



SCOTT H. JACOBS

Managing Director

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Scott Jacobs is a leading global expert and author with 25 years of experience in regulatory reform and good business environments. He is currently Managing Director of Jacobs and Associates, an international corporation specializing in regulatory reform solutions. He organized and directed the influential OECD Program on Regulatory Reform from 1995-2001, where he worked with the governments of the industrialized countries to improve their regulatory capacities in the world economy. At the OECD, he wrote many of the recommended regulatory practices that are now used as benchmarks worldwide. He has worked with over 70 developing and industrialized countries in Europe, Asia, Africa, and the Americas in designing and implementing programs of regulatory reform. His work aims at producing **low-cost** and **low-risk** regulatory regimes that support private sector development. His specialties include diagnostics of regulatory barriers to growth and poverty reduction; building institutional capacities to carry out broad-based reforms; helping governments implement regulatory impact analysis (RIA); simplifying administrative and licensing procedures and other barriers to entry; reforming business registration; and improving the effectiveness of independent utility regulators. He has authored numerous articles and 20 books on regulatory reform, and is cited in international press worldwide.

Professional Background

Since 2001, Mr. Jacobs has served as Managing Director of Jacobs and Associates Inc, a global consulting firm specializing in regulatory reform and better business environments. Jacobs and Associates, based in the United States, Ireland, and Korea, provides a wide range of regulatory reform services around the world. The company has worked on regulatory reform and related issues in over 70 countries since its inception. The website at www.regulatoryreform.com contains detailed information on our services and our reports and publications.

From 1995 to January 2001, Mr. Jacobs organized and directed the first horizontal regulatory reform program of the Organization for Economic Co-operation and Development in Paris, working with the 30 most industrialized economies:

- Under Mr. Jacobs, the OECD built its program of cross-country analysis of national regulatory regimes. The program was multidisciplinary, including trade and investment, competition and market liberalization, institutional development, good governance and the changing roles of the state, as well as sectoral reforms, particularly in utility sectors such as telecommunications, transport, and energy.
- He organized and led the in-depth country reviews that examined the pace, scope, and results of regulatory reform in OECD countries, including Japan, the United States, Korea, Mexico, Hungary, Spain, Italy, Greece, Ireland, and the Czech Republic.

- He authored the 1995 **OECD Recommendation on Improving the Quality of Government Regulation**, the first international consensus standard on regulatory quality. He edited and co-wrote **Regulatory impact analysis. Best practices in OECD countries** which stimulated renewed interest in RIA around the world. In 1997, he was the lead drafter for the **OECD Report to Ministers on Regulatory Reform** and its policy recommendations endorsed by all Member countries, the first set of regulatory principles integrating trade, competition, micro-economic, and public management disciplines, and still used by the OECD today.
- He developed co-operative initiatives with non-Member countries, such as the APEC-OECD Co-operative Initiative on Regulatory Reform.

From 1985 to 1991, Scott Jacobs worked to improve the quality of regulation and RIA in the U.S. Office of Management and Budget (OMB) in the Executive Office of the President under the Reagan and Bush administrations.

Selected Recent Projects

- **Effective reform solutions.** Mr. Jacobs helped design the **Regulatory Guillotine™** approach, and was the chief technical advisor for guillotines that were successfully carried out in several countries in 2005-2006:
 - Croatia launched a large guillotine in September 2006 that, in early 2007, is aiming to reduce 5,000 business procedures by 40 percent by July 2007.
 - In 2005, Moldova adopted a guillotine to streamline 1,130 formal ministerial acts over a six month period. USAID called this reform "one of the most significant events in the reform process since Moldova's departure from the USSR."
 - Kenya in 2005 launched a guillotine process that reviewed 1,500 business licenses that are crippling business performance, and in 2006 cut them by half.
 - Ukraine issued a decree in June 2005 on "rapid deregulation," adapting the Jacobs and Associates guillotine approach. In only a few weeks, almost 10,000 regulations were reviewed and over 55% were eliminated.
- **RIA Training and evaluation.**
 - Mr. Jacobs has taught RIA training courses in several countries, most recently (2005-2006) for the staff of the European Commission, and for public officials in Moldova, Ukraine, and China.
 - He is the lead lecturer in the one-week advanced RIA training course offered (2006-2007) by Jacobs and Associates in partnership with the College of Europe.
 - Mr. Jacobs is currently (2006-2007) part of the European Network for Better Regulation (ENBR) that is designing an evaluation system for regulatory impact analysis across 25 EU Members.
- **Inspection reforms:** Mr. Jacobs was the lead author of **Good Practices for Business Inspections: Guidelines for Reformers** (2005) published by the IFC and World Bank in 2006.
- **Reducing Administrative Barriers to Investment (FIAS, 2006).** This book by Scott Jacobs and Jacqueline Coolidge describes the recent activities of the Foreign Investment Advisory Service to help governments in developing and transition economies to identify and

remove administrative barriers to investment. Lessons learned include the critical need for political will to implement reforms, leadership from center of government, and capacity to ensure sound implementation of legislative and regulatory reform over an extended period of time, including regular monitoring and evaluation.

- **PSD, SMEs and regulatory reform.** Mr. Jacobs was the lead author of *Achieving Results in Private Sector Development -- A Strategic Process*, a guide for preparing and implementing a private sector development strategy, for the Asian Development Bank (2005). He was lead author on *Training Module on Improving the Legal and Regulatory Framework for SME Development* prepared for the Investment Climate Program of the World Bank Institute (2005).
- **Business Registration Reform in Bulgaria and Serbia.**
 - Mr. Jacobs headed the project to modernize the business registry, in partnership with Bearing Point, on an USAID commercial law project in Bulgaria; December 2003- January 2005. The reform concluded in 2006 with a radical reform to simplify and improve business registration. Documents: *Reform of Bulgaria's Business Registration System: Draft Implementation Plan with Workload, Staffing, Budget, and Revenues Estimates* (Feb 2005), *Modernizing business registration in Bulgaria: Options for change* (July 2004).
 - The Republic of Serbia was named as the top reformer in the world in the 2005 *Doing Business* report from the World Bank. Mr. Jacobs helped design and implement the reform program that achieved this. From 2002-2005, Mr. Jacobs served as Advisor on Deregulation to the Ministry of Privatization and Economy in Serbia, developing a regulatory and institutional framework for private sector investment and development. In 2004, Serbia completed the most thorough business registration reform in the Balkans. Mr. Jacobs designed the new business registry for the Serbia, under a World Bank project, and worked with the Serbian team in drafting the strategy, financial plans, and implementation plans.
- *Independent evaluation of the administrative barriers reduction program of the Foreign Investment Advisory Service (FIAS), IFC/World Bank for FIAS* (2003-2004)
- *Regulatory Reform and Trade Diversification in Ghana* for the World Bank (2004)
- *Structure and Training Needs of Independent Utility Regulators in APEC Countries* for the APEC Secretariat (2003)
- *Assessment in Senegal and Mauritania of Regulatory Reform and Poverty Reduction* for the World Bank (2002)

Research and Government Affiliations

Visiting Faculty Member of the **CUTS Institute of Regulation and Competition**, Jaipur, India (2005-2007)

Member of **Canada's External Advisory Committee on Smart Regulation**, named by Prime Minister Jean Chrétien on 1 May 2003 and working through September 2004.

Fellow, **Research Institute of Economy, Trade and Industry**, Japan (RIETI), the research arm of Japan's Ministry for Economy, Trade and Industry (METI), Tokyo

Member of the Board, Centre Advisory and Review Group (CARG) for the Centre on Regulation and Competition, **Institute for Development Policy and Management, University of Manchester**, U.K.

Invited peer reviewer of "Stimulating Smarter Regulation: 2002 Report to Congress on the Costs and Benefits of Federal Regulations and Unfunded Mandates on State, Local, and Tribal Entities," from the **US Office of Information and Regulatory Affairs**, US.

Member of Steering Group established by the Risk Forum of the **European Policy Centre** to prepare the report, "Regulatory Impact Analysis: Improving the Quality of EU Regulatory Activity" (EPS, Brussels, September 2001).

Education

- Masters in Public Affairs
Woodrow Wilson School of Public and International Affairs, Princeton University
Honors: Woodrow Wilson Fellowship
- Bachelors in Economics and Political Science
University of Georgia
Honors: Summa Cum Laude with General Honors & with Honors in Political Science, Phi Beta Kappa
- *Languages: English and French*

Publications, Papers, and Courses

BOOKS:

with Cesar Cordova (2006) **Good Practices for Business Inspections: Guidelines for Reformers**, IFC and World Bank, Washington, D.C.

with Jacqueline Coolidge (2006) **Reducing Administrative Barriers to Investment**, Foreign Investment Advisory Service, Washington, D.C.

with Cesar Cordova and Rex Deighton-Smith (2002) **Regulatory Policies in OECD Countries: From interventionism to regulatory governance**, OECD, Paris

Lead drafter (2001) **Regulatory Reform in Italy**, OECD, Paris (also available in French and Italian)

Lead drafter (2001) **Regulatory Reform in Greece**, OECD, Paris (also available in French and Greek)

Lead drafter (2001) **Regulatory Reform in Ireland**, OECD, Paris (also available in French)

Lead drafter (2001) **Regulatory Reform in the Czech Republic**, OECD, Paris (also available in French)

Lead drafter (2000) **Regulatory Reform in Korea**, OECD, Paris (also available in French and Korean)

Lead drafter (2000) **Regulatory Reform in Spain**, OECD, Paris (also available in French and Spanish)

Lead drafter (2000) **Regulatory Reform in Denmark**, OECD, Paris (also available in French)

Lead drafter (2000) **Regulatory Reform in Hungary**, OECD, Paris (also available in French and Hungarian)

Lead drafter (1999) **Regulatory Reform in Japan**, OECD, Paris (also available in French, and in Japanese under the title, *Growth or decline: Japan's regulatory reform* (1999))

Lead drafter (1999) **Regulatory Reform in the United States**, OECD, Paris (also available in French)

Lead drafter (1999) **Regulatory Reform in the Netherlands**, OECD, Paris (also available in French)

Lead drafter, with Michael Wise (1999) **Regulatory Reform in Mexico**, OECD, Paris (also available in French and Spanish)

Lead drafter (1997) **The OECD Report to Ministers on Regulatory Reform: Synthesis**, OECD, Paris (also available in French)

Editor (1997) **The OECD Report on Regulatory Reform: Thematic Studies** and **The OECD Report on Regulatory Reform: Sectoral Studies** (2 volumes), OECD, Paris (also available in French and Japanese)

Co-editor and author, with Rex Deighton-Smith (1997) **Regulatory Impact Analysis: Best Practices in OECD Countries**, OECD, Paris (also available in French, Hungarian, and Polish)

Co-editor (1997) **Improving the Quality of Legislation in Europe** (1997), T.M.C. Asser Instituut/Kluwer Law International, The Hague

Editor and author (1994) **Regulatory Co-operation for an Interdependent World**, OECD, Paris (also available in French under the title, **Coopération en matière de réglementation dans un monde interdépendant**. Published in Japanese by Meiji University, 1996, Tokyo.)

OTHER PUBLICATIONS (SELECTED):

"Current Trends in Regulatory Impact Analysis: Mainstreaming RIA Into Policy-Making," **Jacobs and Associates Reports**, 2006

with Cesar Cordova (2005) "Good Practices for Regulatory Inspections: Guidelines for Reformers," published by the Foreign Investment Advisory Service (FIAS) at [http://www.fias.net/ifcext/fias.nsf/AttachmentsByTitle/Manualsandtoolkits_Module7_Implementationtookit/\\$FILE/GoodPracticeInspections.pdf](http://www.fias.net/ifcext/fias.nsf/AttachmentsByTitle/Manualsandtoolkits_Module7_Implementationtookit/$FILE/GoodPracticeInspections.pdf), December.

with Irina Astrakhan (2006) "Effective and Sustainable Regulatory Reform: The Regulatory Guillotine in Three Transition and Developing Countries" published by the World Bank and Jacobs and Associates (www.regulatoryreform.com)

"Regulatory Impact Assessment and the Economic Transition to Markets," **Public Money & Management**, Volume 24, No. 5, October 2004

"Governance of Asian utilities: New regulators struggle in difficult environments," **Asian Development Bank Governance Brief**, April 2004, Manila

"REFORME REGLEMENTAIRE, PERFORMANCE DU MARCHE ET REDUCTION DE LA PAUVRETE EN MAURITANIE," June 2003 (World Bank)

"The importance of institutions in determining the investment environment," April 2003, (Foreign Investment Advisory Service)

(2002) "Better Regulatory Governance: Can It Stimulate Private Investment in Asia's Infrastructure?" **The Asian Development Bank Review**, Sept/Oct. Manila

- "The role of regulatory impact analysis in improving the legal framework for private business in Serbia," (2002) **Serbian Journal of Public Administration**, Vol 1, No 1, Belgrade.
- "An OECD Perspective on Regulatory Reform in China," (2002) Chapter 11 in **China in the World Economy: The Domestic Policy Challenges**, OECD, Paris.
- "The cure for Eurosclerosis," **The Wall Street Journal Europe**, 20 December 2001
- "Building credible regulators for liberalized utility sectors", Published by the OECD in the Report of the First Workshop of The APEC-OECD Co-operative Initiative on Regulatory Reform, 19–20 September 2001, Beijing, China. Report can be downloaded at <http://www.oecd.org/doc/M00023000/M00023814.doc>
- "Regulatory Governance: Improving the Institutional Basis for Sectoral Regulation" (December 2000) OECD, Paris. Paper can be found at http://www.oecd.org/subject/regreform/Products/Sectoral_regulation.pdf
- "The Golden Age of Regulation" (November 2000) **CEPMLP Internet Journal**. The paper can be found at www.dundee.ac.uk/cepmlp/journal/html/article7-13.htm
- "The Second Generation of Regulatory Reforms," Paper presented at **IMF Conference on Second Generation Reforms**, 8-9 November 1999, Washington, D.C. The paper can be found at www.imf.org/external/pubs/ft/seminar/1999/reforms/jacobs.htm
- "Regulatory Reform in OECD Countries," (1998) **Législation d'aujourd'hui**, 1998/1, Société suisse de législation, Berne, Suisse.
- with Marco Malgarini (1998) "La riforma della regolazione in Italia e nei principali paesi europei," (Regulatory Reform in Italy and other European countries) published in Italian in **L'Italia da semplificare: le regole e le procedure**, Ricerca del Centro Studi Confindustria, edited by Giulio de Caprariis e Giulio Vesperini, Società editrice il Mulino, Bologna (not available in English).
- "La codification, facteur de croissance économique,"(1997) **Revue française d'administration publique**, no. 82, avril-juin, pp. 291-297 (not available in English).
- et. al.; "Regulatory Quality and Public Sector Reform," (1997), **The OECD Report on Regulatory Reform: Sectoral and Thematic Studies**, OECD (Paris).
- "Regulatory Reform: A Country Study of Australia" (1996) OCDE/GD(96)91
- "The Market Economy and International Regulation" (1995) **The State, the Market, and Development: Regulation or Deregulation** (International Institute of Administrative Sciences: Bruxelles).
- "Public Consultation in Regulatory Development" (1995) in **Public Management Developments, Update 1995** (Paris: OECD).
- with Juhani Korhonen, "Opening-up Regulation" (1995) **The OECD Observer**, 195, August/September, pp. 29-32 (also in French).
- "Improving Government Regulation: A New OECD Recommendation" (1995) **Public Management Forum**, Vol.1, No. 2, OECD: Paris.
- "Building Regulatory Institutions in Central and Eastern Europe," (1995) **Proceedings of the OECD/World Bank Conference on Competition and Regulation in Network Infrastructure Industries**, Budapest, 28 June 1 July 1994, pp. 301-317.

"Improving the Quality of Laws and Regulations" and "Managing Regulatory Systems" (1994) Chapters 1 and 2 in **Improving the Quality of Laws and Regulations: Economic, Legal, and Managerial Techniques**, OECD and EC/PHARE, (OCDE/GD(94)59) (also in French).

"Why Governments Must Work Together: Regulation and Globalisation" (1994) **The OECD Observer**, 186, February/March, pp. 13-16 (also in French).

"Coherence, Effectiveness, and Accountability: Risk Analysis and Government Decision-making" (1992) **Projections**, Autumn/Winter, No. 7/8 (Paris, France), pp. 109-113.

"The Sudan's Islamization" (1985) **Current History**, May 1985.

CONFERENCE PAPERS AND PRESENTATIONS

"Regulatory Reform Needs in South Asia," South Asia High-Level Roundtable on Implementing Regulatory Reform, Dhaka. South Asia Enterprise Development Facility of the IFC, June 2005

"Bangladesh PSD Reform Process," Conference sponsored by the World Bank, Dhaka, April 2005

"Evolution of Asian Utility Regulators: Diversity and challenges," Seminar sponsored by the Planning Commission of India and CUTS International, New Delhi, January 2005

"Good Regulation for an Integrated North American Market," Conference on RULES, RULES, RULES, RULES: MULTI-LEVEL REGULATORY GOVERNANCE IN CANADA held by Carleton University, Ottawa, Oct 27 – 28, 2004

"Asking the Right Questions: The Design of Training Courses for Regulatory Impact Assessment in Developing Countries" Conference on "Pro-poor Regulation and Competition: Issues, Policies and Practices," held by the Centre on Regulation and Competition (CRC), Manchester University, in Cape Town, South Africa, 7-9 September 2004

"Regulatory Reform and Technical Barriers to Trade: Best Practice Policy Guidelines," Presentation given at the World Bank course on Trade Facilitation and Development: From Theory to Bank Practice. The World Bank Group, Washington, DC; 31 March 2004.

"Choices in impact assessment: problem definition, decision criteria, analytical methods," Presentation delivered at the European Commission Conference on IMPACT ASSESSMENT IN THE EUROPEAN UNION: INNOVATIONS, QUALITY, AND GOOD REGULATORY GOVERNANCE, Brussels, 3 December 2003

"ASSISTING ECONOMIC TRANSITION: AN RIA STRATEGY FOR DEVELOPING COUNTRIES," Speech for a Conference on REGULATORY IMPACT ASSESSMENT: STRENGTHENING REGULATION POLICY AND PRACTICE, Centre on Regulation and Competition, University of Manchester, 26-27 November 2003

"Improving regulatory governance," Presentation at the **APEC Privatization Forum Regional Roundtable**, Hanoi, 22-24 May 2002

"The benefits of creating a business-friendly environment through regulatory and administrative reforms," Workshop on **Toward a business-friendly environment in Serbia: International experiences in simplification of regulations and government formalities**, hosted by the Serbian Ministry of Privatization and Economy and Ministry of Foreign Economic Relations, 10-11 April 2002, Belgrade

'Convergence in impact analysis: toward an integrated framework for RIA and SIA in European institutions', paper presented at the **Sustainability Impact Appraisal Seminar**, British Embassy, Brussels, April 2002.

- "Danger on the supply-side: the need for a revived Internal Market Program in the European Union,"
Delivered at the **5th CASLE Workshop in Law and Economics**, 21st – 23rd February 2002, Ghent,
hosted by the Law Faculty of the Ghent University (Belgium), under the Auspices of the European
Association of Law and Economics
- Speaker at "Regulatory Impact Analysis in the European Union: Closing Conference," hosted by the
European Policy Centre, 31 January 2002, The European Parliament
- "Public Administration and Competitiveness in Italy and in Europe," Presentation at Inaugural Session of
Forum Public Administration 2001, 7 May 2001, Rome.
- "Improving the climate for business start-ups and investment: good practices in regulatory reform," Paper
prepared for a **Workshop on Regulatory Reform**, hosted by the Central Institute for Economic
Management (CIEM), Hanoi, Vietnam, 27-28 February 2001. Financed by the UNDP.
- "The Challenges of Regulatory Reform in OECD Countries," Keynote Speech at conference, **Getting Better
Results: Regulatory Reform in Federal and Regional Countries**, jointly organised with OECD,
State of Puebla, Mexico, and Mexican federal Ministry of Trade and Commerce, Puebla, Mexico, 25-26
September 2000
- "Good governance and regulatory reform," presented in **Towards European Union, Towards Good
Governance**, conference organised by TUSIAD in collaboration with the OECD, World Bank, and
European Commission, Istanbul, Turkey, 7 September 2000
- Chair of panel on "Sustainable Democracy, Economic Stability, Environmental Protection and Social Justice -
barriers and Opportunities", 2nd Global Forum on Reinventing Government, Brasilia, May 29 - May 31
2000. See www.21stcentury.gov.br
- "La costruzione di uno spazio amministrativo europeo," (Construction of a single European administrative
space), Panel discussion chaired by Minister Franco Bassanini at **Forum Public Administration
2000**, Rome, 8 May 2000.
- "Opportunity and Strategy for Regulatory Management and Reform in Chile," Presentation at a **Seminar on
Modernization of the State**, Government of Chile and Inter-American Development Bank, Santiago,
Chile, 14 April 2000.
- "Les tendances générales de la transformation de l'Etat," presentation à une séminaire, **Les services
publics en mutation: vers une privatisation de l'Etat?**, Institut de hautes études en
administration publique, l'Université de Lausanne, Fribourg, Switzerland, 13 April 2000.
- "The Case for Regulatory Reform: The View from the OECD," Speech at the **International Symposium on
Regulatory Reform**, hosted by the Keidanren and the Embassies of the European Union, Australia,
New Zealand, the United States, and Canada; held in Tokyo, 6 December 1999.
- "Regulatory reform and the Japanese economy," Presentation at a workshop of the MITI Research Institute,
Tokyo, 3 December 1999.
- "Reform in Japan: Structural and Cultural Adjustment," Speech at The Japan Society, 11 November 1999,
New York.
- "Reforms necessary to manage globalisation," Presentation at seminar on **Globalisation-Development-
State**, hosted by the Turkish Industrialists and Businessmen's Association, 26 October 1999, Istanbul.
- "Future Challenges in Regulatory Reform for OECD Countries," Speech at the **Seventh Australasian and
Pacific Conference on Delegation Legislation and the Scrutiny of Bills**, Parliament House,
Sydney, Australia, 21-23 July 1999

"An overview of regulatory reform in OECD countries," Presentation at a conference on regulatory reform organised for Dutch Labour Party members of Parliament and staff, The Hague, Netherlands, 14 April 1999.

"Ensuring high quality regulation," Speech at **APEC Regulatory Reform Symposium**, Kauntan, Malaysia, 5-6 September 1998

"Regulatory reform in OECD Countries: what have we learned?" Presentation at **International Seminar on Regulatory Reform and Citizen Participation**, Instituto Nacional de Administración Pública, Mexico City, Mexico, 27-28 August 1998.

Regulation Reform in Japan, a seminar hosted by the Economic Research Institute, Economic Planning Agency, Government of Japan, 21 July 1998 (proceedings published June 1999, EPA, Tokyo)

Chair of seminar on **Private Interest vs Public Good: Governance Dimensions of Regulatory Frameworks for Private Sector Infrastructure Development**, organised by the OECD and the Asian Development Bank, 28 April 1998, Geneva.

"Keeping it simple: the international experience," Speech at **Better Government: More Effective Regulation**, Conference under the UK Presidency of the European Union, 9-10 March 1998, Manchester.

"Regulatory Reform, Economic Performance, and Social Policies," Presentation at Conference on **Institutions, Markets, and (Economic) Performance: Deregulation and its Consequences**, Netherlands School for Social and Economic Policy Research, 11-12 December 1997, Utrecht.

"La codification, facteur de croissance économique," Presentation à **Faut-il Codifier Le Droit? Expériences Comparées**, Colloque organisé par l'Institut international d'administration publique, 16-17 juin 1997, Paris.

Rapporteur for Session on "Simplification of Existing Legislation" for **The Quality of European and National Legislation and the Internal Market**, Conference under the Dutch Presidency of the European Union, 23-25 April 1997, The Hague.

COURSES TAUGHT

Regulatory Impact Analysis Courses:

- EUROPEAN COMMISSION, DG SANCO (Directorate General Health and Consumer Protection) 2005-2006 (Brussels)
- SERBIA, Regulatory Reform Council, March 2005 (Belgrade) World Bank Institute
- UKRAINE, State Committee on Regulatory Policy and Entrepreneurship, Jan and March 2005 (Kiev) USAID
- MOLDOVA, National Commission for State Regulation in Business Activity, January 2005 (Chisinau) USAID
- CHINA, Ministry of Commerce, November 2004 (Beijing)
- KOREA, Prime Minister's Office and Regulatory Reform Council, 2003 (Seoul)

Clinic for World Bank Staff, "**Regulatory Impact Assessment in Regulatory Reform Strategy: What is it and how can be applied to developing and transition economies?**" March 13, 2002, Washington, D.C.

Regulatory Quality: Lessons from OECD Countries and Challenges for Brazil, Five-day course for civil servants offered by Brazil National School of Public Administration (ENAP); Brazil Ministry of Budgeting, Planning,

