



**Putting Wellbeing and Prosperity First**  
**Professor Jacqueline McGlade**

---

2 March 2021

Introduction

Prosperity and Wellbeing matter. More than simple economics or wealth, these are the measures by which we see ourselves, and those who we care about, doing well and being well. They represent a sense of continuity, sometimes across multiple generations, that links us to our ancestors and give us a sense of belonging. But somewhere along the road to today's world, we have confused prosperity and wellbeing with consumerism, hierarchy and accumulation. We have ignored that growth on a finite planet of resources will have its limitations and we are fast becoming constrained by them.

In the 2021 Lord Mayor of London's Gresham Annual *Building Back Better – The City's Role in a Green led Economic Recovery*, Mark Carney and the other panel members talked about the importance of green finance linked to climate and nature-based investments in changing the direction of our economies. What I want to do in this lecture is to build the links between these types of investment with the idea that they can also provide significant opportunities to deliver wellbeing and prosperity if properly designed with communities and governments working together. I will also look at ways of measuring prosperity where communities are at the core, and how to build links to individual and societal wellbeing.

Prosperity and Wellbeing go hand in hand. But prosperity is not simply "wealth plus wellbeing". To prosper is to understand the meaningfulness of our lives in terms of the quality of our lives and relationships, the resilience of our communities and a sense of individual and collective meaning. It is about hope for us and the next generations' future. And as HRH Prince Charles said in his preface to Tim Jackson's *Prosperity without Growth*, prosperity is also about tackling the impact of consumerism which currently depends upon the unfettered exploitation of the "extraordinary bounty of Nature", and the limits that we have failed to respect.

The concept of a 'wellbeing economy' (WE), as an economy which pursues human and ecological wellbeing instead of material growth, is gaining support amongst policymakers, business, and civil society. Since 2018, several national governments have adopted WE as a guiding principle to design development policies and assess progress. Although it shares some key tenets with the concept of 'degrowth', WE approach is proving more adaptable to different cultural and economic contexts and, thanks to its forward-looking language, is penetrating more successfully into policy processes and national legislation. In this lecture, I will be looking at the key features of WE and how it relates to traditional and post-modern societies as we come out from the COVID-19 pandemic.

Building on its practical implementation capacity and shared values, I argue that the WE framework is a way of underpinning the post COVID world in a way that creates prosperity across the world.

Pathways to Prosperity

Prosperity remains poorly articulated in both theoretical and operational terms, compared to concepts such as poverty, resilience, quality of life and wellbeing<sup>1</sup>. The original prosperity indices of the World Bank were narrowly focussed on poverty reduction, income inequality and shared prosperity as “the growth in the income or consumption of the bottom 40% of the population in a country”. Since then, broader measures have been developed such as the Human Development Index, which measures longevity, education and income, the Legatum Prosperity Index, which measures Economic Quality, Business Environment, Governance, Personal Freedom, Social Capital, Safety and Security, Education, Health, and the Natural Environment; and the Better Life Index and the Social Progress Index which are available for a smaller number of countries. The HDI and Legatum Prosperity Index are quite similar and share approximately 75% of their variance.

The majority of studies of prosperity have been dominated by reference to a nation’s economic productivity, employment and household income, using a universal definition of wellbeing as a state of individual happiness, life satisfaction, absence of anxiety and feeling that life is worthwhile. The focus has been on cross-cultural studies looking to measure equivalence of wellbeing, happiness and life satisfaction in different contexts, rather than understanding the differences in the meaning, value and relevance of these concepts in different communities. Moreover, prosperity is widely represented as the polar opposite of poverty such that designing pathways to prosperity is simply a matter of poverty reduction – i.e., wealth, assets and enhanced livelihoods. This framing limits prosperity to material concerns, overlooking the idea that categorising people as ‘poor’ or ‘living in poverty’ can misrepresent their lived experience, which is not always one of lack, deficit or deprivation in other domains of life<sup>1</sup>.

Instead, designing pathways to prosperity and wellbeing in the lives and futures of individuals and communities, especially in the Global South, will depend on new forms of evidence and knowledge that drive policies towards a more holistic contextual outcome of shared prosperity, re-imagined in the terms of Agenda 2030 as fulfilling and prosperous lives for people everywhere within planetary constraints. It will be a highly complex and politicised process requiring new forms of dialogue within and between societies about whose visions of prosperity are put into action and the constraints and trade-offs to be negotiated.

A critical question is in whose hands should the process of knowledge production lie? At the Institute for Global Prosperity, UCL, we argue that transformative action for shared prosperity and wellbeing requires new, more transparent and accountable forms of knowledge that can bridge the gap between expert-led theories and concepts and diverse, culturally specific meanings, values and prosperity practices. Measurement frameworks must be developed from knowledge and understanding about prosperity as a lived experience in ways that allow for action on the ground and meaningfully include marginalised communities in the design and delivery of policies, thereby making them co-produced and relevant. This is particularly relevant to traditional societies and in urban centres in the developing world, where the urban poor suffer disproportionate burdens of environmental and socio-economic inequalities and are often excluded from macro-level visions and policies that seek to make cities safer and prosperous.

### IGP’s Prosperity Index: How is it Different?

In recent years, at the Institute for Global Prosperity at UCL, we have been working on a participatory approach to measuring prosperity in communities around the world. We have adopted an innovative process of knowledge co-production with communities using a new context-specific framework for conceptualising prosperity based on lived experience. Community co-production methods are well-established in fields such as international development, humanitarian and resilience-building

---

<sup>1</sup> Woodcraft et al. (2020). Pathways to the ‘Good Life’: Co-Producing Prosperity Research in Informal Settlements in Tanzania. DOI: 10.17645/up.v5i3.3177

research and processes. However, having traditional societies and settlement dwellers lead a process of knowledge production for action on prosperity is unusual and opens up new directions for the methodological application of coproduction. We see co-production as a deep engagement with different perspectives to create knowledge that can support the development and implementation of progressive policies and planning. It rests on an epistemology of knowledge that challenges unitary visions and instead embraces knowledge production borne out of the confrontation and juxtaposition of multiple ways of living, working and seeing the world. Co-production, therefore, marks a point of departure from conventional expert-led, top-down and centralised approaches, based on an appreciation of citizens' views, knowledge's, experiences, preferences and needs, with communities then contributing to improved outcomes and achievable solutions to urban challenges. It is particularly relevant in traditional, indigenous societies and in the Global South as a means of overcoming institutional bureaucracies and regulatory norms that are exclusionary and otherwise counterproductive for the welfare of indigenous peoples, the urban poor, refugees and informal settlements. The relevance and utility of coproduced knowledge goes beyond the design and provision of basic services to a more central recognition of the value of community knowledge in designing, shaping and actively contributing to the realities they aspire to. *Co-production of visions of shared prosperity constitute a space of inclusion where marginalised urban communities have a central role in envisaging alternatives and more just urban futures.*<sup>1</sup>

### Prosperity in Dar es Salam – Maisha Bora

A recent study of prosperity in Dar es Salam is an excellent example of the IGP approach. Dar es Salaam is the main commercial and cosmopolitan hub of Tanzania and one Africa's fastest growing urban centres, driven by an influx of residents from rural and suburban regions. It has an estimated population of over 5.5 million and an average growth rate of 5.8 percent. It is expected to expand by more than 85% through the next decade and exceed the 10 million mega-city status by mid-2030s. Although urban growth in Dar es Salaam provides some economic opportunities for residents, the rapid population growth has outstretched the supply of adequate and affordable housing and other requisite services. As a result, about 70% of the population lives in informal or unplanned settlements, and the rate of growth of the informal settlements is two times the average urban growth rate in the City. These types of settlements are common across all of the Global South. Overcrowded conditions in hazardous locations, the people living in them have become the focus of attention during the COVID-19 pandemic because of the spread of the disease. The quickest solution has been to bulldoze them to the ground forcing thousands to migrate back to rural areas. But in other places, the pandemic can become the catalyst for co-designed solutions.

The work in Dar es Salaam by IGP provides the basis for just such a process. Through a series of community-led workshops, key areas of prosperity – termed Maisha Bora in Swahili - were identified. These included:

- Good settlements and environment;
- Housing, health, social services, safety and security, income-employment and money, good infrastructure, livelihoods;
- Community involvement, community activities, job opportunities, business and entrepreneurship, community empowerment, capacity building;
- Fines and penalties, mobilisation and information, left behind (inclusion), community empowerment, leader to tackle crime, development policies, freedom and rights;
- Relationships (e.g. family, support), social interventions, hereditary benefits (e.g. land ownership).

### Prosperity Measures – Building Prosperity Indices

Using the data from community-led discussions, it is possible to design pathways to prosperity and a measure of prosperity by first understanding what matters, building a model of the causalities and interactions, measuring the areas that matter most, undertake household surveys, and co-produce a measure or Prosperity index, that can be used as the basis for decision-making with communities, stakeholders and government.

### Prosperity in Dar es Salam – Building the PI

One of the key steps in designing pathways to prosperity, communities are asked to identify the opportunities and challenges. In the case of Maisha Bora in the informal settlements in Dar es Salam, major obstacles included lack of education, low income, lack of autonomy, tenancy life, lack of opportunity, lack of capital, lack of business education, lack of money management experience, cannot send children to school, capital for business, laziness, high costs of living, fines for not paying bills, and dependent family. Key opportunities included community action and problems solving, employment in local industries, hard work and effort, personal agency, saving money, support from family and ability to improve housing.

These features echo those of communities around the world, from London to Lebanon to Nairobi, but have their own contextual relevance. The challenge is to determine whether a global Prosperity Index can be developed that simultaneously reflects the differences and similarities amongst communities.

### What is Important for Maisha Bora – Gender Differences

What is clear, and amply demonstrated is that gender makes a difference to the results. For example, in Dar es Salam, whilst women's and men's top ten priorities were broadly the same, they had different orderings. Women identified good settlement environment, livelihoods, urban and city infrastructure, government, leadership and policy, flood risk, housing status, roads, income generating activity, home ownership and health. Men ordered them as livelihoods, health, government, leadership and policy, income generating activity, basic needs, provision of basic services, good settlement environment, urban and city infrastructure, entrepreneurship training and good house or shelter.

### Prosperity

In a similar exercise with tribal groups in the Mau Forest in Kenya, the Nandi and Maasai identified similar priorities as core to their understanding of prosperity – called Dopto (Maa) and Sobet Nenyulo (Nandi/Kalinjin). These included community, leadership, education, health, environment and infrastructure. What was very interesting was the choice of icon that the two communities chose to represent prosperity. In the case of the Maasai it was the shield that warriors carry and symbolic of the protective role they play in the tribe; in the case of the Nandi it was the gourd which is used for storing and carrying milk – the food of life.

### What is in the PI for London

In London, the IGP team has co-produced a Prosperity Index through specially commissioned household survey data, which compares local experience to the average for Greater London<sup>2</sup>. It has

---

<sup>2</sup> [www.londonprosperityboard.org](http://www.londonprosperityboard.org)

5 domains and 15 sub-domains, which measure 32 headline indicators constructed from 67 metrics. Of the 67 metrics, 38 are constructed from new household survey data and 29 are constructed from secondary data sources. The main elements include Foundations of Prosperity, Opportunities and Aspirations, Power Voice and Influence, Belonging, Identities and Culture, health and Health Environment. The choice of icon was a series of overlapping petals.

### What is Wellbeing?

Let us now look at the connections between prosperity and wellbeing, and how building pathways to prosperity through a participative approach, needs to be connected to similar processes to deliver wellbeing at the societal and economy levels.

At the individual level, two types of wellbeing are described in the academic literature. *Hedonic/Subjective Wellbeing* emphasizes the cognitive and affective evaluations of one's life and is usually operationalized as subjective well-being (SWB). It includes positive affect, negative affect, and overall life satisfaction. Probably the most widely used and reported SWB indicator has been life satisfaction, which is increasingly being promoted as an alternative measure of well-being to inform public policy. *Eudaimonic WellBeing* concerns psychological and social qualities that make a life worth living, focussing on the fulfilment of human potential, psycho-social skills, a meaningful life, and self-actualization. There are six key dimensions of autonomy, personal growth, self-acceptance, purpose in life, environmental mastery, and positive relationships at the individual level of analysis.

For societal wellbeing, there is no consensus about the conceptualization and measurement of societal well-being. Different organizations and authors across various fields have proposed an array of dimensions and composite indicators in order to measure progress towards valuable goals and to enable informative and meaningful cross-country comparison.

### Moving from GDP to a Wellbeing Economy

Gross Domestic Product (GDP) is the total monetary or market value of all the finished goods and services produced within a country's borders in a specific time period. GDP fails to account for the positive or negative effects created in the process of production and development - which are key to a thriving society and planet.

Around the world, governments are moving beyond Gross Domestic Product (GDP) and embracing new metrics of progress, ranging from the Sustainable Development Goals (SDGs) to national wellbeing indicators. This movement is significant, as it moves us beyond a focus on 'means', i.e., economic growth, to a focus on the achievement of 'ends', i.e. our collective wellbeing.

### A Shift in Thinking

*"A Wellbeing Economy is not some fully fleshed out system waiting for adoption. The change we seek must be open, conditional, and iterative. A Wellbeing Economy must be driven by the people, according to their context and priorities, and therefore, we should be wary of those who demand a fully articulated model for adoption."* Robert Pollock, Managing Director, Regional Development Solutions.

Around the world we are witnessing important shifts in our understanding of 'progress' and 'development'. Societies and governments are moving beyond evaluating progress in terms of GDP



or average income levels to evaluating progress in terms of our quality of life and collective wellbeing. This shift in thinking comes from a recognition that wellbeing is determined by much more than money. It is determined by the quality of our lives and relationships, and the security of our futures.

Historically, efforts have focussed on building economies that can generate wealth and as a result we've become quite good at it, with global wealth per adult now reaching approximately 50,000 GBP. Such averages are nonsensical when we consider that half of humanity is still living on less than 3.50 GBP a day, and that the way we are generating and distributing this wealth is actually leaving many of us worse off.

### Wellbeing Economy - Uniting People's Needs

Our current economic system has been designed to promote growth, not balance; as a consequence, we are seeing the devastating effects of imbalances during the COVID-19 pandemic. Economic inequalities have skyrocketed during the pandemic, with billionaires experiencing record increases in wealth while billions struggle to get by on government support schemes<sup>3</sup>. The injustice of our current economic system is leading to increasing levels of insecurity, anger, despair, and loneliness, resulting in social unrest and distrust of governments that are seen as facilitating these gross inequalities.

Our current economic system is not only undermining our social wellbeing but also threatening our very survival. Our planet, our home, is on the brink of collapse. The UN warns that climate change is accelerating much more quickly than expected and is threatening our food, water and air supply<sup>5</sup>. Moreover, researchers warn that our systems of production and consumption are resulting in a 'biological annihilation' of wildlife, with biodiversity loss and the rapid extinction of billions of species rapidly undermining our prospects for healing our ecosystem.

Much of our collective hesitation to tackle these crises head-on comes from a fear of the negative impacts these actions would have on 'the economy'. However, the economy is just a word we use to describe the way that we produce and provide for one another. Every good we produce ultimately comes first and foremost from the earth, and every service we provide is valuable in so far as it contributes to our quality of life. The economy is not something given, is it us, and we have the power to produce and provide things to one another in a way that heals historic injustices, empowers individuals, and regenerates our natural world. With clarity of vision and coordinated effort, we can create a Wellbeing Economy. An economy that promotes human flourishing on a healthy planet.

Around the world, we are seeing policy makers and governments embracing the vision of a Wellbeing Economy. Chiefly, the governments of New Zealand, Finland, Wales, Iceland, and Scotland have formed the Wellbeing Economy Governments (WEGO) partnership to support one another to build economies that put the wellbeing of their people and planet first. However, this movement is not constrained to the global North with many of the most innovative approaches to Wellbeing Economy policy design coming from the Global South. Although the ultimate shape and structure of wellbeing economies differ depending on context, there are some core dimensions of this economy that unite us in our need for:

*Dignity:* Everyone has enough to live in comfort, safety and happiness.

*Nature:* A restored and safe natural world for all life.

*Connection:* A sense of belonging and institutions that serve the common good.

*Fairness:* Justice in all its dimension is at the heart of economic systems, and the gap between the richest and poorest is greatly reduced.

*Participation:* Citizens are actively engaged in their communities and locally rooted economies.

The Wellbeing Economy movement therefore goes beyond just fixing, healing and redistributing to building an economic system that gets it right the first time. It is about actively co-creating, through participatory processes, the better world we envision. It is about changing the way we view, manage and engage with the economy to ensure dignity and fairness. By recognizing that the ultimate measure of our success is not wealth but wellbeing now and for generations to come.

### Breaking Our Addictions

Developing a Wellbeing Economy is not only about different measures or different policies, but also about changing our relationship to the economy and our approach to its management and governance. It is designed with the purpose of serving the wellbeing of people and the planet first and foremost; in doing so, it delivers social justice on a healthy planet.

The Wellbeing Economy movement therefore goes beyond just fixing, healing and redistributing to building an economic system that gets it right the first time. It is about actively co-creating, through participatory processes, the better world we envision. It is about changing the way we view, manage and engage with the economy to ensure dignity and fairness. By recognizing that the ultimate measure of our success is not wealth but wellbeing now and for generations to come.

### Leading Thinkers and Authors

Some key thinkers and writers about Prosperity and Wellbeing include Tim Jackson and Lorenzo Fioramonti. Both area academics, but Lorenzo is also a politician, having served in previous Italian governments and now in the current one, and understand first-hand what wellbeing means in policy terms and in the lives of his constituents. His books use real-life examples to lay bare society's perverse obsession with economic growth, showing its many flaws, paradoxes and inconsistencies. He argues that the pursuit of growth often results in more losses than gains and in damage, inequalities and conflicts.

Tim Jackson's book *Prosperity Without Growth* was landmark publication and is now in its second edition. It is an excellent exposition of the problems of growth and why we need to move beyond it. Originally the book was with a question mark, a compromise, that did not protect it from the ignominious response from its original "sponsor" the UK government. But it had international appeal and soon became popular around the world. When presented in the Un in 2013, the Ecuador minister asked if the idea was only for countries that had already grown? As we shall see, his own country's Buen Vivir had striking resonances with prosperity, and the solidarity of a change in the growth model. Today, books on degrowth, no growth and prosperity and wellbeing are growing apace, albeit with many nuances and differences. The differences are less important than the fact of a common direction towards an open dialogue about where our current economic models have brought us and how this is at odds with the fragile ecology of the planet and the vulnerabilities of millions of people.

In the next part of the lecture, I will look at how we might best design a wellbeing economy, looking at places around the world where the shift has already taken place.

### Designing a Wellbeing Economy Strategy

*Wellbeing economy strategy – A theory of change which outlines concrete changes in the economy required to achieve your wellbeing goals.*

Designing a Wellbeing Economy strategy begins with a recognition that the purpose of the economy transcends far beyond its role in generating incomes. The way that we produce and provide for one another has enormous impacts on our personal, collective and future wellbeing far beyond the money we gain from the transaction. Our economic system influences our sense of purpose, social connections and the health of our people and planet. Developing a strategy which outlines concrete changes in the economy required to improve current and future wellbeing involves taking holistic and multi-dimensional view of progress. It involves abandoning much of our old economic thinking and embracing an understanding of our economies as embedded within our society and environment. This shift can take time and it will be important to involve diverse stakeholders along the way to encourage a broad shift in the understanding of what the economy is and for. This re-orientation requires fundamental shifts in process and thinking at all levels of society but for now let's explore how to 1) Identify Wellbeing Economy activities and behaviours, 2) Align institutions and stakeholder for wellbeing, and 3) Manage trade-offs and power dynamics.

Examples of Wellbeing Economy Strategies include<sup>3</sup>:

- *Circular (Bio)Economy* Transform production and consumption processes to reuse resources, design waste and pollution out of the cycle, and regenerate the natural world. The primary ways to do this are recycling waste for new production or using waste for conversion to energy.
- *Community Wealth Building* Identifies 'anchor' economic institutions with strong linkages to the local economy, to foster 'bottom-up' and inclusive development.
- *Regenerative Economy* Focuses on building an economy that mimics nature by regenerating the social and ecological assets needed for wellbeing.
- *Economic Democracy* Ensures equitable distributions of economic power through democratic management of economy via policy, social enterprises, and community wealth management.
- *Doughnut Economics* Supports the design of economic systems that ensure necessary social foundations, while respecting planetary limits
- *Common Good Economy* Evaluates business success not by profits, but rather by their contribution to the 'common good' and alignment with values of Dignity, Social Justice, Environmental Sustainability, and Transparency
- *Solidarity Economy* Promotes the expansion of economic activities and behaviours that are based on principles of reciprocity, cooperation, and solidarity.
- *Doughnut Economy* Supports the design of economic systems that ensure necessary social foundations, while respecting planetary limits.
- *Core Economy* Recognises central importance of economic activities that occur amongst families, friends, and communities, which are non-monetised and driven by values of love, empathy, responsibility, and care.
- *Foundational Economy* Advocates for the use of public policy to secure the supply of basic goods and services to all people in a sustainable manner (e.g., socially and environmentally responsible).

### Seven Design Principles of Wellbeing Economy Policy Design

Wellbeing Economy policy making requires a shift in how we develop economic policies, beginning with the goals we set. The goal of policy making shifts from promoting economic growth, to promoting the wellbeing of our people and planet. Such policy design would aim to support the areas

<sup>3</sup> <https://efi.int/cba>; <https://community-wealth.org/content/what-community-wealth-building-and-why-it-so-important>; <https://capitalinstitute.org/8-principles-regenerative-economy/>; <https://doi.org/10.1016/j.futures.2012.03.017>; <https://www.ecogood.org/what-is-ecg/ecg-in-a-nutshell/>; <http://avery.wellesley.edu/Economics/jmatthaei/transformationcentral/solidarity/definingsolidarity.html>; <https://www.kateraworth.com/doughnut/>; [https://wiki.p2pfoundation.net/Core\\_Economy](https://wiki.p2pfoundation.net/Core_Economy);



of the economy that contribute to collective wellbeing, while shrinking those areas of the economy that damage it.

This shift requires abandoning many of the standard economic approaches which treat the economy like a science and employ abstract models to inform decision making. Once we realise that the way we produce and provide for one another is influenced by our geography, history, culture, values, policies, and priorities, we realise that there can be no one-size-fits-all economic model. This recognition removes the economy from being an abstract ‘technical’ system, to an aspect of life on this earth. This places the economy back into the sphere of democratic influence, as its shape and form should be determined by the people who comprise it.

Wellbeing Economy policy design, therefore, moves the government beyond just correcting ‘market failures’ to proactively fostering the activities and behaviours important for our wellbeing. This is no small shift, as you will have to move from focusing on problems or deficits (e.g., a lack of skills, tech or finance) to focusing on your priorities and strengths. This will require entering into new territory, to understand the existing actors, actions, behaviours, and institutions in your communities that are aligned with your Wellbeing Vision and goals. You will have to gather new evidence, in areas that have not been previously considered or valued as part of the ‘economy’, in order to develop a holistic compass to help guide decision making. It will require experimentation and co-creation to find the strategies and policies that can support you and your communities to align your economies with your vision for a better world. Wellbeing economy policy design is about using participatory and holistic methods to develop policies for the better world we envision.

The seven guiding principles are:

- Goal oriented: WE are designed to promote the wellbeing of people and planet.
- Contextual: There is no one-size-fits-all solution. WE are embedded in local values, culture, context, and objectives.
- Experimental: WE processes encourage continuous learning and experimentation to find innovative solutions that foster wellbeing.
- Participatory: WE are created through open, co-creative, and transparent processes. Diverse communities meaningfully engage and contribute throughout.
- Strength-based: WE recognise the strengths of communities, focusing on achieving the positive aspirations of society rather than purely mitigating negative outcomes.
- Holistic: WE are part of, and not distinct from, society and the environment
- Evidence based: WE are informed through a systematic use of qualitative and quantitative evidence.

### Understanding What Matters

Wellbeing is about our quality of life as individuals, communities and societies and how sustainable that will be in the future. It encompasses our personal and collective wellbeing as well as the wellbeing of planets, animals and our environment. Identifying which areas of life are most important for current and future wellbeing and prosperity is essential. Key processes in achieving this include:

- Identifying trusted community institutions or leaders who can facilitate discussions on wellbeing priorities.
- Training policy makers to undertake open, co-creative policy design processes.
- Asking powerful questions that support communities to identify their positive vision for the future, rather than focusing only on existing problems or challenges.
- Allowing people to express their wellbeing priorities in images or stories.
- Ensuring consideration of both current and long-term wellbeing priorities. What is required for the wellbeing of future generations?

- Encouraging reflection on what matters for personal wellbeing, community wellbeing, humanity's wellbeing, and the wellbeing of plants, animals, and the environment.
- Asking additional 'why?' follow-up questions to better understand the key outcomes and values underpinning the stated priorities.
- Identifying core values that relate to these wellbeing priorities and that can act as guiding principles in the policy design process.

### Kenya – Traditional Processes

Wellbeing and prosperity amongst indigenous peoples are well understood but often poorly articulated. In community-led processes, words to describe these two characteristics are often the same. They are also typically associated with icons. For example, in Kenya, there is an important cultural ceremony underway where the two sides of the current age class (right hand and left and) are coming together. This is a vital ceremony as it means that the age class moves on to become the senior elders, opening up the way for the next generation of young men or Moran (warriors) to become junior elders and start on their journey to marriage and having a family. The ceremonial aspects are elaborate with many symbolic elements. Cattle are given; men get prepared to leave the home for three months; preparatory ceremonies are held, such as bringing a whole olive tree into the community, carried by 49 men, 25 from the right hand side and 24 from the left, and watching it burn entirely into ashes; there is painting of heads with ochre and white pigments; then the men live in a temporary manyatta, staying awake, singing and talking, only eating meat and herbs, for three months; and at the end the men's heads are shaved by the women and everyone journeys back to the home villages. All this brings an enormous sense of joy and emotion as wisdom is exchanged between generations. Everyone is involved and has set tasks. This is the apogee of wellbeing and feeling prosperous. All indigenous peoples have such ceremonies and without them, no amount of monetary wealth can make them feel prosperous or experiencing wellbeing.

### Germany – Wellbeing Policy Processes

“The federal government (of Germany) believes wellbeing should lie at the heart of policymaking that simultaneously pursues economic, social and environmental goals...If the government is to develop effective policies, it is vital to consider all the different aspects of wellbeing and the interrelations between them that both reinforce, but also at times, compete with one another. Improving wellbeing is the responsibility of government, but also of business and industry, societal groups and, last but not least, every individual citizen.” Federal Government of Germany

In 2015, the German government instigated a national dialogue to better understand what mattered for people's wellbeing. In order to ensure diversity and hear as many opinions as possible, the German government asked for help from a large number of social groups (such as workers associations, adult education centres, chambers of commerce, women's agricultural association, etc.). Over a period of six months, they hosted over 200 national dialogue events in every region of Germany, with the Chancellor and first ministers being invited to 50 of the events, to engage in wellbeing discussions. Those who were not able to attend these in-person events were invited to participate online or by returning a postcard that had been mailed to all residents. A total of 15,750 participants took part in the national dialogue. Over 400 different topics and areas important for wellbeing were identified during the national dialogue.

Through this public consultation, people expressed a mix of values, processes, and outcomes as being important for their wellbeing: key values included freedom, equity, and helpfulness, important democratic processes included civic engagement and political participation, and crucial outcomes for a functioning state included healthcare, education, and unspoiled nature. These priorities were

then organised into 3 broad categories with 12 dimensions: 1) ‘Our life’, which describes five dimensions: health, work, education, income, and the time we have available. 2) ‘Our surroundings’, which covers three dimensions of lives: where we live, infrastructure and mobility in our cities and rural areas, security, and social cohesion. 3) ‘Our country’, which forms the national and international framework and relates to the economy and environment, being able to live in freedom and equality, and the concerns of citizens about peace and Germany’s responsibilities in the world<sup>4</sup>.

To understand what matters for personal, collective, and future wellbeing, as a basis for building an economy that delivers this wellbeing, we need to work with community forums, citizen assemblies, appreciative inquiry, deliberative polling, citizen conferences, town meetings, focus groups and surveys. The process of engaging with communities to understand their vision for the future and the areas of life most important to their wellbeing is transformative, both as a process and as an outcome. It facilitates communication, trust, and empowerment for further participation in the transformative journey ahead.

Governments have taken different approaches to understanding wellbeing: some use conceptual frameworks based on research on the determinants of wellbeing while others conduct public consultations. Key steps include:

- Identify trusted community institutions or leaders who can facilitate discussions on wellbeing priorities.
- Train policy makers to undertake open, co-creative policy design processes.
- Ask powerful questions that support communities to identify their positive vision for the future, rather than focusing only on existing problems or challenges.
- Allow people to express their wellbeing priorities in images or stories.
- Ensure consideration of both current and long-term wellbeing priorities. What is required for the wellbeing of future generations?
- Encourage reflection on what matters for personal wellbeing, community wellbeing, humanity’s wellbeing, and the wellbeing of plants, animals, and the environment.
- When discussing what matters for wellbeing, ask additional ‘why?’ follow-up questions to better understand the key outcomes and values underpinning the stated priorities.
- Identify core values that relate to these wellbeing priorities and that can act as guiding principles in the policy design process.

### Ecuador – Buen Vivir: Crafting and Communicating A Vision

The government of Ecuador developed a Wellbeing Vision based on the concept of ‘Buen Vivir’, which was integrated into the Ecuadorian constitution in 2008. ‘Buen Vivir’, meaning ‘living well together’, is the Spanish translation of Sumak Kawsay, a term used by the Quechua peoples of the Andes, to describe a way of doing things that is rooted in community, ecology, culture, and spiritual connection to the land. It presents a vision of development which goes beyond economic growth by focusing on the factors that determine our wellbeing including health, education, environmental protection, and community participation; all to be achieved through the principles of interculturality. The government expressed their Wellbeing Vision in 2018 as follows:

*‘We want a society in which people can satisfy their needs, live and die worthily with social equality and justice, free of violence or discrimination and achieving individual, social and natural harmony’.*

This Wellbeing Vision was communicated through various media campaigns, with one commercial featuring an elderly woman declaring, ‘finally, money does not make the difference in achieving dignified health...health is a right, for which they cannot charge money.’ Another popular

<sup>4</sup> <https://www.gut-leben-in-deutschland.de/report/national-dialogue/>

advertisement of the Wellbeing Vision features musicians representing different regions and ethnic groups singing together.

Wellbeing is a holistic concept that brings together priority social, economic, environmental and democratic outcomes into a shared vision for the future. When you ask people, what matters for wellbeing you likely get a wide range of values, processes, and outcomes. You will need to organise these priorities into a clear Wellbeing Vision. This is crucial to unifying diverse stakeholders in focusing on wellbeing outcomes rather than economic growth and shifting views of governments as stewards of the economy to governments as stewards of social and ecological wellbeing. Governments will often organize priority wellbeing outcomes into thematic areas as a 'wellbeing framework' and communicate this framework in the form of an infographic or other visual representation. Other times governments communicate the wellbeing priorities as a vision statement for the future. Both help governments to focus on medium- to long-term wellbeing outcomes

To craft and communicate clear and tangible vision of progress founded on wellbeing priorities, it is important to engage the public in the process of articulating the vision and supporting its widespread communication. This involves building new narratives about progress and the purpose of government and policy action. This shift can take time but ensuring accessible public communication and continuous dialogue will build the necessary foundation for long term transformative change. Again, this is best done through community forums, focus groups, inter-governmental and multi-stakeholder discussion forums, expert forums, wellbeing framework, public communication campaign.

Key steps include:

- Grow a vision statement or a Wellbeing Framework by grouping wellbeing priorities into common themes (read how this was done in Scotland and in Wales here).
- Allow for the holistic representation of wellbeing values and outcomes across social, economic, environmental, political, and spiritual dimensions of life.
- Use the same language used by the community when crafting your Wellbeing Vision (e.g., recognising that the word for 'wellbeing' may be different in different places).
- Respect cultural diversity and differing wellbeing priorities across and within communities in the collective Wellbeing Vision or Framework.
- Place special emphasis on human rights and environmental protection.
- Give extra weight to the wellbeing priorities of marginalised communities.
- Embrace indigenous wisdom and perspectives on wellbeing and our relationship to the earth.
- Use personal stories, images, music and narratives as part of Wellbeing Vision communication campaign.
- Engage all government institutions in the process of building a Wellbeing Framework.
- Ensure the Wellbeing Vision is presented as long-term project that spans political administrations.
- Embrace meaningful public participation when crafting and communicating your Wellbeing Vision.

### Wales – Measuring the Right Things the Right Way

In 2015, Wales put forth a Wellbeing Vision of improving 'the way in which decisions are made across specified public bodies in Wales, so that Wales would become prosperous, resilient, healthier, more equal and globally responsible, with a vibrant culture and thriving Welsh language'. In working to achieve this vision, the Welsh Government required all Ministers to propose indicators to measure progress in their areas of responsibility. A key principle for selecting indicators was 'effective communication', to ensure better transparency and engagement with the public in pursuing the wellbeing goals.

Moving beyond GDP as the major indicator of progress, means developing new wellbeing measurements to assess wellbeing over time, in order to support effective policy development. Developing wellbeing indicators can help better understand the current level of wellbeing and track its performance over time. As the determinants of wellbeing are multi-dimensional, these measurements can help policymakers to better understand synergies and trade-offs between dimensions over time. Measuring wellbeing requires looking at how society as a whole is progressing across all of your various wellbeing dimensions, rather than using economic indicators as a proxy for wellbeing or focusing on specific areas at the expense of others.

Key steps include:

- Employ qualitative and quantitative methods to find appropriate indicators for the wellbeing priorities, noting that often, wellbeing priorities will be multi-dimensional or subjective.
- Support local data generation and community engagement in the selection of indicators, making clear that community members will be involved in the monitoring and evaluation of policies.
- Identify intuitive indicators that can be easily understood by a general audience.
- Prioritise indicators that directly connect with desired outcomes, rather than an input/driver. For example, measure whether people feel safe in their neighbourhood (an outcome), rather than number of police officers (an input).
- Find indicators that directly correspond to a dimension in your Wellbeing Framework and that have a positive relationship with other dimensions as well.
- Explore existing wellbeing metrics and indicators for inspiration (see table), but ensure adaptation to your communities' unique values and priorities.
- Identify internationally comparable indicators, where possible, to benchmark performance against other countries and communities over time.

Examples of Wellbeing measurement include the Sustainable Development Goals, Social Progress Index, Genuine Progress Index, OECD Wellbeing Framework, Happy Planet index, Eurostat – Quality of Life indicators, Wheel of Wellbeing, Sustainable Wellbeing index, Multidimensional Poverty Index, Wales National Wellbeing indicators, Thriving Places Index, New Zealand Wellbeing indicators, Gallop Wellbeing Index, Humankind Index, Iceland wellbeing indicators, Genuine Wealth Accounting<sup>5</sup>.

## Utah – How We Grow Matters

In the 1990s, the state government in Utah, USA instigated a participatory policy design process to promote more inclusive and sustainable growth<sup>6</sup>. Initially, the Government faced resistance by the

<sup>5</sup>[https://www.researchgate.net/publication/305805534\\_Modelling\\_and\\_measuring\\_sustainable\\_wellbeing\\_in\\_connecti](https://www.researchgate.net/publication/305805534_Modelling_and_measuring_sustainable_wellbeing_in_connecti)  
<https://www.un.org/sustainabledevelopment/>  
<https://www.economicshelp.org/blog/2666/economics/genuine-progress-indicator-gpi-v-gdp/>;  
<https://www.oecd.org/statistics/measuring-well-being-and-progress.htm>; <http://happyplanetindex.org/>;  
[https://ec.europa.eu/eurostat/statistics-explained/index.php/Quality\\_of\\_life\\_indicators](https://ec.europa.eu/eurostat/statistics-explained/index.php/Quality_of_life_indicators);  
<https://wheelofwellbeing.com/quiz/>; <https://indicators.report/indicators/i-3/>;  
<https://gov.wales/sites/default/files/publications/2019-06/national-indicators-for-wales.pdf>;  
<https://www.centreforthrivingplaces.org/resources-and-reports/>; <https://www.stats.govt.nz/indicators-and-snapshots/indicators-aotearoa-new-zealand-nga-tutohu-aotearoa/>; [http://info.healthways.com/hs-fs/hub/162029/file-1634508606-pdf/WBI2013/Gallup-Healthways\\_State\\_of\\_Global\\_Well-Being\\_vFINAL.pdf](http://info.healthways.com/hs-fs/hub/162029/file-1634508606-pdf/WBI2013/Gallup-Healthways_State_of_Global_Well-Being_vFINAL.pdf);  
[http://info.healthways.com/hs-fs/hub/162029/file-1634508606-pdf/WBI2013/Gallup-Healthways\\_State\\_of\\_Global\\_Well-Being\\_vFINAL.pdf](http://info.healthways.com/hs-fs/hub/162029/file-1634508606-pdf/WBI2013/Gallup-Healthways_State_of_Global_Well-Being_vFINAL.pdf);  
<https://www.government.is/lisalib/getfile.aspx?itemid=fc981010-da09-11e9-944d-005056bc4d74>;  
<http://anielski.com/wp-content/documents/Genuine%20Wealth%20Communities.pdf>

<sup>6</sup><https://static1.squarespace.com/static/5c059ead36099b1445c1d246/t/5d6ea271ddf8b900016729ac/1567531638955/History+of+Envision+Utah.pdf>



various regions, towns, and districts who all saw themselves as responsible for managing growth and by other influential stakeholders, who were sceptical of involving residents in an economic strategy design process. However, it made some strategic choices that allowed 'Envision Utah' to develop as a participatory economic strategy design process:

- The first was to regard the pursuit of an inclusive and sustainable economy as a long-term endeavour, not one that would be managed within the confines of political or administrative cycles.
- The second was to frame Envision Utah's work as visioning rather than 'planning,' which is generally associated with narrow, technically managed processes.
- The third was to see the visioning as a continuous process, not a project. This ensured that stewardship of Utah's economic development was not a short-term, managerially-driven exercise that was restricted to isolated, time limited projects.

With widespread public buy-in for the project, the Government commissioned the 'Values Survey', which asked residents a series of building questions to gain a better understanding of what people valued about living in Utah and why they valued it. Upon completion of the Values Survey, the Government developed a model of what Utah would look like if economic growth continued unabated. This study was extremely time intensive as the state had never gathered or coordinated local information at this scale. More than 140 public and private agencies provided information on land-use data, air quality, water, transportation, infrastructure, housing, business, economic development, open air and critical lands and neighbourhood demographics. This baseline model was released to the public in 1997 and was a big wake up call for residents of the potential damages of uncontrolled economic growth.

The government undertook a massive media and information campaign to educate residents on the potential challenges of growth, to raise awareness of the 'Envision Utah' initiative, and to motivate them to participate in future surveys and meetings. Community meetings were used to develop the 'Quality Growth Strategy' with participants, for example, building their ideal neighbourhoods by placing chips on a map to represent green spaces, residential buildings, mixed-use buildings, employment centres, cultural or civil centres, and retail space. These community discussions also provided space for communities to express their desired form of government intervention; with residents expressing a clear preference for incentives over regulations. Communities also wanted to ensure that these strategies were tailored to each community's unique character and needs and did not add additional layers of bureaucracy, but rather helped communities and decision-makers to consider a variety of choices.

After years of exhaustive involvement by the public, 'Envision Utah' successfully developed a publicly supported 'Quality Growth Strategy', which outlined their plan to protect the environment, maintain economic vitality, and promote quality of life. The achievements of 'Envision Utah' have been impressive, from reduced carbon emissions to smarter land-use. However, one of the major successes cited by its organizers was a regional transportation policy. In 1990, voters rejected a proposal to expand Utah's public transportation system, as many residents held conservative values which made them sceptical of tax increases and government planning. However, in 2000, as a result of awareness raising and public debate facilitated through the 'Envision Utah' initiative, all three counties in the state passed the measure. Illustrating how participatory strategy design processes can help shift public opinion and foster greater trust in government for transformative change.

Aligning institutions and stakeholders is key and means involving diverse groupings early on. Building a Wellbeing Economy requires more than just different measures of progress, it is about changing how we work together to achieve that progress. It requires an appreciation that since the determinants of wellbeing are multi-dimensional, all outcomes must be co-produced by a wide

variety of actors, such as government, business, communities, and citizens. Working towards achieving wellbeing goals, it is important to consider how best to align government departments and local authorities to effectively work together, instead of in silos, to achieve the priority wellbeing outcomes, while simultaneously allowing space for individuals, communities, businesses, and other stakeholders to meaningfully contribute to achievement of these goals as well. This requires adjusting governmental systems and structures so that they encourage a joined-up and co-creative approach to developing strategies and delivering public services to achieve wellbeing goals. The ways of doing this include: multi-stakeholder forums, stakeholder mapping, political economy analysis and power analysis, multi-stakeholder dialogues, collaborative governance, sociocracy, multi-stakeholder management, enabling state.

Some key processes include:

- Ensuring wide-spread government involvement (across levels and departments) early on in the process, so that all agencies have clear understanding of the priority wellbeing goals and can take the lead in coordinating efforts in accordance with their mandates.
- Developing a multi-stakeholder and intergovernmental committee to support and coordinate strategy development.
- Presenting the achievement of your Wellbeing Vision as medium- to long-term initiative that transcends political administrations, to ensure continuity.
- Instigating any necessary institutional reforms to better align agencies that may have conflicting mandates to priority wellbeing goals.
- Beginning with the Wellbeing Economy goals and discuss with all stakeholders their role in achieving the objectives.
- Facilitating multi-stakeholder and community discussions to identify the legitimate role of government in instigating changes and areas where households, private sector or civil society should take the lead.
- Mapping the power of stakeholders to promote or constrain movement towards the wellbeing goals.

### New Zealand – Managing Trade-Offs Through A Just Transition Ngā Tūtohu Aotearoa

*Holistic/systems thinking approach: Systems thinking acknowledges that a complex system is best understood by inquiring into how the different basic parts and elements of the system interrelate and evolve over time within the larger system.*

The New Zealand Government identified a trade-off between their environmental and social wellbeing goals, as they were concerned that a transition to a zero-carbon economy could threaten the employment and livelihoods of people currently working in the oil and gas sector. In response to this challenge the government established a 'Just Transition Unit' in May 2018, to foster a transition towards a low emissions economy that is 'fair, equitable, and inclusive'. The unit operates by creating partnerships in communities undergoing a major transition.

These partnerships have four objectives:

1. Build an understanding of potential pathways to transform the economy to create lower emissions;
2. Identify, create, and support new opportunities, new jobs, new skills, and new investments that will emerge from the transition;
3. Better understand how the transition might impact different communities, regions, or sectors; and
4. Make choices about how to manage these impacts in a just and inclusive way.

As part of its climate change programme, the Government stopped issuing new permits for offshore oil and gas exploration in 2018. That policy had a large impact on economic security in the Taranaki region, which has supported oil and gas exploration off the west coast of the North Island of New Zealand for several decades. The Just Transitions Unit has worked in that region, with a particular focus on its energy sector in a low emissions future. It established a Taranaki Transition Lead Group of drawn from central government, local government, the Māori community, business, the workforce, education, and community organisations. This group facilitated 29 workshops around the region, including a specialised event for youth. It also sponsored a creative competition for students aged 7–18 to describe their vision for Taranaki in 2050; more than 140 took part. Material from this process fed into a draft Taranaki 2050 Roadmap, launched at a National Just Transition Summit hosted in the region in May 2019. The Summit involved 550 people from around the country. Kate Raworth, author of Doughnut Economics and WEAll Ambassador, was a keynote speaker.

Following the finalisation of the Roadmap in August 2019, the Lead Group then facilitated workshops to create eleven Transition Pathway Action Plans (TPAPs). The Energy TPAP, for example, agreed on the following Action Statement: ‘Using our know-how and resources, we will transition to a world-leading energy ecosystem that provides sustainable, secure, and affordable low-emissions energy by 2050, while creating meaningful work, community wellbeing, and prosperity for generations to come.’ Projects to implement the TPAPs are under way, including a project to build a Clean Energy centre in Taranaki.

To manage trade-offs and power dynamics to develop effective strategies to foster Wellbeing Economic activities and behaviours, it is likely that certain activities and behaviours will flourish, while others will need to decline. Managing these trade-offs in a strategic and democratic manner will be vital to ensure a just transition to a Wellbeing Economy. Over time, your wellbeing measurements and assessments can help you better understand inter-relationships between these various dimensions. However, while quantitative data is certainly helpful for understanding complex systems, conceptual understandings of system and power dynamics are vital as they influence the strategies and narratives that underpin change. Engaging with a wide range of stakeholders, including experts, policy makers, civil society groups, and citizens will be critical to ensure that all actors in society understand and appreciate these interconnections and why particular shifts are necessary to improve collective wellbeing, now and for generations to come.

The way that New Zealand achieved this was through community discussion forums, back-casting, systems thinking, affinity diagrams, political economy analysis and power analysis, social dialogue and tripartism, scenario planning, stakeholder analysis, consensus conference, and wisdom councils. Some of the ideas included:

- Begin with your Wellbeing Vision and have communities discuss **how they see social, environmental, economic and political dimensions of wellbeing interrelating** with one another.
- Consider **long-term wellbeing** and which actions today can improve collective wellbeing in the future.
- Explore wellbeing outcomes and goals and **use systems thinking tools** to consider how improvements in one area will positively or negatively impact other areas.
- Have **open and honest discussions regarding trade-offs** and use participatory approaches to find the best ways to manage them.
- Openly **discuss power-relationships** and conduct power mappings to identify potential barriers to building a Wellbeing Economy.
- Use **communication and public awareness campaigns** to foster necessary buy-in for shifting power dynamics in society.
- **Empower the most marginalised in society** to outline the most important changes needed for their wellbeing.

- Use **scenario planning** to consider how different changes in one wellbeing area could have positive or negative impacts on others.
- Develop a **causal logic**, which outlines the activities, behaviours, and institutions that need to be fostered as well as those that will need to be discouraged, to build a Wellbeing Economy
- Create **pictures, infographics and simple narratives to explain this causal logic** and *why* particular interventions in the economy are viewed as necessary to achieving wellbeing goals.

## Iceland – Policies Through A Wellbeing Lens

*“Fifty years have elapsed since Robert Kennedy rightly said that GDP measures everything except that which makes life worthwhile. Economics is nonetheless still centred on the measurable, dividing government outlays into two categories: expenses and investment. This dualism classifies money spent on physical infrastructure as an investment and, therefore, worthy of public monies. On the other hand, social infrastructure (e.g., childcare, healthcare, education) is branded as expenses or operating costs, preferably the first in line to be cut. Yet, these are the structures that sustain us from (before) birth to death and create the conditions that make life worthwhile.”* Katrin Jakobsdottir, Prime Minister of Iceland.

In working to build a wellbeing economy, one of Iceland’s primary goals has been gender equality. Icelandic prime minister, Katrin Jakobsdottir wrote, ‘As governments are slowly turning their focus from raw GDP-driven measurements toward wellbeing criteria when judging economic success, the demand for progressive social justice policies is increasing... The campaign for women’s equality in Iceland has demanded government action to liberate women from social structures that have kept them down for centuries.’

In order to achieve this wellbeing goal, Iceland recognised that they needed to have a better understanding of their policies’ impact on gender<sup>7</sup>. This required going beyond traditional cost-benefit analysis of policies, so the government instigated a gender mainstreaming and budgeting initiative to ‘to make the impact on genders visible, so it’s possible to re-evaluate policies, expenditures, and sources of income in accordance with objectives for equality’. This process took several years, with all ministries test piloting different approaches to gender mainstreaming alongside expert consultations to develop new criteria for assessing existing and future policies. This reassessment of existing and proposed policies led to legislative changes for women’s sexual and reproductive freedoms, strengthened equality laws and gender quotes for corporate boards as well as policies in for areas such as universal childcare and shared parental leave.

Iceland’s commitment to building a more equitable economy led them to not only develop more holistic methods for assessing and selecting policies, but also to join the Wellbeing Economy Government’s (WEGo) partnership in 2018. Like other WEGo states, Iceland has now developed 39 wellbeing indicators based on the SDGs to ‘serve as the basis for an assessment of real prosperity and quality of life in Iceland’. Following on from their experience with gender budgeting, the government is now in the process of developing a wellbeing budgeting initiative to inform their five-year fiscal strategies and annual budgets. It will analyse the wellbeing impact of different policy options, with the aim of reforming and developing a coherent mix of policies that can deliver on Iceland’s wellbeing goals.

To assess and adapt existing policies (e.g. regulations, social services, taxes, etc.) to be in line with your wellbeing priorities it is important to shift the structure of your economy to promote wellbeing, it is important to assess the alignment of your existing policies with your wellbeing strategy and goals. This can help you to not only better understand which policies have been working well and

<sup>7</sup> <https://www.imf.org/external/pubs/ft/fandd/2019/03/gender-equality-in-iceland-inclusive-economy-jakobsdottir.htm>;  
<https://www.standard.co.uk/comment/comment/iceland-wellbeing-measure-success-katr-n-jakobsd-ttir-a4324791.html>



why, but also support stronger policy coherence, which is key to ensuring you are not wasting resources on competing or conflicting policies or programmes. The process of re-aligning policies will require consideration of which existing policies need to be phased out, adjusted, or expanded in order to achieve your wellbeing goals. By adjusting your existing policies first, you will maximise the impact of public resources and facilitate better coordination towards the achievement of your wellbeing goals. In Iceland they used multi-criteria policy assessments, citizen juries, cross-impact analysis, inter-governmental & multi-stakeholder forums, policy databases, systems thinking, research and analysis of existing policies, vertical and horizontal policy coherence, expert discussions on current policy landscape, policy feedback forums.

Some key steps to take include:

- Develop an **inventory of policy instruments** from across agencies and levels of government and organise based on their alignment with wellbeing goals and identify policies that are cross-cutting.
- Move beyond traditional ‘cost-benefit’ analysis to **assess policies in terms of their contribution to current and future wellbeing** (using multi-criteria or value-based assessments such as racial equity budgeting tools).
- **Evaluate regulations alongside power assessments** and consider if they are protecting the rights of the most vulnerable or only of the most powerful in society.
- Assess **incentives and disincentives** in terms of whether they **encourage and reward** the activities and behaviours most important for creating collective wellbeing.
- Use participatory budgeting or other democratic methods to **assess whether public provisions align with public wellbeing priorities** and values.
- Use **systems analysis to map your existing policies** and consider how they inter-relate with one another to foster wellbeing behaviours and activities.
- Assess the current policy package to **identify policies (or group of policies) that have worked well and understand why**.
- Assess options and alternative policy impacts by **mapping wellbeing effects across dimensions, groups, and over time**.
- Consider the **external policy environment or constraints** that may be limiting impact on wellbeing and develop strategies for engaging and advocating for change in external policy discussions.
- • When adapting or expanding policies, **ensure communities can adapt and align policies to their local context**.
- Phase out existing policies that are **constraining desirable behaviours**. This requires that you recognise the role of Wellbeing Economy policy as empowering society to realise their collective objectives rather than dictating behaviour.
- Acknowledge the **need to develop short-term policies to buffer impacts** on those who are negatively impacted by the transition to a Wellbeing Economy.

### Scotland WEGo

Scotland has been at the forefront of the Wellbeing Economy Governments process, with the First Minister setting out many different aspects of its meaning for Scottish communities<sup>8</sup>. These were articulated well in the Wealth of Nations 2.0 meeting, where the ideas of a Wellbeing Economy in Scotland around justice, restoration and regeneration of nature, fairness and dignity with everyone having enough to live on were set out and debated<sup>9</sup>. Scotland is a small country but is poised to accelerate the change required to build a wellbeing economy. Across the country, communities are

<sup>8</sup> [https://www.ted.com/talks/nicola\\_sturgeon\\_why\\_governments\\_should\\_prioritize\\_well\\_being?language=en](https://www.ted.com/talks/nicola_sturgeon_why_governments_should_prioritize_well_being?language=en)

<sup>9</sup> <https://wellbeingeconomy.org/scotland-buzzes-with-wellbeing-economy-ideas-media-roundup-after-wealth-of-nations-2-0-event>



coming together to drive change by co-creating, testing and lobbying for alternative policies, practices and models, including the cross-sectoral opportunities for fundamental systems change. Scotland leads the Wellbeing Economy Governments partnership (WEGo), which is a collaboration of national and regional governments promoting sharing of expertise and transferrable policy practices. The aims are to deepen understanding and advance a shared ambition of building wellbeing economies. WEGo, which currently comprises Scotland, New Zealand, Iceland, Wales and Finland, is founded on the recognition that ‘development’ in the 21st century entails delivering human and ecological wellbeing.

### Edmonton, Canada – Wellbeing Assessments and The Genuine Wellbeing Index

The Edmonton Wellbeing Index, made up of Genuine Progress Indicators (GPIs), was commissioned by the chief economist of the City of Edmonton in 2008. The Edmonton Wellbeing Index and wellbeing assessment was a system of measuring the progress of the City relative to its 10-year strategic plan: ‘The Way Ahead’ and answering the question: Is Edmonton’s economic progress sustainable in terms of other quality of life and wellbeing conditions? The GPI analysis examined the trends and interrelationships of economic growth (measured in terms of real GDP per capita) with 47 other indicators of wellbeing. The result is a State of Wellbeing account for the City of Edmonton.

The strategic planning department and the Chief Economist, found the GPIs/Wellbeing Index useful for:

- Tracking overall economic, social, health, and environmental wellbeing conditions and trends
- Providing decision makers and citizens with a high-level overview of wellbeing of the city
- Offering context to inform and guide the City’s annual policy and budgetary decisions.
- Assessing the interrelationships and correlations between key economic and wellbeing indicators and using this information to create future projections of wellbeing.
- Determining the impacts and value of wellbeing policies for municipal capital and operating spending.

How best keep track of changes in wellbeing and monitor social and ecological wellbeing over time and identify any shifts or changes? One way is to Conduct regular assessments and evaluations; these can help better understand causal relationships between wellbeing dimensions, to improve strategy design processes. These regular assessments are also an important way to communicate economic progress in terms of changes in wellbeing, which will be important in shifting popular narratives regarding the purpose of the economy and our role within it. There is a need to conduct and use evaluations throughout the policy design process to inform strategy, policies, and implementation. The best way to do this is through wellbeing reports, collaborative outcomes reporting, wellbeing database, ecosystem assessments, time use & wellbeing surveys, theory of change, participatory evaluations, systems analysis, expert forums, citizen assemblies, stories.

Some key processes include:

- Publishing regular wellbeing assessments in the form of reports and engage the media and communities in discussions on the progress made.
- Using the intervention logic or theory of change developed during the policy design process to identify specific concrete targets and impact indicators that can help to monitor shifts at all levels.
- Ensuring the monitoring and evaluation plan is considered at the beginning and throughout the policy design process, to develop a structured plan for data collection, engagements, coordination, etc.

- Identifying areas where more wellbeing information or data is needed to inform policy making processes in the future and build this learning into future monitoring and evaluation planning.
- Identifying if there have been any major changes in wellbeing in particular areas or amongst particular demographics, paying special attention to changes in wellbeing for vulnerable groups and the environment.
- When conducting a holistic assessment of wellbeing (social, environmental and economic), assess changes over time with the aim to understand relationships and possible causality in the system.
- Facilitating discussions about overall wellbeing performance and if the Wellbeing Vision has changed.
- Using personal stories gathered throughout policy design process to complement quantitative analysis to assess the status of collective wellbeing and progress.
- Developing a wellbeing database so that the public can access and utilise wellbeing data for independent research and analysis.

### Port Alegre, Brazil – Continuous Innovations in Empowering Policy Design and Implementation

The city of Canoas, which is part of the metropolitan area of Porto Alegre, Brazil, has become a leading example of citizen participation and transparency in public management<sup>10</sup>. Beginning in 2009, local authorities began to experiment and innovate with participatory approaches to policy design and implementation to find solutions to the challenges of a rapidly growing city. The city created the System of Popular Citizen Participation, which now includes a wide variety of tools to connect policy makers directly with citizens throughout the policy design process and to ensure continuous feedback and engagement throughout the implementation process. Some of these participatory tools include:

- Congress of the City of Canoas 2011-2021: engaged in a year-long discussion wherein citizens proposed and discussed the future of the city. This process ended with a conference with over 600 delegates, through which a strategic vision for the city was developed for the next 10 years.
- Open, Participatory Multi-Year Planning Community Meetings: organised in each neighbourhood to hear what people suggested as priority policies and programmes for the next four years.
- Sectoral plans: A series of community discussions were held to determine priorities, strategies, and the structure for delivering services tied to particular wellbeing outcomes, including health, education, and sanitation,
- Participatory Budgeting: Citizens determine priority policies and services for their neighbourhoods through an annual vote. The city allocates a third of their budget annually to be directed and determined by the citizens.
- Better Neighbourhood projects: Citizens can decide where to allocate the 50% of the IPTU (Tax on Predial Property and Urban Territory) for local projects and initiatives. Each project requires that 20% of the project costs are covered by volunteer work and/or donations of materials or services.
- Business Engagement: Semi-annual meetings are organised, in which all companies are invited to participate, and where worker and business representatives discuss challenges and policy proposals.
- Council for Economic and Social Development: Brings together 50 professionals from different policy areas every two months, to have a transparent and collaborative dialogue to assess and review the municipality's public policies.

<sup>10</sup> <https://oidp.net/distinction/en/candidacy.php?id=1149;>

- A Plenary of Public Services: Conducted every semester for each quadrant of the city where the local government presents the status of various policies and programmes and are held accountable for achieving their goals with citizens being able to provide feedback and suggestions to the major and other local policy makers.
- Policy makers on the street: Every Saturday, the Mayor, Vice Mayor, and municipal secretaries set up a street stall where citizens can come and discuss any wellbeing priorities and grievances.
- Mayor in the station: Every Thursday, during peak rush hour, the Mayor opens a space for public dialogue in one of the city's subway stations, where anyone can come and discuss their issues with current policies or programmes.
- Public hearings: Held every Monday, where 20 citizens can discuss challenges or proposals with the Mayor and the Cabinet.
- Agora in Rede: A virtual tool that allows weekly online dialogue on policy issues between the population and the Mayor and the Municipal secretaries, via video and other multimedia possibilities.
- House of the Councils: A space that brings together 33 municipal councils and provides human resources and necessary materials so that the work of the various local agencies can be coordinated more effectively.

In seven years of the current municipal administration, more than 170,000 people participated through the tools of the System of Popular and Citizen Participation.

Empowering local communities to continuously monitor and provide feedback on wellbeing policies can help improve implementation and policy impact. In order to maintain transparency, promote trust, and support effective implementation of Wellbeing Economy policies, local communities must be empowered to monitor implementation to check whether planned outcomes are being achieved. To enable this, methods will need to be developed for people, particularly those whose voices are not normally heard, to provide feedback throughout the implementation period. The major goal is to conduct implementation in ways that are strategic and goal oriented, while also allowing space for adaptation or recourse if unexpected challenges arise. This can be achieved through mutual accountability mechanisms, community score cards, monitoring system development, participatory evaluations, participatory indicators, community feedback forums, multi-level feedback and information sharing systems. Some key processes are:

- Including mechanisms for continuous community engagement and feedback on policy implementation and impacts in implementation plans.
- Providing tools and methods for continuous data gathering at every level (e.g., wellbeing priorities, policy intervention areas, and implementation baselines, etc.).
- Gathering people-centred stories throughout the implementation period, about how policies are impacting lives and the environment.
- Supporting knowledge sharing amongst implementing agencies regarding best practice and challenges.
- Developing contingency plans and support networks for if implementation is failing or having adverse effects.
- Encouraging community accountability mechanisms for effective implementation and monitoring.
- Reflecting on a regular basis with the communities on their wellbeing priorities and be willing to adjust them in a timely manner.
- Using wellbeing 'barometers' in public spaces so that the ideas and voices of people and communities are being heard on a continuous basis.

Beginning in 2005, La Paz began an innovative programme called ‘Real Neighbourhoods for La Paz’, with the aim of empowering and improving the wellbeing of poor urban communities<sup>11</sup>. The programme was based on the Law of Popular Participation, which encourages people to commit themselves to the development of their community by volunteering to be part of a ‘neighbourhood committee’. The first step of the PBCV programme had communities discuss and put forward a strategy and proposed budget for infrastructure and community development. These plans included road development, school improvements, public safety initiatives, recreation (green space, parks, and community centres), community housing and legal reforms to allow for ownership of property and basic services.

These programmes were put forth with the understanding that the neighbourhood committees would ultimately be responsible for allocating public resources and overseeing the implementation of these projects. Throughout the implementation and execution of these projects, the neighbourhood committees would monitor the process, identify any ‘deviations’, and propose solutions when any difficulties or unseen challenges arose. Through their local Operative Plan, they were provided additional resources when new complementary projects were identified that were not part of the initial plan. Once the projects are finalised, the neighbourhood committees then worked to ensure effective maintenance (e.g., recycling, cleaning campaigns, and waste reduction) and sustainability of the projects through community governance mechanisms.

The results of this programme on poverty reduction, sanitation, education, health, environmental sustainability, and many other dimensions of wellbeing for over 111,000 people have inspired development agencies and other countries to explore more empowering approaches to policy design and implementation.

Empowering localised policy implementation is vital in a Wellbeing Economy. It is important to realize the benefits of deep stakeholder engagement to test, iterate and refine policies before, during and after implementation. Provide space for coordinated local action in designing and implementing policies to ensure greater legitimacy, adaptability, and continuity of wellbeing policy initiatives.

The ultimate achievement of your wellbeing vision will be driven by changes in the way that people produce and provide for one another. And the ultimate execution of your Wellbeing Economy strategy will be driven by local actors, institutions, and communities. You can support effective local action by providing the tools and resources needed for implementation and by developing communication networks to support transparency and knowledge sharing throughout the process. The ways of achieving this through open policy making, decentralization, participatory rural appraisal, citizen relationship management systems, citizen advisory board, multi-level and dimension coordination forums, local resource allocation, inter-agency action plan development forums, community committees. Some key processes include:

- Identifying the most trusted institutions that will act as the key implementation agencies for the policies (with particular emphasis on institutions that are comprised by historically marginalised communities).
- Ensuring continuity across policy periods, so stakeholders always know with whom they should work.
- Providing sufficient financial resources, particularly in poorer areas to allow for adaptation and expansion of initiatives when needed.
- Striving to reduce bureaucratic barriers for action and coordination whenever possible.
- Providing tools and mechanisms for local authorities to coordinate with external policy networks and institutions.

---

<sup>11</sup> <https://www.urbanagendaplatform.org/best-practice/real-neighborhoods-la-paz>  
<https://www.imf.org/external/pubs/ft/fandd/2019/03/gender-equality-in-Iceland-inclusive-economy-jakobsdottir.htm>

- Developing a system for continuous feedback, monitoring, and knowledge-sharing between various implementation agencies. This includes facilitating face-to-face connections whenever possible.
- Consider phasing of implementation by assessing which sequential actions are needed for longer-term transformations. For example, the first step in implementation may be capacity development or data gathering, before action is possible.
- Developing short narratives for each policy initiative, which clearly explain how the proposed policies will ultimately improve the lives of communities. It is particularly important to promote narratives for longer-term transformations, in order to foster societal ‘buy-in’ for agendas that may span across political administrations.
- Studying previous implementation ‘success stories’ for the factors that helped to make these examples of good policy implementation, the challenges they faced, and how they were overcome.

### Evaluating Policy Impacts on Wellbeing

Improving the quality of our lives should be the ultimate target of public policies. But public policies can only deliver the best fruit if they are based on reliable tools to measure the improvement, they seek to produce in our lives” *Ángel Gurría, OECD Secretary-General*

We live in a complex, interconnected, and constantly changing world. No matter how visionary, strategic, or evidence-based your policies are, you will only know if they have improved wellbeing after they have been in place for some time. Only through a process of trial and error, adaptation, and innovation, will you be able to find policy solutions that best align with your particular context, values, and objectives. This process of learning-by-doing is about assessing improvements in social and ecological wellbeing as well as reflecting on and adapting the policy design process itself. Evaluations throughout the policy design process help identify interconnections, impacts, and changes in wellbeing as well as unexpected barriers and accelerators of change. When evaluating the policy impacts on wellbeing it can be helpful to 1) regularly assess wellbeing and 2) identifying best practices and lessons for improvement.

### Implementing Wellbeing Economy Policies

We have important work ahead of us. But I have no doubt that together, we will get to a world that leaves no one behind – a world where promises made are promises kept, for people and planet, for human rights, and for human dignity.” *Amina J. Mohammed, Deputy Secretary General, United Nations*

Many governments face challenges when it comes to implementation, with a large gap between what was planned and what happens on the ground. Many of these challenges can be overcome by engaging people throughout the strategy and policy design process, so that they have a clear understanding of the logic and purpose of policy initiatives and can tailor them to their context. While the process of developing strategies and policies begins with a high-level Wellbeing Vision and works its way down, the actual achievement of this vision will necessarily be ‘bottom-up’, driven by transformations in activities and behaviours in all sections of society. Thus, empowering people to take the lead in designing, aligning, and monitoring wellbeing policy initiatives is important for effective implementation. While the exact shape and form of your implementation will depend on your context, there are a couple of processes worth considering, 1) empowering localised policy implementation and 2) participatory monitoring of implementation.



## Wellbeing Economy Policy Design Guide

In designing economic policies that put the wellbeing of people and the planet first, it is important to co-create new and innovative economic policies that support current as well as future wellbeing. By embracing a more holistic approach to the economy policy making processes, it is important to take advantage of the expertise and lived experiences in societies to co-create new Wellbeing Economy policies. By providing space for various stakeholders to meaningfully engage in co-creating new policy initiatives e.g., piloting projects or proposing ideas for policy initiatives, you will not only find innovative and context specific ideas, but also enhance the level of trust people have in government.

Ways of achieving this are through community forums, citizen assemblies, focus groups, deliberative polling, inter-governmental policy forums, participatory budgeting, wellbeing budgets, deliberative policy development, public policy conferences, citizen conferences, on and off-line decision-making spaces, town meeting, expert forums, research on international best practice. Key processes include:

- Revisiting **wellbeing vision, goals, and values** when designing new policies and programmes.
- **Considering how different policy instruments** (regulations, incentives, disincentives, commons, information, public provision) **could be used to achieve the same outcomes**, before selecting the one(s) most appropriate for your context.
- Recognising that expertise comes in many forms and engage Wellbeing Economy experts as well as **'unusual suspects'** who can provide knowledge and insights when co-creating new policy instruments.
- Identifying and **co-create new pilot projects and policies** with communities through participatory budgeting, community forums, public policy conferences, etc.
- Spending additional time exploring how to develop policies that can **promote behaviours that may have traditionally been outside the realm of standard economic thinking** (e.g., generosity, environmental stewardship, cooperation, etc.)
- Making special efforts to empower those who have been **historically marginalised in policy areas** to co-create initiatives (e.g., engage the homeless in housing policy, prisoners in prison reform policy, etc.).
- When selecting policies, consider the **community's perspective regarding the legitimate role and scope of government**. This will help to determine if, for example, if a regulation or incentive programme would be more appropriate.
- Prioritising policies and initiatives that have positive benefits for a **variety of wellbeing goals**.
- **Validating the proposed policy package** with communities, implementing agencies, and stakeholders.

## Wellbeing Economy - Building Prosperity in Societies, Neighbourhoods and Communities

In conclusion, building prosperity and wellbeing requires not only a change of policy thinking but also a commitment to challenge our own internal barriers and addictions. Do we really need to save large amounts of money for a future that is in any case uncertainty just a few? Would we not be better off relying on the idea that with greater voice, communities can become self-sustaining and that resources will flow through society, rather than being trapped by just a small number. It may seem too idealistic, but as countries start to explore what the impacts of COVID 19 mean for society, there is a chance to take a different pathway.

In response to the COVID-19 pandemic, many governments around the world temporarily suspended parts of their economies to slow the spread of the disease. As part of this process, many governments had to identify which types of economic activities were deemed most 'essential' for collective wellbeing and would continue to operate during 'lockdown'. While the exact list of

‘essential’ or ‘key’ sectors and workers varied across and even within countries, some common areas are: healthcare, energy, education, childcare, water, agriculture and food production, critical retail (e.g., grocery stores, pharmacies, hardware stores, etc.), critical trades (e.g., construction, electricians, plumbers, etc.), transportation and delivery, and government and community-based services. The ability of policymakers to very quickly identify these ‘essential’ economic activities illustrates that we have an intuitive understanding of the economic activities that are most important for maintaining collective wellbeing. The challenge is to expand our time horizon and consider the activities that are most important for future wellbeing as well, and to co-create strategies to foster and promote these economic activities in a way that promotes social justice on a healthy planet. The good news is that we are not starting from zero. There are many examples of wellbeing economy policies that enhance prosperity at all levels<sup>12</sup>:

- A 3-day workweek to lower environmental pressures and achieve higher social wellbeing.
- Introduction of a Time banking system to increase social inclusion.
- Introduction of a resource cap and trade scheme to limit resource extraction.
- Green infant industry boarder tax to support sustainable production.
- Land value Tax to make the appreciation of land value publicly available.
- Universal basic income or unconditional cash transfers
- 100% inheritance tax rate to increase intergenerational economic mobility and social cohesion.
- Universal Job guarantee to ensure stable employment.
- Set up social business incubators to support businesses designed to increase societal wellbeing.
- Law protecting the rights of the environment.
- Tax rebates for local production and consumption, to encourage short supply chains and the engagement of businesses with local communities.
- Public Procurement to support Wellbeing Economy activities & behaviours.
- Property right reform to support the commons.
- Common Benefit Corporation laws
- Binding code of conduct MNCs

In May 2019, New Zealand attracted international attention for producing what it called the world’s first ‘Wellbeing Budget’<sup>13</sup>. The Budget began with a wellbeing vision which expressed: *‘Wellbeing is when people are able to lead fulfilling lives with purpose, balance and meaning to them. Giving more New Zealanders capabilities to enjoy good wellbeing requires tackling the long-term challenges we face as a country, like the mental health crisis, child poverty and domestic violence. It means improving the state of our environment, the strength of our communities and the performance of our economy.’* (The Wellbeing Budget, 30 May 2019)

The Wellbeing Budget aimed to create a new approach to economic policy by considering economic, environmental and social objectives together. It incorporated three core principles into their policy design:

1. Breaking down agency silos and working across government to assess, develop and implement policies that improve wellbeing. An example of this shift was that the Treasury now requires collaboration across ministries when submitting budget bids. This led to 10

<sup>12</sup> [https://friendsoftheearth.eu/publication/sites/default/files/resource\\_use/2018/foee\\_sufficiency\\_booklet;](https://friendsoftheearth.eu/publication/sites/default/files/resource_use/2018/foee_sufficiency_booklet;) [https://publications.jrc.ec.europa.eu/repository/bitstream/JRC85642/jrc85642.pdf;](https://publications.jrc.ec.europa.eu/repository/bitstream/JRC85642/jrc85642.pdf) [https://zoe-institut.de/en/publication/3339/;](https://zoe-institut.de/en/publication/3339/) [https://www.un-page.org/files/public/gita\\_manual\\_150ppi\\_full\\_3.pdf;](https://www.un-page.org/files/public/gita_manual_150ppi_full_3.pdf) [https://www.un-page.org/files/public/gita\\_manual\\_150ppi\\_full\\_3.pdf;](https://www.un-page.org/files/public/gita_manual_150ppi_full_3.pdf) [https://eml.berkeley.edu/~saez/piketty-saezECMA13.pdf;](https://eml.berkeley.edu/~saez/piketty-saezECMA13.pdf) [https://www.sciencedirect.com/science/article/pii/S0959652611002101?via%3Dihub;](https://www.sciencedirect.com/science/article/pii/S0959652611002101?via%3Dihub) [https://sustainable-prosperity.eu/policy-database/goal/3/objective/5/channel/1/policy/362/;](https://sustainable-prosperity.eu/policy-database/goal/3/objective/5/channel/1/policy/362/) [https://www.iisd.org/publications/toward-strategic-public-procurement-latin-america-and-caribbean;](https://www.iisd.org/publications/toward-strategic-public-procurement-latin-america-and-caribbean) [https://www.societabenefit.net/english-information/;](https://www.societabenefit.net/english-information/) <https://wellbeingeconomy.org/wp-content/uploads/2019/08/Seven-Ideas-for-the-G7-2019.pdf>

<sup>13</sup> <https://www.treasury.govt.nz/publications/wellbeing-budget/wellbeing-budget-2020-html>

agencies coming together to jointly put in a bid to help address family and sexual violence, for example.

2. Focusing on outcomes that meet the needs of present generations at the same time as thinking about the long-term impacts for future generations. On the basis of their wellbeing assessments the government identified 5 priority wellbeing areas for the 2019 budget: Improving mental health, reducing child poverty. Addressing inequalities faced by Indigenous Maori and Pacific Island People, thriving in a digital age; and Transitioning to a low-emission, sustainable economy.
3. Tracking progress with broader measures of success, including the health of people, communities, the environment, and public finances. This included a redesign of budget documentation to make clear how any policy or initiative, including the government's balance sheet and asset management contributed to improvements in wellbeing.

The 2019 Wellbeing budget was a bold experiment in not only shifting understandings of progress but also embracing a new way of designing policies. While the 2019 Wellbeing budget only accounted for new spending for one fiscal year, the Government has now embedded a wellbeing approach into legislation through the Public Finance (Wellbeing) Amendment Act 2020. The government expressed their commitment to build on the successes and lessons learnt from their 2019 wellbeing budget, writing that: 'Achieving genuine and enduring change in the way Budgets and policies are developed takes time. We know that we cannot meaningfully address long-term problems like child poverty, inequality and climate change through a single Budget. This is why the Government committed to taking a wellbeing approach to Budget 2020 and beyond to build on the successes of our first Wellbeing Budget'. Given how well New Zealand coped with the COVID-19 pandemic, we must surely ask about the role that Wellbeing Economy thinking had in determine the leadership and prescience that this small nation has shown.

© Professor McGlade, 2021