

Sharing Knowledge, Sharing the Future

글로벌 지식공유 포럼

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Sharing Knowledge, Sharing the Future: Economic Development Plan

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1. Introduction

- Objective:
 - To improve KSP Policy consultation by providing more tailored solutions to the needs of individual countries and integrated international approach beyond Korean experience in Economic Development Plan
 - Integrated approach based on the findings of international organizations and other developed countries' experiences in EDP
- Requirements
 - Indicator, economic situations of developing countries, international standard, participation of CID researchers

2. Economic Development Plan: 1) Concept

- The national planning process is comprised of all the activities and decisions undertaken at national, subnational and sector level by diverse stakeholders to both develop and implement policies, strategies, plans and projects.
 - It is underpinned by legislation and includes the following generic components over a revolving planning cycle:
 - stakeholder engagement and coordination to set visions and goals;
 - integrated assessments to understand the environmental, social and economic impacts of different policy options across different linkages of policy options;
 - policy design and formulation based on integrated assessments and stakeholder consultations;
 - implementation of policies, plans and strategies;
 - monitoring and evaluation to measure the effects of the interventions against targets and recommend corrective actions if needed

2. Economic Development Plan: 2) History

	Socialist Countries			Market Economy		
	Soviet Union	India	China	France	UK	Italy
Starting Year	1928	1951	1949	1945	1948	1955
Number	1 st ~ 13 th	1 st ~ 12 th	1 st ~ 13 th			
Closing Year	1991	Currently in progress	Currently in progress	1960s	1970	1964

- Marshal Plan :
 - The European Recovery Program (ERP) was intended to rebuild the economies and spirits of western Europe.
 - Marshall was convinced “the key to restoration of political stability lay in the revitalization of national economies.”

2. EDP: 3) Integrated Approaches

- To realize sustainable development, integrated development approaches need to be mainstreamed into each stage of the national planning cycle.
- Inclusive Green Economy (IGE) approaches can help achieve sustainable development and align with the application of integrated development approaches.
- Common elements of IGE: efficient resource use; reducing environmental impacts; reducing vulnerabilities; promoting an inclusive and transparent approach
- The SDGs have the potential to promote integration, coordination and coherence across the policy/planning cycle.
 - The integrated nature of the SDGs has the potential to facilitate cross-sector dialogue and policy integration and coherence across sectors.

2. EDP: 3) Integrated Approaches

UNDP (2016) suggested an Integrated Planning framework for the Sustainable Development based on the five key areas where most bottlenecks are found in establishing and executing development plans.

- 1) *Institutions and governance*
- 2) *Evidence-based and empirically backed policy options*
- 3) *Development of budgeting and financial system*
- 4) *Monitoring and evaluation (M&E)*
- 5) *Capacity development*

1) *Strengthening Institutions and Governance System*

- A major challenge formulating a planning in most countries is that planning institution and process work along the sectoral lines and no one institution has the resources and mandate to pull the actors together.
- A strong planning institution with a mandate to pull resources across sectors can offer clear advantages in planning.
 - Without a central planning institution approved by legislature with authority to plan, it will be difficult to ensure policy coherence along the sectoral plans and among the different actors.
 - A formal status of plans such as enactment or legislative approval of plan is recommendable so that it can become more binding and thus effective.
 - Also sectoral plans must be aligned with aggregative plan, in which initial sectoral targets must be adjusted to the aggregate targets.
- Hardly mentioned in this UNDP report is the political leadership and will as well as their support to the plan, accompanied by close and constant attention.
 - We have added this indicator which is essential for the success of plans.

2) Evidence-based, Empirically Backed Policy Options

- Achieving an inclusive green economy and the SDGs will require reliable and complete data (disaggregated by relevant factors, such as gender, age and geographical location) for assessing problems, identifying priorities, gauging effectiveness, guiding policy, and measuring results and tracking progress.
 - In most countries data are insufficient and data collection practices poorly organized.
 - Moreover, even if there may be an improved data system, unqualified staff to use data or lack of compensation for the statisticians can unduly produce an impasse in planning.
- The complexity of planning makes evidence-based policy-making more and more desirable.
- In many countries, lack of specific target or overly ambitious targets hinder the achievement or realization of targets.
 - The target must be realistically set with a forecasting model using reliable sources of data. Thus we have added using forecasting model as one of the indicators

3) Development of Budgeting and Financial Systems

- The transformative post-2015 development agenda must be underpinned by a credible means of implementation
- Most of developing countries face a shortage of funding required to meet development goals.
 - Connecting between planning and budget is considered the most integral stage in planning process.
 - It is very much important that the planning institution goes hand in hand with budgeting, to identify and develop effective financing mechanism for their plans for execution.
- However, the coordination between budget and plans is difficult because the periods of plan and budget may not coincide or sometimes because the responsibility is divided between different ministries and true coordination is lacking.

4) *Support for Monitoring and Evaluation*

- The M&E system plays an important role in ensuring the realization of all sustainable development targets.
 - Most of developing countries introduced M&E system for development policies and plans.
 - However this system is not effective and capable of being applied to the integrated approach.
- Monitoring results should feed back into planning, and budgeting and adjusting. But due to a disconnect between policy-making and implementation, effective M&E is not happening.
- M&E is labor-intensive and expensive so that and there is a lack of effective and tailored M&E system for plans in many countries. Plans must be always subject to revisions in the entire course of plan's execution process so that it is kept up to date.

5) Capacity Development

- Limited capacity in development planning at all stages, all levels makes it hard to carry out projects.
- As much as full access of information is critical, technical skills to deal with information, to analyze, evaluate and monitor is important as well.
- Also, it has been discovered that a major limitation in implementing projects and operating them is not financial resources but administrative capacity.
- Examples of capacity-building mechanisms
 - 1) Knowledge-sharing
 - 2) Learning by doing initiatives, supported by technical experts
 - 3) Pilot studies
 - 4) Education
 - 5) Capacity-building programs

1. Strengthening Institutions and Governance System

1-1. Establishing National vision and strategy, legal status of plans

1-2. Enhancing coherence and coordination across ministries, civil society, private sector (partnership and communication)

1-3. Greater political leadership and will

1-4. Establishing planning institution with legal mandate

2. Evidence-based, Empirically Backed Policy Options

2-1. Creating reliable and complete data

2-2. Better information sharing with agencies, sectors, civil society

2-3. Promoting participatory approaches for evidence based policy making

2-4. Building capacity across government and specialized agencies in the broad range of tools (including statistics department)

2-5. Using forecasting models, statistics to formulate specific targets.

3. Development of Budgeting and Financial Systems

3-1. Connecting the development plan with budget

3-2. Effective financing mechanism to meet the costs

3-3. Creating incentives for the private sector

4. Support for Monitoring and Evaluation

4-1. Establishing tailored evaluation system

4-2. Capacity building in statistics, data collection

4-3. Coordinating with line ministries

4-4. Establishing iterative feedback process

5. Capacity Development

5-1. Greater comprehension on the necessity of plan, planning, coordinating, appraisal

5-2. Greater support to subnational government agencies and increased coordination with them

5-3. Greater awareness of the benefits and opportunities for private sector

5-4 Greater awareness of the right to participate and build capacity in civil society

*Note: 4 blue colored checklists (1.3, 1.4, 2.4, 4.4) are added reflecting Korea's experiences.

3.1. EDP in Socialist Countries: Soviet Union

	Early (6)	Middle (6)	Late (9)
1. Strengthening Institutions and Governance System			
1-1. Establishing National vision and strategy, legal status of plans	✓	✓	✓
1-2. Enhancing coherence and coordination across ministries, civil society, private sector (partnership and communication)			
1-3. Greater political leadership and will	✓	✓	✓
1-4. Establishing planning institution with legal mandate	✓	✓	✓
2. Evidence-based, Empirically Backed Policy Options			
2-1. Creating reliable and complete data	✓	✓	✓
2-2. Better information sharing with agencies, sectors, civil society			
2-3. Promoting participatory approaches for evidence based policy making			
2-4. Building capacity across government and specialized agencies in the broad range of tools (including statistics department)			
2-5. Using forecasting models, statistics to formulate specific targets.			
3. Development of Budgeting and Financial Systems			
3-1. Connecting the development plan with budget	✓	✓	✓
3-2. Effective financing mechanism to meet the costs	✓	✓	✓
3-3. Creating incentives for the private sector			✓
4. Support for Monitoring and Evaluation			
4-1. Establishing tailored evaluation system			
4-2. Capacity building in statistics, data collection			
4-3. Coordinating with line ministries			
4-4. Establishing iterative feedback process			
5. Capacity Development			
5-1. Greater comprehension on the necessity of plan, planning, coordinating, appraisal			
5-2. Greater support to subnational government agencies and increased coordination with them			
5-3. Greater awareness of the benefits and opportunities for private sector			✓
5-4 Greater awareness of the right to participate and build capacity in civil society			✓

3.1. EDP in Socialist countries: India

	Early(7)	Middle(10)	Late(10)
1. Strengthening Institutions and Governance System			
1-1. Establishing National vision and strategy, legal status of plans	✓	✓	✓
1-2. Enhancing coherence and coordination across ministries, civil society, private sector (partnership and communication)		✓	
1-3. Greater political leadership and will	✓	✓	✓
1-4. Establishing planning institution with legal mandate	✓	✓	✓
2. Evidence-based, empirically backed policy options			
2-1. Creating reliable and complete data	✓	✓	✓
2-2. Better information sharing with agencies, sectors, civil society			
2-3. Promoting participatory approaches for evidence based policy making			
2-4. Building capacity across government and specialized agencies in the broad range of tools (including statistics department)			✓
2-5. Using forecasting models, statistics to formulate specific targets.	✓	✓	✓
3. Development of budgeting and financial systems			
3-1. Connecting the development plan with budget	✓	✓	✓
3-2. Effective financing mechanism to meet the costs			
3-3. Creating incentives for the private sector		✓	✓
4. Support for Monitoring and Evaluation			
4-1. Establishing tailored evaluation system	✓	✓	✓
4-2. Capacity building in statistics, data collection			
4-3. Coordinating with line ministries			
4-4. Establishing iterative feedback process			
5. Capacity Development			
5-1. Greater comprehension on the necessity of plan, planning, coordinating, appraisal			
5-2. Greater support to subnational government agencies and increased coordination with them			
5-3. Greater awareness of the benefits and opportunities for private sector		✓	
5-4 Greater awareness of the right to participate and build capacity in civil society			✓

3.1. EDP in Socialist countries: China

	Early (4)	Middle (13)	Late (19)
1. Strengthening Institutions and Governance System			
1-1. Establishing National vision and strategy, legal status of plans	√	√	√
1-2. Enhancing coherence and coordination across ministries, civil society, private sector (partnership and communication)		√	√
1-3. Greater political leadership and will	√	√	√
1-4. Establishing planning institution with legal mandate	√	√	√
2. Evidence-based, Empirically Backed Policy Options			
2-1. Creating reliable and complete data		√	√
2-2. Better information sharing with agencies, sectors, civil society		√	√
2-3. Promoting participatory approaches for evidence based policy making		√	√
2-4. Building capacity across government and specialized agencies in the broad range of tools (including statistics department)		√	√
2-5. Using forecasting models, statistics to formulate specific targets.		√	√
3. Development of Budgeting and Financial Systems			
3-1. Connecting the development plan with budget			√
3-2. Effective financing mechanism to meet the costs			√
3-3. Creating incentives for the private sector	√		
4. Support for Monitoring and Evaluation			
4-1. Establishing tailored evaluation system			√
4-2. Capacity building in statistics, data collection			√
4-3. Coordinating with line ministries			√
4-4. Establishing iterative feedback process			√
5. Capacity Development			
5-1. Greater comprehension on the necessity of plan, planning, coordinating, appraisal		√	√
5-2. Greater support to subnational government agencies and increased coordination with them		√	√
5-3. Greater awareness of the benefits and opportunities for private sector		√	√
5-4 Greater awareness of the right to participate and build capacity in civil society		√	√

3.2. EDP in Market Economy: France, Italy, UK

	France (17)	Italy (5)	UK (2)
1. Strengthening Institutions and Governance System			
1-1. Establishing National vision and strategy, legal status of plans	✓		
1-2. Enhancing coherence and coordination across ministries, civil society, private sector (partnership and communication)	✓	✓	
1-3. Greater political leadership and will		✓	
1-4. Establishing planning institution with legal mandate			✓
2. Evidence-based, Empirically Backed Policy Options			
2-1. Creating reliable and complete data	✓		
2-2. Better information sharing with agencies, sectors, civil society	✓		
2-3. Promoting participatory approaches for evidence based policy making	✓		
2-4. Building capacity across government and specialized agencies in the broad range of tools (including statistics department)	✓		
2-5. Using forecasting models, statistics to formulate specific targets.	✓	✓	✓
3. Development of Budgeting and Financial Systems			
3-1. Connecting the development plan with budget	✓	✓	
3-2. Effective financing mechanism to meet the costs	✓		
3-3. Creating incentives for the private sector	✓	✓	
4. Support for Monitoring and Evaluation			
4-1. Establishing tailored evaluation system			
4-2. Capacity building in statistics, data collection	✓		
4-3. Coordinating with line ministries	✓		
4-4. Establishing iterative feedback process	✓		
5. Capacity Development			
5-1. Greater comprehension on the necessity of plan, planning, coordinating, appraisal	✓		
5-2. Greater support to subnational government agencies and increased coordination with them	✓		
5-3. Greater awareness of the benefits and opportunities for private sector	✓		
5-4 Greater awareness of the right to participate and build capacity in civil society	✓		

4. EDP in Korea

- State-led Planning (1962-76); 1st, 2nd, and 3rd EDP
 - Suitable for an under-developed, small-sized economy with a relatively simple structure
 - Focused on setting up sectoral investment plans and mobilizing and allocating domestic and external resources to support the implementation of the plans
 - Supplemented by annual Economic Management Plans
- Indicative Planning (1977-96); 4th, 5th, 6th, 7th EDP
 - To cope with the growing size and sophistication of the economy
 - Giving a greater role to private initiatives
 - Reflecting a growing concern on equity issues
 - Medium-term Fiscal Plan introduced in the early 1980s to bridge the gap between EDPs and annual budgeting
 - Increasing role in long-term planning and policy coordination with the introduction of Medium-Term Expenditure Framework (MTEF)

4.1 Economic Development Plans in Korea

	1st plan (62-66)		2nd plan (67-71)		3rd plan (72-76)		4th plan (77-81)		5th plan (82-86)		6th plan (87-91)	
	planned	actual	planned	actual	planned	actual	planned	actual	Planned	actual	planned	actual
Annual growth rate (%)	7.1	7.8	7.0	9.6	8.6	9.2	9.2	5.8	7.6	9.8	7.3	10.0
Unemployment rate (%)	8.5	7.6	6.1	5.0	4.2	4.1	4.0	4.1	4.2	4.0	3.7	3.6
GNP Deflator (%)	-	19.7	-	14.9	-	21.4	8.8	20.0	10.8	4.6	3.5	6.3
Export growth rate (%)	28.0	38.6	17.1	33.8	22.7	32.7	16.0	11.1	11.4	10.5	10.0	16.4

- Plans and strategies exist everywhere.
- However, what is probably unique in the case of Korea, certainly different from most other countries, is the ability to get the plans and strategies put into practice.
- The creation of the able institution Economic Planning Board in Korea with strong support from the President was one of the most important success factor of EDP in Korea.

1) *Strengthening Institutions and Governance System*

- The major institutional innovation was introduced in 1961 when the government established the powerful planning authority, Economic Planning Board (EPB).
 - 1) the Minister of EPB elevated to the deputy prime minister to coordinate the relevant ministries;
 - 2) the formal coordination meetings on economic planning and policies were led by the EPB;
 - 3) the planning authority was supported by budgeting and statistics functions inside the EPB
- The super agency was to coordinate the suggested sectoral plans to fit the preliminary goals before publishing the final version of five-year plan.
- Even though the institutional arrangements were introduced at the early stage, the practical and systematic operation takes time.
 - It is the 3rd Five-year development plan that relevant ministries, academics, private sector and civil society began to actively participate in and to take the leading role in planning process.

2) Evidence-based, Empirically Backed Policy Options

- The government emphasized the importance of reliable data and statistics in planning at the early stage, so that the EPB was in charge of statistics from the beginning.
 - The Statistics Act (1962) not only authorized the EPB to dealing with government statistics, but also regulated the establishment of the National Statistics Committee to cooperate among ministries and governmental agencies under the Minister of EPB.
 - In spite of the legislative and institutional conditions, the quality of government statistics at the early stage is arguable.
- The Second Plan proposed the establishment of an economic research institute.
 - It was designed for increasing the expertise in analysis on national economy through resource estimation, survey on national wealth, and studies on International Economy.

3) Development of Budgeting and Financial Systems

- The EPB was authorized to take charge of mid- and long-term development planning and its coordination as well as annual budgeting since its establishment.
 - This organizational feature facilitates effective coordination between planning and budget allocation.
 - Planning bureau set priorities among individual project depending on its impact on five-year development plan.
 - The budgeting bureau selected projects into the budget with due consideration of annual budget allocation.
- The EPB also announced Annual Economic Management Plan since the implementation of the Second Plan.
 - In its initial stage, it also functioned as a mechanism to estimate financial resources on an annual basis.
 - The government introduced Overall Resource Budget (ORB) from 1967.

4) *Support for Monitoring and Evaluation*

- A formal system of monitoring and evaluation has existed since the First Five-year Plan, although it is open to further discussion whether it was functional.
- The monitoring and evaluation of sectoral plans were conducted in the process of formulating annual management plan.
 - Each ministry and agency had to submit it to the authorized agency, the Office of Planning Coordination (OPC) under the Prime Minister's Office before annual budget estimation
 - Both annual management plan and budget estimation were continuously revised and submitted to the OPC when each of them had to be changed.
 - The function of monitoring and evaluation was also transferred to the EPB in 1981.
- Consequently, the EPB could conduct major functions related to the planning and its implementation: planning, budgeting, monitoring, and evaluation.

5) Capacity Development

- Development planning in Korea “has functioned as a sort of economic topographic survey which educated officials and allowed them to make the intelligent short-run policy decisions that really drive the economy.”
- 1) The Economic Planning Board evolved its functions in response to changing conditions and developed its capabilities of planning and coordination.
- 2) Relevant ministries continuously developed its capacity by expanding its participation in planning process. The relevant ministries and agencies began to be involved in sectoral plan preparation from the Second Plan.
- 3) The capacity development of private sector and civil society resulted in the progress of economic development plan in the late 1970s and the early 1980s.
 - The government recognized the role of market in growth, so that began to give a greater role to market and private initiatives in 1970s.
 - These change led the to transform from the state-led planning to indicative plan in 1970s.

4.2 Korea's EDP: Using Integrated Approach

	1 st (7)	2 nd (11)	3 rd (15)	4 th (15)	5 th (17)	6 th (18)
1. Strengthening Institutions and Governance System (16)						
1-1. Establishing National vision and strategy, legal status of plans						
1-2. Enhancing coherence and coordination across ministries, civil society, private sector (partnership and communication)			✓	✓	✓	✓
1-3. Greater political leadership and will	✓	✓	✓	✓	✓	✓
1-4. Establishing planning institution with legal mandate	✓	✓	✓	✓	✓	✓
2. Evidence-based, Empirically Backed Policy Options (17)						
2-1. Creating reliable and complete data					✓	✓
2-2. Better information sharing with agencies, sectors, civil society	✓	✓	✓	✓	✓	✓
2-3. Promoting participatory approaches for evidence based policy making		✓	✓	✓	✓	✓
2-4. Building capacity across government and specialized agencies in the broad range of tools (including statistics department)						✓
2-5. Using forecasting models, statistics to formulate specific targets.		✓	✓	✓	✓	✓
3. Development of Budgeting and Financial Systems (15)						
3-1. Connecting the development plan with budget	✓	✓	✓	✓	✓	✓
3-2. Effective financing mechanism to meet the costs		✓	✓	✓	✓	✓
3-3. Creating incentives for the private sector			✓	✓	✓	✓
4. Support for Monitoring and Evaluation (17)						
4-1. Establishing tailored evaluation system	✓	✓	✓	✓	✓	✓
4-2. Capacity building in statistics, data collection						
4-3. Coordinating with line ministries	✓	✓	✓	✓	✓	✓
4-4. Establishing iterative feedback process		✓	✓	✓	✓	✓
5. Capacity Development (16)						
5-1. Greater comprehension on the necessity of plan, planning, coordinating, appraisal	✓	✓	✓	✓	✓	✓
5-2. Greater support to subnational government agencies and increased coordination with them			✓	✓	✓	✓
5-3. Greater awareness of the benefits and opportunities for private sector			✓	✓	✓	✓
5-4 Greater awareness of the right to participate and build capacity in civil society					✓	✓

5. EDP: Developing Countries: Application to the 7 KSP Countries

	Saudi (4)	Kuwait (7)	Algeria (5)	Myanmar (9)	Panama (5)	DR Congo (6)	Ukraine (6)
1. Strengthening Institutions and Governance System (16)							
1-1. Establishing National vision and strategy, legal status of plans			✓			✓	✓
1-2. Enhancing coherence and coordination across ministries, civil society, private sector (partnership and communication)		✓	✓	✓			✓
1-3. Greater political leadership and will		✓	✓	✓		✓	✓
1-4. Establishing planning institution with legal mandate	✓			✓	✓	✓	
2. Evidence-based, Empirically Backed Policy Options (9)							
2-1. Creating reliable and complete data			✓				
2-2. Better information sharing with agencies, sectors, civil society				✓			
2-3. Promoting participatory approaches for evidence based policy making	✓	✓		✓	✓	✓	
2-4. Building capacity across government and specialized agencies in the broad range of tools (including statistics department)							
2-5. Using forecasting models, statistics to formulate specific targets.	✓	✓					
3. Development of Budgeting and Financial Systems (9)							
3-1. Connecting the development plan with budget	✓	✓	✓	✓	✓	✓	✓
3-2. Effective financing mechanism to meet the costs					✓	✓	
3-3. Creating incentives for the private sector							
4. Support for Monitoring and Evaluation (5)							
4-1. Establishing tailored evaluation system		✓	✓				✓
4-2. Capacity building in statistics, data collection				✓	✓		
4-3. Coordinating with line ministries							
4-4. Establishing iterative feedback process							
5. Capacity Development (4)							
5-1. Greater comprehension on the necessity of plan, planning, coordinating, appraisal		✓		✓			✓
5-2. Greater support to subnational government agencies and increased coordination with them				✓			
5-3. Greater awareness of the benefits and opportunities for private sector							
5-4 Greater awareness of the right to participate and build capacity in civil society							

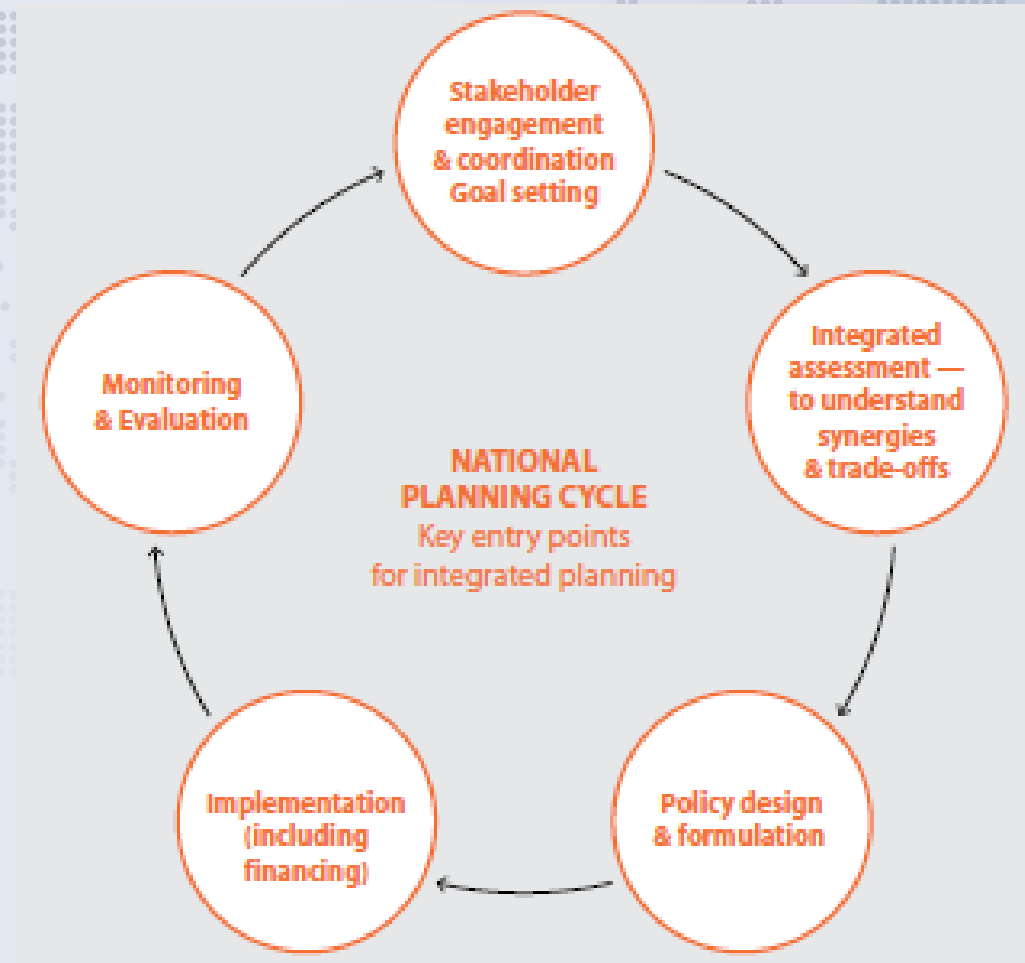
5. EDP: Developing Countries: Summary

- The most frequently mentioned key area appears to be the Institution and Governance related area (area 1).
 - Political leadership was the most frequently indicated out of 20 items.
 - Among the five key areas, capacity development (area 5) showed the least interest pointing out only four cases in total.
- Regarding the country-specific case study, KSP with Myanmar presented most comprehensive approach covering all 5 key areas with 9 items, while KSP with Saudi Arabia covered only 3 area with only 4 items.

6. Conclusion

<Generic Representation of the Planning Cycle>

- International perspective :
UNDP framework + Korea's experiences
 - To overcome the limitation of showing what you know, internationally accepted framework is required
- Follow-up
 - 1) Planning cycle perspective using another integrated approach
 - 2) Diagnose the economic and social conditions of developing countries using Governance indicator



Source: UNDP (2016)

Planning Cycle: Diagnosing Tool-kit (to facilitate a transition to IA (integ. app))

	1 st (7)	2 nd (11)	3 rd (15)	4 th (15)	5 th (17)	6 th (18)
1. Stakeholder Engagement and Coordination						
1-1. Fledgling mechanism and institutions						
1-2. Awareness			√	√	√	√
1-3. Communication	√	√	√	√	√	√
1-4. Historical mindsets	√	√	√	√	√	√
2. Integrated Assessment						
2-1. Creating reliable and complete data					√	√
2-2. Better information sharing with agencies, sectors, civil society	√	√	√	√	√	√
2-3. Promoting participatory approaches for evidence based policy making		√	√	√	√	√
2-4. Building capacity across government and specialized agencies in the broad range of tools (including statistics department)						√
2-5. Using forecasting models, statistics to formulate specific targets.		√	√	√	√	√
3. Policy Design and Formulation						
3-1. Connecting the development plan with budget	√	√	√	√	√	√
3-2. Effective financing mechanism to meet the costs		√	√	√	√	√
3-3. Creating incentives for the private sector			√	√	√	√
4. Implementation						
4-1. Lack of skilled staffs	√	√	√	√	√	√
4-2. Coherence and coordination						
4-3. Development of program-based budgets	√	√	√	√	√	√
4-4. Underfunding and competition for resources		√	√	√	√	√
5. Monitoring and Evaluation						
5-1. Establishing tailored evaluation system	√	√	√	√	√	√
5-2. Capacity building in statistics, data collection			√	√	√	√
5-3. Coordinating with line ministries			√	√	√	√
5-4. Establishing iterative feedback process					√	√

Governance Indicator for OECD Countries

Category	Sub-category	Contents	Details
State-Body	Legal Capacity	Rule of Law	Rule of Law Index
		Corruption	Corruption Perceptions Index
	Administrative Capacity	Quality of Administration	Regulatory Quality
		Government Effectiveness	Government Effectiveness Index
		Global Capacity	Global Cooperation
	Confidence in Political Parties		Confidence in Political Parties
	Political Capacity	Political Freedom	Political Freedom
Civil Society		Social Capital	Tolerance
	Trust		Confidence for other people
			Confidence for institution
	Participation	Social Participation	Social Participation
		Political Participation	Political Participation
	Welfare/Equity	Social Welfare	Welfare Expenditure
Equity		Gini coefficient	
Market	Industrial Competitiveness	Innovation	R&D
			Patent
		Human Capital	Labor Quality
		Physical Capital	Gross Fixed Capital Formation
	Market Regulation	Business Regulation	Business Freedom
		Labor Regulation	Labor Freedom
		Monetary Regulation	Monetary Freedom
	Market Foundation	Education	Schooling Year
			Internet User
		Informatization	Mobile Cellular subscription
Personal Computers			
Employment	Employment ration		

Thank You