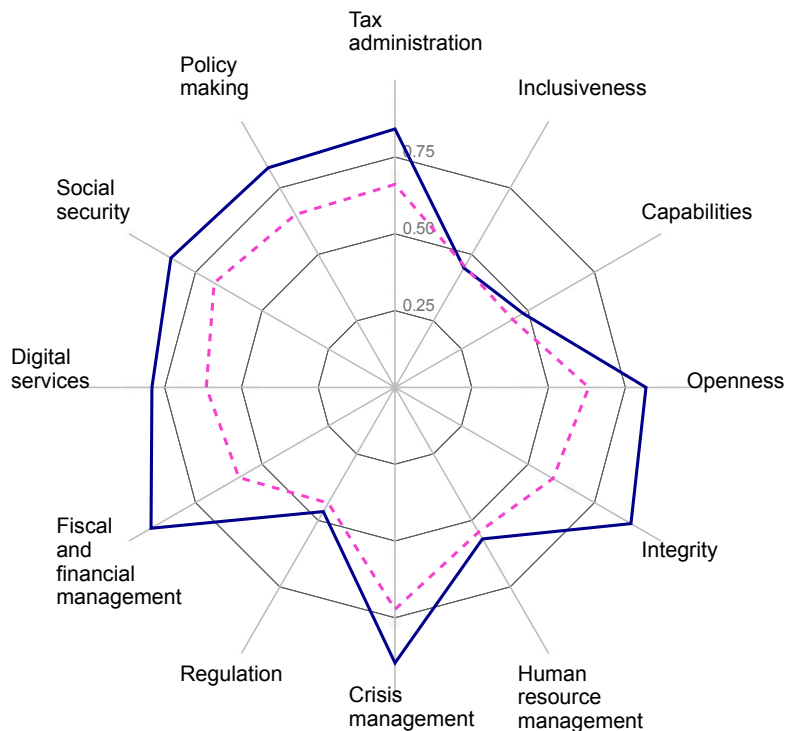
Sweden is ranked 6th overall on the Index and achieves above average scores in most areas.

Sweden's integrity score is noteworthy (ranked 2nd overall). It achieves especially strong scores for the work ethic theme and for the levels/perceptions of corruption theme. Sweden is ranked 3rd overall for fiscal and financial management, scoring particularly well against the medium term budgeting, performance appraisal and evaluation themes.

Indicator scores that are relatively weaker and which may merit further analysis include inclusiveness and HRM (where Sweden's performance is around the average).

On inclusiveness, there is some variation in scores by theme. For example, Sweden mostly scores well compared with other countries on the gender representation theme. High scoring countries for this indicator tend to perform well across both themes and learning from their practices may be beneficial.

For the HRM indicator, Sweden performs relatively well against most of the meritocracy of recruitment metrics. Lessons could be learned from the leading countries for the attracting and retaining talent theme, particularly the extent to which senior staff salaries compare favourably with similar jobs in the private sector.

Sweden performs well relative to others in some aspects of regulation, although its stakeholder engagement theme score is below average and this could be an area for development in future.

4.28 Switzerland
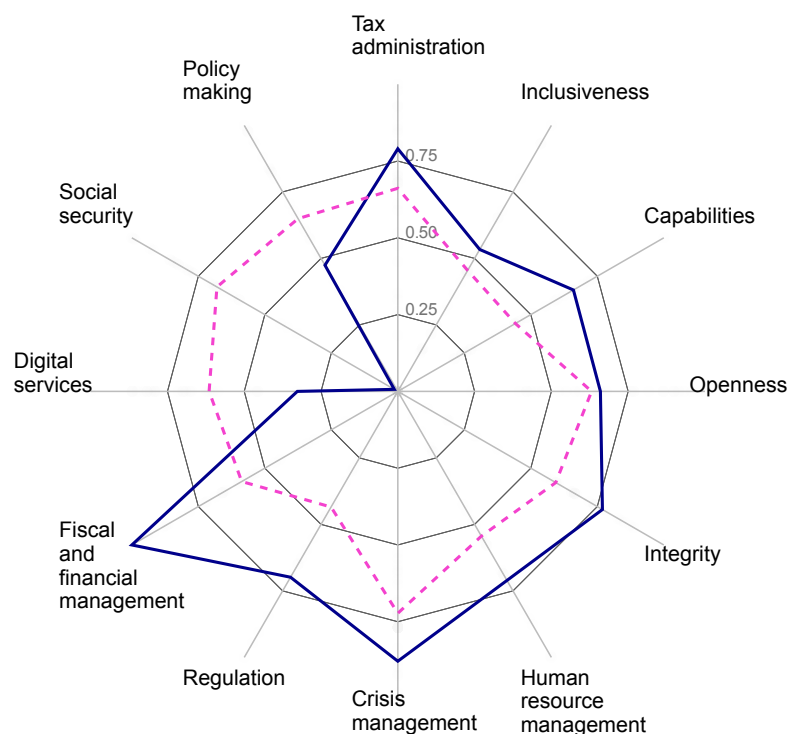
Switzerland is ranked 12th overall on the Index and achieves the top position for fiscal and financial management.

Switzerland performs well across all the fiscal and financial management themes. It is worth noting that Switzerland has topped the Global Competitive Index, which is used for this indicator, for eight consecutive years. It also does well in the OECD indexes used for this indicator. Switzerland's high performance may in part reflect the government's decision over a decade ago to overhaul its accounting system because of growing financial management demands.

Switzerland scores well on regulation (ranked 5th overall), particularly the stakeholder engagement and impact assessment themes. Its crisis/risk management indicator scores are also above average.

Switzerland's attributes scores are all on or above average.

Switzerland's social security administration score may warrant further investigation as the sole metric used for this indicator suggests that there could be opportunities to improve the efficiency of the system.

Switzerland's scores for the digital services and policy making indicators are also less strong compared with other countries. On the latter, Switzerland could focus initially on improving its scores for the quality of advice, strategic policy direction and coordination themes, learning from the practices of the high scoring countries.

4.29 Turkey
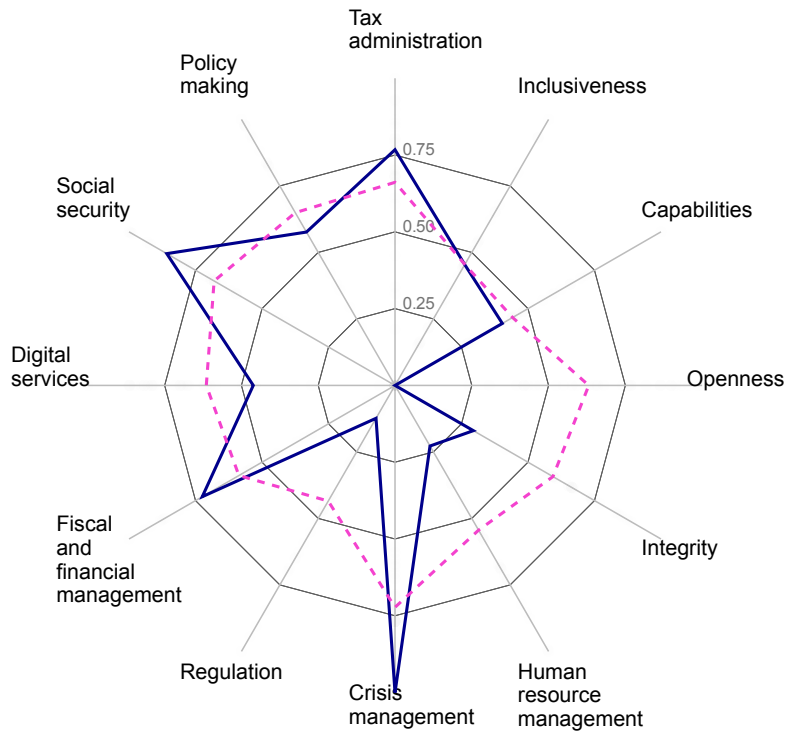
Turkey is ranked 25th overall on the Index and its position rises to 10th when scores are adjusted for GDP per capita.

Turkey achieves the top position for the crisis/risk management indicator, scoring consistently well across all themes. It comes joint top for the integrated risk planning theme (i.e. the extent to which disaster risk is incorporated in national policy planning). Turkey also scores well on risk monitoring, demonstrating a consistent and systematic approach to reporting. Turkey's performance against this indicator reflects its well recognised leadership and experience of disaster risk planning and management.

Turkey's social security administration score is also high (ranked 6th) suggesting that administrative costs as a proportion of sector expenditure are relatively low.

The main core functions where Turkey's performance is relatively weaker are regulation and HRM. On the latter, a focus on the meritocracy of recruitment theme could be beneficial, although it is ranked 10th for the metric on the use of formal examination systems to hire staff. Turkey's regulation indicator scores show significant variation in relative performance. It could focus initially on the impact assessment and evaluation thematic metrics, learning from best practice in the high scoring countries.

Turkey's performance against all the attribute indicators merits further analysis, especially the openness indicator score which is low relative to other countries.

4.30 United Kingdom
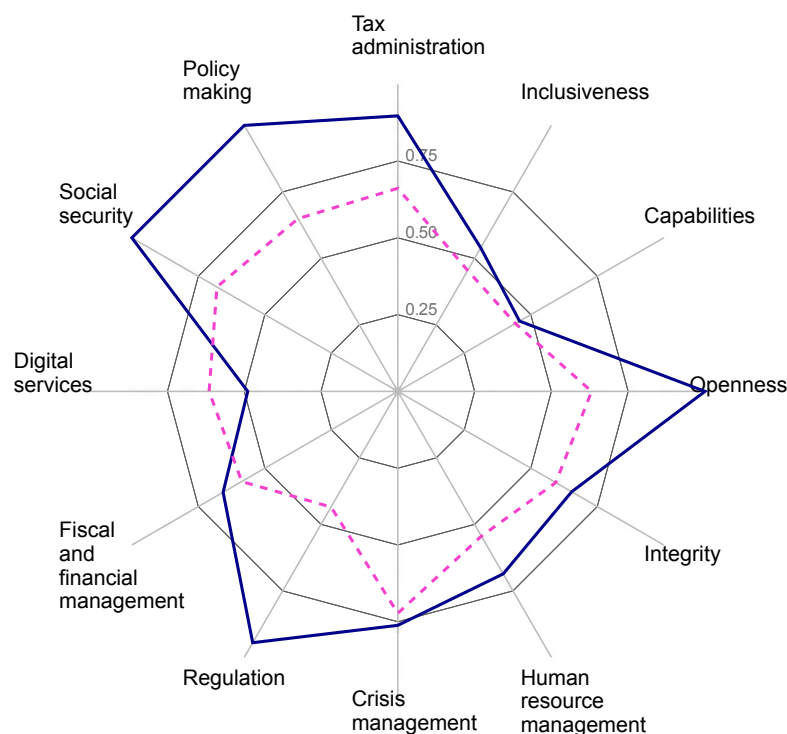
The UK is ranked 4th overall on the Index. It is ranked top for policy making, openness and social security administration.

The UK is currently one of two countries where data is available for all 76 InCiSE metrics.

On policy making, the UK performs particularly well on the quality of policy advice theme, including whether it is evidence based. For the openness indicator, the UK scores highly on two themes – government data availability and accessibility, plus government data impact – coming top in two of the metrics used. It also scores well on the public consultation theme. The UK's social security administration ranking suggests that system costs as a proportion of sector expenditure are comparatively low.

The UK scores highly on regulation as well (ranked 2nd overall), coming top on the impact assessment theme, and on tax administration (ranked 5th overall), with consistently good scores across all metrics.

The main core function where further attention may be warranted is crisis/risk management where the UK's performance is just above average. On digital services, the UK scores relatively highly for the cross-border mobility of services theme (ranked 4th overall) but less well against other themes considered. The UK's scores for the integrity and capabilities indicators may also benefit from further analysis, learning from the leading countries.

4.31 United States of America
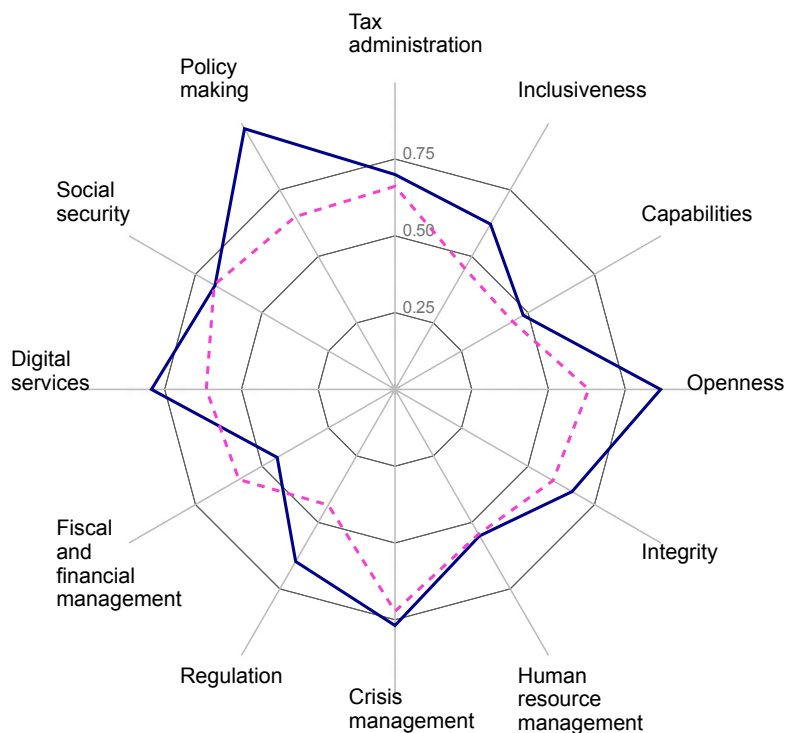
The USA is ranked 10th overall on the Index. The country's strongest indicator score is for policy making (ranked a close 2nd).

Within the policy making indicator the USA scores particularly well on the quality of advice theme and metrics, including whether it is evidence based, also on the coordination of policy proposals.

The USA performs less well relative to other countries on fiscal and financial management. A focus on the economic appraisal and evaluation themes and metrics could be beneficial, learning from the best practices of the high scoring countries.

The USA's attributes scores are all above average, although its performance for the capabilities indicator (ranked 12th overall) could merit further analysis, particularly the core capabilities theme.

Chapter 5: Next steps and conclusion

5.1 Next steps

InCiSE is a long term project and the founding organisations have committed to supporting its development for a further four years. This will include publishing an annual report and developing an interactive website. An International Advisory Panel has also been established to provide strategic advice to the project.

As described earlier, this initial Index is a pilot only which requires further work to refine the methodology and make the data more robust. The main issues that the project will focus on over the next 12 months are set out below.

a) Strengthening data collection

Tasks will include: determining how best to collect data on the 5 omitted indicators (staff engagement, innovation, IT, procurement, finance); exploring how data collection for existing indicators can be strengthened, including thematic gaps; expanding data sources and looking at ways of avoiding over reliance on a single survey; reducing instances of public sector performance being used as a proxy for civil service performance; and cross-country applicability issues.

Complementary work by other institutions may help to fill some data gaps over time. Additional data collection, for example through the commissioning of specific country surveys, could also help to provide valuable insights and the project will actively support this work.

b) Refining the InCiSE framework

Framework tasks will include: exploring the potential to add new civil service functions (for example, security, foreign affairs, defence and justice); ensuring each indicator in the framework is a unique concept, to avoid duplication or overlap between the themes being measured; and ensuring that framework does not favour certain types of systems.

One issue emerging from the InCiSE pilot is the need to look at additional ways of capturing the strengths that can arise from federal government systems and ensure that the framework can measure and compare the respective core functions.

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.

c) Expanding country coverage

InCiSE will explore the scope to expand the Index's current country coverage over time, including the potential to include non-OECD and developing countries. Country coverage in future will largely be determined by feedback from countries on the usefulness of having their own set of indicators, as well as the availability of data to produce results.

Several countries were excluded from the pilot Index because they had fewer than 75% of the metrics available. However, three countries (Bulgaria, Romania and Croatia) had over 70% of data available. A small increase in data collection may help them meet the threshold for inclusion in the next Index and this issue will be explored.

d) Increasing InCiSE partners and network

The founding institutions will actively encourage more partners to join them and support the development of the InCiSE Index over time, through advice, expertise and funding. The project's new International Advisory Panel will also play a key role in promoting InCiSE and encouraging more partners.

The Blavatnik School of Government will host an international conference in September 2017 to discuss the results of the pilot Index with a wide range of interested players, as well as the future direction of the project. This event will additionally provide a key opportunity to build support for InCiSE and increase its network.

5.2 Conclusion

The InCiSE pilot Index has already brought together a rich volume of data and insights from many international sources. Its launch provides an important opportunity to stimulate wide-ranging discussions at country level, as well as globally, about civil service effectiveness issues generally, as well as the relevance and usefulness of some data.

Feedback is vitally important to help improve InCiSE and the project team would welcome responses from country governments, as well as policy and learning networks, think-tanks and academia. InCiSE contact details can be found at the front of this report.

The InCiSE project team will continue to coordinate closely with other institutions who are engaged in similar efforts to measure civil service effectiveness. The team will also coordinate closely with the many organisations who have made a vital contribution to InCiSE so far by permitting use of their research or survey data. Continued collaboration will be essential to help strengthen InCiSE in the coming years.

Appendices

Annex A: InCiSE indicator definitions

Annex B: InCiSE indicator data sources

Annex C: InCiSE country rankings data

Annex D: InCiSE indicator scores summary by country

Annex E: Summary graphs of country scores
and rankings for each indicator

Annex F: Reader's guide

Annex A: InCiSE indicator definitions

Core functions

Policy making: The quality of the policy making process, including how policy is developed and coordinated across government and monitored during implementation.

Fiscal and financial management (FFM): 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/risk management: 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: The extent to which the procurement process is efficient, competitive, fair, and pursues value for money.

Human resource management (HRM): The meritocracy of recruitment and extent to which civil servants are effectively attracted, managed, and developed.

Information technology: The extent to which civil servants have the digital tools to work efficiently.

Finance: 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.

Tax administration: The efficiency and effectiveness of tax collection (at the central/federal level).

Social security administration: The efficiency and effectiveness of social security administration (at the central/federal level).

Digital services: The user-centricity, transparency and cross-border mobility of digitally-provided public services and the availability of 'key enablers'.

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 decision-making and extent of transparency in decision-making.

Capabilities: 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: Staff levels of pride, attachment and motivation to work for their organisation.

Innovation: The degree to which new ideas, policies, and ways of operating are able to freely develop.

Annex B: InCiSE indicator data sources

Indicator	Data source	Country coverage and frequency	Data content
Policy making	Bertelsmann Sustainable Governance Indicators (SGI), 2016.	41 countries. Updated annually.	The SGIs assess three pillars of governance: policy; performance; and democracy.
Fiscal and financial management	The World Economic Forum (WEF) Global Competitiveness Index (GCI), 2016.	138 countries. Updated annually.	The GCI combines 114 indicators (grouped into 12 pillars) that capture concepts that matter for productivity and long-term prosperity.
	OECD medium-term budgeting index, (2012) and performance budgeting index, (2011).	32 countries. Last survey 2012. Next date unknown.	The OECD indexes cover range of public financial management areas.
Regulation	OECD Indicators of Regulatory Policy and Governance, 2014.	34 countries. Updated every 3-4 years.	The OECD survey assesses 3 aspects of the process towards creating effective regulation.
Crisis/risk management	UN Hyogo Framework for Action (HFA) 2005-2015, (2015).	Covers 168 countries, rolled out gradually over 10 years from 2005.	Country reports track progress towards implementing UN priorities for disaster risk reduction action.
Human resource management	Quality of Government (QoG) Expert Survey Data, University of Gothenburg, Sweden, 2015.	159 countries. Last survey 2015.	The QoG Survey gathers data on structure and behaviour of public administrations.

Indicator	Data source	Country coverage and frequency	Data content
Tax administration	OECD Tax Administration 2015 survey, (2013 data). The World Bank Doing Business Index (DBI), 2016.	56 countries. Repeat planned mid 2017. 190 countries. Updated annually.	The OECD survey provides comprehensive assessment of tax administration systems. The DBI measures regulations affecting 11 areas of the life of a business.
Social security administration	European Commission data (via Eurostat), 2014.	33 European countries. Updated annually.	Eurostat data includes administration costs as a proportion of total expenditure on social security. This data is used to capture overall efficiency of social security administration systems.
Digital services	European Commission E-Government Benchmark, 2014/15.	33 European countries. Updated annually.	The E-Government Benchmark assesses quality of digital service delivery across four key areas.
Integrity	Transparency International Global Corruption Barometer (GCB), 2013. World Economic Forum (WEF) Global Competitiveness Index (GCI), 2016. Quality of Government (QoG) Expert Survey Data, University of Gothenburg, Sweden, 2015. OECD "Government at a Glance" (GaaG) data, 2013 and 2014.	GCB: 100 countries. Updated annually. GCI: 138 countries. Updated annually. QoG: 159 countries. Last survey 2015. GaaG: 35 countries. Updated every five years.	GCB: corruption perceptions survey. CGI: See above. QoG: See above. GaaG: wide ranging set of indicators on governance and public sector performance.

Indicator	Data source	Country coverage and frequency	Data content
Openness	a) World Justice Project: Open Government Index (OGI), 2015. b) UN E-participation Index (EPI), 2016. c) Bertelsmann SGIs, 2016. d) World Wide Web Foundation: Open Data Barometer (ODB), 2015. e) The Open Knowledge Foundation: Open Data Index (ODI), 2015. f) OECD OURdata index, 2014.	a) 102 countries. Last survey 2015. b) 193 countries. Updated biennially c) 41 countries. Updated annually d) 92 countries. Updated annually. e) 122 countries. Updated annually. f) 29 countries. Last report 2014.	a) The OGI measures government openness based on citizen perceptions and experiences. b) The EPI measures the use of online services to support government information sharing and engagement with citizens. c) SGIs: see above. d) The ODB ranks government open data policies, planning, delivery and impact. e) The ODI measures the status of open government data. f) The OURdata Index measures government efforts to implement the G8 Open Data charter.
Capabilities	OECD Programme for the International Assessment of Adult Competencies (PIAAC) survey data, 2012.	24 countries. Data collected 2011/12.	PIACC survey measures adults' proficiency in key information-processing skills – literacy, numeracy and problem solving; and gathers data on how adults use their skills at home, work and in the wider community.
Inclusiveness	OECD Government at a Glance (GaaG) and Quality of Government (QoG) data, 2015.	See above.	See above.

Annex C: InCiSE country rankings data

The table below covers three sets of country rankings: an overall ranking based on a composite score; rankings against each set of core functions and attributes; and then a ranking against each of the indicators.

Table 2: Country rankings (without GDP per capita adjustments)

Country code 3-digit	Composite	Integrity	Openness	Capabilities	Inclusiveness	Attributes	Policy making	Fiscal and financial man.	Regulation	Crisis/risk man.	Human resource man.	Tax admin.	Social security admin.	Digital services	Functions
AUS	3	9	7	6	5	5	7	19	3	4	7	10	22	4	4
AUT	16	10	13	29	12	14	28	21	17	26	22	9	11	2	15
BEL	13	11	20	10	9	15	13	30	10	= 8	4	18	25	18	13
CAN	1	4	9	3	3	2	5	6	4	= 8	3	20	14	7	1
CHL	22	21	19	11	20	20	9	17	31	= 8	24	23	24	20	23
CZE	28	27	24	25	26	25	27	11	12	20	28	31	23	28	28
DNK	11	5	4	17	23	8	3	10	19	28	10	3	26	3	11
EST	7	15	17	15	28	19	20	7	6	= 8	18	1	3	1	3
FIN	5	6	5	2	4	3	4	8	21	2	14	14	19	5	8
FRA	17	12	12	22	27	18	18	13	18	27	12	19	28	16	20
DEU	24	8	15	9	15	13	26	18	7	31	13	24	27	19	26
GRC	29	28	29	23	6	26	29	28	29	21	25	27	13	29	30
HUN	30	25	30	30	31	31	24	31	20	24	30	25	2	30	29
IRL	20	16	26	20	13	22	16	20	28	= 8	1	4	31	21	21
ITA	27	29	22	31	24	27	21	29	22	17	20	26	16	25	27
JPN	15	18	14	1	29	12	17	16	26	= 8	2	29	20	13	17
KOR	9	20	11	16	25	17	12	5	11	= 8	5	13	17	8	7
MEX	19	31	23	27	30	30	14	15	1	29	27	21	7	14	12
NLD	14	14	6	7	18	9	23	2	25	7	15	6	29	15	19
NZL	2	1	2	4	7	1	6	4	9	22	6	15	12	9	5
NOR	8	3	3	8	19	4	8	12	24	23	8	2	10	12	9
POL	21	19	21	19	1	16	11	22	16	30	19	30	15	26	24
PRT	26	24	27	24	17	24	22	26	30	25	29	22	4	6	25
SVK	31	30	28	28	21	29	30	25	14	= 18	31	28	18	31	31
SVN	23	23	25	21	2	21	31	23	13	3	23	16	5	22	22
ESP	18	22	18	26	22	23	15	27	23	= 18	21	7	9	17	16
SWE	6	2	10	13	16	6	10	3	15	5	16	8	8	11	6
CHE	12	7	16	5	11	11	25	1	5	6	9	11	30	27	14
TUR	25	26	31	18	14	28	19	9	27	1	26	12	6	24	18
GBR	4	17	1	14	10	7	1	14	2	16	11	5	1	23	2
USA	10	13	8	12	8	10	2	24	8	= 8	17	17	21	10	10

Annex D: InCiSE indicator scores summary by country

The table below covers three sets of country scores: an overall composite score; scores against each set of core functions and attributes; and then individual scores for each of the indicators.

Table 3: Country indicator scores (without GDP per capita adjustments)

Country code 3-digit	Composite	Integrity	Openness	Capabilities	Inclusiveness	Attributes	Policy making	Fiscal and financial man.	Regulation	Crisis/risk man.	Human resource man.	Tax admin.	Social security admin.	Digital services	Functions
AUS	0.91	0.74	0.9	0.66	0.68	0.84	0.88	0.55	0.91	0.92	0.73	0.8	0.65	0.86	0.93
AUT	0.56	0.74	0.76	0.22	0.51	0.63	0.36	0.53	0.41	0.59	0.42	0.81	0.83	0.87	0.53
BEL	0.6	0.72	0.55	0.56	0.55	0.61	0.75	0.1	0.59	0.77	0.85	0.69	0.6	0.67	0.59
CAN	1	0.85	0.86	0.72	0.93	0.95	0.94	0.86	0.84	0.77	0.88	0.68	0.79	0.82	1
CHL	0.44	0.59	0.58	0.51	0.37	0.51	0.84	0.6	0	0.77	0.37	0.59	0.6	0.6	0.42
CZE	0.16	0.29	0.43	0.25	0.22	0.21	0.38	0.69	0.5	0.72	0.21	0	0.62	0.27	0.16
DNK	0.73	0.84	0.93	0.44	0.25	0.75	0.98	0.72	0.3	0.57	0.69	0.93	0.44	0.86	0.71
EST	0.81	0.66	0.65	0.45	0.16	0.52	0.57	0.81	0.69	0.77	0.54	1	0.99	1	0.95
FIN	0.87	0.83	0.91	0.73	0.8	0.93	0.97	0.78	0.26	0.98	0.58	0.76	0.69	0.85	0.82
FRA	0.5	0.67	0.77	0.28	0.16	0.54	0.6	0.66	0.34	0.58	0.68	0.68	0.38	0.69	0.48
DEU	0.4	0.74	0.68	0.59	0.45	0.67	0.42	0.56	0.65	0	0.67	0.52	0.41	0.62	0.29
GRC	0.04	0.19	0.24	0.27	0.65	0.18	0.29	0.27	0.07	0.71	0.31	0.32	0.79	0.05	0.01
HUN	0	0.38	0.02	0.21	0	0	0.49	0	0.29	0.63	0.1	0.48	0.99	0	0.05
IRL	0.46	0.66	0.42	0.34	0.5	0.47	0.66	0.54	0.1	0.77	1	0.93	0	0.59	0.47
ITA	0.21	0.18	0.47	0	0.25	0.13	0.53	0.2	0.25	0.74	0.49	0.42	0.77	0.46	0.28
JPN	0.57	0.65	0.74	1	0.16	0.68	0.61	0.6	0.14	0.77	0.99	0.26	0.68	0.72	0.52
KOR	0.78	0.6	0.77	0.44	0.22	0.55	0.8	0.87	0.55	0.77	0.82	0.77	0.71	0.82	0.88
MEX	0.47	0	0.45	0.24	0.14	0.07	0.71	0.64	1	0.54	0.22	0.68	0.85	0.7	0.68
NLD	0.58	0.67	0.9	0.62	0.44	0.74	0.5	0.94	0.18	0.84	0.58	0.86	0.11	0.7	0.51
NZL	0.95	1	0.98	0.7	0.65	1	0.93	0.88	0.63	0.69	0.77	0.71	0.81	0.8	0.91
NOR	0.81	0.87	0.96	0.6	0.41	0.85	0.84	0.66	0.23	0.68	0.73	0.98	0.83	0.78	0.78
POL	0.44	0.6	0.52	0.37	1	0.61	0.82	0.5	0.42	0.53	0.51	0.18	0.77	0.46	0.37
PRT	0.31	0.42	0.4	0.26	0.44	0.31	0.51	0.34	0.06	0.61	0.15	0.61	0.93	0.83	0.33
SVK	0	0.11	0.31	0.24	0.32	0.09	0.22	0.37	0.47	0.73	0	0.3	0.69	0	0
SVN	0.44	0.56	0.42	0.3	0.93	0.51	0	0.46	0.48	0.93	0.37	0.7	0.92	0.5	0.42
ESP	0.49	0.58	0.59	0.24	0.3	0.44	0.68	0.31	0.24	0.73	0.45	0.85	0.84	0.68	0.53
SWE	0.86	0.89	0.82	0.48	0.45	0.77	0.83	0.92	0.47	0.9	0.57	0.84	0.84	0.79	0.89
CHE	0.61	0.77	0.66	0.66	0.53	0.71	0.47	1	0.7	0.88	0.71	0.79	0.01	0.33	0.56
TUR	0.37	0.29	0	0.4	0.45	0.1	0.58	0.72	0.12	1	0.23	0.77	0.86	0.46	0.52
GBR	0.91	0.65	1	0.46	0.54	0.77	1	0.66	0.94	0.76	0.69	0.9	1	0.49	0.96
USA	0.74	0.67	0.86	0.48	0.62	0.73	0.98	0.44	0.65	0.77	0.55	0.7	0.68	0.79	0.73

Annex E: Summary graphs of country scores and rankings for each indicator

Core functions

a) Policy making

This indicator currently has four themes: the quality of policy advice; the role of civil servants in setting strategic policy direction; policy proposal coordination across government; and monitoring policy implementation. Some proxy metrics have been used for measuring the quality of policy advice. A fifth theme, assessing the timeliness and accuracy of policy delivery, will be added when data becomes available. All data for this indicator is drawn from the Bertelsmann Sustainable Governance Indicators (SGI).

Policy making score

b) Fiscal and financial management (FFM)

This indicator has four themes: economic appraisal; economic evaluation; medium-term budgeting processes; and performance budgeting. Proxy measures have been used for some aspects. Both the economic appraisal and evaluation themes are measured by the World Economic Forum Global Competitiveness Index (GCI). The two budgeting themes are measured by two relevant OECD indexes.

Fiscal and financial management score

c) Regulation

This indicator has three themes relating to regulation policies and management: method, use and quality of regulatory impact assessments; stakeholder engagement; and evaluation work. The sole data source is the OECD's Indicators of Regulatory Policy and Governance.

Regulation score

Country	Score
Mexico	1.00
United Kingdom	0.94
Australia	0.90
Canada	0.84
Switzerland	0.70
Estonia	0.69
Germany	0.65
United States of America	0.64
New Zealand	0.63
Belgium	0.59
Korea (Republic of)	0.55
Czechia	0.50
Slovenia	0.48
Slovakia	0.47
Sweden	0.46
Average	**0.44**
Poland	0.42
Austria	0.41
France	0.34
Denmark	0.30
Hungary	0.29
Finland	0.26
Italy	0.25
Spain	0.24
Norway	0.22
Netherlands	0.18
Japan	0.14
Turkey	0.12
Ireland	0.09
Greece	0.07
Portugal	0.05
Chile	0.00

d) Crisis/risk management

This indicator has five themes regarding disaster risk reduction and management issues most relevant for the civil service: integrated risk planning; risk monitoring; public information and awareness raising; international cooperation and risk coordination; and post-disaster assessment methodology. A sixth theme on preparedness for disaster response will be added when data becomes available. The data source for all themes is the UN Hyogo Framework for Action.
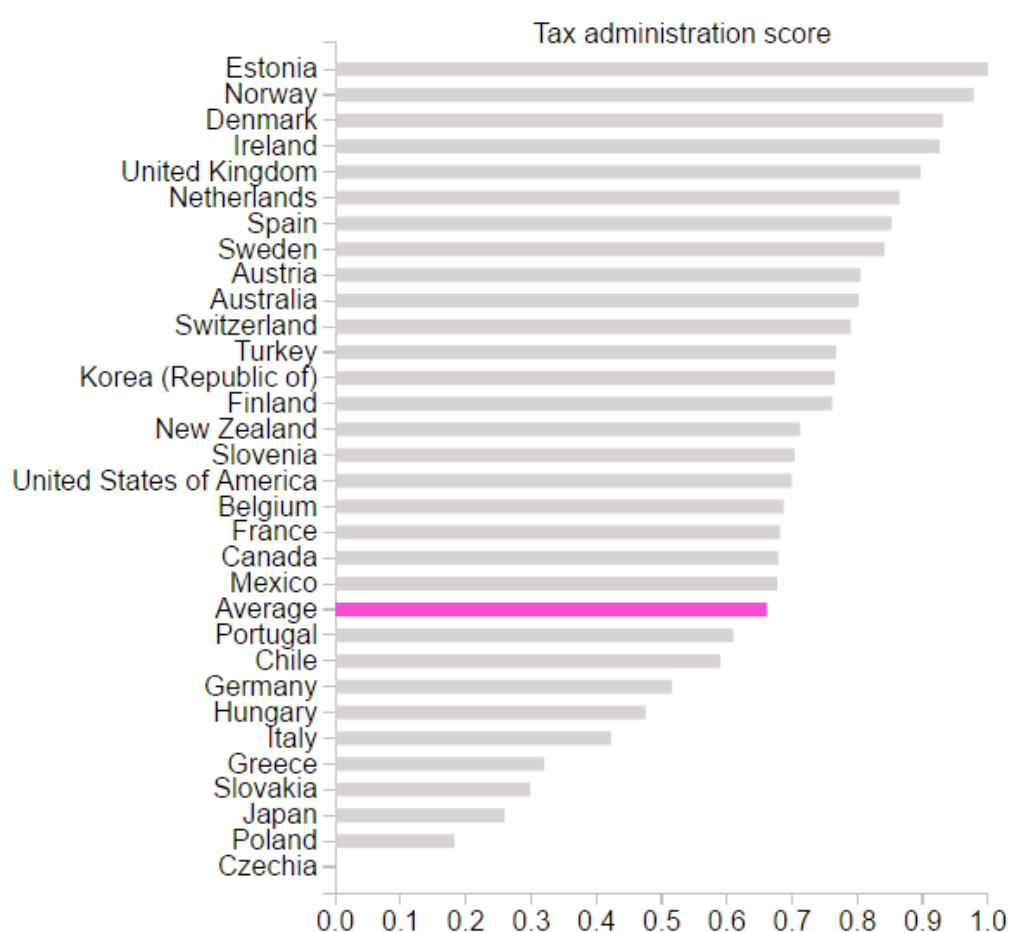

Crisis/risk management score

e) Human resource management (HRM)

This indicator currently measures two themes: the extent to which civil service recruitment systems are meritocratic; and attracting and retaining talent. InCiSE hopes to assess four additional themes when data is available: talent deployment; performance management; quality of learning and development; and level of civil servant satisfaction with HR services. For the two themes measured, the data source is the Quality of Government survey.

HR management score

f) Tax administration

This indicator currently measures three themes: the overall efficiency of tax collection; the extent to which services are user focused; and the extent and the quality of digital provision. Two additional themes will be assessed when data becomes available: the prevention of tax evasion; and the level of tax gap measurement. The existing data sources are the OECD's Tax Administration Survey and The World Bank's Doing Business Index (DBI).

Tax administration score

g) Social security administration

This indicator is currently measured via one theme/metric only: assessing administration costs as a proportion of total expenditure on social security, to capture the overall efficiency of the system. Additional metrics are planned for future reports as more data becomes available, focused on the extent to which services are user focused, the extent and quality of digital provision, and the prevention of fraud. The existing data source is the European Commission (Eurostat). Estimated data was used for most non-EU countries.

h) Digital Services

This indicator measures four themes: the extent to which services are user focused; the transparency of services; cross-border mobility of services; and availability of key enablers (technical advances made possible through, for example, infrastructure investment). It does not assess all the services which governments typically provide digitally. The sole data source is the European Commission's E-Government Benchmark. Estimated data was used for most non-EU countries.

Digital services score

Country	
Estonia	
Austria	
Denmark	
Australia	
Finland	
Portugal	
Canada	
Korea (Republic of)	
New Zealand	
United States of America	
Sweden	
Norway	
Japan	
Mexico	
Netherlands	
France	
Spain	
Belgium	
Germany	
Average	
Chile	
Ireland	
Slovenia	
United Kingdom	
Turkey	
Italy	
Poland	
Switzerland	
Czechia	
Greece	
Hungary	
Slovakia	

0.0 0.1 0.2 0.3 0.4 0.5 0.6 0.7 0.8 0.9 1.0
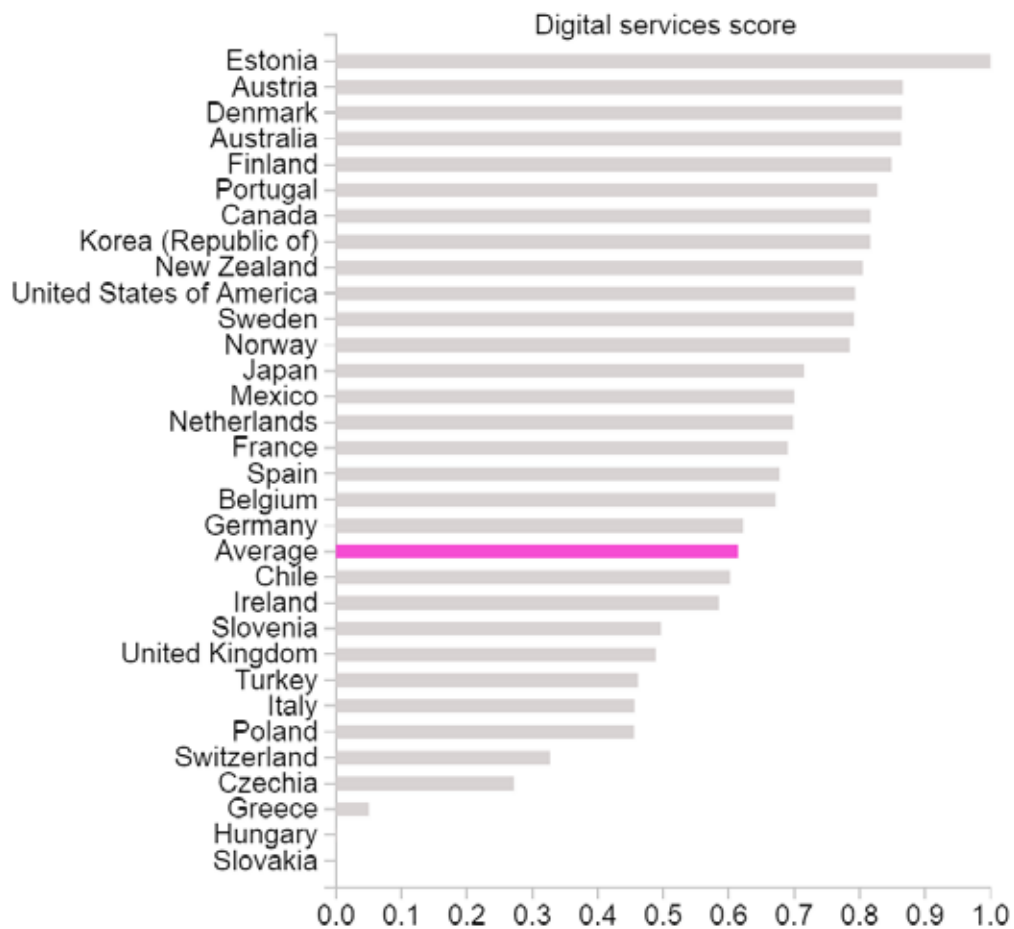
Attributes

a) Integrity

This indicator covers 6 themes: corruption level perceptions; adherence to rules and procedures; work ethics; fairness and impartiality; striving to serve citizens and ministers; processes in place to preserve integrity and prevent conflicts of interest. There are four data sources: Transparency International's Global Corruption Barometer (GCB); the World Economic Forum (WEF) Global Competitiveness Index (GCI); the Quality of Government (QoG) Expert Survey Data; and the OECD's "Government at a Glance" (GaaG) data.

Fifteen countries have some missing data, partly because of the large number of metrics for this indicator (16), and so estimated data has been used.

Integrity score

b) Openness

This indicator has six themes: the degree and quality of consultation with society; the existence and quality of complaint mechanisms; government data availability and accessibility; government data impact; the right to information; and the publication of laws. There are six data sources: the World Justice Project's Open Government Index (OGI); the UN E-participation Index (EPI); Bertelsmann SGIs; the World Wide Web Foundation: Open Data Barometer (ODB); The Open Knowledge Foundation: Open Data Index (GODI); and the OECD's OURdata index.

Openness score

c) Capabilities

This attribute currently measures only two themes: core capability (eg. problem solving, numeracy and literacy skills); and the educational attainment of the workforce. InCiSE aims to broaden the themes for this indicator once data becomes available to include leadership, commercial, analytical and digital capabilities. The sole data source is the OECD Programme for the International Assessment of Adult Competencies (PIAAC) survey. A high level of estimated data was used for some countries.

d) Inclusiveness

This indicator currently has only two themes: the proportion of women represented in the civil service; and ethnic/religious minority representation. InCiSE hopes to broaden the data coverage over time once data becomes available on other key representation categories. There are two data sources: the OECD's Government at a Glance (GaaG) survey; and the Quality of Government (QoG) survey.

Inclusiveness score

Annex F: Reader's guide

F.1 Abbreviations

InCiSE	International Civil Service Effectiveness
OECD	Organisation for Economic Co-operation and Development
UN	United Nations
VFM	Value for money
GCI	Global Competitiveness Index
WEF	World Economic Forum
QoG	Quality of Government
SGI	Sustainable Governance Indicators
EPI	E-participation index
ODI	Open Data Index
ODB	Open Data Barometer
PIAAC	Programme for the International Assessment of Adult Competencies
GaaG	Government at a Glance
SDG	Sustainable Development Goals
OURdata	Open, Useful, Reusable data

F.2 Country codes

The following ISO country codes are used in some tables of this report[1]:

Country	ISO alpha-3 digit country code	Country	ISO alpha-3 digit country code
Australia	AUS	Republic of Korea	KOR
Austria	AUT	Mexico	MEX
Belgium	BEL	Netherlands	NLD
Canada	CAN	New Zealand	NZL
Chile	CHL	Norway	NOR
Czechia	CZE	Poland	POL
Denmark	DNK	Portugal	PRT
Estonia	EST	Slovakia	SVK
Finland	FIN	Slovenia	SVN
France	FRA	Spain	ESP
Germany	DEU	Sweden	SWE
Greece	GRC	Switzerland	CHE
Hungary	HUN	Turkey	TUR
Ireland	IRL	United Kingdom	GBR
Italy	ITA	United States of America	USA
Japan	JPN		

[1] https://www.iso.org/obp/ui/#home

Inside Back Cover

Back Cover