



May 2008

César Cordova Novion

Director

cesarcordova@regulatoryreform.com

+33 (0)6 33 31 31 31

Dr. Cordova is an international expert on regulatory reform and good governance issues who has advised governments of more than 50 developed and transition countries. Since joining Jacobs and Associate as Director in 2004, he has advised the governments of Belgium, Bosnia, Canada, Macedonia, Mexico, Moldova, Paraguay, Peru, El Salvador, Serbia, Turkey, and Vietnam on regulatory reform aspects, managing major reform projects in regulatory simplification and RIA development. In parallel, he has worked with the World Bank, the Inter American Development Bank, the Asian Development Bank and the ILO on horizontal issues concerning setting up institutions to drive systemic reforms, assessment of regulatory burdens and policies, improvement of regulatory compliance through effective inspection systems, and strengthening the governance of autonomous regulators. As Deputy Head of the OECD Program on Regulatory Reform until 2003, he worked with 30 OECD countries in cutting-edge regulatory design. He directed the OECD country review program – coordinating programs between the OECD, APEC, and South East European countries. Prior to joining the OECD, he was General Director for the Economic Deregulation Unit within the Mexican government and was a negotiator of the North American Free Trade Agreement (NAFTA). He has authored many articles and books on regulatory reform and good governance in OECD countries, Latin America, and South East Europe. Dr. Cordova has a French and Mexican nationality.

Professional Background

Jacobs and Associates, Inc.

Director (2004 - present)

As a Director at Jacobs and Associates Inc, a global consulting firm specializing in regulatory reform and better business environments, he has managed reform projects in Europe, Eastern Europe, Latin America and Asia. He has worked in the following project areas:

- **Introducing Regulatory Impact Analysis (RIA)** into the Macedonian (2007-2008), Turkish (2006 - 2007), Peruvian (2005) and Vietnamese (2004) regulatory system; and assessing the potential for a competition impact analysis system in Canada (2005).
- **Implementing the Regulatory Guillotine™**. Based on his pioneering design of the Mexican Guillotine in 1995, Dr. Cordova has designed the framework for Vietnam (2005) and launched the first Regulatory Guillotine in the Balkans for the Republic of Srpska of Bosnia & Herzegovina (2006 - 2008) and Serbia (2007-2008).
- **Reforming Inspection Systems**. Dr. Cordova co-authored *Good Practices for Business Inspections: Guidelines for Reformers* (2005) published by the IFC and World Bank in 2006. In 2006, he also designed a special Regulatory Guillotine™ for inspection-related measures in the Republic of Srpska of Bosnia & Herzegovina (2006).
- **RIA Training**. Dr. Cordova is a lead lecturer at the RIA Training Courses being offered by the College of Europe and Jacobs and Associates in Belgium three times a year. He also developed and led a RIA Training program for Turkish officials and business leaders.
- **Designing and Building Capacities at Regulatory Institutions** in Paraguay (2006) Macedonia (2004) and Belgium (2004). This work has its roots in worldwide assessments prepared for World Bank/FIAS and, in the case of sectoral regulators, for the Asian Development Bank.

He has also co-designed with a technological firm partner the Internet based **software e*RIA**, which is the first integrated software solution for systematizing the entire process of developing draft laws and other regulations through better design, RIA, stakeholder consultation, and quality control so that governments can produce higher quality, more market-friendly regulations at lower cost.

Organization of Economic Co-operation and Development, Paris

Deputy Head of Programme (1997-2004)

Dr. Cordova rose from administrator to deputy head (and acting head) of the OECD's Regulatory Management and Reforms Division. He led two flagship cooperation programs with non-OECD members as well as coordinating a new multi-disciplinary approach to the regulatory review program.

- He instigated and drafted keys OECD reports on regulatory management and reform, such as *Regulatory Policies in OECD Countries: From Interventionism to Regulatory Governance* in 2002, *From Red Tape to Smart Tape: Administrative Simplification in OECD Countries* in 2003, *Businesses' Views on Red Tape. A multi-country Survey on Administrative and Regulatory Burdens on Small and Medium-Sized Enterprises* in 2001; and *Regulatory Governance: Improving the Institutional Basis of Sectoral Regulators* in 2002.
- Dr. Cordova coordinated the OECD's Regulatory Reform Program reviews of France, Germany, Norway, Finland, Canada, the United Kingdom, Turkey and Poland which examined the pace, scope, and results of various regulatory reforms programs with each country. From 1997 to 2001, he authored reports on Government Capacity to Produce High-Quality Regulation for Canada, Finland, Greece, Hungary, Italy, Ireland, Mexico, Poland and Spain.

Economic Deregulation Unit, Mexican Government

General Director (1994-1997)

Dr. Cordova designed and managed deregulation programs in the Environment and Labor Ministries as well as for the Mexico City administration. He developed and coordinated the federal paperwork regulation program -- managing the 'Guillotine process' for permits and licenses which later became the Federal Registry of Formalities. For this reform effort, he supervised a team of 15 professionals analyzing Mexico's 2500 federal administrative procedures and forms.

Negotiating Team to NAFTA, Mexican Government

Member (1991-1993)

As an official member of the Mexican negotiating team for NAFTA, he prepared Mexico's negotiating position on trade and environment issues. He also helped develop Mexico's position on various trade issues for the OECD, GATT, WTO and UNCTAD.

Selected Recent Projects

- *Reviewing the stock of existing regulations of Mexico.* Dr. Cordova is currently advising the OECD and the Mexican Government to undertake a two year review and reform of existing laws and regulations. The project will include the implementation of a Standard Cost Model measurement of the administrative burdens of federal formalities.
- *Cutting 25% of EU Business Costs.* Dr Cordova is part of a consortium assisting the European Commission project to cut administrative burdens on businesses by a quarter by 2012. The project focuses on information obligations in thirteen selected priority areas including company law, employment relations, taxation/VAT, statistics, agriculture and transport. (2008-2009)
- *Implementing Regulatory Impact Assessment in Macedonia.* Mr. Cordova is helping the Macedonian government to implement a national regulatory reform program including a Regulatory Guillotine review process and the establishment of a Regulatory Impact Analysis system. (2007 - 2008)

- *Introducing RIA System in Turkey.* Dr. Cordova advised the newly created Better Regulation Unit of the Prime Minister Office on implementation and capacity building issues involved in setting up the new RIA system in spring 2007. He went on to develop and deliver a series of RIA courses for both Turkish officials and business leaders for the Economic Development Foundation (IKV) – the prestigious think tank of the Turkish Chamber of Commerce. (2007-2008)
- *“Building Drivers and Engines for Reform: integrating Business and Citizens in the Regulatory Quality Process”.* Dr. Cordova wrote this paper for the OECD Regulatory Policy Group in autumn 2007. It analyses a new type of institutions — the Advocacy Bodies — in their role to support and feed reform advice as well as foster accountability beyond single electoral cycles.
- *Regulatory Guillotine™ in Republic of Srpska, Bosnia.* In 2005 & 2006, with support from the World Bank/FIAS and USAID, Dr. Cordova assisted the RS Government in implementing a Regulatory Guillotine™ which targets all licenses, permits and other formalities as well as all inspection-related measures enforced by the entity's public authorities.
- *Improving the Regulatory Governance in Macedonia.* In a series of projects since 2004, Dr. Cordova has worked with the World Bank/FIAS and Macedonian government to develop a national regulatory reform strategy including a Regulatory Guillotine™ review process, the establishment of a RIA system, and the setting up of a new institutional architecture to manage regulatory reform.
- *Licensing Reform in Vietnam.* Dr. Cordova assisted the Asian Development Bank in developing a reform strategy for reforming the licensing system in Vietnam. He also advised the Government in launching a Regulatory Guillotine™ and setting up a national business licenses registry. (2005-2006)
- *Regulatory Reform in Peru.* In 2005, Dr. Cordova assessed the damaging regulatory inflation gripping the Peruvian economy and helped develop an action plan to establish a RIA system. Based on his recommendations, the Peruvian government is also undertaking a guillotine review of all technical standards and trade-related decrees. In 2007, Dr. Cordova was invited back to give a workshop on *Measuring the Impact of Simplified Business Process.*

Education

Graduate Diploma in International Public Administration (including legal drafting expertise), 1992-1993
 Ecole National d'Administration (ENA), Paris, France
Promotion St. Exupery

Doctorate in Political Economy, 1984-1989
 Ecole des Hautes Etudes en Sciences Sociales (EHESS), Paris, France
Honorable Mention

Master in Economics (Diplome d'Etude Approfondie), 1984-1989
 Ecole des Hautes Etudes en Sciences Sociales (EHESS), Paris, France

Bachelors in Economics and Business Management, 1983
 University of Wisconsin, Wisconsin, USA
Cum Laude

LANGUAGES

Spanish (native), French (native), English (fluent) and Italian (working knowledge).

Paris, France, April 2008