



ENJOY A UNIQUE AND EFFECTIVE TOOL
SERVING GOVERNMENTS
& GOVERNMENT ADMINISTRATIONS



INTRODUCTION

Over the past forty years, the **Crans Montana Forum** has earned a unique reputation for exceptional international gatherings. Its activities are renowned for their quality, the high standards expected of participants, an unwavering commitment to ethics, and a rejection of hyper media attention and publicity, all in an informal setting that places a high value on human interaction.

The **Crans Montana Forum**, which continuously working with major international organisations, governments, public administrations and business finance and banking decision-makers, has decided to offer them *a dynamic support facility for implementing their policies*: the **CRANS MONTANA VISA**.

The extensive experience of the **Crans Montana Forum** has shown that, even more than the substance of policies, it is (1) the quality of management and (2) the efficiency of implementation processes that determine their success. Governments are tired of experts whose only professional experience and credentials consist of having provided expert advice! The days of 500-page expert reports, three-quarters of which are appendices sold at exorbitant prices, are over!

Providing useful and effective support to a government or organisation requires personal qualities, extensive practical experience and skills that go beyond theory and textbook knowledge.

The person called upon must have experience across several fields. They must have held positions of responsibility and management, personally seen public policies through to completion, and identified and assessed the significance of real economic and social constraints, so as to provide sound and appropriate support for decision-making.

THE CONCEPT

CRANS MONTANA VISA draws on teams of renowned, independent and respected experts, well versed in managing economic and social development and carefully selected to suit each situation.



In this respect, **CRANS MONTANA VISA** is unique: only an organisation such as the Crans Montana Forum can identify the credible people with the expertise needed to oversee the establishment of, and support the implementation of, the policies sought by the government or the organisation.

CRANS MONTANA VISA was created by the Crans Montana Forum, on its own initiative and under its responsibility, to serve governments and support them in (1) evaluating, (2) formulating, (3) implementing and (4) managing economic and social policies and programmes.

Evaluating economic, social policies and programmes at national, sectoral and/or local level makes it possible to:

- provide governments with an accurate picture of the current situation through dashboards and monitoring tools
- assess the feasibility of policies by identifying the nature and significance of constraints
- assess the efficiency of policies through their impact on the economy and society, living standards, employment and international trade

This evaluation naturally leads to detailed proposals for action to consolidate and/or redirect the programmes concerned.

The evaluation also covers the legal framework governing the activities of government and society. The immediate impact of the quality or shortcomings of legal instruments must not be overlooked. Evaluating the legal framework underpinning strategies (laws) and specific policies (decrees and orders) helps resolve contradictions that often hinder the sound implementation of policies and programmes.

The support provided by **CRANS MONTANA VISA** therefore addresses the substance of policies, with particular emphasis on

- the institutional framework
- implementation capacity
- the applicable legal framework

CRANS MONTANA VISA is available to governments and organisations to support them in managing economic and social development:

- economic and social policies and programmes
- strengthening economic governance
- local development
- investment promotion

and any other related matters.

CRANS MONTANA VISA **AND POLICY IMPLEMENTATION**

1. **THE SCOPE OF ECONOMIC AND SOCIAL POLICIES**

Development in new economies and emerging countries is inextricably linked to the efficiency of the business environment. This requires particular attention to policies concerning:

a)

Transforming the framework within which the national economy operates

These policies address banking system reform; the establishment and strengthening of financial markets, including futures and securities markets; the creation of a market regulation framework; and the oversight of parallel markets.

b)

Reviving and stimulating growth

These policies may include upgrading the capabilities of small and medium-sized enterprises, a prerequisite for the effective implementation of state aid and subsidy policies; developing public expenditure management tools (specifications); and reorienting the state-owned enterprise sector through financial rehabilitation, restructuring and privatisation, particularly of commercially oriented enterprises.

c)

Implementing sectoral policies

particularly in industry, construction materials, transport, tourism, information and communications, and the environment

d)

Establishing frameworks to foster innovation, and developing a programme to promote information and communication technologies (ICT)

e)

Social policies

particularly employment, health, social security and poverty reduction policies

2.

STRENGTHENING ECONOMIC GOVERNANCE

In most countries, the central issue is economic management capacity.

The United Nations introduced the concept of ***Economic Management Capacity Building***. It remains particularly relevant given the extremely rapid changes in the forces at work in the global market. This calls for the continuous strengthening and upgrading of economic management capacity in the following areas:

a)

The national and local institutional framework for economic governance

b)

Developing skilled human resources, particularly by training *decision-makers* in economic analysis, project evaluation, investment programming and the coordination of international aid

c)

Creating and strengthening forecasting, planning and strategic foresight capacity at national level and within sectoral departments.

This includes:

- developing new procedures, methods and tools that can be used effectively within the institutions concerned
- promoting operational capacity for quantitative analysis
- developing a national information system, particularly an integrated statistical system covering the entire national economy and society

d)

Establishing mechanisms to involve the business community in decision-making and the implementation of public policies

e)

Streamlining the framework for preparing budget laws: procedures and the introduction of legislation authorising budget expenditure

3.

LOCAL DEVELOPMENT

As national economies become deeply integrated into the global market, and given their sometimes limited competitiveness, a new approach to governance involving decentralisation and regional development must be implemented.

This requires instruments to promote territorial development, including:

a)

Sectoral and local spatial development plans integrated into an overall national spatial development framework

b)

Local and regional rehabilitation and development plans that put spatial development frameworks into practice

This calls for analytical and management procedures and tools that form part of a new approach to governance, addressing the shortcomings of centralised economic management.

4.

INVESTMENT PROMOTION

Investment is the key driver of economic and social growth. Savings are often insufficient and difficult to mobilise for structural reasons.

It is therefore necessary to establish a framework for domestic investment and for attracting foreign direct investment.

Mobilising investment depends largely on the business environment, but also requires **specific mechanisms** set out in *investment codes*.

In this field, the support that **CRANS MONTANA VISA** offers countries is based on a genuine partnership and takes various forms:

a)

Defining strategies and **investment promotion mechanisms**, and establishing tools to mobilise direct investment

b)

Supporting bilateral and multilateral economic negotiations with foreign direct investors

c)

Organising business visits around the world to explain the country's new economic policies and present its companies and their major projects

d)

Preparing terms of reference for official development assistance programmes and for negotiations with partner countries and, where appropriate, organising donor round tables

e)

Drawing on the advantages offered by the public and private activities of the **Crans Montana Forum** as part of the proposed solutions

CRANS MONTANA VISA
AND THE FINANCIAL AND BANKING SECTOR

Completing an integrated market for banks and financial conglomerates is a key element of European financial services policy, and has become even more important since the 2008 crisis.

The financial crisis exposed serious shortcomings in the supervision of **financial activities**, which failed to anticipate adverse macroprudential developments or prevent the accumulation of excessive risks in the financial system. All banks and financial conglomerates, European and non-European alike, are affected.

Developing policies to regulate the banking sector and financial conglomerates has become a central task of the three European institutions: the European Commission, the European Parliament and the Council.

It is also a priority for all governments, particularly those in new economies.

Firms, regulators and ministers from non-EU countries therefore face a range of complex regulatory requirements at both European Union and Member State level. They need a thorough knowledge of these requirements, together with a clear understanding of their interpretation and implications, in order to act in compliance with them.

CRANS MONTANA VISA provides experts with in-depth knowledge of financial services directives and regulations covering banking, insurance and investment, and works with all relevant stakeholders: politicians, legislators, officials and regulators in Brussels, London and Frankfurt.

CRANS MONTANA VISA
advises you in the following areas:

a)

Analysing regulatory and compliance risks for non-European financial institutions

b)

Developing regulations to combat money laundering and the criminal economy

c)

Obtaining banking licences for European Union markets

e)

Access to the European Union banking market for non-European financial institutions

f)

Strengthening personal networks that facilitate the resolution of technical issues

g)

Assisting with bilateral and multilateral negotiations in Brussels