



June 2009

ROMAN LADUS
Senior Associate

Roman Ladus has worked as a trainer, researcher, and project manager in better regulation and investment facilitation -- including training, regulatory impact assessment and creation of One Stop Shops -- in EU, USAID, UNDP, and World Bank projects. He was a leader in Moldova's successful regulatory reforms over several years, where he implemented the national regulatory guillotine reform designed by Jacobs and Associates. He worked with numerous investors in facilitating investments as well as public authorities in dealing with business registration, licensing, and authorization.

Roman participated in the design and implementation of RIA, developed RIA training materials and has delivered RIA training to more than 200 people, including ministerial staff, high-level officials, and trainers. He is a member of the European Network for Better Regulation (ENBR) Steering Committee (financed by the European Commission) and performs data collection and research on RIA, sharing experience with other members of ENBR at regular meetings. Roman participated in the development of Moldova's Regulatory Guillotine Law, the Government Decision on RIA Methodology and the RIA Manual. He managed experts during the revision of the regulatory framework under the guillotine process and defended reforms before the National Working Group on Regulatory Reform. Roman also participated in the establishment of 15 regional OSSs in Moldova in the fields of construction and trade authorization. Within the USAID project, Roman was involved in improvement of business registration, licensing and authorization procedures by applying RIA to prevent unjustified procedures and One-Stop-Shop solutions to optimize justified procedures. OSS solutions now apply to local authorities and 10 central authorities (ministries and agencies). He is a Moldovan citizen and lives in Chisinau.

Professional Background

Senior Associate, . Jacobs and Associates

In early 2009, Mr. Ladus joined Jacobs and Associates Europe, a global consulting firm specializing in regulatory reform and better business environments. Jacobs and Associates, based in the United States, Europe (Ireland), and South Korea, has provided a wide range of specialized regulatory reform services in over 70 countries. The website at www.regulatoryreform.com contains detailed information on our services and our free reports and publications.

Mr. Ladus has been working on a large Regulatory Impact Analysis Project in Turkey, assisting with the development of two, pilot Regulatory Impact Assessments (RIA) by preparing materials for and participating in the delivery of a RIA Analytical Tools and Data Gathering Workshop, a RIA

in EU Harmonization Workshop and in other RIA workshops and seminars in Turkey. He is also participating in the revisions of the Turkish RIA guidelines.

In the spring of 2009 Mr. Ladus prepared training materials and participated in the delivery of Regulatory Reform and RIA training to higher officials from Montenegro, Serbia, Croatia and Albania for the World Bank and delivered seven RIA training courses to central and local government officials in Bulgaria.

RIA Trainer in Turkey (IBF, Jacobs and Associates, PiriGroup). Developed RIA training materials, including presentations, handouts, and case studies. Participated in the delivery of RIA training to 48 public servants in Turkey. Participants represented different ministries and agencies, including the Prime Minister's office and EU integration unit. Provided recommendations for further implementation of RIA in Turkey. (November 2008)

Member of Steering Committee and Member of Steering Committee and Management Board / Researcher to ENBR, Moldova, Business Research Company Ltd as partner to the European Network for Better Regulation (ENBR) (enbr.org), EU Commission project. ENBR is a pan-European network, funded by European Commission, aimed at improving and disseminating the current knowledge of regulatory processes as well as the degree and mode of implementation of impact assessment in EU member states, Croatia, Serbia, Moldova, and Ukraine. Provide research on Moldova and participate in analysis of RIA experience of other countries. (June 2007-present)

Regulatory Reform Team Leader, Moldova, Business Research Company Ltd., USAID|BIZTAR Project. Dealt with improvement of business licensing and authorization procedures by applying RIA to prevent unjustified procedures and designing One-Stop-Shop solutions to optimize implementation of procedures. Also promoted transparency in the regulatory process. One-Stop-Shops (OSSs) are being established in the field of licensing and construction authorization. OSSs involve local authorities and more than 10 central authorities (ministries and agencies). Drafted RIAs and proposed amendments to construction legislation that will result in up to \$6 million annual benefits to businesses and society. (September 2007 – January 2009)

Country Team Leader/Trainer, Moldova, Business Research Company Ltd, (World Bank Competitiveness Enhancement Project). Coordinated and provided training for key RIA staff of ministries, high-level public officials and trainers from the Academy of Public Administration, as well as recommended solutions for the institutional framework to implement RIA in Moldova. Responsible for the following tasks:

- Training Needs Assessments for key RIA staff from Ministries (70 civil servants and high officials involved);
- Development of RIA training course materials;
- Delivery of RIA training for 100 key RIA staff and 30 high public officials from ministries and training of 10 trainers;
- Development of pilot RIAs; and
- Development of RIA Manual. (Sept 2007 – Apr 2008)

Director/Team Leader/Business Consultant/Researcher, Moldova, Ukraine, Romania, Portugal, Slovakia, UK, Business Research Company Ltd. Led teams of consultants to carry out clusters/market research, business planning and business due diligence. Industry experience: real estate and construction, retail trade, food processing, agriculture, footwear and apparel. (June 2005-date)

Policy and Regulatory Reform Advisor, Moldova, DAI , (USAID|BIZPRO Project).

Developed capacity for RIA and RIA Methodology (Government Decision on RIA methodology, RIA training for public servants). Contributed to drafting Guillotine Law (streamlining of normative framework) and managed team of experts. Personally reviewed compliance of more than 100 legal acts. Developed One-Stop-Shop (OSS) concept and methodology and participated to its implementation in 15 localities in Moldova. Performed analysis of the quality infrastructure in Moldova and developed solutions for improvement. (Mar 2004 – Apr 2005 and Jun 2005 – Feb 2006)

Chairman/Consultant, Moldova, Centre for Assistance to Public Authorities (CAAP) (NGO think-tank).

Coordinated Due Diligence Review of potential sub-grantee companies of the USAID Agribusiness Development Program (ADP) implemented by CNFA. Participated in Impact Assessment of draft policies and acts in Moldova. Advised and coordinated implementation of the Integrated Municipal Financial Software (IMFS) for Standard Budgetary Accounting and Financial Analysis in over 200 localities in Moldova. Implemented Local Agenda 21 Project in localities in Moldova. Provided advice to Moldovan Parliament consultants on state and state social insurance budgets. Participated in projects related to legal and institutional framework harmonization with EU. (Oct 2002 to date)

Consultant in Conformity Assessment and Market Surveillance, Moldova, Project Implementation Unit, World Bank Competitiveness Enhancement Project.

Conducted analysis of the Moldovan Conformity Assessment and Market Surveillance legal and institutional framework, identified their interaction with other elements of Quality Infrastructure (Standardization, Metrology, Technical Regulation) and developed Reform Strategy of Conformity Assessment and Market Surveillance, including harmonization with EU. (May 2005-Aug 2005)

Consultant, Moldova, VegEx Project. Research on obstacles and opportunities of exporting vegetables from Moldova to EU. (Aug 2004 – Oct 2004)

Consultant, Moldova, UNDP Moldova. Co-author of the “Economic Policies for Growth, Employment and Poverty Reduction in Moldova” Paper. The Paper was highly appreciated by the Moldovan Government. (Mar 2004-Nov 2004)

Economist, Moldova, Bearing Point (USAID) Fiscal Reform Project. Reviewed regulatory legal acts, including those related to Tax Code and recommended improvements. Reviewed and recommended improvements to draft and executed State Budget, State Social Insurance Budget and State Medial Insurance Budget. Researched obstacles to economic growth and competitiveness of Moldovan producers and organized round tables at the Parliament. (Nov 2001-Oct 2003)

County Coordinator, Moldova, Centre for Productivity and Competitiveness (World Bank Managerial Skills Improvement Project). Coordinated a group of nine managers during a study tour to Czech Republic to learn better business practices. Assisted managers in development and implementation of restructuring and business plans. Disseminated knowledge and experience in Moldova. (May 2000 - May 2003)

Financial Consultant, Moldova, Agency for Restructuring and Enterprise Assistance

Carried out company diagnostic analyses, SWOT analyses, restructuring plans. Conducted market research (surveys and case studies). Valued companies and developed business plans. (Jan 1999 – Aug 2000)

Other Skills

- Regulatory Impact Assessment (training, design, implementation)
- One-Stop-Shops (business registration, licensing, permits)
- Better Regulation/Regulatory Reform (streamlining regulations, guillotine, implementation mechanism)
- Policy experience e.g. economic growth, governance (local and central), labour, welfare and health, justice, social exclusion.
- Quality Infrastructure Reform (standardization, technical regulation, conformity assessment, market surveillance)
- Industry Experience, e.g., real estate, retail trade, agriculture and food industry, hospitality sector, footwear and apparel.

Professional Memberships

- Member, Steering Committee and Management Board, European Network for Better Regulation (ENBR.org) (since 2007)
- Co-founder, Centre for Assistance to Public Authorities, Moldova (2002)
- Trainer, Regulatory Impact Assessment at the Academy of Public Administration from Moldova (2007 – 2008)
- Alumni, Stockholm University / Swedish Institute

Education

- M.Sc. in Business Administration and Economics
School of Business, Stockholm University, 2001
- University Diploma in International Economic Relations
Academy of Economic Studies of Moldova, 1999
- *Languages:* Excellent English, Romanian, and Russian and basic German

Publications

Working Paper “Challenges of RIA in the context of soviet heritage: Case of Moldova”, developed for the European Network for Better Regulation (ENBR.org) and presented at the ENBR Workshop in Tallinn in 2008 (author)

“Regulatory Impact Assessment of the Draft Law on Authorization of Construction Works”, Moldova, 2008 (main author)

“Regulatory Impact Assessment of the Draft Law on Iodated Salt”, Moldova, 2008 (co-author)

“Regulatory Impact Assessment of the Draft Government Decision on Toys Safety Requirements”, Moldova, 2008 (co-author)

“Perspectives to optimize authorization in the field of construction: Comparative study of Chisinau and two local OSSs in Moldova”,
USAID|BIZTAR, by R. Ladus, May 2008

“Economic Policies for Growth, Employment and Poverty Reduction in Moldova” Paper, 2005 (co-author). The Paper was highly appreciated by the Moldovan Government

“Long-term strategy for quality infrastructure development for the Republic of Moldova”, 2005, funded by World Bank (co-author)