2017 Change Readiness Index

Assessing countries' ability to manage change and cultivate opportunity

KPMG International

kpmg.com/changereadiness

Quick reader guide

What is the Change Readiness Index (CRI)?

This index is designed to measure how effectively a country's government, private and public enterprises, people and wider civil society anticipate, prepare for, manage, and respond to change and cultivate opportunity. Examples of change include:

- **shocks** such as financial and social instability and natural disasters
- **political and economic opportunities and risks** such as changes in government, technology and demographics.

How can I use the index?

A wide range of public and private organizations can apply the data and insights provided by the CRI, for example to:

- **improve government policy** by benchmarking national strengths and weaknesses and identifying areas in need of reform
- **inform investment decisions** by highlighting the strengths and weaknesses of target countries
- **build leading practices** by stimulating debate on change readiness and learning from higher-ranking countries
- **identify potential public and private sector partnerships** by identifying areas to match capabilities and resources with highest priority needs.

Explore the CRI online tool

To really bring the CRI data to life, take advantage of our interactive online tool to compare and contrast locations, view in-depth country profiles and create customized CRI reports for export.
Go to kpmg.com/changereadiness.

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Foreword

In recent years, we've witnessed tremendous progress in tackling multiple, massive international development and global health challenges. From providing life-saving antiretroviral drugs to people with HIV, to record numbers of children protected from preventable diseases through vaccinations, to improvements in equal gender access to education, health and economic development. We have seen progress at a rate never experienced in human history, often thanks to effective, creative cooperation among sometimes unlikely partners in the public, private and NGO sectors.

Increasingly, as with so much in our world, data are informing how we see the scope and contours of our global health and development challenges. Our ability to successfully tackle these issues hinges on access to accurate, in-depth data that reveal what conditions apply to specific geographies and what that means in terms of needed resources. It highlights where interventions have been most effective, and helps us understand why certain approaches work better in some places than others, all helping to illuminate the path forward.

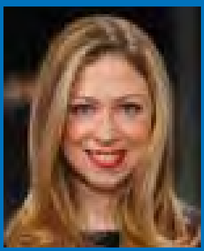
The Change Readiness Index (CRI) is an important tool that facilitates this approach, serving as a fact-based report card on national resiliency and readiness, which can be linked directly to in-country policy and programming. As a source of reliable, independent data, it also helps reveal not only need, but urgency in a given area, which helps prioritize and hopefully accelerate future investment.

The index is particularly helpful in increasing our ability to understand countries confronting various crises or transitions, where conditions can shift quickly and dependable data aren't always easily accessible. On a personal note, I find that the CRI aligns with our focus at the foundation and across our affiliated initiatives on data-driven development, thus enabling our work to be more directed to produce more powerful and more positive outcomes. As one example, the Clinton Health Access Initiative applies rigorous analytics to guide high-impact, actionable solutions, disciplined change processes and program measurement in access to medicines for HIV, malaria and more. This is crucial because a lack of quality evidence to inform health policy decisions can lead to waste, inefficiencies and missed opportunities. All of that has consequences for people's lives around the world.

While there are real reasons for the global development community to celebrate the progress we've collectively achieved — and a real basis for optimism that ever-better

data and technology will continue to strengthen our capabilities — there is still much to be done. We cannot mistake progress for success. Not only do we face a steady stream of new, immediate challenges that test on-the-ground resources, we also must dedicate greater attention to bold, long-term systemic solutions, as recognized in the United Nation's Sustainable Development Goals.

With recent signs of reduced development funding, it will be more important than ever for diverse partners to come together to contribute various strengths, including innovative approaches, financial and human capital and research insights like those offered by the 2017 CRI. By doing so, we can help drive and support highly-focused, efficient action and produce meaningful change that saves lives, improves individual well-being and enables positive community growth.



Chelsea Clinton
Vice Chair,
Clinton Foundation

As Vice Chair of the Clinton Foundation, Chelsea Clinton works to drive the vision and programs of an organization that convenes businesses, governments, NGOs and individuals to improve global health and wellness, increase opportunities for girls and women, create economic opportunity and help communities address climate change. She also serves on the board of the Clinton Health Access Initiative, a separate, affiliated entity that works to strengthen in-country health systems and improve global access to lifesaving medicines and care. Clinton teaches at Columbia University's Mailman School of Public Health and is a passionate advocate on global development issues.

Executive summary

No country is immune to change, and how a country prepares for and reacts to sudden shocks or long-term trends has a huge impact on the success and welfare of citizens and institutions.

The Change Readiness Index (CRI), by providing an understanding of a country's ability to withstand and capitalize on change, can help key stakeholders — including governments, policy makers, NGOs, civil society institutions, development agencies, investors and private sector enterprises — strengthen a country's readiness for change.

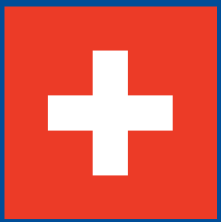
The CRI is comprised of three pillars

Nine countries were added

- Armenia
- Guyana
- Iran
- Ireland
- Lebanon
- Lesotho
- Liberia
- Moldova
- Tajikistan

- The CRI now covers **136 countries**
- Primary data includes responses from **1,372 country specialists**
- Secondary data includes **over 125 variables**

The #1 ranked country is...



Switzerland

Ranked #1 for the first time in CRI history
(2015 CRI ranking: 2nd)

Characteristics of top 10

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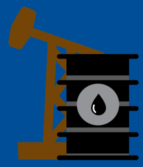
are high-income countries



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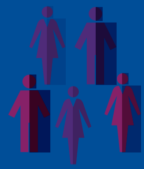
are not considered 'natural resource rich' countries



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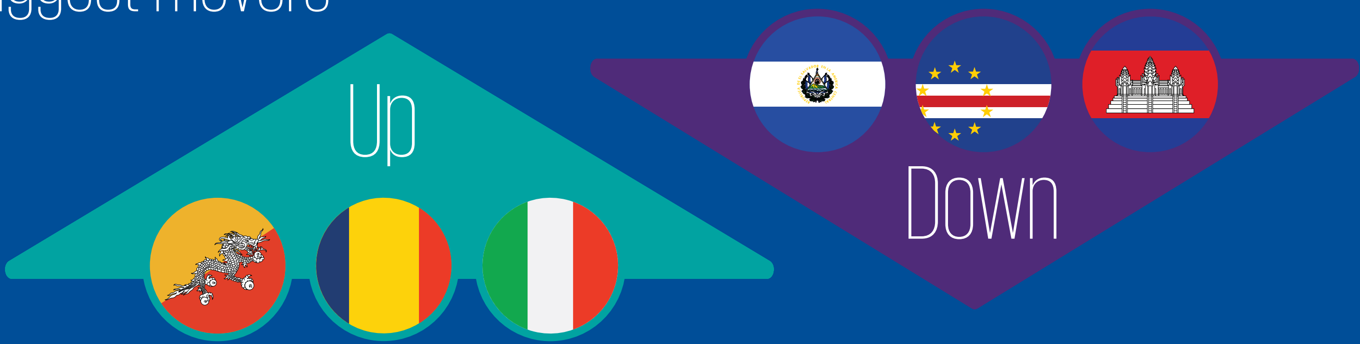
have populations smaller than 10 million

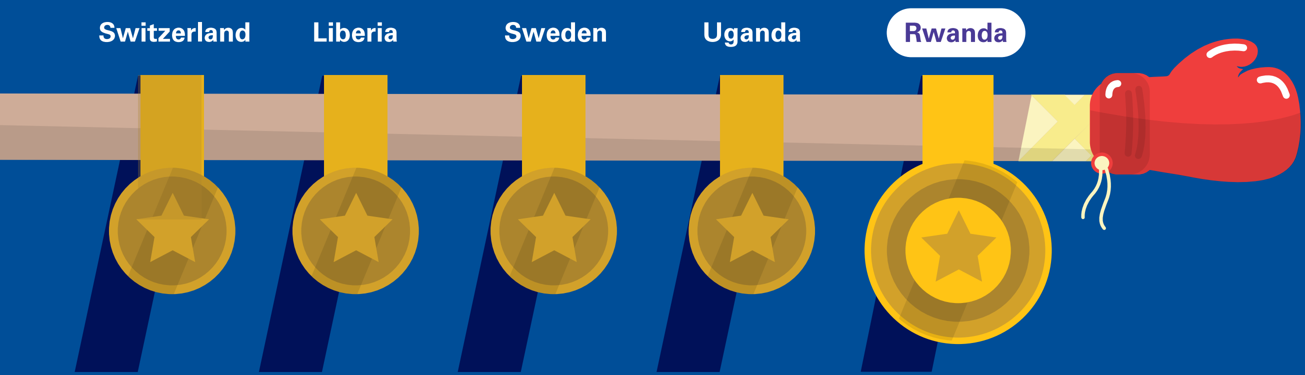
Biggest movers



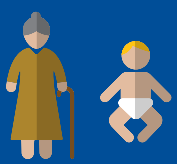
Bhutan, Romania and Italy

El Salvador, Cape Verde and Cambodia

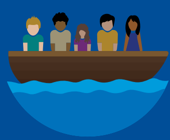
Punching above their weight



CRI insights



Demographics: ageing global populations require proactive, change-ready policies in developing and developed countries alike



Migration: high-income is no guarantee of readiness to meet the challenges presented by global migration

Conclusion

The 2017 CRI provides a wealth of insights about the readiness of countries to face abrupt or gradual shifts in economic, political, societal and environmental conditions. A wide range of public and private organizations can apply the data and insights provided by the CRI, for example to: improve government policy, inform investment decisions, build best practice and identify optimal public and private sector partnerships.

Index results

Overall rank	Country	Geographic region	Enterprise capability	Government capability	People & civil society capability
1	Switzerland	Northern, Southern and Western Europe	2	4	1
2	Sweden	Northern, Southern and Western Europe	5	3	3
3	United Arab Emirates	Middle East and North Africa	1	2	17
4	Singapore	East Asia and Pacific	3	1	15
5	Denmark	Northern, Southern and Western Europe	4	8	2
6	New Zealand	East Asia and Pacific	6	7	10
7	Netherlands	Northern, Southern and Western Europe	8	10	4
8	Finland	Northern, Southern and Western Europe	12	5	7
9	Germany	Northern, Southern and Western Europe	11	9	6
10	United Kingdom	Northern, Southern and Western Europe	7	14	8
11	Norway	Northern, Southern and Western Europe	18	6	5
12	United States	North America	9	23	13
13	Hong Kong	East Asia and Pacific	10	12	20
14	Australia	East Asia and Pacific	16	15	11
15	Ireland*	Northern, Southern and Western Europe	22	13	9
16	Austria	Northern, Southern and Western Europe	15	16	16
17	Canada	North America	19	17	14
18	Belgium	Northern, Southern and Western Europe	23	18	12
19	Qatar	Middle East and North Africa	24	11	21
20	France	Northern, Southern and Western Europe	13	25	18
21	Japan	East Asia and Pacific	14	20	25
22	Israel	Middle East and North Africa	17	29	23
23	Portugal	Northern, Southern and Western Europe	27	28	19
24	Chile	Latin America and Caribbean	21	26	26
25	Czech Republic	Eastern Europe and Central Asia	25	24	24
26	Saudi Arabia	Middle East and North Africa	20	22	41
27	Spain	Northern, Southern and Western Europe	35	35	22
28	Poland	Eastern Europe and Central Asia	31	36	30
29	Uruguay	Latin America and Caribbean	37	30	33
30	Slovakia	Eastern Europe and Central Asia	36	38	29
31	South Korea	East Asia and Pacific	28	31	36
32	Lithuania	Northern, Southern and Western Europe	39	34	31
33	Costa Rica	Latin America and Caribbean	43	39	27
34	Armenia*	Eastern Europe and Central Asia	32	33	39

* Countries that are new to the 2017 CRI

High-income | Upper middle-income | Lower middle-income | Low-income

Overall rank	Country	Geographic region	Enterprise capability	Government capability	People & civil society capability
35	Taiwan	East Asia and Pacific	57	27	35
36	China	East Asia and Pacific	29	32	54
37	Malaysia	East Asia and Pacific	33	44	44
38	Jordan	Middle East and North Africa	26	46	48
39	Indonesia	East Asia and Pacific	30	40	55
40	Italy	Northern, Southern and Western Europe	44	60	28
41	Panama	Latin America and Caribbean	38	45	47
42	Kazakhstan	Eastern Europe and Central Asia	48	42	40
43	Bhutan	South Asia	42	19	89
44	Hungary	Eastern Europe and Central Asia	60	49	37
45	Philippines	East Asia and Pacific	40	55	49
46	Rwanda	Sub-Saharan Africa	45	21	94
47	Peru	Latin America and Caribbean	34	64	52
48	Fiji	East Asia and Pacific	49	57	46
49	Romania	Eastern Europe and Central Asia	62	54	45
50	Bulgaria	Eastern Europe and Central Asia	61	61	42
51	Serbia	Eastern Europe and Central Asia	76	71	32
52	Botswana	Sub-Saharan Africa	74	37	67
53	Macedonia	Eastern Europe and Central Asia	70	48	57
54	Greece	Northern, Southern and Western Europe	75	80	34
55	Tunisia	Middle East and North Africa	63	56	60
56	Georgia	Eastern Europe and Central Asia	54	51	75
57	Morocco	Middle East and North Africa	41	41	93
58	Ghana	Sub-Saharan Africa	64	43	79
59	Namibia	Sub-Saharan Africa	52	52	84
60	Moldova*	Eastern Europe and Central Asia	69	76	51
61	Kyrgyzstan	Eastern Europe and Central Asia	51	79	58
62	Turkey	Eastern Europe and Central Asia	65	66	63
63	Thailand	East Asia and Pacific	59	82	59
64	India	South Asia	55	53	88
65	Colombia	Latin America and Caribbean	67	69	65
66	Uganda	Sub-Saharan Africa	46	63	87
67	Kenya	Sub-Saharan Africa	47	87	68
68	Azerbaijan	Eastern Europe and Central Asia	82	50	77

* Countries that are new to the 2017 CRI

High-income | Upper middle-income | Lower middle-income | Low-income

Overall rank	Country	Geographic region	Enterprise capability	Government capability	People & civil society capability
69	Paraguay	Latin America and Caribbean	77	59	72
70	Sri Lanka	South Asia	50	85	71
71	Mexico	Latin America and Caribbean	84	77	53
72	Russia	Eastern Europe and Central Asia	87	67	61
73	Jamaica	Latin America and Caribbean	71	93	50
74	Dominican Republic	Latin America and Caribbean	68	81	76
75	Guyana*	Latin America and Caribbean	86	72	66
76	Argentina	Latin America and Caribbean	80	107	43
77	Zambia	Sub-Saharan Africa	58	62	101
78	Tajikistan*	Eastern Europe and Central Asia	81	65	85
79	Brazil	Latin America and Caribbean	83	92	62
80	South Africa	Sub-Saharan Africa	91	74	73
81	Vietnam	East Asia and Pacific	73	86	81
82	Tonga	East Asia and Pacific	115	89	38
83	Côte d'Ivoire	Sub-Saharan Africa	53	58	108
84	Ecuador	Latin America and Caribbean	99	78	69
85	Cambodia	East Asia and Pacific	56	88	98
86	Mongolia	East Asia and Pacific	121	70	56
87	Honduras	Latin America and Caribbean	66	95	91
88	Cape Verde	Sub-Saharan Africa	118	68	70
89	Senegal	Sub-Saharan Africa	90	75	95
90	Iran*	Middle East and North Africa	104	83	78
91	Lesotho*	Sub-Saharan Africa	111	47	100
92	Lebanon*	Middle East and North Africa	72	118	74
93	El Salvador	Latin America and Caribbean	78	111	83
94	Tanzania	Sub-Saharan Africa	106	73	92
95	Ukraine	Eastern Europe and Central Asia	89	126	64
96	Nicaragua	Latin America and Caribbean	93	91	99
97	Bangladesh	South Asia	85	104	96
98	Zimbabwe	Sub-Saharan Africa	88	90	103
99	Nepal	South Asia	120	94	80
100	Egypt	Middle East and North Africa	79	102	107
101	Guatemala	Latin America and Caribbean	96	110	90
102	Sierra Leone	Sub-Saharan Africa	95	98	109

* Countries that are new to the 2017 CRI   High-income   Upper middle-income   Lower middle-income   Low-income

Overall rank	Country	Geographic region	Enterprise capability	Government capability	People & civil society capability
103	Algeria	Middle East and North Africa	119	84	105
104	Bosnia & Herzegovina	Eastern Europe and Central Asia	116	119	86
105	Gambia	Sub-Saharan Africa	97	96	115
106	Myanmar	East Asia and Pacific	102	113	104
107	Cameroon	Sub-Saharan Africa	103	106	112
108	Timor-Leste	East Asia and Pacific	108	103	113
109	Bolivia	Latin America and Caribbean	128	101	97
110	Ethiopia	Sub-Saharan Africa	100	97	121
111	Lao PDR	East Asia and Pacific	107	109	111
112	Liberia*	Sub-Saharan Africa	123	100	106
113	Mali	Sub-Saharan Africa	113	105	117
114	Benin	Sub-Saharan Africa	114	99	122
115	Pakistan	South Asia	94	125	114
116	Mozambique	Sub-Saharan Africa	117	117	110
117	Libya	Middle East and North Africa	129	114	102
118	Malawi	Sub-Saharan Africa	101	122	119
119	Venezuela	Latin America and Caribbean	126	134	82
120	Nigeria	Sub-Saharan Africa	105	121	116
121	Burkina Faso	Sub-Saharan Africa	112	115	125
122	Madagascar	Sub-Saharan Africa	130	116	120
123	Haiti	Latin America and Caribbean	125	123	118
124	Angola	Sub-Saharan Africa	132	108	123
125	Congo, Dem Rep	Sub-Saharan Africa	110	120	130
126	Yemen	Middle East and North Africa	98	112	136
127	Afghanistan	South Asia	92	127	132
128	Guinea	Sub-Saharan Africa	122	124	124
129	Papua New Guinea	East Asia and Pacific	109	131	126
130	Burundi	Sub-Saharan Africa	124	128	127
131	Mauritania	Sub-Saharan Africa	127	129	129
132	South Sudan	Sub-Saharan Africa	134	130	128
133	Sudan	Sub-Saharan Africa	133	133	131
134	Chad	Sub-Saharan Africa	131	132	134
135	Syria	Middle East and North Africa	135	135	133
136	Somalia	Sub-Saharan Africa	136	136	135

* Countries that are new to the 2017 CRI

High-income | Upper middle-income | Lower middle-income | Low-income

About the index

Q. How do you define the 'change readiness' of a country?

For the purposes of our index, change readiness indicates the capability of a country — its government, private and public enterprises, people and the wider civil society — to anticipate, prepare for, manage and respond to a range of change drivers, proactively cultivating the resulting opportunities and mitigating potential negative impacts.

This definition of change readiness has remained unchanged since our initial launch of the CRI in 2012.

Q. What is the purpose of the index?

The idea for the CRI was first conceived following the 2010 Haiti earthquake. Amid discussions at the 2010 World Economic Forum about the state of that country, we realized that there was no obvious way to measure a country's ability to be ready to respond to such sudden change. KPMG set out to develop a tool to fill this data gap that could offer important insights into the factors that influence change readiness. Seven years later, the CRI continues to be relevant, as the world enters what is shaping up to be an era of unprecedented political, economic, environmental, technological and social change.

No country is immune to change, and the way a country prepares for and reacts to sudden shocks or long-term trends has a huge impact on the success and welfare of citizens and institutions. The CRI, by providing key data, enables a better understanding of a country's ability to withstand and capitalize on change, can help key stakeholders — including governments, policy makers, NGOs, civil society institutions, development agencies, investors and private sector enterprises — to identify and address capability gaps and make informed investment decisions that will strengthen a country's readiness for change for the benefit of all its citizens.

Q. How does the CRI add unique value?

The CRI provides a thorough dataset, presented from a distinct perspective that enables practical, actionable decision-making.

The index is composed of a combination of primary and secondary data, including the latest availablem third-party data, supplemented by our own primary research, to ensure that information gaps are resolved, and to depict a deep, multidimensional view of each country's state of readiness.

In addition, unlike other indices, our data primarily measures change readiness 'inputs' — such as investment in infrastructure or supportive government environments — rather than standard 'outputs' such as GDP or productivity, which do not offer clear policy or investment guidance to produce those outcomes. In contrast, the CRI presents specific, underlying indicators that governments and other stakeholders can control or influence to tangibly improve their readiness for change.

Q. How do you select which countries to include in the CRI?

While the 2017 CRI covers over 97 percent of the world's population and 98 percent of the world's GDP, our goal continues to be to expand country coverage with each new edition. We are pleased that the 2017 CRI reports on 136 countries, up from 60 countries in our 2012 first edition. In compiling the CRI, careful consideration goes into ensuring representation and diversity across regions and income levels, and we generally prioritize countries with larger populations (to enhance population coverage) and with strong data availability.

Q. How can the index contribute to achieving the Sustainable Development Goals (SDGs)?

With 194 countries committed to supporting the 17 SDGs and 169 targets published in the United Nations' 2030 Agenda for Sustainable Development, the CRI can play an important role in helping organizations focus their efforts. To achieve such bold goals — to end poverty, protect the planet and ensure prosperity for all — it is essential that all countries, public and private sector institutions, and citizens can access timely, reliable and meaningful data on factors that determine their ability to drive necessary change. The CRI presents many of these critical capabilities in a clear, compelling way to help direct these activities.

There is also growing recognition that, to confront such complex, interconnected challenges, new partnerships are required among diverse and distant parties — between advanced and emerging nations, and among experienced local and international agencies, innovative corporations, investors and academic institutions — to develop solutions. We believe that by highlighting the strengths, weaknesses and progress evident around the world, the CRI can illuminate the opportunities and focus the alliances, collaboration and dialogue to tackle these issues.

Q. Who can benefit from the findings in the CRI?

The CRI has attracted a sizable following among vastly different users. These include development agencies, NGOs, and other funders who want to better understand country needs and prioritize their programs accordingly, so that their interventions are focused on identified demands.

— Regional, national and state governments also benefit from this report by gauging where they stand against their peers, examining relevant best practices and establishing and implementing the appropriate reforms that can potentially benefit their citizens and bolster their global competitiveness.

— Policy-makers can drive measurable change at the local level by targeting specific CRI indicators and designing policies, regulations and programs to attain specific improvements in their performance.

— Private investors may examine the relative attractiveness of an individual country to evaluate its suitability for future investment and assess the underlying opportunities and challenges.

— Commercial enterprises and multinational organizations are leveraging the CRI to inform their own sustainability initiatives by identifying the most urgent needs in their chosen markets and tailoring community programs to connect those requirements with their goals and resources.

Ultimately, the CRI empowers people to access and apply data more strategically and practically, to achieve greater impacts.

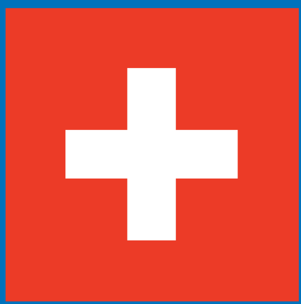
Q. What methodology is used to create the CRI?

A team of KPMG economists and international development professionals collected and analyzed extensive primary and secondary data to build the CRI. Primary data were extracted from responses to 26 survey questions, gathered from 1,372 country specialists from around the world, who represent a wide range of industries and sectors, including private enterprise, NGOs, academia and trade unions. These findings are combined with a rich secondary dataset made up of more than 125 secondary variables.

The index is structured around three pillars: (1) enterprise capability, (2) government capability and (3) people and civil society capability, all of which signify a country's underlying ability to manage change. The combination of primary and secondary data paints a thorough picture of change readiness in the 136 participating countries. Secondary data sources include, for example, the World Economic Forum, World Bank, Legatum Institute, International Monetary Fund and the United Nations. For full details on weighting, and a complete listing of the pillar sub-indicators, survey questions, select secondary sources and data, go to: kpmg.com/changereadinessmethodology.

Key findings

Shake-up in the top 10

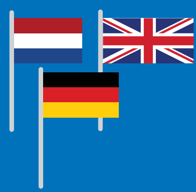


Switzerland

Ranked #1 for the first time in CRI history (2015 CRI ranking: 2nd)

Switzerland (1st) has unseated Singapore (which dropped to 4th)

Sweden rose to 2nd (2015 CRI ranking: 9th)



EU countries strengthen their grip: Germany, the Netherlands and the UK move into the top 10

Characteristics of top 10

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are high-income countries

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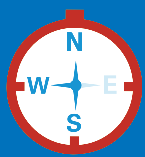
are not considered 'natural resource rich' countries



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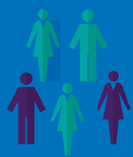
are in the Northern, Southern & Western Europe region



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have populations smaller than 10 million

Highest and lowest performers (by region)

RANK: 1 – 136

Northern, Southern & Western Europe	Switzerland (1st)	Greece (54th)
Middle East & North Africa	United Arab Emirates (3rd)	Syria (135th)
East Asia & Pacific	Singapore (4th)	Papua New Guinea (129th)
North America	United States (12th)	Canada (17th)
Latin America & Caribbean	Chile (24th)	Haiti (123rd)
Eastern Europe & Central Asia	Czech Republic (25th)	Bosnia & Herzegovina (104th)
South Asia	Bhutan (43rd)	Afghanistan (127th)
Sub-Saharan Africa	Rwanda (46th)	Somalia (136th)

Highest and lowest performers (by income group)

RANK: 1 – 136

High-income	Switzerland (1st)	Greece (54th)
Upper middle-income	Costa Rica (33rd)	Angola (124th)
Lower middle-income	Armenia (34th)	Syria (135th)
Low-income	Rwanda (46th)	Somalia (136th)

The top 32 countries are high-income (up from the top 22 in 2015)

Wealth alone is still not enough

Similar to results in the 2015 CRI, the 2017 CRI indicated that countries dependent on natural resources and export incomes faced set-backs

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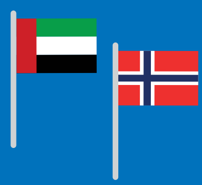
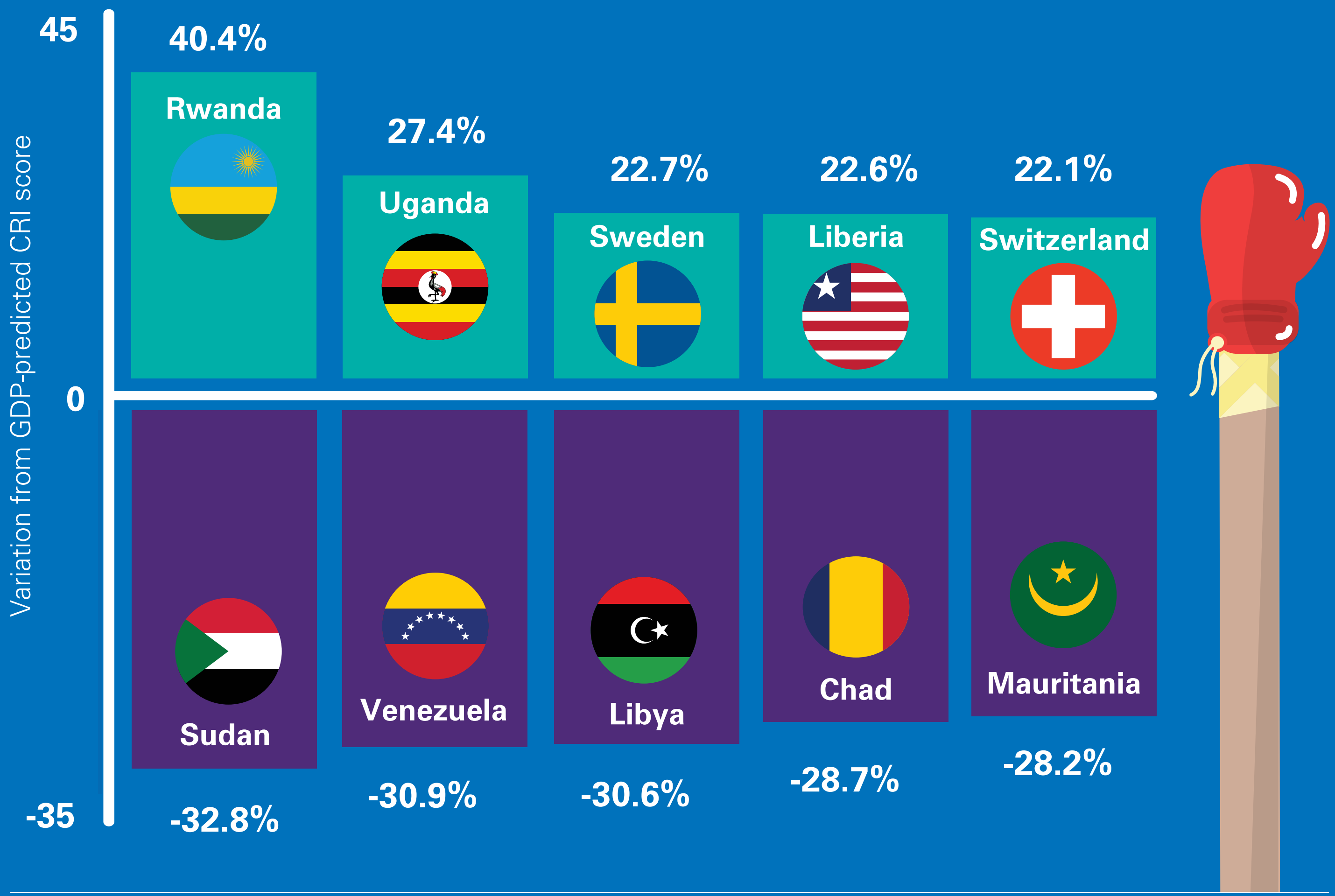
biggest underperformers relative to GDP were oil-rich nations



UAE and **Norway** break the pattern with strong performance in the CRI

Punching above and below their weight



Conflict hinders change readiness but you can bounce back

Most countries in the bottom 10 are either in or have recently emerged from conflict

Rwanda points the way to recovery with impressive progress

Rwanda breaks into top 50 as best performing low-income country

Although high and middle incomes are overwhelmingly a trait of the 50 top performers, Rwanda stands out as an exception, earning 46th place, and outperforming high-income economies such as Greece (54th) and a number of upper middle- and lower middle-income countries.

Rwanda's rise from 69th place in 2015 is a result of continuing strong performance in the government capability pillar (ranking: 21st). Areas of strength include: security, fiscal and budgeting, regulation and enterprise sustainability.

Rwanda's progress is impressive in light of the Rwandan Civil War and genocide in the 1990s, and has been aided by political stability and the pace of economic development in recent decades.

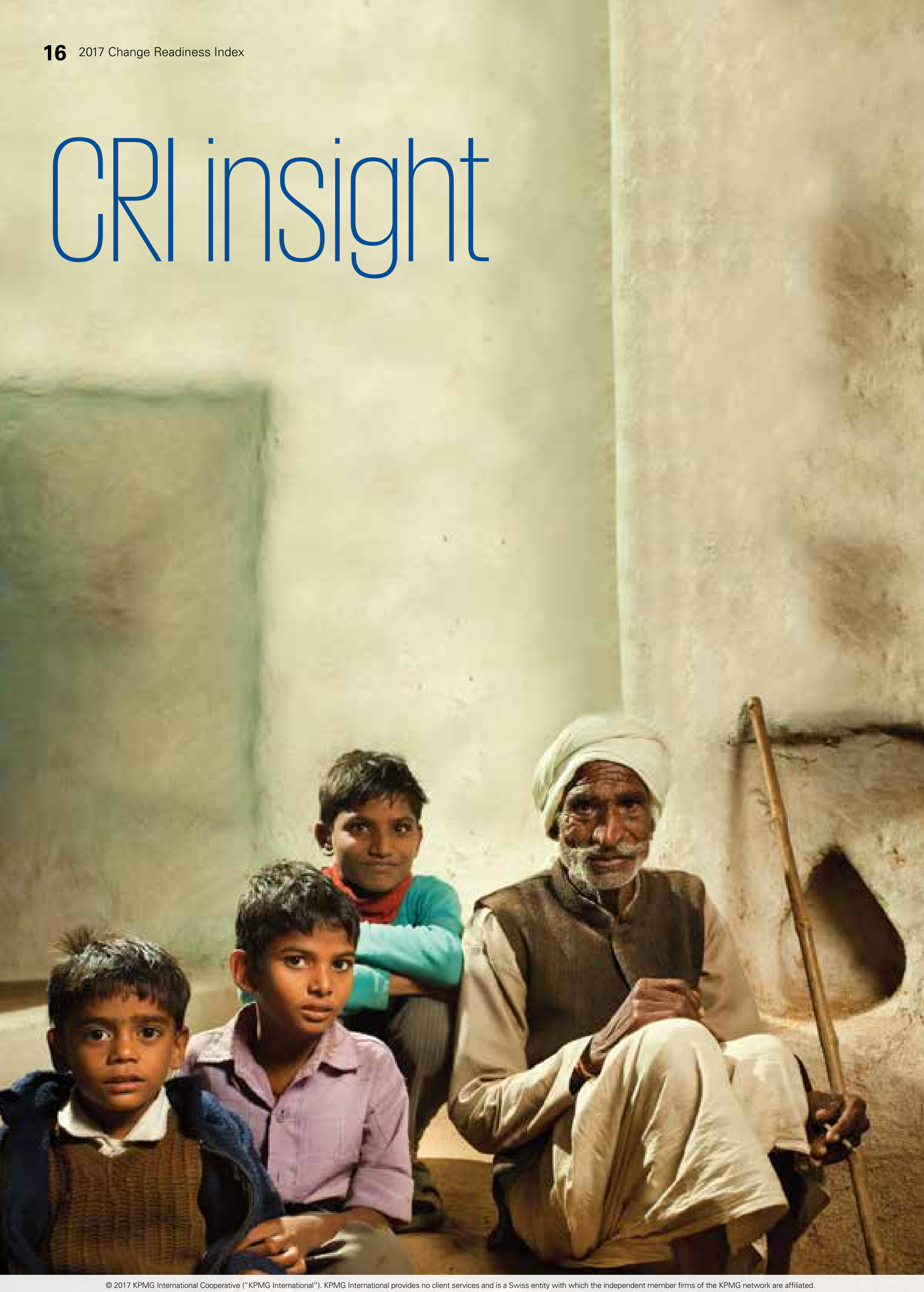
Biggest movers

In a comparison of the 127 countries included in both the 2015 and 2017 CRIs

	Overall ranking	Enterprise capability	Government capability	People & civil society capability
Bhutan	▲ 35 places	▲ 53 places	▲ 29 places	▲ 6 places
Romania	▲ 32 places	▲ 19 places	▲ 35 places	▲ 19 places
Italy	▲ 28 places	▲ 34 places	▲ 30 places	▲ 11 places
Cape Verde	▼ 32 places	▼ 47 places	▼ 23 places	▼ 10 places
El Salvador	▼ 31 places	▼ 24 places	▼ 30 places	▼ 28 places
Cambodia	▼ 30 places	▼ 20 places	▼ 30 places	▼ 22 places

China, the **US, India** and **Indonesia**, all countries with large populations, improved in the 2017 CRI driven by rising enterprise and government capability

CRI insight



Ageing populations: Dividend or time bomb?

Key takeaways

- High levels of change readiness will help the most developed countries, such as Japan, to manage an ageing population.
- Ageing global populations require proactive, change-ready policies in developing and developed countries alike.
- A productivity dividend may be available to some middle- and lower-income countries that enter a transition period as more workers enter the labor force, offering a potential boost to growth. The dividend is not a given, it must be earned by proper change-ready policies. Countries such as India can use the CRI to identify priorities for success.

The challenge of demographic change

The share of the world's population that are children has reached its peak[1] while the proportion of ageing adults continues to rise. This is a defining trend of the 21st century. Lower fertility rates and increased life expectancy underlie this trend, which raises a fundamental question: How will countries manage this demographic transition? Key lessons can be distilled from the unfolding circumstances and policy direction in Japan and India.

Ageing societies cause population dependencies to shift

The process of ageing populations is not restricted to high-income countries. Most of the world's older population lives in developing countries,[2] and a number of middle income countries are also experiencing large demographic shifts, leading to a higher proportion of older citizens and fewer children. This shift has far reaching implications and, if not well managed, hard felt impacts on societies. Eldercare services, employment, pensions, housing, healthcare, infrastructure and government services all need to adapt and respond to the ageing global population.

In 2017, the CRI demographic sub-pillar focuses on the ability of countries to manage the 'demographic transition' challenge.

The demographic transition

Almost every country in the world is ageing.[3] Improvements in global medicine, technology, nutrition and lifestyles have allowed us to live longer. These improvements, alongside access to education and rising incomes, have led to a corresponding decrease in the average number of children per woman. This shift is known as the **demographic transition**.

The dependency ratio

This shift is also apparent in the dependency ratio. The **dependency ratio** is the number of dependents (children and retired people) relative to the working-age population. During the transition, the dependency ratio will first drop, as younger cohorts shrink with falling birth rates, and the working-age population has not yet aged into retirement, before rising more permanently as old age dependents outgrow the working-age population.

Japan and India: Case studies of contrast

At first glance, the 2017 CRI demography sub-pillar rankings for Japan (65th) and India (79th) reveal no major disparities in the demographic landscape between these two countries. Both countries are home to large populations with low international immigration and working-age population ratios that are below the Asian average. However, India and Japan tell two different stories when it comes to ageing populations and their accompanying economic impacts.

India's demographic dividend

India's population is still growing, with a birth rate of 19.7 per 1,000 people versus a death rate of 7.3.[4] As India's birth rate falls further, the percentage

[1] US Census Bureau "An Aging World: 2015".
[2] Two-thirds of the population over 60 lives in developing countries (World Population Ageing 2015: Highlights, United Nations, New York, 2015).
[3] US Census Bureau "An Aging World: 2015".
[4] Data from World Development Indicators for 2015.

> As populations continue to age in both developed and developing countries, planning for adequate integrated healthcare is essential. The CRI can help identify potential gaps and opportunities as countries prepare for the healthcare challenges of the demographic transition.
>
> **Mark Britnell**
> Chair of Global Health Practice
> KPMG International

of children making up the overall population will also decrease.[5] At first, the cohorts of children will enter into the working-age population, but over time as the population ages, the relative share of older people will increase. Until India completes its demographic transition, there is a window of opportunity to take advantage of the potential gains from this swell in working-age population.

To reap these benefits, certain national supports must be put in place. For example, rapid job creation is necessary for economic benefits to result from a drop in the dependency ratio. Several indicators in the CRI show that India is well placed to take advantage of the demographic dividend. It ranks 17th in government strategic planning and horizon scanning — a strong endorsement of the perceived ability for the government to effectively manage upcoming changes. Further, India ranks 24th and 32nd on macroeconomics and regulation, respectively, suggesting that the economy is sufficiently stable to respond to the opportunities presented by the demographic transition.

The CRI also shows other areas where India could focus to enhance the benefits of the demographic dividend. India ranks 116th in gender and 98th in health. Increasing gender parity will provide India with an additional boost to growth as women assimilate into the workforce. Only 27 percent of working- age women are active in the labor force (compared with 79 percent of men). With over 586 million women and girls, removing gender barriers to education and labor market participation will improve India's ability to harness the economic gains of a large working-age population. This should all be within the context of a much wider reform agenda to enhance India's growth potential through measures such as improved infrastructure, international trade reforms and energy sector reforms, for example.

Japan's ageing society

Japan is a contrasting story. Japanese investments in healthcare have helped the country achieve the highest life expectancy in the world, and it ranks 9th in health in the 2017 CRI. Consequently, it now has an average age of almost 47 years — the second oldest average age globally.[6] However, since 2008 Japan's total population has fallen and its dependency ratio is rapidly rising. Today, more than 27 percent of the population is 65 years or older and by 2060 it may reach 40 percent.[7] While India seeks to channel its demographic dividend to propel growth, Japan must work to mitigate the negative impact of its ageing population.

In 1961, Japan introduced universal health insurance coverage, and in 1983, pensioners were covered by

The demographic dividend

According to the United Nations Population Fund, "the economic growth potential that can result from shifts in a population's age structure, mainly when the share of the working-age population is larger than the non-working-age share of the population" is known as the **demographic dividend**. This potential has contributed to the economic success of the East Asian Tigers, China and Ireland over the past 50 years.

[5] Data from World Development Indicators for 2015.
[6] Data from CIA World Factbook 2016.
[7] "Japan has a major population problem: it's falling," World Economic Forum, April 11, 2017. (https://www.weforum.org/agenda/2017/04/why-japans-fertility-problem-could-dramatically-decrease-the-population?utm_content=buffera5af9&utm_medium=social&utm_source=twitter.com&utm_campaign=).

Key data: Japan and India	Japan	India
CRI demographics rank	65	79
Life expectancy (years)	83.7	68.3
Global AgeWatch Index ranking	8	71
Age dependency ratio	0.64	0.52
Health expenditure per capita (current US$) in 2014	3,703	75
Unemployment, total (% of total labour force)	3.1%	3.5%
Labour force participation rate, female (% of female population ages 15+)	49%	27%

a government-sponsored insurance scheme; over 98 percent of retirees receive pensions.[8] These approaches have helped Japan's elderly to be healthy and independent. These factors are all reflected in the country's eighth rank in the Global AgeWatch Index, now included within the CRI. Although Japan's investment in its elderly is tangible, it has come with a hefty price tag. Japan spends US$3,703 per capita on healthcare, 15th highest globally. Japan ranks poorly in the CRI fiscal and budgeting indicator at 108, leaving limited fiscal headroom for further social provision for the old. Supporting an ageing population may have also come at a cost to younger groups: Japan ranks 98th in safety nets, despite its social protections provided to the elderly.

Japan will need dynamic economic growth to support its ageing population. While it ranks 14th overall in the CRI enterprise pillar, more could be done to address this looming economic slowdown and the structural shifts in its workforce. Short of changing immigration policies to attract more foreign workers (only 1 percent of the population was foreign-born in 2000),[9] near-term efforts are needed to create opportunities for productive work for older citizens, improve technology adoption that enhances worker productivity, as well as improved work-life balance for younger workers who are in the child-rearing ages.

Adjusting labor market participation in Japan

One opportunity for Japan to mitigate the negative impacts of supporting an ageing population is to raise labor force participation among the elderly and women. Japan already has one of the highest rates of elderly labor force participation, particularly among men — with 72.2 percent of people aged 55 to 64 and 22 percent of people over the age of 65 are actively participating in the labor force.[10] There is still plenty of room for growth. Japan has revised the law to ensure job security for employees up to the age of 65 and curbed the decline in labor market participation and unemployment of people over the age of 60.

Adapting to demographic change

The 2017 CRI illustrates the interplay between demographic and other economic forces.

Japan and India are at different stages in the demographic transition and face different resulting opportunities and challenges. For India to take advantage of its burgeoning working-age population, far reaching reforms are necessary, including further investment to improve education, empower women and girls and encourage female participation in the labor market. Japan, on the other hand, might seek to diversify its labor market by increasing labor force participation among older citizens and overall labor productivity, along with immigration measures to expand its labor pool in order to lessen the burden of its ageing population.

[8] Global AgeWatch Index 2015.
[9] OECD data from International migration database.
[10] Data from OECD Labour Market Statistics 2015, n.d.

CRI insight

Income inequality and conflict are drivers of global migration

Key takeaways

— Economic migration to countries with high CRI scores (a 'pull factor') is high. The top 20 countries in the CRI all have higher than average levels of inward migration.

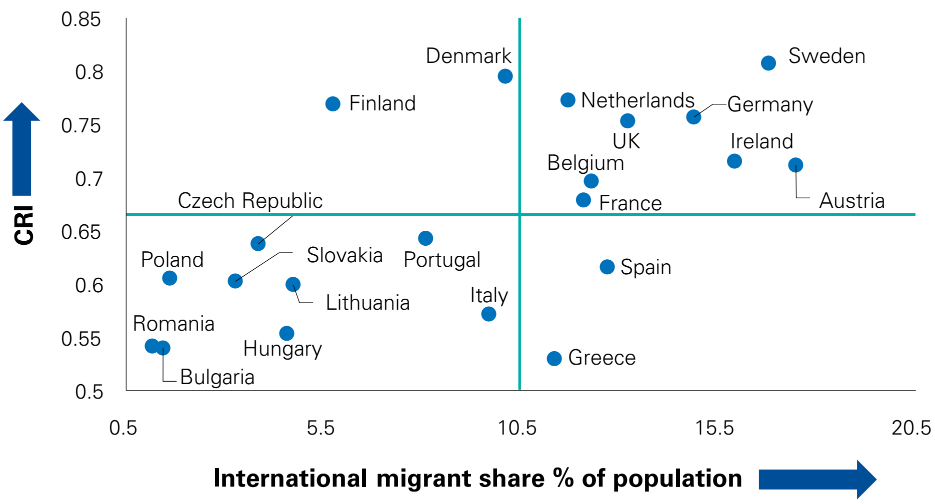
— High-income is no guarantee of readiness to meet the challenges presented by global migration.

— In the case of refugees, where conflict and fragile states are 'push factors,' geography plays a large role. Recipient countries, like Jordan and Lebanon, are close neighbors to crisis countries and are not well-equipped to address the strain of a large influx of refugees.

Few topics are as contentious as migration and the policies, opinions and politics it engenders. While many view it as a major factor in the recent elections in the US and France, and the UK Brexit referendum, its causes and consequences are still poorly understood. There were 244 million people living in countries other than their birth county in 2015. Some migrated to seek better economic and life opportunities by crossing borders legally or illegally, while others simply sought safety for themselves and their families from conflicts in their home countries. These factors have raised migration to a major driver of change on a global scale, both in the receiving and sending country. Today, for example, remittances from workers domiciled overseas are double official development aid.[11]

The CRI provides insights on both the causes and consequences of migration.

Figure 1: Migration and CRI



Source: 2017 Change Readiness Index, KPMG International.

Economic migration and the CRI

Income per capita is a strong predictor of level of migration as high-income countries attract economic migrants and have been generally more willing to accept them. Examples of EU countries with large foreign-born populations and relatively high incomes include the UK (13.2 percent of its population), France (12.1 percent) and Germany (14.8 percent).[12] A significant share of these migrants, however, are workers who move within the EU under its mobility rules, allowing these countries to benefit from both larger markets and a larger pool of workers.

Countries with high scores in the CRI, like Austria, Sweden and Germany (see Figure 1), have the capacity to host and incorporate significant migrant populations. Through the provision of safety nets, education and economic opportunity, these economies can incorporate migrants productively into their economies, providing a net gain to society. But not all high-income countries are equally well placed. Others, like Spain and Greece, have large

[11] 2015 OECD DAC (http://www.oecd.org/dac/stats/beyond-oda.htm).
[12] WORLD BANK International migrant stock (% of population) (2015).

> High income alone is no guarantee of readiness to meet the demands of global migration. Strong infrastructure policy and planning is essential for a country to cope with the challenges and capitalize on the opportunities presented by migration.

James Stewart
Chair of Global Infrastructure Practice, KPMG International

migrant populations (similar in size to the UK and the Netherlands), yet based on their lower ranking in the CRI, appear less able to absorb them and proactively manage the structural changes. Interestingly, a group of other countries, including parts of the former Soviet bloc, have both low inward migration and low CRI, evidencing a potential source of future growth if they build the economic and social base to attract workers to productively grow their economies.

Refugees and flight to safety

Syria fell to the penultimate position in the 2017 CRI, reflecting the civil strife and ongoing conflict besetting that country. A symptom of this decline has been a sharp rise in emigration, which increased five-fold from 2010 to 2015 and is likely even higher now.[13]

The spillover effects of this movement of people is highly regional as geography, culture, language and mobility places many refugees in nearby countries. To date, the largest concentrations are in Turkey (ranked 62 in the CRI), Jordan (38) and Lebanon (92). In these two latter countries, the combined number of migrants from all countries stands out: Jordan, with a migrant share of 40 percent with a significant Palestinian population, and Lebanon, with a share of 34 percent (where the largest groups are Syrians, Palestinians and Iraqis). Unlike the high-income countries with strong CRI rankings, these countries have less capacity to accommodate this influx and need to design targeted policies to meet the challenge.

Similarly, Chad, ranked 134th in the CRI, has the fourth highest share of refugees in its population. The combination of a large refugee population and a low CRI is evidence of potential strains on a country's institutions. The fact that refugees often are not gainfully employed, lack work documents (sometimes even lack identity papers) and have few assets means that it is especially difficult for them to rapidly contribute to their new societies. Further, they need access to basic items, such as housing, food, water and sanitation, and their families need education and social services. Postponing investments in the provision of these goods and services has both a moral dimension as well as long-term consequence on the economic potential of the countries where they reside and their ability to reintegrate as productive citizens if, and when, they return home. Meeting these needs requires government, civil society and business collaboration.

Seeing the big picture

Migration, and particularly economic migration, is a fact-of-life. It is also a central element in the history and development of many countries (and economies) that were populated by generations of immigrants and have also witnessed large internal movements from the countryside to urban centers. Today, migration can expand the working-age demographic — a boon for countries with ageing populations and slower population growth — but it can also put a burden on social services, lead to social tensions and strain the political will to assimilate migrants. In many countries, like those in Africa, with younger populations, internal migration to cities will continue for generations to come. The CRI points to the capabilities needed to address these large-scale migrations so that societies can productively reap the benefits as they meet the growing demands made on government, civil society and business.

[13] http://www.un.org/en/development/desa/population/migration/data/estimates2/estimates15.shtml.

Conclusion

We are in a period of significant change. Whether driven by technology, climate change, demographics, protectionism or citizens demands and expectations, all countries are facing their own challenges. The results of KPMG's 2017 CRI provide many insights into the current state of readiness of countries to face these challenges and attendant opportunities.

We have highlighted a number of key themes that certainly deserve greater reflection, especially in the context of recent world events, including inward-looking political movements, continued slow economic growth and mounting cross-border tensions. Many 'most improved' countries overcame sizable adversity and their performance can be traced back to very resolute, concentrated work by policy-makers to deliver economic, social and political reform — all supported by quality data to inform evidence-based decision-making. Over an extended period of time, countries improve their chances of grasping opportunities and overcoming shocks when they are more open to markets and migration; innovate; develop forward looking strategies; and support inclusive growth, coupled with a dynamic private sector with a well-trained and flexible workforce.

The 2017 CRI highlights the risks of over-reliance solely on enterprise capabilities and anti-migration policies, since inevitable market cycles or demographic trends can stall a country's advancement. A more balanced approach, with more equal focus on both wealth creation and the expansion of political and social inclusion could produce more stable, long-term adaptability to change.

The importance of a broad-based approach to change readiness is magnified by the global trends of ageing populations and increased migration. These, and other trends, will challenge many countries to improve their policies and institutions to address changes that are more systemic and less temporary. In addition, policies to address sustainability and enhance adaptation to environmental shocks and long-term change are essential, and the CRI has been expanded this year to incorporate this topic, both from an environmental and an enterprise sustainability perspective.

High-quality data has never been more important. Governments implementing the SDGs while navigating fiscal constraints and increasing citizens' demands, must carefully assess their strengths and weaknesses and make the most of targeted initiatives that address the gaps in their change readiness — this will allow them to adapt for the future. Similarly, development agencies and NGOs need to prioritize and concentrate resources across countries. Finally, the private sector is an important player, both domestically and internationally, and there are key opportunities to harness private initiative and innovation to improve countries' readiness to face the markets of the future and the challenges ahead.

The CRI can help these actors think differently and use data innovatively by highlighting where governments are ready partners for change, and where there are limiting factors to effective alliances and cooperation; where the need for change is greatest, but risks impede achieving better outcomes; where leaders perform best across government, enterprise and civil societies, and where lessons must still be drawn from their experience.

Using the CRI

The CRI can be practically used in a variety of ways. KPMG can help you delve deeper into the index, leveraging its wealth of underlying data, to help achieve your specific organizational objectives.

As a government agency competing for investment, how does your country compare to other markets in your region and beyond?

Using the CRI can help:

- identify key characteristics of countries as benchmarks to help improve performance and resilience
- pinpoint national strengths and weaknesses in the three main pillars of enterprise, government, people and civil society, as well as track relevant trends over time
- identify business critical issues such as technology adoption, macroeconomic framework, rule of law and business environment that may impact a country's ability to attract investment.

Regional comparisons identify which sub-Saharan countries outperform their income group (CRI ranking, $ per capita GDP)

	< $2,000	$2,001-$3,000	$3,001-$4,000	$4,001 >
Performing above income group	Zimbabwe (98)	Rwanda (46)	Kenya (67)	Ghana (58)
	Sierra Leone (102)	Uganda (66)	Zambia (77)	
	Gambia (105)	Senegal (89)	Côte d'Ivoire (83)	
			Tanzania (94)	
Performing below income group	Mozambique (116)	Ethiopia (110)	Cameroon (107)	Nigeria (120)
	Malawi (118)	Mali (113)		Mauritania (131)
	Burkina Faso (121)	Benin (114)		Sudan (133)
	Madagascar (122)	Chad (134)		
	Guinea (128)			
	South Sudan (132)			

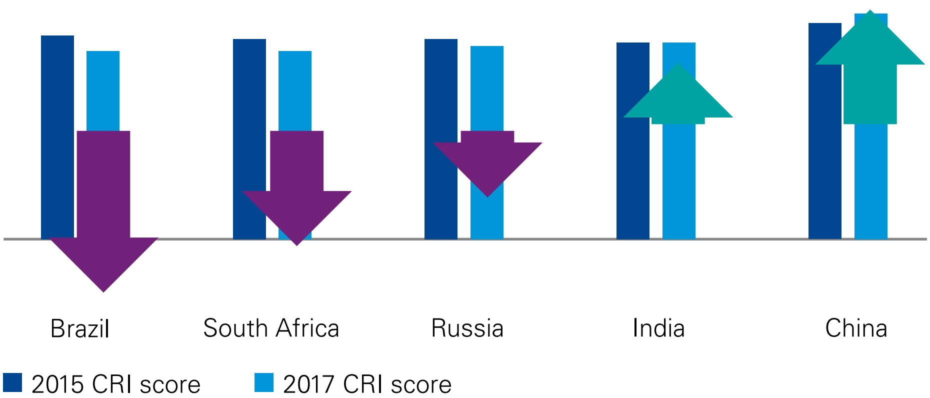
Source: 2017 Change Readiness Index, KPMG International.

As a business enterprise or private investor, which countries are more change-ready and have the right conditions for foreign investment and scaling up business?

Using the CRI can help:

- identify potential areas of opportunity and recognize risks across your portfolio of investments with data from 137 countries
- guide entrepreneurs and investors who are looking for countries that are resilient and may benefit from green business and technology solutions
- scope human capital and government capabilities that could potentially shape your business and its partnerships in local markets
- identify countries in which you operate where risk is increasing and plan mitigation strategies.

BRICS: changes since 2015



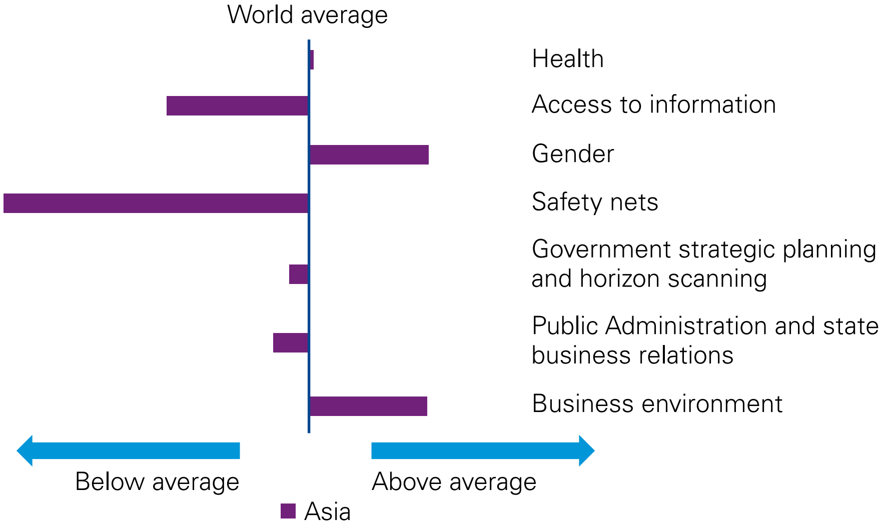
Source: 2017 Change Readiness Index, KPMG International.

As an NGO or foundation, how do I prioritize my resources across countries?

Using the CRI can help:

- inform your global strategy and help prioritize development interventions across geographies
- rank 'top' and 'bottom' performers to help identify the potential for success and the major challenges you will face in the field
- sharpen the focus on key drivers in each particular country
- map the main agents of change and their capabilities to support your local network and partners
- strengthen your decisions about what delivery mechanisms, partnerships and technical solutions are more likely to succeed in a given country or region
- use the CRI online tool to analyze development assistance and official development aid coming into your priority countries.

Asia compared to global performance

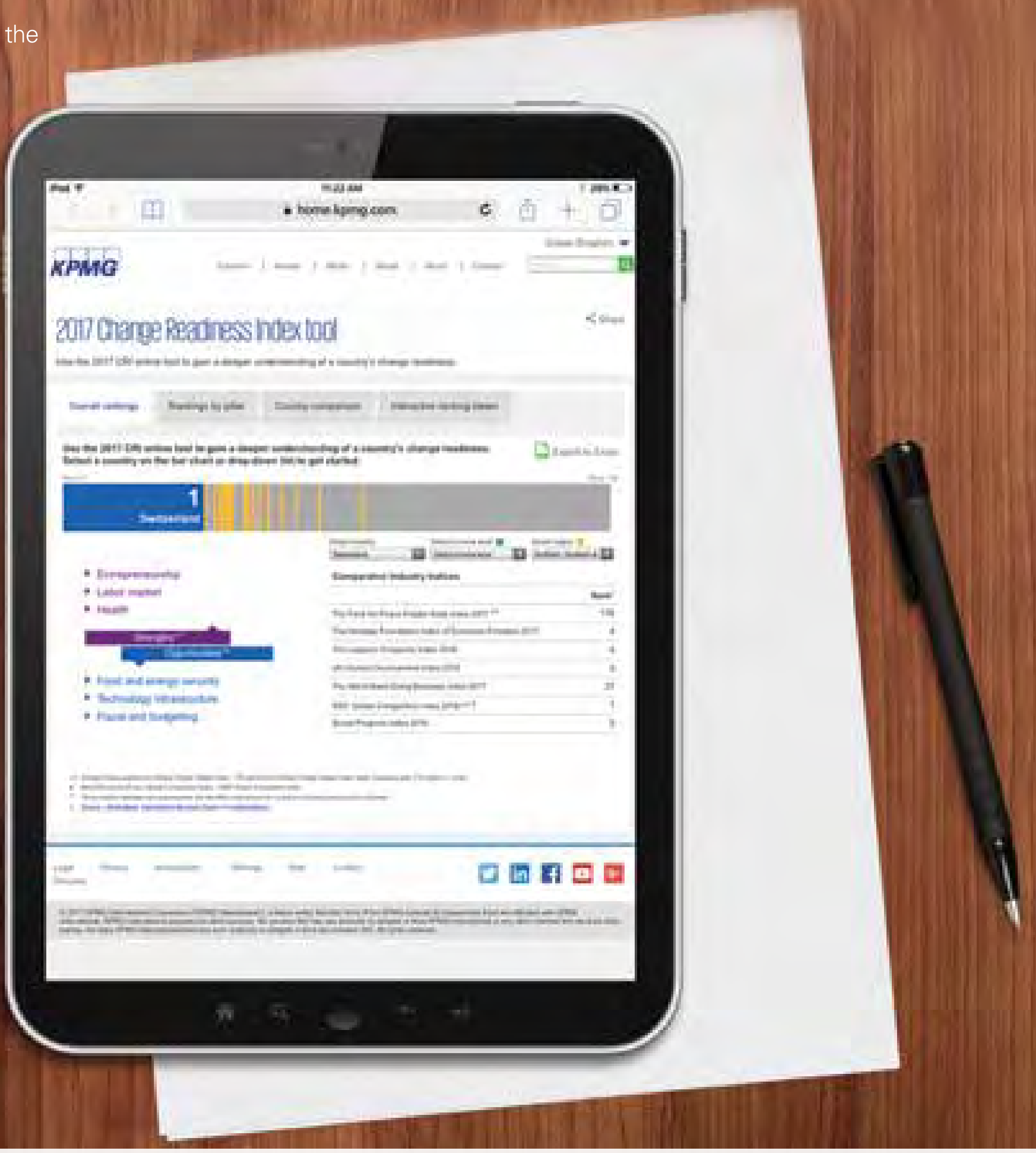


Source: 2017 Change Readiness Index, KPMG International.

About the online tool

To learn more about the CRI and delve deeper into the data, visit kpmg.com/changereadiness where you can:

- use an interactive comparison tool to contrast different countries, regions and income groups
- view in-depth profiles for each of the 136 countries in the 2017 CRI
- compare CRI scores across years for different regions and income groups
- learn how the scores are compiled
- create tailored CRI reports that you can export in a variety of formats; and much more.



1 Appendix

Measuring change readiness

The CRI measures a country's change readiness against the following three main categories ('pillars').

1. **Enterprise capability:** the ability of private and state-owned organizations to manage change and grow within a dynamic economic environment.
2. **Government capability:** the ability of governmental and public regulatory institutions to manage and influence change.
3. **People and civil society capability:** the ability of individual citizens and wider society to cope with change and respond to opportunities. Each pillar contains subindices based upon secondary data and primary survey responses.

For further details about the measures, primary survey questions and secondary data and sources, go to kpmg.com/changereadiness.

Pillar 1

Enterprise capability

The total score is a combination of the scores for the following subindices.

1.1 Labor markets: a flexible labor market enables enterprises to respond to new opportunities and increases productivity. Flexibility is impacted by hiring and firing practices, labor-employer relations, organized labor power and performance-related rewards.

1.2 Economic diversification: economically diverse countries have broader sources of income, respond faster to changing global demand and cope better with sector-specific shocks or structural changes. Diversification also brings new industries and technologies.

1.3 Economic openness: an open economy has higher imports and exports, limited trade barriers, lower export costs and significant foreign ownership of enterprises. Increased competition stimulates the domestic market, leading to innovation and new industries.

1.4 Innovation, research and development (R&D): innovation helps economies better utilize resources, develop new products and services and build strong industries. Indicators include researchers per capita, R&D spend share of GDP and university-industry R&D collaboration.

1.5 Business environment: a strong business environment encourages investment in new ventures and enhances enterprises' ability to respond to changing market conditions. Indicators include ease of starting a business, degree of government regulation, property and contract laws, taxation, investor protection and anti-monopoly policy.

1.6 Financial sector: a sound financial infrastructure enables stable, efficient funding to enterprises and entrepreneurs, helping them exploit opportunities and manage cash flow shortfalls. Measures include availability of financial services and venture capital and domestic bank credit share of GDP.

1.7 Transport and utilities infrastructure: good infrastructure enhances internal and external trade, lowers production costs and speeds up response to natural disasters. Key elements are roads, air, rail, ports, power and broadband coverage.

1.8 Enterprise sustainability: climate change and environmental degradation requires the active engagement by the private sector, who can, to a greater or lesser extent, play an active role in rising to the challenge of national preparedness and response.

1.9 Informal sector: this applies only to developing countries, and measures how quickly and effectively the informal sector is incorporated into the formal economy. Formal enterprises have greater change readiness due to better access to finance, technology and global markets.

1.10 Technology infrastructure: a strong technology infrastructure enhances national competitiveness by giving businesses the tools to innovate, increase productivity and improve efficiency.

Pillar 2
Government capability

The total score is a combination of the scores for the following subindices.

2.1 Macroeconomic framework: strong macroeconomic management provides a stable and more certain environment, minimizing risks of currency fluctuations and inflation. Countries with sound macroeconomic records have better credit ratings, creating favorable conditions to fund investments.

2.2 Public administration and state business relations: an effective government bureaucracy manages change better and supports business with enterprise-friendly policies, with minimal political interference and corruption.

2.3 Regulation: a positive regulatory policy enables regulations to be in the public interest and supports economic development by positively shaping the relationship between government, enterprise and citizens, with good governance.

2.4 Fiscal and budgeting: good fiscal and budget management stimulates effective government spending and macroeconomic stability, enabling countries to stabilize after a global economic downturn, commodity price fall or a natural disaster. Indicators include government average budget balance and debt stock share of GDP.

2.5 Rule of law: countries with stronger legal systems and rules of law are more attractive to investors, with greater protection for enterprises and citizens and more accountable governments. One key measure is the business cost of crime and terrorism.

2.6 Government strategic planning and horizon scanning: this factor reflects how government identifies and reacts to change readiness opportunities and threats, including exercises such as horizon scanning.

2.7 Environment and sustainability: the way in which government monitors, manages and responds to environmental risks and opportunities will impact enterprises and citizens.

2.8 Food and energy security: without clear policies in place, countries will be unable to respond to shocks or manage change.

2.9 Land rights: access and rights to land impact the ability of entrepreneurs and enterprises to conduct their businesses, provide gender and generational-transfer stability and can influence foreign investors' choice of location.

2.10 Security: by protecting infrastructure, enterprises and citizens from crime and terrorism, countries can create an environment conducive for economic development and talent retention and better attract domestic and foreign investment.

Pillar 3
People and civil society capability

The total score is a combination of the scores for the following subindices.

3.1 Human capital: an educated, skilled workforce helps countries adapt to change and compete globally. Measures include adult literacy, university enrollment rates, quality of institutions and workforce training.

3.2 Entrepreneurship: entrepreneurial attitudes, capabilities and support mechanisms (such as policy incentives) have a big influence on countries' ability to respond to opportunities and shocks.

3.3 Civil society: domestic institutions that build social cohesion and fill gaps in public services help countries manage shocks and change. NGOs and professional associations promote sustained growth. Indicators include political stability and freedom of expression.

3.4 Safety nets: government social safety nets, official development assistance and foreign worker remittances aid cohesion and economic growth and help countries respond to shocks.

3.5 Technology use: the ability to adopt new technologies, including social media, can bring competitive advantage. Measures include internet access in schools, creative use of technology and mobile usage in day-to-day activities.

3.6 Gender: countries grow more slowly when women are undereducated and do not participate fully in the paid labor force. Labor participation, laws and customs determine gender equality.

3.7 Inclusiveness of growth: inequality slows growth and impairs countries' ability to change. Indicators include the Gini coefficient, which represents the income distribution of a nation's residents, and the Fragile States Index for uneven economic development.

3.8 Demographics: countries with large, educated, fast-growing working-age populations have the workforces to adapt to new industries and generate wealth to support the young, old and infirm.

3.9 Access to information: information and communications increase accountability, raise awareness of issues and enable speedy responses to natural disasters and economic shocks. Indicators of access include press freedom and government online services.

3.10 Health: better health incentivizes governments to invest in education, encourages individuals to save and produces a more productive workforce. Key measures include access to water and improved sanitation, as well as resources allocated to health.

2 Appendix

Methodology

Country selection

The CRI now covers 136 countries divided into four income levels. Countries included in this index were selected based on our ability to obtain sufficient or comparable primary and secondary data; a factor that has enabled additional low-income countries to feature in this CRI.

Scoring methodology

The 2017 CRI is structured around three pillars (enterprise capability, government capability and people and civil society capability), with subindices for each pillar, and primary survey question responses and secondary data variables feeding each subindex score. The composite/overall change readiness score is calculated by weighting standardized pillar scores, which are derived from weighted standardized subindex scores. Subindex scores are derived from standardized primary survey question responses and secondary data, with equal weighting given per variable, whether it is a primary survey question or secondary data indicator. In addition to the secondary data, between December 2016 and February 2017, Oxford Economics conducted a survey of 1,372 country specialists, with 26 survey questions, with a minimum of 10 specialists per country.

Secondary data sources

More than 125 secondary data variables were used to calculate the 2017 CRI. A list of selected secondary data sources is below (Table 7).

Table 7: Selected secondary data sources

Cornell University	Legatum Institute
Economist Intelligence Unit	New York University
Fraser Institute	Property Rights Alliance
Fund For Peace	Reporters Without Borders
Heritage Foundation	United Nations Conference on Trade and Development
Help Age International	United Nations Development Programme
International Energy Agency	United Nations Educational, Scientific and Cultural Organization
International Labour Organization	World Bank
International Monetary Fund	World Economic Forum
Inter-Parliamentary Union	Yale University

A detailed listing of the CRI survey questions, secondary sources and data used to develop these indices can be found online at kpmg.com/changereadiness.

3 Appendix

Additional rankings tables

2017 Change Readiness Index scores and 2015 Change Readiness Index scores

Overall 2017 CRI rank	Country	Overall CRI score 2017	Overall CRI score 2015	Enterprise capability score 2017	Enterprise capability score 2015	Government capability score 2017	Government capability score 2015	People & civil society capability 2017	People & civil society capability 2015
1	Switzerland	0.820 ↑	0.818	0.804 ↓	0.843	0.820 ↑	0.805	0.837 ↑	0.806
2	Sweden	0.807 ↑	0.768	0.773 ↑	0.740	0.829 ↑	0.769	0.819 ↑	0.795
3	United Arab Emirates	0.801 ↑	0.787	0.824 ↑	0.818	0.837 —	0.837	0.740 ↑	0.706
4	Singapore	0.800 ↓	0.838	0.803 ↓	0.904	0.841 ↓	0.854	0.757 —	0.757
5	Denmark	0.795 ↑	0.769	0.791 ↑	0.767	0.770 ↑	0.748	0.824 ↑	0.793
6	New Zealand	0.774 ↑	0.771	0.764 ↓	0.765	0.781 ↑	0.778	0.77 ↑	0.769
7	Netherlands	0.772 ↑	0.755	0.753 ↑	0.740	0.750 ↑	0.739	0.814 ↑	0.788
8	Finland	0.769 ↑	0.768	0.714 ↓	0.755	0.799 ↑	0.779	0.793 ↑	0.769
9	Germany	0.757 ↑	0.744	0.721 ↓	0.747	0.755 ↑	0.749	0.794 ↑	0.736
10	United Kingdom	0.753 ↑	0.732	0.754 ↓	0.762	0.714 ↑	0.687	0.791 ↑	0.748
11	Norway	0.752 ↓	0.794	0.665 ↓	0.723	0.785 ↓	0.834	0.805 ↓	0.825
12	United States	0.722 ↑	0.687	0.746 ↑	0.729	0.657 ↑	0.610	0.764 ↑	0.723
13	Hong Kong	0.720 ↓	0.804	0.746 ↓	0.860	0.739 ↓	0.792	0.676 ↓	0.760
14	Australia	0.718 ↓	0.720	0.669 ↓	0.673	0.710 ↓	0.720	0.776 ↑	0.768
15	Ireland*	0.715 —	—	0.648 —	—	0.718 —	—	0.779 —	—
16	Austria	0.711 ↓	0.716	0.688 ↓	0.702	0.704 ↓	0.725	0.742 ↑	0.720
17	Canada	0.707 ↓	0.730	0.664 ↓	0.703	0.694 ↓	0.722	0.763 ↓	0.765
18	Belgium	0.696 ↓	0.702	0.648 ↓	0.704	0.665 ↓	0.671	0.776 ↑	0.731
19	Qatar	0.687 ↓	0.771	0.641 ↓	0.794	0.746 ↓	0.834	0.673 ↓	0.685
20	France	0.678 ↑	0.623	0.695 ↑	0.623	0.638 ↑	0.565	0.702 ↑	0.680
21	Japan	0.663 ↓	0.725	0.692 ↓	0.759	0.661 ↓	0.710	0.635 ↓	0.706
22	Israel	0.647 ↓	0.682	0.666 ↓	0.728	0.621 ↑	0.602	0.655 ↓	0.717
23	Portugal	0.643 ↑	0.621	0.625 ↓	0.640	0.625 ↑	0.573	0.677 ↑	0.650
24	Chile	0.640 ↓	0.688	0.661 ↓	0.689	0.629 ↓	0.723	0.631 ↓	0.651
25	Czech Republic	0.637 ↑	0.620	0.628 ↓	0.649	0.640 ↑	0.599	0.644 ↑	0.612
26	Saudi Arabia	0.630 ↓	0.682	0.664 ↓	0.707	0.660 ↓	0.741	0.566 ↓	0.599
27	Spain	0.616 ↑	0.603	0.604 ↑	0.597	0.584 ↑	0.550	0.660 ↓	0.662
28	Poland	0.605 ↓	0.609	0.614 ↑	0.594	0.583 ↓	0.613	0.619 ↓	0.621
29	Uruguay	0.603 ↑	0.570	0.594 ↑	0.521	0.620 ↑	0.574	0.596 ↓	0.615
30	Slovakia	0.603 ↓	0.614	0.603 ↓	0.616	0.579 ↓	0.603	0.625 ↑	0.624
31	South Korea	0.602 ↓	0.649	0.623 ↓	0.661	0.600 ↓	0.610	0.582 ↓	0.676
32	Lithuania	0.599 ↑	0.598	0.590 ↓	0.592	0.590 ↑	0.567	0.618 ↓	0.635
33	Costa Rica	0.594 ↑	0.590	0.574 ↑	0.540	0.578 ↓	0.605	0.630 ↑	0.627
34	Armenia*	0.592 —	—	0.614 —	—	0.590 —	—	0.572 —	—
35	Taiwan	0.586 ↓	0.657	0.544 ↓	0.694	0.629 ↓	0.642	0.587 ↓	0.635
36	China	0.582 ↑	0.560	0.621 ↑	0.600	0.594 ↑	0.561	0.530 ↑	0.519
37	Malaysia	0.575 ↓	0.653	0.614 ↓	0.743	0.558 ↓	0.612	0.554 ↓	0.605
38	Jordan	0.574 ↓	0.593	0.626 ↑	0.612	0.555 ↓	0.594	0.542 ↓	0.572

* Countries that are new to the 2017 CRI

Overall 2017 CRI rank	Country	Overall CRI score 2017	Overall CRI score 2015	Enterprise capability score 2017	Enterprise capability score 2015	Government capability score 2017	Government capability score 2015	People & civil society capability 2017	People & civil society capability 2015
39	Indonesia	0.572 ↑	0.564	0.616 ↑	0.602	0.572 ↑	0.538	0.529 ↓	0.550
40	Italy	0.571 ↑	0.511	0.565 ↑	0.507	0.520 ↑	0.440	0.629 ↑	0.586
41	Panama	0.563 ↑	0.561	0.591 ↓	0.602	0.556 ↑	0.516	0.543 ↓	0.567
42	Kazakhstan	0.562 ↓	0.611	0.559 ↓	0.592	0.560 ↓	0.642	0.567 ↓	0.600
43	Bhutan	0.562 ↑	0.485	0.576 ↑	0.454	0.662 ↑	0.553	0.447 —	0.447
44	Hungary	0.553 ↓	0.615	0.542 ↓	0.639	0.542 ↓	0.585	0.576 ↓	0.621
45	Philippines	0.553 ↓	0.609	0.582 ↓	0.627	0.536 ↓	0.613	0.541 ↓	0.585
46	Rwanda	0.551 ↑	0.504	0.563 ↑	0.487	0.661 ↑	0.586	0.429 ↓	0.440
47	Peru	0.549 ↓	0.567	0.605 —	0.605	0.510 ↓	0.553	0.533 ↓	0.542
48	Fiji	0.544 ↑	0.540	0.555 ↓	0.599	0.526 ↑	0.510	0.551 ↑	0.511
49	Romania	0.542 ↑	0.480	0.536 ↑	0.491	0.536 ↑	0.443	0.553 ↑	0.506
50	Bulgaria	0.540 ↓	0.552	0.539 ↓	0.601	0.514 ↓	0.526	0.565 ↑	0.530
51	Serbia	0.539 ↓	0.551	0.514 ↓	0.550	0.496 ↓	0.543	0.606 ↑	0.559
52	Botswana	0.532 ↑	0.531	0.516 ↓	0.539	0.582 ↓	0.584	0.497 ↑	0.470
53	Macedonia	0.530 ↓	0.549	0.527 ↓	0.567	0.542 ↓	0.548	0.520 ↓	0.530
54	Greece	0.530 ↓	0.533	0.516 ↑	0.510	0.483 ↓	0.502	0.590 ↑	0.587
55	Tunisia	0.528 ↑	0.514	0.535 ↑	0.511	0.533 ↑	0.502	0.514 ↓	0.528
56	Georgia	0.524 ↑	0.486	0.550 ↑	0.475	0.539 ↑	0.512	0.484 ↑	0.470
57	Morocco	0.524 ↓	0.532	0.580 ↓	0.593	0.562 ↑	0.535	0.429 ↓	0.467
58	Ghana	0.521 ↑	0.509	0.535 ↑	0.513	0.560 ↑	0.522	0.470 ↓	0.493
59	Namibia	0.519 ↓	0.536	0.553 ↓	0.576	0.538 ↓	0.567	0.465 ↓	0.467
60	Moldova*	0.518 —	—	0.528 —	—	0.491 —	—	0.536 —	—
61	Kyrgyzstan	0.518 ↑	0.499	0.553 ↑	0.526	0.484 ↑	0.459	0.517 ↑	0.511
62	Turkey	0.517 ↓	0.573	0.532 ↓	0.624	0.507 ↓	0.562	0.511 ↓	0.533
63	Thailand	0.512 ↓	0.603	0.542 ↓	0.672	0.479 ↓	0.578	0.516 ↓	0.560
64	India	0.511 ↑	0.510	0.548 ↓	0.568	0.537 ↑	0.508	0.447 ↓	0.455
65	Colombia	0.510 ↓	0.559	0.529 ↓	0.586	0.502 ↓	0.546	0.499 ↓	0.544
66	Uganda	0.507 ↑	0.491	0.563 ↑	0.516	0.511 ↑	0.492	0.448 ↓	0.466
67	Kenya	0.507 ↓	0.511	0.560 ↓	0.589	0.468 ↑	0.444	0.494 ↓	0.500
68	Azerbaijan	0.507 ↓	0.531	0.506 ↓	0.522	0.541 ↓	0.590	0.475 ↓	0.481
69	Paraguay	0.507 ↑	0.457	0.511 ↑	0.458	0.523 ↑	0.462	0.487 ↑	0.449
70	Sri Lanka	0.505 ↓	0.517	0.554 ↓	0.565	0.471 ↓	0.509	0.490 ↑	0.479
71	Mexico	0.505 ↓	0.565	0.496 ↓	0.554	0.488 ↓	0.580	0.531 ↓	0.560
72	Russia	0.503 ↓	0.516	0.492 ↓	0.548	0.503 ↑	0.475	0.513 ↓	0.523
73	Jamaica	0.502 ↑	0.472	0.522 ↑	0.513	0.448 ↑	0.403	0.537 ↑	0.499
74	Dominican Republic	0.497 ↓	0.501	0.528 ↓	0.536	0.481 ↑	0.461	0.480 ↓	0.503
75	Guyana*	0.496 —	—	0.494 —	—	0.496 —	—	0.498 —	—
76	Argentina	0.494 ↑	0.452	0.508 ↑	0.424	0.416 ↑	0.399	0.559 ↑	0.531
77	Zambia	0.490 ↓	0.498	0.543 ↑	0.498	0.512 ↓	0.532	0.415 ↓	0.463
78	Tajikistan*	0.490 —	—	0.508 —	—	0.507 —	—	0.455 —	—
79	Brazil	0.487 ↓	0.525	0.497 ↓	0.536	0.451 ↓	0.532	0.512 ↑	0.506
80	South Africa	0.486 ↓	0.518	0.479 ↓	0.536	0.494 ↓	0.539	0.485 ↑	0.478
81	Vietnam	0.486 ↑	0.429	0.520 ↑	0.465	0.469 ↑	0.394	0.469 ↑	0.427
82	Tonga	0.485 ↓	0.500	0.423 ↓	0.480	0.458 ↓	0.498	0.575 ↑	0.522
83	Côte d'Ivoire	0.484 ↑	0.452	0.551 ↑	0.510	0.524 ↑	0.456	0.377 ↓	0.391
84	Ecuador	0.478 ↓	0.519	0.454 ↓	0.528	0.487 ↓	0.511	0.491 ↓	0.517
85	Cambodia	0.477 ↓	0.548	0.544 ↓	0.612	0.467 ↓	0.548	0.421 ↓	0.485
86	Mongolia	0.475 ↓	0.485	0.403 ↑	0.386	0.500 ↓	0.527	0.522 ↓	0.541
87	Honduras	0.471 ↑	0.444	0.532 ↑	0.477	0.444 ↑	0.408	0.438 ↓	0.449

* Countries that are new to the 2017 CRI

Overall 2017 CRI rank	Country	Overall CRI score 2017	Overall CRI score 2015	Enterprise capability score 2017	Enterprise capability score 2015	Government capability score 2017	Government capability score 2015	People & civil society capability 2017	People & civil society capability 2015
88	Cape Verde	0.470 ↓	0.541	0.416 ↓	0.531	0.503 ↓	0.569	0.490 ↓	0.523
89	Senegal	0.466 ↓	0.473	0.480 ↑	0.467	0.492 ↑	0.461	0.426 ↓	0.492
90	Iran*	0.466 —	—	0.447 —	—	0.475 —	—	0.475 —	—
91	Lesotho*	0.464 —	—	0.432 —	—	0.545 —	—	0.416 —	—
92	Lebanon*	0.463 —	—	0.520 —	—	0.387 —	—	0.484 —	—
93	El Salvador	0.459 ↓	0.536	0.511 ↓	0.574	0.401 ↓	0.500	0.465 ↓	0.535
94	Tanzania	0.456 ↓	0.482	0.438 ↓	0.461	0.495 ↓	0.515	0.434 ↓	0.471
95	Ukraine	0.450 ↑	0.422	0.487 ↑	0.442	0.352 ↑	0.345	0.510 ↑	0.480
96	Nicaragua	0.449 ↑	0.426	0.474 ↑	0.434	0.454 ↑	0.415	0.418 ↓	0.431
97	Bangladesh	0.448 ↓	0.453	0.495 ↑	0.487	0.423 ↓	0.438	0.426 ↓	0.434
98	Zimbabwe	0.448 ↑	0.389	0.490 ↑	0.372	0.454 ↑	0.421	0.399 ↑	0.376
99	Nepal	0.442 ↑	0.393	0.411 ↑	0.353	0.446 ↑	0.374	0.469 ↑	0.451
100	Egypt	0.437 ↓	0.469	0.509 ↓	0.510	0.424 ↓	0.434	0.377 ↓	0.463
101	Guatemala	0.436 ↓	0.449	0.460 ↓	0.487	0.410 ↓	0.427	0.438 ↑	0.432
102	Sierra Leone	0.425 ↑	0.416	0.461 ↑	0.458	0.440 ↑	0.419	0.374 ↑	0.371
103	Algeria	0.425 ↓	0.455	0.412 ↓	0.444	0.472 ↓	0.506	0.390 ↓	0.415
104	Bosnia & Herzegovina	0.414 ↓	0.427	0.423 ↓	0.434	0.370 ↓	0.397	0.448 ↓	0.451
105	Gambia	0.413 ↑	0.377	0.459 ↑	0.354	0.442 ↑	0.419	0.339 ↓	0.358
106	Myanmar	0.413 ↓	0.429	0.451 ↓	0.482	0.397 ↓	0.408	0.392 ↓	0.398
107	Cameroon	0.408 ↓	0.435	0.447 ↓	0.448	0.418 ↓	0.476	0.359 ↓	0.383
108	Timor-Leste	0.407 ↑	0.372	0.438 ↑	0.331	0.424 ↑	0.354	0.359 ↓	0.431
109	Bolivia	0.406 ↑	0.389	0.370 ↑	0.347	0.425 ↑	0.400	0.424 ↓	0.421
110	Ethiopia	0.406 ↓	0.432	0.453 ↑	0.427	0.441 ↓	0.490	0.324 ↓	0.381
111	Lao PDR	0.406 ↑	0.368	0.438 ↑	0.380	0.411 ↑	0.367	0.368 ↑	0.355
112	Liberia*	0.402 —	—	0.393 —	—	0.429 —	—	0.383 —	—
113	Mali	0.394 ↑	0.389	0.429 ↑	0.397	0.420 ↑	0.378	0.333 ↓	0.392
114	Benin	0.394 ↓	0.435	0.426 ↓	0.468	0.435 ↓	0.444	0.320 ↓	0.394
115	Pakistan	0.393 ↓	0.433	0.472 ↓	0.543	0.359 ↑	0.357	0.347 ↓	0.401
116	Mozambique	0.393 ↓	0.478	0.417 ↓	0.505	0.389 ↓	0.509	0.373 ↓	0.420
117	Libya	0.392 ↓	0.430	0.367 ↓	0.444	0.394 ↓	0.406	0.413 ↓	0.440
118	Malawi	0.384 ↑	0.319	0.452 ↑	0.328	0.367 ↑	0.306	0.332 ↑	0.323
119	Venezuela	0.383 ↑	0.379	0.387 ↑	0.315	0.298 ↓	0.342	0.466 ↓	0.479
120	Nigeria	0.383 ↓	0.446	0.444 ↓	0.514	0.367 ↓	0.432	0.339 ↓	0.391
121	Burkina Faso	0.374 ↑	0.345	0.432 ↑	0.332	0.392 ↑	0.370	0.299 ↓	0.332
122	Madagascar	0.361 ↑	0.347	0.364 ↓	0.366	0.389 ↑	0.332	0.331 ↓	0.345
123	Haiti	0.361 ↓	0.383	0.387 ↓	0.407	0.364 ↓	0.398	0.332 ↓	0.344
124	Angola	0.357 ↓	0.379	0.355 ↓	0.365	0.414 ↓	0.434	0.303 ↓	0.338
125	Congo, Dem Rep	0.357 ↑	0.356	0.433 ↑	0.376	0.368 ↓	0.371	0.269 ↓	0.321
126	Yemen	0.355 ↓	0.375	0.459 ↑	0.392	0.400 ↑	0.394	0.206 ↓	0.339
127	Afghanistan	0.354 ↑	0.298	0.478 ↑	0.312	0.347 ↑	0.275	0.237 ↓	0.308
128	Guinea	0.352 ↑	0.263	0.394 ↑	0.241	0.364 ↓	0.398	0.301 ↑	0.285
129	Papua New Guinea	0.352 ↓	0.366	0.436 ↑	0.403	0.322 ↓	0.330	0.297 ↓	0.365
130	Burundi	0.336 ↑	0.279	0.389 ↑	0.282	0.336 ↑	0.273	0.282 —	0.282
131	Mauritania	0.330 ↑	0.309	0.382 ↑	0.301	0.332 ↑	0.326	0.277 ↓	0.301
132	South Sudan	0.312 ↓	0.393	0.332 ↓	0.386	0.323 ↓	0.404	0.280 ↓	0.388
133	Sudan	0.309 ↓	0.368	0.354 ↓	0.418	0.309 ↓	0.335	0.265 ↓	0.352
134	Chad	0.295 ↑	0.235	0.356 ↑	0.202	0.310 ↑	0.255	0.218 ↓	0.247
135	Syria	0.250 ↓	0.355	0.331 ↓	0.390	0.190 ↓	0.341	0.230 ↓	0.334
136	Somalia	0.221 ↓	0.311	0.311 ↓	0.335	0.135 ↓	0.308	0.215 ↓	0.290

* Countries that are new to the 2017 CRI

2017 Change Readiness Index rankings: excluding high-income countries

Overall rank	Country	Region	Enterprise capability	Government capability	People & civil society capability
33	Costa Rica	Latin America and Caribbean	43	39	27
34	Armenia*	Eastern Europe and Central Asia	32	33	39
35	Taiwan	East Asia and Pacific	57	27	35
36	China	East Asia and Pacific	29	32	54
37	Malaysia	East Asia and Pacific	33	44	44
38	Jordan	Middle East and North Africa	26	46	48
39	Indonesia	East Asia and Pacific	30	40	55
41	Panama	Latin America and Caribbean	38	45	47
42	Kazakhstan	Eastern Europe and Central Asia	48	42	40
43	Bhutan	South Asia	42	19	89
45	Philippines	East Asia and Pacific	40	55	49
46	Rwanda	Sub-Saharan Africa	45	21	94
47	Peru	Latin America and Caribbean	34	64	52
48	Fiji	East Asia and Pacific	49	57	46
49	Romania	Eastern Europe and Central Asia	62	54	45
50	Bulgaria	Eastern Europe and Central Asia	61	61	42
51	Serbia	Eastern Europe and Central Asia	76	71	32
52	Botswana	Sub-Saharan Africa	74	37	67
53	Macedonia	Eastern Europe and Central Asia	70	48	57
55	Tunisia	Middle East and North Africa	63	56	60
56	Georgia	Eastern Europe and Central Asia	54	51	75
57	Morocco	Middle East and North Africa	41	41	93
58	Ghana	Sub-Saharan Africa	64	43	79
59	Namibia	Sub-Saharan Africa	52	52	84
60	Moldova*	Eastern Europe and Central Asia	69	76	51
61	Kyrgyzstan	Eastern Europe and Central Asia	51	79	58
62	Turkey	Eastern Europe and Central Asia	65	66	63
63	Thailand	East Asia and Pacific	59	82	59
64	India	South Asia	55	53	88
65	Colombia	Latin America and Caribbean	67	69	65
66	Uganda	Sub-Saharan Africa	46	63	87
67	Kenya	Sub-Saharan Africa	47	87	68
68	Azerbaijan	Eastern Europe and Central Asia	82	50	77
69	Paraguay	Latin America and Caribbean	77	59	72
70	Sri Lanka	South Asia	50	85	71
71	Mexico	Latin America and Caribbean	84	77	53
72	Russia	Eastern Europe and Central Asia	87	67	61
73	Jamaica	Latin America and Caribbean	71	93	50
74	Dominican Republic	Latin America and Caribbean	68	81	76
75	Guyana*	Latin America and Caribbean	86	72	66
76	Argentina	Latin America and Caribbean	80	107	43
77	Zambia	Sub-Saharan Africa	58	62	101
78	Tajikistan*	Eastern Europe and Central Asia	81	65	85
79	Brazil	Latin America and Caribbean	83	92	62
80	South Africa	Sub-Saharan Africa	91	74	73

* Countries that are new to the 2017 CRI

Uppe middle-income | Lower middle-income | Low-income

Overall rank	Country	Region	Enterprise capability	Government capability	People & civil society capability
81	Vietnam	East Asia and Pacific	73	86	81
82	Tonga	East Asia and Pacific	115	89	38
83	Côte d'Ivoire	Sub-Saharan Africa	53	58	108
84	Ecuador	Latin America and Caribbean	99	78	69
85	Cambodia	East Asia and Pacific	56	88	98
86	Mongolia	East Asia and Pacific	121	70	56
87	Honduras	Latin America and Caribbean	66	95	91
88	Cape Verde	Sub-Saharan Africa	118	68	70
89	Senegal	Sub-Saharan Africa	90	75	95
90	Iran*	Middle East and North Africa	104	83	78
91	Lesotho*	Sub-Saharan Africa	111	47	100
92	Lebanon*	Middle East and North Africa	72	118	74
93	El Salvador	Latin America and Caribbean	78	111	83
94	Tanzania	Sub-Saharan Africa	106	73	92
95	Ukraine	Eastern Europe and Central Asia	89	126	64
96	Nicaragua	Latin America and Caribbean	93	91	99
97	Bangladesh	South Asia	85	104	96
98	Zimbabwe	Sub-Saharan Africa	88	90	103
99	Nepal	South Asia	120	94	80
100	Egypt	Middle East and North Africa	79	102	107
101	Guatemala	Latin America and Caribbean	96	110	90
102	Sierra Leone	Sub-Saharan Africa	95	98	109
103	Algeria	Middle East and North Africa	119	84	105
104	Bosnia & Herzegovina	Eastern Europe and Central Asia	116	119	86
105	Gambia	Sub-Saharan Africa	97	96	115
106	Myanmar	East Asia and Pacific	102	113	104
107	Cameroon	Sub-Saharan Africa	103	106	112
108	Timor-Leste	East Asia and Pacific	108	103	113
109	Bolivia	Latin America and Caribbean	128	101	97
110	Ethiopia	Sub-Saharan Africa	100	97	121
111	Lao PDR	East Asia and Pacific	107	109	111
112	Liberia*	Sub-Saharan Africa	123	100	106
113	Mali	Sub-Saharan Africa	113	105	117
114	Benin	Sub-Saharan Africa	114	99	122
115	Pakistan	South Asia	94	125	114
116	Mozambique	Sub-Saharan Africa	117	117	110
117	Libya	Middle East and North Africa	129	114	102
118	Malawi	Sub-Saharan Africa	101	122	119
119	Venezuela	Latin America and Caribbean	126	134	82
120	Nigeria	Sub-Saharan Africa	105	121	116
121	Burkina Faso	Sub-Saharan Africa	112	115	125
122	Madagascar	Sub-Saharan Africa	130	116	120
123	Haiti	Latin America and Caribbean	125	123	118
124	Angola	Sub-Saharan Africa	132	108	123
125	Congo, Dem Rep	Sub-Saharan Africa	110	120	130

* Countries that are new to the 2017 CRI

Upper middle-income Lower middle-income Low-income

Overall rank	Country	Region	Enterprise capability	Government capability	People & civil society capability
126	Yemen	Middle East and North Africa	98	112	136
127	Afghanistan	South Asia	92	127	132
128	Guinea	Sub-Saharan Africa	122	124	124
129	Papua New Guinea	East Asia and Pacific	109	131	126
130	Burundi	Sub-Saharan Africa	124	128	127
131	Mauritania	Sub-Saharan Africa	127	129	129
132	South Sudan	Sub-Saharan Africa	134	130	128
133	Sudan	Sub-Saharan Africa	133	133	131
134	Chad	Sub-Saharan Africa	131	132	134
135	Syria	Middle East and North Africa	135	135	133
136	Somalia	Sub-Saharan Africa	136	136	135

* Countries that are new to the 2017 CRI — Upper middle-income — Lower middle-income — Low-income

2017 Change Readiness Index results table: East Asia and Pacific

Overall CRI	Country	Enterprise capability	Government capability	People & civil society capability
4	Singapore	3	1	15
6	New Zealand	6	7	10
13	Hong Kong	10	12	20
14	Australia	16	15	11
21	Japan	14	20	25
31	South Korea	28	31	36
35	Taiwan	57	27	35
36	China	29	32	54
37	Malaysia	33	44	44
39	Indonesia	30	40	55
45	Philippines	40	55	49
48	Fiji	49	57	46
63	Thailand	59	82	59
81	Vietnam	73	86	81
82	Tonga	115	89	38
85	Cambodia	56	88	98
86	Mongolia	121	70	56
106	Myanmar	102	113	104
108	Timor-Leste	108	103	113
111	Lao PDR	107	109	111
129	Papua New Guinea	109	131	126

* Countries that are new to the 2017 CRI — High-income — Upper middle-income — Lower middle-income

2017 Change Readiness Index results table: Eastern Europe and Central Asia

Overall CRI	Country	Enterprise capability	Government capability	People & civil society capability
25	Czech Republic	25	24	24
28	Poland	31	36	30
30	Slovakia	36	38	29
34	Armenia*	32	33	39
42	Kazakhstan	48	42	40
44	Hungary	60	49	37
49	Romania	62	54	45
50	Bulgaria	61	61	42
51	Serbia	76	71	32
53	Macedonia	70	48	57
56	Georgia	54	51	75
60	Moldova*	69	76	51
61	Kyrgyzstan	51	79	58
62	Turkey	65	66	63
68	Azerbaijan	82	50	77
72	Russia	87	67	61
78	Tajikistan*	81	65	85
95	Ukraine	89	126	64
104	Bosnia & Herzegovina	116	119	86

* Countries that are new to the 2017 CRI   High-income   Upper middle-income   Lower middle-income

2017 Change Readiness Index results table: Latin America and Caribbean

Overall CRI	Country	Enterprise capability	Government capability	People & civil society capability
24	Chile	21	26	26
29	Uruguay	37	30	33
33	Costa Rica	43	39	27
41	Panama	38	45	47
47	Peru	34	64	52
65	Colombia	67	69	65
69	Paraguay	77	59	72
71	Mexico	84	77	53
73	Jamaica	71	93	50
74	Dominican Republic	68	81	76
75	Guyana*	86	72	66
76	Argentina	80	107	43
79	Brazil	83	92	62
84	Ecuador	99	78	69
87	Honduras	66	95	91
93	El Salvador	78	111	83
96	Nicaragua	93	91	99
101	Guatemala	96	110	90
109	Bolivia	128	101	97
119	Venezuela	126	134	82
123	Haiti	125	123	118

* Countries that are new to the 2017 CRI   High-income   Upper middle-income   Lower middle-income   Low-income

2017 Change Readiness Index results table: Middle East and North Africa

Overall CRI	Country	Enterprise capability	Government capability	People & civil society capability
3	United Arab Emirates	1	2	17
19	Qatar	24	11	21
22	Israel	17	29	23
26	Saudi Arabia	20	22	41
38	Jordan	26	46	48
55	Tunisia	63	56	60
57	Morocco	41	41	93
90	Iran*	104	83	78
92	Lebanon*	72	118	74
100	Egypt	79	102	107
103	Algeria	119	84	105
117	Libya	129	114	102
126	Yemen	98	112	136
135	Syria	135	135	133

* Countries that are new to the 2017 CRI   High-income   Upper middle-income   Lower middle-income

2017 Change Readiness Index results table: North America

Overall CRI	Country	Enterprise capability	Government capability	People & civil society capability
12	United States	9	23	13
17	Canada	19	17	14

* Countries that are new to the 2017 CRI   High-income

2017 Change Readiness Index results table: Northern, Southern and Western Europe

Overall CRI	Country	Enterprise capability	Government capability	People & civil society capability
1	Switzerland	2	4	1
2	Sweden	5	3	3
5	Denmark	4	8	2
7	Netherlands	8	10	4
8	Finland	12	5	7
9	Germany	11	9	6
10	United Kingdom	7	14	8
11	Norway	18	6	5
15	Ireland*	22	13	9
16	Austria	15	16	16
18	Belgium	23	18	12
20	France	13	25	18
23	Portugal	27	28	19
27	Spain	35	35	22
32	Lithuania	39	34	31
40	Italy	44	60	28
54	Greece	75	80	34

* Countries that are new to the 2017 CRI   High-income

2017 Change Readiness Index results table: South Asia

Overall CRI	Country	Enterprise capability	Government capability	People & civil society capability
43	Bhutan	42	19	89
64	India	55	53	88
70	Sri Lanka	50	85	71
97	Bangladesh	85	104	96
99	Nepal	120	94	80
115	Pakistan	94	125	114
127	Afghanistan	92	127	132

* Countries that are new to the 2017 CRI   Lower middle-income   Low-income

2017 Change Readiness Index results table: Sub-Saharan Africa

Overall CRI	Country	Enterprise capability	Government capability	People & civil society capability
46	Rwanda	45	21	94
52	Botswana	74	37	67
58	Ghana	64	43	79
59	Namibia	52	52	84
66	Uganda	46	63	87
67	Kenya	47	87	68
77	Zambia	58	62	101
80	South Africa	91	74	73
83	Côte d'Ivoire	53	58	108
88	Cape Verde	118	68	70
89	Senegal	90	75	95
91	Lesotho*	111	47	100
94	Tanzania	106	73	92
98	Zimbabwe	88	90	103
102	Sierra Leone	95	98	109
105	Gambia	97	96	115
107	Cameroon	103	106	112
110	Ethiopia	100	97	121
112	Liberia*	123	100	106
113	Mali	113	105	117
114	Benin	114	99	122
116	Mozambique	117	117	110
118	Malawi	101	122	119
120	Nigeria	105	121	116
121	Burkina Faso	112	115	125
122	Madagascar	130	116	120
124	Angola	132	108	123
125	Congo, Dem Rep	110	120	130
128	Guinea	122	124	124
130	Burundi	124	128	127
131	Mauritania	127	129	129
132	South Sudan	134	130	128
133	Sudan	133	133	131
134	Chad	131	132	134
136	Somalia	136	136	135

* Countries that are new to the 2017 CRI   Upper middle-income   Lower middle-income   Low-income

2017 Change Readiness Index results table: High-income countries

Overall CRI	Country	Region	Enterprise capability	Government capability	People & civil society capability
1	Switzerland	Northern, Southern and Western Europe	2	4	1
2	Sweden	Northern, Southern and Western Europe	5	3	3
3	United Arab Emirates	Middle East and North Africa	1	2	17
4	Singapore	East Asia and Pacific	3	1	15
5	Denmark	Northern, Southern and Western Europe	4	8	2
6	New Zealand	East Asia and Pacific	6	7	10
7	Netherlands	Northern, Southern and Western Europe	8	10	4
8	Finland	Northern, Southern and Western Europe	12	5	7
9	Germany	Northern, Southern and Western Europe	11	9	6
10	United Kingdom	Northern, Southern and Western Europe	7	14	8
11	Norway	Northern, Southern and Western Europe	18	6	5
12	United States	North America	9	23	13
13	Hong Kong	East Asia and Pacific	10	12	20
14	Australia	East Asia and Pacific	16	15	11
15	Ireland*	Northern, Southern and Western Europe	22	13	9
16	Austria	Northern, Southern and Western Europe	15	16	16
17	Canada	North America	19	17	14
18	Belgium	Northern, Southern and Western Europe	23	18	12
19	Qatar	Middle East and North Africa	24	11	21
20	France	Northern, Southern and Western Europe	13	25	18
21	Japan	East Asia and Pacific	14	20	25
22	Israel	Middle East and North Africa	17	29	23
23	Portugal	Northern, Southern and Western Europe	27	28	19
24	Chile	Latin America and Caribbean	21	26	26
25	Czech Republic	Eastern Europe and Central Asia	25	24	24
26	Saudi Arabia	Middle East and North Africa	20	22	41
27	Spain	Northern, Southern and Western Europe	35	35	22
28	Poland	Eastern Europe and Central Asia	31	36	30
29	Uruguay	Latin America and Caribbean	37	30	33
30	Slovakia	Eastern Europe and Central Asia	36	38	29
31	South Korea	East Asia and Pacific	28	31	36
32	Lithuania	Northern, Southern and Western Europe	39	34	31
40	Italy	Northern, Southern and Western Europe	44	60	28
44	Hungary	Eastern Europe and Central Asia	60	49	37
54	Greece	Northern, Southern and Western Europe	75	80	34

* Countries that are new to the 2017 CRI

High-income

2017 Change Readiness Index results table: Upper middle-income countries

Overall CRI	Country	Region	Enterprise capability	Government capability	People & civil society capability
33	Costa Rica	Latin America and Caribbean	43	39	27
35	Taiwan	East Asia and Pacific	57	27	35
36	China	East Asia and Pacific	29	32	54
37	Malaysia	East Asia and Pacific	33	44	44
38	Jordan	Middle East and North Africa	26	46	48
41	Panama	Latin America and Caribbean	38	45	47
42	Kazakhstan	Eastern Europe and Central Asia	48	42	40
47	Peru	Latin America and Caribbean	34	64	52
48	Fiji	East Asia and Pacific	49	57	46
49	Romania	Eastern Europe and Central Asia	62	54	45
50	Bulgaria	Eastern Europe and Central Asia	61	61	42
51	Serbia	Eastern Europe and Central Asia	76	71	32
52	Botswana	Sub-Saharan Africa	74	37	67
53	Macedonia	Eastern Europe and Central Asia	70	48	57
56	Georgia	Eastern Europe and Central Asia	54	51	75
59	Namibia	Sub-Saharan Africa	52	52	84
62	Turkey	Eastern Europe and Central Asia	65	66	63
63	Thailand	East Asia and Pacific	59	82	59
65	Colombia	Latin America and Caribbean	67	69	65
68	Azerbaijan	Eastern Europe and Central Asia	82	50	77
69	Paraguay	Latin America and Caribbean	77	59	72
71	Mexico	Latin America and Caribbean	84	77	53
72	Russia	Eastern Europe and Central Asia	87	67	61
73	Jamaica	Latin America and Caribbean	71	93	50
74	Dominican Republic	Latin America and Caribbean	68	81	76
75	Guyana*	Latin America and Caribbean	86	72	66
76	Argentina	Latin America and Caribbean	80	107	43
79	Brazil	Latin America and Caribbean	83	92	62
80	South Africa	Sub-Saharan Africa	91	74	73
84	Ecuador	Latin America and Caribbean	99	78	69
90	Iran*	Middle East and North Africa	104	83	78
92	Lebanon*	Middle East and North Africa	72	118	74
103	Algeria	Middle East and North Africa	119	84	105
104	Bosnia & Herzegovina	Eastern Europe and Central Asia	116	119	86
117	Libya	Middle East and North Africa	129	114	102
119	Venezuela	Latin America and Caribbean	126	134	82
124	Angola	Sub-Saharan Africa	132	108	123

* Countries that are new to the 2017 CRI

Upper middle-income

2017 Change Readiness Index results table: Lower middle-income countries

Overall CRI	Country	Region	Enterprise capability	Government capability	People & civil society capability
34	Armenia*	Eastern Europe and Central Asia	32	33	39
39	Indonesia	East Asia and Pacific	30	40	55
43	Bhutan	South Asia	42	19	89
45	Philippines	East Asia and Pacific	40	55	49
55	Tunisia	Middle East and North Africa	63	56	60
57	Morocco	Middle East and North Africa	41	41	93
58	Ghana	Sub-Saharan Africa	64	43	79
60	Moldova*	Eastern Europe and Central Asia	69	76	51
61	Kyrgyzstan	Eastern Europe and Central Asia	51	79	58
64	India	South Asia	55	53	88
67	Kenya	Sub-Saharan Africa	47	87	68
70	Sri Lanka	South Asia	50	85	71
77	Zambia	Sub-Saharan Africa	58	62	101
78	Tajikistan*	Eastern Europe and Central Asia	81	65	85
81	Vietnam	East Asia and Pacific	73	86	81
82	Tonga	East Asia and Pacific	115	89	38
83	Côte d'Ivoire	Sub-Saharan Africa	53	58	108
85	Cambodia	East Asia and Pacific	56	88	98
86	Mongolia	East Asia and Pacific	121	70	56
87	Honduras	Latin America and Caribbean	66	95	91
88	Cape Verde	Sub-Saharan Africa	118	68	70
91	Lesotho*	Sub-Saharan Africa	111	47	100
93	El Salvador	Latin America and Caribbean	78	111	83
95	Ukraine	Eastern Europe and Central Asia	89	126	64
96	Nicaragua	Latin America and Caribbean	93	91	99
97	Bangladesh	South Asia	85	104	96
100	Egypt	Middle East and North Africa	79	102	107
101	Guatemala	Latin America and Caribbean	96	110	90
106	Myanmar	East Asia and Pacific	102	113	104
107	Cameroon	Sub-Saharan Africa	103	106	112
108	Timor-Leste	East Asia and Pacific	108	103	113
109	Bolivia	Latin America and Caribbean	128	101	97
112	Lao PDR	East Asia and Pacific	128	101	97
117	Pakistan	South Asia	94	125	114
119	Nigeria	Sub-Saharan Africa	105	121	116
123	Yemen	Middle East and North Africa	98	112	136
129	Papua New Guinea	East Asia and Pacific	109	131	126
131	Mauritania	Sub-Saharan Africa	127	129	129
133	Sudan	Sub-Saharan Africa	133	133	131
135	Syria	Middle East and North Africa	135	135	133

* Countries that are new to the 2017 CRI

Lower middle-income

2017 Change Readiness Index results table: Low-income countries

Overall CRI	Country	Region	Enterprise capability	Government capability	People & civil society capability
46	Rwanda	Sub-Saharan Africa	45	21	94
66	Uganda	Sub-Saharan Africa	46	63	87
89	Senegal	Sub-Saharan Africa	90	75	95
94	Tanzania	Sub-Saharan Africa	106	73	92
98	Zimbabwe	Sub-Saharan Africa	88	90	103
99	Nepal	South Asia	120	94	80
102	Sierra Leone	Sub-Saharan Africa	95	98	109
105	Gambia	Sub-Saharan Africa	97	96	115
110	Ethiopia	Sub-Saharan Africa	100	97	121
112	Liberia*	Sub-Saharan Africa	123	100	106
113	Mali	Sub-Saharan Africa	113	105	117
114	Benin	Sub-Saharan Africa	114	99	122
116	Mozambique	Sub-Saharan Africa	117	117	110
118	Malawi	Sub-Saharan Africa	101	122	119
121	Burkina Faso	Sub-Saharan Africa	112	115	125
122	Madagascar	Sub-Saharan Africa	130	116	120
123	Haiti	Latin America and Caribbean	125	123	118
125	Congo, Dem Rep	Sub-Saharan Africa	110	120	130
127	Afghanistan	South Asia	92	127	132
128	Guinea	Sub-Saharan Africa	122	124	124
130	Burundi	Sub-Saharan Africa	124	128	127
132	South Sudan	Sub-Saharan Africa	134	130	128
134	Chad	Sub-Saharan Africa	131	132	134
136	Somalia	Sub-Saharan Africa	136	136	135

* Countries that are new to the 2017 CRI

Low-income

How KPMG can help you

KPMG International operates as a network of member firms offering audit, tax and advisory services. We work closely with our clients, helping them to identify risks and grasp opportunities.

KPMG's International Development Assistance Services (IDAS) professionals are on the front lines of the developing world. We work closely with emerging market stakeholders — government, civil society and private sector — to create sustainable change for the benefit of citizens.

Our people have experience with government, NGOs and private enterprise, across multiple sectors. We can work with you to better understand the opportunities and risks presented by different regions and countries and formulate entry and exit strategies or, in the case of government agencies, to improve change readiness.

*Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates.

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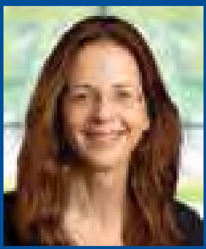

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