

Global Ministers Survey 2024

The Innovation Imperative

**WORLD
GOVERNMENTS
SUMMIT 2024**

in collaboration with



Introduction

Gaining Perspectives From Across The Globe

In recent years, discussions about the future of government have mostly focused on the imperative to navigate uncertainty and disruption—particularly in regulating artificial intelligence, addressing climate change, managing public debt, and enhancing crisis management with foresight, agility, and resilience.

To drive an informed dialogue and prompt action on the future of government, we surveyed 50 government ministers from across the globe to share their perspectives on maximizing public value and impact.

The Global Ministers Survey engages the top executives leading the transformation in government, allowing us to explore the trends and underlying issues that will shape our collective future. The survey paints a compelling picture in which global governments are reinventing themselves to prioritize citizen wellbeing.

Government Re-Invented

The survey reveals an evolved model of governance that is:



Innovative



Co-creative with citizens



Data enabled



Embraces new digital ways of working

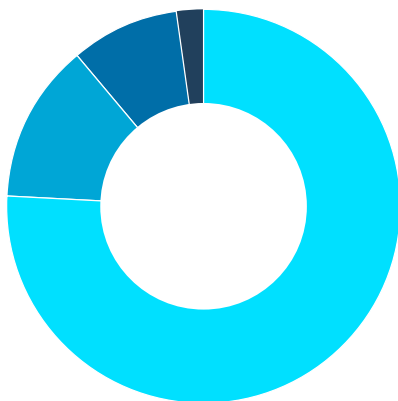
Transform: The Future Is A Co-Creative Government

The future of government continues to be a subject of ongoing debate, shaped by an array of indexes and tools that gauge efficiency, citizen trust, and national competitiveness.

The definitive finding from our survey is that policymakers believe that the role of government will increase in coming years, leveraging technology to inclusively engage with stakeholders and co-create the development and delivery of public policy and services. This is reflected in the fact that 76% of respondents believe the role of government will increase in the future, 14% believe that it will stay the same, and only 8% believe that the role of government will decrease in the future.

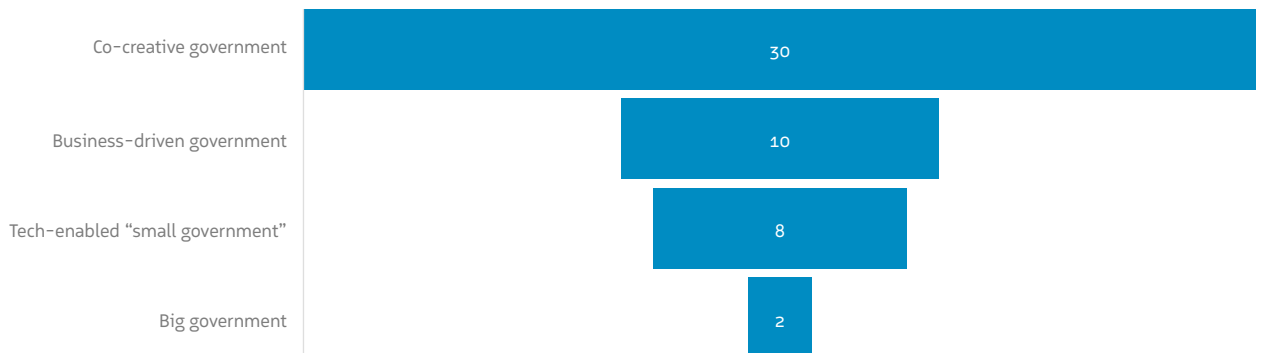
DO YOU BELIEVE THE ROLE OF THE GOVERNMENT WILL INCREASE, STAY THE SAME, OR DECREASE IN THE FUTURE?

■ Increase
 ■ Decrease
 ■ Stay the same
 ■ Other



When presented with different (deliberately extreme) scenarios for how the government of the future will look, most of the ministers (60%) indicated that the government of the future is “co-creative”, engaging all stakeholders in the design and delivery of public good. A supra-state dominated by big business, transcending borders, and driven by economic and commercial interests represented 20% of the total responses. Interestingly, 16% think the future will bring a “tech-enabled small government”—where the government uses technology to outsource all its major roles and engages citizens at all levels of policy and service design to provide tailored services at the touch of a button. Only 4% of the respondents believe that current trends will bring a return to big government in the future.

OVER THE NEXT FIFTY YEARS, THE ROLE OF YOUR GOVERNMENT WILL LEAN/EVOLVE INTO...



76%
believe the role of government will increase in the future

60%
think that the government of the future will be “co-creative”

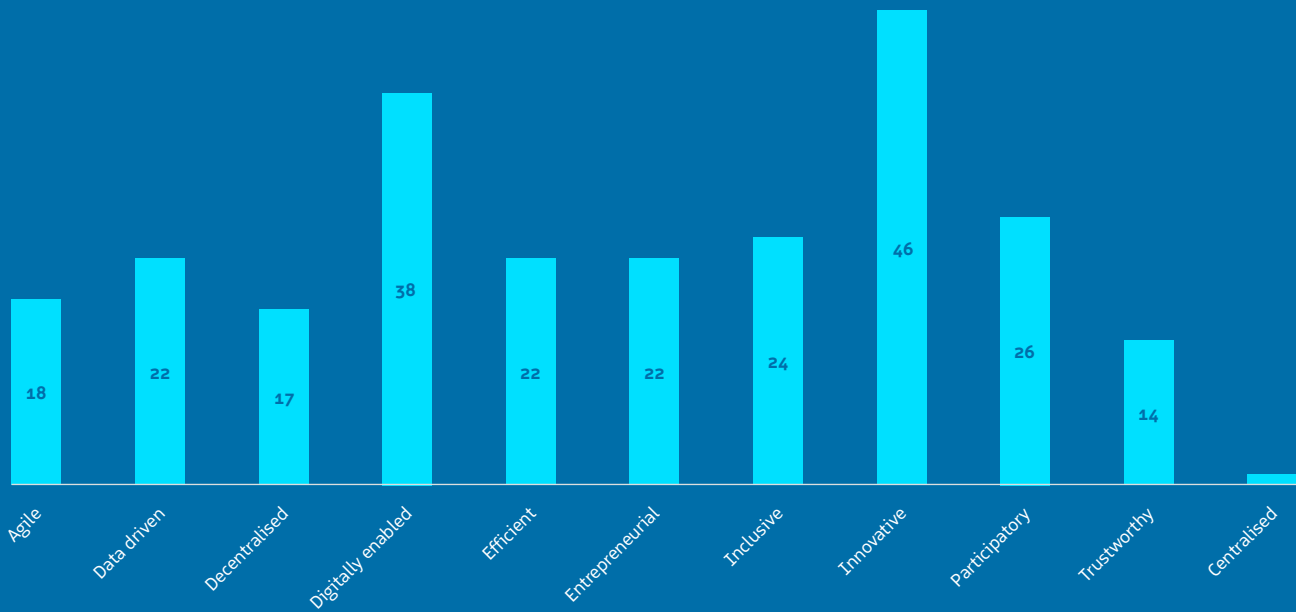
16%
expect to see a “tech-enabled small government”

Section 2

Future Ready Government: Key Attributes¹

Ministers believe that in the future, successful governments will be characterized by innovation, digital enablement, and participation as the top three essential attributes:

IN YOUR OPINION, WHAT ARE THE TOP ATTRIBUTES OF SUCCESSFUL GOVERNMENTS IN THE FUTURE?



1. Innovation

Government innovation involves various dimensions such as digital transformation, service delivery, policy-making, regulation, and governance. Innovative governments excel in risk-taking, partnerships, and citizen-focused initiatives, supported by data-driven decision-making in a conducive regulatory environment.

2. Digital Enablement

Digital transformation is a key enabler for the future of government. Whether in terms of data analytics, government integration and alignment, enabling efficiency gains, improving accessibility of services, or enhanced transparency; technology is rapidly transforming government operations and reshaping its core functions.

3. Participation

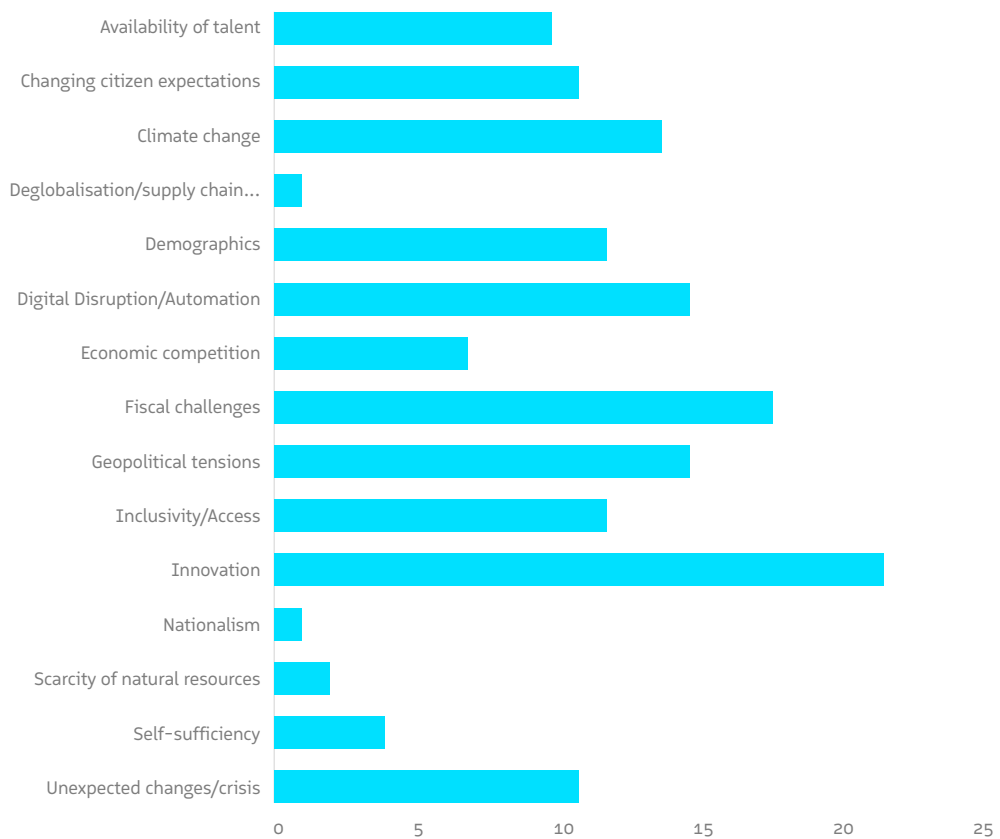
Participation in government takes many forms and ranges from civic engagement, such as voting in elections and participating in public consultations, through to engaging in community initiatives and joining advocacy groups. Governments that typically encourage citizen participation use citizen inputs and insights in policy co-creation, and inclusive decision making as well as public service design, to promote trust in government through transparency and accountability.

1. The key attributes of a future-ready government are the essential internal features that define its preparedness for the future

Section 3

Shaping Tomorrow: Key Trends In Government²

**IN YOUR OPINION,
WHAT ARE THE TOP
THREE TRENDS SHAPING
THE FUTURE OF YOUR
GOVERNMENT?**



Understanding the key trends impacting the future of government is fundamental to strategic planning, effective resource allocation and proactive policy prioritization. Here are the top three we've identified:

1. Innovation

In line with the key attributes of successful government outlined above, innovation is the top trend in government, and represents a fundamental shift in how government entities approach challenges, deliver services, and engage with businesses and citizens.

Government innovation takes many forms, ranging from efficiency and effectiveness to responsiveness of public services, and shifts in policy making. Embedded within this trend is the strategic vision and commitment of leadership, as well as institutional and governance frameworks that support and foster innovation. A culture that is data/technology enabled, iterative, and collaborative across agencies is key to ensuring agility and adaptability to citizen priorities and needs.

2. Fiscal Challenges

Global economic uncertainty, geopolitical shifts, and the aftermath of disruptive events such as the COVID-19 pandemic have added to the pressures and complexities of public finance. Fiscal policy is a top trend impacting the future of governments worldwide, mandated to strategically planned and managed solutions that address demographic challenges and societal needs.

Policy reforms targeting enhanced revenue collection, streamlined subsidies, and modernized tax systems play a crucial role in setting the tone for government performance by ensuring sustainable and equitable revenue streams. In this respect, managing public debt, strategic investment planning, and robust performance management are all top priorities that impact the future shape and form of government.

3. Digital Disruption/ Automation

As a key trend impacting the future of government, digital disruption and automation presents both challenges and opportunities. Adopting emerging technologies, enabling data driven decision making, digitizing public services, and optimizing efficiency gains are only some of the positive aspects associated with leveraging this trend.

Addressing and bypassing some of the challenges associated with this trend is the need to strengthen data and cyber security and privacy, workforce upskilling and transformation, digital inclusion, as well as the proactive adaptation of regulations and governance mechanisms to foresee potential risks and ethical considerations.

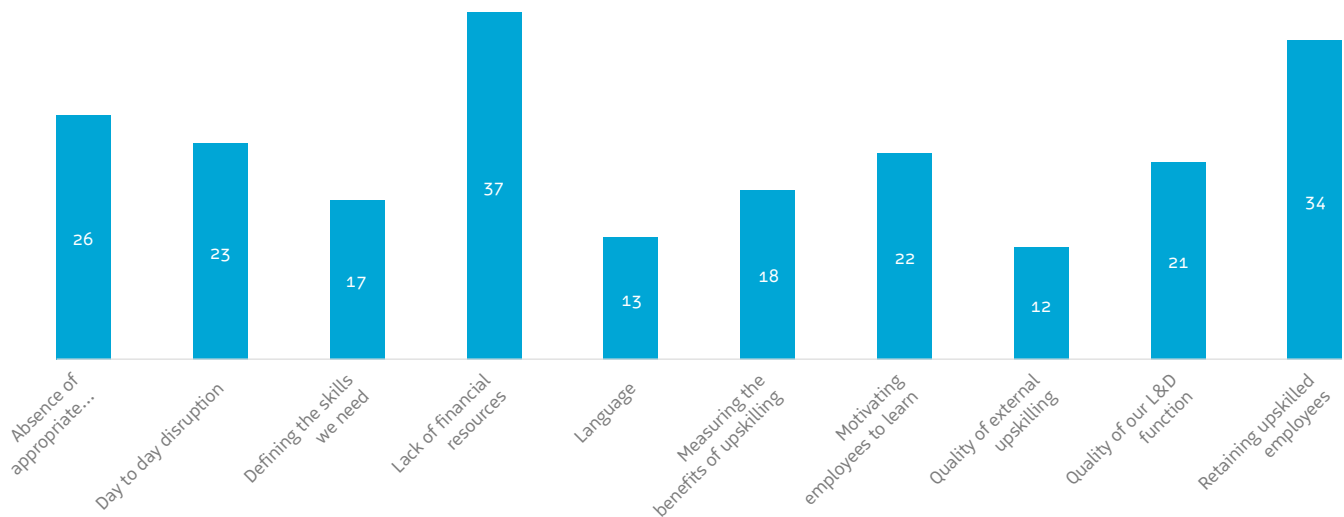
2. The key trends shaping tomorrow's governments are external factors that will influence government operations in the future

The Balancing Act Of Government Upskilling

The striking conclusion from the analysis of the findings for government upskilling is that global governments know what they need and want but face challenges in securing the appropriate resources and infrastructure. This challenge is magnified by the fact that governments struggle to retain upskilled employees.

These prime challenges of resource availability and employee retention take precedence over defining required skills or measuring benefits - signaling ministers' confidence in knowing the necessary skills. Obstacles in motivating employees to learn new skills, managing disruptions, and measuring upskilling benefits are believed to stem from resource constraints, system limitations, and infrastructure challenges. Balancing the imperative of upskilling with the maintenance of efficient government operations presents a significant challenge that will likely carry through into governments of the future.

PLEASE SELECT THE FIVE GREATEST CHALLENGES YOUR MINISTRY CURRENTLY FACES IN ITS UPSKILLING EFFORTS



74%

struggle with a lack of financial resources when it comes to upskilling

68%

find it hard to retain upskilled employees

Shaping Tomorrow: Evolving Models Of Governance

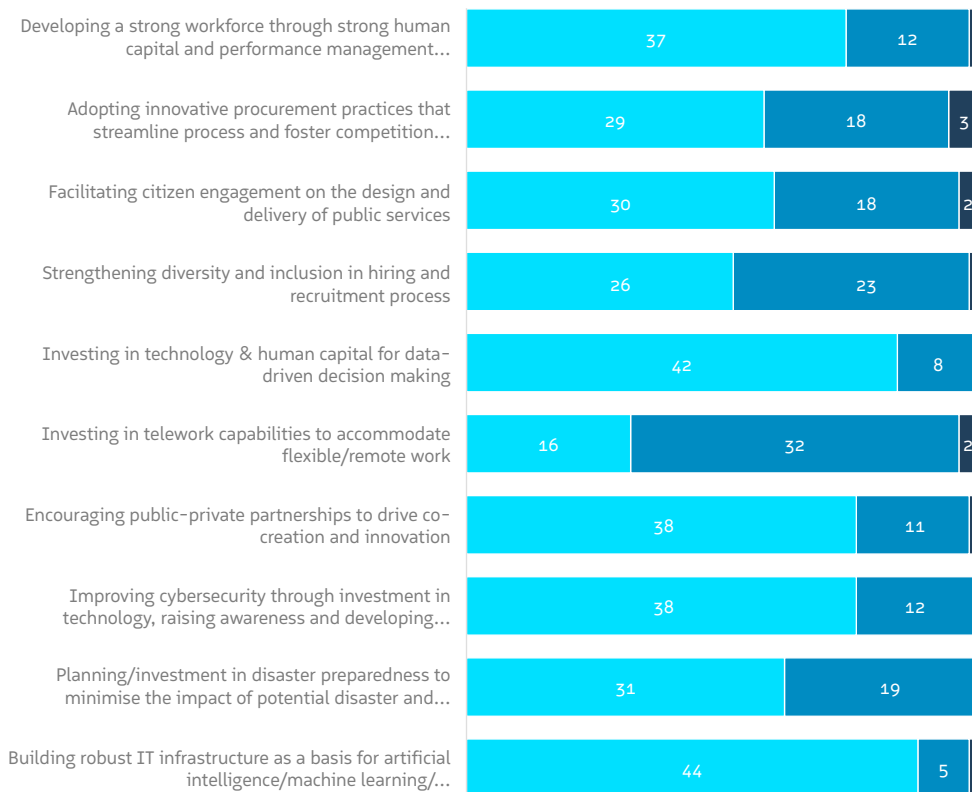
Future governments will prioritize opportunities that support and bolster the evolution of impactful and engaging governance models.

Government ministers prioritize putting the proper infrastructure in place to enable digitization, investing in human capital and technology resources to drive evidence-based decision making. They also recognize the need for, and importance of, collaboration with the private sector, safe-guarding governments against cyber-threats, and engaging with citizens for the design and delivery of government services.

This highlights the importance of developing a strong and capable workforce, along with the partnerships needed to enable co-creativity and innovation. Process based priorities such as streamlining administrative processes and optimizing resource allocation are considered less important than the strategic considerations enumerated above.

IN YOUR OPINION, HOW IMPORTANT ARE EACH OF THESE POTENTIAL OPPORTUNITIES TO THE FUTURE OF YOUR MINISTRY?

■ Extremely important
 ■ Somewhat important
 ■ Not at all important



84%
 think investing in technology and human capital is extremely important for the future

76%
 think it's extremely important to encourage public-private partnerships to drive co-creation

76%
 say that improving cybersecurity through investment in technology is extremely important

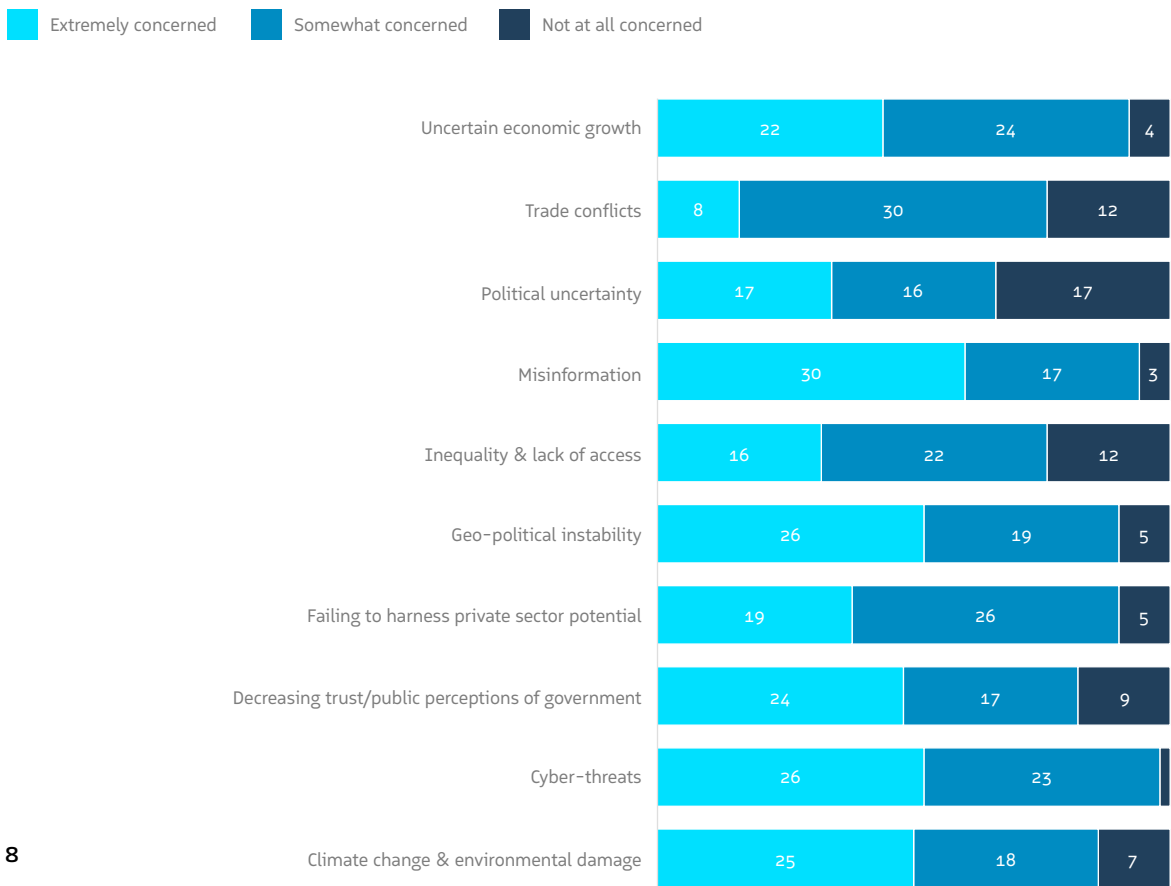
Navigating Uncertainty: Challenges To The Future Of Government

Unsurprisingly, some of the key challenges to the future of government center around issues relating to technology. Misinformation and cyber-threats rank high in the survey, alongside climate change and geopolitical instability as the top challenges facing government. False, misleading information, data breaches, and cyber threats can undermine public trust and disrupt public safety and economic stability.

On the environmental front, climate change presents multi-faceted risks, such as extreme weather events, sea-level rise, food and water insecurity and the displacement of populations—all warranting the prioritization and focus of governments on reducing emissions, investing in renewable energy, and international cooperation to mitigate and adapt to these changes.

Lastly, heightened geopolitical conflicts and disputes continue to present a daunting challenge to governments worldwide. By disrupting economic stability, escalating security threats, and jeopardizing diplomatic relationships, these challenges add to the complexity of the issues that governments must grapple with—requiring investment in resources and priorities, agility in response, and a renewed focus on mitigating the short- and long-term risks associated with these challenges. Interestingly, inequality and lack of accessibility were not identified as key challenges for the future by our government respondents, showcasing the strong emphasis on these issues in the present-day focus and outlook.

HOW CONCERNED ARE YOU, ABOUT EACH OF THESE POTENTIAL EXTERNAL CHALLENGES TO THE FUTURE OF YOUR MINISTRY?



Future Imperatives: Addressing Internal Challenges In Government

Data Management For Effective Governance:



Across geographies and different stages of maturity and development, there are similarities in the internal challenges and gaps facing governments as they transition to future governance models. Leveraging accurate and timely data is a top priority for governments across the board. Establishing robust data practices, governance frameworks, and interoperable systems is fundamental to addressing these issues and enhancing government performance and service delivery. Using data insights for foresight and analysis capabilities is intricately tied to this focus area—which takes top priority for our government respondents.

Future Imperatives: Addressing Internal Challenges In Government

Agility In Response And Managing Crisis:



Whether confronted with natural disasters, economic downturns, public health emergencies or other disruptions, agility in response and managing crisis necessitates the swift mobilization of resources—as well as collaborative and coordinated decision making with relevant stakeholders. An often-overlooked aspect of agility is the capacity to reflect and learn from the past to foster a culture of continuous improvement.

Future Imperatives: Addressing Internal Challenges In Government

Leadership Commitment And Focus For A Mindset Change:



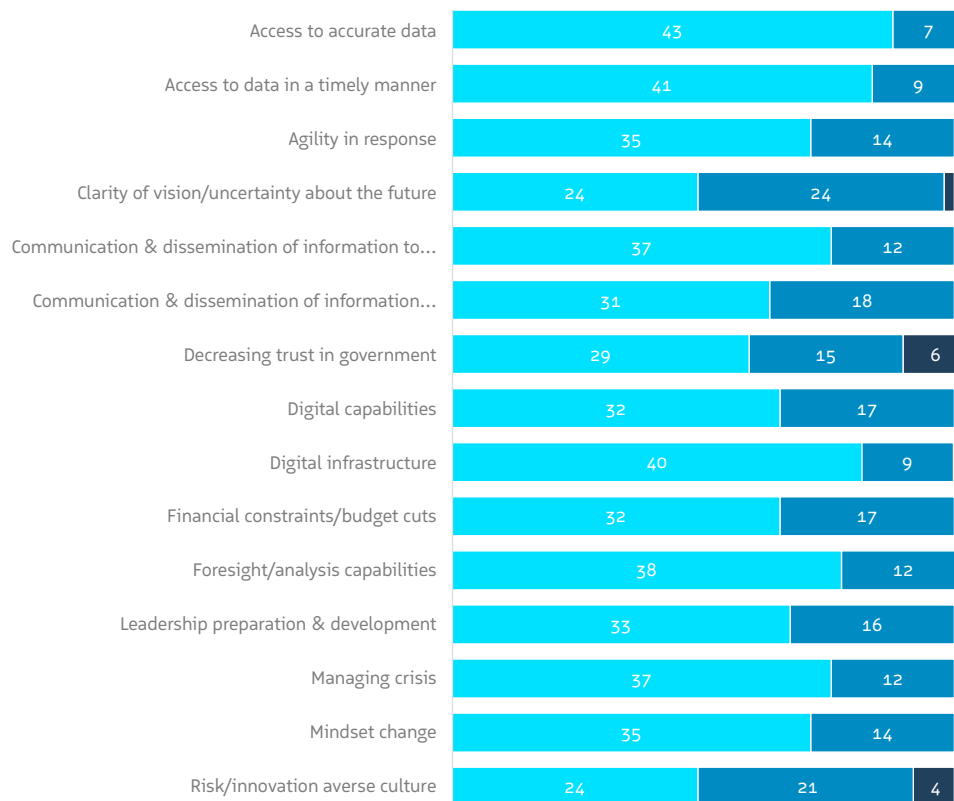
Without doubt, leadership commitment and focus are pivotal in driving government effectiveness, fostering public trust, and achieving the strategic objectives and priorities outlined above. A dedicated and focused leadership sets the tone and drives the changes needed in the organizational culture and mindset that has long been loaded as the main challenge facing governments—traditionally characterized by hierarchical structures, bureaucratic processes, and risk-averse systems. The ministers' preparedness for uncertainty and confident outlook on the future are reassuring, making the overall outlook promising.

Section 7

Future Imperatives: Addressing Internal Challenges In Government

IN MY OPINION, THESE CHALLENGES/GAPS ARE PRIORITIES THAT MUST BE ADDRESSED IN MY MINISTRY IF WE ARE TO ACHIEVE OUR FUTURE OBJECTIVES

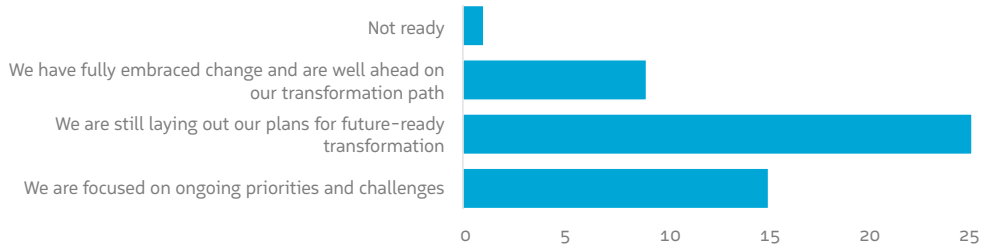
Extremely important Somewhat important Not at all important



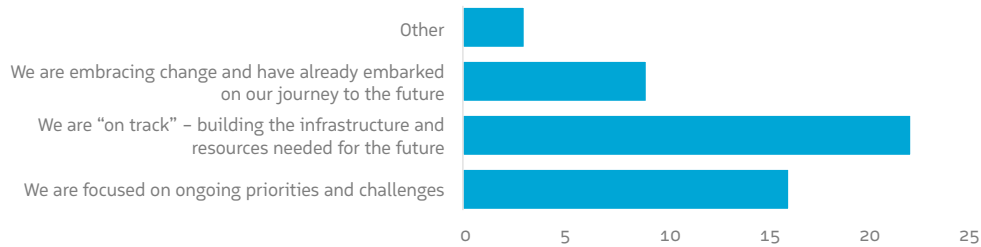
Section 8

Future-Ready, Future Focused

TAKING INTO CONSIDERATION YOUR RESPONSE TO THE ABOVE, HOW "FUTURE READY" IS YOUR MINISTRY?



TAKING INTO CONSIDERATION YOUR RESPONSE TO THE ABOVE, HOW "FUTURE READY" IS YOUR GOVERNMENT?



The policy landscape is complex—policy makers face a myriad of challenges and conflicting options. Balancing competing interests against institutional and financial constraints and shifting geopolitical dynamics makes setting a roadmap for government transformation a precarious task.

Ending the survey on a positive note, however, most respondents are “on track” to fulfilling their strategic objectives and priorities for the future—across both the ministry and overall government levels. Reflecting on some of the comments and insights shared by the ministries and governments, there is clarity of vision on the way forward and the broad lines of the changes that are needed.

As governments transform, innovate, and co-create a future that meets citizen needs, setting and prioritizing initiatives to maximize public value remains at the heart of governance, reflecting government ambition and citizen expectations for a brighter future.

Authors

Rami Nazer

EMEA Government & Public Sector Leader,
PwC
rami.nazer@pwc.com

Nesrine Halima

EMEA Government & Public Sector
Senior Director,
PwC
nesrin.halima@pwc.com



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