

FIAS CONSULTATIVE COMMITTEE OF DONORS MEETING
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**FIAS-supported Products, Cross-cutting Activities and Regions:
FY09 Highlights and FY10 Operational Priorities**

This document provides brief updates on the following investment climate advisory services products, cross-cutting activities and regional work programs supported under the FIAS program:

Products:¹

1. Business Entry
2. Business Operations (formerly Business Licensing and Regulatory Governance)
3. Business Taxation (formerly Global Tax Simplification)
4. Trade Logistics
5. Doing Business Reform Advisory
6. Sub-national Doing Business
7. Secured Transactions and Collateral Registries
8. Alternate Dispute Resolution (existing IFC product, new under FIAS)
9. Insolvency (new product)
10. Investment Policy and Promotion
11. Industry-specific IC Reform
12. Special Economic Zones (new product; formerly part of Industry-specific IC Reform)
13. Public-Private Dialogue (new product)
14. Access to Land (product under exit)

Cross-cutting activities:

15. Knowledge Management
16. Monitoring and Evaluation
17. Conflict-Affected States
18. Gender
19. Competition Policy
20. Climate Change
21. ICT/eGovernment

Regions:

22. Sub-Saharan Africa
23. Eastern Europe and Central Asia (without SEE)
24. South East Europe
25. Middle East and North Africa
26. Latin America and the Caribbean
27. East Asia Pacific
28. South Asia
 - a. Nepal/Bhutan/India
 - b. BICF

¹ Product names in line with IFC Investment Climate Business Line nomenclature.

FIAS Strategy Fact Sheet #1
Business Entry
(Update: October 2009)

FY09 Highlights

- Business Entry Reform Practice Group of over 45 staff members has been set up and used for communication on broad spectrum of related topics;
- As of June 30, 2009 IFC has 53 active advisory projects with total funding of more than \$19 million;
- 9 advisory projects using business entry product started in FY09: Montenegro, El Salvador, Pacific islands, Armenia, Indonesia, Solomon Islands, Sierra Leone, and Papua New Guinea.
- Business Entry product web-page was launched on IFC AS web-site;
- 3 Smart Lessons on business entry reforms in Indonesia, Burkina Faso, and Yemen issued in FY09;
- Product specific deep-dive training course was developed and delivered. It focused on practical tools and experience to be directly applied for designing and implementing business entry reforms;
- Two regional reform practitioners' workshops were delivered for governmental officials involved in business registration from African and South Asian countries;
- Partnership with the Corporate Registrars Forum (CRF), International Association of Corporate Administrators (IACA), European Business Registries (EBR) and the European Commerce Registers' Forum (ECRF) was established. Business Entry product was presented at annual conferences of these organizations. Representatives of most advanced registries were engaged as speakers at our training events;
- A flagship report on the global practice of one-stop shop for business registration was completed;
- 19 case studies on business entry reforms in Azerbaijan, Bulgaria, Burkina Faso, Columbia, Egypt, Estonia, Malaysia, Madagascar, Mauritius, Ireland, Ukraine, Tanzania, France, Jordan, Indonesia, Mexico, Serbia, Turkey, and Vietnam were completed;
- Jointly with DEC a global database of registered business was launched (<http://rru.worldbank.org/businessplanet/default.aspx?pid=8>) which contains a range of data on registered businesses in 100 countries.

FY10 Operational Priorities

- The strategy going forward focuses strongly on strengthening the IFC knowledge through strong KM agenda and on ensuring such knowledge is applied in our advisory services globally;
- Key priorities for FY10-11 include i) strengthening internal knowledge on business entry reforms and synergy with other products; ii) strengthening operational portfolio aligning it more with WBG strategic priorities focusing on IDA countries and applying fee-based services for middle-income countries; iii) focusing more on the second generation of reforms and phase out support to basic business entry reform in the majority of regions; iv) exploring and harnessing innovations to provide cost effective innovative solutions in business registration reform such as ICT and e-government solutions; v) strengthening partnership and facilitate knowledge sharing with reform practitioners; vi) completing an independent evaluation of Business Entry portfolio.
- Setting up a formal business in countries whose business entry reforms supported by IFC takes no more than 15 days. As of June 2009 starting a business in 70 out of 183 countries (38%) could be completed within 15 days. Doing Business reports will be used to track progress in this indicator;
- Number of new registered business increased for at least 10% one year after the completion of business entry reforms. The World Bank Group Entrepreneurship data and statistical information from client registries will be used to track progress in this indicator;
- At least 60% of countries completed basic business entry reforms in all regions allowing IFC to save resources on such reforms, and consolidate its assistance on the second generation of reforms. Reports from the regions and from PMU will be used to track progress in this indicator;
- Strong expertise on business entry reform with adequate staffing exists in each of IFC regional AS teams. Staff expertise mapping reports will be used to track progress in this indicator.

FIAS Strategy Fact Sheet #2
Business Operations (formerly Business Licensing and Regulatory Governance)
(Update: October 2009)

FY09 Highlights

Management and Support to Country Programs:

- **Zambia:** Support to the Gov't of Zambia in adopting a major business license reform, eliminating or streamlining 326 out of a total of 517 business licenses identified and reviewed by the FIAS-supported Business Licensing Reform Committee;
- **Kenya:** Through consistent support to the Gov't of Kenya since 2004, licensing reforms have so far led to annual private sector cost savings of \$62 million. To respond to country needs, the IC program has integrated nearly all FIAS product lines;
- **Rwanda:** Support to the Government of Rwanda in adopting a business license reforms. 189 business licenses have been identified and reviewed by the FIAS-supported Business Licensing Reform Committee;
- **Bangladesh:** Technical expertise and support provided to Government of Bangladesh in the implementation of a comprehensive regulatory reform;
- **OECD Best Practice Country Reviews:** Finalized review of the Danish Governments' program for reducing administrative burdens;
- **Ad hoc Quality Assurance and Technical expertise** provided to regulatory reform programs in **Bhutan, Nepal, Rajasthan, East Timor, Tonga and Vietnam;**
- **Knowledge management and dissemination, peer learning;**
- Newly developed knowledge products for business licensing reforms: '**Policy Framework Paper on Business Licensing Reform and Simplification**', international licensing practices in the tourism and mining sectors, **on-line toolkit;**
- Finalized **analytical work on the Better Regulation for Growth (BRG) Program** in cooperation with DFID and the Dutch Min. of Foreign Affairs, including 7 policy papers on key reg. governance issues and 5 country-specific Reg. Capacity Reviews;
- **Peer-to-peer network** of regulatory reformers' conference "Cutting Red Tape in Eastern Africa: Sharing Approaches to Regulatory Reform", held in Tanzania in 2008;
- **Business Operations Product Deep Dive** held in Washington, DC in Feb. 2009;
- International **conference on regulatory reform and network of reformers** in South and South East Asia in Hanoi, Vietnam, in June 2009.

FY10 Operational Priorities

- Continued **integration** of product lines and skills in broad-based country interventions. The Kenya IC program will serve as a model due to its successful integration of product lines and decentralization of project management from Washington DC to Nairobi;
- Providing a major cornerstone for reform activity under the new **East African Community Investment Climate Program;**
- Deepening support for **country programs** in ongoing comprehensive licensing and regulatory reform, including Zambia, Kenya, Rwanda, Bangladesh, Bhutan, Nepal and Vietnam;
- **Participate in the recognition of international best practices** for reg. reform through the Board of the Dutch Government's "New Generation Better Regulation" program;
- **Dissemination** of experiences and best practices:
 - A Learning Deep Dive to strengthen the network and knowledge base;
 - A follow-up East Africa "Network of Reformers" conference;
 - Adapting for developing countries best practices from the Netherlands and Denmark.

FIAS Strategy Fact Sheet #3
Business Taxation (formerly Global Tax Simplification)
(Update: October 2009)

FY09 Highlights

Team

- Global team fully operational with full/part-time Tax Product staff in HQ, Cairo, Dakar, Hanoi, Yerevan, Bishkek;
- Created Global Practitioner's Group with 50 members;
- Created a web-based workspace/communications tool, and document library;
- Member, steering committee of the International Tax Dialogue, international organization of tax practitioners, academics, and experts;
- Advisory committee made up of international leaders in tax advisory service (IMF, WB, OECD, DFID, EU).

KM

- Launched SME tax toolkit for practitioners;
- Completed large taxpayer toolkit for practitioners;
- Completed compliance cost survey toolkit for practitioners;
- Set of policy notes written and presented to WBG (SME tax, VAT, Tax Administration Reform, and Sub national tax/license/fees menus of good practice, political economy of tax);
- Set of sector specific policy notes written and presented to WBG (tourism, mining, financial sector);
- Participated in main international conferences for tax practitioners working in developing countries;
- Buzz article on Yemen Tax Simplification.

Operations

- Operating 3 multiyear, multi work stream pilot projects in AFR, MENA, East Asia;
- Launched tax work streams with 12 country programs;
- Formalized advisory role for DB tax (Rapid Response Unit);
- Adaptation of menu of good practice, simplified tax regime to pilot country context;
- Implementation of short-term (SWAT) interventions strategy.

Network and knowledge sharing

- Held second AFR tax practitioners conference in Rwanda (SME tax), 34 countries participated, included; steering committee of AFR tax practitioners network;
- First Asia tax practitioner conference February 2010. (SME tax);
- First ECA tax practitioner risk assessment conference to be held in Istanbul, December 2009;
- Three, in-country deep-dive trainings for WB staff, client practitioners, and other tax practitioners.

FY10 Operational Priorities

Operations

- Outcomes from 3 pilots from implementation (AFR, MENA, East Asia);
- Closer inter-product operations (Business Operations, Startup, Trade, DBRA);
- Assessment of effectiveness of diagnostic tools and outputs to date;
- Establishment of Post-crisis Response Unit together with WBG partners;
- Implementation of short-term (SWAT) interventions strategy.

FIAS Strategy Fact Sheet #4
Trade Logistics
(Update: October 2009)

FY09 Highlights

The Trade Logistics product achieved tremendous success during FY09, gaining traction and credibility through its strong performance. This success is underscored by the Product Review Committee's decision to elevate the Trade Logistics product from "other" category to "in-development".

Product Development and KM

- Advisory panel held a meeting in April 2009 reaffirming the strategic direction of the Trade Logistics product and providing guidance for moving forward;
- Deep Dive held in Mombasa, Kenya May 13-15, 2009 to familiarize and train field staff on the Trade Logistics product, and provide tools, tips, and networks to incorporate Trade Logistics reform within participant's respective projects. Attendees came from 15 offices in Africa, Latin America, and ECA.
- BBL held in Washington, DC on June 25, 2009 to discuss the findings and results of the research paper "Impact Measures of Trade Logistics Improvements";
- M&E framework discussed and revised in close collaboration with the CIC M&E team.

Operations

- **29 reforms** were implemented in FY09 in Rwanda, Liberia, Burkina Faso, and Colombia;
- The first three pilot projects in Liberia, Rwanda, and Colombia transitioned to Phase II, which emphasizes longer-term systemic reforms. Missions were conducted in partnership with DBRA in Armenia, Guatemala, Honduras, and Albania;
- The program has generated strong demand from the regions. New projects initiated in FY09 include Burkina Faso and a regional EAC program (Kenya, Uganda, Tanzania, Rwanda, and Burundi);
- Collaborated with DBRA, IFC Facilities, World Bank, EC, WCO, UNCTAD, and Africa ICF, and others in project countries across Africa, LAC and ECA.

FY10 Operational Priorities

Operations

- Develop the regional Caribbean project and support the SEE IFC Facility trade logistics program;
- Generate momentum for EAC regional trade logistics work under the umbrella EAC program;
- Continue pilot projects and begin to plan and implement systemic reforms:
- Colombia – Single window system to be linked to key agencies and made fully functional
- Liberia – fully functional ASYCUDA system in 2-3 years;
- Rwanda – fully functional risk management system and begin implementing single window system;
- Pre-pipeline: Actively reviewed and contributed to the DB Reform memos for several countries including IDA countries. Pro-active follow up (phase 1) work associated with the trading across borders indicators, in collaboration with the DBRA.

Product Development and KM

- Research paper on "Impact Measures of Trade Logistics Improvement" to be finalized;
- Case studies based on presentations from the "Building Competitive Trade Logistics for Global Markets" Conference (May 2008) on risk management, automation, and single window;
- Second Deep Dive workshop for staff in LAC;
- International Conference in collaboration with IFC Facility/WB Department/External multilateral;
- Rapid Assessment/Project Management Tool that will help with standardization and replicability;
- Senior Trade Facilitation expert based in Africa being recruited.

FIAS Strategy Fact Sheet #5
Doing Business Reform Advisory
(Update: October 2009)

FY09 Highlights

Doing Business Reform Advisory (DBRA) was established in October 2007 to help governments design and implement reforms to improve their business environment as measured by the *Doing Business* indicators. It provides prompt assistance to governments to enact policy reforms and legislative changes. In delivering its services, the DBRA team collaborates extensively with the Doing Business team, other CIC product teams, IFC-BEE regional teams and World Bank regions and networks.

- *Strong demand and active portfolio.* The team received more than 70 government requests for reform assistance between October 2007 and June 2009. Request came from all regions and income groups. By June 2009, the group was working on over 40 active projects—where technical assistance has begun and at least one deliverable completed (reform memo, action plan);
- *More than 50 reforms in one year.* Between July 2008 and June 2009, DBRA, in collaboration with partners, assisted 21 governments complete 58 reforms measured by the *Doing Business 2010* report. Of these 56, 26 reforms were in Sub-Saharan Africa. In FY09, the Doing Business Reform Advisory team assisted seven client countries ranked among the world's top ten reformers in *Doing Business 2010*: Rwanda, Kyrgyz Republic, FYR Macedonia, Belarus, Colombia, Tajikistan and Liberia. In Colombia, for example, the DBRA supported reforms in 8 areas measured by Doing Business 2010: entry, construction, property, access to credit, protection of investors, trade and insolvency.

FY10 Operational Priorities

- *Continue to provide timely and high quality technical assistance.* One of the DBRA's greatest strengths is its quick response to client requests—whether through its internal resources, or by tapping its links to other teams. We will continue to respond to initial requests within 3 to 4 weeks of receipt—taking the form of a proposal for assistance and an initial videoconference to plan next steps;
- *Continue to respond to the financial/economic crisis.* The DBRA responded quickly to the crisis in FY09 by focusing on the LAC and ECA regions on issues related to investor protection, creditor rights and contract enforcement. The team helped the governments of Colombia, Dominican Republic, FYR Macedonia and Tajikistan to strengthen investor protections. Creditor rights also became stronger in the Kyrgyz Republic and Tajikistan with DBRA assistance. Continued assistance in these areas is planned for FY10;
- *Focus on poor countries.* In FY09, 60% of active projects were in IDA countries. Most IDA countries requesting assistance completed more than three reforms in FY09. Liberia, Rwanda, and Tajikistan each implemented reforms in 3 or more Doing Business areas. The same focus will continue in FY10 with a priority on responding to IDA country requests for assistance;
- *Continue to leverage partnerships across the World Bank Group.* Our main deliverables (reform memoranda, action plans and in-depth TA) are a collaborative effort among several partner teams. Our work often leads to broader investment climate reform programs undertaken by other teams in the World Bank Group. We also collaborate with other donors on reforms (e.g., USAID in Central Asia.) We will continue to draw on these partnerships;
- *Increase knowledge management.* DBRA will focus more on documenting the results of its work in short notes/smart lessons and studying the impact of DB reforms, through ongoing cooperation with World Bank research departments.

FIAS Strategy Fact Sheet #6
Subnational Doing Business (SNDB)
(Update: October 2009)

FY09 Highlights

- Sub national Doing Business (SNDB) measures business regulations and their enforcement across multiple locations within a particular country or region. The reports adopt the same methodology used by *Doing Business*, with a particular focus on how municipal or provincial regulations shape the local business environment. Sub national benchmarks and rankings stimulate reform peer-pressure among participating locations, motivating them to adopt practices that have proven successful in other cities or elsewhere in the world. SNDB thus encourages governments at the national and local levels to engage in regulatory reforms;
- In FY09, 6 sub national reports were launched, covering 79 cities. *Doing Business in Mexico 2009* and *Doing Business in India 2009* benchmarked a number of locations within the same country. *Doing Business in South East Europe* was a regional report, covering 7 economies and 22 cities. SNDB also piloted a new product, the single city profile, where one location compares itself to over 180 economies worldwide. City profiles—fully client funded— were completed for Abu Dhabi (United Arab Emirates), Veneto (Italy) and New York (USA). The total number of cities and countries covered by sub national projects extended to 299 cities and 41 countries at the end of FY09;
- Given that a critical mass of countries have now been benchmarked more than once, SNDB is able to measure results: 59 reforms were recorded in Mexico, 3 in Egypt, 36 in India and 3 in Bosnia and Herzegovina. The DB area experiencing most reforms was starting a business (47), followed by registering property (28), paying taxes and dealing with construction permits (10 each), enforcing contracts (4), closing a business (1) and trading across borders (1).

FY10 Operational Priorities

- *Promoting reforms:* Various client countries expressed the wish to create a reformers club at the sub national level, with the fastest reforming cities receiving awards. The cities would be ranked in terms of the number of local reforms that they achieved compared to the previous benchmarking round. In this way, the SNDB Reformers Club could give an additional incentive to cities to reform their local business regulations and stimulate extra competition among them. More reforms at the local level could also stimulate additional reforms at the national level. An international dimension could arise if the top reforming city would be invited to participate in the Sub national chapter of the global Doing Business “Reformers Club”, which takes place every year to celebrate the 10 fastest reforming economies. This would give fast reforming cities international exposure, as best performing cities would be acknowledged and get recognition not only locally, but internationally;
- *Sustainability:* FIAS is continuing to make a concerted effort to ensure sustainability. In the fall 2008, the third *Doing Business in Mexico* report marked the first time the Doing Business methodology was successfully transferred to a local strategic partner. A second pilot is under development in Colombia, where a local university is participating in the second round of benchmarking due to be launched in early 2010;
- *Frontier focus:* Globally the SNDB portfolio includes a mix of IDA and non-IDA countries. In non-IDA countries, SNDB projects always include frontier regions. Comparing frontier with non-frontier regions brings about competition to reform and provides examples of good practices that can be implemented across the country, thus contributing to reduce regional disparities.
- *Independent evaluation and issue based notes:* With a critical mass of countries with at least 2 benchmarking rounds, an independent evaluation will be conducted to test positive cost-benefit ratios and development results for projects in different settings. Emphasis will also be put on using the high quality primary quantitative micro data that benchmark local business regulations for academic research and to identify global regulatory patterns.

FIAS Strategy Fact Sheet #7
Secured Transactions and Collateral Registries (joint IC/A2F product)
(Update: October 2009)

FY09 Highlights

- Strong focus of the program in low income countries (80% of the total portfolio). Delivered *reform advice in 9 countries and one region* including Afghanistan, China, Ghana, Indonesia, Lao PDR, Nepal, OHADA Zone (regional), Rwanda, Vietnam, and the Republic of Yemen;
- *Main outcomes* in operational work: new secured transactions related legislation passed in Rwanda, Afghanistan and China. Collateral registries design started in Vietnam and Yemen;
- *China*: As of June 2009, US\$570 billion in new financing has been facilitated by Financial Institutions and NBFIs to firms, due to the new secured financing system and account receivables registry supported by CIC. Of the US\$570 billion, US\$240 billion was made available for smaller businesses and around 18,500 SMEs benefited from increased access to credit;
- *Knowledge Management*: a number of mechanisms for sharing knowledge have been consolidated this FY, including the support from an Advisory Panel, the creation of a practice group, the strengthening of our internal (with other parts of the World Bank Group) and external (UNCITRAL, EBRD, IACA) networks.

FY10 Operational Priorities

Operational side

- Slightly shift the reform approach to *strengthen the implementation of reforms through the Doing Business Reform* vehicle. The program will have two different approaches to reform, the traditional stand alone secured transactions reform program in countries (with the view of long term results) and the new light touch reform through the Doing Business agenda of improving the Getting Credit (Legal Rights Index) indicator. We expect to get involved in at least 5 or 6 projects jointly with the DBR team (Armenia, Dominican Republic, Haiti, Mongolia, Uganda and Uzbekistan);
- Continue delivering a selected number of projects and *demonstrate results with the 10 projects in the portfolio* (China, Vietnam, Lao PDR, Nepal, Yemen, Afghanistan, Ghana, Rwanda, OHADA countries), incorporating 3 or 4 new full fledged reform projects to the portfolio (Azerbaijan, West Bank and Gaza, Jordan).

Knowledge and product development

- On the Knowledge Management side, the priorities are: (i) publishing and disseminating a best practice toolkit on IFC's secured transactions methodology to implement reforms; (ii) organize a series of knowledge management events, including participating at FinNet and organizing the Secured Transactions practice group; (iii) trying to secure additional funding for the implementation of the program in the next two fiscal years (FY11-12); (iv) continue to build our relations with donors, existing and potential clients, external partners, collateral registries and international practitioners.

FIAS Strategy Fact Sheet #8
Alternative Dispute Resolution (existing IFC AS product, new under FIAS)
(Update: October 2009)

Objective

The Alternative Dispute Resolution (ADR) product line offers assistance in the implementation of more efficient, less expensive, conflict resolution mechanisms for businesses in emerging economies. Key objective of the ADR product is to create preconditions to develop, test, and roll-out ADR as a global standardized product by investing in knowledge transfer, trainings and partnerships with donors and ADR service providers. The ADR product has a Global Team, with full/part-time core staff in HQ, Sarajevo, Karachi, Belgrade, and Durban.

FY09 Highlights

- Created a web-based workspace/communications tool with a document library (ADR page on SharePoint);
- Completed two manuals: (1) “Mapping of Commercial Alternative Dispute Resolution Programs in Developing Economies” and (2) “Construction Industry and Mediation”;
- Completed (1) SmartLesson on ADR in Macedonia; (2) Case study on Colombia “Private Sector Approach to Commercial ADR”; (3) IFC ADR Factsheet;
- Assisted in the creation of the Monitor Film: “ADR in the Balkans” (M & E Series);
- Organized seminars and trainings, e.g. (1) two-day seminar/workshop on "Commercial Mediation in Emerging Markets" (Marrakesh, Morocco); (2) seminar “Real business case for commercial mediation: Relevance for IFC operations” (Washington DC); (3) practical training program on “ADR in the Construction Sector” in association with The Dispute Board Federation Geneva (Belgrade, Serbia);
- Rolled out pilot projects in Burkina Faso and Serbia;
- Assisted in preparation and implementation of ADR projects in Bangladesh, Colombia, PEP SE II, PEP Pacific, Cambodia, PEP MENA II (Egypt, Lebanon and Jordan). Assisted in the successful phasing out of the ADR project in Pakistan.

FY10 Operational Priorities

- Launch of the ADR Guidelines in partnership with CEDR and CMI;
- Two Advisory Board meetings in Washington DC (November 2009 and April 2010);
- Complete final ADR Monitoring and Evaluation framework;
- Update of ADR center manual, database; ADR manual/ three-module toolkit;`
- SmartLessons, cases studies (especially 3 roll-out pilots - Morocco, Serbia and Burkina Faso), In Practice notes;
- Country Project workshops/seminars, missions and KM outreach;
- Three seminars on commercial mediation in HQ;
- Doing Business one-off ADR research;
- Helpdesk for ADR staff and Community of Practice;
- The Global ADR team will continue to work closely with the Insolvency team, OHADA team, CLED, GMS, CAO, ICSID, MIGA and WB Legal;
- Current projects in the pipeline to receive ADR Global support are: Cambodia, Bangladesh, Pacific Islands, PEP MENA II;
- Expansion of portfolio in preparation in PEP MENA (a multi-country proposal submitted to a donor) and possibly in PEP Africa (subject to regional management decision and available funding).

FIAS Strategy Fact Sheet #9
Insolvency (new product)
(Update: October 2009)

Objective

In order to help client countries cope with the changed economic conditions resulting from the 2008-9 economic crisis, the Investment Climate Department has established the Insolvency Technical Assistance Program for countries seeking to strengthen their corporate insolvency system. The Program assists client countries by: (1) Supporting insolvency legislation reform efforts; (2) Establishing or strengthening the insolvency practitioner frameworks that are key to the proper functioning of a country's insolvency system; (3) Designing or revising rules to facilitate informal workouts (out-of-court insolvency procedures), in order to ease the burden on formal court systems; (4) Increasing the capacity of institutions that implement the insolvency framework.

FY09 Highlights

- Letters of Request: CIC/FIAS received official letters of request for insolvency technical assistance from five countries: (1) Latvia; (2) Romania; (3) Ukraine; (4) Egypt; and (5) Pakistan;
- Scoping Missions: A 3-person team conducted a scoping mission to Egypt at the end of May. The Ministry of Investment also convened a workshop where Mahesh Uttamchandani presented on Egypt's insolvency system and next steps for insolvency reform;
- Abu Dhabi Declaration: The Regulators' Symposium on insolvency systems in the Middle East and North Africa ("MENA") Region was part of a joint initiative of the World Bank, the IFC, the OECD, INSOL International, and Hawkamah. The symposium brought together regulators from several MENA countries who adopted the "Abu Dhabi Declaration", which recognized the importance of modernizing insolvency regimes in the region and of the practical implementation of insolvency laws;
- Ukraine: In coordination with the IFC Advisory Services regional team, the CIC/FIAS team provided comments on draft insolvency legislation in Ukraine.

FY10 Operational Priorities

- FY10 Highlights to date: The Insolvency TA Program (working jointly with FPD and WB Legal) advised and assisted the Government of Latvia in preparing the Corporate Debt Restructuring Guidelines which have been officially adopted in August 2009;
- Missions: A mission to Latvia and Romania took place in July and August to provide a set of guidelines outlining proposed principles for an out-of-court workout (OCW) regime, a scoping mission to South Africa was held from Sept 10-15 to investigate the current regulatory environment for insolvency practitioners (IPs), and a mission to Egypt and Jordan also took place in September to discuss the next steps in providing TA to both countries;
- Letters of Request: additional requests for technical assistance received from Ghana, Jordan, Peru, and South Africa;
- Conferences/Workshops/Training: The Insolvency team will participate in two insolvency conferences in the United Arab Emirates in November. In collaboration with the Latvian Ministry of Justice, the WBG will organize a workshop in December 2009 on OCWs in Latvia.
- Toolkits are under preparation for the insolvency administrator and out-of-court workout work streams of the technical assistance program;
- Technical Assistance: The team will continue to work with the governments of Egypt, Jordan, Pakistan, Romania, South Africa, and Ukraine to provide technical assistance to improve the insolvency framework in these countries. Other countries may also receive technical assistance contingent upon the Insolvency team's capacity to undertake new projects (e.g. Peru, Ghana, etc).

FIAS Strategy Fact Sheet #10
Investment Policy and Promotion
(Update: October 2009)

FY09 Highlights:

- Twenty nine IP&P projects were undertaken in FY09 across all regions;
- Twenty three (23) investment climate outcomes were facilitated by IP&P projects in FY09, almost doubling the FY09 achievement. Other outcomes included:
 - Four Western Balkans client countries - Albania, Croatia, Montenegro and FYR Macedonia - improved their GIPB performance by 10 percentage points or higher compared with 2006;
 - During the life of the IP&P project with Invest in Bogota, which closed in January 2009, the agency attracted over \$270 million of investment and generated over 7,000 jobs;
 - In aftercare, the Rwanda Development Board implemented a software-supported aftercare system to speed up services for investors after registration, while a similar program in the Philippines helped identify just over 200 new expansion opportunities for investments at a time where many investors were scaling back investment plans;
- IP&P released the flagship *Global Investment Promotion Benchmarking 2009* (GIPB09) report in May 2009, which demonstrated that developing countries are missing out on FDI opportunities. GIPB09 examined the performance of 213 investment promotion intermediaries in 181 countries in meeting investors' information needs. Each participating agency received a tailored report on its own results that outlined clear paths to improving information services to investors;
- The global report received media attention in more than 30 developing and industrialized countries (125 press citations) and IP&P has undertaken detailed briefings on the implications of the results for over 30 client and other countries;
- Nine of the top 25 GIPB improvers between 2006 and 2009 were FIAS IP&P clients;
- In response to increased client demand, IP&P shifted emphasis during FY09 towards investor retention programs to assist client countries deal with the challenges of the economic recession. One aftercare program in the Philippines was successfully completed and new programs were launched in Rwanda and Macedonia. Aftercare components were added to existing projects;
- With funding from the Austrian Ministry of Finance, the Vienna Investment Generation office was launched and new advisory projects were started in Armenia, Bosnia, Georgia and Belarus;
- The Investing Across Borders (IAB) project rolled out project surveys in 87 countries. Over 2,000 expert respondents have already completed surveys;
- IP&P launched new programs in Brazil (100% client funded) and Haiti (with funding from the Dutch and Wallonia region of Belgium) during FY09;
- IP&P responded to a request for assistance from the government of Sichuan province in China following the May 2008 earthquake and completed an innovative project to assist with planning a private sector strategy for post-earthquake reconstruction and development in the three worst hit counties.

FY10 Operational Priorities:

- IP&P will redesign and launch the next generation of its program of investment law reform work and will publish the Investment Law Toolkit to guide staff, partners and clients in this area;
- The IAB project will finalize analysis of the collected data and will publish in Spring 2010 the first set of results on investment climate constraints facing foreign investors in 87 countries;
- New IP&P country programs will be launched in Albania, Rajasthan (India Lagging States), Sudan (phase two), and Rwanda (phase two) among others;
- GIPB - peer-to peer learning events focused on encouraging governments to focus more attention on meeting investors' information needs and the preparatory work for GIPB11 will be started;
- Jointly with the Tax Team, IP&P will complete and publish research into the role and effectiveness of fiscal incentives for the attraction of mobile investment, including a series of case studies;
- IP&P will update and re-launch its FDICenter website (www.fdipromotion.com). The existing site provides IP&P resources for practitioners.

FIAS Strategy Fact Sheet #11
Industry-specific Investment Climate Reform
(Update: October 2009)

FY09 Highlights

- **The Industry-Specific product** helps governments identify, prioritize, and remove micro policy, regulatory, and institutional constraints in the agribusiness supply chain and tourism sectors;
- **It is focused on frontier/ conflict-affected countries** in line with the IFC core strategy and working in areas where investments might not be possible without focused interventions. Pilots are ongoing in Mali (agribusiness), Yemen (agribusiness and tourism), Sierra Leone (tourism), Liberia (agribusiness), Bihar/India (agribusiness and tourism), Mozambique (tourism) and Madagascar (tourism);
- **Improved KM** – Lessons are being drawn from the implementation of pilot programs to formulate a replicable and results oriented approach. A World Bank Group practice group with over 130 members has been established bringing together IFC investment colleagues working in the tourism sector. In the agribusiness sector, the team is developing a rapid diagnostic approach focusing on grains (in response to food crisis) and tree crops sectors in collaboration with IFC IS;
- The team is working closely with IFC to develop regional approaches that explore synergies across investment and advisory services. For example, in India's low-income states, the team is working to develop investment opportunities in the agribusiness and tourism sectors. In the case of Sierra Leone, the team is working closely with IFC regional and infrastructure advisory teams to identify and remove obstacles for tourism development;
- Based on a review by WBG IEG, more than 80 percent of the industry-specific BEE projects have closely collaborated with WB. All projects are in partnership with regional IFC AS;
- **Developed land product spinoff** - Previously under Industry-Specific BEE, the team was able to successfully develop “Access to Land” as a discrete module within this product;
- As part of the IFC’s **Lagging States** initiative in **India**, the team worked jointly with SEDF and IFC to design and launch an investment generation program focusing on the maize, sugar, and tourism sectors jointly with the IPP product in the State of Bihar.

FY10 Operational Priorities

- **Consolidate KM, enhance role of practice groups** – Continue focus on collaboration across the WBG to strengthen the approach and achieve results through the pilot programs;
- The team will complete a Tourism Investment Generation Practitioner’s guide focused on implementation guidance, tools, and materials for use by field staff and policymakers;
- The team will finalize the agribusiness rapid diagnostics framework in collaboration with IFC IS, WB, as well as other IFC BLs;
- **Further integrate cross-collaboration and participation of WBG and donors** – Enhance ongoing collaboration with: IFC regional AS, especially PEP-Africa; other IFC BLs such as Sustainability, Corporate Advice, and A2F; IFC investments; MIGA guarantees; the WB, and key donor counterparts.
- Develop a framework for joint programs/approach with IFC Infrastructure AS, especially in tourism;
- **Project List** – **Tourism**: Mali, and Sierra Leone. Bihar/India, Yemen. **Agribusiness**: Mali, Sierra Leone, Liberia, Bihar/India These projects will integrate the experiences from previous projects, ensuring concrete M&E indicators with measurable results.

FIAS Strategy Fact Sheet #12
Special Economic Zones (formerly part of Industry-specific IC Reform)
(Update: October 2009)

FY09 Highlights

- The **Global Special Economic Zones** team is working with client countries to attract private sector investments in the development of SEZs based on recognized best practices. The team has developed a systematic, replicable, and phased approach in providing assistance to client governments. Solutions the team provides include implementation strategies, feasibility studies with special attention to market demand, and the design of the legal, regulatory, and institutional frameworks for establishing sustainable zones in client countries;
- In FY09, the team focused particularly on developing **programs in conflict-affected countries** such as the Democratic Republic of Congo (DRC), Liberia, Papua New Guinea, Nepal, and the Republic of Yemen as platforms for reform pilots and energizing private sector investment;
- All SEZ projects are designed and implemented in **partnership** with regional IFC AS and IFC Infrastructure Advisory (CIA) BL. In Kenya, FIAS, PEP Africa, and IFC CIA are jointly working to assist the GoK in the development of a best practice SEZ framework with a focus on attracting private sector investment to develop an ICT park;
- The team is also **working closely with the WB** across the globe, such as the Democratic Republic of Congo, Nepal, Indonesia, Mali, and the Republic of Yemen to develop joint strategies and programs in the development of commercially viable SEZs developed based on good-practice legal and regulatory environment;
- The SEZ team **published a practitioners' guide for World Bank Group task managers** and policymakers about special economic zone development with a focus on conflict-affected countries. A WBG SEZ practice group has been established supported through a **deep dive training event** in Bangladesh organized jointly with BICF. The event **brought together WBG clients** as well as staff to enhance knowledge on good practice SEZ development. The team is currently conducting joint research with the WB PREM Trade Competitiveness Group.

FY10 Operational Priorities

- **Results** – Priority of the FIAS SEZ program for FY10 is to focus on results from the ongoing pilot programs and generate reforms and private sector investments in SEZs;
- **Continue expanding partnerships across WBG and donors** – Build on existing close collaboration with regional IFC AS facilities, especially PEP-Africa; other IFC BLs such as Infrastructure Advisory, IFC investments; MIGA guarantees; the WB, and donor counterparts;
- **KM** – Continue leading WBG thinking on SEZs; focus on collaboration across the WBG to strengthen the approach and achieve results through the pilot programs; complete and disseminate joint research with WB PREM; enhance knowledge across WBG and develop global hubs for SEZ operations/knowledge;
- **Improve M&E and Results framework** – the ultimate results focus is sustainable investment and the jobs and local linkages that SEZ investments will sustain;
- **Project List** –Mali, DRC, Liberia, Kenya, Rwanda, EAC, Nepal, Bangladesh, Indonesia, PNG, Haiti, Yemen.

FIAS Strategy Fact Sheet #13
Public-Private Dialogue (new product)
(Update: October 2009)

Objectives

Public-private dialogue (PPD) is a means for promoting private sector development policy reforms that helps raise the local private sector's voice in policy reform debates. Business forums, investor advisory councils and other types of comprehensive and systematized partnerships have become an important part of the private and financial sector reform process. Over time, the WBG has sponsored a number these structured partnerships, which have proved effective in generating political will through coalition building and have served as umbrella processes to carry forward specific policy reform programs from diagnosis and prioritization to the implementation stage.

The objectives of the PPD product are threefold:

- Provide oversight and strategic guidance to PPD projects currently run by IFC facilities with timely and high quality technical advisory;
- Ensure consistency and quality of application of the monitoring and evaluation framework for PPD across all the IFC-sponsored partnerships;
- Facilitate knowledge exchanges by managing a community of PPD practitioners, produce and disseminate knowledge aimed at advancing the understanding and effectiveness of PPD as a reform tool across the WBG.

FY09 Highlights

- PPD formally established as a product in March 2009 after management mandate – decision at meeting of IFC Advisory Services heads in Johannesburg;
- **An independent global review of WBG PPD initiatives found that the implementation of 400 specific reforms embracing 50 distinct areas within the financial and private sector development space** have resulted from the World Bank Group-supported Public Private Dialogue projects in 30 countries so far. The global review and 2 other independent impact assessments (2005, 2007) indicate total net benefits generated of over \$400 million USD (private sector savings);
- Annual PPD Workshop which was successfully held in Vienna in April 2009 with over 60 participants sharing experiences from 20 countries across the globe;
- Maintenance and updating of the PPD website, refining of the M&E tools like the 'reform process table' and database 'reform tracking tool' etc;
- **PPD support is fully aligned with WBG strategic priorities** - of the 21 IFC-supported PPDs, 95% are in IDA countries and 54% are in post-conflict countries. PPD has also been a very useful tool for to coordinating the donor agenda in country.

FY10 Operational Priorities

KM, M&E and Strategic Support

- Set up a PPD global team supported by WBG regions; Facilitate knowledge exchanges by managing a community of PPD practitioners both internal and external, produce and disseminate knowledge aimed at advancing the understanding and effectiveness of PPD as a reform tool across the WBG;
- Set up an advisory body to steer this work going forward ; donors will be invited to sit on this advisory council; Ensure that PPD KM is effectively built in partnership with and disseminated to Donor Committee for Enterprise Development (DCED) Working Group on Business Enabling Environment; Ensure consistency and quality of application of the monitoring and evaluation framework for PPD initiatives; Support PPD projects with timely and high quality technical advisory on entry, re-engineering, exit strategies.

FIAS Strategy Fact Sheet #14
Access to Land (product under exit)
(Update: October 2009)

FY09 Highlights

Product Exit

- A decision was taken by the IFC in January 2009 to exit the nascent Land Product. The intent was to make FIAS advisory services more focused, and to provide space to respond to the current financial and economic crisis;
- An Exit Strategy was developed to support the decision. The strategy emphasized exit in a manner that would: (a) best preserve the value of the work undertaken thus far; (b) minimize the reputational risk to IFC in the exit transition. The exit will be completed by end-FY10.

A Focused KM as Part of the Exit Strategy

- A set of policy and methodology discussing notes are being developed to draw lessons from the IFC advisory experience in recent years in generating investment-centric and “quick win” reforms in client countries, with a view to transfer the knowledge to the Bank and other interested donor partners;
- A set of case studies are underway, with the support of IFC regional project teams, to document reforms achieved along the IFC approach in client countries, to benefit governments and other donors with interest in such reforms;
- The KM is being undertaken in collaboration with World Bank land operation and KM team (with focus on Africa); and it receive *pro bono* support from the International Legal Resource Center (US) and The Law Society (UK), utilizing their global member network (with focus on Africa).

Exit Preparation at the Operational Level

- Efforts underway to set specific reform targets within the exiting timeframe for each of the 13 on-going projects, emphasizing transferring “a well-prepared reform ground” for successful take-over by the WB and interested donors;
- In Burkina Faso, the “One Stop Shop” for land titling was formally launched in Ouagadougou, the capital city, in March 2009, and become fully operational with the technical assistance of IFC. This step has significantly reduced the time taken to complete property transfers. According to the DB 2010, the number of days to transfer a property has decreased to 59 from an original of 136. The successes are attracting MCC, ICF and other donors with intention to help the government expand the experience to the rest of the country;
- In Nigeria, major advances of “quick win” reforms were achieved in three pilot states, including announced simplification of state land allocation procedures, reduction of steps and time for granting Governor’s Consent for land transactions in Kaduna and Kano, and agreed institutional setup to pilot Land Information System (LIS) with initial focus on investment needs in Lagos and Kano. Intensive efforts are underway to transfer the pilot states reform portfolio to the upcoming GEMS program (a joint DFID-WB PSD program) in the country and the WB’s Policy Lending program in Lagos;
- In Egypt, state land allocation procedures for industrial uses were significantly simplified by the Industrial Development Authority (IDA) with IFC technical assistance. The streamlining led to a 20% reduction of the time and 6% reduction of the cost of the process. Further reforms are underway, catalyzed by this initial success.

FY10 Operational Priorities

- Complete the Land KM and disseminate the findings and recommendations to the WB and other interested donor partners;
- Successfully complete and exit the remaining projects and, wherever possible transfer them to the WB and other interested donor partners.

FIAS Strategy Fact Sheet #15
Knowledge Management
(Update: October 2009)

FY09 Highlights

- Published numerous *Investment Climate IN PRACTICE* technical notes, which focus on practical reform approaches for client governments, such as: *Small Business Taxation; Linking Business Tax Reform with Governance; Tackling Corruption through Tax Administration Reform; Introducing the Value-Added Tax; and Local Taxes, Regulations, and the Business Environment;*
- Published the results of the Investment Generation unit's second review of investment promotion capabilities among agencies worldwide: *Global Investment Promotion Benchmarking 2009: Summary Report;*
- Published four case studies on regulatory reform in developed and developing countries: *Regulatory Transformation in Hungary 1989-1998, Regulatory Transformation in Korea, Regulatory Transformation in Mexico 1988-2000, Regulatory Transformation in Australia/Italy/United Kingdom,* and a synthesis report: *Lessons for Reformers: How to Launch, Implement, and Sustain Regulatory Reform;*
- Published *Stakeholder Management in Business Registration Reforms*, a report summarizing lessons from 10 country cases;
- Updated and published *The Little Data Book on Private Sector Development, 2008* in collaboration with Development Economics Vice Presidency;
- Published several practitioner handbooks or made available online such as the "*Rough Guide to Investment Climate Reform in Conflict Affected Countries*", and "*How to Reform Business Licenses - An Online Guide for WBG staff*";
- Expanded internal capacity to support knowledge product development efforts of product teams and dissemination channels to ensure distribution to relevant clients and stakeholders;
- Expanded CIC staff learning efforts to include over 15 targeted learning programs in FY09 responding to the top learning priorities expressed by staff, reaching 190 staff;
- Established the CIC/FIAS Onboarding Program for new hires at HQ;
- Conducted seven "deep dive" learning events for staff as well as peer-to-peer learning, building capacity and establishing networks across and within Investment Climate: in Business Entry, Investment Promotion & Policy, Business Taxation, Business Operations, Public Private Dialogue, Trade Logistics, Special Economic Zones, reaching a total of 391 staff from the World Bank and IFC;
- Redesigned and upgraded the CIC/FIAS Internal Site (ICnet received a total of 255,000 page views in FY09 and became the 3rd most viewed page among IFC Advisory Services Sites);
- Expanded capacity of cross-cutting advisory services in the areas of IT/e-Government (in support of CIC/FIAS core products) and business environment reform; provided support on current projects to implement ICT applications in business/collateral registration, business licensing as well as investment generation.
- Updated the Business Environment Snapshots data portal and designed its dissemination strategy

FY10 Operational Priorities

- Support design, quality control, packaging and dissemination of knowledge products being developed by the CIC/FIAS product teams and field staff;
- Redesign and upgrade CIC/FIAS External Site to support dissemination of product-related knowledge to internal stakeholders and external clients; increase use of e-newsletters to communicate with core internal and external constituencies;
- Develop new or support existing onboarding programs for new field staff, in cooperation with IFC advisory services; support "deep-dive" training programs focusing on specific core products and other learning programs to support staff skills development; support peer-to-peer learning programs in regions.

FIAS Strategy Fact Sheet #16
Monitoring & Evaluation
(Update: October 2009)

FY09 Highlights

- Consolidated the FIAS M&E team and strengthened its role in the project cycle. This has resulted in improved quality of information collected, reduced burden on project implementation teams and more consistency in project design, supervision and results reporting;
- Refined FIAS' M&E framework by improving the consistency of indicators across products, developing and communicating guidance on the use of the framework and by designing and maintaining a database of results that now allows for easier reporting. The framework was further refined through the addition of gender indicators for each of FIAS' products;
- Completed an evaluation of the Business Entry product. It provided insights on what has worked and what hasn't over the last few years. It also pointed out specific lessons learned that can be applied by the product team moving forward;
- Improved the overall quality of the project portfolio by helping team leaders address data issues, improve the consistency and quality of their project's M&E frameworks and results reported through project supervision and completion.

FY10 Operational Priorities

- Further refine FIAS' M&E framework by ensuring that all indicators reflect expected results rather than actions, by eliminating potential duplication in results measurement as detected during the pilot of the framework, and by developing indicator-specific methodologies to allow for the correct measurement of quantitative and/or qualitative effects of our work;
- Contribute to sharing of knowledge and expertise by consistently mining and reporting project results by reform type. This will be done in conjunction with FIAS' KM team;
- Further improve the availability of results data for product and regional teams, as well as management to have better and more readily available information for decision making;
- Ensure better alignment of our M&E framework with those used by our major stakeholders.

FIAS Strategy Fact Sheet #17
Fragile and Conflict-Affected States
(Update: October 2009)

FY09 Highlights

- **Product development** for the BEE business line was completed in line with the IFC core strategy and a second IFC review of advisory services.
- A *Rough Guide to Investment Climate Reform in Conflict-Affected Countries* was completed with support by USAID.
- In addition, a *Practitioners' Guide to SEZ Development in Conflict-Affected States*, an IPP institutional assessment tool was modified to add a module for application in conflict-affected countries, and two other publications were completed (a book chapter and an article for Development Outreach Magazine);
- **Donor partnerships** were developed in key areas of collaboration; with USAID in the production of the *Rough Guide to Investment Climate Reform*; with DfID in the implementation of the Sierra Leone and Yemen programs; with the Netherlands Ministry of Foreign Affairs for the implementation of the Haiti program; and with the IFC managed multi-donor Conflict-Affected States in Africa (CASA) initiative that supports BEE business line projects in Africa.

FY10 Operational Priorities

- **Support the use of adapted products** to project teams in the field. As implementation teams are increasingly field based, efforts will focus on assisting field based teams to use and improve adapted SEZ and IPP products in the conflict country in which the team works;
- **Focus project activities through CASA.** As a regional program and trust fund, CASA is a natural focal point to coordinate funding and program activities. CASA has a KM and M&E focus that helps integrate FIAS projects into IFC strategy and practice, allowing for better use of adapted products, measurement of results, and the capturing of lessons learned through KM work.
- **Select Project List:** Sierra Leone, Liberia, Central African Republic, Democratic Republic of Congo, Sudan, Yemen, Nepal, Indonesia, Sri Lanka, and Haiti.

FIAS Strategy Fact Sheet #18
Gender
(Update: October 2009)

Objective

Investment Climate Business Line and FIAS aim to mainstream gender issues into all aspects of its work, to better leverage the untapped potential of women, FIAS / IC BL established a joint venture with IFC's Gender Program to strengthen the focus on gender informed work.

FY09 Highlights

- FIAS and IFC Gender Program agreed on a gender mainstreaming strategy and identified ADR, Business Start up, PPD and SEZ as the four priority products from a gender perspective;
- To effectively mainstream gender issues in FIAS products and implement gender sensitive reforms, a Gender and Investment Climate Practitioners' Guide has been developed and finalized, identifying the entry points for gender work in all 8 FIAS / IC products. The Guide has been vetted by a peer review process including experts from the WBG, and the donor community. The Guide will be the primary resource guide to implement gender sensitive investment climate reforms in IFC in FY 10 and beyond.
- Gender sensitive M&E reform indicators have been developed for all 8 FIAS products, which will facilitate effective reporting on gender sensitive work;
- Practitioners' Guide has been tested in a practical context and gender issues related to the investment climate have been identified in 5 countries in the Pacific: Timor-Leste, Tonga, Samoa, Solomon Islands, and Papua New Guinea. The findings have been integrated into existing projects with recommendations and monitoring and evaluation targets. First gender reform has been recorded;
- Existing survey instruments have been analyzed to better articulate the characteristics of female entrepreneurs and obstacles they face in 6 ECA counties, namely Azerbaijan, Belarus, Georgia, Tajikistan, Ukraine and Uzbekistan. Analysis will inform the design of future IC projects in these countries.
- Analysis on gender issues with respect to investment climate reform in Rwanda have been finalized and disseminated this at the First National Women Entrepreneurs' Roundtable in November 2008;
- Gender issues have been integrated into SEZ and Trade Logistics Deep Dives.

FY10 Priorities

- Provide a series of internal trainings for IC / FIAS staff in the regions based on the Practitioners' Guide in and have an external high profile launch event in Jan 2010;
- Continue implementation of gender specific recommendations in the Pacific;
- Further strengthen the gender focus in ADR, PPD, SEZ and Business Start up products by launching and implementing gender specific investment climate reforms in Bangladesh (SEZ), Burkina Faso (ADR and PPD), Egypt (ADR) and Yemen (Business Start up) and possibly other countries as demand arise.

FIAS Strategy Fact Sheet # 19
Competition Policy
(Update: October 2009)

Objective

Mainstream the competition dimension in relevant World Bank Group Investment Climate and PSD work to ensure a level playing field, reduce barriers to entry and tackle anti-competitive practices and regulations. The final goal of the competition policy work is to assist client countries in the development of efficient domestic markets.

FY09 Highlights

- Started stocktaking exercise of competition work within the WBG to identify synergies and potentials for collaboration/scale-up;
- Participated as a non-governmental advisor at the 8th Annual International Competition Network (ICN) Conference;
- Initiated discussions with the ICN to deepen collaboration on competition issues in emerging markets;
- Supported the organization of a National Conference on the State of Competition in the Indian Economy to present the results of the competition assessments and regulatory studies performed under the India Competitiveness Advocacy Project

FY10 Operational Priorities

Operations

- Test the interaction of competition policy with trade under the East African Community framework;
- Review the state of competition in the Western Balkans and ECA Region with emphasis on state-aids;
- Deepen linkages with the Regions and provide on-going support to new and existing PSD projects;
- Support the creation of DFID's Africa Competition Forum;
- Successfully develop our partnership and leverage the ICN's competition policy expertise.

KM

- Develop a competition policy thematic group and position CIC as the focal point within the WBG for developing a competition practice;
- Develop knowledge tools and resources on competition and investment climate reforms: policy notes, best practice references, learning programs for WBG and internal/ external website on competition;
- Strengthen partnerships and regular knowledge exchange among WBG staff regarding competition work.

FIAS Strategy Fact Sheet #20
Climate Change and Investment Climate Reform
(Update: October 2009)

Objective

Climate change, as the greatest and widest-ranging **market failure** ever seen offers huge implications and opportunities for the private and financial sectors. Private firms and financial institutions will be the main providers of climate solutions through financial services, innovation, technology development and deployment. The regulatory environment and the alignment of incentives will be critical - especially in terms of the price of carbon – if we are to move to a new model of low carbon, climate resilient growth. But climate change is also a rapidly growing and increasingly crowded area of interest. The key challenge is to identify the areas in which market based solutions can make a positive contribution and to define the niches where CIC can add real value in a cost effective way.

FY09 Highlights

- Initial discussion paper discussed at Business Line Leaders meeting in November 2008;
- Independent consultant commissioned (with IFC Environment and Sustainability Advisory Services) to clarify possible intervention areas. Main conclusion - to add a climate dimension to existing CIC/FIAS products rather than create a new climate change product.

FY10 Operational Priorities

- Implementation of the three intervention areas endorsed by CIC/FIAS Management Team in Sept 2009. These are:
 1. TA to Support Development of Low Carbon Special Economic Zones (SEZs) – this is a natural extension of an existing IC product. There is emerging demand and the concept is relevant to our IDA clientele as well as Middle Income Countries;
 2. TA to Support Implementation of Energy Efficient Building Codes -- an underemphasized area relative to power generation. High potential impact but requires awareness raising to drive demand. The proposed implementation approach emphasizes incentives (cost savings) rather than enforcement capacity;
 3. TA to Support Regulatory Impact Assessments (RIA) with a focus on Greenhouse Gas (GHG) emissions. RIA is a tool used in most developed and an increasing number of developing countries to assess economic and other impacts of new regulation. Some countries are now experimenting with standard assessment tools to assess impacts on climate change in addition to the usually measured impacts on SMEs, competitiveness, public finances, etc;

FIAS Strategy Fact Sheet #21
ICT/eGovernment
(Update: October 2009)

Objective

ICT/eGovernment is a cross-cutting support capability developed by FIAS in light of the increasing demand from clients and IFC/Bank project teams for technical assistance in implementing ICT applications to support business environment reform. Initial focus has been on business, licensing and secured asset registries; now extending into trade logistic and tax applications as well as investor tracking and information systems for investment promotion intermediaries.

Project Portfolio -- Actively assisting in several CIC/IFC/Bank advisory projects, including:

- **Bangladesh:** (i) Working with BICF and Global ICT Department in designing a multi-year eGovernment technical assistance program to support the Government's *Digital Bangladesh* initiative; (ii) Implementing specific government-to-business (G2B) Web applications for the Registrar of Joint Stock Companies, National Bureau of Revenue, Bangladesh Bank, Board of Investment and Chief Controller of Imports and Exports, and Trading Corporation;
- **Brazil:** Supporting design of Web-based applications for providing information to potential investors and tracking interactions with investors, for the national investment promotion agency;
- **Colombia:** Evaluated business registry application implemented by IFC to determine suitability for use in other LAC business entry projects, as well as possible use in other regions;
- **Kenya:** Launched Business Licensing e-Registry in August, 2009; now planning further versions to include SMS access and online applications as well as integration into larger eGovernment platform being implemented by the World Bank;
- **Liberia:** Supervising implementation of online business registry and eGovernment integration;
- **OHADA:** Advising on the development of regional business and secured asset registries;
- **Rwanda:** Designing Business Licensing e-Registry, including integration into e-Rwanda technology platform being implemented by the World Bank. Supervising implementation of online business and secured asset registry, including integration into e-Rwanda technology platform;
- **Vietnam/Yemen:** Secured Lending unit is implementing an online collateral registry;
- **Zambia:** Designing Business Licensing e-Registry, including integration into evolving eGovernment strategy.

FY10 Operational Priorities

- Complete implementation of initial set of four "informational" business licensing e-Registries and assist clients in planning the migration to fully transactional licensing applications;
- Complete implementation of initial set of business registration, investment promotion and tax ICT projects and develop common implementation strategies for future projects;
- Support integration of IFC ICT projects into larger eGovernment programs being implemented by governments and the World Bank, in order to ensure interoperability and long term sustainability; also IFC-led eGovernment initiatives such as Digital Bangladesh TA program;
- Develop more cost-effective approaches to the implementation of IC-related ICT applications utilizing Software-as-a-Service (SaaS) or by providing an open-source software template which can be customized and supported locally. Also support pilot initiatives to introduce mobile phone-based applications (m-Government) in countries with low internet penetration; promote internal staff capacity development through a regional workshop (planned for 2010 in Africa) as well as knowledge tools to support ICT project scoping, design and implementation activities.

FIAS Strategy Fact Sheet # 22
Sub-Saharan Africa
(Update: October 2009)

FY09 Highlights

- Considerable increase in investment climate (IC) reform action by sub-Saharan African countries, confirmed by the four-fold increase over last 4 years in recorded Doing Business reforms. Over a dozen actively reforming economies, with perhaps another dozen making halting steps. Strong reformers in every region;
- Doing Business, records 67 reforms in 29 African countries in FY09 (from 16 in FY06) – stunning achievements in Mauritius (now ranked 17 globally) and Rwanda (improved 67 positions in FY09) lead the news – with strong achievements too in Liberia, Sierra Leone, Burkina Faso, Mali, Zambia and Madagascar, all supported strongly by FIAS, who all improved their relative positions, as measured by Doing Business. FIAS records 107 IC reforms in Africa (significant improvements) with strong congruence between DB reformers, and broader IC reformers, and 26 of the 67 DB reforms were actively supported by FIAS work;
- The FIAS/CIC program is now fully integrated with the PEP Africa supported program in Africa – FIAS/CIC focusing on global expertise, and PEP Africa staff on coordination and implementation;
- Multi-year IC programs in 19 countries, with resident staff or consultants in 14, and short term or scoping work in a number of others. IC reform support is provided to countries in an incremental fashion, commonly starting with a public private dialogue or a rapid response diagnostic and IC proposal, often focused on administrative reforms easily implemented and quickly noted. As these early proposals are implemented, further support is offered for progressively wider and deeper IC programs over a two to three year period. On successful conclusion of a first program, follow up programs are considered;
- Regional programs are now under way in OHADA and EAC regions – both show promise, but regional programs take longer.

FY10 Operational Priorities

- Continue incremental program growth – adding support in more product areas as countries show increasing reform commitment. Maintain support for broadening and deepening reforms in active reforming countries, and seek to strengthen the incipient reformers;
- Continue strong focus on conflict and fragile states and priority given to IDA countries. Focus attention on the 24 African countries (50%) who are not reformers – located in the bottom 30 of the DB list;
- Deepen focus on peer-to-peer learning both among the strong reformers, and aimed at those not yet reforming;
- Strengthen hub operations in Nairobi and Dakar, with decentralization of product staff to strengthen client access to technical skills;
- Further strengthen our collaboration with the World Bank, already strong in a number of countries, and continue close collaboration with the Investment Climate Facility and other implementation agencies on the continent;
- With the implementation-focused IC program now three years old, review the early results to discern actual impacts on the investment environment resulting from the FIAS work;
- Increase attention on addressing industry-specific obstacles to investment in promising sectors in client countries.

FIAS Strategy Fact Sheet #23
Eastern Europe and Central Asia (without South East Europe)
(Update: October 2009)

FY09 Highlights

- Focus on IDA countries remains EECA's top priority – main programs for FIAS are in Armenia and the Kyrgyz Republic. Activities in MICs are being scaled down and should remain only where there is a strong strategic relevance and additionality, in particular related to crisis response, DB reform and business taxation;
- *Armenia:* FIAS is engaged in a joint project with IFC AS which covers DB Reform, business taxation, trade logistics and business inspections. This is a major endeavour in a country which has hitherto received only limited assistance on IC issues. IG presented options for the Gov't to streamline investment promotion framework;
- *Georgia:* IG team carried out SWOT analysis to assess potential competitiveness in several key sectors identifying those with private investment attraction potential;
- *Kyrgyz Republic:* FIAS is leading the tax component of a joint project with IFC AS that also covers bus. inspections. Targeted advice on DB topics is also provided;
- *Doing Business:* Activities by the DB reform unit in multiple countries e.g. Armenia, Kyrgyz Republic, Tajikistan, Belarus and Kazakhstan. Several top reformers.

FY10 Operational Priorities

- FIAS will continue to deepen its collaboration with IFC AS ECA, which is preparing to enter a new funding cycle, and with the World Bank's PREM team on business taxation issues. FIAS is well positioned to support IFC and overall WBG interventions in key areas, e.g. business taxation, DB reform and insolvency. IG will be integrated in countries where it fits with the IFC strategy and meets clear demand and capacity.

Product Focus

- In FY09, FIAS will continue building on its established products in the region, including business taxation and support to Doing Business reforms. Cooperation with the regional IFC AS teams will be further strengthened, including on the KM side;
- FIAS will also intensify the roll out of the new insolvency product in the region, in close collaboration with regional IFC AS teams;
- Other products such as IG and Trade Logistics will be implemented in specific cases where a clear country need and opportunity exist.

Country Focus

- FIAS will continue its strong engagement in Armenia and the Kyrgyz Republic – two IDA countries with a strong potential for reform, with a focus on tax and DB reform;
- Overall, interventions in IDA countries such as Tajikistan, Georgia, Uzbekistan will be further continued, again with a focus on tax and DB reform (+IG in Tajikistan);
- Targeted support will also be provided in Belarus (IG and DB Reform), Ukraine (Insolvency and Tax), Kazakhstan (DB Reform);
- In all cases, these interventions will be jointly with regional IFC AS teams, and in most cases in the framework of existing IFC projects (exception being Kazakhstan);
- FIAS will gradually exit existing work in Russia, which have reached positive results;
- The roll-out of the insolvency product might lead to additional interventions in MICs.

FIAS Strategy Fact Sheet #24
South East Europe
(Update: October 2009)

FY09 Highlights

- DB 2010 shows that Western Balkan countries with the exception of Kosovo (currently no BEE program) have improved their overall ranking. Macedonia is again ranked among the top-10 reformers (third consecutive year);
- More than USD 150 million in annual cost of doing business savings have been generated for firms by regulatory reforms on the national and sub-national levels. The Alternative Dispute Resolution program released USD 38 million for private investment;
- Regional BEE reports and flagship events included: the *regional Subnational DB Study* comparing the DB performance of 22 municipalities across the region; the *second annual, regional conference on BEE reform* was held in Podgorica, with 150 policy makers and experts participating and discussing challenges of driving the growth and competitiveness agenda in the region; an historic *meeting of the heads of the economic parliamentary committees of the former Yugoslav republics* who discussed the role of parliaments in promoting regulatory governance as part of the financial crisis response and produced a regional declaration to improve regulatory governance;
- GIPB 2009 four national IPIs, in Albania, Croatia, Montenegro, and FYR Macedonia, achieved scores at least 10 percentage points higher than in the 2006 rankings; these achievements suggest that the capacity building offered by IWB has helped improve IPI performance in providing information to investors;
- To enhance sustainability of IWB lessons after completion in September 2009, regional IPIs signed a memorandum of understanding in June 2009 aiming at implementing region wide initiatives, including cluster development in the automotive components sector, staff exchange and training as well as overseas marketing activities. Links have already been established with the Regional Cooperation Council.

FY10 Operational Priorities

- Continuing with national and sub-national regulatory reform and DB reform projects in BiH, Macedonia, Montenegro and Serbia, and launching targeted BEE reform programs in IDA countries, Moldova and Kosovo;
- Developing and implementing a regional trade logistics initiative in collaboration with client governments and CEFTA, and linking ongoing sub-national competitiveness program by including municipalities where customs and trade facilities are located, starting with pilots in Albania and BiH;
- Re-aligning the regional Alternative Dispute Resolution program, including a focus on specific sectors including construction;
- Strengthening and formalizing support for the regional BEE Network of Policy Makers;
- Industry competitiveness analysis in Albania that will also feed into the FDI strategy (following on IG participation in the joint WB-IFC Country Partnership Strategy (CPS) discussions in Istanbul in June 2009);
- In response to the request from the Council of Ministers of Bosnia and Herzegovina, facilitating regulatory and institutional reforms, increasing efficiency and effectiveness of the national IPI, and implementing reforms to increase competitiveness for cross-border investors;
- Roadmap to developing tourism products and markets that feed in a tourism strategy for FYR Macedonia.

FIAS Strategy Fact Sheet #25
Middle East and North Africa
(Update: October 2009)

FY09 Highlights

- MENA's poorest countries remain a top priority, with FIAS' largest program ongoing in the Republic of Yemen, the region's poorest country;
- *Yemen*: FIAS is engaged – in collaboration with IFC AS and DfID – in a wide range of advisory activities, spanning tax administration, investment regulation and attraction, special economic zones, and industry-specific assistance, as well as targeted Doing Business reform advice;
- *Pakistan*: FIAS initiated a sub national report in partnership with South Asia PSD. The project is continuing during FY10;
- *Doing Business*: Activities by the DB team and DB reform unit in multiple countries including Egypt, Yemen, Syria, Pakistan and UAE.

FY10 Operational Priorities

- FIAS will enhance its collaboration with PEP-MENA, which is entering a new five-year funding cycle and with the World Bank's private sector development group (MSNED). FIAS is well positioned to complement WBG colleagues' assistance to clients in various areas of interventions.

Product Focus

- In FY09, FIAS will continue building on its established products in the region, including investment policy and promotion, business taxation, industrial estates/SEZ, and support to Doing Business reforms.
- FIAS will also introduce new product in the region, in close collaboration with regional IFC AS teams, including trade logistics and secured lending;
- Work is ongoing in the new product of insolvency both in Egypt, Jordan and Pakistan with the aim of establishing pilot, longer-term assistance projects.

Country Focus

- FIAS will continue its strong multi-product engagement in the Republic of Yemen with a focus on investment promotion, investment zones, industry-specific reforms with an initial focus on tourism and continued Doing Business reforms;
- FIAS and PEP-MENA plan to engage with Pakistan, focusing on business advocacy, business taxation and Doing Business reforms;
- In coordination with IFC Access to Finance colleagues, FIAS plans to assist Afghanistan, Jordan, West Bank & Gaza in establishing secured lending programs;
- FIAS will explore potential follow-up from administrative barriers diagnostic work in Lebanon, depending on the political situation in the country;
- Following the recent publication of *Doing Business in 2009*, FIAS plans to assist MENA countries, upon request and availability, in targeted Doing Business reforms.

FIAS Strategy Fact Sheet #26
Latin America and the Caribbean
(Update: October 2009)

FY09 Highlights

- In FY09, Doing Business Reform Advisory – DBRA – worked in the LAC region in 17 countries (Government requested programs in Haiti, English Speaking Caribbean Countries, Dominican Republic, Honduras, Guatemala, Colombia, Peru, and Paraguay. Support was also provided to Mexico, Brazil, El Salvador, and Jamaica). These countries implemented with support from DBRA 12 DB reforms, reflected in the Doing Business 2010 report. An additional 30 DB reforms were recorded by the DB report in LAC countries, with 19 of 32 economies reforming;
- In FY09, Sub-National Doing Business implemented a model to mainstream in Colombia and Mexico the methodology and business model with a local partner, maintaining WBG support for brand / quality control. The first report prepared by a local think tank, the Mexican Institute of Competitiveness – IMCO, with FIAS, was launched in Nov 2008. A second pilot is under development in Colombia, where an association between Universidad de los Andes and Consejo Privado de Competitividad is implementing with FIAS the second round of benchmarking. The report covers 20 regions (departamentos), 6 of which are frontier regions, and will be launched in February 2010;
- A Trade Logistics program is being implemented by FIAS in Colombia since FY09. The project is helping to simplify trade related processes and systems for the Single Window for Foreign Trade, and rationalize the inspections regime in seaports, airports and border crossings, based on a risk management system. Reforms generated by these initiatives are reducing the time to prepare documentation and considerably speeding up the clearance and inspection processes;
- In FY09, FIAS initiated, under an agreement with APEX Brazil, the national investment promotion agency, the implementation of an ambitious investment promotion project that is establishing a national investment promotion network and support four states (Bahia, Pernambuco, Para, and Minas Gerais) in developing their capacity to attract and retain FDI and to foster operations among current investors. This project is entirely client funded;
- In FY09, FIAS generated a project on Special Economic Zones and Investment Policy and Promotion in Haiti that will streamline the approval process for new free zone tenants, reform regulations to improve labor availability within the zones, and streamline the approval process for the development of new zones. FIAS is also helping improve the government's ability to interact with foreign investors, including streamline the approvals process for new investments, develop the first stage aftercare system for existing investors and complete a new business plan for the Investment Promotion Agency (CFI).

FY10 Operational Priorities

- In FY10, FIAS will concentrate on completing implementation of projects in Trade Logistics, Special Economic Zones, and Investment Policy and Promotion initiated and generated in FY09;
- DBRA work will continue to be an important driver of investment climate reform in the region. Significant engagement from the DBRA team in FY10 is expected in the cases of the comprehensive DB Reforms programs in Colombia, Peru, and Haiti; demand for technical assistance in Trade Logistics has significantly increased in the region. In FY10, FIAS will work on responding to demands for new projects in this area in the English Speaking Caribbean and Peru;

FIAS Strategy Fact Sheet #27
East Asia/Pacific
(Update: October 2009)

FY09 Highlights

- The *Pacific Regional BEE Program*, for *Tonga, Vanuatu, Solomon Islands* and *Papua New Guinea* became fully operational. Program implementation is fully underway in several IC product areas, including the cross work on gender which also extends to Samoa and Timor Leste);
- In Vanuatu, the Vanuatu Investment Promotion Authority (VIPA) reduced the processing time for foreign investment approvals by 50% (from 30 working days to 15). The Government also has decided to reduce business start-up time from 32 to 8 days for domestic companies and from 67 to 18 days for foreign companies;
- A joint IFC-WB Sources of Growth initiative was undertaken in November 2008 - March 2009 to assess alternative sources of future economic growth in Solomon Islands. The IFC findings from this mission (6 Sector Notes -plantation forestry, palm oil, plantation agriculture, minerals, tuna fisheries and tourism) which form the basis for future investment and advisory services were delivered to government in March 2009;
- DB Reform Memos were delivered in *Indonesia, Tonga, Laos and Timor Leste*. The documents form a part of the basis for ongoing FIAS regulatory reform programs;
- Delivered and launched *Sub-national Doing Business Report for the Philippines* covering three DB indicators in 21 cities. Similar report launched for *Sub-National Doing Business in China* covering 30 major cities;
- Work delivered with the *Lao PDR* government to reform the investment law, investment incentives and investment promotion capacity building;
- Work delivered in *Vietnam* at the national and provincial levels to address impediments faced by small businesses in accessing land; and
- FIAS assisted in the drafting of a new Special Economic Zone (SEZ) law in *Cambodia*.

FY10 Operational Priorities

- Increase focus on work in BEE core products in IDA countries and frontier regions of middle income countries;
- In the Pacific, an increasing focus on sectoral approaches to IC work;
- Will further consolidate and implement M&E framework at project and program level to facilitate results management;
- Leverage the Facilities' and World Bank's efforts to improve the investment climate through deeper collaboration.
- At the country level:
 - Continue to advance the *Pacific Regional BEE Program* for *Tonga, Vanuatu, Solomon Islands* and *Papua New Guinea* including launching of the new electronic company register in Tonga and undertake the solutions designed to address gender constraints;
 - Deliver the Timor Leste business registration project which addresses a binding constraint to PSD in that country;
 - Deliver the *PNG* Special Economic Zone Project which will advise the government on the commercial viability and potential legal and regulatory framework for SEZs in PNG;
 - In *Vietnam*, FIAS will work on streamlining and making the entire tax system more accessible for SMEs through reforms in procedures and cost reductions;
 - Will assist the Government of *Indonesia* to frame a viable policy for the development of special economic zones in line with the country's investment and macroeconomic strategy and provide drafting guidelines for an SEZ law.

FIAS Strategy Fact Sheet #28(a)
South Asia: Nepal, Bhutan, India
(Update: October 2009)

FY09 Highlights

Nepal

- Investment climate reform program made progress despite the challenging context of country's transition from monarchy to democracy. The Government requested assistance in a broad range of investment climate reforms. To-date:
 - Improved SEZ draft Act was submitted to the parliament for adoption. Key upgrades include reduced export requirements and clarity of fiscal incentives. Capacity of SEZ counterparts was also built in procurement process and approach to feasibility studies in selecting the sites;
 - Institutional set-up for secured transaction registry confirmed;
 - Private sector represented by 7 APEX Associations, donors, and the government formally committed to initiate institutionalized public private dialogue (PPD). Joint study by DFID, ILO, and ADB recognized that IFC-initiated PPD is key to enabling economic growth in Nepal;
- SEDF and the World Bank conducted joint Investment Climate Assessment (ICA) survey which will inform the country's private sector policy;
- SEDF completing arrangements with FDID for a new 3-year \$8 million dollar investment climate program.

Bhutan

- Recommendations by SEDF-FIAS enabled Bhutan to upgrade its Foreign Direct Investment (FDI) Policy. The changes are expected to have significant impact on economic growth. New FDI Policy is expected for adoption in 2009;
- FDI review also provided basis for new economic reforms supported by SEDF and FIAS, assisting Bhutan in streamlining licensing regime.

India

- In Bihar, FIAS is using its BEE work (in coordination with the Bank) to improve the ground for investments (including that of IFC) by focusing on two key sectors, agribusiness and tourism, as well as improving the state's tax administration. An Agribusiness Competitiveness Partnership/Maize Task Force has been set up as part of a Public-Private Dialogue Initiative.

FY10 Operational Priorities

Nepal

- Operationalize new comprehensive Investment Climate Reform This will include:
 - Regulatory Reforms including in the area of licensing and SME tax administration;
 - Establishment and strengthening effective reform mechanism through PPD;
 - Implementation of the improved SEZ Act and Regulations. Establishment of SEZ Authority to implement investor-friendly regime in the economic zones and industrial estates;
 - Further strengthen IFC's leadership in donor coordination and GoN's PSD strategy development.

Bhutan

- Improve businesses registration and increase efficiency of licensing process;
- Support implementation of the revised FDI Policy.

India

- *Doing Business in India 2009* recorded significant business reforms at the national, state, and municipal levels in 14 of the 17 cities and states it benchmarks and identifies best local practices to promote peer-to-peer learning; further DBR support is under consideration.
- *The Low Income States Initiative* will be further operationalized with an integrated IFC Advisory-Investment effort, leveraging also on active World Bank programs. Phase I will involve continued interventions in Bihar and the launch of a "Knowledge Partnership" in Rajasthan. Phase II will broaden the support to other low income states.

FIAS Strategy Fact Sheet #28(b)
South Asia: Bangladesh Investment Climate Fund (BICF)
(Update: October 2009)

FY09 Highlights

- **Doing Business 2010:** Three Doing Business reforms led to Bangladesh being South Asia's most active reformer in 2010;
- **Land Registration:** Land registration fee reduced by 55% effective September 1. Price of land increased by 3-4 times as a result;
- **Business Registration:** The time to get Name Clearance has now been reduced from 7 days to 1 day, and the time to receive registration has been reduced from 4-5 weeks to 1 day;
- **Bonded Warehouse Licensing Reform:** Documentary requirement, time and unofficial cost reduced by 32%, 68% and 44% respectively and \$1719 saved per firm;
- **Economic Zones Policy Framework:** Economic Zones Act approved in principle by Cabinet and tabled at Parliament to be sanctioned into law;
- **Bangladesh Better Business Forum:** Over 31,000 jobs created by one BBBF recommendation (allowing the establishment of SME Service Centers), as revealed by first BBBF recommendation impact assessment. 290 recommendations made, of which 94 have been implemented;
- **Strategic Communications:** BICF strategic communications campaign in December resulted in a 57% increase in public support for the continuation of new business reforms;
- **Government of Bangladesh Capacity Building:** Members of the Regulatory Reform Core Group, drawn from mid-level officials of various Government and private sector agencies, initiated 8 reforms within their own agencies, based on the lessons they learned through a one-year comprehensive investment climate training program.

FY10 Operational Priorities

- Continue to support the Government of Bangladesh to achieve its vision of a Digital Bangladesh through assistance to the development of a wider range of e-governance products;
- Completion of 2nd batch of ABRs and implementation of the recommendations from these;
- Assist the Government of Bangladesh to operationalize the Economic Zones Act by formulating the supporting rules and regulations and assist in the implementation of PPP principles in the management and development of economic zones;
- Licensing of at least one wholly private economic zone under the new EZ Act. Approval of first-phase regulations following from the Ordinance;
- Provision of technical assistance and advisory services to the Board of Investment in the implementation of its approved Strategic Plan including investment promotion and process simplification;
- Provision of technical assistance to the establishment of the Bangladesh Independent Arbitration Center;
- Institution of a PSD M&E network in the government to help monitor implementation of PSD interventions in the PRSP 2;
- Continue to build capacity of Government officials on investment climate issues through replication of the Core Group program, as well as through initiating a general civil service training program;
- Increased advocacy on investment climate issues as a result of wide-spread public-private dialogue, research and advocacy by key stakeholders.