Appendix A: Variable definitions and basic descriptive statistics

Variable name	No. Obs	Mean	Std. Dev.	Coeff. Variation	Min	Max	Definitions and sources
Got the letter back (r)	159	0.59	0.33	1.80	0.00	1.00	Fraction of the number of letters that were received back as "return to sender." We sent 10 letters to 5 different cities in each country. This variable is scaled to have values between zero (i.e., no letters were received back), to 1 (i.e., all letters were received back). *(Source: Own calculation).*
Got the letter back in 90 days (r_{90})	159	0.35	0.32	1.11	0.00	1.00	Fraction of the number of letters that were received back as "return to sender" in 90 days. We sent 10 letters to 5 different cities in each country. This variable is scaled to have values between zero (i.e., no letters were received back in 90 days), to 1 (i.e., all letters were received back in 90 days). *(Source: Own calculation).*
Average number of days to get the letter back (q)	159	228.22	120.03	1.90	16.20	418.80	The average number of calendar days that took to get back all the letters that returned as "return to sender." We sent 10 letters to 5 different cities in each country. To calculate this number, we sum the number of days it took to get back each of the 10 letters and divide this number by 10. For those letters which we did not get back, we calculated the number days as the number of calendar days between our cutoff date (February 4, 2012) and the date when we sent the letter. *(Source: Own calculation).*
Letter-post items (S) in millions	158	2661.05	15671.92	0.17	0.01	191287.50	Thr total number of letter-post items (S) in millions in a given country in 2011. According to the Universal Postal Union,"letter-post items essentially consist of letters and postcards, aerogrammes, printed matter (newspapers, periodicals), addressed or unaddressed advertising materials, small packets, literature for the blind and, where applicable, in the domestic service, commercial papers, samples of merchandise, phonopost items, postal packets, etc." The data comes from the statistics of the Universal Postal Union. If the data for 2011 is unavailable, we use the most recent value between 2005 and 2010. For countries with missing data (i.e., Belgium, Canada, New Zealand and Taiwan we used either older Universal Postal Union ratios,data from the national post office annual reports, or data provided directly to us by the postal office of those countries). *(Source: Own calculation).*
Staff (L)	158	27136.44	95887.12	0.28	15.00	887406.00	The number of full-time staff (L) in a given country in 2011. According to the Universal Postal Union, full-time staff are all employees performing their functions during normal working hours (i.e., the number of working hours per week set by the designated operator for full-time employment). The data comes from the statistics of the Universal Postal Union. If the data for 2011 is unavailable, we use the most recent value between 2005 and 2010. For countries with missing data (i.e., Belgium, Canada, Germany, Hong Kong, Kosovo and Taiwan we used either older Universal Postal Union ratios,data from the national post office annual reports, or data provided directly to us by the postal office of those countries). *(Source: Own calculation).*
Letter boxes (K)	157	16020.06	59720.11	0.27	4.00	639174.00	The number of letter boxes in a given country in 2011. According to the Universal Postal Union, "letter boxes are receptacles situated in the street or at the post office, for the posting of mail.".The data comes from the statistics of the Universal Postal Union. If the data for 2011 is unavailable, we use the most recent value between 2005 and 2010. For counries with missing data (i.e., New Zealand, Paraguay, Taiwan and Tonga, we used either older Universal Postal Union ratios, data from the national post office annual reports, or data provided directly to us by the postal office of those countries). (Source: Own calculation based on Universal Postal Union data).
Postcode database	159	0.46	0.41	1.13	0.00	1.00	The type of postcode database used in each country in 2011. We elaborated this data using the information of the classification of postcode databases that countries have according to the Universal Postal Union. The data is based on the classification made by the Universal Postal Union of the type of postcode database that each country sends them. UPU creates a Universal Database of raw postcodes containing all available information on the postal addressing data. This database contains the postcode data to town locality, street and delivery point level, depending on the particular country's system. UPU classifies countries in four groups: (A) the database of the country contains postcodes for localities and streets, to which we assign a value of 1; (B) the database contained postcodes for localities and districts, to which we assigned a value of 0.66; (C) the database contains postcodes for localities, to which we assigned a value of 0.33; and (D) the database only contains names of localities only, to which we assigned the value of 0. The data for Taiwan, who does not belong to the Universal Postal Union, was provided directly to us by the postal office of the country. *(Source: Own calculation based on Universal Postal Union data).*
Alphabet used is Latin-based	159	0.66	0.48	1.39	0.00	1.00	The variable equals one if the alphabet used in the country is derived from the Latin alphabet, and zero otherwise. *(Source: Own calculation based on the classification of alphabets in www.wikipedia.org).*
Ln distance from country to U.S.	159	8.97	0.51	17.62	6.31	9.69	Natural logarithm of the distance in kilometers from the most populated city in each country to Hannover in the state of New Hampshire in the United States. *(Source: Own calculation using data from http://www.distancescalculator.com/).*
							Public sector management
Weberian public administration	102	4.11	0.67	6.08	2.44	5.66	Index of "Weberian" qualities of the public administration. Each expert was asked to provide a quantitative answer in a scale from 1 (hardly ever) to 7 (almost always) to each question included in the Quality of Government Survey. The questions included in the Weberian index are: (1) When recruiting public sector employees, the skills and merits of the applicants decide who gets the job; (2) When recruiting public sector employees, the political connections of the applicants decide who gets the job (we inverted the scale for this question); (3) The top political leadership hires and fires senior public officials (we inverted the scale for this question); (4) Senior public officials are recruited from within the ranks of the public sector; (5) Public sector employees are hired via a formal examination exam; (6) Once one is recruited as a public sector employee, one stays a public sector employee for the rest of one's career; (7) The terms of employment for public sector employees are regulated by special laws that do not apply to private sector employees; (8) Senior officials have salaries that are comparable with the salaries of private sector managers with roughly similar training and responsibilities; and (9) The salaries of public sector employees are linked to appraisals of their performance. To construct the index for each country, we average the responses of all country experts to each question and then average the scores of the nine questions. We include all countries for which at least 2 expert responses were obtained. *(Source: Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011)).*
Professional & non-political public administration	103	3.93	0.99	3.98	2.08	6.28	Sub-index of "Weberian" qualities of the public administration that refer to the professionalism and non-political interference in hiring of the bureaucracy following Dahlstrom, Lapuente and Teorell (2011). This sub-index covers questions (1), (2), (3) and (4) of the Weberian public administration index described above. *(Source: Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011)).*

Appendix A: Variable definitions and basic descriptive statistics

Variable name	No. Obs	Mean	Std. Dev.	Coeff. Variation	Min	Max	Definitions and sources
Closed public administration	103	5.04	0.88	5.69	2.67	6.67	Sub-index of "Weberian" qualities of the public administration that refer to meritocratic recruitment and the closedness of the bureaucracy following Dahlstrom, Lapuente and Teorell (2011). This sub-index covers questions (5), (6) and (7) of the Weberian public administration index described above. *(Source: Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011)).*
Public management performance	118	5.65	1.76	3.21	1.62	9.23	Management performance index from the Bertelsmann Stiftung BTI Bertelsmann Transformation Index. This index focuses on the steering and management of development and transformation processes. The index reviews and evaluates the reform activities of political decision makers, thus providing valuable information on the key factors of success and failures for states on their way to a market-based economy. The values range from 0 to 10. *(Source: Bertelsmann Stiftung BTI Bertelsmann Transformation Report).*
							Attitudes and decision making by public officials
Public sector employees strive to be efficient	103	4.29	1.00	4.29	2.00	6.36	This variable measures the goals and objectives of the public bureaucracy. It is built on comparable expert evaluations of employment-related bureaucratic structures. Each expert was asked to provide a quantitative answer in a scale from 1 (hardly ever) to 7 (almost always) to the question: To what extent would you say that public sector employees strive to be efficient? The methodology is identical to one used in the construction of the Weberian public administration index described above. *(Source: Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011)).*
Public sector employees strive to be implement policies decided by top politicians	103	4.91	0.80	6.14	3.00	7.00	This variable measures the goals and objectives of the public bureaucracy. It is built on comparable expert evaluations of employment-related bureaucratic structures. Each expert was asked to provide a quantitative answer in a scale from 1 (hardly ever) to 7 (almost always) to the question: To what extent would you say that public sector employees strive to implement the policies decided upon by the top political leadership? The methodology is identical to one used in the construction of the Weberian public administration index described above. *(Source: Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011)).*
Public sector employees strive to help citizens	103	4.28	0.93	4.59	2.25	6.00	This variable measures the goals and objectives of the public bureaucracy. It is built on comparable expert evaluations of employment-related bureaucratic structures. Each expert was asked to provide a quantitative answer in a scale from 1 (hardly ever) to 7 (almost always) to the question: To what extent would you say that public sector employees strive to help citizens? The methodology is identical to one used in the construction of the Weberian public administration index described above. *(Source: Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011)).*
Public sector employees strive to follow rules	103	4.88	0.99	4.93	2.53	7.00	This variable measures the goals and objectives of the public bureaucracy. It is built on comparable expert evaluations of employment-related bureaucratic structures. Each expert was asked to provide a quantitative answer in a scale from 1 (hardly ever) to 7 (almost always) to the question: To what extent would you say that public sector employees strive to follow rules? The methodology is identical to one used in the construction of the Weberian public administration index described above. (Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011))
Public sector employees strive to fulfill the ideology of the parties in government	103	4.37	0.94	4.67	2.33	6.50	This variable measures the goals and objectives of the public bureaucracy. It is built on comparable expert evaluations of employment-related bureaucratic structures. Each expert was asked to provide a quantitative answer in a scale from 1 (hardly ever) to 7 (almost always) to the question: To what extent would you say that public sector employees strive to fulfill the ideology of the party/parties in government? The methodology is identical to one used in the construction of the Weberian public administration index described above. *(Source: Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011)).*
Impartiality of public sector employees	101	4.06	1.19	3.41	2.00	6.50	Index of the impartiality of the bureaucracy following Dahlstrom, Lapuente and Teorell (2011). It is built on comparable expert evaluations of employment-related bureaucratic structures. Each expert was asked to provide a quantitative answer in a scale from 1 (hardly ever) to 7 (almost always) to each question included in the Quality of Government Survey. The questions included in the impartiality index are: (1) Firms that provide the most favorable kickbacks to senior officials are awarded public procurement contracts in favor of firms making the lowest bid? (We inverted the scale for this question); (2) When deciding how to implement policies in individual cases, public sector employees treat some groups in society unfairly? (We inverted the scale for this question); and (3) When granting licenses to start up private firms, public sector employees favor applicants which they have strong personal contacts? (we inverted the scale for this question). The methodology is identical to one used in the construction of the Weberian public administration index described above. *(Source: Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011)).*
Public sector officials act impartially when deciding to implement a policy in a case	103	4.34	1.05	4.15	2.00	6.40	This variable measures the impartiality of the public bureaucracy. It is built on comparable expert evaluations of employment-related bureaucratic structures. Each expert was asked to provide a quantitative answer in a scale from 1 (hardly ever) to 7 (almost always) to the question: Generally speaking, how often would you say that public employees today act impartially when deciding how to implement a policy in an individual case? The methodology is identical to one used in the construction of the Weberian public administration index described above. (Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011)).
							Public sector wages
Senior officials with salaries comparable to salaries of managers of private sector	103	3.18	1.02	3.13	1.33	6.00	This variable corresponds to question (8) of the Weberian public administration index described above. *(Source: Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011)).*

Appendix A: Variable definitions and basic descriptive statistics

Variable name	No. Obs	Mean	Std. Dev.	Coeff. Variation	Min	Max	Definitions and sources
Salaries of public administration workers are linked to performance	102	2.96	0.95	3.13	1.24	5.63	This variable corresponds to question (9) of the Weberian public administration index described above. *(Source: Own calculation based on expert data from the Quality of Government Survey (2011) and Dahlstrom, Lapuente and Teorell (2011)).*
Avg. government wage / GDP per capita	84	2.58	2.37	1.09	0.54	10.75	Average wage of all public sector employees over gross domestic product per capita both in 2000 in constant US dollars. *(Source: World Bank).*
Postman salary / GDP per capita	25	0.66	0.48	1.38	0.23	2.38	Postman job average net monthly income in constant 2005 US dollars PPP adjusted as a proportion of GDP per capita in constant 2005 US dollars. The postman job includes the following responsibilities: (i) sorts mail according to streets and street numbers; (ii) delivers mail along a regular route to private home or business establishments. The gross income is obtained from data provided to the international Labor Organization by government agencies. *(Source: World Salaries Organization).*
							Private sector management
Will to delegate authority	137	3.74	0.79	4.72	2.30	6.30	An index of the willingness to delegate authority. This index is constructed from the answers to the question "in your country, how do you assess the willingness to delegate authority to subordinates? The values go from 1, in situations where top management controls important decisions to 7, where authority is mostly delegated to business unit heads and other lower-level management. *(Source: World Economic Forum).*
Innovation capacity	134	3.20	0.92	3.47	1.72	5.88	An index of the innovation capacity in the country. This index is constructed from the answers to the question "how would you assess the innovation capacity your country? The values go from 1, poor to 7, excellent. *(Source: World Economic Forum).*
Quality of management schools	137	4.20	0.85	4.94	1.80	6.10	An index of the quality of the business schools in the country. This index is constructed from the answers to the question "how would you assess the quality of the business schools in your country? The values go from 1, poor to 7, excellent. *(Source: World Economic Forum).*
Management practices	16	2.94	0.22	13.52	2.64	3.33	Index of firm overall management practices in each country. The index is based on an interview-based evaluation tool that defines and scores from 1 ("worst practice") to 5 ("best practice") 18 basic management practices of a sample of firms in each country. The index is the average of the 18 scores for all sampled firms in the country. The management practices in the index fall in three broad areas: (1) monitoring; (2) targets; and (3) incentives. *(Source: Bloom and Van Reenen, 2007 and 2010).*
Monitoring management	16	3.12	0.28	11.26	2.63	3.53	Sub-index of firm "monitoring management practices" in each country. Monitoring practices measure how well companies monitor what goes on inside their firms and use this for continuous improvement. The sub-index is the average of six of the 18 basic management practices in the overall management practices index. *(Source: Bloom and Van Reenen, 2007 and 2010).*
Targets management	16	2.92	0.25	11.78	2.53	3.24	Sub-index of firm "targets in management practices" in each country. The questions included in this sub-index measure if companies set the right targets, track the right outcomes and take the appropriate action if the two are inconsistent. The sub-index is the average of five of the 18 basic management practices in the overall management practices index. *(Source: Bloom and Van Reenen, 2007 and 2010).*
Incentives management	16	2.81	0.19	14.67	2.50	3.30	Sub-index of firm "incentive management practices" in each country. Incentive management practices measure if companies are promoting and rewarding employees based on performance, and if they are trying to hire and keep their best employees. The subiindex is the average of seven of the 18 basic management practices i n the overall management practices index. *(Source: Bloom and Van Reenen, 2007 and 2010).*
							Other independent variables
Ln GDP per capita	154	8.76	1.40	6.25	2.15	11.33	Natural logarithm of gross domestic product per capita in PPP constant 2005 international dollars in 2010. When data for 2010 is not available, we use the most recent information available for the period 2004-2009. *(Source: World Development Indicators 2011).*
Years of schooling	156	7.86	2.75	2.86	0.91	12.69	The average years of schooling from primary school onward for the population aged 15 years or older. We use the most recent information available for the period 1990-2006. *(Source: Gennaioli et al. 2013, supplemented with additional data calculated following the same methodology used in Gennaioli et al. 2013).*
Years of college	106	2.23	1.74	1.28	0.03	8.74	The average years of college for the population aged 15 years or older. We use the most recent information available for the period 1990-2006. *(Source: Gennaioli et al. 2013).*
Fiscal capacity	93	17.15	5.64	3.04	7.27	34.48	Tax revenues as a percentage of GDP in 2010. *(Source: World Development indicators 2011)*

Appendix B Panel A: Mail efficiency and alternative measures of government efficiency and accountability
(Instrumenting the average of the second letter sent to each of the 5 cities in each country with the average of the first letter sent to each of the 5 cities in each country)

This table shows the results of robust OLS and robust Instrumental Variables regressions using the full sample of countries with letters data. Each row shows regression results using each of our three mail efficiency variables on the measure of government efficiency or accountability shown in the first column. For each of the three mail efficiency variables, the first two columns show the results of robust OLS regressions. The first column shows the coefficient and significance level for the mail variable used as regressor and the second column the Adjusted R-squared of the specification. The third and fourth columns show the results of robust Instrumental Variables regressions. For the Instrumental Variables regressions, each mail efficiency variables is calculated as the average of the second letter sent to each of the five different cities in each country, and is instrumented by the average of the first letter sent to each of the five different cities in each country. For each of the three mail efficiency variables, the last column shows the number of observations used in the regressions. All OLS and IV regressions include a constant, but the coefficients of the constant is not shown. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

			Got the letter back				Got the letter back in 90 days				Ln avg. number of days to get the letter back			
			OLS		IV		OLS		IV		OLS		IV	
Dependent Variables:	**Source**	**Obs.**	**Coeff.**	**Adj. R-sq.**	**Coeff.**	**Adj. R-sq.**	**Coeff.**	**R-sq.**	**Coeff.**	**Adj. R-sq.**	**Coeff.**	**R-sq.**	**Coeff.**	**Adj. R-sq.**
Panel A: Governement efficiency														
Bureaucratic quality (1995-2008)	BERI	132	1.890 [a]	0.30	2.030 [a]	0.29	1.730 [a]	0.25	1.824 [a]	0.25	-0.874 [a]	0.31	-0.898 [a]	0.30
Extent of bureaucratic red tape	Global Competitiveness Report 201	125	-0.988 [a]	0.38	-1.093 [a]	0.34	-0.838 [a]	0.30	-0.938 [a]	0.24	0.434 [a]	0.37	0.462 [a]	0.31
Teacher absenteeism hinders education a lot	PISA 2010	70	-0.091 [b]	0.06	-0.104 [b]	0.05	-0.040	0.01	-0.053	-0.01	0.034 [b]	0.05	0.039 [b]	0.02
Overall Ease of doing business rank	Doing Business Report 2011	153	-81.129 [a]	0.24	-85.169 [a]	0.25	-83.369 [a]	0.23	-88.500 [a]	0.23	41.212 [a]	0.28	43.025[a]	0.26
Starting a business days	Doing Business Report 2011	153	-0.932 [a]	0.10	-0.996 [a]	0.10	-0.936 [a]	0.09	-1.013 [a]	0.09	0.455 [a]	0.10	0.488 [a]	0.09
Documents to export	Doing Business Report 2011	153	-0.471 [a]	0.20	-0.454[a]	0.24	-0.430 [a]	0.15	-0.442 [a]	0.16	0.219 [a]	0.20	0.220 [a]	0.23
Enforcing contracts procedures	Doing Business Report 2011	153	-0.183[a]	0.10	-0.173 [a]	0.12	-0.163 [a]	0.07	-0.157 [a]	0.08	0.083 [a]	0.09	0.081 [a]	0.13
Time firms spend meeting with tax officialas	WB Enterprise Surveys	99	-2.559 [b]	0.11	-2.329 [b]	0.13	-1.757 [b]	0.04	-1.225	0.05	1.096 [b]	0.07	0.872 [c]	0.08
Infrastructure quality	Global Competitiveness Report	134	1.661 [a]	0.28	1.928 [a]	0.13	1.681 [a]	0.19	1.814 [a]	0.18	-0.824 [a]	0.22	-0.906 [a]	0.16
% household with running water at home	Gallup 2007	128	0.570 [a]	0.27	0.597 [a]	0.27	0.601 [a]	0.31	0.654 [a]	0.28	-0.278 [a]	0.33	-0.286 [a]	0.26
Panel B: Accountability														
Disclosures by politicians required by law	La Porta et al 2010	148	0.532 [a]	0.17	0.511 [a]	0.16	0.492 [a]	0.15	0.416 [a]	0.14	-0.258 [a]	0.18	-0.233 [a]	0.17
Disclosures by politicians publicly available	La Porta et al 2010	148	0.673 [a]	0.25	0.632 [a]	0.24	0.643 [a]	0.22	0.595 [a]	0.22	-0.333 [a]	0.27	-0.312 [a]	0.27
Voice and accountability index (1996-2004)	Kaufmann et al. 2008	156	1.875 [a]	0.40	1.910 [a]	0.44	1.836 [a]	0.36	1.865 [a]	0.38	-0.897 [a]	0.43	-0.898 [a]	0.45
Judicial independence	Global Competitiveness Report	134	1.859 [a]	0.18	2.189 [a]	0.13	1.541 [a]	0.13	1.735 [a]	0.11	-0.823 [a]	0.18	-0.913 [a]	0.14
Democracy index (1990-2006)	Polity IV	148	6.576 [a]	0.34	6.353 [a]	0.39	6.601 [a]	0.31	6.592 [a]	0.33	-3.188 [a]	0.36	-3.067 [a]	0.39
Executive constraints (1990-2006)	Polity IV	147	3.488 [a]	0.33	3.358 [a]	0.39	3.530 [a]	0.30	3.441 [a]	0.34	-1.687 [a]	0.35	-1.601 [a]	0.38
Freedom of the press	Freedom House 2006	157	-40.223 [a]	0.32	-41.652 [a]	0.35	-40.937 [a]	0.32	-42.413 [a]	0.32	19.569 [a]	0.35	19.687 [a]	0.39
ICRG corruption index (2000-2008)	ICRG	132	2.053 [a]	0.33	2.290 [a]	0.28	2.009 [a]	0.32	2.289 [a]	0.24	-0.961 [a]	0.34	-1.059 [a]	0.28
% firms expect to give gifts for water connection	WB Enterprise Surveys	97	-20.702 [a]	0.15	-20.249 [a]	0.16	-22.509 [a]	0.15	-22.247 [a]	0.14	11.250 [a]	0.17	11.433 [a]	0.12

Appendix B Panel B: Mail efficiency and alternative measures of government efficiency and accountability (regressions controlling for Ln GDP per capita)

The table shows the results of robust OLS regressions using the full sample of countries with letters data. The dependent variables are shown in the first column and the source of the variable in the second column. Each row shows the results of three different regressions using each of our mail efficiency variables on the measures of government efficiency and accountability shown in the first column. Each regression includes the log of GDP per capita and a constant. The cells for each of the three regressions show: (1) the coefficient and significance level for the mail variable used in the regression; (2) the number of observations; (3) the Adjusted R-squared of the regression; and (4) the Additional R-squared from adding the mail efficiency variable to a regression that only controls for the ln of GDP per capita and a constant. The coefficients of the ln GDP per capita and the constant are not shown. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

		Got the letter back				Got the letter back in 90 days				Ln avg. number of days to get the letter back			
Dependent Variables:	**Source**	**Coeff.**	**Obs.**	**Adj. R-sq.**	**Add. R-sq**	**Coeff.**	**Obs.**	**Adj. R-sq.**	**Add. R-sq**	**Coeff.**	**Obs.**	**Adj. R-sq.**	**Add. R-sq**
Panel A: Governement efficiency													
Bureaucratic quality (1995-2008)	BERI	0.851 [a]	128	0.50	0.05	0.636 [b]	128	0.47	0.03	-0.373 [b]	128	0.47	0.04
Extent of bureaucratic red tape	Global Competitiveness Report	-0.803 [a]	124	0.40	0.18	-0.616 [a]	124	0.33	0.11	0.356 [a]	124	,39	0.17
Teacher absenteeism hinders education a lot	PISA 2010	-0.060 [c]	69	0.11	0.10	-0.022	69	0.09	0.08	0.021	69	0.11	0.09
Overall Ease of doing business rank	Doing Business Report	-23.855 [c]	151	0.52	0.01	-21.122 [c]	151	0.52	0.01	12.747 [b]	151	0.52	0.01
Starting a business days	Doing Business Report	-0.523 [b]	151	0.14	0.03	-0.508 [c]	151	0.14	0.02	0.263 [b]	151	0.14	0.03
Time to import	Doing Business Report	-0.501 [a]	151	0.49	0.04	-0.531 [a]	151	0.49	0.04	0.280 [a]	151	0.49	0.05
Documents to export	Doing Business Report	-0.241 [b]	151	0.33	0.04	-0.162 [c]	151	0.30	0.01	0.102 [b]	151	0.31	0.03
Enforcing contracts procedures	Doing Business Report	-0.118 [b]	151	0.13	0.03	-0.088	151	0.11	0.02	0.051 [c]	151	0.12	0.03
Paying taxes rank	Doing Business Report	12.952	151	0.20	0.00	6.642	151	0.20	0.00	-4.989	151	0.20	0.00
Time firms spend meeting with officialas	WB Enterprise Surveys	-2.665 [c]	99	0.09	0.09	-1.569	99	0.03	0.02	1.161	99	0.07	0.06
Infrastructure quality	Global Competitiveness Report	0.34	133	0.45	0.00	0.333	133	0.46	0.00	-0.172	133	0.45	0.00
% household with running water at home	Gallup 2007	0.171 [c]	125	0.61	0.01	0.183 [b]	125	0.63	0.02	-0.084 [c]	125	0.63	0.02
Panel B: Accountability													
Disclosures by politicians required by law	La Porta et al 2010	0.331 [a]	147	0.17	0.03	0.238 [b]	147	0.15	0.05	-0.159 [b]	147	0.17	0.03
Disclosures by politicians publicly available	La Porta et al 2010	0.417 [a]	147	0.25	0.04	0.374 [a]	147	0.24	0.03	-0.229 [a]	147	0.26	0.05
Voice and accountability index (1996-2004)	Kaufman	1.226 [a]	152	0.46	0.13	1.117 [a]	152	0.43	0.10	-0.596 [a]	152	0.46	0.13
Judicial independence	Global Competitiveness Report	0.669 [c]	133	0.36	0.01	0.207	133	0.36	0.00	-0.204	133	0.36	0.00
Democracy index (1990-2006)	Polity IV	4.624 [a]	144	0.35	0.11	4.466 [a]	144	0.33	0.09	-2.349 [a]	144	0.35	0.12
Executive constraints (1990-2006)	Polity IV	2.575 [a]	143	0.34	0.13	2.526 [a]	143	0.32	0.11	-1.304 [a]	143	0.34	0.14
Freedom of the press	Freedom House	-30.712 [a]	153	0.36	0.14	-29.954 [a]	153	0.35	0.13	15.337 [a]	153	0.37	0.15
ICRG corruption index (2000-2008)	ICRG	1.265 [a]	128	0.43	0.09	1.212 [a]	128	0.42	0.08	-0.605 [a]	128	0.43	0.09
% firms expect to give gifts for water connection	WB Enterprise Surveys	-13.477 [b]	96	0.20	0.05	-13.640 [b]	96	0.19	0.04	7.465 [b]	96	0.20	0.05

Appendix C: The UPU Universal Database and Our Postcodes

This tables shows several examples of the United Postal Union Universal Database and our postcodes deatabse variable. The first three columns of the table describe the level of dissagregation of postcodes in the UPU Universal Database classification and our value assignments to create our poscode database variable. The remaining columns provide illustrations of the information that is provided by each different level of the postcodes database.

UPU Universal Database		Postcode database	Name	Company	Street Address	District	Postcode	City	Country
Data level		(our variable)							
Names of localities only	C	0.00	Steven Taylor	Computer Management Professionals	7444 Stone Rd			**Kingston**	**Jamaica**
Names of localities only	C	0.00	Soleymane Umbelina	Os profissionais de gerenciamento de inventário	Avenida Miller 4294			**Kuito**	**República de Angola**
Names of localities only	C	0.00	Hakeem al-Otaiba	Business Inventory Management	1 Modigliani St			**Ash-Shariqah**	**United Arab Emirates**
Postcodes for localities	B	0.33	Intizara Cham	Business Management Specialists	6123 Rue Meade		**31017**	**Ouahran**	**Algeria**
Postcodes for localities	B	0.33	Yuval Goldblatt	Computer Management Professionals	6 Frisch Rd		**91999**	**Jerusalem**	**Israel**
Postcodes for localities	B	0.33	Oshin Yeritsian	Business Manufacturing Group International	Schultz Ave 349		**901**	**Vagharshapat, Armavir**	**Armenia**
Postcodes for localities and districts	B+	0.66	Eber Vega	Servicios Informáticos Inteligentes	Av Tobin 659	**Col Real de Guadalupe**	**72016**	**Puebla, Puebla**	**Mexico**
Postcodes for localities and districts	B+	0.66	Baba Senaviratne	Supply Area Partners	1 Stone St	**Horagala**	**10502**	**Colombo**	**Sri Lanka**
Postcodes for localities and districts	B+	0.66	Raúl Ortega	Socios De Tecnología Profesional	Avenida Ohlin 324	**Las Acacias**	**1040**	**Caracas, DF**	**Venezuela**
Postcodes for localities and streets	A	1.00	Aaron Macay	Supply Area Partners	**213 Friedman St**		**ON M5C 1R6**	**Toronto**	**Canada**
Postcodes for localities and streets	A	1.00	Akihito Ozawa	Supply Management United	**Simonuki**	**Chuo-ku**	**541-0045**	**Osaka-shi, Osaka-fu**	**Japan**
Postcodes for localities and streets	A	1.00	Leo Jönsson	Försörjningsområde Grupp	**Frischgatan 1047**		**111 47**	**Stockholm**	**Sweden**
Postcodes for localities and streets	A	1.00	Ethan Brown	Technology Professional Partners	**626 Kuznets St**		**90033**	**Los Angeles, CA**	**United States**
Postcodes for localities and streets	A	1.00	Rafael Fernández	Profesionales De La Gestión De Inventario	**Carrer de Tobin 65**		**29015**	**Málaga**	**Espana**

Appendix D Panel A: Correlations of Weberian scale components, public sector employees attitudes and public sector wages

The table shows raw pair-wise correlations between the components of the Weberian scale index, measures of public sector employees attitudes and measures of public sector wages for the full sample of countries with letters data. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

	Public sector employees strive to:					Impartiality of public sector employees		Public sector employee wages	
	Be efficient	Implement policies designed by top politicians	Help citizens	Follow rules	Fulfill the ideology of the parties in government	Impartiality index	Act impartially when deciding to implement a policy in a case	Avg. government wage / GDP per capita	Postman salary / GDP per capita
Professional & non-political public administration									
Skills and merits decide who gets the job when recruiting	0.774 [a]	0.600 [a]	0.808 [a]	0.781 [a]	-0.400 [a]	0.788 [a]	0.837 [a]	-0.108	0.232
Political connections do not decide who gets the job when recruiting	0.719 [a]	0.492 [a]	0.748 [a]	0.712 [a]	-0.386 [a]	0.775 [a]	0.757 [a]	-0.090	-0.064
Political leadership does not hire and fire senior public sector officials	0.522 [a]	0.287 [a]	0.530 [a]	0.433 [a]	-0.383 [a]	0.654 [a]	0.523 [a]	0.061	0.154
Senior public officials are hired from the ranks of the public sector	0.340 [a]	0.334 [a]	0.416 [a]	0.437 [a]	-0.300 [a]	0.369 [a]	0.568 [a]	0.051	-0.054
Closed public administration									
Public sector employees hired via formal examination system	0.177 [c]	0.216 [b]	0.228 [b]	0.320 [a]	-0.162	0.121	0.289 [a]	0.153	0.338 [c]
If recruited, one stays as a public sector employee for the rest of one's career	0.012	0.025	0.124	0.214 [b]	-0.235 [b]	0.075	0.259 [a]	0.234 [c]	0.275
Terms of contracts regulated by special laws not applying to private sector	-0.133	0.009	-0.036	0.102	0.005	-0.101	0.026	0.105	-0.080
Salaries									
Senior officials have salaries comparable to those of similar private sector managers	0.219 [b]	0.202 [b]	0.167 [c]	0.131	0.091	0.123	0.186 [c]	-0.199	-0.096
Salaries of public administration workers are linked to performance appraisals	0.567 [a]	0.526 [a]	0.574 [a]	0.508 [a]	-0.139	0.470 [a]	0.526 [a]	-0.255 [b]	0.122

Appendix D Panel B: Correlations of Weberian scale components and measures of private sector management quality

The table shows raw pair-wise correlations between the components of the Weberian scale index and measures of private sector management quality for the full sample of countries with letters data. Significance levels: a if p<0.01; b if p<0.05; c if p<0.10.

	Will to delegate authority	Innovation capacity	Quality of management schools	Management practices	Monitoring management	Targets management	Incentives management
Professional and non-political public administration							
Skills and merits decide who gets the job when recruiting	0.596 [a]	0.593 [a]	0.551 [a]	0.561 [b]	0.493 [c]	0.428 [c]	0.626 [a]
Political connections do not decide who gets the job when recruiting	0.610 [a]	0.573 [a]	0.512 [a]	0.521 [b]	0.499 [b]	0.469 [c]	0.461 [c]
Political leadership does not hire and fire senior public sector officials	0.397 [a]	0.407 [a]	0.378 [a]	-0.052	-0.113	-0.378	0.002
Senior public officials are hired from the ranks of the public sector	0.324 [a]	0.435 [a]	0.303 [a]	0.247	0.346	0.237	0.073
Closed public administration							
Public sector employees hired via formal examination system	0.158	0.155	0.078	-0.275	-0.367	-0.237	-0.132
If recruited, one stays as public sector employee for the rest of one's career	0.019	0.151	0.124	-0.261	-0.159	-0.177	-0.398
Terms of contracts regulated by special laws not applying to private sector	0.177 [c]	0.047	0.040	-0.107	-0.179	-0.049	-0.050
Salaries							
Senior officials have salaries comparable to those of similar private sector managers	0.136	0.075	0.145	-0.196	-0.180	-0.198	-0.164
Salaries of public administration workers are linked to performance appraisals	0.435 [a]	0.442 [a]	0.380 [a]	0.489 [c]	0.480 [c]	0.362	0.501 [b]

Appendix E Panel A: Public sector management quality and mail efficiency

The table presents robust OLS regressions for all the countries in our sample. Robust standard errors are shown in parentheses under each coefficient. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

	$\text{Ln}\left(1+\frac{r_{90}*S}{L}\right)$					$\text{Ln}\left(1+\frac{q*S}{L}\right)$				
Ln letter boxes per staff	0.639 [c]	0.683 [c]	0.665 [c]	0.783 [b]	0.492	0.185	0.217	0.208	0.397 [b]	0.273
	[0.371]	[0.373]	[0.388]	[0.347]	[0.309]	[0.165]	[0.170]	[0.178]	[0.183]	[0.184]
Postcode databases	3.656 [a]	3.605 [a]	3.520 [a]	3.826 [a]	3.832 [a]	1.993 [a]	2.114 [a]	2.030 [a]	2.521 [a]	1.961 [a]
	[1.228]	[1.157]	[1.096]	[1.148]	[1.022]	[0.680]	[0.603]	[0.564]	[0.655]	[0.577]
Alphabet used is Latin-based	0.186	0.037	-0.011	0.276	-1.666 [b]	0.834 [c]	0.506	0.440	0.887	-0.294
	[0.907]	[0.907]	[0.916]	[0.951]	[0.692]	[0.495]	[0.491]	[0.486]	[0.572]	[0.422]
Ln distance from country to US	-1.556 [b]	-1.632 [b]	-1.524 [b]	-1.533 [b]	-1.696 [b]	-0.494	-0.520 [c]	-0.326	-0.338	-0.063
	[0.728]	[0.722]	[0.722]	[0.714]	[0.847]	[0.327]	[0.307]	[0.291]	[0.329]	[0.410]
Weberian public administration	0.785					1.330 [a]				
	[0.664]					[0.334]				
Professional & non-political public administraiton		0.460					0.801 [a]			
		[0.424]					[0.197]			
Hired for skills and merits			0.463					0.736 [a]		
			[0.403]					[0.199]		
Closed public administration				0.239					0.367	
				[0.418]					[0.254]	
Public management performance					0.885 [a]					0.554 [a]
					[0.227]					[0.135]
Constant	8.252	9.94	9.124	8.108	9.575	4.085	6.378 [c]	4.879	3.294	1.302
	[7.590]	[7.632]	[7.546]	[7.981]	[8.081]	[3.575]	[3.556]	[3.552]	[4.054]	[4.165]
Observations	102	103	103	103	117	102	103	103	103	117
Adj. R-squared	0.32	0.32	0.32	0.31	0.40	0.45	0.43	0.44	0.36	0.37

Appendix E Panel B : Attitudes and decision making by public officials and mail efficiency

The table presents robust OLS regressions for all the countries in our sample. Robust standard errors are shown in parentheses under each coefficient. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

	$\text{Ln}\left(1+\frac{r_{90}*S}{L}\right)$							$\text{Ln}\left(1+\frac{q*S}{L}\right)$						
Ln letter boxes per staff	0.753 [b]	0.671 [c]	0.676 [c]	0.674 [c]	0.786 [b]	0.686 [c]	0.629 [c]	0.338 [c]	0.305 [c]	0.276	0.313 [c]	0.423 [b]	0.284	0.218
	[0.360]	[0.355]	[0.356]	[0.359]	[0.326]	[0.376]	[0.348]	[0.182]	[0.180]	[0.172]	[0.183]	[0.170]	[0.185]	[0.162]
Postcode databases	3.662 [a]	3.651 [a]	3.316 [a]	3.264 [a]	3.459 [a]	3.554 [a]	3.481 [a]	2.213 [a]	2.407 [a]	1.933 [a]	2.057 [a]	2.327 [a]	2.162 [a]	2.130 [a]
	[1.144]	[1.073]	[1.167]	[1.110]	[1.185]	[1.187]	[1.172]	[0.589]	[0.528]	[0.573]	[0.551]	[0.622]	[0.558]	[0.596]
Alphabet used is Latin-based	-0.009	0.067	-0.185	-0.036	0.0323	-0.278	-0.152	0.424	0.592	0.275	0.498	0.577	0.144	0.313
	[0.893]	[0.886]	[0.886]	[0.912]	[0.870]	[0.952]	[0.928]	[0.480]	[0.483]	[0.472]	[0.506]	[0.489]	[0.482]	[0.483]
Ln distance from country to US	-1.548 [b]	-1.506 [b]	-1.513 [b]	-1.551 [b]	-1.433 [c]	-1.396 [c]	-1.510 [b]	-0.373	-0.292	-0.303	-0.334	-0.235	-0.202	-0.299
	[0.717]	[0.706]	[0.733]	[0.706]	[0.722]	[0.724]	[0.737]	[0.299]	[0.269]	[0.273]	[0.284]	[0.316]	[0.281]	[0.285]
Public sector employees strive to be efficient	0.389							0.679 [a]						
	[0.412]							[0.211]						
Public sector employees strive to implement policies decided by top politicians		0.805							0.786 [a]					
		[0.502]							[0.295]					
Public sector employees strive to help citizens			0.787 [c]							0.958 [a]				
			[0.465]							[0.195]				
Public sector employees strive to follow rules				0.701 [c]							0.659 [a]			
				[0.414]							[0.204]			
Public sector employees strive to fulfill the ideology of the parties in government					-0.784 [b]							-0.587 [a]		
					[0.360]							[0.188]		
Impartiality of public sector employees						0.615							0.703 [a]	
						[0.397]							[0.132]	
Public sector officials act impartially when deciding to implement a policy in a case							0.717 [c]							0.877 [a]
							[0.416]							[0.204]
Constant	8.442	6.771	7.734	7.982	12.120 [c]	7.309	8.44	3.761	2.299	3.016	3.508	6.794 [c]	3.195	3.873
	[7.728]	[7.679]	[7.653]	[7.526]	[7.210]	[7.609]	[7.501]	[3.623]	[3.635]	[3.441]	[3.574]	[3.629]	[3.566]	[3.436]
Observations	103	103	103	103	103	101	103	103	103	103	103	103	101	103
Adj. R-squared	0.31	0.33	0.33	0.33	0.34	0.34	0.34	0.42	0.41	0.46	0.41	0.40	0.45	0.47

Appendix E Panel C : Public sector wages and mail efficiency

The table presents robust OLS regressions for all the countries in our sample. Robust standard errors are shown in parentheses under each coefficient. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

	$\text{Ln}\left(1+\frac{r_{90}*S}{L}\right)$				$\text{Ln}\left(1+\frac{q*S}{L}\right)$			
Ln letter boxes per staff	0.804 [b]	0.697 [c]	1.268 [a]	1.107 [c]	0.431 [b]	0.322 [c]	0.754 [a]	0.899 [b]
	[0.358]	[0.353]	[0.389]	[0.580]	[0.191]	[0.171]	[0.212]	[0.320]
Postcode databases	3.826 [a]	3.891 [a]	3.910 [b]	1.33	2.543 [a]	2.507 [a]	1.969 [a]	1.804
	[1.099]	[1.145]	[1.327]	[2.054]	[0.602]	[0.593]	[0.724]	[1.108]
Alphabet used is Latin-based	0.199	-0.097	0.323	1.024	0.75	0.422	1.110 [c]	1.187
	[0.883]	[0.907]	[0.962]	[2.292]	[0.516]	[0.492]	[0.575]	[1.071]
Ln distance from country to US	-1.423 [c]	-1.509 [b]	-1.667 [b]	-0.455	-0.186	-0.360	-0.400	-0.195
	[0.720]	[0.736]	[0.806]	[0.702]	[0.341]	[0.310]	[0.354]	[0.438]
Senior officials with salaries comparable to to salaries of managers of private sector	0.269				0.354 [c]			
	[0.354]				[0.179]			
Salaries of public administration workers are linked to performance appraisals		0.515				0.630 [a]		
		[0.391]				[0.208]		
Avg. government wage / GDP per capita			-0.081				-0.132	
			[0.187]				[0.095]	
Postman salary / GDP per capita				-1.507				0.607
				[2.514]				[0.945]
Constant	18.375 [b]	18.464 [a]	21.600 [a]	13.475	8.262 [b]	9.164 [a]	11.801 [a]	9.850 [b]
	[7.002]	[6.988]	[7.531]	[8.699]	[3.318]	[2.954]	[3.241]	[4.363]
Observations	103	102	84	25	103	102	84	25
Adj. R-squared	0.31	0.32	0.46	0.14	0.37	0.41	0.47	0.40

Appendix E Panel D : Private sector management quality and mail efficiency

The table presents robust OLS regressions for all the countries in our sample. Robust standard errors are shown in parentheses under each coefficient. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

	$\text{Ln}\left(1+\frac{r_{90}*S}{L}\right)$							$\text{Ln}\left(1+\frac{q*S}{L}\right)$						
Ln letter boxes per staff	0.640 [b]	0.414	0.535 [c]	0.173	0.067	0.135	0.368	0.373 b	0.264 [c]	0.306 [b]	0.265	0.201	0.231	0.421 [c]
	[0.295]	[0.279]	[0.280]	[0.249]	[0.220]	[0.266]	[0.297]	[0.153]	[0.152]	[0.141]	[0.212]	[0.188]	[0.233]	[0.235]
Postcode databases	4.066 [a]	3.249 [a]	3.495 [a]	-0.613	-0.638	-0.692	0.007	2.047 [a]	1.610 [a]	1.670 [a]	0.114	0.178	0.040	0.531
	[0.810]	[0.870]	[0.799]	[0.999]	[0.830]	[1.081]	[1.432]	[0.425]	[0.445]	[0.417]	[0.919]	[0.819]	[1.031]	[1.236]
Alphabet used is Latin-based	-1.259 [c]	-1.018	-1.366 [b]	0.505	0.080	0.575	0.720	0.002	0.242	-0.056	0.500	0.182	0.560	0.713
	[0.696]	[0.674]	[0.670]	[0.534]	[0.437]	[0.609]	[0.927]	[0.361]	[0.362]	[0.332]	[0.535]	[0.479]	[0.601]	[0.803]
Ln distance from country to US	-2.421 [a]	-2.201 [a]	-2.117 [a]	-0.082	-0.136	-0.300	-0.086	-0.501 [c]	-0.396	-0.249	0.049	-0.014	-0.134	0.114
	[0.738]	[0.706]	[0.705]	[0.263]	[0.220]	[0.270]	[0.405]	[0.294]	[0.283]	[0.267]	[0.212]	[0.194]	[0.212]	[0.325]
Will to delegate authority	1.028 [a]							1.054 [a]						
	[0.333]							[0.182]						
Innovation capacity		1.497 [a]							1.101 [a]					
		[0.296]							[0.169]					
Quality of management schools			1.559 [a]							1.328 [a]				
			[0.325]							[0.171]				
Management practices index				3.902 [b]							3.288 [b]			
				[1.439]							[1.203]			
Monitoring management					3.945 [a]							3.016 [a]		
					[1.256]							[0.879]		
Targets management						3.006 [b]							2.550 [b]	
						[1.166]							[1.048]	
Incentives management							2.332							2.519
							[1.609]							[1.446]
Constant	15.774 [b]	15.988 [b]	12.033 [c]	-2.374	-0.994	2.786	-0.661	3.721	4.672	0.925	-3.225	-1.383	1.094	-3.7690
	[7.418]	[7.190]	[7.028]	[5.552]	[4.770]	[4.834]	[8.976]	[3.415]	[3.269]	[3.026]	[4.420]	[3.952]	[3.880]	[7.247]
Observations	137	134	137	20	20	20	20	137	134	137	20	20	20	20
Adj. R-squared	0.42	0.45	0.46	0.25	0.46	0.18	0.03	0.48	0.51	0.55	0.43	0.55	0.36	0.25

Appendix F Panel A: Postal Office Characteristics Robustness: Ln Permanent Offices per Staff and Public Management variables

The table presents robust OLS regressions for all the countries in our sample. Robust standard errors are shown in parentheses under each coefficient. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

	$Ln\left(1+\frac{r*S}{L}\right)$					$Ln\left(1+\frac{r_{90}*S}{L}\right)$					$Ln\left(1+\frac{q*S}{L}\right)$				
Ln permanent offices per staff	0.240	0.138	0.245	-0.012	0.141	0.359	0.206	0.280	0.090	0.011	-0.054	-0.124	-0.056	-0.260	0.080
	[0.250]	[0.258]	[0.279]	[0.255]	[0.344]	[0.469]	[0.475]	[0.478]	[0.465]	[0.423]	[0.170]	[0.191]	[0.206]	[0.191]	[0.274]
Postcode databases	2.371 [a]	2.513 [a]	2.358 [a]	3.203 [a]	2.687 [a]	4.322 [a]	4.225 [a]	4.124 [a]	4.749 [a]	4.195 [a]	2.113 [a]	2.241 a	2.174 [a]	2.844 a	2.184 [a]
	[0.838]	[0.747]	[0.632]	[0.821]	[0.819]	[1.112]	[1.085]	[1.023]	[1.005]	[0.971]	[0.633]	[0.563]	[0.537]	[0.584]	[0.556]
Alphabet used is Latin-based	0.910	0.448	0.351	0.996	-0.413	-0.003	-0.287	-0.356	0.076	-1.872 [a]	0.779	0.410	0.340	0.762	-0.407
	[0.655]	[0.612]	[0.593]	[0.796]	[0.585]	[0.899]	[0.895]	[0.889]	[0.964]	[0.688]	[0.484]	[0.469]	[0.461]	[0.570]	[0.418]
Ln distance from country to US	-0.393	-0.400	-0.172	-0.050	0.079	-1.469 [b]	-1.535 [b]	-1.367 [c]	-1.270 [c]	-1.284	-0.433	-0.435	-0.241	-0.131	0.158
	[0.363]	[0.342]	[0.348]	[0.410]	[0.585]	[0.693]	[0.696]	[0.693]	[0.702]	[0.829]	[0.332]	[0.316]	[0.312]	[0.369]	[0.412]
Weberian public administration	1.824 [a]					1.287 [b]					1.439 [a]				
	[0.438]					[0.603]					[0.343]				
Professional & non-political public administration		1.107 [a]					0.802 [b]					0.877 [a]			
		[0.249]					[0.395]					[0.199]			
Hired for skills and merits			1.080 [a]					0.774 [b]					0.810 [a]		
			[0.247]					[0.363]					[0.200]		
Closed public administration				0.680 [c]					0.446					0.427 [c]	
				[0.353]					[0.458]					[0.257]	
Public management performance					0.650 [a]					0.912 [a]					0.570 [a]
					[0.206]					[0.234]					[0.139]
Constant	0.399	5.063	1.665	3.911	0.771	8.892	13.739 [c]	11.326	13.139	11.592	6.056 [c]	9.552 [a]	7.123 [b]	9.198 [b]	1.582
	[5.287]	[4.811]	[5.096]	[5.785]	[7.287]	[8.519]	[8.151]	[8.495]	[8.873]	[9.177]	[3.528]	[3.368]	[3.530]	[3.949]	[4.768]
Observations	102	103	103	103	117	102	103	103	103	117	102	103	103	103	117
Adj. R-squared	0.38	0.36	0.38	0.27	0.26	0.30	0.28	0.29	0.26	0.39	0.45	0.43	0.43	0.33	0.36

Appendix F Panel B: Postal Office Characteristics Robustness: Ln Permanent Offices per Staff and Private Management variables

The table presents robust OLS regressions for all the countries in our sample. Robust standard errors are shown in parentheses under each coefficient. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

	$Ln\left(1+\frac{r*S}{L}\right)$							$Ln\left(1+\frac{r_{90}*S}{L}\right)$							$Ln\left(1+\frac{q*S}{L}\right)$						
Ln permanent offices per staff	-0.034	-0.016	0.092	0.098	0.097	0.011	0.052	-0.007	0.148	0.158	0.115	0.139	0.007	0.019	-0.044	-0.025	0.042	0.068	0.069	-0.022	0.019
	[0.246]	[0.250]	[0.216]	[0.260]	[0.237]	[0.251]	[0.307]	[0.410]	[0.399]	[0.374]	[0.243]	[0.215]	[0.227]	[0.295]	[0.186]	[0.190]	[0.146]	[0.253]	[0.227]	[0.245]	[0.303]
Postcode databases	3.023 [a]	2.324 [a]	2.476 [a]	0.073	0.188	-0.082	0.470	4.591 [a]	3.462 [a]	3.906 [a]	-0.634	-0.568	-0.783	-0.080	2.344 [a]	1.734 [a]	1.896 [a]	0.016	0.132	-0.140	0.430
	[0.642]	[0.673]	[0.617]	[0.934]	[0.834]	[1.001]	[1.422]	[0.750]	[0.836]	[0.721]	[0.994]	[0.784]	[1.078]	[1.642]	[0.406]	[0.432]	[0.391]	[0.964]	[0.854]	[1.040]	[1.480]
Alphabet used is Latin-based	-0.147	0.213	-0.202	0.32	0.030	0.411	0.423	-1.491 [b]	-1.142 [c]	-1.563 [b]	0.387	0.018	0.489	0.465	-0.133	0.157	-0.169	0.317	0.016	0.41	0.422
	[0.555]	[0.547]	[0.521]	[0.540]	[0.453]	[0.597]	[0.908]	[0.689]	[0.669]	[0.656]	[0.546]	[0.400]	[0.630]	[1.053]	[0.362]	[0.360]	[0.328]	[0.562]	[0.471]	[0.625]	[0.948]
Ln distance from country to US	-0.386	-0.239	-0.147	0.015	-0.041	-0.173	0.015	-2.230 [a]	-2.082 [a]	-1.947 [a]	-0.109	-0.143	-0.337	-0.190	-0.381	-0.300	-0.145	-0.004	-0.060	-0.198	-0.006
	[0.391]	[0.377]	[0.364]	[0.215]	[0.171]	[0.191]	[0.362]	[0.709]	[0.685]	[0.673]	[0.270]	[0.220]	[0.260]	[0.438]	[0.295]	[0.288]	[0.264]	[0.227]	[0.183]	[0.203]	[0.378]
Will to delegate authority	1.073 [a]							1.230 [a]							1.160 [a]						
	[0.245]							[0.346]							[0.203]						
Innovation capacity		1.159 [a]							1.728 [a]							1.214 [a]					
		[0.212]							[0.330]							[0.176]					
Quality of management schools			1.512 [a]							1.807 [a]							1.455 [a]				
			[0.236]							[0.310]							[0.180]				
Management practices index				3.611 [a]							4.292 [b]							3.731 [a]			
				[1.101]							[1.450]							[1.150]			
Monitoring management					3.185 [a]							4.155 [a]							3.311 [a]		
					[0.781]							[1.265]							[0.824]		
Targets management						2.790 [a]							3.207 [a]							2.867 [a]	
						[0.898]							[1.054]							[0.934]	
Incentives management							2.684							2.541							2.752
							[1.731]							[1.921]							[1.783]
Constant	7.271	6.2144	1.596	-1.1371	0.160	4.100	2.1043	21.322 [b]	17.571 [b]	14.215 [c]	-2.241	-2.360	4.390	4.609	7.421 [c]	7.054 [c]	2.750	-1.128	0.124	4.343	2.321
	[5.408]	[5.275]	[5.237]	[6.051]	[4.653]	[5.115]	[9.949]	[8.258]	[8.149]	[7.894]	[6.869]	[5.932]	[5.284]	[10.752]	[3.765]	[3.648]	[3.477]	[6.026]	[4.611]	[5.070]	[10.091]
Observations	137	134	137	20	20	20	20	137	134	137	20	20	20	20	137	134	137	20	20	20	20
Adj. R-squared	0.30	0.33	0.36	0.39	0.52	0.33	0.12	0.39	0.44	0.44	0.34	0.46	0.17	-0.04	0.45	0.49	0.53	0.39	0.52	0.32	0.12

Appendix G - Geography Robustness: Postal office characteristics, management and geographic variables as determinants of mail efficiency

The table presents robust OLS regressions for all the countries in our sample. The dependent variable in all regressions is Ln(1 + r*S/L). Each of the three panels includes a different management variable. The management variable included in each panel are: "Weberian public administration" in Panel A; "Public sector officials act impartially when deciding to implement a policy in a case" in Panel B; and "Quality of management schools" in Panel C. Robust standard errors are shown in parentheses under each coefficient. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

Dependent variable:	$Ln\left(1+\frac{r*S}{L}\right)$								$Ln\left(1+\frac{r*S}{L}\right)$								$Ln\left(1+\frac{r*S}{L}\right)$							
	Panel A: Weberian public admininstration								***Panel B: Public sector officials act impartially***								***Panel C: Quality of management schools***							
Ln letter boxes per staff	0.315	0.221	0.235	0.274	0.245	0.274	0.132	0.193	0.320	0.247	0.282	0.311	0.273	0.289	0.151	0.263	0.209	0.235	0.234	0.269	0.259	0.262	0.12	0.203
	[0.282]	[0.250]	[0.260]	[0.252]	[0.255]	[0.256]	[0.269]	[0.275]	[0.305]	[0.258]	[0.269]	[0.263]	[0.264]	[0.266]	[0.281]	[0.285]	[0.320]	[0.280]	[0.269]	[0.269]	[0.271]	[0.267]	[0.294]	[0.285]
Postcodes databases	2.107 [b]	2.020 [b]	2.092 [b]	1.949 [b]	2.010 [b]	1.987 [b]	1.115	1.133	2.357 [a]	2.232 [a]	2.282 [a]	2.252 [a]	2.174 [a]	2.245 [a]	1.303 [c]	1.438 [c]	2.520 [a]	2.328 [a]	2.277 [a]	2.251 [a]	2.308 [a]	2.384 [a]	1.668 [b]	1.429 [b]
	[1.008]	[0.937]	[0.930]	[0.888]	[0.936]	[0.914]	[0.814]	[0.957]	[0.821]	[0.768]	[0.772]	[0.742]	[0.768]	[0.791]	[0.712]	[0.806]	[0.760]	[0.716]	[0.671]	[0.673]	[0.698]	[0.674]	[0.687]	[0.647]
Alphabet used is Latin-based	1.129	1.033	0.968	0.978	1.013	0.945	0.752	0.898	0.477	0.367	0.335	0.363	0.407	0.358	0.416	0.483	0.068	-0.138	-0.194	-0.091	-0.137	-0.276	0.044	0.122
	[0.765]	[0.709]	[0.685]	[0.665]	[0.702]	[0.682]	[0.672]	[0.696]	[0.734]	[0.694]	[0.658]	[0.639]	[0.668]	[0.667]	[0.619]	[0.631]	[0.608]	[0.576]	[0.561]	[0.544]	[0.570]	[0.569]	[0.537]	[0.548]
Ln distance from country to U.S.	-0.281	-0.547	-0.449	-0.467	-0.452	-0.466	-0.199	-0.004	-0.038	-0.443	-0.199	-0.185	-0.234	-0.246	-0.057	0.142	0.169	-0.284	-0.310	-0.251	-0.189	-0.150	-0.285	-0.061
	[0.378]	[0.538]	[0.374]	[0.355]	[0.351]	[0.394]	[0.250]	[0.287]	[0.342]	[0.536]	[0.327]	[0.311]	[0.305]	[0.330]	[0.257]	[0.297]	[0.343]	[0.448]	[0.369]	[0.350]	[0.357]	[0.360]	[0.325]	[0.303]
Management variable	1.610 [a]	1.624 [a]	1.643 [a]	1.558 [a]	1.575 [a]	1.594 [a]	0.806 [b]	1.096 [b]	1.044 [a]	1.071 [a]	1.055 [a]	0.968 [a]	1.029 a	0.998 [a]	0.535 [a]	0.645 [a]	1.336 [a]	1.390 [a]	1.524 [a]	1.339 [a]	1.419 [a]	1.520 [a]	0.842 [a]	0.794 [a]
	[0.423]	[0.387]	[0.403]	[0.360]	[0.373]	[0.383]	[0.392]	[0.487]	[0.233]	[0.235]	[0.237]	[0.213]	[0.219]	[0.231]	[0.188]	[0.232]	[0.221]	[0.236]	[0.266]	[0.220]	[0.217]	[0.253]	[0.278]	[0.245]
Full State monopoly or some servivce reserved for the State	0.505								0.747								0.339							
	[0.605]								[0.641]								[0.605]							
US exports over country GDP		-4.191								-6.557								-1.200						
		[7.719]								[7.960]								[6.950]						
Landlocked dummy			0.327			0.188					0.283			0.286					0.713			0.455		
			[0.503]			[0.486]					[0.512]			[0.509]					[0.596]			[0.583]		
Ln area				-0.213 [c]		-0.249 [c]						-0.17		-0.129						-0.157 [c]		-0.306 [b]		
				[0.120]		[0.138]						[0.115]		[0.129]						[0.092]		[0.122]		
Ln population density					0.119	-0.091							0.191	0.084							-0.080	-0.369 [c]		
					[0.164]	[0.190]							[0.153]	[0.173]							[0.144]	[0.187]		
Ln man-hour costs per million letters with geographic adjustments							-0.582 [a]								-0.561 [a]								-0.429 [a]	
							[0.149]								[0.130]								[0.139]	
UPU fee classification (Group 2)								-0.287								-0.396								-0.135
								[0.368]								[0.272]								[0.335]
UPU fee classification (Group 3)								-1.185 [b]								-0.928								-0.956 b
								[0.504]								[0.567]								[0.465]
UPU fee classification (Group 4)								-2.114 [a]								-1.968 [a]								-2.382 [a]
								[0.705]								[0.620]								[0.586]
UPU fee classification (Group 5)								-3.297 [a]								-3.014 [a]								-2.669 [a]
								[1.085]								[1.100]								[0.906]
Constant	3.058	5.97	4.882	8.176 [b]	4.774	8.818 [b]	8.847 [a]	5.013	3.097	7.493	5.201 [c]	7.614 [b]	4.868 [c]	7.094 [b]	8.637 [a]	5.4810c	0.357	4.784	4.342	6.621 [c]	4.185	8.258 [b]	8.822 [b]	6.898 [b]
	[3.897]	[4.961]	[3.408]	[3.779]	[3.304]	[3.856]	[3.242]	[3.347]	[3.497]	[4.837]	[2.937]	[3.181]	[2.836]	[3.388]	[2.764]	[2.857]	[3.586]	[4.162]	[3.634]	[3.678]	[3.546]	[3.705]	[3.916]	[3.298]
Observations	93	100	102	102	102	102	101	102	94	101	103	103	103	103	102	103	123	134	137	137	137	137	136	137
Adj. R-squared	0.40	0.37	0.38	0.40	0.39	0.39	0.49	0.44	0.41	0.39	0.40	0.41	0.41	0.40	0.49	0.44	0.37	0.36	0.37	0.38	0.37	0.39	0.40	0.42

Appendix H -Historical Robustness: Postal office characteristics, management, legal origins, religion, ethnic fractionalization, latitude and GDP per capita as determinants of mail efficiency

The table presents robust OLS regressions for all the countries in our sample. The dependent variable in all regressions is Ln(1 + r*S/L). Each of the three panels includes a different management variable. The management variable included in each panel are: "Weberian public administration" in Panel A; "Public sector officials act impartially when deciding to implement a policy in a case" in Panel B; and "Quality of management schools" in Panel C. Robust standard errors are shown in parentheses under each coefficient. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

Dependent variable:	$\text{Ln}\left(1+\frac{r*S}{L}\right)$							$\text{Ln}\left(1+\frac{r*S}{L}\right)$							$\text{Ln}\left(1+\frac{r*S}{L}\right)$						
	Panel A: Weberian public admininstration							***Panel B: Public sector officials act impartially***							***Panel C: Quality of management schools***						
Ln letter boxes per staff	0.225	0.203	0.231	0.269	0.188	0.202	0.149	0.280	0.264	0.253	0.316	0.269	0.217	0.197	0.276	0.218	0.150	0.229	0.145	0.138	0.012
	[0.268]	[0.259]	[0.262]	[0.263]	[0.275]	[0.269]	[0.298]	[0.278]	[0.273]	[0.266]	[0.273]	[0.285]	[0.279]	[0.304]	[0.276]	[0.287]	[0.270]	[0.269]	[0.291]	[0.286]	[0.301]
Postcodes databases	1.126	1.919 [b]	1.845 [b]	1.808 [b]	1.723 [b]	1.781 [c]	1.517 [c]	1.445 [b]	2.190 [a]	2.194 [a]	2.087 [a]	2.050 [a]	2.143 [a]	1.987 [b]	1.466 [b]	2.258 [a]	2.270 [a]	1.981 [a]	1.690 [a]	2.248 [a]	1.757 [a]
	[0.799]	[0.950]	[0.897]	[0.836]	[0.841]	[0.941]	[0.876]	[0.712]	[0.759]	[0.771]	[0.707]	[0.750]	[0.770]	[0.792]	[0.654]	[0.702]	[0.678]	[0.627]	[0.610]	[0.694]	[0.614]
Alphabet used is Latin-based	1.045	0.992	0.468	1.193 [c]	1.186 c	0.566	0.679	0.600	0.259	0.413	0.564	0.536	0.421	0.516	0.350	-0.176	-0.155	0.109	0.193	-0.137	0.331
	[0.662]	[0.700]	[0.798]	[0.652]	[0.665]	[0.806]	[0.787]	[0.620]	[0.743]	[0.677]	[0.631]	[0.624]	[0.755]	[0.748]	[0.529]	[0.688]	[0.545]	[0.534]	[0.511]	[0.722]	[0.647]
Ln distance from country to U.S.	0.064	-0.427	-0.22	-0.331	-0.269	-0.265	-0.053	0.209	-0.155	-0.202	-0.101	-0.090	-0.232	-0.103	0.041	-0.282	-0.338	0.037	0.012	-0.323	0.059
	[0.282]	[0.346]	[0.352]	[0.321]	[0.344]	[0.383]	[0.396]	[0.263]	[0.337]	[0.308]	[0.292]	[0.304]	[0.377]	[0.373]	[0.304]	[0.378]	[0.362]	[0.349]	[0.345]	[0.380]	[0.341]
Management variable	1.144 [a]	1.551 [a]	1.606 [a]	1.568 [a]	1.565 [a]	1.594 [a]	1.501 [a]	0.673 [a]	1.042 [a]	0.987 [a]	0.997 [a]	1.013 [a]	1.039 [a]	0.962 [a]	0.961 [a]	1.372 [a]	1.292 [a]	1.503 [a]	1.416 [a]	1.308 [a]	1.395 [a]
	[0.410]	[0.504]	[0.395]	[0.391]	[0.378]	[0.505]	[0.516]	[0.207]	[0.256]	[0.290]	[0.216]	[0.212]	[0.322]	[0.310]	[0.277]	[0.231]	[0.244]	[0.227]	[0.217]	[0.257]	[0.262]
Ln GDP per capita	0.930 [a]							0.838 [a]							0.654 [b]						
	[0.288]							[0.273]							[0.285]						
French legal origin		-0.255				-0.278	-0.547		-0.004				-0.003	-0.001		-0.006				-0.001	-0.001
		[0.799]				[0.910]	[0.912]		[0.007]				[0.008]	[0.007]		[0.008]				[0.009]	[0.009]
German legal origin		0.670				0.428	-0.168		-0.007				-0.019	-0.016		0.002				-0.003	-0.007
		[0.675]				[0.632]	[0.895]		[0.009]				[0.019]	[0.019]		[0.010]				[0.018]	[0.018]
Scandinavian legal origin		0.460				0.516	-0.358		-0.014				-0.012	-0.012		-0.009				-0.004	-0.002
		[0.640]				[1.157]	[1.202]		[0.009]				[0.010]	[0.010]		[0.009]				[0.010]	[0.010]
Catholic % in 1980			0.003			0.004	0.007			-0.330			-0.496	-0.663			-0.890 c			-0.931	-1.064
			[0.007]			[0.008]	[0.008]			[0.750]			[0.821]	[0.798]			[0.510]			[0.634]	[0.655]
Protestant % in 1980			0.006			0.001	0.001			0.483			0.279	-0.093			0.515			0.512	-0.175
			[0.008]			[0.015]	[0.015]			[0.606]			[0.579]	[0.801]			[0.459]			[0.469]	[0.684]
Muslim % in 1980			-0.015			-0.012	-0.012			-0.068			1.026	0.362			-0.114			0.015	-1.035
			[0.009]			[0.010]	[0.010]			[0.535]			[1.358]	[1.418]			[0.440]			[1.170]	[1.204]
Ethnic fractionalization in 1985				-1.291			-0.766				-0.931			-0.637				-1.446			-0.995
				[1.061]			[1.128]				[1.000]			[1.059]				[0.913]			[1.025]
Latitud					1.825		1.871					1.012		1.000					2.849 [c]		2.898
					[1.603]		[2.499]					[1.603]		[2.366]					[1.491]		[2.224]
Constant	-5.64	5.159	3.614	4.75	2.99	4.034	2.349	-4.13	5.446 [c]	5.630 [c]	4.977 [c]	4.058	6.242 [c]	5.399	-2.009	5.199	6.008	2.012	1.072	5.929	1.635
	[3.585]	[3.461]	[3.605]	[3.204]	[3.311]	[3.849]	[3.900]	[3.440]	[3.194]	[2.973]	[2.840]	[2.989]	[3.318]	[3.425]	[3.523]	[3.771]	[3.809]	[3.429]	[3.538]	[3.941]	[3.486]
Observations	101	102	99	100	100	99	98	102	100	103	101	101	100	99	136	133	137	134	134	133	131
Adj. R-squared	0.45	0.38	0.40	0.39	0.40	0.39	0.38	0.44	0.40	0.40	0.40	0.40	0.39	0.38	0.40	0.36	0.38	0.39	0.38	0.37	0.38

Appendix I: Robustness checks of management variables

The table shows the results of robust OLS regressions using the full sample of countries with letters data. The dependent variable for all regressions is "got the letter back." Each row shows the results of a different regression which includes: (i) all the independent variables used in our main specification in Table 3; (ii) a management variable, which is specified in the first column of the table; and (iii) an additional independent variable which is specified in the heading of each panel. The colums show for each regression: (i) the coefficient and significance level of the management variable; (ii) the coefficient and the significance level of the additional independent variable; (iii) the number of observations; and (iv) the Adjusted R-squared of the regression. The coefficients of the other independent variables are not shown. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

	Dependent variable: $\text{Ln}\left(1+\frac{r*S}{L}\right)$			
Management variable included as independent variable	Coefficient of management variable	Coefficient of additional indepdendent variable	Obs.	Adj. R-sq
Panel A: Controlling for Ln GDP per capita				
No management variable	-----	0.890 [a]	154	0.39
Weberian public administration	1.144 [a]	0.930 [a]	101	0.45
Professional and non-political public administration	0.608 [a]	0.973 [a]	102	0.43
Public management performance	0.370 [c]	0.632 [c]	114	0.27
Public sector employees strive to implement policies	0.610 [c]	1.053 [a]	102	0.42
Public sector employees strive to help citizens	0.799 [a]	0.892 [a]	102	0.45
Public sector employees strive to follow rules	0.146	1.128 [a]	102	0.41
Public sector employees strive to fulfil ideology of parties	-0.310	1.112 [a]	102	0.41
Impartiality of public sector employees	0.247	1.029 [a]	100	0.41
Public sector officials act impartially implementing policy	0.673 [a]	0.838 [a]	102	0.44
Will to delegate authority	0.357	0.807 [b]	136	0.37
Innovation capacity	0.619 [a]	0.694 [a]	133	0.38
Quality of management schools	0.961 [a]	0.654 [b]	136	0.40
Panel B: Controlling for years of schooling				
No management variable	-----	0.890 [a]	156	0.35
Weberian public administration	1.144 [a]	0.930 [a]	102	0.43
Professional and non-political public administration	0.608 [a]	0.973 [a]	103	0.41
Public management performance	0.370 [c]	0.632 [c]	117	0.26
Public sector employees strive to implement policies	0.610 [c]	1.053 [a]	103	0.38
Public sector employees strive to help citizens	0.799 [a]	0.892 [a]	103	0.42
Public sector employees strive to follow rules	0.146	1.128 [a]	103	0.36
Public sector employees strive to fulfil ideology of parties	-0.310	1.112 [a]	103	0.37
Impartiality of public sector employees	0.247	1.029 [a]	101	0.38
Public sector officials act impartially implementing policy	0.673 [a]	0.838 [a]	103	0.43
Will to delegate authority	0.357	0.807 [b]	136	0.33
Innovation capacity	0.619 [a]	0.694 [a]	133	0.34
Quality of management schools	0.961 [a]	0.654 [b]	136	0.38
Panel C: Controlling for years of college				
No management variable	-----	0.229 [c]	106	0.32
Weberian public administration	1.113 [b]	0.010	87	0.36
Professional and non-political public administration	0.662 [a]	0.062	87	0.35
Public management performance	0.414 [c]	0.140	80	0.19
Public sector employees strive to implement policies	0.496	0.112	87	0.34
Public sector employees strive to help citizens	1.053 [a]	0.017	87	0.39
Public sector employees strive to follow rules	0.176	0.145	87	0.33
Public sector employees strive to fulfil ideology of parties	-0.192	0.139	87	0.33
Impartiality of public sector employees	0.331	0.085	86	0.33
Public sector officials act impartially implementing policy	0.787 [a]	-0.009	87	0.37
Will to delegate authority	0.582	0.196	101	0.30
Innovation capacity	0.908 [a]	0.189	100	0.35
Quality of management schools	1.156 [a]	0.212	101	0.35

Appendix I: Robustness checks of management variables

The table shows the results of robust OLS regressions using the full sample of countries with letters data. The dependent variable for all regressions is "got the letter back." Each row shows the results of a different regression which includes: (i) all the independent variables used in our main specification in Table 3; (ii) a management variable, which is specified in the first column of the table; and (iii) an additional independent variable which is specified in the heading of each panel. The colums show for each regression: (i) the coefficient and significance level of the management variable; (ii) the coefficient and the significance level of the additional independent variable; (iii) the number of observations; and (iv) the Adjusted R-squared of the regression. The coefficients of the other independent variables are not shown. Significance levels: a if p<0.01; b if p<0.05; and c if p<0.10.

	Dependent variable: $\text{Ln}\left(1+\frac{r*S}{L}\right)$			
Management variable included as independent variable	Coefficient of management variable	Coefficient of additional indepdendent variable	Obs.	Adj. R-sq
Panel D: Controlling for fiscal capacity				
No management variable	-----	0.107 [a]	88	0.38
Weberian public administration	1.950 [a]	0.063 [b]	71	0.48
Professional and non-political public administration	0.667 [a]	0.058 [b]	71	0.45
Public management performance	0.552 [b]	0.118 [b]	65	0.25
Public sector employees strive to implement policies	0.174	0.073 [b]	71	0.29
Public sector employees strive to help citizens	1.010 [a]	0.037	71	0.50
Public sector employees strive to follow rules	0.274	0.076 [b]	71	0.40
Public sector employees strive to fulfil ideology of parties	-0.336 [a]	0.069 [b]	71	0.41
Impartiality of public sector employees	0.602 [a]	0.033	70	0.44
Public sector officials act impartially implementing policy	0.628 [a]	0.054 [c]	71	0.45
Will to delegate authority	0.658 [a]	0.090 [b]	83	0.35
Innovation capacity	0.938 [a]	0.089 [b]	83	0.37
Quality of management schools	1.247 [a]	0.076 [b]	83	0.41

Appendix J: Variable definitions and basic descriptive statistics for the variables used only in online appendices

Variable name	No. Obs	Mean	Std. Dev.	Coeff. Variation	Min	Max	Definitions and sources
Permanent offices	158	4047.83	14456.49	0.28	2.00	161193.00	The number of permanent post offices in a given country in 2011. According to the Universal Postal Union, permanent post offices are full-service and secondary post offices. Full-service permanent post offices are post offices to which, in principle, customers may apply for all postal services. This category also includes sections of exchange offices or sorting offices offering similar services. Secondary permanent post offices are permanent post offices that generally have reduced services and/or limited opening times for the public. This category also includes sections of exchange offices or sorting offices offering similar services, and establishments other than the designated operator providing postal services on the basis of a contract with the designated operator (such as shops offering postal services). The data for the number of permanent offices and the number of full-time staff of the post office comes from the statistics of the Universal Postal Union. If the data for 2011 is unavailable, we use the most recent value between 2005 and 2010. For countries with missing data (i.e., Kosovo, Nepal, and Taiwan, we used either older Universal Postal Union ratios, data from the national post office annual reports, or data provided directly to us by the postal office of those countries). *(Source: Own calculation).*
Full state monopoly or some service reserved for the state	141	0.74	0.44	1.70	0.00	1.00	Dummy variable equal to one if the state postal service has complete monopoly over all parcels or over letters and/or packages up to a certain weight, and zero otherwise. If the data for 2010 is unavailable, we use the most recent value between 2005 and 2009. We use Universal Postal Union data except for Taiwan, who does not belong to the Universal Postal Union and for which we use its post office annual report. *(Source: Own calculation using Universal Postal Union data).*
US exports over country GDP	152	0.03	0.04	0.72	0.00	0.21	Exports from the United States of America to each country as a proportion to the Gross Domestic Product of the country in 2010. *(Source: Direction of Trade Statistics, International Monetary Fund).*
Landlocked dummy	159	5.94	1.56	3.81	2.29	8.97	Dummy variable equal to one if the country is landlocked, and zero otherwise. *(Source: Own calculation using Wikipedia data).*
Ln area	159	5.94	1.56	3.81	2.29	8.97	Natural logarithm of the area in square kilometers of a given country in 2010. If the data for 2010 is unavailable, we use the most recent value between 2005 and 2009. We use Universal Postal Union data, except for Taiwan, who does not belong to the Universal Postal Union and for which we use its post office annual report. *(Source: Own calculation based on Universal Postal Union data).*
Ln population density	159	5.94	1.56	3.81	2.29	8.97	Natural logarithm of the number of population in the country per square kilometer in a given country in 2010. If the data for 2010 is unavailable, we use the most recent value between 2005 and 2009. We use Universal Postal Union data except for Taiwan, who does not belong to the Universal Postal Union and for which we use its post office annual report. *(Source: Own calculation based on Universal Postal Union data).*
Ln man hour costs per million letters with geographic adjustment	157	4.26	2.35	1.81	0.60	11.17	Natural logarithm of the normal million letters unit cost in man-years of a given country in 2010. If the data for 2010 is unavailable, we use the most recent value between 2005 and 2009. We use Universal Postal Union data, except for Taiwan, who does not belong to the Universal Postal Union and for which we use its post office annual report. The methodology is detailed in the Universal Postal Union country classification methodology for the terminal dues system. *(Source: Universal Postal Union data).*
UPU fee classification dummies	159	___	___	___	___	___	Classification of the Universal Postal Union based on the postal development indicator of the country in 2010. The methodology used is the one approved by UPU's Council of Administration in 2007. The methodology is detailed in the Universal Postal Union country classification methodology for the future terminal dues system. *(Source: Universal Postal Union data).*
Legal origin	159	___	___	___	___	___	Identifies the legal origin of the Company Law or Commercial Code of each country. There are five possible legal origins: (1) English Common Law; (2) French Commercial Code; (3) German Commercial Code; (4) Scandinavian Commercial Code; and (5) Socialist/Communist laws. *(Source: La Porta et al., 1999, and 2008)*
Religion	159	___	___	___	___	___	Identifies the percentage of the population of each country that belonged to the three most widely spread religions in the world in 1980. For countries of recent formation, the data is available for 1990-1995. The numbers are in percent (scale from 0 to 100). The three religions identified here are: (1) Roman Catholic; (2) Protestant; and (3) Muslim. The residual is called "other religions". *(Source: La Porta et al., 1999)*
Ethnic fractionalization in 1985	154	0.46	0.27	1.68	0.00	0.98	Average value of five different indicators of ethnolinguistic fractionalization. *(Source: La Porta et al., 1999)*
Latitude	154	0.30	0.19	1.56	0.00	0.72	The absolute value of the latitude of the country, scaled to take values between 0 and 1. *(Source: La Porta et al., 1999)*
Ln GDP per capita	154	8.76	1.40	6.25	2.15	11.33	Natural logarithm of gross domestic product per capita in PPP constant 2005 international dollars in 2010. When data for 2010 is not available, we use the most recent information available for the period 2004-2009. *(Source: World Development Indicators 2011).*
Years of schooling	156	7.86	2.75	2.86	0.91	12.69	The average years of schooling from primary school onward for the population aged 15 years or older. We use the most recent information available for the period 1990-2006. *(Source: Gennaioli et al. 2013, supplemented with additional data calculated following the same methodology used in Gennaioli et al. 2013).*
Years of college	106	2.23	1.74	1.28	0.03	8.74	The average years of college for the population aged 15 years or older. We use the most recent information available for the period 1990-2006. *(Source: Gennaioli et al. 2013).*
Fiscal capacity	93	17.15	5.64	3.04	7.27	34.48	Tax revenues as a percentage of GDP in 2010. *(Source: World Development indicators 2011)*

Appendix K1: Methodology of the Experiment

This appendix also includes two Excell files and a Word file containing all the information used to carry out the experiment.

We selected **159 countries** to send letters to based on the criteria of them being (1) sovereign countries and (2) the availability of human capital data from the 2010 education dataset by Barro et al. The five largest **cities** in each country were selected based on the use of Wikipedia and http://population.mongabay.com/. The information of the largest cities was inputted into the tab titled "addresses" of file "R2_addresses.xlsx".

We sent 2 letters to each of the 5 largest cities in 159 countries. These were airmail, first class letters, with correct international postage of 98 cents. The letters were dropped in street mail boxes in Cambridge, MA between December 8, 2010 and February 4, 2011.

Each letter sent was put in a standard envelope with black and white printing of the address. Standard international mail stamps were used. Both the letter inside and the information on the envelope used the Latin alphabet and the Arabic numerals, as required by the postal convention. The letter inside, reproduced in Figure 1, was always the same, and written in English. It came from Rafael La Porta at Tuck School of Business at Dartmouth College in Hanover, New Hampshire. The letter stated that it was confidential, confirmed the receipt of previous correspondence, and requested urgent response regarding the recipient's willingness to continue the collaboration project. The idea of such a letter was to add a bit of urgency to the task of returning in the event that a postal employee opened the envelope and read it. At the same time, we made sure there was only one piece of paper inside the envelope to minimize the temptation for postal employees to look for valuables inside.

The name of the addressee was chosen as a common name in the country. The **person names** on each letter were randomly chosen from a selection of the top twenty baby names and family names from each country. Lists of these names were found from many separate websites searching on the internet. We used a random number generator function in excel to select one of twenty choices for each country. The full list of first names and last names that were candidate names for use in our letters is found on the tab called "names&co" in the excel file titled "R2_addresses.xlsx".

In addition to the name of the addressee, each address on the front of the envelope had a generic name of a business, such as Computer Management Professionals, Smart Computer Services, Inventory Technology Partners, Professional Management Forum, Inventory Area Management Computer, etc. The **company names** used in the address were from a list of 20 generic company names we invented. We translated the company names to the local language of the country using Google translate where it was relevant to do so. The company name used in each address was randomly selected using a random number generator function in excel. These names are listed and selected on the tab titled "names&co" in the same excel file titled "R2_addresses.xlsx".

Following the name of the business, the envelope had a printed address, which had a correct existing zip code for the city in question but a non-existent address. Google maps was used to determine **zip codes** where possible. Postal codes, when not available through Google maps, were looked up with http://www.upu.int/en/resources/postcodes/looking-up-a-postcode.html and http://www.addressdoctor.com/lookup/default.aspx?lang=en .

The street names used on the letters sent were made up by us and were selected from a list of the last names of famous economists. Names of Nobel Laureates in Economics and famous Western composers were used as street names. In particular we chose the last thirty Nobel prize winning economists, as street names. We used a random number generator function in excel to select among these thirty

possible “street names”. This was done on the “lookup” tab “R2_addresses” of the file “R2_addresses.xlsx”. The house number on each street was also randomly generated. We randomly generated a digit length of 1 to 4 digits in length and then randomly generated the values of each digit using the same excel formula. This was done on the “lookup” tab “R2_addresses” of the file “R2_addresses.xlsx”.

The addresses were typed following the postal convention. The final set of addresses used for each country are contained in the tab called “addresses” in the Excell file titled “R2_addresses.xlsx”. It is possible but extremely unlikely that, by coincidence, the street address existed in that city at that zip code. For all practical purposes, the street address was non-existent. There is a specific reason we used incorrect street names. Had we used existing street names (which would be trivial), the letter would probably reach the mailman. Unless we used a crazy building number, the printed address would actually exist. In this case (as often happens in the U.S.), we would expect the mailman to actually deliver the letter to the existing address, so we could not distinguish throwing the letter out from delivering it to a non-existent addressee. To compute our measures of mail efficiency, we thus need a non-existent street, so that it becomes obvious at some point that the address is incorrect. The full addresses and list of letters sent is contained in the file called “mail.csv”. This dataset contains the address of each letter, the unique letter identifier, the country code, the date the letter was sent, and the date the letter was returned.

In addition, each letter contained the return address of Rafael La Porta at the Tuck School of Business at Dartmouth. Under the address, it said in larger bold letters **PLEASE RETURN TO SENDER IF UNDELIVERABLE**. This too was done to encourage the return of the letter.

The letter inside each envelope was produced using a mail merge. The letter insert used is in the Word file titled “EnclosedLttr”. The list of the letters sent and the actual addresses and names used in our

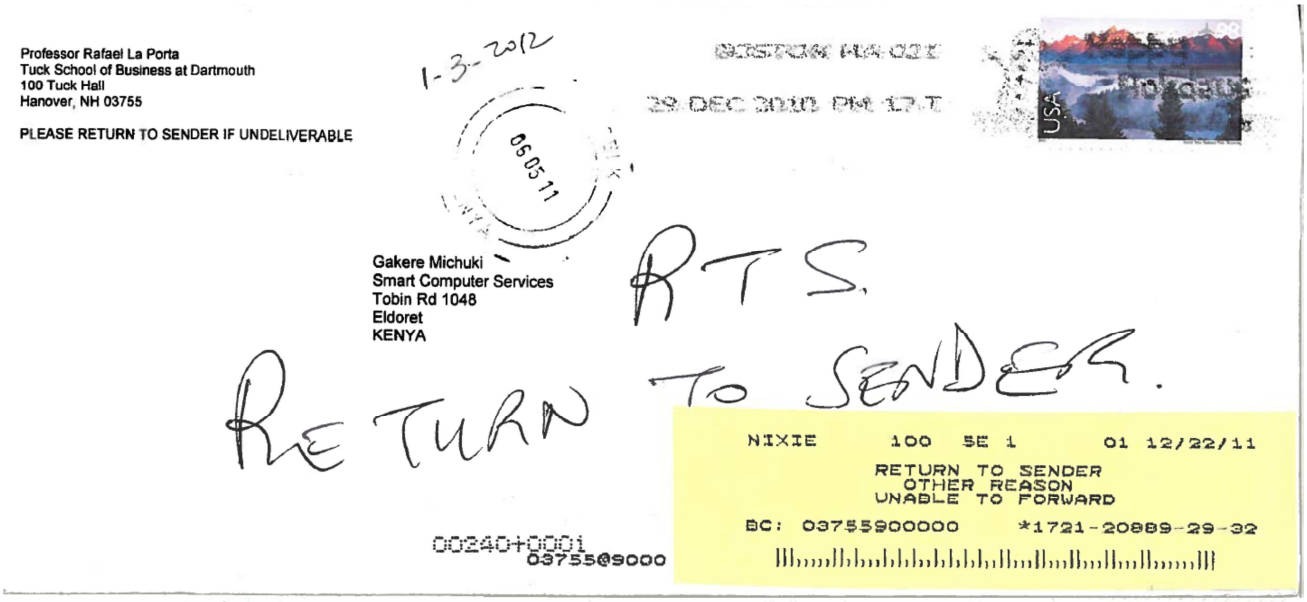
mailing can be found on the tab titled “master” in the Excel file titled “R2_addresses.xlsx”. This is the source file used in the mail merge to create our letters.

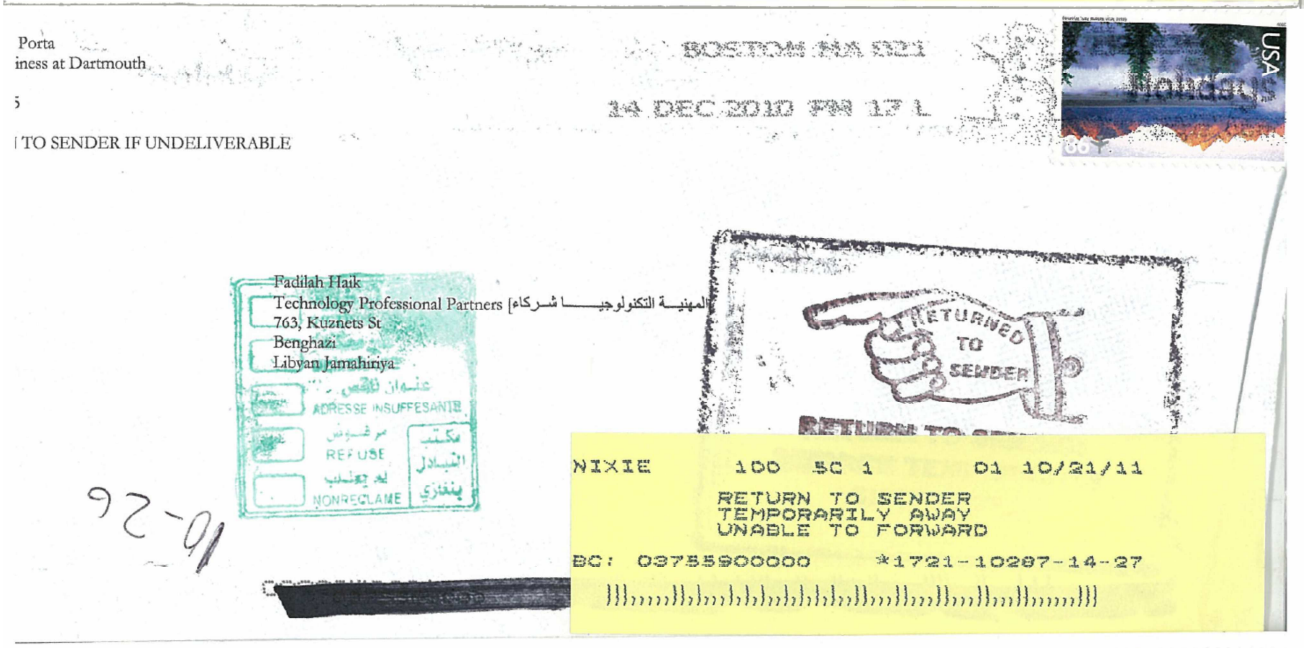
All of the countries in the sample subscribe to the Universal Postal Union. Article 147 from the Universal Postal Union Letter Post Regulations Final Protocol of 2009 regulates the return of incorrectly addressed mail, and in particular mandates the return of such mail under normal circumstances (our letters certainly met those circumstances: they did not contain biodegradable or radioactive material, etc.). Moreover, the Regulations require that the letters must be returned within a month of entering the country, and that the sending country (i.e., the US) pays for the return (Articles RC 139.9, 202.1, and 202.2). The letters met all the requirements, such as how the addresses were typed, postage, return addresses, letter weight, to trigger the return under the Universal Postal Union.

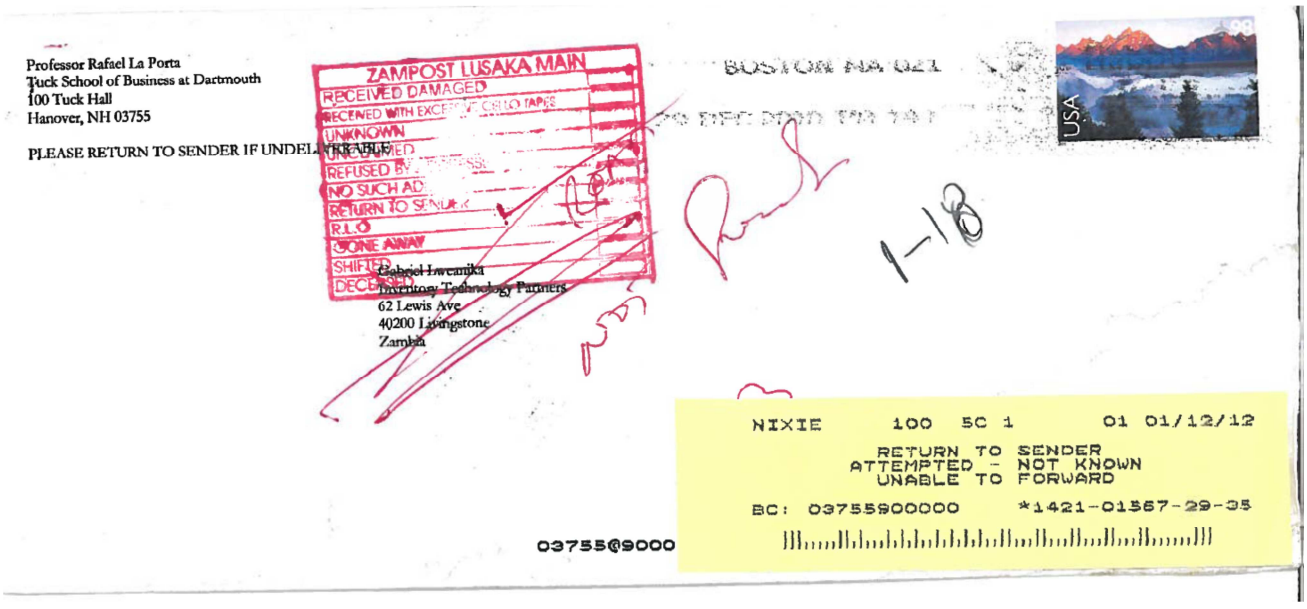
Following the mailing, we kept track of the dates of return of the letters, checking every weekday when mail was delivered. Figure 2 presents the front of the envelope for several of the returned letters. Based on this information, we constructed three variables for each country. The first is the fraction of the 10 letters that were returned. The second is the fraction of 10 letters that were returned within 3 months, as would be (generously) required by postal conventions. The third is the average time to get the letter back using the (equalizing) assumption that the letters than never came back actually did come back on February 4, 2012, the last day we kept track of the data. Appendix A provides a detailed description of all the variables we use in the paper; Appendix B illustrates the construction of the mail variables for two countries: Czech Republic and Russia.

Appendix K2 : Returned Letters

This appendix presents the front of the envelope of several returned letters.







Professor Rafael La Porta
Tuck School of Business at Dartmouth
100 Tuck Hall
Hanover, NH 03755

PLEASE RETURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021
09 FEB 2011 PM 1 L

1-5

Insoff. Addess

Madzimoyo Mia
Services Professionals United
Tinbergen Rd 6
Lilongwe
MALAWI

NIXIE 100 12-30-11

RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD

00247/0001

La Porta
Business at Dartmouth
755[illegible]

RN TO SENDER IF UNDELIVERABLE

10-17

BOSTON MA 021
ST DEC 2010 PM 1 T

Abjit Handique
Smart Company Supply Services
4 Klein Rd
Baghazar
Kolkata - 700003
INDIA

00174/0001

a Porta
siness at Dartmouth
5

TO SENDER IF UNDELIVERABLE

11-3

BOSTON MA 021

Julio Hernández
Supply Management United
71 Avenida Simon
Myrdal y Stigler
Camagüey 3
CP 70200 Camagüey
CUBA

INT

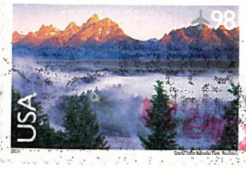
00470-0001

orta
ess at Dartmouth

O SENDER IF UNDELIVERABLE

BOSTON MA 021

31 DEC 2010 PM 14 T



CORREOS DE COSTA RICA S.A.
Sucursal o Centro: CC
Correo Nº 6
☐ Cambio de Domicilio ☐ Fallecio
☐ Pasó al Apartado ☐ Rehusado
☐ Dirección Insuficiente ☐ Ausente
☐ Desconocido
☐ No pertenece al Apartado

Braulio Hernández
Smart Company Supply Services
Avenida Sharpe 2860
Puntarenas
60101
Costa Rica

1A-13

NIXIE 100 5E 1 00 10/10/11
RETURN TO SENDER

a Porta
iness at Dartmouth
5

O SENDER IF UNDELIVERABLE

BOSTON MA 021

Harsallah Kohistani
Business Management Specialists [میازرگـــان تـیـری مـد متخصـــص]
7436 Meade str
Herāt
AFGHANISTAN

RTS/ANK
9-20-11

10-10

NIXIE 100 5C 1 00 10/02/11
RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
BC: 03755900000 *1421-21454-09-43

Professor Rafael La Porta
Tuck School of Business at Dartmouth
100 Tuck Hall
Hanover, NH 03755

PLEASE RETURN TO SENDER IF UNDELIVERABLE

1-3-2012

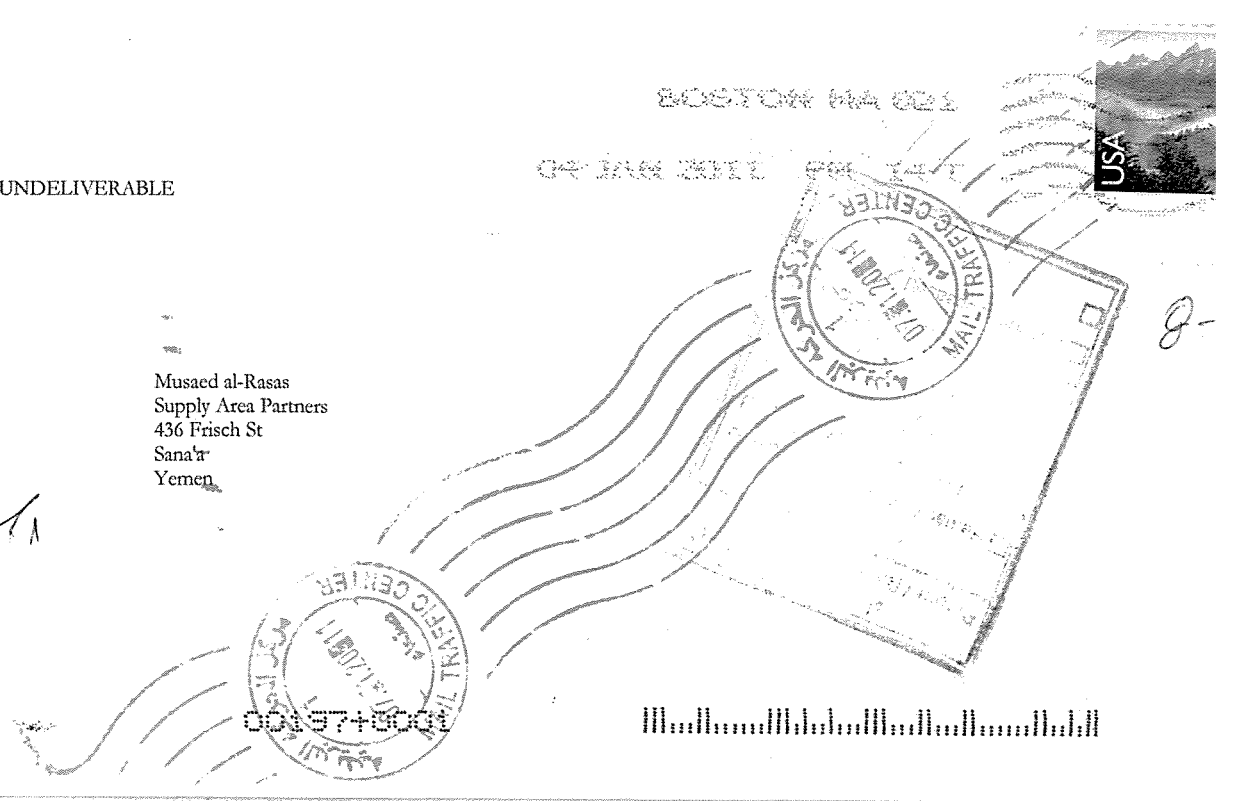
Reagan Urbano
Services Professionals United
Avenida Kantorovich 8
Luanda
REPÚBLICA DE ANGOLA

12 Tower

NIXIE 100 5E 1 00 12/23/11
RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
BC: 03755900000 *1021-00246-31-44

Professor Rafael La Porta
Tuck School of Business at Dartmouth
100 Tuck Hall
Hanover, NH 03755

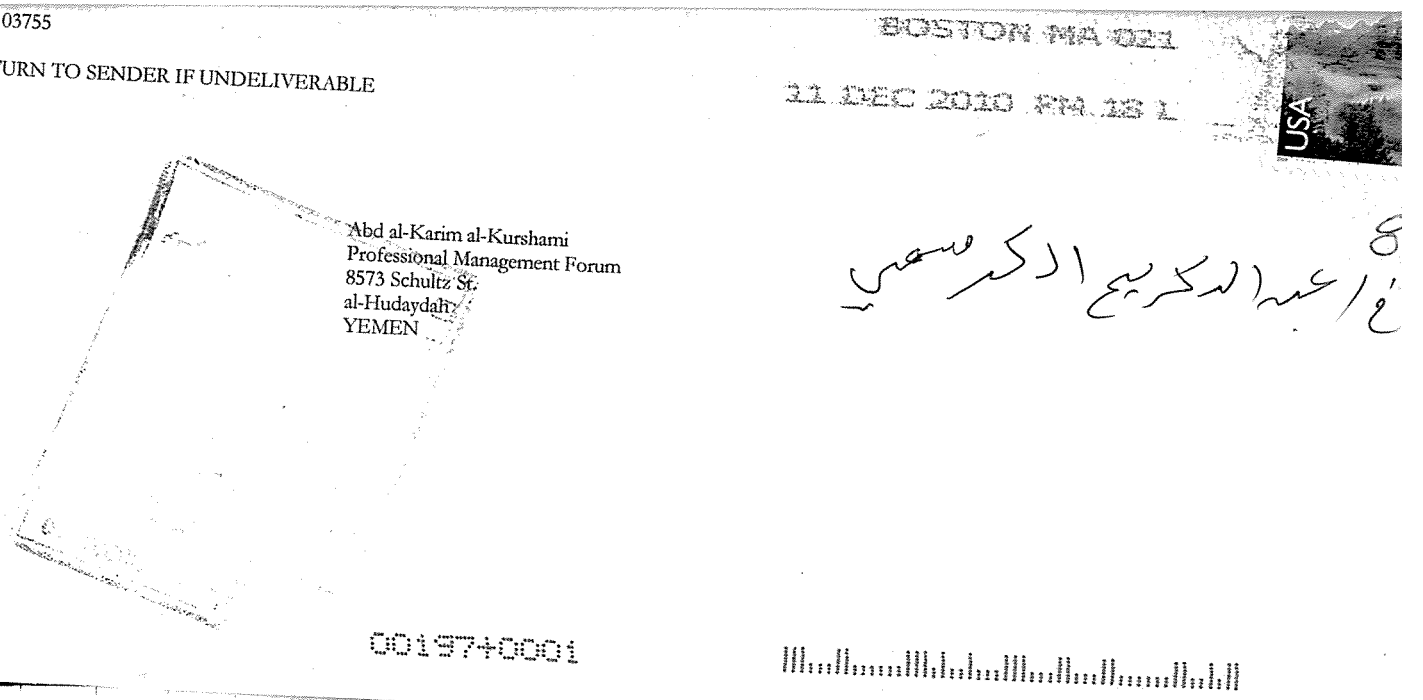
PLEASE RETURN TO SENDER IF UNDELIVERABLE



Musaed al-Rasas
Supply Area Partners
436 Frisch St
Sana'a
Yemen

Hanover, NH 03755

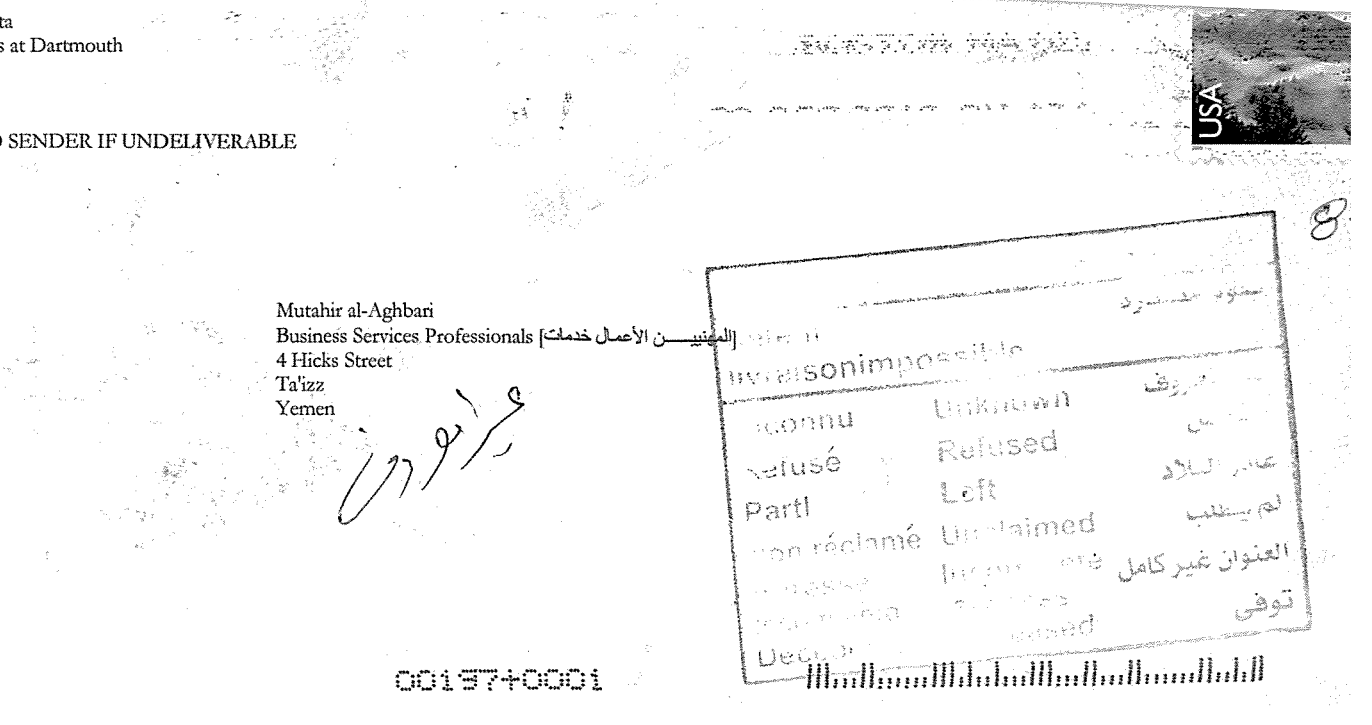
PLEASE RETURN TO SENDER IF UNDELIVERABLE



Abd al-Karim al-Kurshami
Professional Management Forum
8573 Schultz St.
al-Hudaydah
YEMEN

Professor Rafael La Porta
Tuck School of Business at Dartmouth
100 Tuck Hall
Hanover, NH 03755

PLEASE RETURN TO SENDER IF UNDELIVERABLE



Mutahir al-Aghbari
Business Services Professionals [المهنيين لخدمات الأعمال]
4 Hicks Street
Ta'izz
Yemen

:or Rafael La Porta
chool of Business at Dartmouth
ck Hall
er, NH 03755

:E RETURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021

USA

Lenka Stofile
Supply Area Partners
4192 Stone St
Cape Town
8001
South Africa

NOT Road

NIXIE 100 BC 1 00 09/14/1
RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
BC: 03758900000 *1421-08807-04-9

00255

ofessor Rafael La Porta
ick School of Business at Dartmouth
0 Tuck Hall
anover, NH 03755

LEASE RETURN TO SENDER IF UNDELIVERABLE

USA

Muhammad al-Hajri
Manufacturing and Supply Services
6 Solow St
Ta'izz
YEMEN

00197

essor Rafael La Porta
: School of Business at Dartmouth
Tuck Hall
over, NH 03755

ASE RETURN TO SENDER IF UNDELIVERABLE

USA

Musaed Ali Hamad
Computer Professional Group Services
53 Hayek St
al-Hudaydah
Yemen

Professor Rafael La Porta
Tuck School of Business at Dartmouth
100 Tuck Hall
Hanover, NH 03755

PLEASE RETURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021

14 DEC 2010 PM 17 T

Mahmood Ashraf
Technology Professional Partners
7762 Buchanan Rd.
Bhamba Kalan
Lahore 55151
PAKISTAN

10-10

NIXIE 100 SE 1 00

RETURN TO SENDER
NOT DELIVERABLE AS ADDRES
UNABLE TO FORWARD

BC: 03755900000 *1721-044

00179000 3755@9000

Professor Rafael La Porta
Tuck School of Business at Dartmouth
100 Tuck Hall
Hanover, NH 03755

PLEASE RETURN TO SENDER IF UNDELIVERABLE

Richard Mendoza
Computer Management Professionals
7351 Av. Frisch
Manila Cpo-Ermita, Manila
1000 Metro Manila
PHILIPPINES

NIXIE 100 SE 1 0

RETURN TO SENDER
NOT DELIVERABLE AS ADDR
UNABLE TO FORWARD

BC: 03755900000 *1421-1

9-19

00432+000@3755@9000

Professor Rafael La Porta
Tuck School of Business at Dartmouth
100 Tuck Hall
Hanover, NH 03755

PLEASE RETURN TO SENDER IF UNDELIVERABLE

Ronald Concepción
Business Services Professionals [Negosyo Serbisyo Ng Mga Propesyonal]
221 Av. Hicks
Cebu City
6000 Cebu
PHILIPPINES

1/20/11

ael La Porta
of Business at Dartmouth
03755

TURN TO SENDER IF UNDELIVERABLE

10-4

Salvador Antonio
Business Services Professionals [Profissionais de Serviços de Negócios]
Avenida Allais 2323
2100 Beira
Mozambique

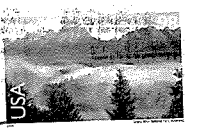
Endereço não localizado

00243+0001

---

afael La Porta
of Business at Dartmouth
all
H 03755

ETURN TO SENDER IF UNDELIVERABLE



9-5

Cadmiel Garrido
Services Professionals United [Profissionais de Serviços Unidos]
Avenida Tinbergen 41
1100 Maputo
MOZAMBIQUE

NIXIE 100 SE 1 00 09/06/11
RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
00243+0001 BC: 03755900000 *1721-01402-09-34
03755@9000

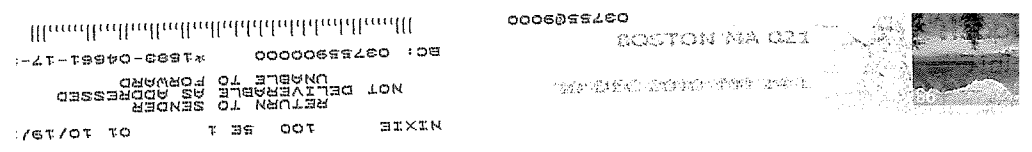
---

afael La Porta
of Business at Dartmouth
all
03755

URN TO SENDER IF UNDELIVERABLE

Mahmood Ashraf
Business Management Specialists
2043 Meade Rd
Aryan
Lahore 55151
PAKISTAN

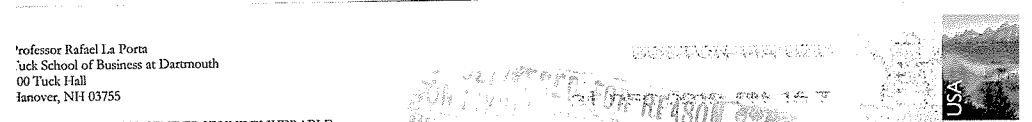
9-27



Renne Morel
Manufacturing and Supply Services
Rue Solow 2
Ségou
MALI

10-25

00210/0001



Professor Rafael La Porta
Tuck School of Business at Dartmouth
100 Tuck Hall
Hanover, NH 03755

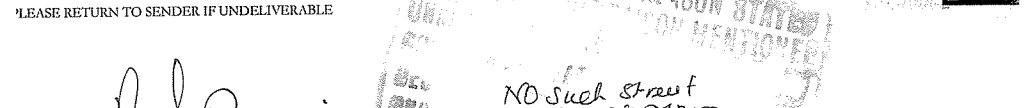
PLEASE RETURN TO SENDER IF UNDELIVERABLE

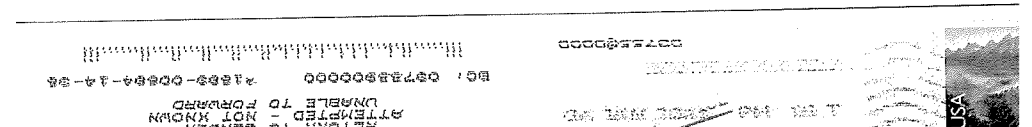
NO Such Street
or #BNS.
13/2/11

9-22

Xavier Chedambaram
Professional Technology Services
5422 Stigler St
Quatre Bornes
Mauritius

00261X0001
03755@9000





Oldemiro Pacheco
Supply Area Partners
Avenida Stone 2
1100 Maputo
Mozambique

or Rafael La Porta
hool of Business at Dartmouth
k Hall
r, NH 03755

E RETURN TO SENDER IF UNDELIVERABLE

9-30

BOSTON MA 021

USA

Mpeo Molelki
Inventory Technology Partners
Lewis Rd 7302
Mafeteng 900
Lesotho

MAFE

00257/0001

or Rafael La Porta
chool of Business at Dartmouth
ck Hall
er, NH 03755

SE RETURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021

14 DEC 2010 PM 12 L

Fadilah Haik
Technology Professional Partners [المهنيـــة التكنولوجيـــا شـركاء]
763, Kuznets St
Benghazi
Libyan Jamahiriya

RETURNED TO SENDER

NIXIE 100 5C 1 01 10/21/11
RETURN TO SENDER
TEMPORARILY AWAY
UNABLE TO FORWARD
BC: 03755900000 *1721-10297-14-27

92-01

Professor Rafael La Porta
Tuck School of Business at Dartmouth
100 Tuck Hall
Hanover, NH 03755

PLEASE RETURN TO SENDER IF UNDELIVERABLE

10-24

USA

Afrah Moghadam
Professional Technology Services
166, Markowitz St
Al Murgub
Libyan Jamahiriya

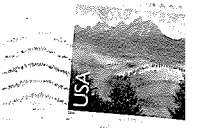
RETURN TO SE
SERVICE TEMP

10-20

NIXIE 100 5C 1 00 1
RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSE
UNABLE TO FORWARD
BC: 03755900000 *1421-0752

sor Rafael La Porta
ichool of Business at Dartmouth
ick Hall
er, NH 03755

SE RETURN TO SENDER IF UNDELIVERABLE



Alonso Menocal
Supply Area Partners
Calle Stone 8364
FM1100 Tegucigalpa, Francisco Morazan
Honduras

10-26

00482/0001

ssor Rafael La Porta
School of Business at Dartmouth
Tuck Hall
over, NH 03755

ASE RETURN TO SENDER IF UNDELIVERABLE

10-17

Abjit Handique
Smart Company Supply Services
4 Klein Rd
Bagbazar
Kolkata 700003
INDIA

00174/0001

Professor Rafael La Porta
Tuck School of Business at Dartmouth
100 Tuck Hall
Hanover, NH 03755

PLEASE RETURN TO SENDER IF UNDELIVERABLE

Donald Little
Professional Technology Services
93 Koopmans Rd.
May Pen
Jamaica

RETURNED
FOR REASON CHECKED BELOW
Abandoned
Not known at address
No such address
Insufficient address
Illegible address
No such number
Removed
Off Island
Refused
Deceased
Business defu
Unclair

NOT collected

10-11

ıael La Porta
of Business at Dartmouth
l
03755

TURN TO SENDER IF UNDELIVERABLE

11-3

Hector Ramos
Business Services Professionals [Profesionales de Empresas de Servicios]
5 Lewis Avenida
Koopmans y Tinbergen
Camagüey 4
CP 70200 Camagüey
Cuba

INT

00470+0001

afael La Porta
l of Business at Dartmouth
all
H 03755

ETURN TO SENDER IF UNDELIVERABLE

11-3

Julio Hernández
Supply Management United
71 Avenida Simon
Myrdal y Stigler
Camagüey 3
CP 70200 Camagüey
CUBA

INT

00470+0001

afael La Porta
of Business at Dartmouth
ll
I 03755

TURN TO SENDER IF UNDELIVERABLE

RTS

9-22

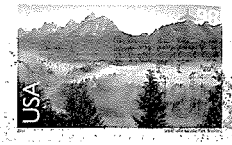
Thomas Davis
Supply Area Partners
298 Frisch Rd
Serekunda
Gambia

Porta
ness at Dartmouth

TO SENDER IF UNDELIVERABLE

BOSTON MA 021

31 DEC 2010 PM 1



CORREOS DE COSTA RICA S.A.
Sucursal o Centro: CCI
Correo Nº 6
☐ Cambio de Domicilio ☐ Fallecido
☐ Cerrado el Apartado ☐ Rehusado
☒ Dirección Insuficiente ☐ Ausente
☐ Desconocido
☐ No pertenece al Apartado

Braulio Hernández
Smart Company Supply Services
Avenida Sharpe 2860
Puntarenas
60101
Costa Rica

10-13

NIXIE 100 SE 1 00 10/10/11
RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
BC: 03755900000 *1421-03867-31-35

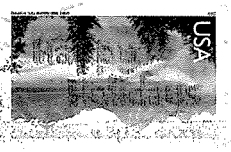
00465+0001
03755@9000

Porta
iness at Dartmouth

TO SENDER IF UNDELIVERABLE

BOSTON MA 021

31 DEC 2010 PM 12 T



11-3

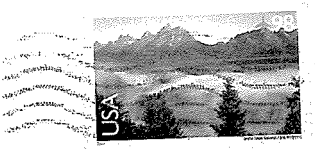
Julio Herrera
Business Manufacturing Group International
439 Avenida Schultz
Kantorovich y Frisch
Holguín 1
CP 80100 Holguín
CUBA

INT

00470+0001

orta
ess at Dartmouth

O SENDER IF UNDELIVERABLE



José Ramos
Supply Area Partners
5 Stone Avenida
Allais y Haavelmo
La Habana 6
CP 33800 Artemisa
Cuba

ıfael La Porta
of Business at Dartmouth
ıll
H 03755

ETURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021
31 DEC 2010 PM 12 T

USA

9-2

Pablo Faber
Smart Company Supply Services
Klein Av 6296
Belmopan
Belize

JUL 25 201

00460/0001

ıfael La Porta
of Business at Dartmouth
ıll
H 03755

ETURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021
17 DEC 2010 PM 12 T

USA

Nestor Rodriguez
Business Manufacturing Group International
Haavelmo Av. 48
Belmopan
BELIZE

JUL 13 201

10-11

00460/0001

---

l La Porta
Business at Dartmouth

3755

RN TO SENDER IF UNDELIVERABLE

BOSTON MA 021
31 JAN 2011 PM 12 T

USA

11-3

Chaunce Michel
Services Professionals United
94 Avenue de Tinbergen
Brazzaville
REPUBLIC OF CONGO

NIXIE 100 4E 1 01 10/31/1
RETURN TO SENDER

ıl La Porta
Business at Dartmouth

3755

RN TO SENDER IF UNDELIVERABLE

BOSTON MA 021

USA

Shoaib Azizi
Inventory Management Professionals [ی‌موجود ت‌وری‌ید یا حرفـه]
4026 Miller str
Jalālābād
AFGHANISTAN

10-25

NIXIE 100 SE 1 01 10/10/11
RETURN TO SENDER
UNDELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
BC: 03755900000 *1821-21174-29-32

00180/00001 03755@9000

---

ael La Porta
f Business at Dartmouth

03755

RN TO SENDER IF UNDELIVERABLE

BOSTON MA 021

USA

Harsallah Kohistani
Business Management Specialists [ی‌بازرگـــان ت‌وری‌ید متخصـــص]
7436 Meade str
Herāt
AFGHANISTAN

RTS/ANE
9-20-11

10-16

NIXIE 100 SC 1 00 10/02/11
RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
BC: 03755900000 *1421-21454-09-43

00180/00825/9000

---

fael La Porta
of Business at Dartmouth
ll
I 03755

TURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021

USA

Shoaib Kohistani
Professional Technology Services
6 Markowitz str.
Jalālābād
Afghanistan

9-27

afael La Porta
l of Business at Dartmouth
all
H 03755

URN TO SENDER IF UNDELIVERABLE

BOSTON MA 021

09 DEC 2010 PM 3 T

Rajib Haque
Business Inventory Management [ব্যবসা সরবরাহ ব্যবস্থাপনা]
Modighani Rd 6189
Anawara
Chittagong 4377
BANGLADESH

8-22

NIXIE 100 SE 1 00 08/19/11
RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
BC: 03755900000 *2422-22007-09-42

00173+03755@9000

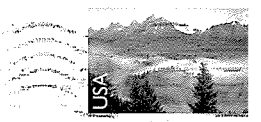
---

el La Porta
f Business at Dartmouth

03755

URN TO SENDER IF UNDELIVERABLE

BOSTON MA 021



Rahman Islam
Computer Management Professionals
Frisch Rd. 154
Demra
Dhaka - 1342
BANGLADESH

8-22

NIXIE 100 SE 1 00 08/19/1
RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
BC: 03755900000 *1421-17016-04-4

00173+03755@9000

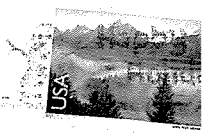
---

afael La Porta
l of Business at Dartmouth
all
H 03755

ETURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021

11 DEC 2010 PM 12 L



Bappi Nahid
Business Manufacturing Group International
Schultz Rd 92
Bagha
Rajshahi 6280
BANGLADESH

8-22

NIXIE 100 SE 1 00 08/19/11
RETURN TO SENDER

fael La Porta
of Business at Dartmouth
ll
I 03755

TURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021

USA

Shoaib Kohistani
Professional Technology Services
6 Markowitz str.
Jalālābād
Afghanistan

9-27

00180/0001

or Rafael La Porta
ool of Business at Dartmouth
k Hall
, NH 03755

RETURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021

USA

Harsallah Kohistani
Business Management Specialists [ی‌باز رگـــان ت‌ی‌ری‌مد متخصـــص]
7436 Meade str
Herāt
AFGHANISTAN

RTS/ANK
9-20

10-16

NIXIE 100 SC 1 00 10/02/

RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD

BC: 03755900000 *1421-21454-09-

afael La Porta
of Business at Dartmouth
ll
I 03755

TURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021

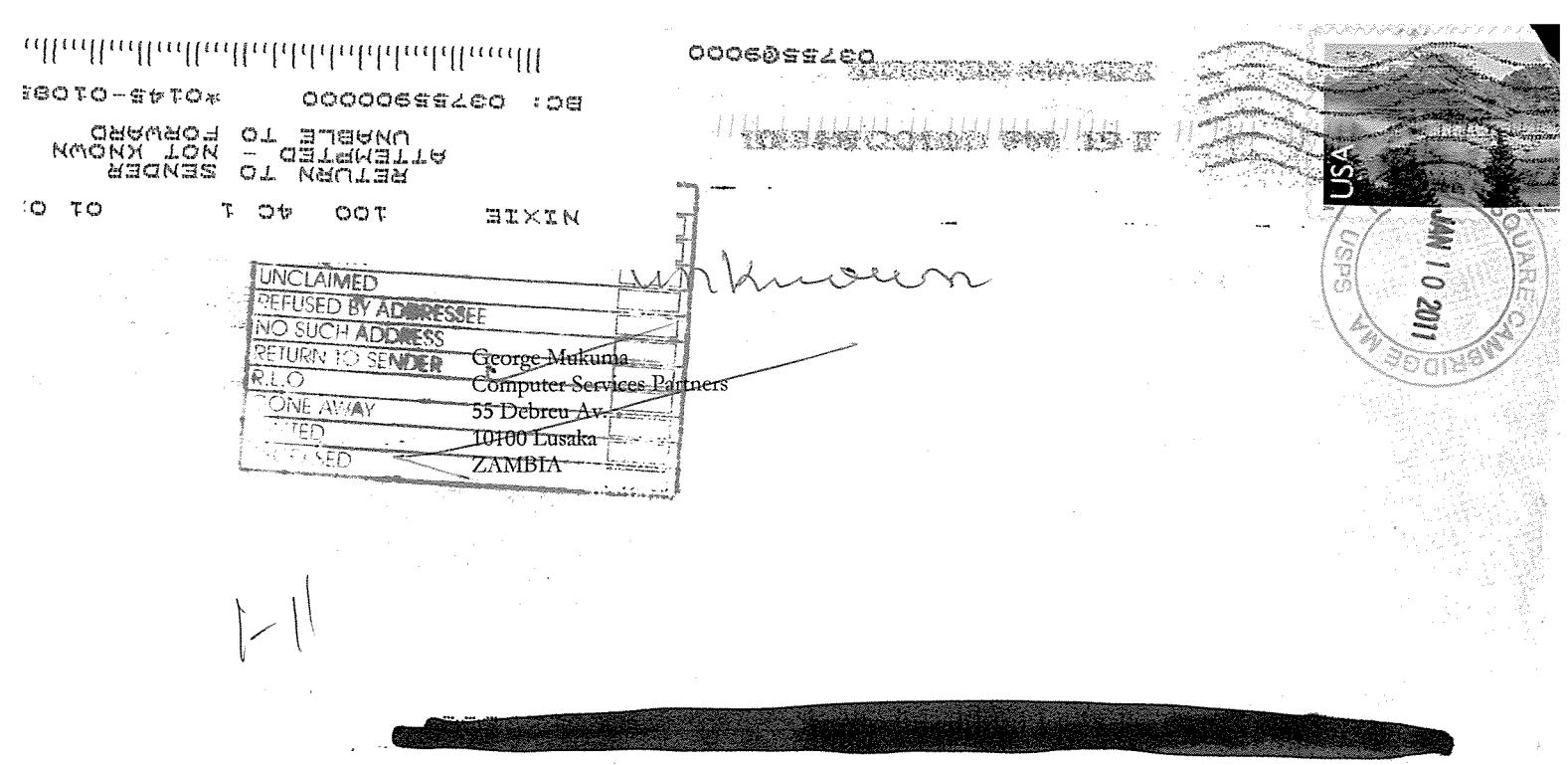
USA

Shoaib Azizi
Inventory Management Professionals [ی‌موجود ت‌ی‌ری‌مد ی‌ا حرفـه]
4026 Miller str
Jalālābād
AFGHANISTAN

10-25

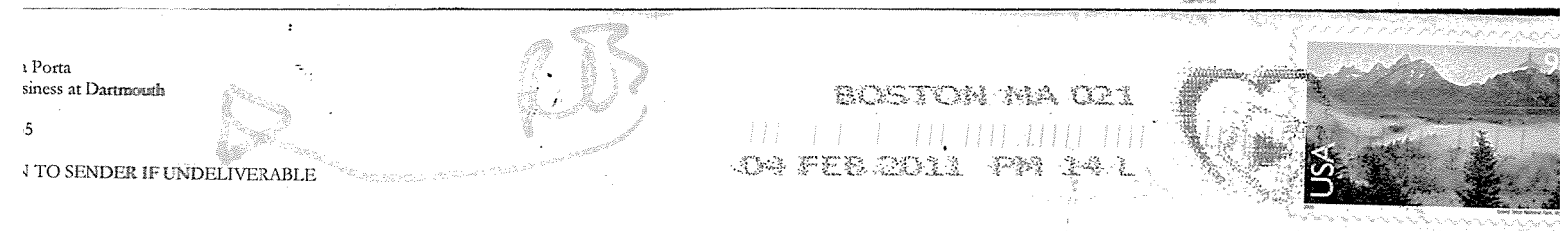
NIXIE 100 SE 1 01 10/18/1

RETURN TO SENDER
UNDELIVERABLE AS ADDRESSED



1-11

[redacted]



1-5

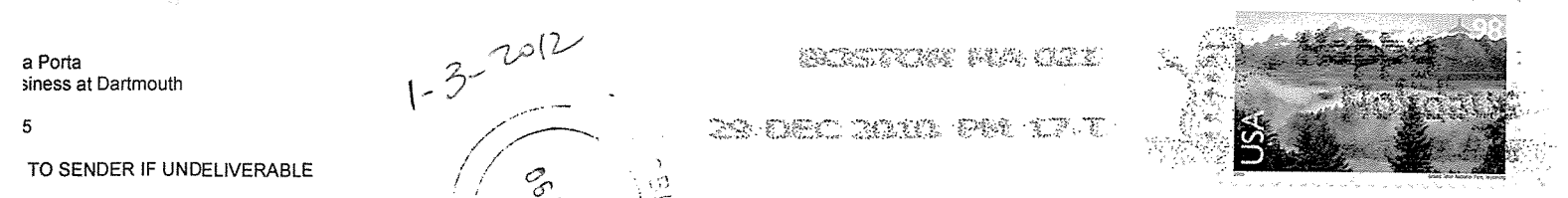
Insuf. Addrss

Madzimoyo Mia
Services Professionals United
Tinbergen Rd 6
Lilongwe
MALAW

NIXIE 100 12-30-11

RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD

00247/0001



1-3-2012

06 05 11
KENYA

Gakere Michuki
Smart Computer Services
Tobin Rd 1048
Eldoret
KENYA

RTS.

RETURN TO SENDER.

NIXIE 100 SE 1 01 12/22/11

'orta
ıess at Dartmouth

TO SENDER IF UNDELIVERABLE

BOSTON MA 021

11 DEC 2010 PM 14 L

Asima Haik
Professional Management Forum
Rue Leontief 1795
Bogrè
MAURITANIA

☐ Forwarding Order Expired
☐ Insufficient Address
☐ Moved, Left No Address
☐ Unclaimed ☐ Refused
☐ Attempted - Not Known
☐ No Such Street
☐
Cart Order

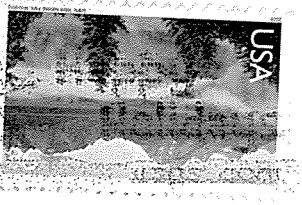
11558+1316
00203+0001

Porta
ıess at Dartmouth

'O SENDER IF UNDELIVERABLE

BOSTON MA 021

29 DEC 2010 PM 14 T



1-26-2012

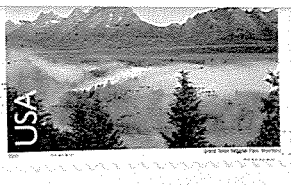
Afrah Khouri
Smart Computer Services [الكمبيوتر الذكية الخدمات]
Rue Miller 81
Adel Bagrou
MAURITANIA

RETURN TO SENDER

00203+0001

iness at Dartmouth

TO SENDER IF UNDELIVERABLE



1-24-12

Insuff Address

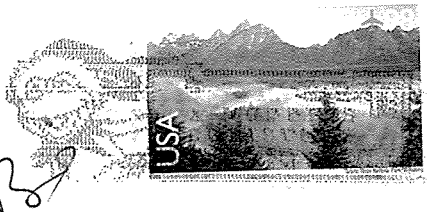
Kasiya Muyewa
Computer Management Professionals
Frisch Rd 5099
Lilongwe
Malawi

NIXIE 100 5C 1 01 01/17/12
RETURN TO SENDER
UNDELIVERABLE AS ADDRESSED
UNABLE TO FORWARD

orta
l of Business at Dartmouth
lall
H 03755, USA

ETURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021
07 DEC 2009 PM 16 T



12-8

Mr. Ashura Nyagah
Inventory Area Management Computer
G. Gershwin 6
Nairobi
Kenya

NIXIE 100 BE 1 01 11/29/11
RETURN TO SENDER
INSUFFICIENT ADDRESS
UNABLE TO FORWARD
BC: 03785900000 *1621 00997 07 00

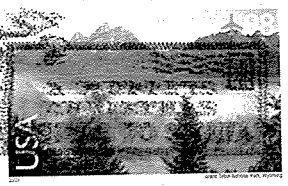
00240/0991

---

orta
l of Business at Dartmouth
lall
H 03755, USA

ETURN TO SENDER IF UNDELIVERABLE

BOSTON MA 021
07 DEC 2009 PM 15 L



12-7

Mr. Fadhili Karua
Inventory Management Professionals
6 W. A. Mozart
Nairobi
Kenya

12-5

NIXIE 100 BC 1 01 11/29/11
RETURN TO SENDER
INSUFFICIENT ADDRESS
UNABLE TO FORWARD
BC: 03785900000 *1621 05491 07 00

00240/0991

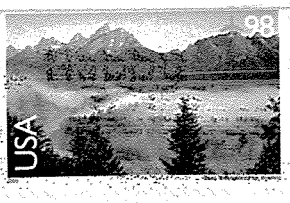
---

orta
ess at Dartmouth

TO SENDER IF UNDELIVERABLE

ZAMPOST LUSAKA MAIN
RECEIVED DAMAGED
RECEIVED WITH EXCESSIVE CELLO TAPES
UNKNOWN
UNCLAIMED
REFUSED BY ADDRESSEE
NO SUCH ADD
RETURN TO SENDER
R.T.S
GONE AWAY
SHIFTED
DECEASED

BOSTON MA 021



1-18

Gabriel Lwamika
Inventory Technology Partners
62 Lewis Ave
40200 Livingstone
Zambia

1-5

NIXIE 100 SC 1 01 01/12/12
RETURN TO SENDER
ATTEMPTED - NOT KNOWN
UNABLE TO FORWARD

orta
ess at Dartmouth

O SENDER IF UNDELIVERABLE

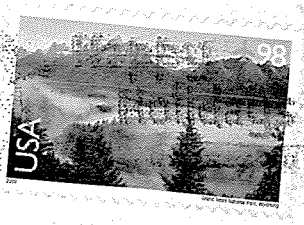
-3-2012

ZAMPOST LUSAKA
RECEIVED DAMAGED
RECEIVED WITH EXCESSIVE CELLO TAPES
UNKNOWN
UNCLAIMED
REFUSED BY ADDRESSEE
NO SUCH ADDRESS
RETURN TO SENDER
R.V.O
GONE AWAY
SHIFTED
ADDRESS INCOMPLETE

Situmbeko Liato
Supply Management United
94 Solow Av
40200 Livingstone
ZAMBIA

BOSTON MA 021

17 T



NIXIE 100 SE 1 01 12/22/11
RETURN TO SENDER
UNDELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
BC: 03755900000 *1721-00270-10-44

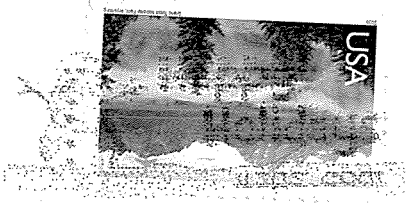
00245+0001 03755@9000

اس نام کا کوئی یہاں ہے واپس ارسال ہے 12/11

Porta
ness at Dartmouth

BOSTON MA 021

29 DEC 2010 PM 14 T



O SENDER IF UNDELIVERABLE

11-7

محمود کاظمی سمارٹ کمپیوٹر سروسز

Mahmood Kazmi
Smart Computer Services
27 Miller Rd
~~Adam Wahan~~
Multan 59321
PAKISTAN

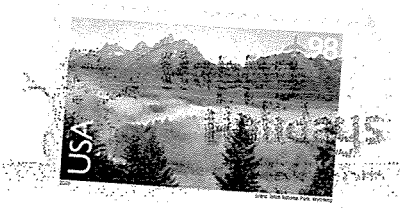
NIXIE 100 SC 1 01 10/28/11
RETURN TO SENDER
UNDELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
BC: 03755900000 *1421-16140-29-32

00173+0001 03755@9000

Porta
ness at Dartmouth

BOSTON MA 021

11 DEC 2010 PM 14 T



TO SENDER IF UNDELIVERABLE

Claver Ndayizeye
Professional Management Forum
Rue du Haavelmo 8
Ngozi
BURUNDI

-15

NIXIE 100 SE 1 01 11/07/11
RETURN TO SENDER

55

N TO SENDER IF UNDELIVERABLE

1-3-2012

Reagan Urbano
Services Professionals United
Avenida Kantorovich 8
Luanda
REPÚBLICA DE ANGOLA

NIXIE 100 SE 1 00 12/23/11
RETURN TO SENDER
NOT DELIVERABLE AS ADDRESSED
UNABLE TO FORWARD
BC: 03755900000 *1821-09246-31-44

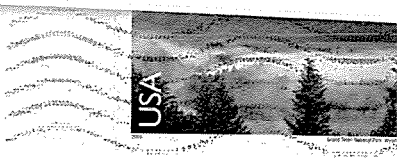
00244@9000

Porta
siness at Dartmouth

1-3-2012

5

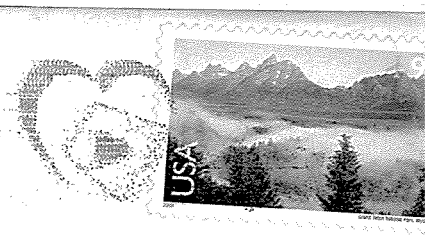
I TO SENDER IF UNDELIVERABLE



Kadokechi Kamunanwire
Computer Management Professionals
Friedman Rd. 42
Kampala
Uganda

NIXIE 100 SE 1 01 12/22/11
RETURN TO SENDER
OTHER REASON
UNABLE TO FORWARD
BC: 03755900000 *1421-09107-04-35

00238+0001
03755@9000



1-3-2012

Balondemu Rugunda
Services Professionals United
Tinbergen Rd 807
Kampala
UGANDA