Training Programme
National Competitiveness and Regulatory Reform
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	DAY 1 INTRODUCTION – NATIONAL COMPETITIVENESS
09:00 – 0950 (1)	**Welcome - Course introduction** Structured discussion Self-presentation of lecturer Presentation of course members and their expectations Institute's expectations and *Presentation of course programme Course member contributions throughout the week will be defined at this stage; taskings can be allocated on a volunteer basis.
10:00 – 10:50 (2)	**Introduction of the topic**: National Competitiveness (NC) This session will open the course by the various approaches to NC, with a view to highlight the relevance and importance of studying RR as a means to enhance NC, both in Taiwan and in other contexts. • What is competitiveness, its determinants, microeconomic and macroeconomic factcors, the stages of development, • National Competitiveness and its driving factors, (GCI and Doing Business) • Examples of national competitiveness policies (Ireland) Presentation: "Competitiveness of nations" Background reading: • Wikipedia: "Competitiveness" article • "Competitiveness proofing of new legislation" (EU) • S. Garelli: "Competitiveness of nations: the fundamentals" • Industrial competitiveness (EU working group October 2011)
11:00 – 11:50 (3)	**Breakout sessions** Taiwan competitiveness The purpose of this discussion will be, on the basis of documentation provided concerning NC, for participants to muster their knowledge of the national situation and apply the concepts to the national economy, to propose a plan of action to boost NC (also discussed in session 21). Student taskings: Two sub-groups will respectively study microeconomic and

	macroeconomic competitiveness factors, to report on Taiwan relevant conclusions, on the basis of the documents listed below (the WEF pages should be distributed before the course). Documents for discussion: • Michael E. Porter "Creating an economic strategy for Taiwan" (slides 23 to 60) • World Economic Forum: "Global Competitiveness Report 2012" (pages 23, 28 and 338-339 about Taiwan, China.) • APEC 2011 Economic Policy report • Racing to the top: "Chinese Taipei's achievements on the Ease of Doing Business"(Prof. Chiou)
12:00 – 13:30	Lunch
13:30 – 14:20 (4)	**Competition and Competitiveness** Structured discussion The purpose of this session is to introduce competition policy and competition law, with the specific objective of ascertaining conditions for competition policies and law to enhance national competitiveness. Documents for discussion: see OECD site "Competition" Background reading: • The economic benefits of competition (from WB vice president speech) • Presentation of the OECD competition toolkit (pages 9-20) • Chinese Taipei contribution to Global Forum on Competition (2011) • OECD Country reviews: Competition Law and Policy in Chinese Taipei (2006)
14:30 – 15:20 (5)	**The link between National Competitiveness and Regulatory Reform** On the basis of the findings discussed during the morning session and best practice promoted in recent international events, this session will address the components of NC and stress the importance, for government officials, of the "RR approach" to competitiveness. The session will also present the main components of the RR approach, and the basis for distinguishing between policy making and legal drafting activities. Presentation: Regulatory reform to support national competitiveness Background reading: • BRR (2008) "Impact of Regulation on Productivity" • Feinberg and Weymouth: "National Competitiveness in comparative perspective."
15:30 – 16:20 (6)	**Summary and closing session of day 1** Questions and answers session The session will afford participants an opportunity to complete work undertaken, and / or ask questions or seek clarifications on what they have heard so far, and on work to be done the next sessions.

	Day 2 : PRINCIPLES AND POLICIES FOR REGULATORY REFORM **An overview of expertise and success stories developed around the world** Background reading: C.H. Montin: *"Smart Regulation, a global challenge for policy-makers" (page 6-11 of ERRADA newsletter April 2012) or on blog.
09:00 – 0950 (7)	**Overview of regulatory reform (RR)** This first session fully dedicated to RR will introduce the different concepts and designations, and pinpoint current trends around the world for the production of more relevant and less burdensome regulation. - Regulatory quality - Regulatory reform / Governance (OECD, WBG, national policies) - Better Regulation (national policies) - Better/ Smart Regulation (E.U.) - Business climate (IFC) - Legal reform (National, WB) - Reducing regulation (UK) - Deregulation (Australia, UK, Korea) Key presentation of the course: Regulation in advanced economies Background reading: - OECD brochure on regulatory policy - C.H. Montin: *Current trends in regulatory quality (part 1.)
10:00 – 10:50 (8)	**Smart Regulation in the European Union** Structured discussion As a union of 27 sovereign states, invested with large regulatory powers, the European Union is a great producer of norms. The relevance and clarity of EU law and its implementation across the continent is a longstanding concern, with cross-cutting policies such as Smart Regulation providing a first-class reference for regulators world-wide. Background reading: - C.H. Montin: *Current trends in regulatory quality, (part 2.) - European Commission "Communication on Smart Regulation" - C.H. Montin: "*Smart Regulation in the EU" (2012 version)
11:00 – 11:50 (9)	**Legal Reform and RR as promoted by the World Bank** This session will examine how the European Union and the World Bank Group (including IFC) supports national reform projects aiming at improving the regulatory environment of business, to boost growth and jobs. Presentation: *Legal Reform Background reading: World Bank Group: "Toolkits for policymakers and reformers."

12:00 – 13:30	Lunch

13:30 – 14:20 (10)	**Regulatory Reform: OECD experience and evidence** With a membership of 34 and relations with an additional six external partners (Russia, P. R. China, Brazil, India, Indonesia, South Africa), OECD provides a forum in which governments work together to share experiences and seek solutions to common problems. One of the main concerns is to understand what drives economic, social and environmental change. This session will look at how OECD has contributed to the emergence of principles of high-quality regulation, and to the dissemination of good practices. Presentation: *"OECD experience and evidence of regulatory policy" Background reading: • N. Malyshev: Regulatory policy: OECD experience and evidence (on IFC site). • OECD Brochure "Regulatory policy and the road to sustainable growth" • OECD "the 2012 recommendation on regulatory policy and governance"
14:30 – 15:20 (11)	**Break out session: selected national policies** Student taskings: Small groups will be set up on a voluntary basis and tasked to summarize a national better regulation strategy of their choice on the basis of online documentation, and to draw lessons for Taiwan. Documents will be handed out for some countries at the beginning of the course, but students can do research of their own, starting or not from the documents mentioned below. Background reading: Smart Regulation blog. Documents for discussion: • OECD "Events and publications" • C.H. Montin: "Regulatory Management: the French approach" (optional)
15:30 – 16:20 (12)	**Summary and closing session of day 2** Questions and answers session The session will afford participants an opportunity to complete work undertaken, and / or ask questions or seek clarifications on what they have heard so far, and on work to be done the next sessions.

	Day 3 POLICY MAKING **Better policies to enhance the business regulatory environment** Background reading: "Professional policy-making for the XXIst century."
09:00 – 0950 (13)	**Public Policy-Making – an introduction** This session will introduce key terms/ concepts and briefly outline what is meant by public policy making. It will provide a definition of public policy and briefly outline the different stages in the public policy making cycle. In this session, the focus will be on the role and importance of budget and resource planning in policy making. The use of tools such as Cost Benefit A nalysis will be explored to illustrate how these can assist the policy-maker in preparing better estimates for budget sections / finance ministries on policy costs. Presentation: "*Policy making: an introduction" Background reading: "The role of ministries in the policy making system" (SIGMA paper n°39, pp. 10-13)

10:00 – 10:50
(14)
	Policy Co-ordination
	Structured discussion
	This session will focus on a challenge that faces all governments when developing policy - how to effectively co-ordinate actions within and across ministries and relevant public sector agencies to ensure that necessary information and evidence has been gathered.
	
	  – Identification of relevant ministries / sections within ministries who have an interest;
	  – Use of informal networks
	  – Formal structures – cross-ministry working groups
	  – Structured discussions with relevant public sector agencies / sectoral regulators etc.
	  – Working groups / co-ordination with implementation bodies
	
	Course members will be asked to draw on their personal experience of policy-making, in particular their experience of relations with budget, centre of government, and legal services in the production of policy.
	
	Background reading:
	  • "*Policy co-ordination"
	  • SIGMA: "Organising the central administration" (SIGMA paper n°43, pp. 32-34)
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11:00 – 11:50 (15)	**Consultation Processes** This session will outline the importance of consulting with key stakeholder groups and the challenges that may need to be addressed in order to effectively consult with relevant stakeholders. This session will also touch on the different methodologies that may be used to consult with different groups. Presentation: "Consultation for better policy making" Background reading: "EU minimum standards for consultation."

12:00 – 13:30	Lunch

13:30 – 14:20 (16)	**Planning for Policy** This session will look at the importance of short, medium and long-term planning to ensure policy development meets current, future and emerging challenges. This session could include more participative discussion among the group on the role they can play within their own ministries to improve policy planning. Presentation: Planning for Policy: meeting emerging challenges Background reading: • Wikipedia "Strategic Planning" article • Strategic Planning for non-profit organisations (U. of Wisconsin manual.)
14:30 – 15:20 (17)	**Breakout sessions : defining and planning policy** Participants will be broken into groups (3 or 4 groups): each group will be given a different policy challenge. The task for each group is to assess the policy and how it should be developed / advanced in the context of the policy-making cycle, e.g., who should be consulted, key stakeholder groups, key evidence that will need to be gathered etc. Constraints and opportunities deriving from the competitiveness agenda will be specially addressed. Student Taskings: Policy making case studies.
15:30 – 16:20 (18)	**Reporting back on policy making** The groups will report on findings emerging from the breakout. After each presentation, another group will respond with methodological remarks, assessing how well the reporting group has applied the policy making methodology.

	Day 4 REGULATORY REFORM TOOLS **New skills for government officials to ensure more competitiveness-relevant policies and regulations** Background reading: * short glossary of regulatory quality terms
09:00 – 0950 (19)	**Regulatory impact analysis** This session will introduce the notion of evidence based decision making, in the context of developing new regulations without jeopardising national competitiveness. RIA is now a very widespread tool for professional policy makers and regulators, and many countries have organised specific courses for their officials engaged in these activities. In most countries, it is particularly focused on preserving or enhancing competitiveness. Presentation: *"Regulatory Impact Assessment." Background reading: • "Competitiveness proofing of new legislation" (EU) • OECD: "RIA, a tool for policy coherence" (chapter 1) • European Commission: Impact Assessment website. "Guidelines."
10:00 – 10:50 (20)	**Breakout sessions on RIA case studies** Participants will be broken into groups (2 groups): each group will be given a different policy challenge/ reform project. Student Taskings: The task for each group is to define policy options for implementation and identify the main impacts that would need to be assessed to reach government objectives, anticipating data collection difficulties. The result of the work on the case studies is to be presented using the *"RIA template." Background reading: • Case studies from the UK BERR (page 33 to 37.) • ERRADA site (Egypt): RIA resources including guidelines
11:00 – 11:50 (21)	**Chinese Taipei, APEC and OECD, regulatory cooperation** Structured discussion To introduce a Taiwan perspective, the course will be welcoming an official from the Centre for Economic Deregulation and Innovation (in the Council for Economic Planning and Development) who will be speaking in a personal capacity. She will present aspects of the regulatory policy of the Taiwan government and its engagement in international regulatory cooperation. The session will offer an opportunity for investigating to what extent the internationally recognised concepts discussed during the course have been applied in Taiwan. Documents for discussion: • The APEC-OECD integrated checklist on regulatory reform • Main findings of the Chinese Taipei self-assessment (2006, pp.14-31)

	Background reading: • CEPD 2011 report on Ease of Doing Business Reforms and "reforms to ease economic and financial regulation." • APEC Peer Review (Regulatory Reform) (2006) • Chinese Taipei Checklist Report-Back (2007) • CEPD 2008 "Relaxation of economic and financial regulation."
12:00 – 13:30	Lunch

13:30 – 14:20 (22)	**An introduction to Legislative Drafting** Once policy has been defined, officials are often asked to draft the implementing measures, which often include new rules and regulations, or amendments to existing law. This is a highly technical skill, but in many countries it is not reserved to lawyers, as a good knowledge of the current situation and policy, and some appropriate training, can produce excellent legal texts. During this introduction, the issue will be addressed from the national competitiveness perspective: how to design norms that achieve economic policy results without imposing undue costs. At the end of the session, a case study will be distributed for individual or group work in the next session and reporting in session 27. Presentation: "*From sound policy-making to clear legislative drafting:" techniques from government officials. Background reading: • C.H. Montin: *"Legistics and quality of legislation in France" • Canadian Department of Justice Legistics site.
14:30 – 15:20 (23)	**Break out session on Legal drafting** During this session, the course members will work in sub-groups on the case study distributed in session 22.
15:30 – 16:20 (24)	**Closing session of day 4** The session will afford participants an opportunity to complete work undertaken (the previous session, involving a case study, may need a small extension).

	Day 5 CLOSING DAY ROUND-UP
09:00 – 0950 (25)	**Institutions for optimal regulatory governance** This session will introduce the issue of designing the right institutional capacities to ensure that the principles and best practices in RR are applied consistently. Existing actors usually found are : - central unit in government - capacities in ministries - oversight body The session will also cover the possible role of Competition Authorities and Parliament in Better Regulation policies. Presentation: *Institutions for regulatory quality Background reading: • OECD Background document "Oversight bodies for regulatory reform" • IFC " Institutions for regulatory governance" (pp 6-16.) • OECD " Strengthening the institutional design for regulatory reform" (2011) (Executive Summary). • P. Andres-Amo "Oversight bodies for regulatory quality in OECD countries" (OECD link - may be broken)
10:00 – 10:50 (26)	**Managing the stock of legislation by simplification and AB reduction** **Breakout sessions: Case study** Participants will break up into three groups and examine a case study prepared by the lecturer on the basis of his own experience in the E.U. Applying concepts presented in the two previous sessions, each group will be given an issue to discuss and report back on, drawing lessons and making proposals for the Taiwan context. Student tasking: The Administrative Burden Reduction Programme of the European Commission Background reading: • DG Enterprise website on administrative burdens • "The EC administrative burden reduction programme: management issues"
11:00 – 11:50 (27)	**Legislative drafting: reports from breakout sessions** Course members will present their legal drafts prepared according to tasking given in session. The point of the exercise is to make clear some fundamental principles of legislative drafting in support of NC. The last part of the session will be devoted to examining the real-life piece of legislation, and drawing practical lessons on how best to engage in legislative drafting.

12:00 – 13:30	Lunch

13:30 – 14:20 (28)	**Breakout sessions on National Competitiveness policies** Participants will continue working in the groups constituted for the tasking mentioned in session 11, in view of the reports to be delivered in session 29.
14:30 – 15:20 (29)	**National Competitiveness policies: reports from the breakout sessions** This session will be devoted to the reports of the sub-groups, on tasking given in session 11. This high point of the course is to bring together all the new knowledge and techniques acquired during the week, in the most enjoyable way.
15:30 – 16:20 (30)	**Summary and conclusion** Discussion Q & A. Recap on main objectives of course, summary of key messages.

	Additional themes available on request
	New techniques for evaluation of policy and regulation Evaluation gives a judgement of interventions according to their results and impacts in relation to the needs they aim to satisfy and the resources mobilised. Evaluation generates relevant information that is essential for planning, designing and implementing policies and preparing legislation. While evaluation traditionally focused on expenditure programmes, there is growing interest for evaluating legislation and other non-spending activities. This session will introduce the key stages of the method and show how indispensable these new tools are for efficient and sustainable public governance. Presentation: European Commission "Evaluation" Background reading: DG Markt guide to evaluating legislation
	Access to legislation It would server little purpose to have a perfectly rational and consistent body of law if it failed to be properly understood and applied by business and citizens. This session will look at the importance of offering easy access to the body of law, to facilitate implementation and reduce compliance costs and ensuing loss of NC. Presentation: "Publishing legislation" Background reading: • "Access to legislation, the French example" • E. Donelan: "Dealing with the stock of legislation"
	Risk and Regulation Structured discussion Risk-based approaches to the design of regulation and compliance strategies can improve the welfare of citizens by providing better protection, more efficient government services and reduced costs for business. This session will take stock of a number of analytical models and principles for decision making in uncertain situations, and key elements of risk regulation and governance institutions. Presentation (optional): **"Risk based regulation"** Background reading: • OECD "Risk and Regulatory Policy: Improving the Governance of Risk." • the main concepts of risk and regulation (from the OECD document) • Risk threshold in OECD: "RIA, a tool for policy coherence" (pp. 66-73)
	Management of the stock of regulation by simplification and codification After studying how the quality of the flow of new regulation can be improved, this session will introduce current techniques used to streamline the body of

	law and make it easier to understand and implement both by the "clients", business and citizens, and by the administrations.
	Presentation: "Simplification, a pillar for sound regulatory management"
	Background reading:
	• OECD: "Why is administrative simplification so complicated?" (ch. 1)
	• OECD: "Administrative simplification in Vietnam", (executive summary).