

A light blue world map is visible in the background of the top half of the cover.

Government Competitiveness Report

2016



Center for
Government
Competitiveness

Graduate School of Public Administration
Seoul National University

2016
Government Competitiveness Report

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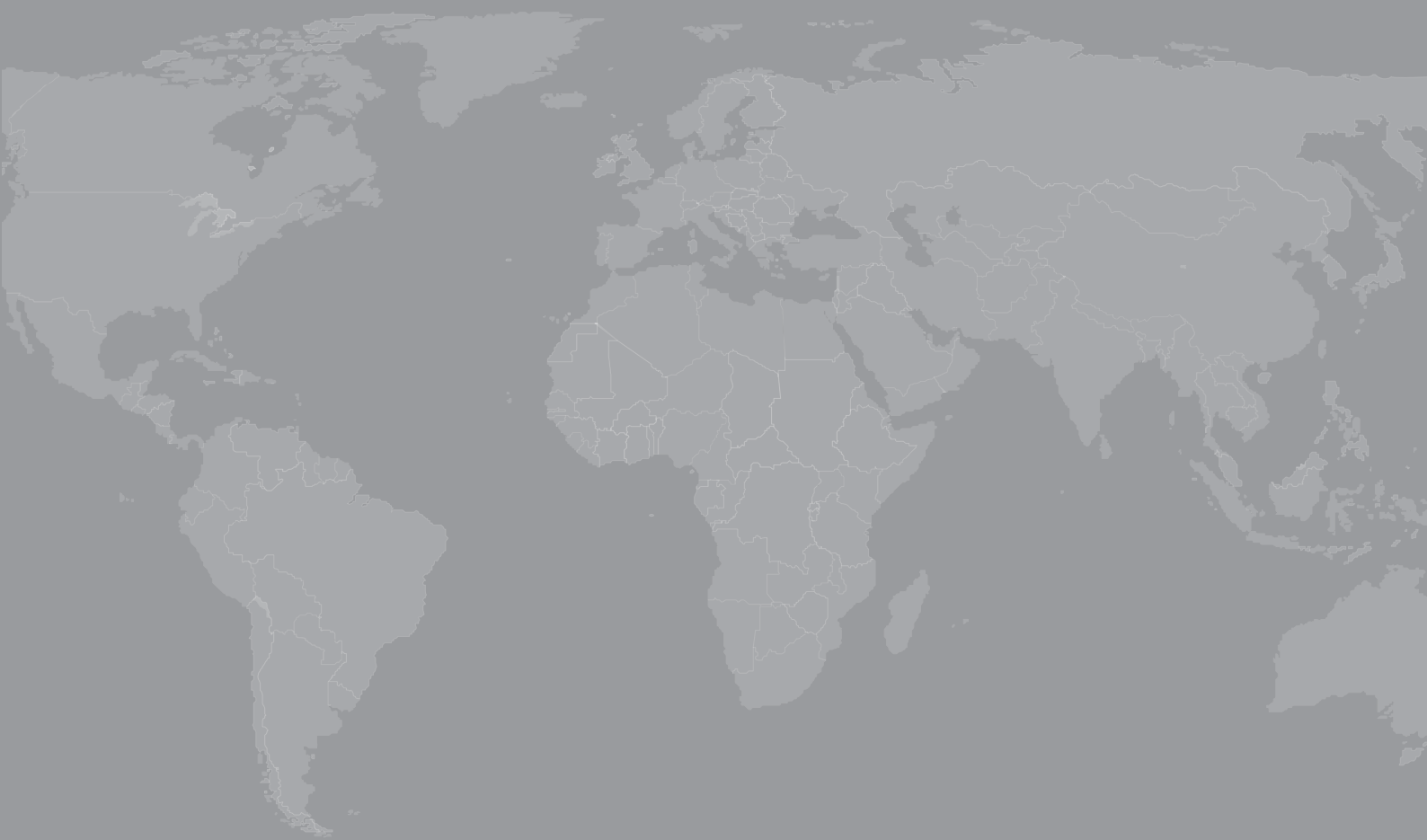
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Government Competitiveness Overview & Methodology

Preface

Government Competitiveness: What is GC?

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Preface

Britain's vote to withdraw from the European Union followed by Donald Trump's electoral victory in the United States constitutes a single giant political event – one that makes 2016 rather a vintage year in history that will be long introspected and analyzed. As we celebrate the end-of-the-year season, it is not too difficult to realize that the global order of liberalism is in stake – centrifugal forces of political isolationism and trade protectionism are gaining momentum with the looming calamities of demographic crisis, worldwide economic uncertainties, environmental degradation and a persistent poverty trap in the Third World.

For both developed and developing countries around the world, the public sectors in 2016 were confronted with a relentless flow of unprecedented pressures and challenges. The once “given” facts with regard to the role of the state, the boundaries of markets and the essentials of citizenship are now all being contested. As the world still copes with the aftermath of the Global Financial Crisis, the consensus of the Keynesian welfare-state paradigm and the free-market/free-trade principles of Neoliberalism is under deep challenge for reforms (or rebirth). At the same time, governments are faced with new social realities: electronic-information technologies and automated machineries are transforming the nature of employment, while changes in demographic structure are creating heightened demands for public services and welfare expenditures; and unforeseen social problems are emerging as the world sees increased global migration from borders to borders. How governments respond to this emerging set of agendas will be the central focus of the bureaucracies around the world.

Facing such headwinds of global politico-economic order, the 2016 Government Competitiveness Annual Report connotes a strong belief that government capacities are indeed critical for enhancing freedom and prosperity of the populace, an idea which is becoming ever-more apparent in the current age of anxieties from a reckless and unpredictable reality.

In this regard, the Center for Government Competitiveness is proud to present the 2016 Annual Report. Through publishing the 2016 Annual Report for Government Competitiveness Research, I believe the GC Center can better serve the world through practicing the importance of bringing research and knowledge to a wider public. Throughout the year, the GC Research Team has collected numerous amounts of both hard- and soft data on 9 to 10 policy areas regarding 34 OECD member-states as well as 89 non-OECD countries. Analyzing information from the 89 non-OECD states, indices on government performances of the Republic of Korea and Singapore were used as points of references.

Government Competitiveness 2016 research was conducted amid persistent global economic uncertainties, and OECD nations were no exception to the tumultuous nature of global headwinds. To mention a few, the European Union experienced unprecedented flow of both political and economic migrants to its borders along the Mediterranean, and the second largest economic entity (if treated as a single country) was soon faced with continuing internal, inter-governmental conflict on distribution of the newcomers. Due to the heightening social crisis,

right-wing parties gained institutional presence in many places where extremes at both ends were thought to be permanently resolved after World War II. Public outcries and voices for erecting barriers for blocking people as well as goods and services gained momentum, which has eventually reached a culmination point through the Brexit Vote.

Developing countries have shown slightly different trajectories throughout the year: 1.4 billion citizens of the People's Republic of China were faced with slowing economic development, while India and ASEAN member-states have generated relatively stable economic growth. On the other side of the globe, the Sub-Saharan Africa has shown impressive progress on the areas of education, health, gender equality and economic growth potential, although one might have to remain cautious when analyzing the northern part of Africa, where persistent terrorist threats and internal political instability have severely hindered the development of well-functioning governments. Lastly, a few lines should be reserved in recognition of the Latin America and the Caribbean region. In the range of cases examined here one may discern three main trends throughout many governments in the area - that is, the fading of the past global commodities boom, increasing social expectation from the emerging middle-class, and the persistent income inequality in the age of post-boom reality.

This report consists of three chapters: (1) overview and methodology; (2) GC results on OECD member-states and non-OECD countries; and (3) a detailed review of 27 countries that are Korean Government's priority ODA partners.

GC's special strength lies in throughput indices which emphasize government's roles, management capacities and activities. Government's management capacities have wide-ranging implications throughout the public sector: financial, human capital, and information technology resources, just to name a few. Through developing vision and values, and communicating, coordinating and facilitating decision-making processes, governments around the world are striving for enhancing their overall competitiveness. For the efforts to understand the varied roles played by the government - the public sector's activities throughout economic, social and political arenas - in enhancing its capacity and performances, a comparative perspective can lead to asking useful inquiries, and eventually leading up to a new historical generalization of the uncharted waters in the twenty-first century. To sum up as concisely as possible, we seek to understand the role of the government, based on its given limits, in taking resources from in- and outside of the country and improving social, economic and cultural conditions of the nation while pursuing to enhance the social quality and bring the future to more desirable ways. It is for such a truth-seeking analysis that the Center for Government Competitiveness have published this report.

Tobin Im

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Government Competitiveness

What is GC?

"The power of government to, in light of various constraints, take resources from in and outside of the country and improve social, economic and cultural conditions of the nation in order to sustainably enhance citizens' quality of life."

Government Competitiveness (GC)

Level of Analysis : Nation

Focus : Government

Future Oriented

Reflection of change by Government's Effort

Possibility of Compare between Each Nation



What makes some governments more competitive than others? At minimum, addressing this question requires a basic understanding of what government competitiveness means. Yet, to date, a concise definition of GC does not exist. Due to this lack of understanding about GC, the term is often used interchangeably with a host of similar concepts, many of which have been employed by research institutes such as IMD and WEF. Studies of competitiveness focus primarily on the national level, but GC and national competitiveness are not the same. GC is also frequently confounded with other concepts, including government capacity, good governance, quality of government, national power, government effectiveness, organizational competitive advantage, and performance management.

The academic literature reveals several challenges in measuring GC. For example, some related concepts and their measurement reflect an ideological bias, such as the virtues of a free-market economy. As a result, some indices of national competitiveness – a concept similar to GC – focus primarily on economic and market indicators such as business-friendly conditions and economic growth. They are therefore less likely to include indicators of effective government, such as human development outcomes like education, healthcare, and social capital. In light of these weaknesses, the Center's approach to understanding GC necessitates a multi-dimensional approach to measuring government support of citizens' well-being.

Emphasizing Government's Role

Existing national competitiveness indices, while helpful, suffer from certain theoretical and methodological shortcomings. With a disproportionate focus on business-related factors, indices such as those introduced by the International Institute Management Development and World Economic Forum emphasize industrial productivity over social outcomes. Government's role in and contribution to general welfare has been unduly overlooked.

As such, a burgeoning line of research has begun to broaden the concept of national competitiveness, by exploring additional dimensions. This developing line of research has also, in recent years, spurred interest in governments' relationship to different aspects of national competitiveness. In turn, several institutions have begun to develop indicators emphasizing the role of government in driving development and national competitiveness.

Prominent examples include the World Bank's Worldwide Governance Indicators (WGI) and the Quality of Government Institute's (QGI) (the University of Gothenburg) Quality of Government indicators (QoG). While these two indices represent important steps toward improving scholarly understanding about how government supports competitiveness, they also suffer from deficiencies that represent opportunities to improve on competitiveness studies.

The concept of GC adopts Easton's Systems Theory as a guiding theoretical framework. Systems theory assumes that a system, in a dynamic relationship with its environment, absorbs various inputs, transforms them in certain ways, generates outputs, and achieves certain outcomes. This view suggests that organizations can accomplish their objectives with varying internal activities (conversion processes).

Based on the systems theory, the GC categorizes government roles into four sequential levels: input, throughput, output, and outcome. Most national competitiveness indices measure outputs as the main contributors to a country's competitiveness, but this method under-evaluates the competitive potential of countries with high information processing capacity or public management capability.

In contrast, the GC Index first analyzes competitiveness through each of the four levels – input, throughput (public management capacity), output, and outcome. The index then aggregates results from each level to produce an overall competitiveness score. This approach generates a variety of policy implications at each systemic level. The following are some sub-categories for each stage.

Input: resources, infrastructure, government expenditure, environment

Throughput: human capacity, management capacity, policy, system, process

Output: production, growth rate, improvement level, immediate goal achievement

Outcome: quality of life, satisfaction, social capital, ultimate goal achievement

Indicator for Policy Areas: Focusing on OECD

Economy

Economic prosperity is a crucial dimension of competitiveness. Economic growth depends to a large extent on the behaviors of consumers and producers, but government activities are also crucial in maintaining economic stability.

Education

Quality human resources are important for a competitive economy. Governments should develop effective educational policies that value certain critical elements based on an integrated standard prioritizing equality of opportunity.

Health and Welfare

A competitive government should develop an equitable health care and welfare system that provides social safety nets, adopts a life-long approach to health, and supports retirement stability.

Agriculture and Food

One of the most basic essentials for life is food. A competitive government needs to effectively intervene in strategic planning and priority setting for agricultural innovation and development, including the provision of incentives for private agents and technical assistance consultants.

Information and Communications Technology (ICT)

The potential benefits of ICT are well known. However, the costs of ICT infrastructure are typically high, so it is sometimes necessary for government to intervene.

Energy and Environment

Economic growth sometimes occurs at the cost of environmental sustainability. A government is responsible for managing national environmental policy to foster sustainable economic development and protect the health and safety of citizens.

Governance

Government capacity for each activity area depends on the stability of a country's political system and civil society. Even for a government that can produce effective public policies, efficient implementation is difficult if the country's political system and civil society are unstable.

Research and Development

Governments play an important role in providing funding for public R&D programs in support of industrial policies or science and technology development strategy. A government can be a financier of R&D activities as well as a performer of R&D itself.

Culture and Tourism

Culture can be a driver of economic growth through the promotion of creativity. Many governments are now focusing on cultural development by providing educational opportunities, engaging new audiences, and promoting tolerance and understanding.

Disaster Management

Government ability to manage disasters is increasingly important. Facing the increased likelihood of disasters, governments are under pressure to develop more sophisticated risk management systems.

Overview of Issues:

Focusing on OECD

Continuing Economic Uncertainty

Government Competitiveness 2016 research was conducted amid persistent global economic uncertainty which was based on two factors: slowing economic growth of China and unresolved financial crisis within the EU zone.

Knowing that the free movement of labor and capital had been a firm bedrock of economic prosperity of the European Union, such principles have backfired since the Global Financial Crisis of 2008, under which festering economic inequality between the northern and southern bloc of the EU zone and fiscal crisis among PIGS (Portugal, Italy, Greece and Spain) nations were highlighted. This has led to the public perception towards the founding principles of the EU that economic integration and its purported positive effects were indeed questionable.

After the global economic crisis in 2008, public debt increased sharply in many OECD countries. Although many OECD countries have implemented fiscal reforms up to recent date, the level of public debt is still high with the slowdown of global GDP growth and the real economic growth. The gross financial liabilities of 34 OECD countries rose significantly from 56.45% of GDP in 2007(before the crisis) to 89% in 2014. A notable increase in public debt was observed in the European countries that experienced financial crisis. The public debt per GDP in Ireland climbed around 100%p, which recorded the highest increase and increase rate. Southern European countries like Greece, Spain and Portugal also went through steep increase in public debt by over 60%p after the financial crisis. The hardship of the European countries from financial crisis implicate that it is difficult to lower the sovereign debt in a short period of time once it has risen.

Refugee, Europe's Social Crisis

One of the other main characteristics of OECD countries in their government competitiveness status is the change of European nations in terms of governance.

Specifically, 2015-2016 was a period of political turbulence and instability, as ongoing battles of Syrian Civil War have been amplified, along with deepening political crises in Afghanistan and Iraq. In addition, the North African region has also experienced internal strife, uncertainties and political conflicts, which ultimately led to massive flows of migrants towards the European Continent across the Mediterranean Sea. Political, economic and social pressures arising from the massive inflow of migrants' population have become a significant political burden upon the European Union, which was established on the ideas of solidifying political unity as well as economic integration on the Continent.

Process related to initial handling of the migrants, as well as subsequent movement of the refugees within the EU can be understood as a form of exogenous shock in terms of "governance", "social welfare" and "disaster management", which highlights a growing need for separate research/analysis.

Internal, Intergovernmental Conflict

Considering the nature of the migrant groups, which are mostly comprised of political refugees rather than economic migrants, most of the newcomers to the states within EU are low-educated individuals with few professional skills available for potential job employment. In terms of population composition, these migrants can be categorized as "unskilled labor", and the steep increase in the population of such unskilled individuals might cause social conflict

with pre-existing low-educated Europeans.

Potential social stress and pressure might entail a continuous vicious cycle of conflicts and violence, as increased internal social conflict does have influence over social issues such as worsened public safety.

Due to the worsening migrants' crisis, the Schengen Agreement, which stipulates the right to unhindered movement of persons and capital within the EU zone, is under unprecedented challenge. This has led to inter-governmental conflict between states along the migrants' movement corridors and main transportation hubs as the governments are under significant disagreement on initial handling of the newcomers and distribution of the refugees over the international borders.

Right-wing parties, Brexit & Protectionism

Due to the worsening refugee crisis, a number of EU member-states have experienced a surge of right-wing political parties which cried for strengthening national sovereignty and enhancement of national security against uncontrollable inflow of migrants. For instance, even France and Germany, the leading states of European integration since the establishment of ECSC, have been experiencing the surge of right-wing popular movements in the election polls.

In France, the extremist right-wing party National Front won 27.7% at the primary session of the 2016 local elections, securing the first place among political parties in France — although the party was soundly defeated throughout the final rounds of the voting, the fact that an extremist party had almost gained stable number of seats in local legislatures can be perceived as something stirringly abnormal and irregular in the political history of the

French Republic.

In Germany, the largest economy in the European Union, Chancellor Angela Merkel's Christian Democratic Union (CDU) was defeated by the right-wing populist Alternate Party of Germany (AfD). This incident can be perceived as a growing social conflict within Germany due to the massive relocation of Middle-East migrants of more than 1 million, which then led to increasing pressure upon administrative system of Germany.

The rising anti-migrant sentiments and persistent economic uncertainty from the past years of Global Financial Crisis have precipitated voices for trade protectionism and political isolation within the EU bloc, UK's Leave-EU Referendum in last June being one of the prime examples of such sentiment. This is one of the evidence that a large-enough political crisis within a bloc that consists of a contiguous group of adjacent states has a rapid spillover effect.

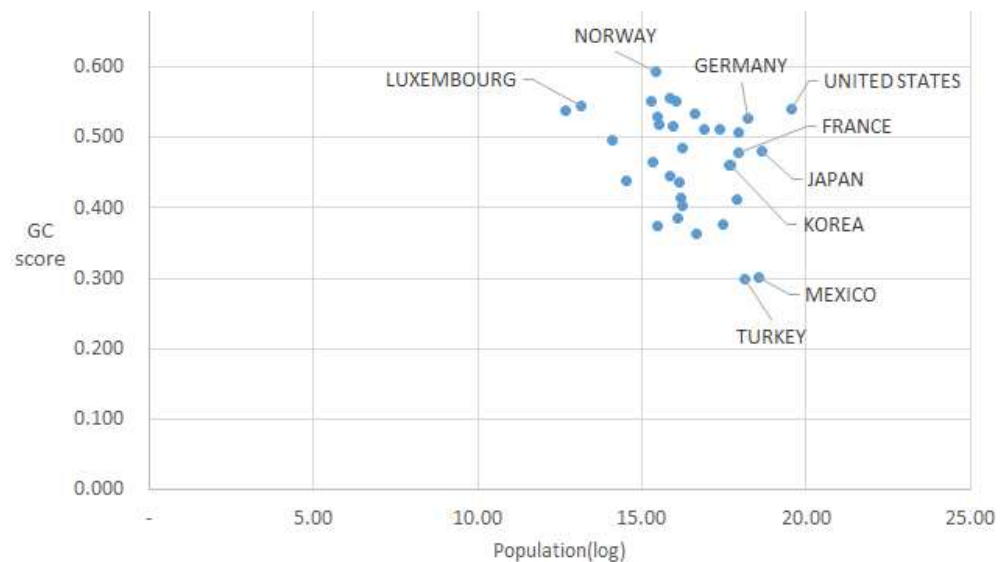
Small but Perfectly Formed: Nations with Small Population with High-Quality GC

Based on Mao Zedong's quote, "the population is the national power," countries with big population secure labor resources and stable domestic market, which lead to countries' growth.

However, GC ranking showed opposite pattern. One of the trend in the current GC Research is the enduring stability of nations with appropriate level of populations. Few examples are Norway(5->1), Switzerland(3->2), Sweden(1->3), New Zealand(8->4) and Luxembourg(13->5).

One of the key factors enabling such high-quality governance is the appropriate level of population

The graph of negative correlation between population and 2016 GC score confirms this trend. Based on the negative relationship, the smaller the country's population is, the better they performed in 2016 GC.



that facilitate economies of scale for an efficient domestic national economy, while minimizing potential social conflict and stress. (Luxembourg might be excluded from the discussion above, as its location in the Western-Central Europe as well as its policies of openness in trade and capital movement enable the nation to create massive amount of capital-based wealth due to its proximity to financial strongholds of the EU bloc).

These small but strong countries have different characteristics compared to small scale city states such as Singapore, Hong Kong, and Luxemburg in that they have enough land to foster diverse industry, and small but competitive labor force.

Yet, within the categorization above, countries with state-led democratic socialism model (i.e., Nordic-Scandinavian states, such as Sweden, Finland and Denmark) are experiencing a minor decline in their rankings.

Among the four states, all three except Norway, a mineral-rich nation, are experiencing ongoing problems of economic uncertainty and insecurity, added by migrants' inflow from the Mediterranean area. This has led a growing concern with regards to the so-called Nordic model of "High Taxes-High Welfare-High Labor Rate" economic paradigm.

Environment-friendly Europeans

Once again, 9 countries out of top 10 in GC environment sector ranking are from Europe, especially from Scandinavian and central Europe. Supposedly stringent target proposed by the EU on reducing green house gas (GHG) emissions 20% below 1990 levels by 2020 are attained in every EU member states with a few exceptions. Governments' collaborative and continuous efforts to not only encourage investments in renewable energies and low-carbon technology but also regulate the use of fossil fuels are the main drivers of success.

GC Methodology

Selecting Indicators

In general, government competitiveness(GC) score is calculated following the methodology from previous years. However, our researchers underwent a systematic and rigorous review, striving to improve our previous works. First, we collected raw data published by approximately thirty international organizations along with NGOs and government reports. Among the collected data, those pertinent to the roles of government are sorted into GC policy areas for OECD and Non-OECD countries. These sorted data went through an in-depth assessment over their validity, availability, and sustainability. Especially, data that are not updated at least biennially were excluded while new indicators that meet the selection criteria were added. The overall number of indicators used this year is 224 for OECD countries, and 193 for Non-OECD countries.

Policy Area Specific Throughput Indices

2016 GC indices especially made improvement in throughput indices that are policy area specific. In previous years GC throughput indices have mainly focused on government's overall human and physical capacities. This year each policy area includes area-specific throughput indices, so that throughput indices more precisely reflect different government's roles in diverse policy areas.

For a given index, z-scores for every country are computed using the mean and the standard deviation. Then, for a country l , the score of an index k in policy area I and stage j is calculated in the following way:

$$Score_{ijkl} = \frac{Z_{ijkl} - \min Z_{ijk}}{\max Z_{ijk} - \min Z_{ijk}}$$

where Z_{ijk} is a vector of the index's z-scores for all countries and Z_{ijk} is the index's z-score for country l . Note that the set of indices for OECD countries are different from that of developing countries and, hence, the scores for two groups are estimated separately. Following these steps, each score will range from 0 to 1.

Now, each index under a policy area is categorized into one of the four stages, namely input, throughput, output and outcome. We calculate the scores for each stage by averaging the scores of indices that fall under it. In other words, the score for the country l 's policy area I and stage j is:

$$\frac{1}{k_n} = \sum_{k=k_1}^{k_n} Z_{ijkl}$$

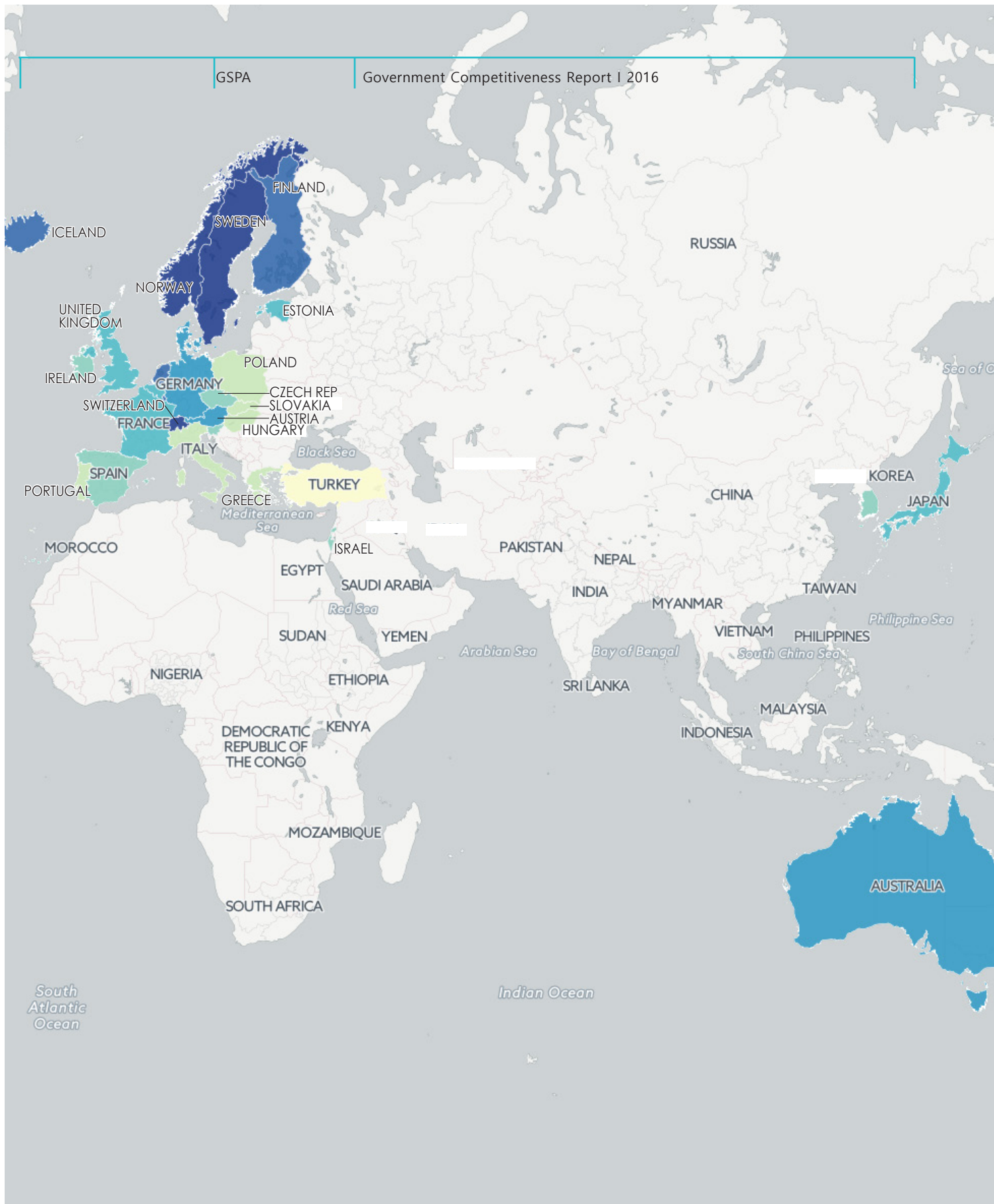
where k_1, \dots, k_n represents the indices that fall under policy area I and stage j . Then, following the same process, the score P_{il} for a country l 's policy area I will be calculated as an average of scores for the four stages. Finally, a country l 's GC score will be computed as follows:

$$GC\ Score_l = \frac{1}{i_m} \sum_{i=i_1}^{i_m} P_{il}$$



2016 Government Competitiveness of OECD Countries

Norway	Canada	Czech Republic
Switzerland	Australia	Portugal
Sweden	United Kingdom	Italy
New Zealand	Estonia	Greece
Luxembourg	Belgium	Hungary
United States	Japan	Poland
Iceland	France	Slovakia
Netherlands	Ireland	Chile
Finland	Korea, Rep.	Mexico
Germany	Spain	Turkey
Denmark	Israel	
Austria	Slovenia	



Norway
Switzerland
Sweden
New Zealand
Luxembourg
United States

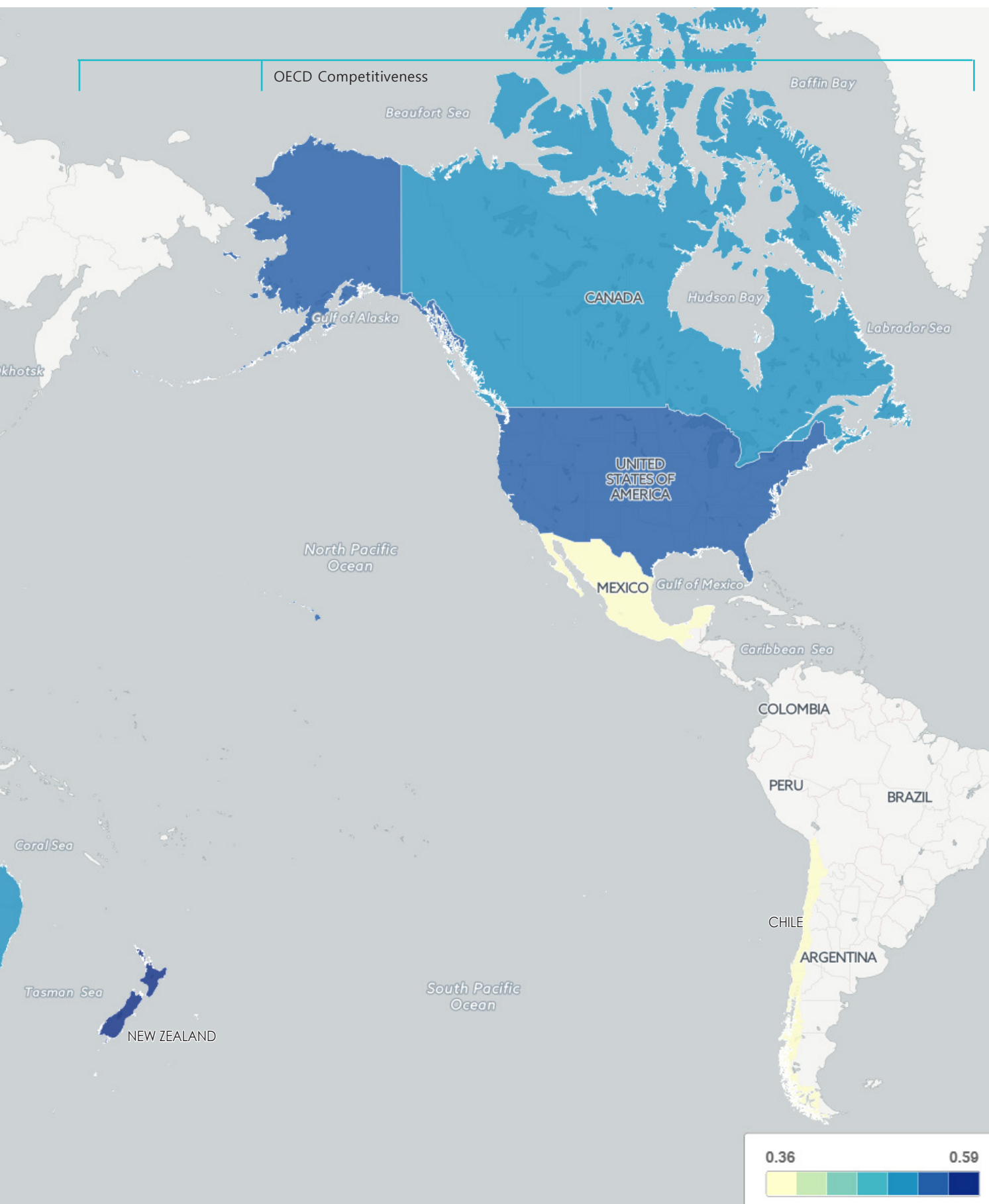
Iceland
Netherlands
Finland
Germany
Denmark
Austria

Canada
Australia
United Kingdom
Estonia
Belgium
Japan

France
Ireland
Korea, Rep.
Slovenia
Spain
Israel

Czech Republic
Portugal
Italy
Greece
Slovenia
Spain

Israel
Czech Republic
Portugal
Italy



2016 OECD Government Competitiveness Score

2016 OECD GC Ranking

Countries	2015 GC Rank	2016 GC Rank	Change
Norway	5	1	4
Switzerland	3	2	1
Sweden	1	3	-2
New Zealand	8	4	4
Luxembourg	13	5	8
United States	4	6	-2
Iceland	11	7	4
Netherlands	2	8	-6
Finland	6	9	-3
Germany	10	10	0
Denmark	7	11	-4
Austria	17	12	5
Canada	14	13	1
Australia	12	14	-2
United Kingdom	9	15	-6
Estonia	20	16	4
Belgium	19	17	2
Japan	15	18	-3
France	18	19	-1
Ireland	21	20	1
Korea, Rep.	16	21	-5
Spain	23	22	1
Israel	22	23	-1
Slovenia	24	24	0
Czech Republic	26	25	1
Portugal	25	26	-1
Italy	29	27	2
Greece	32	28	4
Hungary	28	29	-1
Poland	31	30	1
Slovakia	30	31	-1
Chile	27	32	-5
Mexico	34	33	1
Turkey	33	34	-1

Norway

1st/34

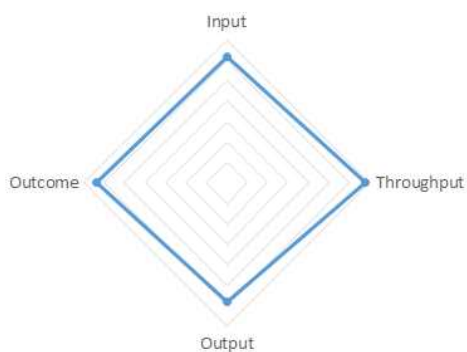
Capital City	Oslo
Population	5.20 million (2016 est.)
GDP (PPP)	\$319.40 billion (2015 est.)
Unemployment	3.5 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	1	0.593
2015 Government Competitiveness	5	0.596



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
1	1	1	13	3
Environment	Governance	R&D	Culture Tourism	Disaster Management
5	1	22	9	7



Ranking by Stage

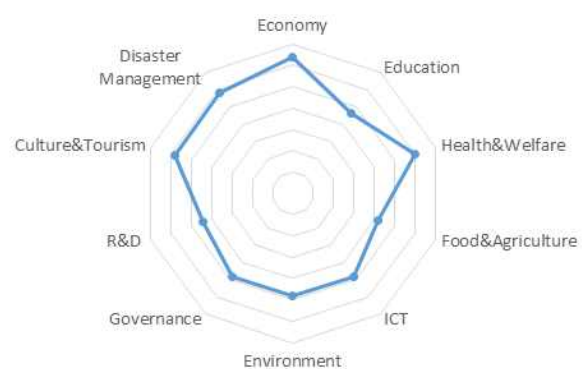
Input	Throughput	Output	Outcome
4	1	6	3

Switzerland

2nd/34

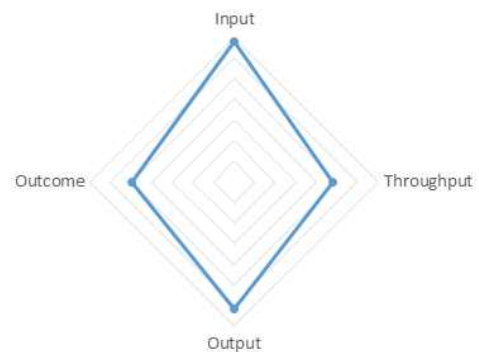
Capital City	Bern
Population	8.38 million (2016 est.)
GDP (PPP)	\$501.65 billion (2015 est.)
Unemployment	4.5 % (2014 est.)
Constitutional Form	Republic-Presidency

	Rank	Score (0-1)
2016 Government Competitiveness	2	0.555
2015 Government Competitiveness	3	0.602



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
3	12	5	14	11
Environment	Governance	R&D	Culture Tourism	Disaster Management
11	11	13	6	6



Ranking by Stage

Input	Throughput	Output	Outcome
1	11	4	10

Sweden

3rd/34

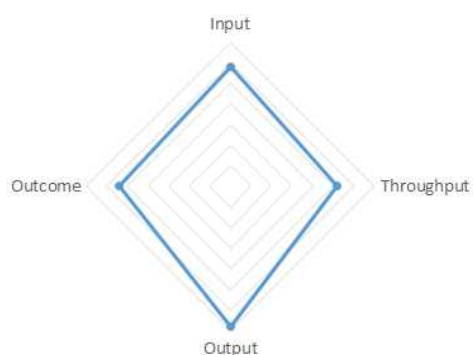
Capital City	Stockholm
Population	9.85 million (2016 est.)
GDP (PPP)	\$454.87 billion (2015 est.)
Unemployment	8.0 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	3	0.552
2015 Government Competitiveness	1	0.606



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
7	4	2	33	4
Environment	Governance	R&D	Culture Tourism	Disaster Management
2	4	2	19	17



Ranking by Stage

Input	Throughput	Output	Outcome
6	9	1	8

New Zealand

4th/34

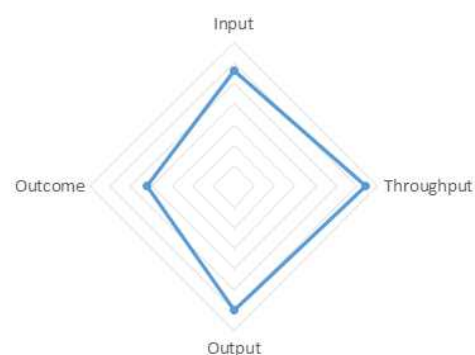
Capital City	Wellington
Population	4.57 million (2016 est.)
GDP (PPP)	\$169.96 billion (2015 est.)
Unemployment	5.8 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	4	0.552
2015 Government Competitiveness	8	0.578



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
9	2	16	2	18
Environment	Governance	R&D	Culture Tourism	Disaster Management
6	2	19	15	5



Ranking by Stage

Input	Throughput	Output	Outcome
4	1	6	3

Luxembourg

5th/34

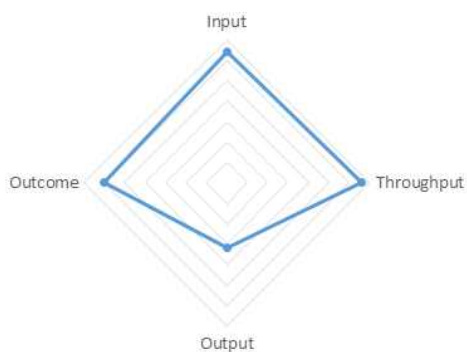
Capital City	Luxembourg
Population	0.58 million (2016 est.)
GDP (PPP)	\$58.07 billion (2015 est.)
Unemployment	5.9 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	5	0.545
2015 Government Competitiveness	13	0.550



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
2	8	12	34	1
Environment	Governance	R&D	Culture Tourism	Disaster Management
24	7	18	13	2



Ranking by Stage

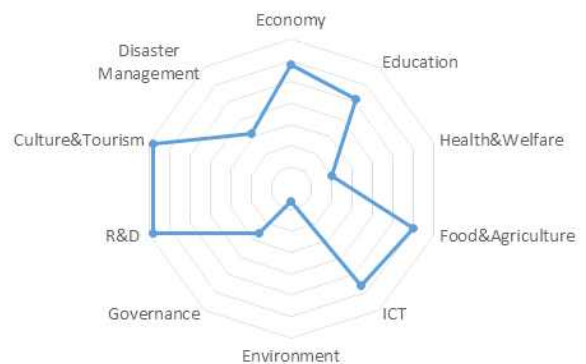
Input	Throughput	Output	Outcome
3	2	19	5

United States

6th/34

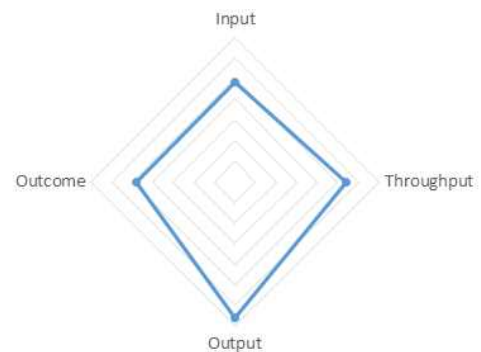
Capital City	Washington, D.C.
Population	324.12 million (2016 est.)
GDP (PPP)	\$17,947.0 billion (2015 est.)
Unemployment	6.3 % (2014 est.)
Constitutional Form	Republic-Presidency

	Rank	Score (0-1)
2016 Government Competitiveness	6	0.541
2015 Government Competitiveness	4	0.602



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
6	9	25	5	7
Environment	Governance	R&D	Culture Tourism	Disaster Management
32	22	1	1	19



Ranking by Stage

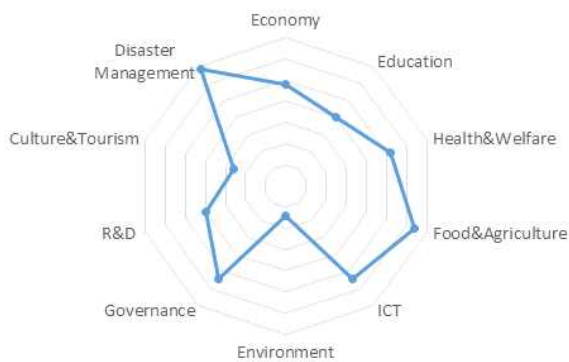
Input	Throughput	Output	Outcome
11	8	2	11

Iceland

7th/34

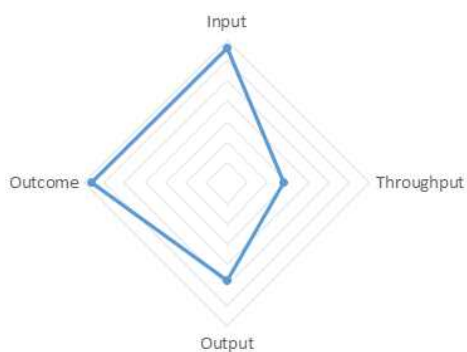
Capital City	Reykjavik
Population	0.33 million (2016 est.)
GDP (PPP)	\$15.40 billion (2015 est.)
Unemployment	4.9 % (2014 est.)
Constitutional Form	Republic -Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	7	0.537
2015 Government Competitiveness	11	0.559



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
11	15	9	3	8
Environment	Governance	R&D	Culture Tourism	Disaster Management
28	8	15	22	1



Ranking by Stage

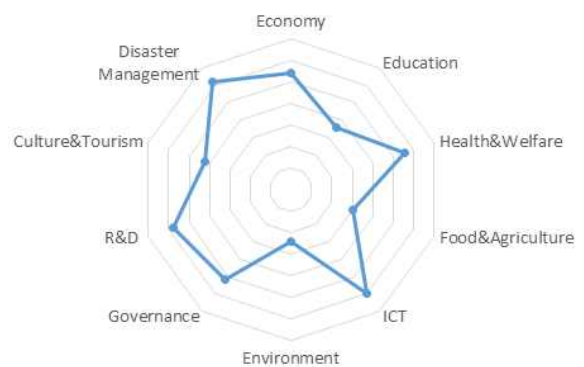
Input	Throughput	Output	Outcome
20	23	23	16

Netherlands

8th/34

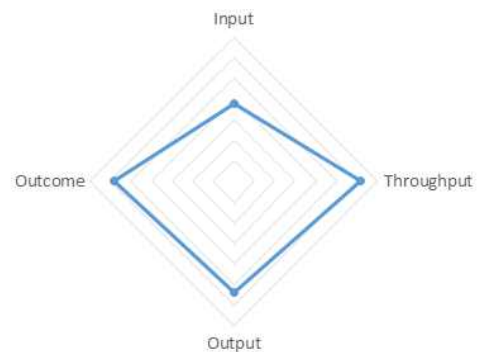
Capital City	Amsterdam
Population	16.98 million (2016 est.)
GDP (PPP)	\$820.73 billion (2015 est.)
Unemployment	6.8 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	8	0.533
2015 Government Competitiveness	2	0.602



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
8	17	7	20	5
Environment	Governance	R&D	Culture Tourism	Disaster Management
23	9	6	14	4



Ranking by Stage

Input	Throughput	Output	Outcome
16	4	8	6

Finland

9th/34

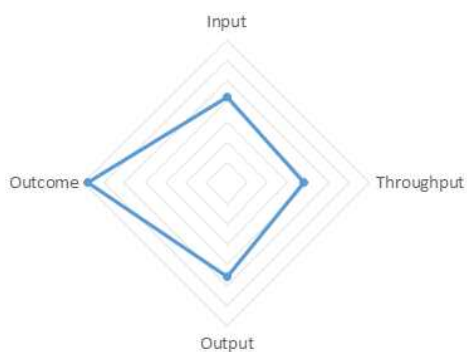
Capital City	Helsinki
Population	5.52 million (2016 est.)
GDP (PPP)	\$222.57 billion (2015 est.)
Unemployment	8.7 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	9	0.529
2015 Government Competitiveness	6	0.590



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
18	10	14	29	2
Environment	Governance	R&D	Culture Tourism	Disaster Management
3	5	16	30	3



Ranking by Stage

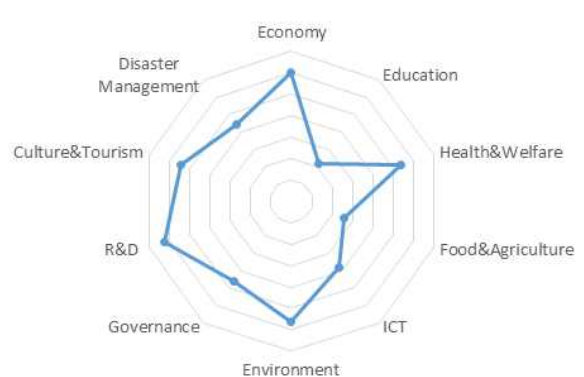
Input	Throughput	Output	Outcome
14	16	12	1

Germany

10th/34

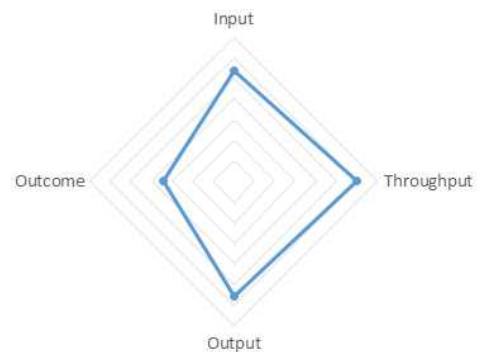
Capital City	Berlin
Population	80.68 million (2016 est.)
GDP (PPP)	\$3,848.27 billion (2015 est.)
Unemployment	5.0 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	10	0.527
2015 Government Competitiveness	10	0.563



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
5	24	8	22	16
Environment	Governance	R&D	Culture Tourism	Disaster Management
7	12	4	8	13



Ranking by Stage

Input	Throughput	Output	Outcome
8	5	7	18

Denmark

11th/34

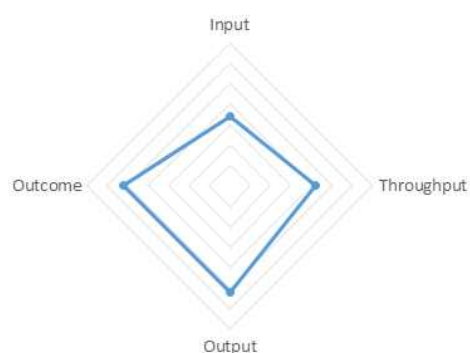
Capital City	Copenhagen
Population	5.69 million (2016 est.)
GDP (PPP)	\$264.70 billion (2015 est.)
Unemployment	6.6 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	11	0.519
2015 Government Competitiveness	7	0.579



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
10	5	6	19	19
Environment	Governance	R&D	Culture Tourism	Disaster Management
15	3	5	31	15



Ranking by Stage

Input	Throughput	Output	Outcome
18	14	9	9

Austria

12th/34

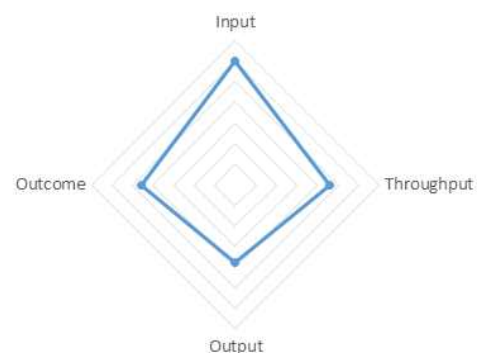
Capital City	Vienna
Population	8.57 million (2016 est.)
GDP (PPP)	\$411.82 billion (2015 est.)
Unemployment	5.6 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	12	0.516
2015 Government Competitiveness	17	0.519



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
17	27	4	26	17
Environment	Governance	R&D	Culture Tourism	Disaster Management
4	15	8	5	11



Ranking by Stage

Input	Throughput	Output	Outcome
5	12	16	12

Canada

13th/34

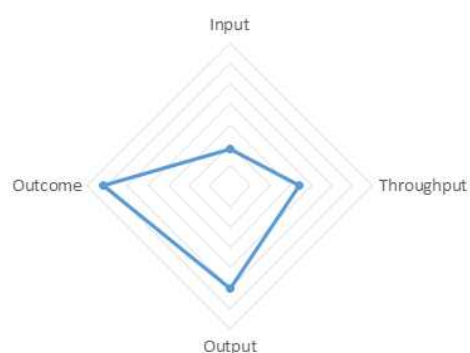
Capital City	Ottawa
Population	36.29 million (2016 est.)
GDP (PPP)	\$1,588.60 billion (2015 est.)
Unemployment	6.9 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	13	0.512
2015 Government Competitiveness	14	0.547



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
14	3	23	16	13
Environment	Governance	R&D	Culture Tourism	Disaster Management
27	6	7	20	8



Ranking by Stage

Input	Throughput	Output	Outcome
26	18	10	4

Australia

14th/34

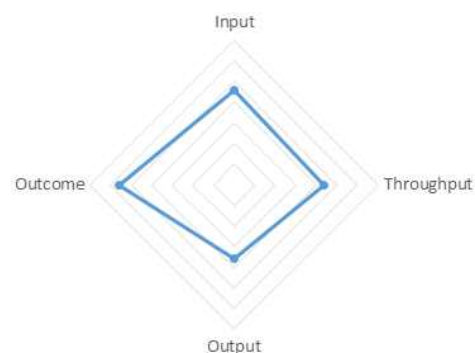
Capital City	Canberra
Population	24.31 million (2016 est.)
GDP (PPP)	\$1,082.38 billion (2015 est.)
Unemployment	6.1 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	14	0.510
2015 Government Competitiveness	12	0.556



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
16	6	17	4	14
Environment	Governance	R&D	Culture Tourism	Disaster Management
12	10	20	26	16



Ranking by Stage

Input	Throughput	Output	Outcome
12	13	17	7

United Kingdom

15th/34

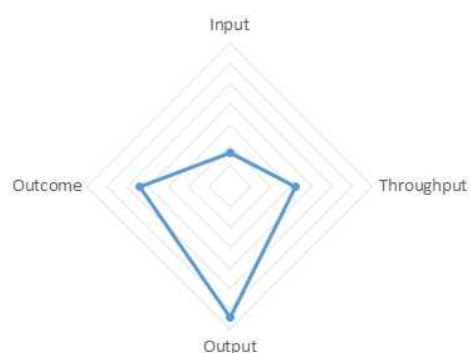
Capital City	London
Population	65.11 million (2016 est.)
GDP (PPP)	\$2,691.81 billion (2015 est.)
Unemployment	6.1 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	15	0.508
2015 Government Competitiveness	9	0.564



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
24	11	21	18	6
Environment	Governance	R&D	Culture Tourism	Disaster Management
22	14	17	12	9



Ranking by Stage

Input	Throughput	Output	Outcome
27	19	3	13

Estonia

16th/34

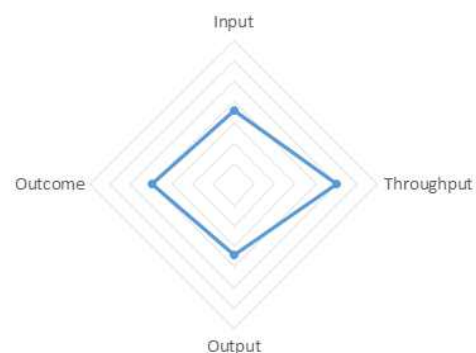
Capital City	Tallinn
Population	1.31 million (2016 est.)
GDP (PPP)	\$36.86 billion (2015 est.)
Unemployment	7.4 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	16	0.497
2015 Government Competitiveness	20	0.493



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
12	14	28	24	12
Environment	Governance	R&D	Culture Tourism	Disaster Management
8	16	24	7	12



Ranking by Stage

Input	Throughput	Output	Outcome
17	10	18	15

Belgium

17th/34

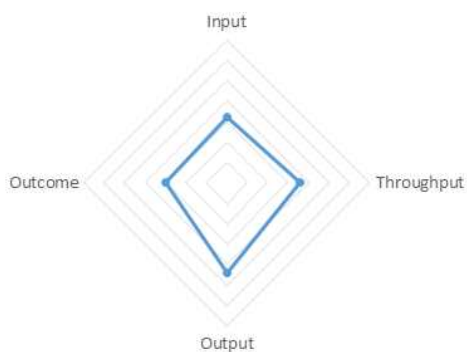
Capital City	Brussels
Population	11.37 million (2016 est.)
GDP (PPP)	\$496.48 billion (2015 est.)
Unemployment	8.5 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	17	0.484
2015 Government Competitiveness	19	0.502



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
19	13	11	23	21
Environment	Governance	R&D	Culture Tourism	Disaster Management
21	17	3	27	14



Ranking by Stage

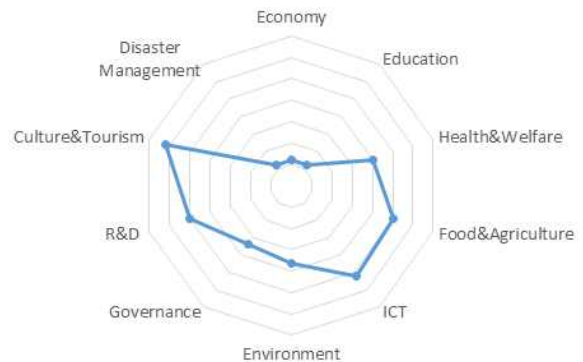
Input	Throughput	Output	Outcome
19	17	13	20

Japan

18th/34

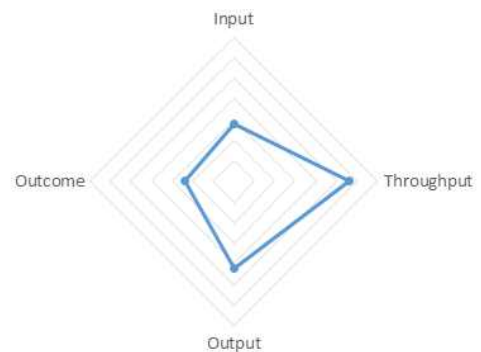
Capital City	Tokyo
Population	126.32 million (2016 est.)
GDP (PPP)	\$4,738.29 billion (2015 est.)
Unemployment	3.5 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	18	0.480
2015 Government Competitiveness	15	0.544



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
29	29	15	10	9
Environment	Governance	R&D	Culture Tourism	Disaster Management
17	18	10	4	29



Ranking by Stage

Input	Throughput	Output	Outcome
21	7	14	23

France

19th/34

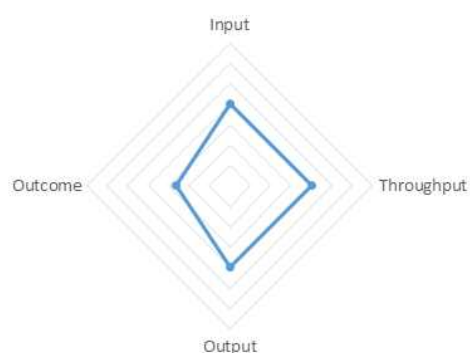
Capital City	Paris
Population	64.67 million (2016 est.)
GDP (PPP)	\$2,650.82 billion (2015 est.)
Unemployment	10.3 % (2014 est.)
Constitutional Form	Republic-Presidency, Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	19	0.479
2015 Government Competitiveness	18	0.517



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
21	20	10	17	20
Environment	Governance	R&D	Culture Tourism	Disaster Management
10	24	14	11	26



Ranking by Stage

Input	Throughput	Output	Outcome
15	15	15	22

Ireland

20th/34

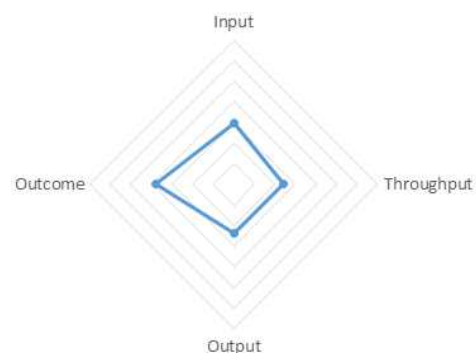
Capital City	Dublin
Population	4.71 million (2016 est.)
GDP (PPP)	\$253.63 billion (2015 est.)
Unemployment	11.3 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	20	0.465
2015 Government Competitiveness	21	0.491



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
23	16	27	9	22
Environment	Governance	R&D	Culture Tourism	Disaster Management
29	13	12	21	21



Ranking by Stage

Input	Throughput	Output	Outcome
20	23	23	16

Korea, Rep.

21st/34

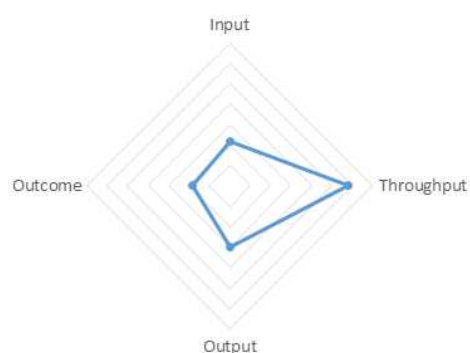
Capital City	Seoul
Population	50.50 million (2016 est.)
GDP (PPP)	\$1,748.78 billion (2015 est.)
Unemployment	3.5 % (2014 est.)
Constitutional Form	Republic-Presidency

	Rank	Score (0-1)
2016 Government Competitiveness	21	0.461
2015 Government Competitiveness	16	0.539



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
4	30	31	11	10
Environment	Governance	R&D	Culture Tourism	Disaster Management
18	20	11	25	22



Ranking by Stage

Input	Throughput	Output	Outcome
24	6	20	26

Spain

22nd/34

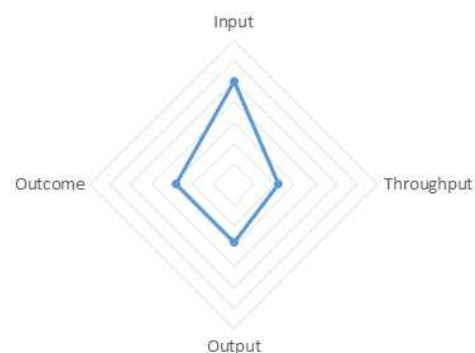
Capital City	Madrid
Population	46.07 million (2016 est.)
GDP (PPP)	\$1,602.66 billion (2015 est.)
Unemployment	24.4 % (2014 est.)
Constitutional Form	Constitutional monarchy-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	22	0.461
2015 Government Competitiveness	23	0.431



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
30	25	19	7	24
Environment	Governance	R&D	Culture Tourism	Disaster Management
20	21	23	3	18



Ranking by Stage

Input	Throughput	Output	Outcome
10	24	21	21

Israel

23rd/34

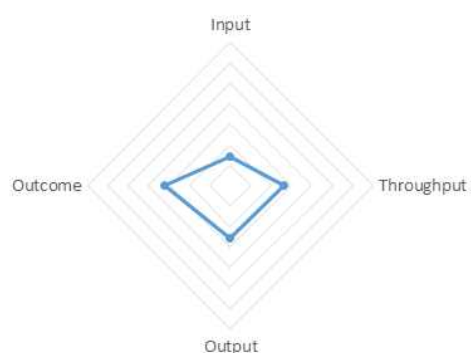
Capital City	Jerusalem
Population	8.19 million (2016 est.)
GDP (PPP)	\$296.93 billion (2015 est.)
Unemployment	5.9 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	23	0.444
2015 Government Competitiveness	22	0.490



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
25	7	26	12	15
Environment	Governance	R&D	Culture Tourism	Disaster Management
33	30	9	29	25



Ranking by Stage

Input	Throughput	Output	Outcome
28	22	22	19

Slovenia

24th/34

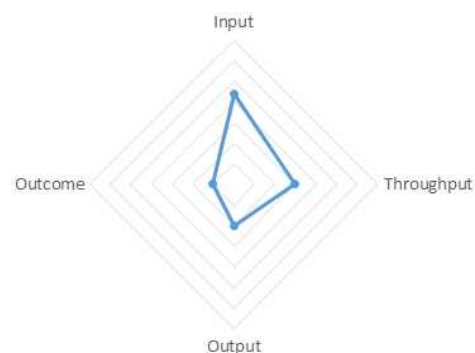
Capital City	Ljubljana
Population	2.07 million (2016 est.)
GDP (PPP)	\$64.23 billion (2015 est.)
Unemployment	9.7 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	24	0.437
2015 Government Competitiveness	24	0.422



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
15	19	22	31	25
Environment	Governance	R&D	Culture Tourism	Disaster Management
1	27	30	18	23



Ranking by Stage

Input	Throughput	Output	Outcome
13	20	25	30

Czech Republic

25th/34

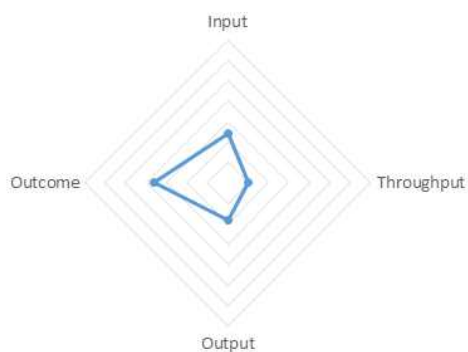
Capital City	Prague
Population	10.55 million (2016 est.)
GDP (PPP)	\$339.40 billion (2015 est.)
Unemployment	6.1 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	25	0.436
2015 Government Competitiveness	26	0.404



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
13	21	18	28	28
Environment	Governance	R&D	Culture Tourism	Disaster Management
13	25	26	28	10



Ranking by Stage

Input	Throughput	Output	Outcome
23	30	26	17

Portugal

26th/34

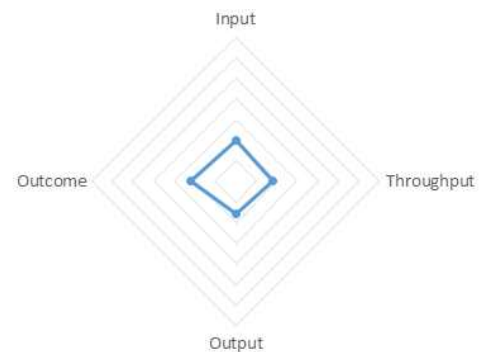
Capital City	Lisbon
Population	10.30 million (2016 est.)
GDP (PPP)	\$302.33 billion (2015 est.)
Unemployment	13.9 % (2014 est.)
Constitutional Form	Republic –Presidency, Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	26	0.414
2015 Government Competitiveness	25	0.410



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
31	33	20	25	23
Environment	Governance	R&D	Culture Tourism	Disaster Management
19	19	33	10	30



Ranking by Stage

Input	Throughput	Output	Outcome
25	26	27	24

Italy

27th/34

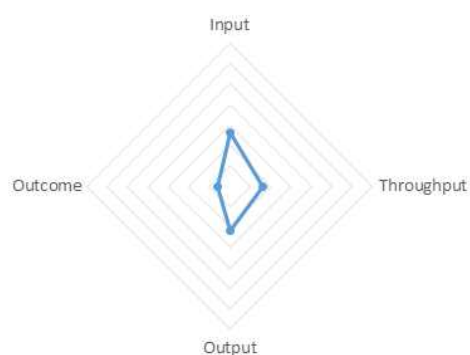
Capital City	Rome
Population	59.80 million (2016 est.)
GDP (PPP)	\$2,182.58 billion (2015 est.)
Unemployment	12.7 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	27	0.413
2015 Government Competitiveness	29	0.382



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
28	23	13	15	31
Environment	Governance	R&D	Culture Tourism	Disaster Management
16	28	27	23	27



Ranking by Stage

Input	Throughput	Output	Outcome
22	27	24	32

Greece

28th/34

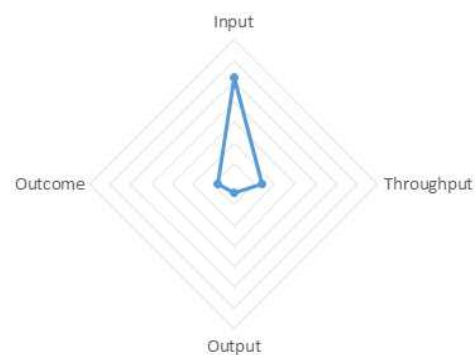
Capital City	Athens
Population	10.92 million (2016 est.)
GDP (PPP)	\$288.78 billion (2015 est.)
Unemployment	26.5 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	28	0.402
2015 Government Competitiveness	32	0.343



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
33	26	3	30	34
Environment	Governance	R&D	Culture Tourism	Disaster Management
25	31	32	2	24



Ranking by Stage

Input	Throughput	Output	Outcome
9	28	33	31

Hungary

29th/34

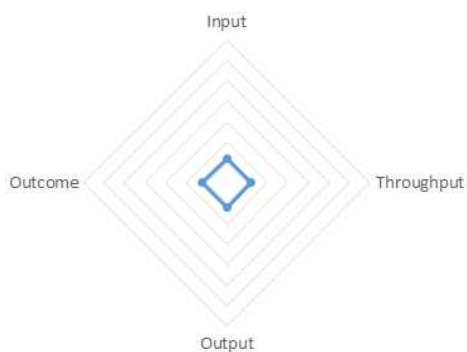
Capital City	Budapest
Population	9.82 million (2016 est.)
GDP (PPP)	\$251.84 billion (2015 est.)
Unemployment	7.7 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	29	0.385
2015 Government Competitiveness	28	0.396



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
22	31	29	27	30
Environment	Governance	R&D	Culture Tourism	Disaster Management
14	32	29	17	20



Ranking by Stage

Input	Throughput	Output	Outcome
29	29	29	29

Poland

30th/34

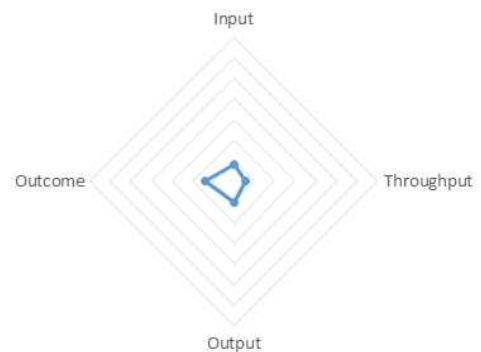
Capital City	Warsaw
Population	38.59 million (2016 est.)
GDP (PPP)	\$993.13 billion (2015 est.)
Unemployment	9.0 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	30	0.376
2015 Government Competitiveness	31	0.348



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
20	18	30	21	32
Environment	Governance	R&D	Culture Tourism	Disaster Management
26	26	31	32	32



Ranking by Stage

Input	Throughput	Output	Outcome
31	32	30	28

Slovakia

31st/34

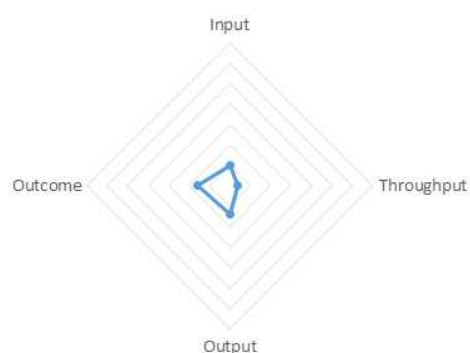
Capital City	Bratislava
Population	5.43 million (2016 est.)
GDP (PPP)	\$156.63 billion (2015 est.)
Unemployment	13.2 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	31	0.375
2015 Government Competitiveness	30	0.349



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
26	22	24	32	29
Environment	Governance	R&D	Culture Tourism	Disaster Management
9	29	34	33	28



Ranking by Stage

Input	Throughput	Output	Outcome
30	33	28	27

Chile

32nd/34

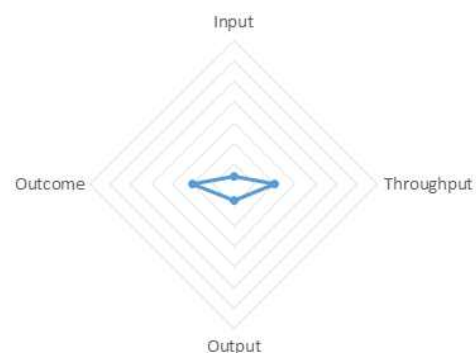
Capital City	Santiago
Population	18.13 million (2016 est.)
GDP (PPP)	\$400.53 billion (2015 est.)
Unemployment	6.4 % (2014 est.)
Constitutional Form	Republic-Presidency

	Rank	Score (0-1)
2016 Government Competitiveness	32	0.363
2015 Government Competitiveness	27	0.398



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
34	28	33	8	26
Environment	Governance	R&D	Culture Tourism	Disaster Management
31	23	25	24	31



Ranking by Stage

Input	Throughput	Output	Outcome
33	25	31	25

Mexico

33rd/34

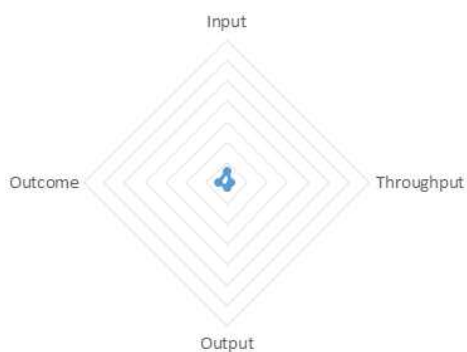
Capital City	Mexico City
Population	128.63 million (2016 est.)
GDP (PPP)	\$2,194.43 billion (2015 est.)
Unemployment	4.9 % (2014 est.)
Constitutional Form	Republic-Presidency

	Rank	Score (0-1)
2016 Government Competitiveness	33	0.302
2015 Government Competitiveness	34	0.280



Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
27	32	34	6	33
Environment	Governance	R&D	Culture Tourism	Disaster Management
34	33	21	16	34



Ranking by Stage

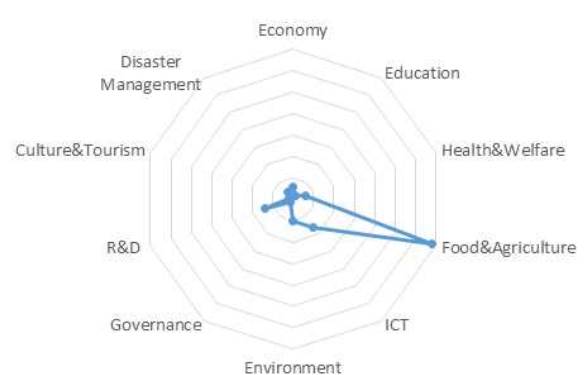
Input	Throughput	Output	Outcome
32	34	34	33

Turkey

34th/34

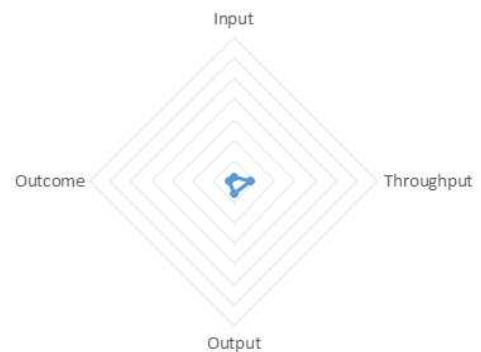
Capital City	Ankara
Population	79.62 million (2016 est.)
GDP (PPP)	\$1,543.28 billion (2015 est.)
Unemployment	9.9 % (2014 est.)
Constitutional Form	Republic-Parliament

	Rank	Score (0-1)
2016 Government Competitiveness	34	0.299
2015 Government Competitiveness	33	0.324



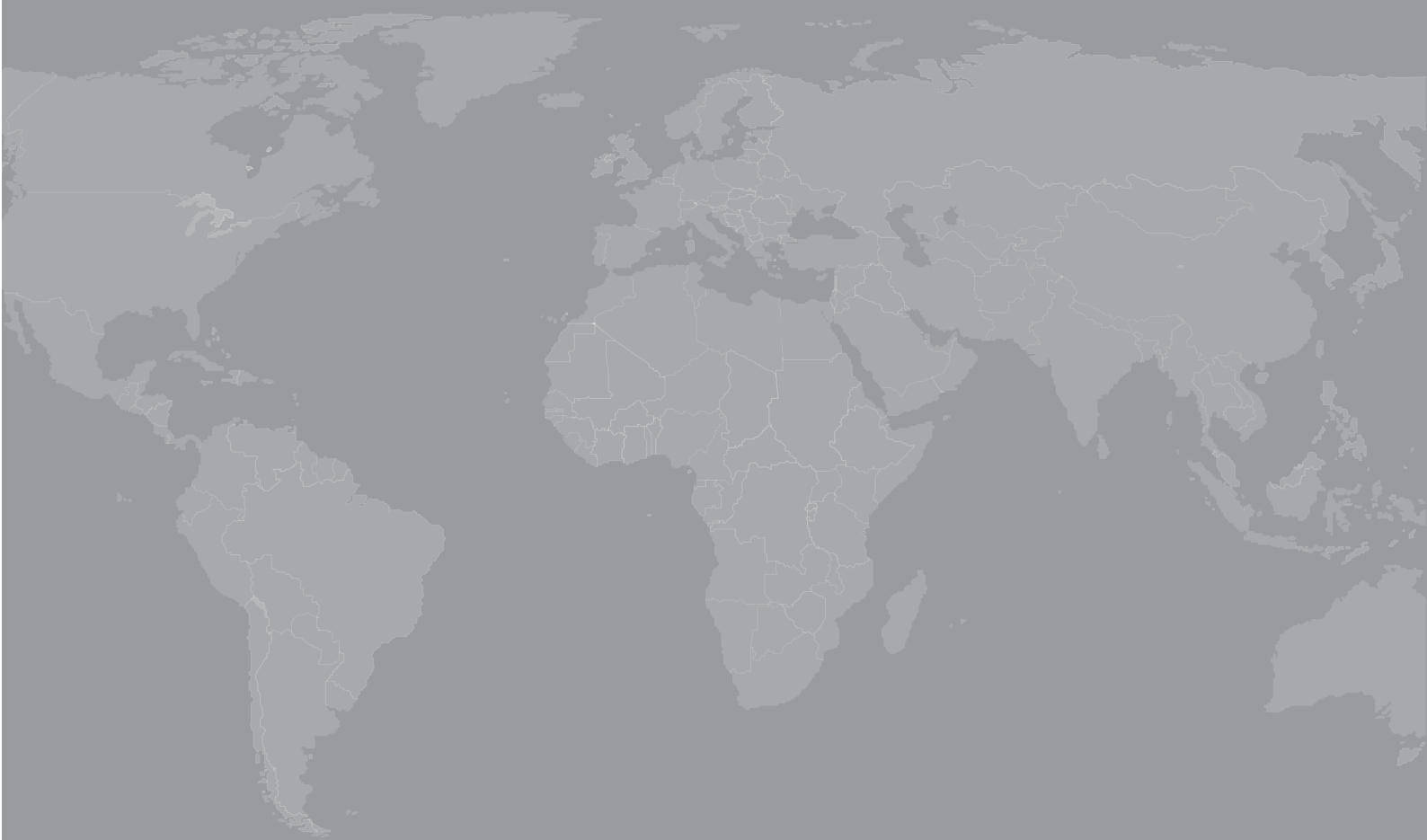
Ranking by Area

Economy	Education	Health welfare	Food Agriculture	ICT
32	34	32	1	27
Environment	Governance	R&D	Culture Tourism	Disaster Management
30	34	28	34	33



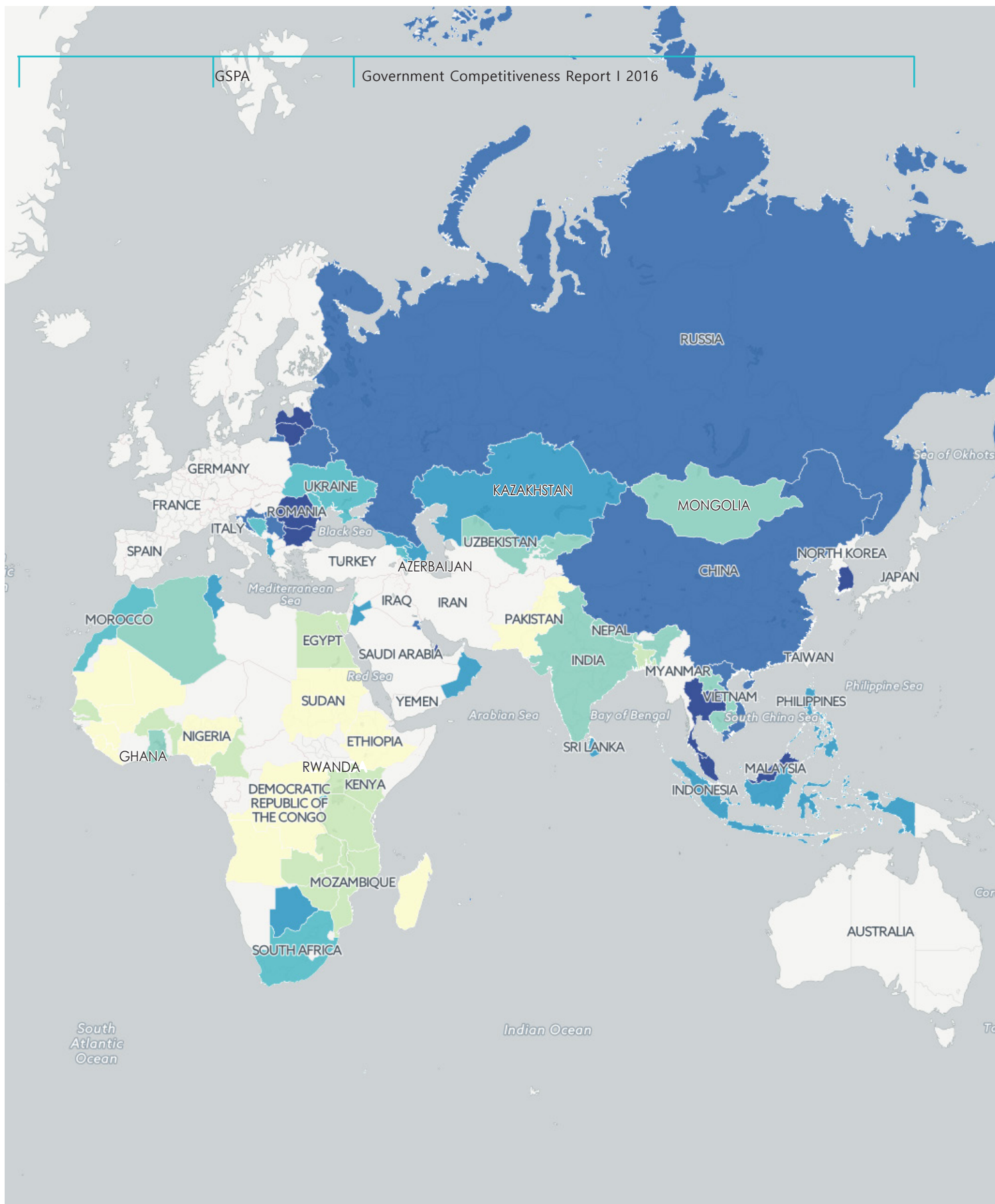
Ranking by Stage

Input	Throughput	Output	Outcome
34	31	32	34



2016 Government Competitiveness of Non-OECD Countries & GC Analysis

Bulgaria	Uzbekistan	East Timor
Romania	Bolivia	Uganda
Vietnam	Ghana	Mozambique
Colombia	Rwanda	Ethiopia
Philippines	Mongolia	Pakistan
Indonesia	Lao PDR	Nigeria
Peru	Nepal	DR Congo
Paraguay	Cambodia	
Sri Lanka	Bangladesh	
Azerbaijan	Cameroon	



Bulgaria
Romania
Vietnam
Colombia
Philippines

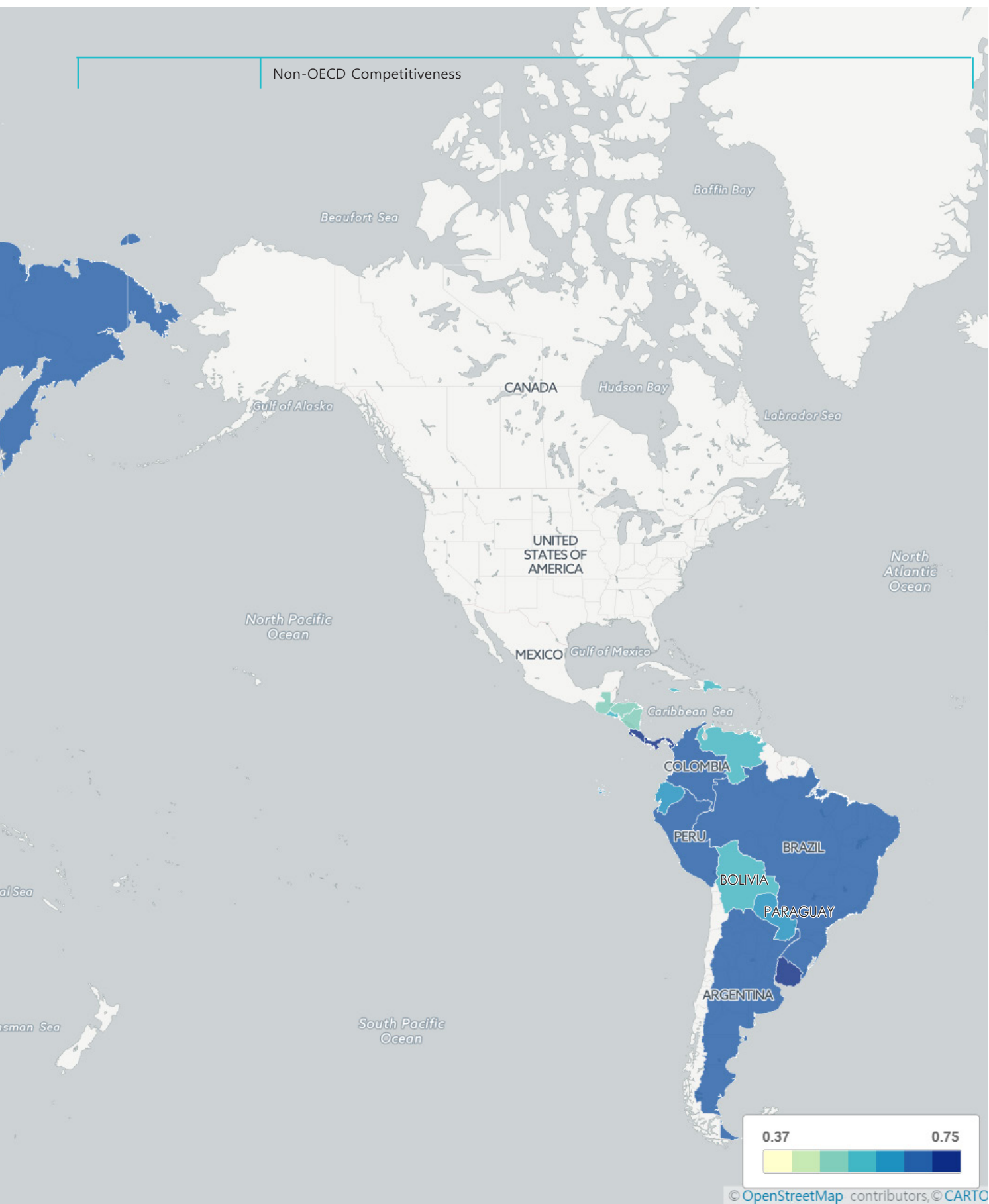
Indonesia
Peru
Paraguay
Sri Lanka
Azerbaijan

Uzbekistan
Bolivia
Ghana
Rwanda
Mongolia

Lao PDR
Nepal
Cambodia
Bangladesh
Cameroon

East Timor
Uganda
Mozambique
Ethiopia
Pakistan

Nigeria
DR Congo



2016 Non-OECD
Government Competitiveness Score

2016 Non-OECD GC Ranking

Country	2016	2015	Change	Country	2016	2015	Change	Country	2016	2015	Change
Singapore	1	1	0	Jordan	31	36	5	Nepal	61	68	7
Korea, Rep.	2	2	0	Peru	32	42	10	Algeria	62	57	-5
Costa Rica	3	4	1	Paraguay	33	51	18	Cambodia	63	63	0
Malaysia	4	7	3	Sri Lanka	34	33	-1	Egypt, Arab Rep.	64	60	-4
Qatar	5	3	-2	Tunisia	35	21	-14	Bangladesh	65	73	8
Uruguay	6	5	-1	Albania	36	44	8	Senegal	66	59	-7
Bulgaria	7	11	4	Azerbaijan	37	45	8	Zambia	67	70	3
Lithuania	8	6	-2	Ukraine	38	46	8	Kenya	68	58	-10
Latvia	9	9	0	Bosnia and Herzegovina	39	55	16	Cameroon	69	78	9
Panama	10	16	6	Botswana	40	27	-13	Malawi	70	67	-3
Thailand	11	14	3	Venezuela, RB	41	56	15	Tanzania	71	71	0
Kuwait	12	32	20	El Salvador	42	35	-7	Timor-Leste	72	72	0
Belarus	13	17	4	Uzbekistan	43	47	4	Uganda	73	74	1
Bahrain	14	12	-2	Dominican Republic	44	39	-5	Benin	74	66	-8
Romania	15	24	9	Bolivia	45	54	9	Mozambique	75	79	4
Mauritius	16	8	-8	Jamaica	46	49	3	Zimbabwe	76	83	7
Croatia	17	15	-2	Morocco	47	30	-17	Burkina Faso	77	77	0
Serbia	18	23	5	Moldova	48	26	-22	Ethiopia	78	75	-3
Brazil	19	10	-9	Armenia	49	29	-20	Pakistan	79	81	2
China	20	25	5	South Africa	50	52	2	Liberia	80	64	-16
Argentina	21	22	1	Nicaragua	51	53	2	Nigeria	81	80	-1
Vietnam	22	34	12	Ghana	52	41	-11	Sierra Leone	82	76	-6
Colombia	23	19	-4	Rwanda	53	40	-13	Mali	83	82	-1
Russian Federation	24	31	7	Mongolia	54	38	-16	Angola	84	85	1
Georgia	25	13	-12	Kyrgyz Republic	55	48	-7	Madagascar	85	89	4
Philippines	26	37	11	India	56	50	-6	Mauritania	86	84	-2
Oman	27	28	1	Lao PDR	57	65	8	Guinea	87	86	-1
Ecuador	28	18	-10	Guatemala	58	61	3	Sudan	88	87	-1
Kazakhstan	29	20	-9	Honduras	59	62	3	Congo, Dem. Rep.	89	88	-1
Indonesia	30	43	13	Lebanon	60	69	9				

Singapore and Korea are added as reference points

GC Analysis

2016 Government Competitiveness index for Non-OECD covers 89 countries; Singapore and South Korea serve as a reference group. Following diagram lays out these 89 countries by the income classification of World Bank. Among the countries that Korea provides ODA in 2014, 26 countries are designated as government chosen priority partners of ODA. In this report,

we are particularly interested in examining 25 countries (Solomon Islands excluded due to lack of stable data) in addition to two countries of interest by looking at their issues and distinctive performances in GC scores. This in-depth analysis explaining the relationship between the context and GC results tries to suggest government's roles in enhancing GC scores.

High income countries	Upper middle income countries		Lower middle income countries		Low income countries
Bahrain	Albania	Jamaica	Armenia	Mauritania	Benin
Croatia	Algeria	Jordan	Egypt	Moldova	Burkina Faso
Kuwait	Angola	Kazakhstan	El Salvador	Morocco	Guinea
Latvia	Argentina	Lebanon	Guatemala	Nicaragua	Liberia
Lithuania	Belarus	Malaysia	Honduras	Sudan	Madagascar
Oman	Bosnia and Herzegovina	Mauritius	India	Tunisia	Malawi
Qatar	Botswana	Panama	Kenya	Ukraine	Mali
Singapore	Brazil	Russia	Kyrgyz Republic	Zambia	Senegal
Uruguay	China	Serbia			Sierra Leone
Korea, Rep.	Costa Rica	South Africa			Tanzania
	Dominican Republic	Thailand			Zimbabwe
	Ecuador	Venezuela			
	Georgia				
	Azerbaijan		Bangladesh	Nigeria	Congo, Dem. Rep.
	Colombia		Bolivia	Pakistan	Ethiopia
	Paraguay		Cambodia	Philippines	Mozambique
	Peru		Cameroon	Sri Lanka	Nepal
	Bulgaria**		Ghana	Timor-Leste	Rwanda
	Romania**		Indonesia	Uzbekistan	Uganda
			Lao PDR	Vietnam	
			Mongolia		

2014 Korean Government-chosen priority partners of ODA

Classification by income (World Bank, Sep, 2016)

** : not included in Government-chosen priority partners of ODA but area of interest

Bulgaria

7th/89

Capital City	Sofia
Population	7,144,653 (July 2016 est.)
GDP (PPP)	\$125.7 billion (2015 est.)
Unemployment	11.6% (2014 est.)
Constitutional Form	Parliamentary Republic

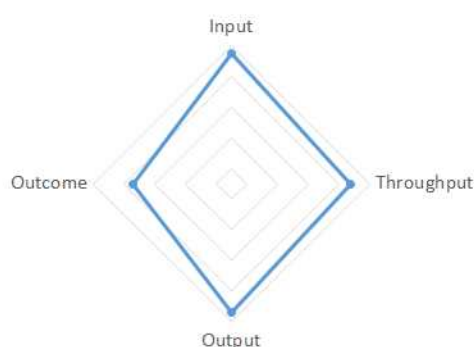
	Rank	Score (0-1)
2016 Government Competitiveness	7	0.584
2015 Government Competitiveness	11	0.574

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
14	21	55	9	18
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
20	10	10	9	



Ranking by Stage

Input	Throughput	Output	Outcome
5	12	6	26

I. Evaluation

Ranking by Policy Area

Overall Ranking(7th) is higher than that of 2015(11th).

- Ranked 3rd amongst higher-middle income countries in the overall GC Score.
- Except Education(55th), most policy areas are above average: Economy(21st), Health and Welfare(10th), Infrastructure(10th), Safety(9th), and Environment(9th).
- The high score in GINI Index.

Ranking by Policy Stage

- Input(5th) and output(6th) are strong compared to throughput(12th) and outcome(26th)

II. Issues and Policy Implications

Disaster Management for Safety

During the last decade Republic of Bulgaria was often affected by natural or manmade disasters with strong intensity, and its consequences caused substantial adverse effect to its social and economic growth. Therefore, disaster protection policy has been important premise for sustainable development of the county.

According to the 'Hyogo Framework for Action 2005-2015', in August of 2015 Bulgarian and Serbian governments agreed to cooperate with each other in the field of natural and manmade disaster protection such as prevention, readiness to tackle disaster, and response to them. Due to the various efforts of disaster management Safety(5th) policy area was highest ranked among policy areas.

Regulation for Sustainability

The Bulgarian Government places climate change among its main priorities, although economic development remains the key priority as a country in transition. The government continued efforts especially in the field of Water & Sanitation and CO₂ Emissions.

Since 2013, the World Bank has supported the Bulgarian Government in the development of the strategy for water supply and sanitation services to consumers. Bulgaria's Water Supply and Sanitation Strategy 2014-2023, which has four strategic objectives such as *compliance*, *sustainability*, *affordability*, and *value for money*, was approved by the Government on April 2nd of 2014 and has been implemented until now (World Bank, 2015).

Since its first National Communication to the UNFCCC (United Nations Framework Convention on Climate Change) in 1996, many national communications proceeded recently. Now it has committed to the joint EU "20-20-20" targets of the climate and energy package which demand to meet strict standards (GRCCE, 2015). Bulgaria has met its international commitments for emissions reductions to date. As a result, CO₂ emissions decreased to 42.13 in 2014 (Mt of CO₂) from 53.18 in 1996 (Mt of CO₂). With these efforts, compared to other policy areas, environment (9th) was high ranked (International Energy Agency, 2014).

Investment on Infrastructure

The development of the infrastructure in Bulgaria creates the necessary conditions for economic and social development, ensuring effective and sustainable transport, supporting balanced regional development and accelerating the integration of Bulgaria into the European

economic area. Because of the government's recent decision, three important infrastructure projects (which concern *Sofia ring road*, the *Plovdiv-Burgas railway line*, the third *metro line in Sofia*) were included within the scope of the Transport and Transport Infrastructure Operational Programme 2014-2020. This led the €8.3 million increase in expenditure on the 3 additional projects.

Finance & Staff Capacity for Infrastructure

Bulgaria faces major challenges to meet the national and European water and sanitation services requirements, because approximately €5.9 billion will be needed from 2014 to 2020. This situation could be a main factor to increase public debts. Thus, financing for upgrading water and sanitation infrastructure under the public financial soundness.

In addition to financing challenges, education and training of civil servants and staff at all levels of infrastructure will be necessary to ensure the sustainable development of the water sector. (2016 Logistics performance index in Infrastructure of the state is relatively low.)

Governance: Efforts to Combat Corruption

The corruption in Bulgaria surged drastically. Especially administrative corruption in the justice and taxation has reached a critically high level, with key public institutions being "captured" by private sector. Fortunately, the Bulgarian government discussed the edited version of the anti-corruption bill which prevent public officials from involving themselves in scandals. The Government must pass the bill and enforce it strongly, which will enable the spread of trust.

Romania

15th/89

Capital City	Bucharest
Population	21,599,736 (July 2016 est.)
GDP (PPP)	\$424.5 billion (2015 est.)
Unemployment	7.0% (2014 est.)
Constitutional Form	Semi-Presidential Republic

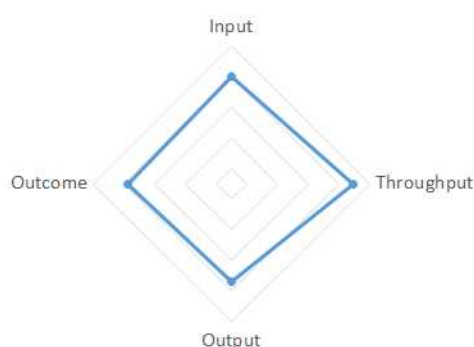
	Rank	Score (0-1)
2016 Government Competitiveness	15	0.557
2015 Government Competitiveness	24	0.533

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
18	17	48	16	30
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
15	40	14	14	



Ranking by Stage

Input	Throughput	Output	Outcome
20	11	26	22

I. Evaluation

Ranking by Policy Area

Overall Ranking is much higher than that of 2015. High performance in most policy areas, but low performance in some policy areas that are crucial for developing countries.

- Government competitiveness is ranked high (7th) among mid-high income countries
- Governance ranked between the ranking of high policy areas and low areas. It implicates the importance of the governance ability as a role of bridge to make higher GC.
- Economy(17th), Agriculture(15th), Health and Welfare(14th), Safety(14th), Environment(16th)
- Falling behind in ICT (30th), Education(48th) and infrastructure(40th)

Ranking by Policy Stage

- Policy Stages are overall good.
- Strong in throughput(11th) but weak in output (26th) compared to input(20th) and outcome(22nd)

II. Issues and Policy Implications

Continuous Economic Growth

Romanian economy has soared fast since 2008, because of EU fund. Romania has the second largest stake of that fund after Poland. So economy policy area is remarkable compared to the other Eastern Europe country like Bulgaria.

Data from the European Commission suggests a positive picture for Romanian economic growth in 2016. It returns the second strongest figures in Europe countries, with growth expected to be 4.2% that is up from 3.6% in 2015 (Joe Myers, 2016).

Romania's government moved to revise its tax code. At the end of last year, it reduced the value-added-tax rate to 20% from 24%, lowered the income-withholding tax rate, nixed a controversial "special construction" tax, simplified deductibles, and exempted certain dividends from corporate income tax. The changes have worked much faster than expected. In the first quarter, Romania grew 4.3% year-over-year, beating the 3.9% that analysts had expected and up 1.6% from the fourth quarter of 2015. This places the country among the fastest-growing EU economies, with the European Commission now expecting it to be the second-fastest-growing country in the 28-member bloc behind only Ireland (U.S. Global Investors, 2016).

Romania's unemployment rate in May fell to 6.6%, compared with 10.1% on average for euro zone countries. Its youth-unemployment rate, while worrisome at 21%, still significantly trails levels found in several other EU countries, including Italy (36.9%), Spain (43.9%) and Greece (47.4%) (U.S. Global Investors, 2016).

Competitive ICT

Bucharest, the capital of Rumania, becomes important region in technology sector. In the first quarter in 2016, IT contributed 6.1 percent to Romania's GDP and is expected to exceed 10 percent in 2016 or 2017. Romania has promoted itself as a place to find reasonably priced software development by coders who speak English. Today, many of the world's top tech companies operate in Bucharest, where consumer prices are dramatically lower than in London. (U.S. Global Investors, 2016)

Pressure on Environment

Romania has dramatic mountain scenery and a coastline on the Black sea (BBC, 2015). Romanian

coastal area along the Black Sea has a length of 244 km, representing 7.65% of the national border. In 2012, the main anthropogenic pressures identified along the Romanian coast came from tourism and recreation, the construction of holiday homes in tourist areas, expansion and modernization of existing tourist ports, harbours and navigation, fisheries, agriculture, and the petrochemical industry. As a result of these pressures, Romania's coast now faces significant problems including habitat destruction, coastal erosion, water pollution, depletion of natural resources and large-scale exploitation of natural resources (EEA. 2015).

In water management, Romania aims to achieve sustainable management of water by closely following the requirements of EU water-related directives. Romania has an integrated water strategy for the period 2010–2035, which covers various policy areas affecting water resources, such as urban development, environmental protection, agricultural and forest development, transport infrastructure, tourism and construction (EEA. 2015). Water and sanitation score is higher than previous year's, which led to the high ranking in environment policy.

Additionally, improving electricity and energy capacity is vital. In this regard, making use of UN fund is recommended. While Bulgaria showed superior performance in most policy areas, putting efforts to education and infrastructure will lead to more balanced growth.

Vietnam

22nd/89

Capital City	Hanoi
Population	95,261,021 (July 2016 est.)
GDP (PPP)	\$552.3 billion (2015 est.)
Unemployment	2.3% (2014 est.)
Constitutional Form	Communist state

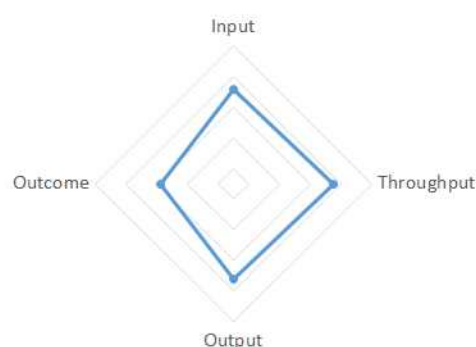
	Rank	Score (0-1)
2016 Government Competitiveness	22	0.533
2015 Government Competitiveness	34	0.512

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
43	8	7	42	33
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
28	39	32	30	



Ranking by Stage

Input	Throughput	Output	Outcome
29	25	28	42

I. Evaluation

Ranking by Policy Area

- Vietnam advanced 12 ranks compared to year 2015.
- The overall policy area rankings are relatively evenly ranked.
- Some areas such as Governance(43th), Infrastructure(39th), and Environment(42nd) are slightly falling behind compared to other sectors.

Ranking by Policy Stage

- There was improvement in Throughput(25th) and Output(28th) compared to 2015.

II. Issues and Policy Implications

Strong Growth and Challenges in Economy

Vietnam's economic growth between 1991 and 2010 averaged 7.5% each year (World Economic Forum, 2014). Mostly due to the aggressive government policy of attracting foreign investment and easing regulations. The population structure is in a golden age, where 60% of the total population are in the working age. However, Vietnam is at a stage in development where its people are seeking a higher quality of life. To meet these rising demands, Vietnam will have to develop significant new infrastructure, address an increase in both energy demand and rapid urbanization, and promote resilience measures to ensure steady economic growth.

Based on the 2011 Purchasing Power Parity (PPP) line of \$1.90, the extreme poverty rate has dropped from about 50 percent in the early 1990s to 3 percent in 2012 (World Bank, 2016).

Nevertheless improvement in reducing poverty, it remains to be seen how this will be completely solved. As a significant portion of the population is still living close to the poverty line; one third of the population—equivalent to about 30 million people—fall into the ‘poor’ or ‘near poor’ groups (World Bank, 2016). The issue here is that half of the nation’s poor are concentrated to ethnic minorities. Furthermore, these groups are greatly vulnerable to natural disasters, as well as economic fluctuation.

Risks in Agriculture and Food

Agriculture and the development of rural areas is a pivotal issue in Vietnam, since almost 80% of the total population are living in farming areas and 69% of the total work force is farm workers (Choi, 2014).

However some issues that government is showing concern are over-irrigation and inefficient water use, and changing weather patterns, which is deleterious for long-period harvesting. Compounded by increasing periods of drought, these circumstances make coffee farmers highly vulnerable, unless they are prepared to better adapt to the changing weather patterns. The overuse of water for coffee has resulted in farmers having to drill to a depth of up to 60 meters to find groundwater – compared to 20 meters before (World Economic Forum, 2015).

Solid Performance in Education

Education is one of the sectors that scored top rankings along with economy. This is mainly based on high literacy rate, completion of level of elementary education among both sex, and also high government expenditure compared to total GDP in the education sector. Vietnam has many similarities with South Korea in terms of education. Especially the ardor of parents’ eagerness of educating their children, and regarding high education as one’s fundamental of success in society.

Fast Growing ICT

The use of Internet is coming into wide use in Vietnam these days. Compared to a merely 12% Internet penetration rate 10 years ago, currently (year 2015) 44% of the total population are accessible to the Internet (The Wall Street Journal, 2015). Most of the usage of Internet is accessed through smart phones, and nearly one third of the population are subscribed to mobile telecommunications. The sector of ICT is a rapidly changing area. Regarding the Vietnam government’s interest in advancing technologies and the adoption of digital government, ICT has quite a bright view in the aspect of Government Competitiveness Index.

Colombia

23rd/89

Capital City	Bogota
Population	47,220,856 (July 2016 est.)
GDP (PPP)	\$665.6 billion (2015 est.)
Unemployment	10.1% (2014 est.)
Constitutional Form	Presidential Republic

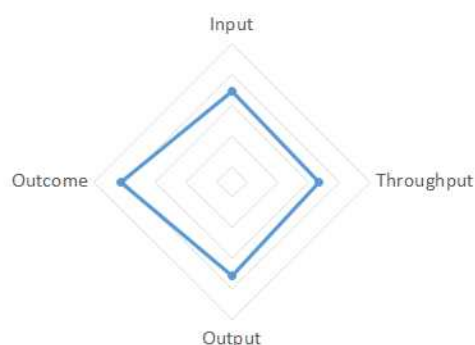
	Rank	Score (0-1)
2016 Government Competitiveness	23	0.528
2015 Government Competitiveness	19	0.540

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
34	18	34	6	27
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
35	42	35	58	



Ranking by Stage

Input	Throughput	Output	Outcome
31	33	29	17

I. Evaluation

Ranking by Policy Area

- The rankings in Environment(6th) and Economy(18th) is strong among upper middle income country group where Colombia is located.
- While Agriculture & Food(35th), Education(34th) and Governance(34th) are showing above average, the ranking in Safety(58th) is falling behind.

Ranking by Policy Stage

- Rankings by stages shows balanced rankings across four stages
- The ranking of Outcome(17th) is ahead of other stages and the ranking of Throughput(33rd) shows lowest.

II. Issues and Policy Implications

Fastest Growing Economy despite of Slowdown

Influenced by the global economic recession and the drop of oil prices, Colombia's economic growth experienced a mild slowdown from 4.6% in 2014 to 3.1% in 2015. In detail, while Colombia's service sector such as health services has steadily generate positive return on the overall growth level., resource-based industries such as oil or gas sectors have been sluggish throughout the past few years.

Despite of recent slowdown, Colombia in general remains as one of the fastest growing countries in South America, due to the government's effective fiscal management capacity.

- 1) Colombia has strong market of medical service in Latin America. Colombia's ranking as one of the most competitive markets, which 16 institutions in four cities (Bogota, Medellin, Bucaramanga and Cali), were included among the top 40 list (Procolombia, 2012)

ICT as Socioeconomic Innovation and Education

Colombia has one of the most ambitious public ICT policy programs in Latin America. Through the Plan Vive Digital and the ICT Law of 2009, the government of Colombia has emphasized the importance of ICT and its potential benefits towards the overall economy. The measures have contributed to expanding the internet accessibility (Fanfalone, 2015)

The government launched Vive Digital (Live Digital) in 2010 with the initial aim of expanding internet connectivity and accessibility, through which the Vive Digital could become a foundation for creating jobs, improving economic development, and most importantly, for reducing poverty throughout the nation (Vega, 2015).

In order to generate maximum growth potential, Colombia's government has actively engaged with both public actors and private stakeholders for the promotion of ICTs. Ministry of ICT, which is under a direct supervision of the Office of the President, has maintained close coordination with the Ministry of Education for utilizing technology as the resource for facilitating socio-economic innovation and expanding job opportunities (Sanchez, 2015)

Specifically, the program "Redvolucion" deserves a few lines here. The program consists of a series of training sessions for the youth, which seeks to promote digital literacy among the young Colombians, through which the use of internet in local communities will be expanded, thereby strengthening social and economic transformation from the regional level.

Economic Contribution of the Foundation Industries

Colombia is the region's seventh-largest exporter of agricultural products, and its agribusiness sector has played a key role in generating the overall growth of Colombia's economy. Colombia's strategic geographical location allows its government to utilize the abundance of land and water resources in creating wealth through food and agriculture. In addition, Colombia's favorable climate and soil allow the year-round production of a diverse range of crops, fruits and vegetables. Yet, Colombia has an issue with unresolved landownership conflicts in local rural areas, which engenders various political and social issues throughout the nation.

Beside agriculture, Colombia's mining industry continues its economic contribution through attracting a large amount of private investments, and its share in the GDP has soared from 9.7% during the period of 2006-2009, to 11.2% throughout 2010 and 2013. Traditionally, mining and energy industries were Colombia's stable growth engines, and it is evident that even heavier share of the economy is being carried out by the sectors related to national resources and mining (Energy Charter Report, 2016).

Additionally, the Colombian government has been moving ahead with an investment plan to create a nationwide highway network through 40 different public-private partnerships (PPPs). Under the banner of the Fourth Generation (4G) Road Concession Program, the government is constructing number of new highways, tunnels and improvements to existing roads, though which domestic transportation network will be significantly enhanced (World Bank, 2016). This, in turn, will contribute to lowering costs for logistics, while reducing transportation time from key production hubs to sea ports.

Philippines

26th/89

Capital City	Manila
Population	102,624,209 (July 2016 est.)
GDP (PPP)	\$741.0 billion (2015 est.)
Unemployment	7.1% (2014 est.)
Constitutional Form	Presidential Republic

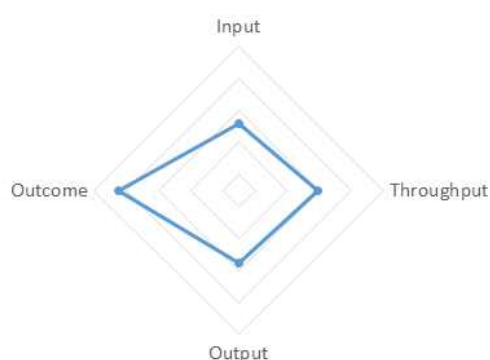
	Rank	Score (0-1)
2016 Government Competitiveness	26	0.517
2015 Government Competitiveness	37	0.506

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
22	34	11	40	29
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
31	56	53	27	



Ranking by Stage

Input	Throughput	Output	Outcome
48	41	45	15

I. Evaluation

Ranking by Policy Area

Characterized by resilient economic growth in recent years – in the process of transitioning to lower-middle to upper-middle country

- Ranked 2nd amongst lower-middle income countries after Vietnam in the overall Government Competitiveness Score
- Performance in most policies areas are above par, especially strong in education(11th) and governance(22nd)
- Falling behind in infrastructure(56th) and health&welfare(53rd)

Ranking by Policy Stage

Outcome(15th) is strong compared to an average level of input(48th), throughput(41st), and output(45th)

II. Issues and Policy Implications

High Youth Unemployment Rate

The Philippines, according to the most recent census, has a reasonably young population. In fact, more than half of the population is estimated to be under 25 years old (United Nations, 2015). While this seems to suggest that the Philippines have great potential for growth in the future, unemployment rate of youth – defined as individuals between 15 and 24 of age according to UN – is well above 10% for the last decade and is marked 14.3% in January, 2016.

Compared to the overall employment rate of 6.1%, this can be problematic even if we account for youth with lower education levels.

Approximately half of unemployed persons are under 25 years of age (Philippines Statistics Authority, 2016).

One of the factors contributing to high youth unemployment rate is the mismatch between the demand of the labor market and skills the younger generation acquire through Philippines' education system. Currently, most of the newly created jobs are from the service sector with modest employment growth in the manufacturing industries. Furthermore, employment in agriculture is steadily decreasing (ADB, 2016).

In order to moderate the problem, Philippines government should not only devise and support programs providing appropriate career development assistance and career guidance for youth but also enhance local governments' capacity to finance such programs.

Political Culture

The level of democracy Filipinos are currently experiencing is remarkable considering that Ferdinand Marcos, a former dictator of the Philippines, stepped down in 1986. According to EIU's Democracy Index 2015, the Philippines is categorized under the "flawed democracy", standing 54th out of 167 countries. In fact, it is one of the top three democratized countries in Southeast Asia. Filipinos enjoy a high level of civil liberties along with electoral process and pluralism.

On the other hand, influence of political parties on domestic affairs is minimal. As a matter of fact, politics are often steered by a small number of prominent individuals or so-called royal families that have roots from Spanish Colonial Era. In addition, many politicians are elected based on their fame or popularity rather than their campaign pledges or political ideologies. For instance, current President Rodrigo Duterte served as the mayor of Davao city for more than two decades, who was succeeded by his daughter Sara Duterte. Joseph

Estrada, the former President of the Philippines and a film actor starring more than a hundred movies, and Manny Pacquiao, a Filipino boxing star who is an octuple champion and the current Senator, are also good examples of how an individual's popularity help make gains in the politics.

Food Security and Agricultural R&D

While the services sector's output as a percentage of GDP has grown from 37.3% to 57.5% between 1984 and 2014, that of agriculture sector has diminished from 24.8% to 11.3% and the share of agricultural employment is consistently diminishing (OECD, 2016). This is not surprising as the quality of life for farmers are alarming, with approximately four out of ten farmers live below poverty line since 2006 (Gavilan, 2015).

Further, Philippines's food production level is inconsistent due the country's vulnerability towards natural disasters and global warming. Agricultural infrastructure is not sufficient to either securely procure the final products to different regions or ensure a diversity in diet, and the Philippines government has not been keen to solve this issue as we can see from its negligible expenditure on agriculture R&D.

This is in accordance to the results from EIU's Global Food Security Index 2015. Among the 109 countries evaluated, the Philippines is ranked 72nd. Its performances in affordability, availability and quality & safety are below average even amongst other Southeast Asian countries. What the Philippines must do is clear. More investment in infrastructure and R&D is instrumental for Philippines to make food production level more resilient to natural disasters.

Indonesia

30th/89

Capital City	Jakarta
Population	258,316,051 (July 2016 est.)
GDP (PPP)	\$2.842 trillion (2015 est.)
Unemployment	6.2% (2014 est.)
Constitutional Form	Presidential Republic

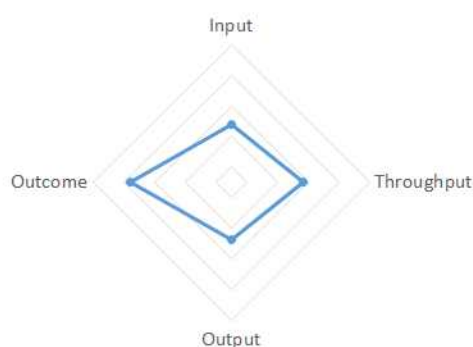
	Rank	Score (0-1)
2016 Government Competitiveness	30	0.515
2015 Government Competitiveness	43	0.498

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
25	33	9	45	34
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
42	58	56	6	



Ranking by Stage

Input	Throughput	Output	Outcome
52	43	53	24

I. Evaluation

Geo-politically bridging Oceanian countries including Australia and New Zealand, and Asia, Indonesia has immense potential to become one of the world's major emerging market economies with plenty of natural resources and a huge, yet young population. It is estimated that a little below half of the population are under 25 years old (United Nations, 2015).

Ranking by Policy Area

Ranked 3rd amongst lower-middle income countries after Vietnam and Philippines in the overall GC Score

- Performance in most policies areas are generally solid, especially strong in safety & security(6th) and education(9th)
- Falling behind in infrastructure(58th) and health & welfare(56th)

Ranking by Policy Stage

- Outcome(24th) is strong compared to a modest level of input(52nd), throughput(43rd), and output(53rd)
- Government expenditure on each policy area is relatively weak

II. Issues and Policy Implications

Raising Quality of Education

Indonesia has grown into a big education market in the last couple decades as more than 55 million students enrolled in more than 236,000 schools over 500 districts (School's in, 2014). Net enrollment rates for primary and secondary schools are high.

The results from Gallop World Poll's well-being research indicate that Indonesians are relatively satisfied with the quality of the education. In other words, the Indonesian government has been successful in extending basic education in one of the largest archipelagos.

Nevertheless, Indonesia has yet to realize its potential. Even though the education market has grown quantitatively, Indonesia has been struggling to increase the quality of education. One factor that delays the increase in overall quality of education would be regional and district disparities. In remote and poor areas, assuring not only student access to education but also a minimum level of teacher qualification is difficult, not to mention the regions where educational aspirations are traditionally low (OECD & Asian Development Bank, 2016). Furthermore, gross enrollment rate in tertiary education falls behind compared to other developing countries and Indonesia is struggling to raise human capital that is required for Indonesia to grow onwards.

These challenges, providing equal education and increasing emphasis on adult education, must be tackled wisely for Indonesia to fully realize its potential. However, government expenditure on education is extremely low compared to other countries in this analysis and Indonesia must first search for means to expand budget on education. Government strategies would be useless and policies implemented will be fruitless, especially considering Indonesia's geographical constraint.

Universal Healthcare System

Prior to January of 2014, Indonesian healthcare provision was different for the rich who can afford private insurances, the poor who receives state support, and those in between who are supported by affiliated NGOs. However, the Indonesian government ambitiously proposed a universal health care system, in which all citizens will be under a compulsory national health insurance by 2019.

This is specifically aimed at people who were neither rich enough nor poor enough to have a coverage, and this comprehensive health system will grant all citizens access to various health services provided by public institutions along with a few private organizations.

Evidently, assessing effectiveness or efficacy of the system is premature. However, the level of input on healthcare is worrisome. Both general government health expenditure (GGHE) per capita and public health expenditure as a percentage of GDP are one of the lowest amongst 89 countries in analysis, and overall quality of healthcare will plummet without a radical expansion of funds. Furthermore, the number of hospital beds and the number of nurses per 1000 people are extremely deficient and a deluge of newly covered patients will only worsen the situation. Both expanding the budget for the program and increasing the number of medical specialists must be the Indonesian governments' primary goal for the program to succeed.

Peru

32nd/89

Capital City	Lima
Population	30,741,062 (July 2016 est.)
GDP (PPP)	\$389.1 billion (2015 est.)
Unemployment	4.2% (2014 est.)
Constitutional Form	Presidential Republic

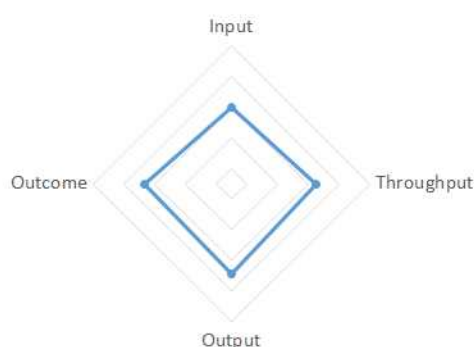
	Rank	Score (0-1)
2016 Government Competitiveness	32	0.515
2015 Government Competitiveness	42	0.500

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
29	9	67	3	50
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
26	52	46	48	



Ranking by Stage

Input	Throughput	Output	Outcome
40	35	31	33

I. Evaluation

Ranking by Policy Area

- The rankings in Environment(3rd) and Economy(9th) is strongest among upper middle income countries
- While Agriculture & Food(26th) and Governance(29th) are showing similar performance compared to the overall ranking, the ranking in Infrastructure(52nd) and Education(67th) are falling behind.

Ranking by Policy Stage

- Rankings by stages shows balanced rankings across four stages
- The ranking of Output(31st) is slightly ahead of other stages

II. Issues and Policy Implications

Fastest-growing economies

Over the past decade, Peru has been one of Latin America's fastest-growing economies, with an average growth rate of 5.9 percent with relatively low inflation rate, which averaged 2.9 percent throughout the same period. Underneath Peru's remarkable economic performances with a low inflation exists prudent macroeconomic policies, couples with favorable external environment and structural reforms in different policy-sectors (World Bank, 2016).

From a political perspective, the end of Alberto Fujimori's authoritative government in 2010 was a significant contributor toward enabling an unusually long period of political stability in Peru. After the Fujimori Administration,

consolidation of democratic institutions and practices took place, and a series of peaceful regime changes between democratically-elected administrations soon followed in 2006 and 2010, respectively. This, in fact, has become a firm stepping stone in assuring degrees of continuity and stability in Peru's mind-to long-term macroeconomic policies.

With the growth surge in December 2015, the National Institute of Statistics and Information (INEI) reported that the Peruvian economy had exceeded its initial expectation and closed 2015 with an annual GDP growth rate of 3.26%. Economists at the Lima Chamber of Commerce (CCL, Spanish acronym) expect Peru's economy to yield a stable incremental curve until 2021, during which the Peruvian economy will add nearly 1.2 million jobs while expanding its overall Gross Domestic Product by approximately 5%.

Agriculture and Food

In December 2014, Peru's Ministry of Agriculture announced an initiative for National Appropriate Mitigation Action (NAMA) through which the government will be implementing a series of critical measures for increasing overall agricultural products without the issue of deforestation. Under the leadership of Peru's Ministry of Agriculture, more specific designs for the NAMA were commenced in September, following an initial workshop which was conducted in support of CCAFS, ICRAF, GOZ and ECOFYS. In addition, a larger landscape framework in agricultural development was promoted through the draft NAMAs in the agricultural sectors. The overall design was promoted through the coordination between the government and relevant private sectors, which range from the Ministries of Agriculture and Environment to the representatives of farmers associations and local cooperatives, as well as national and international research think tanks (Landscape NAMA).

Environment: Lima Climate Change Conference

Peru is one of the most vulnerable countries under the climate change. Facing such threats, Peru's NAMA initiatives are aiming to support activities that will reduce deforestation, recover

ecosystem, increase competitiveness for forest activities in relation to agricultural alternatives, and to reduce carbon emissions while encouraging the production of low carbon crops.

Peru is on the frontlines of the fight against global climate change. The melting glaciers of its Andean mountain peaks bear witness to rising global temperatures. Peru's local communities and infrastructure in low-lying coastal zones are vulnerable to rising sea levels, and changing climate indicates new potential threats that might affect Peru's critical economic sectors such as fishing industry and agriculture.

Education and Infrastructure: Developing Human Capital

In terms of Student Progress, Peru ranks bottom of the list of countries by the Program for International Student Assessments (PISA, 2012). Overall underperformance of Peru in human capital development has its roots in the disparity of the education quality between urban and rural areas. School districts in the rural areas often experience budget shortages, while most of the teachers in rural schools lack sufficient training. Also, Peru's underdeveloped transportation infrastructure is a serious constraint that limits students' travel accessibility, which then becomes a major cause for shortened school days for both teachers and pupils. Peru's unorganized education system is a major factor that leads to a weak overall learning environment for its youth population. This problem is especially acute for students in rural areas who often experience a persistent lack of opportunities for higher education or employment access to stable jobs other than low-paying manual labor.

In order to overcome this challenge, the Peruvian government has focused on developing human capital through improving its education system. Enrollment rates in primary, secondary as well as tertiary schools are all above Latin America's average. Not only the enrollment but also the completion rate has surged: most of students in primary schools complete their coursework, and for secondary schools, the completion rate was about 65% (World Bank, 2016).

Paraguay

33rd/89

Capital City	Asuncion
Population	6,862,812 (July 2016 est.)
GDP (PPP)	\$60.98 billion (2015 est.)
Unemployment	4.5% (2014 est.)
Constitutional Form	Presidential Republic

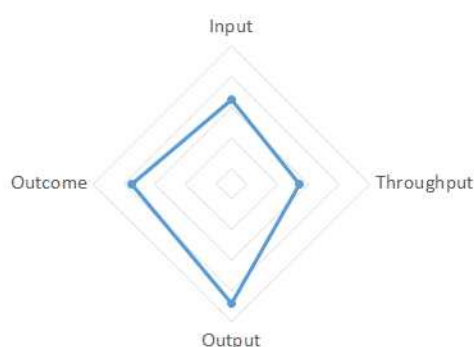
	Rank	Score (0-1)
2016 Government Competitiveness	33	0.509
2015 Government Competitiveness	51	0.479

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
35	30	51	17	59
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
21	37	36	35	



Ranking by Stage

Input	Throughput	Output	Outcome
35	46	12	25

I. Evaluation

Ranking by Policy Area

- As an upper middle income country, Paraguay presented sound performance in most policy areas, especially advanced in Environment(17th) and Agriculture & Food(21st)
- Tertiary industry such as ICT(59th) and Education(51st) are falling behind compared to other area.

Ranking by Policy Stage

- Output(12th) indicated significantly higher ranking than other stages.
- Throughput(46th) indicated far below ranking compared to Paraguay's overall ranking(33rd).

II. Issues and Policy Implications

Agriculture & Food as a Foundation for Economic Growth

Paraguay, a small and landlocked country in the Latin American context, is one of the top producers and exporters of agricultural goods in the world. Paraguay's economy heavily relies upon agriculture as employees in the agricultural sector is about one-fourth of the national workforce. In addition, more than 60% of all Paraguayan exports in 2015 was from agricultural products, and the vast majority of exports such as soybeans, corn, wheat and rice.

Among them, soybean industry has grown exponentially. In 2006, soy production covered about 1.6m hectares, but by 2015 it increased to around 3.6 m hectares which accounts for 3 percent of worldwide soybean production (USDA, 2015)

Since the government of Paraguay announced a comprehensive reform agenda with National Development Plan 2014-2030, the priority objectives of the government were regaining fiscal stability and improving the infrastructure. This plan involves reducing poverty and strengthening economic growth, social development. In that sense, agriculture and food is the foundation industry to achieve those goals.

Enhancing Environment through Collaborative Governance

An innovative project, Paraguay Biodiversity, is to reconnect the forest areas remaining to conserve the extensive biodiversity of the Atlantic Forest and to create the country's largest biological corridor (World Bank, 2016). Achievements of the Paraguay Biodiversity Project are made possible through the coordinated efforts of the Environmental Secretariat, the Ministry of the Economy, the National Indigenous Institute, indigenous communities, small-holder and medium-holder farmers, NGOs, academics and producers' associations, among others (Stokes and Mundial 2016).

Investment in Information & Communication Technology

In 2013, Paraguay has created a new ICT Ministry in order to supervise its advancement in the IT services and software sector, which grew by 15 percent every year. Since then, the ministry announced the road-map for the future growth such as National Telecommunications Plan.

ICT ministry also established Secretaría Nacional de Tecnologías de la Información y Comunicación (SENATICs) to connect ICT industries with education and healthcare sectors as well.

In spite of the government's effort, Paraguay has a low internet penetration and limited access with only covers 43% of the country which is well below the regional average (Brodynt report, 2015). Although the monopoly is prohibited by Article 107 of the national constitution, most of the market (except for mobile telephony) is still a monopoly of the state-owned incumbent. Compared to the telecom market, however, the mobile market and the internet market are more open to competition since most Paraguayans use cellular phones from private market rather than land lines.

Paraguay has shown a modest performance recently as a commodity exporter benefitting from favorable terms of trade. In the situation in which commodity led growth has come to an end, Paraguay needs to put more effort in technology transfer as well as high levels of investment in infrastructure, physical capital, and human capital.

Sri Lanka

34th/89

Capital City	Colombo (executive)
Population	22.235 million (July 2016 est.)
GDP (PPP)	\$246.1 billion (2015 est.)
Unemployment	4.6% (2014 est.)
Constitutional Form	Presidential Republic

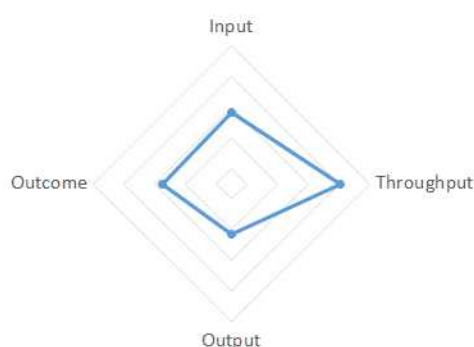
	Rank	Score (0-1)
2016 Government Competitiveness	34	0.508
2015 Government Competitiveness	33	0.513

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
49	35	12	63	24
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
29	43	50	29	



Ranking by Stage

Input	Throughput	Output	Outcome
44	19	57	45

I. Evaluation

Ranking by Policy Area

- Most policy areas are above averages, especially strong in Education(12th), ICT(24th), and falling behind in Environment(63rd).

Ranking by Policy Stage

- Throughput(19th) is significantly stronger than other stages

II. Issues and Policy Implications

Sharp Growth in ICT

The Sri Lanka government has recognized the importance of developing skills in ICT since the new millennia started. With an aim to promote the use of ICT to create new jobs and more transparent government, it launched the 'e-Sri Lanka' project in November, 2002. Fully functioning in July 2003 after the new ICT act was passed, the Information and Communication Technology Agency of Sri Lanka (ICTA) under the Prime Minister was instrumental to ICT industry's success. Revenue in IT industry exports grew exponentially from 213 million dollars in 2007 to 720 million dollars in 2013, and the total employment more than doubled in the same period (SLASSCOM, 2014).

Currently, internet penetration rate is only 26% (Freedom House, 2015) but the rate steadily grew since the end of civil war in 2009. Furthermore, most people use mobile phone, and the use of wireless data is expected to rise as 4G network was initiated, which is also the first in the region. In 2016, Google also plans to launch Google Loon Project, high-speed internet service powered by balloon in the stratosphere, and this will provide higher speed service and improved quality in the remote areas (Presse, 2016).

Government Investment on Education

Literacy rate of Sri Lanka is over 90%, one of the highest amongst South Asia. In Sri Lanka, up to secondary education is compulsory, and schooling in national schools along with national colleges is provided free of charge. But the government expenditure on education accounts for only 1.5% of GDP, and it is significantly less than the world average of 4.5% (World Bank, 2016). It is vital for the Sri Lanka government to invest and devise educational programs.

Supporting Factors for Economy

After the Sri Lankan Civil War in 2009, Sri Lanka has showed a high rate of economic growth and low unemployment rate. Although Sri Lanka asked IMF for help because of budget deficit and current account deficit in 2015, which is the second request after 2009, it has high hopes for growth. The reason for the expectation of economic growth lies in its geographical location. Located in the Indian subcontinent, the Sri Lankan territory connects East and West Asia. Port Colombo, located on the southwestern shores of Kelani River, is the largest port in South Asia, and handled an estimated 5.1 million TEU of containerized cargo in 2015 (<http://www.slpa.lk/port-colombo/colombo>). This is why China has been actively investing in Sri Lanka, and one Chinese group acquired 85% stake for Colombo International Container Terminals under a 35-year concession contract (Mooney, 2016).

Many Indian tourists visit Sri Lanka. After the civil war, the tourism industry expanded as the number of arrivals grew from a little over 400,000 in 2009 to 1.8 million in 2015 (Sri Lanka Tourism Development Authority, 2015). Increase in the number of tourists led to building more hotel and resort, and ultimately more income for

community. However, there are many problems that Sri Lanka economy faces. One of the biggest problems is that the economy's dependence on agriculture, such as tea, is substantial that other industries are failing to make much progress. In the end, much of the final product consumption is on imported goods, and, as a result, current account balance only gets worse.

Risks in Governance

Even though the Civil War in Sri Lanka, which lasted for 26 years, ended in 2009, a vast majority of the population is under the risk of terrorism. Moreover, settlement of the past, such as human rights abuses including torture, executions and sexual abuse against Tamil separatists and democratic degeneracy, is necessary. For now, the government tried to solve the issue by organizing committee for reconciliation, but it has been unsuccessful.

Health and Welfare

The Sri Lanka government has been quite successful in health policy, effectively eradicating malaria. To the contrary, it has major problems in its welfare policies. For example, 29.2 people for every 100,000 died from suicide in 2012, which is the 4th highest rate in the world following 36.8 from Republic of Korea, 34.8 from Guyana and 32.5 from Lithuania (World Health Organization, 2016). Further, suicide rate for men is twice of women's, and most of the suicides are committed by people between 15 and 40 years of age. It can be inferred that many of the younger generation has a pessimistic view of life due to poverty and low quality of living, and the government should provide welfare policies that not only guarantees minimum living expense but also encourages self-support.

Azerbaijan

37th/89

Capital City	Baku (Baki, Baky)
Population	9,872,765 (July 2016 est.)
GDP (PPP)	\$171.2 billion (2015 est.)
Unemployment	5.2% (2014 est.)
Constitutional Form	Presidential Republic

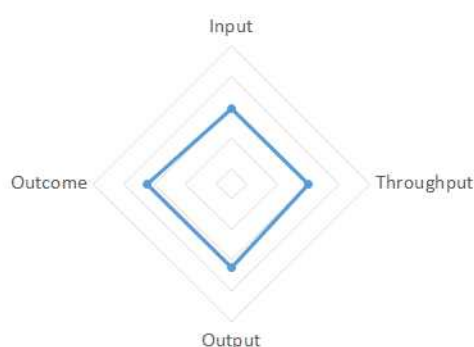
	Rank	Score (0-1)
2016 Government Competitiveness	37	0.497
2015 Government Competitiveness	45	0.497

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
77	23	63	57	8
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
43	29	37	44	



Ranking by Stage

Input	Throughput	Output	Outcome
41	40	35	35

I. Evaluation

Ranking by Policy Area

- Overall Ranking(37th) higher than that of 2015(45th)
- Government competitiveness is 22nd among Upper Middle-Income
- Except ICT(8th) and Infrastructure(29th), other areas are near or below average: Governance(77th), Education(63rd), Agriculture(43rd), Environment(57th)

Ranking by Policy Stage

- Output (35th) and outcome(35th) is strong compared to input(41st) and throughput (40th).

II. Issues and Policy Implications

Azerbaijan is a resource-rich country which had enjoyed the oil boom from 2005 until recently. However, as the global oil market condition has changed since 2014, its national economy is currently experiencing challenges.

Continuous Improvement in ICT

Azerbaijan continues to further improve its position in the ICT in the Central Asian region and the world. The 2015 report of the International Telecommunication Union ranked Azerbaijan as the 67th on the ICT Development Index (IDI). The country has shown gradual improvement in the rankings, as Azerbaijan scored 9 more points compared with that of 2010, and 3 more points than the 2013 figure (Orujova, 2013).

Azerbaijan's progress was made possible by the government's intensive attention on the development agendas of information technologies.

For instance, Azerbaijan's National ICT Strategy (2003–2012) was one of the significant factor in improving efficiency and transparency in the public sector through a widespread promotion of ICT tools.

As a result, Azerbaijan was able to launch the E-Government portal and hosted the 7th Internet Governance Forum in 2012, while declaring 2013 as the Year of ICT. Recently, Azerbaijan's government has been implementing a series of projects aimed at modernizing sustainability and efficiency of ICT infrastructure and services in coordination with relevant international organizations such as UNDESA, UNECE, UNPAN, and so forth.

Diversifying Economy through ICT

Azerbaijan's government understands that traditional development paradigm based on the exploitation of hydrocarbon resources entails unstable and unequal economic returns while arousing environmental concerns. In this regard, Azerbaijan has stated its economic goal in diversifying the economy by investing its oil revenue to non-resource oriented sectors such as ICT (Aliyev, 2015).

It is being assessed that Azerbaijan has a long-term growth potential to strengthen and diversify its economy through promoting the ICT industry. The country has a good environment in ICT development – as the nation boasts its progress in the areas of high-speed internet (broadband access and connectivity), training of young, skilled professionals, and stability of network system – which can solidify the nation's status as a potential IT hub in Central Asia.

In order to fulfill the prospectus for an IT nation, Azerbaijan needs to ensure continuous stability in its network infrastructure: Recently, there was a nation-wide internet outage due to a large-scale fire in one of the internet network cables.

Implementation of Infrastructure Projects

Azerbaijan's geographical location is at a crossroad between Russia and Iran, making it an important link between the Black and Caspian Seas. In this regard, Azerbaijan has been investing significant efforts towards modernizing

transportation with a special focus on railways and road networks.

Over the past decade, Azerbaijan has built total 6,835 miles of new roads, 300 new bridges, while reconstructing all of its main roadways connecting the country with Georgia, Russia and Iran. Moreover, the implementation of the Greater Baku Regional Development Plan 2030 is expected to further enhance railroad coverage and infrastructure. Also, the construction of the second stage of the Shah Denis Project is currently under its way, and it is being expected to add approximately 12 bcm (billion cubic meters) of annual gas production to the pre-existing production level of 9 bcm per year.

Recently, the Office of the President has approved a “Law on the Implementation of Special Financing for Investment Projects” which applies to construction and infrastructure facilities. Numerous projects on social infrastructure are on the way: schools and medical facilities have been constructed or repaired with new designs.

Need for Infrastructure Upgrade

Although the government has committed to improving water utilities, sanitation and transportation through the State Program in Poverty Reduction and Sustainable Development (SPPRSD) during 2009–2015, Azerbaijan till requires its government to actively upgrade underdeveloped or dilapidated utilities and infrastructure by committing investment and continues maintenance projects (ADB, 2014). For instance, Azerbaijan's water treatment facilities are limited and its piped water supply is generally unreliable, which indicate that a heavy share of Azerbaijan's population lacks stable access to safe water. In addition, there exists a gap between Azerbaijan's overall economic growth and the country's pre-existing transportation network. For instance, it is being reported that most of the transportation infrastructures were built decades ago, and approximately 60 percent of such networks are under a dire condition. This is a problem that needs to be addressed in order for the government to generate a more sustainable and inclusive economic growth throughout the nation.

Uzbekistan

43rd/89

Capital City	Tashkent
Population	29,473,614 (July 2016 est.)
GDP (PPP)	\$187.7 billion (2015 est.)
Unemployment	10.6% (2014 est.)
Constitutional Form	Presidential Republic

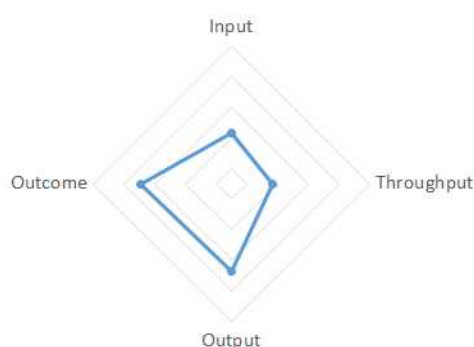
	Rank	Score (0-1)
2016 Government Competitiveness	43	0.487
2015 Government Competitiveness	47	0.495

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
82	57	8	83	32
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
38	46	24	18	



Ranking by Stage

Input	Throughput	Output	Outcome
57	63	33	31

I. Evaluation

Ranking by Policy Area

- Overall Ranking(43rd) is higher than that of 2015(47th)
- Government competitiveness is 8th among 31 lower-middle income counties
- Education(8th), Health and Welfare(24th), Safety(18th) showed superior rankings.
- Environment(83rd) is falling behind.

Ranking by Policy Stage

- Output(33rd) and outcome(31st) is strong compared to throughput (63rd) and input (57th).

II. Issues and Policy Implications

Uzbekistan was once at the heart of the ancient Silk Road connecting China with the Middle East and Rome. The Republic of Uzbekistan is a doubly landlocked country in Central Asia. Despite the declaration of transition to a market economy and democratic republic, the Soviet-style command system defines Uzbekistan as "an authoritarian state with limited civil rights."

Strong Growth in Education

Post-transition support for liberal democracy and economic market reforms in Uzbekistan influenced education reform. For over the years of independence the Republic of Uzbekistan has carried out fundamental, structural and substantive reforms that have encompassed all levels of education system and its components.

For example, the Uzbekistan government adopted "Nationwide School Education Development Program for 2004-2009" and as a result, a

radical renewal and capital reconstruction of buildings and engineering infrastructure of secondary schools were successfully carried out (UNICEF, 2010).

Uzbekistan became a member of the Global Partnership for Education (GPE) in September 2013 after submission of a comprehensive Education Sector Plan (ESP) for 2013-2017. On June 2014, the government of Uzbekistan was approved to implement 'Programme Implementation Grant' by the GPE Board of Directors. This project aims to increase access of children of age 3-6 to quality early childhood care and education in rural pre-primary institutions, and to improve conditions for better learning outcomes of rural secondary schools' students (UNICEF, 2016).

As a result of the government's continuous efforts, net enrolment rate in primary school is about 90% and in secondary school is over 90% on 2015. Moreover, education quality index is approximately 90%.

Building Supportive Health and Welfare System

Since the independence in 1991 with the break-up of the Soviet Union, Uzbekistan government has initiated several major health reforms, with the aim of improving health care provision, governance and financing. Since 2008, the government is conducting the project of 'Improvement of Mother and Child Health Services in Uzbekistan' forming a partnership with the European Union and UNICEF. This project has supported on-going health system reform in Uzbekistan, ensuring that national health services meet international standards, so that high levels of maternal and child health can be maintained. In addition, public health expenditure (% of GDP) gradually increased.

As a result of reforms, Incidence of tuberculosis (per 100,000 people), Immunization of DPT and measles (% of children ages 12-23 months), total prevalence of HIV, (% of population ages 15-49), Prevalence of undernourishment, etc. have been improved continuously (Ahmedov et al, 2014).

The government has increased public expenditure on health in recent years, but private expenditure in the form of out-of-pocket payments remains substantial. In addition, the government has implemented a basic benefits package, but, for most people, this does not include secondary or tertiary care and outpatient pharmaceuticals.

Thus, the government need to extend the coverage of the package by increasing public health expenditure(% of GDP), which is desirable in terms of health equity and access to services.

Sharp Growth and Challenges in Economy

Uzbekistan's economy grew rapidly over the past decade and released significant parts of the population from poverty. But, the challenging external environment imply that Uzbekistan need to find new growth engines in the future. Especially, the government has made substantial investments in upgrading its water supply and sanitation (WSS) services over the past decade.

In late 2015 and into early 2016, the government adopted a number of development programs, including infrastructure, agriculture, industry development, and energy-efficiency programs for 2015-19. The critical thing in the program is that the reform is ultimately for citizens and do not allow unbridled privatization.

Bolivia

45th/89

Capital City	Sucre, La Paz(administrative)
Population	10,969,649 (July 2016 est.)
GDP (PPP)	\$73.80 billion (2015 est.)
Unemployment	2.7% (2014 est.)
Constitutional Form	Presidential Republic

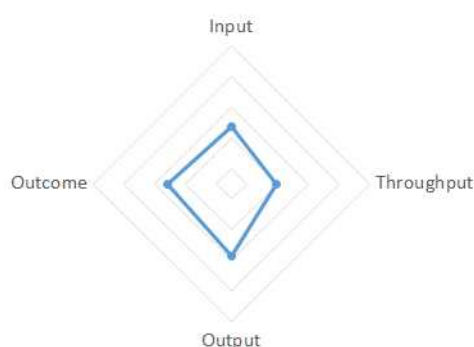
	Rank	Score (0-1)
2016 Government Competitiveness	45	0.484
2015 Government Competitiveness	54	0.473

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
32	36	22	13	51
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
44	62	54	68	



Ranking by Stage

Input	Throughput	Output	Outcome
53	61	43	48

I. Evaluation

Ranking by Policy Area

- Compared to Bolivia's overall ranking, several policy areas such as Environment(13th), Education(22nd) presented significantly strong performance
- Higher performance than average in Governance(32nd) and Economy(36th)
- Especially weak performance in Infrastructure(62th) and Safety(68th)

Ranking by Policy Stage

- While Output(43rd) and Outcome(48th) show similar rankings compared to overall ranking, the ranking of throughput(61st) is especially falling behind.

II. Issues and Policy Implications

Comprehensive Infrastructure, Environment and Health & Welfare Development

The Ministry of Rural Development of Lands announced the Community Investment in Rural Areas Project (PICAR), which is comprised of over 600 investments designed to help vulnerable rural communities in Bolivia lift themselves out of poverty. The aim of the project is to improve access to sustainable basic infrastructure and services for the most disadvantaged rural communities selected in some of the poorest municipalities of Bolivia.

This project is under the long-term vision of Patriotic Agenda for the 2025. The 2025 Agenda constitutes a comprehensive development program for Bolivia, with an objective of improving the quality of life while respecting the

environment. It proposes to reduce poverty reduction and provide universal basic services (PDES 2016).

In terms of infrastructure, \$7.5 billion dollars of China money are waiting to be invested in all types of infrastructure projects including new roads and highway constructions, hydroelectric projects, railways and stadiums.

Diversifying Economic Investment

Bolivia is one of the most resource-rich countries. As Brazil and Argentina become less reliable markets for Bolivian natural gas, the Bolivian government looks to diversify its economy.

In order to achieve that, Bolivian President Evo Morales announced a 48.57 billion dollar national development plan called "Plan Eléctrico del Estado Plurinacional de Bolivia 2025". It aims to expand the electric system of Bolivia up to 2025, but the ultimate goal is to eradicate extreme poverty in the country, especially of the people based in rural and peri-urban areas (Peebol 2025 report).

Over 60% of the investments are planned to focus on the three priority areas: the hydrocarbon sector, infrastructure and energy. Especially, the government's key focus is energy. Bolivia's ambition, reliant on gas much more than its small oil reserves, is to develop its role as the "energy heart of South America". (Wilson, 2015).

Balancing between Development and Conservation of Environment

The Madidi National Park in north-west Bolivia is one of the most biodiverse places on the planet. The park hosts 11% of the world's bird species and the Bolivian government designated this area as "protected area" under "Natural Area of Integrated Management" (NAIM) system. However, government policies open up huge new areas to oil and gas to permit "the development of hydrocarbon exploration activities in the different zones and categories within protected areas" (Hill 2015).

This is the consequence of the government's efforts to sustain Bolivia's position as an exporter of natural gas in Latin America. So far, Bolivia has been trying to join forces with the private sector to expand proven gas reserves (World Bank 2016).

However, Bolivia faces a variety of development challenges, especially in environment. Therefore, the government developed the National Climate Change Programme and implemented adaptation projects in various regions of the country and proposed "The Law of Mother Earth" which is still in the process of revision. Despite the criticism of development, the government is also trying to prioritize improving the quality of life for citizens through sustainable development deemed harmonious with natural ecosystems (GCLS 2015).

Ghana

52nd/89

Capital City	Accra
Population	26,908,262 (July 2016 est.)
GDP (PPP)	\$115.1 billion (2015 est.)
Unemployment	2.4% (2014 est.)
Constitutional Form	Presidential Republic

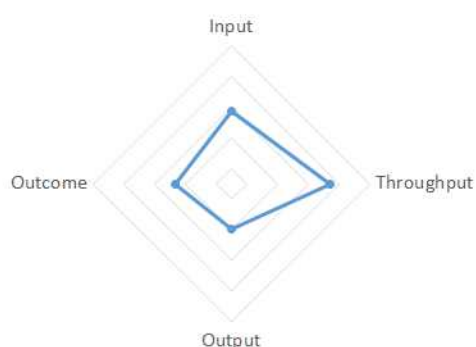
	Rank	Score (0-1)
2016 Government Competitiveness	52	0.475
2015 Government Competitiveness	41	0.502

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
15	49	45	35	54
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
47	64	62	31	



Ranking by Stage

Input	Throughput	Output	Outcome
43	26	60	53

I. Evaluation

Ranking by Policy Area

- Governance(15th) outperforms other areas.
- Weak performance in health and welfare(62nd) and Infrastructure(64th).
- Government competitiveness is 14th among 31 lower-middle income countries. Ghana's governance ranked first among the lower-middle income countries. Health and welfare ranked 20th and Infrastructure ranked 22nd
- Among 27 sub-Saharan Africa countries, Ghana's overall ranking is 4th. Scored high in Economy(3rd). Other policy areas ranked in upper-middle ranking, between 4th and 7th.

Ranking by Policy Stage

- Among 31 lower-middle income countries, Ghana ranked: Input(7th), Throughput(3rd), output(20th) and outcome(16th).
- Among 27 sub-Saharan African countries, Ghana ranked: Input(4th), Throughput(5th), output(4th) and outcome(3rd).

II. Issues and Policy Implications

Promoting Democracy and Governance

Traditionally, Ghana has been a pioneer of democracy and "oasis of peace and tranquility" in Africa (Korea Trade-Investment Promotion Agency, 2015). Ghana has been striving to consolidate democracy with series of peaceful and transparent national elections. Ghana launched a project to promote accountability and transparency in 2013-2014 (CDD-Ghana), which

was mainly an anti-corruption reform in public delivery system. Moreover, Ghana is taking steps to institutionalize decentralization and encourage civil participation. Due to a solid foundation and a series of political reform, Ghana's performance in Governance is the highest amongst lower-income countries.

Need for ODA and Infrastructure

Ghana's economy grew by 4.1% during first quarter in 2015 supported by the strong service sector performance. However, overall GDP (gross domestic product) growth for 2016 could be below the 3.9% due to production issues in the oil sector.

One of the most urgent issues the Ghana government have to deal with is the power crisis. Ghana has undergone serious power shortages and the problem has been exacerbated last year. Dumsor, meaning unpredictable and constant blackout, reflects how severe the power crisis is (The Economist, 2015). Dumsor happened because of lack of infrastructure, and this deficiency is not limited to the energy sector but to other social overhead capital facilities as well.

The amount of Official Development Assistance (ODA) of Ghana received was relatively low among the 89 countries. This may mean Ghana has less opportunity to invest on infrastructure. Government Competitiveness indices also show its low ratio of paved roads, low electricity production, and so on. Ghana government needs to create strategic plan for building and maintaining infrastructure which is crucial for national prosperity.

Weak performance in Health & Welfare

Ghana shows weak performance in Health &

Welfare system and policy. For example, there are not enough nurses and midwives, hospital beds, sanitation facilities, and mandatory paid maternity leave. Ghana's general government health expenditure per capita is very low compared to other non-OECD countries.

Strategies for Recovering Financial Crisis

Financial deficit and trade deficit are other serious problems that need to be handled. The budget deficit topped in 2012 by 12% and have slowly reduced since then (KOTRA, 2015). However, the level of deficit is still troublesome. Ghana reached to an agreement with International Monetary Fund (IMF) for a bail-out last year. Ghana agreed to an almost \$1 billion program with IMF in 2015. But the bail-out fund IMF promised was below Ghana government's expectation.

Ghana government is not expected to reduce the financial deficit anytime soon given the amount of bail-out money and energy crisis. Also, it is anticipated that there might be a raise in public officials' salary, based on the previous presidential election pattern: Ghana is known to increase public official's salaries and benefits around presidential election.

In order to recover financial health, Ghana government should create a system preventing further issues regarding presidential election influence on the rise of public official's salary. As suggested earlier, the government needs to put more efforts on attracting ODA and using the ODA capital for building and improving infrastructure, and finally gaining financial efficiency and rationality.

Rwanda

53rd/89

Capital City	Kigali
Population	12,988,423(July 2016 est.)
GDP (PPP)	\$20.42 billion (2015 est.)
Unemployment	0.6% (2014 est.)
Constitutional Form	Presidential Republic

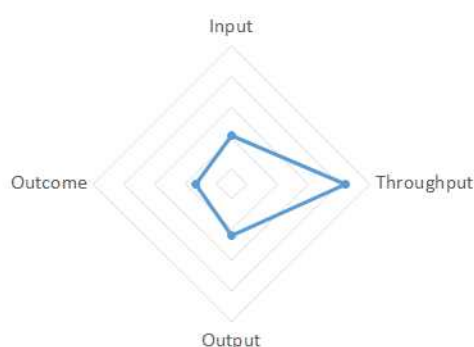
	Rank	Score (0-1)
2016 Government Competitiveness	53	0.469
2015 Government Competitiveness	40	0.503

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
53	54	20	62	37
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
48	63	55	34	



Ranking by Stage

Input	Throughput	Output	Outcome
59	16	56	67

I. Evaluation

Ranking by Policy Area

- Strong performance in education(20th), Safety(34th) and ICT(37th) which are above the average.

Ranking by Policy Stage

- Throughput(16th) is significantly higher than other stages.

II. Issues and Policy Implications ICT

Enthusiastic Investment on ICT

Rwanda's national development plan "Vision 2020" is focused on transforming the country towards a vibrant, knowledge-based economy. The plan emphasizes developing ICT as a core development tasks, which was brought to the attention of Rwanda's government through a five-year based NICI (National Information and Communication Infrastructure) plan (Ministry of Finance and Economic Planning, 2000). As a result, Rwanda made progress including growth in the distribution rates of mobile phones (over 50%) and internet cables (around 10%). Recently, ICT field cooperated with South Korea's KT (Korea Telecom) on 4G mobile communication networks and nationwide fiber-optic cables.

Improvement on Health and Welfare

Rwanda has seen some substantial improvements in health area - declining HIV/AIDS, decrease in infant mortality and increased life expectancy. It was possible through the expansion of national healthcare system, which only requires inexpensive payment of approximately \$2 for the insurance coverage. Yet, Rwanda has numerous economically disadvantaged populations who cannot afford the insurance payment.

Innovative Female Leadership in Governance

After the ethnic genocide in 1994, since the inauguration of the Kagame Administration, Rwanda's ethnic violence has continuously decreased. President Kagame's government utilizing Rwanda's traditional community court known as "Gacaca" for resolving hatred among different ethnicities. Through Gacaca, offenders related to the genocide were tried, through which the victims received public apology with the return of reconciliation.

Rwanda's female leadership has been effective in healing the scars from its dark past. For example, Rwanda's 2003 Constitution stipulates that 30 percent of all public sector employment opportunities should be assigned to women. Suggestion for the aforementioned Gacaca trial system was initially made by the Minister of Justice, who is a renowned female member of the cabinet. Rwanda's legislature has a significant female presence – female percentage in Rwanda's lower house is 63.8 percent. Rwanda has experienced a precipitous decline in its male population due to the civil war, which led to the growing need to make the best use of its female human potentials.

Progress of IT Use in Education

Rwanda offers tuition-free education for its primary and secondary schools, and the government is currently striving for a better IT training system through objective of a 1-to-1 ratio for laptop computer distribution rate among the students. On the other hand, there exists criticism on Rwanda's insufficient budget on the education sector, under which its IT education courses are turning into more of a rudimentary textbook class rather than practical educational drill with actual computers.

Rapid Growth and Challenges in Economy

Recently, Rwanda has yielded rapid economic development. After the Rwandan Genocide, the nation has seen more than ten-fold growth of its economic pie. Rwanda is well-known for its favorable investment climate, developed IT environment, and is one of the safest countries in Africa in terms of public safety and policing. Rwanda's public procedures and process for business investment is quite simple, and its rate of corporate tax exemption is favorably high. The country also boasts a low-level of public corruption, which yields positive influence upon ODA (Official Development Aid) and FDI (Foreign Direct Investment). In this regard, efforts for corruption prevention are being made on an institutional level. For instance, rather than depending on actual cash-transfer, public payments, commission and charges to the government agencies are electronically processed through bank accounts.

One of Rwanda's limiting factors in its business investment potential is the country's low-level public infrastructure (Ministry of Infrastructure, 2011; AFDB, 2014). With only scarce amount of natural resources, Rwanda has disproportionately high dependency rate on hydro-power for electricity generation. Rwanda also imports significant amount of electricity from neighboring countries, which often leads to excessive cost of power usage. As Rwanda's investment heavily relies on external aid (25% of GDP), keeping stable inflows of this investment will be critical. At the same time reducing the country dependency on foreign aid and utilizing domestic resource will be critical for long-term sustainable development.

Mongolia

54th/89

Capital City	Ulaanbaatar
Population	3,031,330 (July 2016 est.)
GDP (PPP)	\$36.07 billion (2015 est.)
Unemployment	4.8% (2014 est.)
Constitutional Form	Semi-Presidential Republic

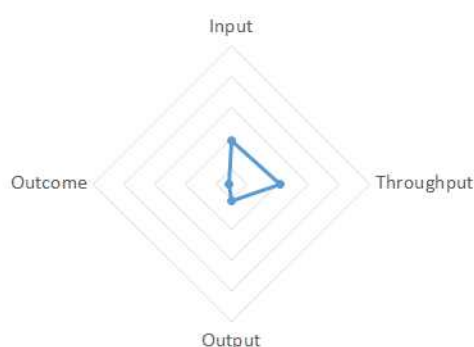
	Rank	Score (0-1)
2016 Government Competitiveness	54	0.463
2015 Government Competitiveness	38	0.506

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
23	26	39	73	46
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
64	60	52	53	



Ranking by Stage

Input	Throughput	Output	Outcome
47	45	42	37

I. Evaluation

Ranking by Policy Area

- Performance in Governance(23rd) and Economy(26th) are relatively strong.
- Performance in Education(39th) and ICT(46th) are mediocre.
- Environment(73rd) and Infrastructure(60) are falling behind.
- Imbalance of rankings by policy areas

Ranking by Policy Stage

- Rankings by stages are fairly uniform,
- Outcome(37th) ranks slightly higher than other stages.

II. Issues and Policy Implications

Economic Imbalances

Mongolian economy has been making rapid growth as GDP growth rate recorded 17.3% in 2011. This economic growth can be mainly attributed to underground resources. Mining is important to the national economy of Mongolia, where coal, copper, and gold are the principal reserves. To develop these resources, Mongolia attracted lots of foreign direct investment (FDI). As a result, mine industry account for 30% of Mongolian GDP, and over 90% of total amount of export.

However, GDP growth rate decreased to 2.3% in 2015. One reasons is that China's economic growth slowed down and its sluggish commodity market made Mongolia's exports decline. Furthermore, the price of raw materials has been unstable recently, and this may bring about fluctuations in the domestic economy. If these problems persist, Mongolian economy's reliance

on the mining industry may become problematic for its long-term growth.

Mongolia is at a transitioning phase from a centralized planned economy to a free market economy. This transition has disrupted economic activities and institutions as well as agriculture and rural livelihoods (Rasmussen & Annor-Frempong, 2015). De-industrialization drove many households back to herding, and these households remain the most entrenched in poverty. Since 2010, poverty rate has fallen rapidly from 38.8 percent in 2010 to 27.4 percent in 2012 to 21.6 percent in 2014, as the economy boomed (World Bank, 2016). However, many people still remained near the poverty line in 2014 and Mongolian government faces bigger challenges as the economic growth weakens. To overcome this underlying problems, improving national productivity by diversifying economy and fostering manufacturing industry is necessary.

Challenges in Agriculture and food

Although Mongolia has a vast territory, development of agriculture is limited due to the extreme continental weather conditions with long, cold, dry winters and short, hot, dry summers. This explains why Mongolian traditionally preferred nomadic life to farming. In this unfavorable condition, Mongolian government has implemented National Programme 'Third Crop Rehabilitation Campaign' (Crop-3) to develop agriculture. This resulted in reclaiming the wasteland and setting irrigation system. Also, productivity is enhanced by developing farming technology and improving plant breeding. With these efforts, Mongolia is now self-sufficient in meat, wheat, and potatoes (Nalin, 2010). Even though agriculture sector contributes to only 15 percent of GDP because of the rise in the mining

sector, it continues to provide for 37 percent of employment. On the other hand, the number of livestock animals has doubled from around 25 million prior to the transition period to 52 million by 2015. This rapid increase has imposed severe pressure on resources, and this may lead to severe consequences if left uncontrolled (Rasmussen & Annor-Frempong, 2015). Thus, the Mongolian government should carefully put forth additional reforms to control the overuse of resources.

Issues in Environment

Mongolia has a harsh environment, with low precipitation level and a vast Gobi desert. Especially, environment is recently getting worse because of mining as mining led to soil pollution and destruction of forest. Also, mining uranium caused radioactive pollution and water degradation. This is a serious problem for Mongolia, a country with water shortage and a precipitation level of only 300~400mm. In this context, the protection of water quality is critical. On the other hand, economic development also caused the increase in coal thermal power generation and car use, which resulted in aggravation of air pollution.

High Public Investment in Education

The government expenditure on education was 5.5% of GDP in 2014. This was above the average of OECD countries. Primary and secondary education is free, and, as a result, 98.4% of the population is literate.

However, the low quality of education in technology and post-secondary education is problematic. Mongolia needs to improve quality for technology and post-secondary education in order to foster tertiary and quaternary industries.

Lao PDR

57th/89

Capital City	Vientiane (Viangchan)
Population	7,019,073 (July 2016 est.)
GDP (PPP)	\$38.61 billion (2015 est.)
Unemployment	1.4% (2014 est.)
Constitutional Form	Communist state

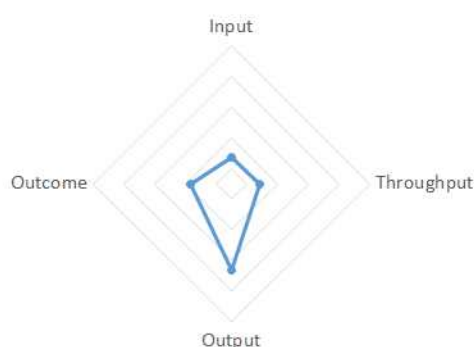
	Rank	Score (0-1)
2016 Government Competitiveness	57	0.452
2015 Government Competitiveness	65	0.440

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
81	19	47	10	60
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
69	61	66	49	



Ranking by Stage

Input	Throughput	Output	Outcome
73	72	34	63

I. Evaluation

Ranking by Policy Area

- Laos advanced 8 stages compared to the rank of 2015.
- Environment(10th) scored the highest among policy sectors
- Economy(19th) and Education(47th), Environment(10th) scored higher than the overall ranking.
- Governance(81st) ranked the lowest among policy sectors.

Ranking by Policy Stage

- Relatively strong output compared to rest of the stages

II. Issues and Policy Implications

Gradual Improvement in Health and Welfare

Lao PDR has made gradual improvement in national health status. For instance, the mortality rate of infant under age 5 was 120/1,000 in 1990, which has reduced to 61/1,000 in 2010. Also, life expectancy has increased from 51 to 65 at the same period. Yet, there is still a long way to go. Due to its hot and humid climate, an archetypal tropical climate, there is a high chance of endemic occurring, such as malaria, dengue fever, cholera, and parasite diseases. Only 35% of the population have access to safe drinking water, which the government has to cope with in the near future. Other standards of health are required to be improved, such as number of doctors per patient, considering the national average is 4,200 patients per doctor.

Growth and Collaboration in Economy

Economy is one of the sectors that highly ranked in Lao PDR. This reflects the rapid advancement in economic sector since its adoption of market economy. Currently Laos is one of the fastest growing economies among the Association of Southeast Asian Nations (ASEAN) countries. Economic institutions predict the projected percentage of real GDP growth in 2016 is 7.4% (Myall, 2016).

GDP growth rate of Lao PDR: (KOTRA, 2016)

year	2010	2011	2012	2013	2014
growth rate	8.1	8.0	7.8	8.1	7.8

During the past 10 years, LAO PDR experienced extensive increase in GDP. Currently the government is planning to promote agriculture, hydroelectric power generation, tourism as strategic industries in 8th National Socio-Economic Development Plan (2016-2020).

Although there is positive outlook in terms of government's will of development, some priorities should be solved. Those issues are high dependence on ODA support in policy areas such as education, rural development, and public health. In addition, the performance of economic development heavily relies on the development of natural resources and expansion of productivity in the agricultural sector. The eradication of extreme poverty should be the government's primary goal as well.

Lao PDR, as a member of ASEAN, is raising its integration into the regional and global economy, and is the chair of ASEAN in 2016. The ASEAN

Economic Community in of 2016 is expected to be more open to the movement of goods & services, capital and high-skilled labor in the region. It remains to be seen how these changes will make positive impacts on LAO PDR's growth (World Bank, 2016).

Safety: Remaining Risk

Laos has the unenviable title of being the most bombed country in the world per capita. For nearly a decade Laos was subjected to heavy bombing as part of the wider war in Indochina. American military bombing records show that at least two million metric tones of ordnance was dropped during the Vietnam war between 1964 and 1973 (World Economic Forum, 2016). US forces flew more than 580,000 bombing missions, millions of unexploded ordnance (UXO) remained at the end of war.

Since 1975, more than 20,000 Laotians have been killed and injured in accidents with those bombs (SciDev, 2016). The unexploded bombs remains a critical hazard to farmers throughout the region. No matter how much the tempered climate promotes agriculture, as long as UXOs remain, the development will be stymied. The government's painstaking effort to solve UXOs is critical to the safe lives of Laos people.

Nepal

61st/89

Capital City	Kathmandu
Population	29,033,914 (July 2016 est.)
GDP (PPP)	\$70.09 billion (2015 est.)
Unemployment	2.7% (2014 est.)
Constitutional Form	Federal Parliamentary Republic

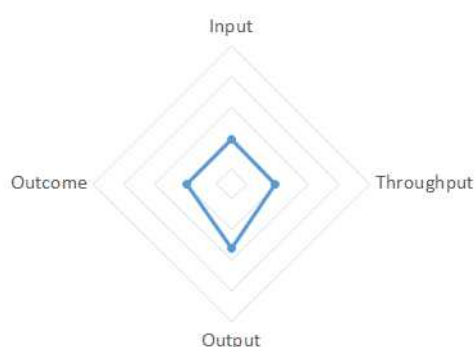
	Rank	Score (0-1)
2016 Government Competitiveness	61	0.446
2015 Government Competitiveness	68	0.436

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
38	39	32	48	75
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
51	65	60	40	



Ranking by Stage

Input	Throughput	Output	Outcome
61	62	48	61

I. Evaluation

Ranking by Policy Area

- Ranked 2nd amongst low income countries after Rwanda in the overall Government Competitiveness Score
- Relatively strong performance in education(32nd), governance(38th), and economy(39th)
- Falling behind in ICT(75th), infrastructure(65th), and health & welfare(60th)

Ranking by Policy Stage

- Performances in input(61st), throughput(62nd), and outcome(61st) are below average
- Modest standing in output(48th) despite weak input and throughput

II. Issues and Policy Implications

Slow Reconstruction

One of the most devastating earthquakes struck Nepal since 1934, Gorkha earthquake in April of 2015 caused more than 30,000 casualties. It inevitably cut economic growth in 2015 and, most likely, affect economic growth in 2016 due to protracted disruptions in trade and transit. Furthermore, it not only pushed approximately 3% of the population into poverty, but also resulted \$5.2 billion loss in capital stock and \$1.9 billion loss in economy (Asian Development Bank, 2016).

Responding to the catastrophic disaster, a number of international donors who generously committed a sum of \$4.1billion to help recover Nepal (Kumar, 2016). However, the money that were earmarked to assist and rebuild homes for Nepalese whose lives were upended by the disaster did not reach those in need.

In fact, the Nepali government and the international donors have provided minimal beyond emergency relief – basic food and shelter. The reconstruction process, which is vital for Nepal to recover the previous level of economic growth and quality of life, is behind schedule.

Specifically, recovery made by various organizations have been negligible as the establishment of the National Reconstruction Authority, whose job is to coordinate the work of the government, NGOs, and various international partners, was delayed until the end of 2015. Political strife along with protests against a new constitution kept the reconstruction authority from promptly performing its work, and no permanent houses or schools has been rebuilt by Nepal's government since the earthquake (Pokharel & Zhong, 2016). Even though the organization's leadership is configured after a revision in legislation, the organizations is yet to fully function as there are still ongoing political differences on the authority's organizational structure and leadership.

Hence, the key challenge for recovery is not absence of resources. Along with the \$4.1 billion donation from international donors, Nepal government put forth an ambitious expansion of budget of which the government's total spending for 2016 will amount to 32.1% of GDP from 24.3% in the previous year (Asian Development Bank, 2016). Rather, the problem lies in whether Nepal government would be able spend the reconstruction budget appropriately and effectively. So far, it is evident that Nepal government has not been successful with its relief and reconstruction program. The short-term economic prospect will be contingent on how Nepal government expedites the reconstruction process from henceforth.

Building Infrastructure While Maintaining Fiscal Stability

Nepal's performance in ICT and infrastructure, including basic infrastructure for transport, electricity and water, need improvement. Along with weak capital spending which accounts for approximately 4% of GDP, government expenditure, net ODA received and foreign direct investment level is low. Essentially, the amount of input Nepal government exerts to build infrastructure that is on par with developing countries is considerably small.

It is evident that Nepal government confronts problems that require not only a significant amount of resources but also time. The good news, on the other hand, is that Nepal's fiscal balances in recent years have been rather robust. In other words, there is room for Nepal government to expand capital expenditure. Nepal government need to not only concentrate on how to manage the aftermath of the earthquake, but think about long-term reform in its fiscal resource management, investment planning and policy execution. In order to do so, Nepal government need to invest more in human capital development as well.

Cambodia

63rd/89

Capital City	Phnom Penh
Population	15,957,223 (July 2016 est.)
GDP (PPP)	\$54.26 billion (2015 est.)
Unemployment	0.4% (2014 est.)
Constitutional Form	Parliamentary Constitutional Monarchy

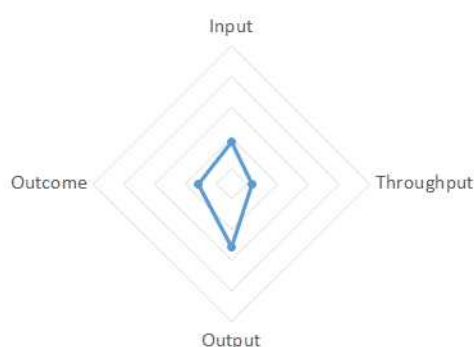
	Rank	Score (0-1)
2016 Government Competitiveness	63	0.436
2015 Government Competitiveness	63	0.445

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
68	22	28	36	70
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
68	76	61	41	



Ranking by Stage

Input	Throughput	Output	Outcome
63	77	49	68

I. Evaluation

Ranking by Policy Area

- Cambodia has the same rank with year 2015.
- The overall distribution of rankings among policy areas are scattered.
- Relatively high score in Education(28th) due to high proportion of trained teachers in primary education and high enrolment rates in both sexes.
- Economy(20th) is ranked highest among policy areas.
- Governance(68th), Environment(36th) is higher than the overall ranking, while ICT(70th), Agriculture(68th), Infrastructure(76th) scored below the overall ranking.

Ranking by Policy Stage

- Cambodia has relatively strong output(49th) compared to other policy stages.

II. Issues and Policy Implications

Sharp Rise of Economy

Cambodia has experienced rapid economic growth in the period of 2004-2007, advancing annual average of 11% growth, owing to government's aggressive policy of inflow of foreign capital and stabilizing political turmoil. However, while undergoing global economic recession since 2008, growth rate slowed down to 7-6% annually. Cambodia managed to maintain this annual growth rate, which is relatively high considering the international economic depression. NBC (National Bank of Cambodia) expects 7.0% growth rate in 2016 (National Bank of Cambodia, 2016).

GDP growth rate of Cambodia (KOTRA, 2016)

Unit	2011	2012	2013	2014	2015
GDP per capita (\$)	853	925	1,016	1,088	1,181
Nominal GDP (million \$)	12,828	14,196	15,491	16,722	19,291
Annual Growth (%)	7.1	7.7	7.4	7.2	6.9

Major Issues of Economy in 2015

- Cambodian government announced revenues increased 20% compared to 2013, aggregately earning billion dollars.
- Prime minister Hun Sen demanded foreign-owned companies to modulate oil prices in accordance with international oil prices.
- According to National Bank of Cambodia, as finance sector made advancement, Cambodia made profits amounting 310 million dollars, which is a record-high.
- Government announced the 2015-2025 development plan. Major contents are expanding its sewing industry to other sectors and measures of expensive electricity and lack of skilled workers.

Government priorities of economic sector

- China's investment is expected to decrease, due to its sluggish economy.
- Neighboring country Vietnam's Trans-Pacific Partnership (TPP) and EU-Vietnam FTA might have an effect on Cambodia's sewing industry and rice exports.

- Comprehensive measures and strategies are necessary in order to analyze and cope with such matters.

Rich Environment

Cambodia ranks relatively high in environment sector compared to its overall rank. This is mainly due to the natural environment, which has rich biodiversity and one of the most abundant forests in the world. Cambodia preserves the third largest lowland dry evergreen forest in Southeast Asia (USAID, 2016), which is a habitat for more than 521 species of birds, 217 mammals, and 116 types of reptiles (Mongabay, 2014) through diverse conservation strategies such as zoning and community forest.

Issues in Governance

In terms of governance, weak public service delivery, ineffective management of land and natural resources are the major obstacles which impede inclusive development. Excessive use of lethal and other types of forces is critical problem the people of Cambodia are fac. In 2015 early January, authorities banned all protests, in part to try to force organized labor in the garment industry to lower their demands for a minimum wage increase (Foreign Policy, 2015). Thus, the issues of human rights and political freedom requires more efforts. People are desiring their government's timely commitments for the operation of the important public services and investment (World Bank, 2016).

Bangladesh

65th/89

Capital City	Dhaka
Population	156,186,882 (July 2016 est.)
GDP (PPP)	\$536.57 billion (2015 est.)
Unemployment	4.3% (2014 est.)
Constitutional Form	Parliamentary Republic

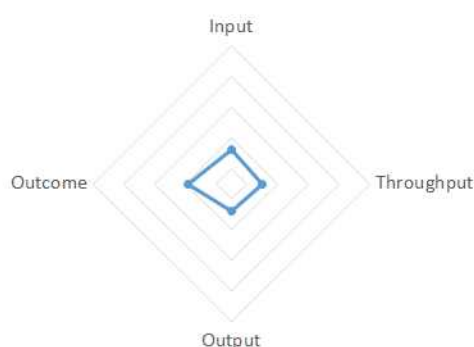
	Rank	Score (0-1)
2016 Government Competitiveness	65	0.422
2015 Government Competitiveness	73	0.423

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
70	44	44	87	67
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
46	75	58	17	



Ranking by Stage

Input	Throughput	Output	Outcome
68	70	72	62

I. Evaluation

Ranking by Policy Area

- Relatively strong performance in education(44th), economy(44th), and agriculture&food(46th)
- Falling behind in environment(87th), infrastructure(75th),and governance(70th)

Ranking by Policy Stage

- Performances in all stages are below average: input(68th), throughput(70th), output(72nd), and outcome(62nd)

II. Issues and Policy Implications

Environmental Problems to Safety and Health Issues

Bangladesh, neighboring Bhutan, India, Myanmar and Nepal in South Asia, is a small yet one of the most densely populated countries in the world. Furthermore, it is considered one of the countries that are most vulnerable to the rise of sea level due to climate change. Given the demographics of Bangladesh, the rise of sea level will affect the vulnerable population to a great extent, especially those living in coastal villages. According to UNEP's latest report on global environmental outlook suggests that more than 25 million in Bangladesh will be susceptible to sea level rise by 2050 (2016).

Specifically, as the number of urban settlements grows, natural coastal systems becomes less effective to extreme climatic changes, such as cyclones, and more people will be at risk. Not only do additional protections on top of natural coastal systems seem necessary but also government should exert more effort to disperse the population to less vulnerable areas.

Safe Water

Another huge problem the Bangladesh government faces has to deal with drinking water. In large areas of rural Bangladesh, the level of arsenic in drinking water is naturally high. However, the government has failed to adequately respond to this issue and an estimated 20 million people, especially those who are poor and in rural areas, drink the contaminated water (Human Rights Watch, 2016). Consequences for the government's ignorance are severe considering that exposure to arsenic is detrimental to people's health. These affect lives of the poor the most, as they can afford neither clean water nor hospital bills once they find their health worrisome. As a result, an estimated 43,000 people, if not more, die from arsenic-related diseases each year (Human Rights Watch, 2016).

Air Pollution and Health

The level of air pollution is troublesome in Bangladesh as well. Among the top 20 most air-polluted cities, two cities from Bangladesh were named: Idgir and Narayanganj (Vidal, 2016a). Air pollution is, especially, a serious problem because it not only affects people's health but also impedes economic development in developing countries because it costs the world trillions of dollars every year. It is the fourth prominent reason for premature pre-mature death worldwide, killing an estimated 5.5 million per year, and the number of deaths caused by air pollution is six times larger than that of malaria. Even worse, the number of death from pollution in Asia & Pacific regions increased more than 50% in the last two decades (Vidal, 2016b). This is a vital issue concerning numerous countries in Asia. In fact, countries geographically close to Bangladesh – including

China, India, and Pakistan – share the same problem. Collaborative efforts amongst these governments is necessary to reduce pollution.

Suggestions for Environmental Issues

As for Bangladesh, brick kilns, tire burning, old cars and heavy traffic are one of few reasons that creates air pollution. The government should first concentrate on reducing the number of old cars on the street along with heavy traffic. In the long run, expanding public transportation will help solve some of these issues, especially considering how densely populated Bangladesh is. Furthermore, the use of renewable energy is minimal, with renewable electricity output accounting for approximately 1.5% of total electricity output (World Bank, 2013). This number is extremely low, even compared to developing countries. As one can see, most of these issues will not be solved in a short period of time. The Bangladesh government should proactively ponder on these issues and plan the next couple decades ahead while tackling the issues that it can manage at the moment.

Cameroon

69th/89

Capital City	Yaounde
Population	24,360,803(July 2016 est.)
GDP (PPP)	\$72.90 billion (2015 est.)
Unemployment	4.3% (2014 est.)
Constitutional Form	Presidential Republic

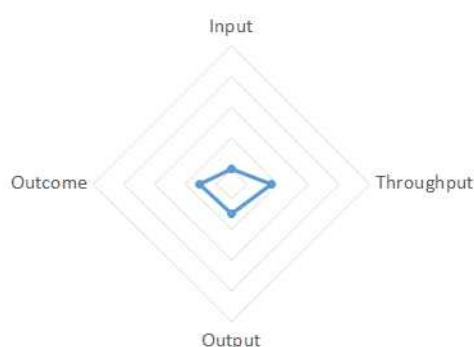
	Rank	Score (0-1)
2016 Government Competitiveness	69	0.398
2015 Government Competitiveness	78	0.396

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
78	69	60	44	66
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
56	80	72	54	



Ranking by Stage

Input	Throughput	Output	Outcome
80	64	70	69

I. Evaluation

Ranking by Policy Area

- Among 31 lower-middle income countries, Cameroon's government competitiveness is 26th.
- Among 27 Sub-Saharan African countries, Cameroon's government competitiveness ranking is 9th
- Mostly ranked between 5-70s: ICT(66th), Governance(78th), Economy(69th), Education(60th), Agriculture(56th), Health and Welfare(72nd), and Safety(54th).
- Environment(44th) ranked higher than other policy areas. Infrastructure(80th) is lower than other policy areas.

Well performing in Environment

- High score in renewable energy consumption as percentage of total final energy consumption and in renewable electricity output as percentage of total electricity output
- But high score in CO2 emissions and CO2 intensity. Also, low score in wastewater treatment.

Ranking by Policy Stage

- Moderately balanced in rankings by policy state: Input(80th), Throughput(64th), output(70th) and outcome(69th).
- Throughput(64th) is strong compared to other stages and input(80th) is weak compared to others.
- Among 31 lower-middle income countries, Cameroon's policy stage rankings are: Input(29th), Throughput(21st), output(24th) and outcome(26th).

- Among 27 sub-Saharan African countries, Cameroon's policy stage rankings are: Input(18th), throughput(11st), output(12nd) and outcome(8th).

II. Issues and Policy Implications

Governance and Threat to Safety

Political events happened last year are closely related to the Cameroon's government competitiveness rankings in governance area and safety area. Boko Haram, a Nigerian Islamic militant group, committed terrorism-such as suicidal bombs, kidnapping, and vandalism-in northern Cameroon. Cameroonian government commenced suppression with Nigerian government and partly had achievement (New African, 2015). But Boko Haram's retaliation terrorist response threatens Cameroon's government competitiveness in safety area.

A strongman of Cameroon, president Paul Biya, is holding on power nearly for 40 years. Recently, with Boko Haram raging, Cameroon parliament passed Anti-terrorism law in December 4, 2014 and promulgated by the president in December 23, 2014. The law call for punishment acts of terrorism committed by citizens with death. The draft law also prescribes the death penalty for persons who carry out "any activity which can lead to a general revolt of the population or disturb the normal functioning of the country" and for "anyone who supplies arms, war equipment, bacteria and viruses with the intention of killing." However, the statement is too abstract, the law may result in political misapplication (Inter Press Service, 2014).

Public Investment on Infrastructure

Cameroon's GDP growth in a trend of slowing down in 2015-2016. This outcome is due to the slower growth in oil production (+3% in 2016 against 37% in 2015) resulting from the maturity of the main oil fields, and to the avian flu epidemic that has damaged the local poultry industry, particularly in the West province which represents 80% of production (World Bank, 2016). However, government's infrastructure plan and interventions aiming to boost the agriculture and forestry have significantly contributed to maintain strong growth in construction and services.

Cameroon is working on transforming its primitive agriculture into high value-added agriculture business; that is, cultivating bioenergy crops to produce alternative energy source. Also, Cameroon is pushing for producing electricity and cooking gas from municipal waste (WEF, 2015). Cameroon's high ranking in environment is the fruition of such efforts.

Constructing and maintaining social infrastructures, especially roads and electricity facilities, will be vital for growth of Cameroon. Currently, arranging large size projects under "Vision 2035" for pavement, highways, and distribution of potable water is the appropriate move. In addition, Cameroon needs to put more efforts in running their government more in democratic sense and respecting human and civil rights.

East Timor

72nd/89

Capital City	Dili
Population	1,261,072 (July 2016 est.)
GDP (PPP)	\$2.81 billion (2015 est.)
Unemployment	4.7% (2014 est.)
Constitutional Form	Semi-Presidential Republic

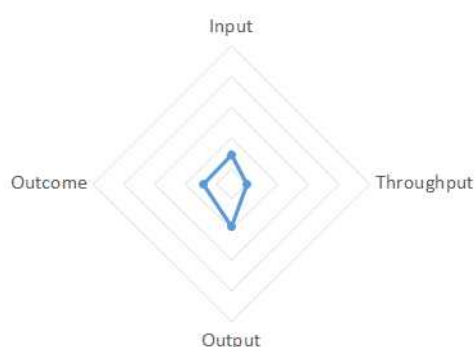
	Rank	Score (0-1)
2016 Government Competitiveness	72	0.379
2015 Government Competitiveness	72	0.427

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
17	78	78	67	85
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
79	51	65	83	



Ranking by Stage

Input	Throughput	Output	Outcome
71	80	62	72

I. Evaluation

Ranking by Policy Area

Except for governance and infrastructure, performance in most policy areas need improvements. However some areas are making rapid progress with the government political and economic efforts.

- Governance(17th) was relatively high-ranked.
- Compared to other policy areas infrastructure(51th) was medium-ranked.
- ICT, Safety and Agriculture were quite low ranked

Ranking by Policy Stage

- Overall similar performance by stages(72nd) except for the output stage(62th)

II. Issues and Policy Implications

Strong Governance

East Timor, or Timor-Leste, occupying half the island of Timor, it has been known as one of the newest as the country has struggled for independence from Portugal in 1975 and then Indonesia in 2002.

In governance area, the East Timor's performance was relatively high ranked. In February of 2015 Prime Minister Xanana Gusmao (former guerrilla leader and first president) makes way for Fretilin's Rui de Araujo, who forms a coalition government with Mr Gusmao's National Congress in an effort to ease political tensions and stabilize the country (BBC, 2016). The relatively satisfactory status in governance can be attributed to the efforts to ease political tensions.

Effectiveness of Infrastructure Development

Until recent, it has relied on outside help, however, vast offshore oil and gas fields in the Timor Sea have led to the formation of a petroleum and gas fund worth an estimated \$11.7bn (£7.6bn).

A major driver of infrastructure has been the Strategic Development Plan for 2011-2030, where the government committed itself to developing and improving core infrastructure, to support a modern and productive economy.

In 2011, Timor-Leste's spending on infrastructure peaked at \$534 million—one of the highest rates of infrastructure spending in the world, and a rapid increase in nominal terms from just \$33 million in 2008.

In 2015 the government is in a strong financial position. Having saved more than \$16.5 billion in the petroleum fund, there is enough to pay for the 2014 budget more than ten times over.

While much progress has been made, there have also been concerns around the quality and return on investments in infrastructure.

Timor-Leste's Ministry of Finance, with the World Bank's support, recently conducted a *Public Expenditure Review of Infrastructure* and looked at the quality of spending on roads, irrigation and electricity across the country (Ministry of Finance & World Bank, 2015). This reports provides recommendations on how to improve current project system in budgeting, execution, and staffing. Some examples in road section include followings:

- Improve poor condition road: high maintenance cost and gradual decline of its assets

- The lack of effective planning and design is reflected in the falling rate of execution for DRBFC (National Directorate of Roads, Bridges and Flood Control) budgets since 2011.
- Expenditure review suggests a road hierarchy to guide the development and rehabilitation.
- Systems of financial management and for the preparation, implementation and monitoring of road projects need to be better applied to ensure that expenditure achieves value for money.

Nevertheless, the economic performance (64th) was still relatively low among developing countries. Based on the current massive investment on infrastructure which lead potential economic growth, East Timor's economic power is expected to be grow.

Initiating Improvement on ICT

Even though, there are a handful of daily and weekly press titles but a low rate of literacy limits readership. The UN telecom body listed East Timor as being among the world's 10 least-connected nations (BBC, 2016).

Timor Telecom (TT), the Fixed and Mobile Telecommunications Network operator of Timor-Leste, the first corporation formed in the country, have recently achieved rapid growth including followings (Timore Telecom, 2016):

- In 2014 TT implemented a new internet concept with which it significantly expanded the bandwidth, speed and quality of this service.
- Number of customers: 632,500 mobile network and internet
- Population coverage: about 94% are covered with mobile network and internet.

Uganda

73rd/89

Capital City	Kampala
Population	38,319,241(July 2016 est.)
GDP (PPP)	\$71.25 billion (2015 est.)
Unemployment	3.8% (2014 est.)
Constitutional Form	Presidential Republic

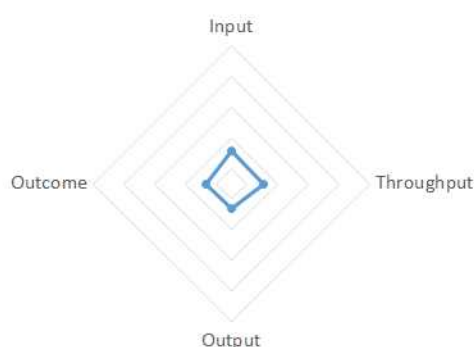
	Rank	Score (0-1)
2016 Government Competitiveness	73	0.377
2015 Government Competitiveness	74	0.418

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
59	61	72	52	69
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
49	83	78	82	



Ranking by Stage

Input	Throughput	Output	Outcome
69	69	74	73

I. Evaluation

Ranking by Policy Area

- Performance in Agriculture & Food(49th), Environment(52nd) and Governance(59th) are near and below average.
- Except these policy areas, the performance in most policy areas are falling behind especially in Infrastructure(83rd) and safety(82nd).
- In spite of deprived social and physical infrastructure, Uganda's performance in Economy(61st) was not falling behind as much as other policy areas such as infrastructure or safety.

Ranking by Policy Stage

- All stages are below average.
- Input(69th) and throughput(69th) are relatively stronger than output(74) and outcome(73).

II. Issues and Policy Implications

Rich Environment and Agriculture & Food

As Winston Churchill referred to 'the pearl of Africa', Uganda is blessed with abundant natural environment. Though it is located near the equator, the area at high altitude of 1,100 meters has low temperature. With the Lake Victoria, the biggest lake in Africa, Uganda is the one of the densely populated countries in Africa. Such environment also offered great resources to wild animals, while protecting animals in national wildlife parks.

Abundant sunshine of the equator and rich water resources provide the best condition for agriculture. As a former British colony, cash crop production including coffee and tea is still high, but rate of food crops production is

recently increasing. Especially, Uganda have maintained that protective trade imposing 75% Tariff on imported rice since 2004. The new variety NERICA (New Rice of Africa: cultivar group of interspecific hybrid rice developed by the Africa Rice Center to improve the yield of African rice cultivars) was developed and popularized.

According to the Millennium Development Goals (UN Economic Commission for Africa, 2015), Uganda's poverty reduction rate is approximately 22.5% (2014 UNSD data) over last ten years compared to other 30 African countries of interest. Even though it is slow, most countries poverty rate is in decreasing trend.

Raising Investment on Infrastructure and Safety

Social infrastructure of Uganda has not been stably constructed due to the long period of colonization, dictatorship and civil wars. Electricity, water supply as well as road network system are not well developed. Recently, Aid from developed countries and China's infrastructural investment help construct Uganda's social infrastructure.

Most of electricity has been generated by water power, although oil and natural gas has been recently developed. This led to the unstability of electricity supply.

Such weak social infrastructure aggravated damages from abnormal climate, flood and drought, caused by El Niño and la Niña in recent years. This damage from natural disasters brought about the lack of food supply.

Issues in Health & Welfare

Health indices indicates Uganda's problematic health status. Concerns include high birthrate and short life expectancy. Birthrate in Uganda is

43.79‰ (‰: the number per thousand of population per year), the third highest in the world. In contrast, infant mortality of low-income family is 59‰, which is 21st place in the world, due to poor health service. Life expectancy is 55 years, which is also poor level (CIA World Factbook, 2015). However, Uganda's under-five mortality is in recovering trend, on which reduced the rate by 60% or more (UN Economic Commission for Africa, 2015).

Strategic Plan for Economy

After Museveni's administration, political situation in Uganda has been relatively stable. As domestic economic condition is getting stable, economic development has maintained around 4~5% GDP growth rate for recent 3 years (CIA World Factbook, 2015). The major exporting goods are cash crops including coffee and tea. Also, Safari tourism has been developed. Recently, underground resource development took a favorable turn for economy.

Museveni government stated 'vision 2040', a long-term economic policy. The government is implementing the second '5 Year National Development Plan' from 2010. In addition, to develop democracy, Uganda adopted pluralism (multiparty system) and quota for female legislators.

However limitation of dictatorship still remains. First, the domestic press has been controlled by government. And freedom of assembly is rigidly restricted. To oppress the opposition party the ruling party used detention, illegal arrest and rigged election. Due to the high-ranking bureaucrat's embezzlement some of ODA from developed countries was once stopped.

Mozambique

75th/89

Capital City	Maputo
Population	25,930,150 (July 2016 est.)
GDP (PPP)	\$33.18 billion (2015 est.)
Unemployment	22.6% (2014 est.)
Constitutional Form	Presidential Republic

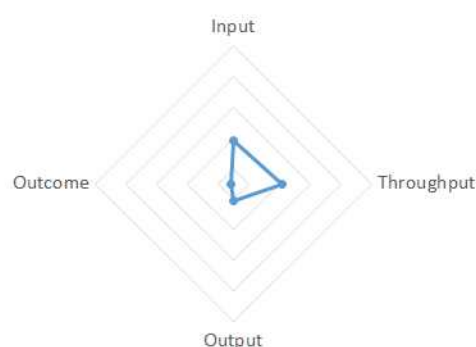
	Rank	Score (0-1)
2016 Government Competitiveness	75	0.372
2015 Government Competitiveness	79	0.395

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
46	37	79	38	78
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
75	71	89	60	



Ranking by Stage

Input	Throughput	Output	Outcome
62	58	79	88

I. Evaluation

Ranking by Policy Area

- Government competitiveness is 9th among low income countries; Medium level
- Governance(46st), Environment(38th), Falling behind in ICT(78th), Education(79th), Agriculture(75th), Health and Welfare(89th), Infrastructure(71st), Safety(60th)
- Weak performance in Health & Welfare, but better performance in Environment
- Water and Sanitation problem makes Health and Welfare(89th) policy area be last ranked and Environment(38th) policy area be ranked at higher level than other policy areas.
- Renewable energy escalates the ranking of Environment(38th).

Ranking by Policy Stage

- Throughput(58th) is strong compared to the other policy stages.
- Output(79th) and Outcome(88th) is weak compared to input(62nd)

II. Issues and Policy Implications

Strong Support for Economy

The discovery of gas fields off Mozambique's coast in 2011 is set to transform the economy. But despite recent economic growth, more than half of Mozambique's 24 million people continue to live below the poverty line. and the vast majority of the country works in subsistence agriculture. And the country's GDP per capita is one of the lowest in the world at just \$585.6. (BBC, 2016)

Even though Mozambique has regularly been named one of the fastest-growing African

economies in recent years, the donors who still fund about a third of the national budget are an important part of the country's success. The main contributors are the International Monetary Fund (IMF), World Bank, the African Development Bank, the EU and the UK.

However, it was recently discovered that between 2013 and 2014, Mozambique took out loans to the tune of nearly \$2bn (£1.4bn) in order to fund various projects taken on by state-owned companies. The Mozambican government stood as guarantor of the loans, meaning the state would repay them if things went wrong. It is called 'Hidden debt' (Lerato Mbele, 2016).

The IMF, World Bank and UK governments had decided to hold back on signing further loans to Mozambique. They first want everything to be straightened out. Foreign creditors are demanding greater transparency in 2016. Transparency is important to get credits that ultimately develop countries and make high status of the country. It is recommended to receive audits annually according to IMF policy and construct transparent information system. (Gina dos Reis, Jürgen Kaiser, 2016)

Despite a decade of strong economic growth, the rate of formal sector job creation in Mozambique has been weak and more than half of Mozambique's 24 million people continue to live below the poverty line. There are recent large investments in the country's oil and gas sector. Channing Arndt (2015) from UNU-Wider argues that there will not be many direct jobs created as a result of this booming energy sector, especially past the first investment phase. But there is a great opportunity for jobs to be created in ancillary services and support sectors, as well as those benefitting from the overall improvement in its infrastructure (BBC, 2016).

Balance between Conservation and Development

Developing the biggest region of natural-gas makes the electricity related score higher, which escalates the ranking of Environment policy area. Charcoal is still produced from native forests, leading to immense pressure on natural resources, due to the production way beyond its regeneration capacity. The government wants to know how the forest sector can contribute to national development plans and help grow its economies and reduce rural poverty, while being environmentally sustainable. In the meanwhile, government is looking at policy options to improve the business environment to attract private investment into planted forests (André Rodrigues de Aquino, 2015).

Risks in Health & Welfare

Mozambique has tenth highest rates of child marriage in the world - with 48 percent of girls wed by their 18th birthday, and 14 percent before they turn 15. Early marriage not only deprives girls of education and opportunities but increases the risk of death or serious childbirth injuries. Also there may be greater risk of domestic and sexual violence and HIV. Common reasons behind child marriage are poverty and lack of education (Emma Batha, 2016).

With these issues, improving educational system should be emphasized for long term development of human capital. Primary completion rate is the lowest level among developing countries. Quality of educational system and education policy level is also low. In addition, with the abundant natural environment, constructing basic environment for health such as water and sanitation system is vital.

Ethiopia

78th/89

Capital City	Addis Ababa
Population	102,374,044 (July 2016 est.)
GDP (PPP)	\$161.6 billion (2015 est.)
Unemployment	5.2% (2014 est.)
Constitutional Form	Federal Parliamentary Republic

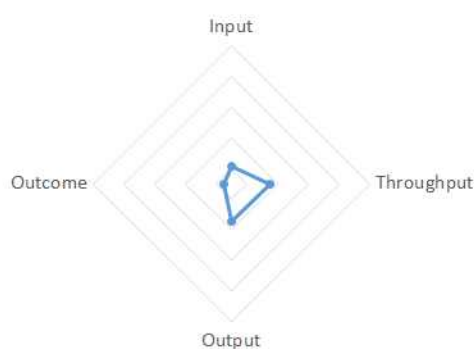
	Rank	Score (0-1)
2016 Government Competitiveness	78	0.366
2015 Government Competitiveness	75	0.414

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
83	55	70	71	80
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
63	72	71	65	



Ranking by Stage

Input	Throughput	Output	Outcome
79	65	65	85

I. Evaluation

Ranking by Policy Area

Overall ranking(78th) is slightly falling behind compared to the rank of 2015(75th). Balanced in all policy areas.

- Government competitiveness is 11th among low income countries: Medium level
- Economy(55th), Agriculture(63rd), and Safety(65th) shows relatively superior performance considering its overall rank.
- Due to the significant GDP growth, ranking of Economy(55th) is highest among areas.
- Highly competent in GDP growth, but low performance in Market-based competition, getting credit, and trade.

Ranking by Policy Stage

- Throughput(65th) and output(65th) are stronger than input(79th) and outcome(85th)

II. Issues and Policy Implications

Rapid Growth in Economy

Since 2005, Ethiopia has achieved impressive GDP growth, averaging 10.8%. Real gross domestic product (GDP) growth rate is estimated to be 10.2% in fiscal year 2014/15. This growth has mainly been reinforced by public sector-led development, partially due to supportive policies, increased productivity and an increase of Foreign Direct Investment (FDI); private equity players are also increasingly active in Addis Ababa (Capital of Ethiopia), while local entrepreneurs are expanding their operations (Haddis Tadesse, 2013).

Need for Resilience to Natural Disaster

In 2015, Ethiopia also faced one of the worst droughts in 30 years due to El Niño climate conditions (BBC, 2016). Absence of rain in February and March 2015 and delays of the main rains in June and July led to crop failure and shortages of livestock feed. 10.2 million people have been affected by these climate incidents and needed emergency aid. This has caused burdens in the economy while the full impact on the economy has not been fully evaluated (UNDP, 2016).

Sustainable Environment Development

Agriculture, forestry, fishing and hunting has been the major sector in which 38.8% of GDP was created (year of 2014/2015) (UNDP, 2016). The issue is that about 66.5 million cubic meters of the country (46% of total wood-fuel demand) is subject to non-sustainable extraction from forest, resulting in deforestation and land degradation. Ethiopia is seeking ways to mainstream forestry into its growth and transformation plans. (Rodrigues de Aquino, 2015). Ethiopia government need to come up with the regulation for environmentally sustainable forest management strategies.

Inclusive Governance

Ethiopia's ethnic composition is following: Oromo - 34.4%, Amhara - 27%, Somali - 6.2%, Tigray - 6.1%, Sidama - 4%, Gurage - 2.5%, Others - 19.8% (CIA, 2016). Ethnic groups' demonstrations began in Oromia in November 2015. Violent suppression on peaceful protests which has reportedly led to the death of over 600 people since November 2015. There has not been a specific trigger for ethnic protests, it is an accumulation of years of frustration from ethnic groups who say they have been marginalized

by the government. According to the Office of the UN High Commissioner for Human Rights (OHCHR), the protests began as a response to the Government's plan to expand Addis Ababa's boundaries, resulting in a displacement of Oromo farmers (UN News Centre, 2016).

The Oromos have long complained that they have been excluded from the country's political process and the economic development which has seen the capital, Addis Ababa, transformed in recent years. Protest have also initiated more recently in the Amhara region as well (BBC, 2016). In GC indices for Governance sector, Ethiopia showed one of the lowest freedom of assembly and association score among developing countries. Furthermore, the instability of country affects safety policy area including security apparatus indicator.

Public Investments on Infrastructure

Public investments are expected to continue motivating growth with huge investments in infrastructure and the development of industrial parks.

One recent example is the first fully electrified cross-border railway line in Africa launched by Ethiopia and Djibouti funding from a Chinese bank (BBC, 2016).

But it remains to be seen how all the investment will take shape with industry playing a role in the economy. Constructing basic infrastructure essential for the quality of life, such as water, road pavement, infrastructure for ICT, and sanitation system will be critical. Also, balanced efforts on governance will make overall government competitiveness higher.

Pakistan

79th/89

Capital City	Islamabad
Population	201,995,540 (July 2016 est.)
GDP (PPP)	\$952.5 billion (2015 est.)
Unemployment	5.2% (2014 est.)
Constitutional Form	Federal Parliamentary Republic

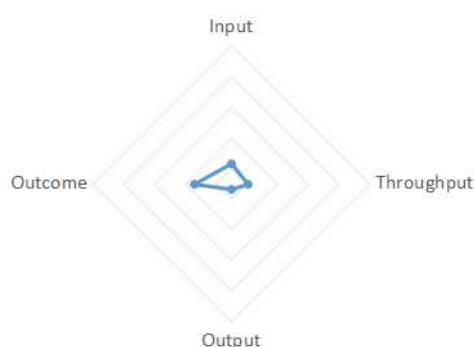
	Rank	Score (0-1)
2016 Government Competitiveness	79	0.364
2015 Government Competitiveness	81	0.366

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
86	71	75	88	74
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
45	54	76	71	



Ranking by Stage

Input	Throughput	Output	Outcome
77	79	86	66

I. Evaluation

Ranking by Policy Area

- Pakistan ranked 2 steps higher in Government Competitiveness compared to year 2015.
- The overall ranking is low among developing countries.
- Pakistan has relatively high score in Agriculture(45th) compared to other policy sectors.
- Governance(86th) and Environment(88th) are the critical sectors of Pakistan.

Ranking by Policy Stage

- While all the ranking is similar with the overall competitiveness ranking(79th), outcome(66th) shows relatively better performance.

II. Issues and Policy Implications

Challenges and Potentials in Economy

To start with the bad news, Pakistan has been facing high inflation rates during past 10 years. Increase in consumer price recorded 22% in 2008-2009, 11.5% in 2009-2010, and 14.5% in 2010-2011 (Korea Ministry of Foreign Affairs, 2015). Continuing vicious cycle of debt deficit and trade deficit (double deficit) is also a critical problem, as government's budget deficit equaled to 5.3% of GDP in 2015 (The Heritage Foundation, 2015). The deficits are covered partly by remittance sent by overseas workers and foreign investments. High population growth, low level of education and lack of skills & technology in agriculture, insufficient infrastructure are the core barriers of economic development in Pakistan.

However, the bright sides are upticks in investment freedom, monetary freedom, and trade freedom. Government is seeking for business deregulation. The government should solve urgent matters such as consistent trade deficit since 2003 mainly due to high imports of energy.

Safety: Threat from Terrorism

Pakistan ranked 71 in the Safety policy area. This might be attributed to due to the well-known Kashmir dispute, one of the world's longest running territorial conflict. Pakistan has been fighting India over Kashmir since both countries gained their independence in 1947. India and Pakistan have been enemy countries for decades and went through three wars against each other since 1947 - two over Kashmir in 1947 and 1965 (CNN, 2016). Even after both countries became nuclear-weapon states in 1998, they almost faced war once again in 1999 (Chandrabhas Rao, 2014). Since then, the two countries have been regularly shooting each other across the border.

In recent years, terrorism in Pakistan has become a major and highly destructive phenomenon. The annual death toll from terrorist attacks has risen from 164 in 2003 to 3318 in 2009, with a total of 35,000 Pakistanis killed between 2001-2011 (Peace Kashmir, 2013). According to the government of Pakistan, the direct and indirect economic costs of terrorism from 2000-2010 is estimated at total \$68 billion.

Governance Reforms and Innovation

Governance ranking is one of the limited sectors in Pakistan. The law and order situation in Karachi - the country's biggest city - is now so

dreadful in that there are average of 4.7 murders every night. Most of the killings are triggered by a particular political motivation. (BBC, 2011). These are just one aspects of insecure environment of Pakistan.

However, UNDP is working with Pakistan's Ministry of Planning, Development and Reforms to implement governance reforms at both the federal and the provincial levels (UNDP, 2015). Started from March, 2015 and estimated end date of September, 2018, the "Governance Reforms and Innovation" project expects to develop and expand the expertise and accountability of the public sector across Pakistan. Financed by the government, its positive effects might give chances to establish and implement transparency and accountability.

Disparity in Health and Welfare Infrastructure

Healthcare in Pakistan is primarily taken care by the private sector. The private sector holds roughly 80% of the total visits of patients. The public sector, which has been led by the Ministry of Health until recently, is now in the hands of provincial Health Departments. Since the Ministry of Health was abolished in June 2011, provincial Health Departments had been implementing most of the public sector health programs. The majority of these programs are composed of planning and funding allocations. Alike many South Asian countries, infrastructures of health and sanitation is relatively sufficient in the municipal area but destitute in rural areas (Wikipedia, 2016).

Nigeria

81st/89

Capital City	Abuja
Population	186,053,386(July 2016 est.)
GDP (PPP)	\$1.092 trillion (2015 est.)
Unemployment	7.5% (2014 est.)
Constitutional Form	Federal Presidential Republic

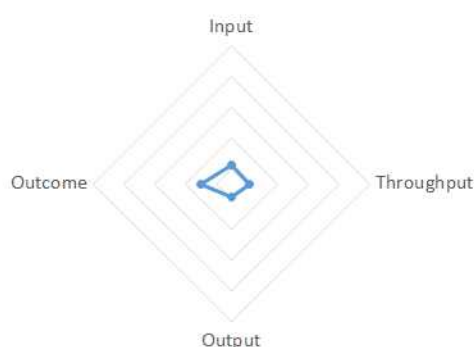
	Rank	Score (0-1)
2016 Government Competitiveness	81	0.350
2015 Government Competitiveness	80	0.377

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
76	83	71	79	65
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
54	87	83	61	



Ranking by Stage

Input	Throughput	Output	Outcome
78	78	81	70

I. Evaluation

Ranking by Policy Area

- Evenly low performance in most policy areas. Among the policy areas, which mostly ranked between 60 and 80.
- ICT, Safety and Agriculture ranked fairly high. But even so, the better-performing policy areas also needs for improvement.
- Nigeria's government competitiveness ranked also low(29th) even among 31 lower middle income countries
- Safety(61st), ICT(65th), Education(71st) show relatively superior performance than Health & Welfare(83rd), Economy(83rd) and Infrastructure(87th),
- Strong performance in Agriculture(54th)

Ranking by Policy Stage

- Policy Stages are also evenly low. All stages are ranked in 70s.
- Among 31 lower-middle income countries, Nigeria ranked: Input(28th), Throughput(27th), Output(28th), and Outcome(27th).

II. Issues and Policy Implications

Governance

Peaceful transition of power was made in last year's presidential election (March 3rd, 2015) for the first time in Nigerian history. Electoral voting was tried to assure transparency for the election. The new president, Muhammadu Buhari, brought people's support together by promising corruption correction. However, his enthusiasm needs more work to prevail the corruption (KOTRA, 2016).

Indeed, Nigeria received weak score in factionalized elite, which means the use of tactics such as brinkmanship or deadlock for political gain by elite politicians (FFP, 2015). In sum, last year's electoral event was encouraging but not enough to boost up Nigeria's ranking in Governance. Putting more efforts to control corruption, especially those in public field, is critical.

Need to Diversify Economy

Nigeria was the richest country in Africa in 2014, Real gross domestic product (GDP) is estimated to have grown by 6.1% due to continued strong performance mainly in services, but also industry (except oil sector) and agriculture.

However due to chronic corruption, regional terrorism, and decrease in crude oil price in 2015, Nigeria's economy status in Africa happened to be unsound. Decline of oil price has posed foremost challenges to the Nigeria's external balance and public finances. Oil accounts for close to 90% of exports and roughly 75% of the country's consolidated budgetary revenues (World Bank, 2016). Heavy reliance on crude oil sales made Nigerian economy unstable.

The GDP numbers indicate that telecommunications, real estate, manufacturing, construction, and entertainment sectors are growing in their shares of GDP. Strategic improvement in infrastructure will be critical for Nigerian to diversify their economy instead of depending on old sectors.

Public Expenditure in Welfare and Infrastructure

Infrastructure and Welfare which were especially low ranked among lower-middle income

countries: Infrastructure(31st) and Welfare(31st). Public health expenditure per GDP and nurses and midwives per 1,000 people is extremely low. Provision of unemployment benefits is not prepared. There are very low provision of health, education, and sanitation service. Net ODA received either by percentage of GNI or per capita is also limited. Both production and consumption of electricity are low. With these limited conditions, Nigerian government needs to work on drawing ODA for the funding plan to invest on infrastructure and welfare.

Agriculture & Food: Promoting Collaborative Farming and Market Farming

Nigeria's natural environment is adventurous for agriculture. Agriculture is one of policy area where Nigeria's economy is putting heavy weight on. Majority of Nigerian are engaging in agriculture sector but the productivity is considerably low. It could be attributed to followings:

- (1) Agricultural practices are outdated,
- (2) Nigerian government did not subsidized fertilizer, even though it is their duty to support 50% of fertilizer cost, due to financial difficulties,
- (3) Infrastructures such as roads and railway is insufficient and deteriorated (KOTRA, 2016).

Recently, Nigerian government is putting endeavors on promoting collaborative farming and market farming (Nations Encyclopedia, 2016). It remains to be seen how these efforts will impact on the growth of agriculture sector and economy.

DR Congo

89th/89

Capital City	Kinshasa
Population	81,331,050 (July 2016 est.)
GDP (PPP)	\$60.48 billion (2015 est.)
Unemployment	8.0% (2014 est.)
Constitutional Form	Semi-Presidential Republic

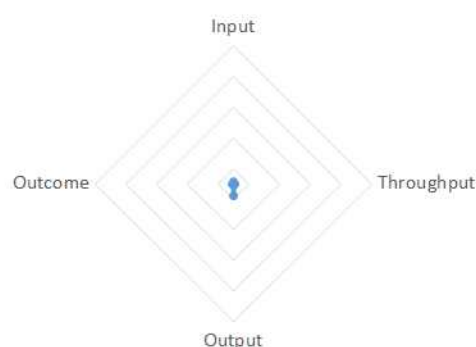
	Rank	Score (0-1)
2016 Government Competitiveness	89	0.259
2015 Government Competitiveness	88	0.302

Overview



Ranking by Area

Governance	Economy	Education	Environment	ICT
84	87	88	34	89
Agriculture & Food	Infrastructure	Health & Welfare	Safety	
89	88	85	89	



Ranking by Stage

Input	Throughput	Output	Outcome
89	89	82	89

I. Evaluation

Ranking by Policy Area

Low rankings in most policy areas among low income countries. Efforts to escalate those areas is necessary.

- High score in Environment (34th), which ranked 3rd place among low income countries.
- Slightly higher rank in governance (84th) compared to other areas. Female labor force participation rate is high among the low income countries, which may contribute to the equality in governance area.
- Falling behind in ICT (89th), Economy (87th), Education (88th), Agriculture (89th)
- Highly competent in energy and forest areas.

Ranking by Policy Stage

- Overall weak performance across all stages
- Output (82nd) is better than Input (89th), Throughput (89th) and outcome (89th)

II. Issues and Policy Implications

Investment in Economy & Infrastructure

DR Congo is the eleventh-largest country on Earth by area (2.3 million sq. kilometres) and the 19th largest by population (73 million people) has less than 3,000 km of all-weather paved road, which would be barely enough to cross the 2,500 km-wide country in any direction, let alone service its population. Making things worse is that only half of that paltry amount of all-weather road is in good condition. Cars are useless, trucks break down constantly and can be stuck. This leaves bicycles as the main method of land transportation in the DRC (Christine Mungai, 2015).

Much natural resources such as petroleum, natural gas, coal, and a potential hydroelectric power support energy industry in Congo. As a result, the ranking of environment is high among the low-income countries, which provides great potential for growth.

According to CIA World Factbook (2015) data, though Congo has huge natural-resource wealth, it has not been able to efficiently monetize because of systemic corruption, conflict, and political instability. Nonetheless, its economic is slowly recovering since the tumultuous 1990s (Elena Holodny, 2015).

Enterprise Surveys (2014), collaborating with World bank, indicated that there is generally a low use of financial services by firms. Only 7 percent of firms use banks to finance investments while 9 percent of firms use banks to finance working capital. These averages are significantly lower than the averages for all countries with Enterprise Surveys data. The percent of firms with a checking of savings account is also low (57 percent of firms) and has declined since 2010 when it was at 71 percent. The average for all economies surveyed by enterprise surveys is 88 percent (Silvia Muzi, 2014).

Challenges in Governance

The president Joseph Kabella intended to prolong his tenure by violating the constitution, then there came protest opposing to it. It is ranked at the second lowest level among low-income countries. (BBC, 2016), which reflect the instability of the political system.

The DR Congo has around 175 newspapers and magazines, 300 radio stations and 50 TV stations. The Congolese media operate against a backdrop of political power struggles and violent

unrest. Reporters Without Borders says media workers face arrest, threats and violence. Reporters who disclose corruption are at particular risk. The press is able to criticize government bodies, and some publications serve as mouthpieces for opposition parties (BBC, 2016).

Threats to Safety

Until recently, Congo has been at the centre of what some observers call "Africa's world war¹⁾" with widespread civilian suffering the result. The war claimed an up to six million lives, either as a direct result of fighting or because of disease and malnutrition (BBC, 2016).

The war had an economic as well as a political side. Fighting was fueled by the country's vast mineral wealth, with all sides taking advantage of the anarchy to plunder natural resources. Some militia fight on in the east, where UN force is trying to keep the peace (BBC, 2016).

All in all, with rich natural resources, constructing basic infrastructure for health such as water and sanitation system is vital. In addition, improving educational system should be emphasized for economic development and human capital. Furthermore, there is little education indicator shared for data collection.

1) At the grass-roots, the war in the Congo must have seemed, and must still seem, a cosmic event - hence the designation of 'Africa's world war' is taken as the title of this book. It was not a world war in the strict sense, but outsiders were deeply involved in it, including Angola, Zimbabwe, Namibia, Sudan, South Africa, and to a lesser extent the United States and France (Prunier, 2008).

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