JACOBS&ASSOCIATES
international leaders in regulatory reform

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 30 developed or in-transition countries. Since joining Jacobs and Associate as director in January 2004, he has worked with the governments of Albania, Belgium, Bosnia, Bangladesh, Bhutan, Canada, Chile, Jordan, Macedonia, Mexico, Moldova, Paraguay, Peru, El Salvador, Serbia, Syria, Turkey, and Vietnam on regulatory reform aspects. In parallel, he has worked with the World Bank, the Inter American Development Bank, the Asian Development Bank, the United Nations Development Programme and the International Labour Organization on horizontal issues concerning the setting up of an institutional architecture to drive systemic reforms, the assessment of regulatory burdens and policies, the improvement of regulatory compliance through effective inspection and enforcement systems, and the strengthening the governance of the sectoral 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 and APEC and South East European countries. Prior to joining the OECD, he was the General Director for the Economic Deregulation Unit within the Mexican government and was a negotiator of the North American Free Trade Associations (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 Middle East, and Asia. He has worked in the following project areas:

- ***Introducing Regulatory Impact Analysis (RIA) and Regulatory Consultation techniques*** into the regulatory systems of Chile (2009 – 2010). Turkey (2006 -2009), Jordan (2008-2009), Bhutan (2008-2010) Macedonian (2007-2008), Peru (2005) and Vietnam (2004); 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), Serbia (2007-2008) and currently Syria (2009 - 2011).

- ***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), Albania (2009).

- ***RIA and Regulatory Governance 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 and currently is in charge of organizing a series of regulatory governance workshops in South East Europe. Participate to the EU project to establish a Master on Regulatory Affairs at the University of Jordan. Design and teach on six training regulatory governance courses for World Bank/IFC in South Easter Europe. Design an teach the UNDP's 2nd Regional Training on Ex-ante Policy Impact Assessment with special focus on social inclusion issues and vulnerability patterns.

- ***Designing and Building Capacities at Regulatory Institutions*** in Albania (2009), 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 is the main developer of the ***RegulatoryResultsCalculator (RRC)©,*** an adapted Standard Cost Model measurement process embedded into a software that permits reformers to calculate the pre-reform baseline and the monetary outcomes of systematic licenses and permits reforms. The RRC has been deployed in Bosnia, Serbia, Montenegro and Kenya (see IFC Smart Lessons, May 2009). 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 managed, edited 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

- *Regulatory Governance Advice to the Prime Minister of Albania.* Through this project Dr Cordova has assisted the government to institutionalize regulatory governance building on the country's successes in improving its comparative rank in the World Bank Doing Business Indicators. (2009)
- *Launching a Regulatory Guillotine™ and mainstreaming RIA in Syria.* The goal of the four year EU project is to assist the Government to improve the business environment through radical reforms concerning the rule making and consultation procedures for future regulations and the revision of existing regulation through a systematic reviews and improving one-stop-shops (2009 – 2013)
- *Implementing Regulatory Consultation methods in Jordan.* Dr Cordova is supporting the Ministry of Industry and Trade and the Ministry of Environment to deploy a comprehensive consultation process reaching out and assessing potential impacts on stakeholders of two regulatory initiatives (2008 -2009)
- *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 (2008)
- *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 Bhutan.* Mr. Cordova is helping the Bhutanese government to implement a national regulatory reform program including a Regulatory Guillotine review process and the establishment of a Regulatory Impact Analysis system. (2009 - 2010)
- *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 onto 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.*

Selected Publications

- "Regulatory Impact Analysis in the United Kingdom" in Tetsuzo Yamamoto (ed.) *Regulatory Impact Analysis - Institutions, Theories, and Cases*. NTT Publishing Co., Ltd. Tokyo (2009)
- *Art or Science? Measuring the Impact of Business Environment Reforms at the Sub-national Level*. Together with Margo Thomas and Ana Batic, International Finance Corporation. Washington. June 2009
- Regulatory Transformation in Mexico, 1988—2000 Case Studies on Reform Implementation Experience. The World Bank Group December 2008. Available Online at www.fias.net
- Case Studies On Reform Implementation Experience: Regulatory Transformation In Hungary, 1989-1998. The World Bank Group December 2008. Available Online at www.fias.net
- "The Role of Advocacy Bodies – Building Drivers and Engines for Reform: Integrating Business and Citizens in the Regulatory Quality Process." In *Implementing Regulatory Reform: Building the Case through Results*, Chapter 3; Organisation for Economic Development and Cooperation, 2008, Paris.
- Building Drivers and Engines for Reform: Integrating Business and Citizens in the Regulatory Quality Process, OECD, Paper presented to the Regulatory Policy Group, November 2007
- Evaluating The Impact Of Regulations And Regulatory Policies On The Private Sector, Paper presented at the IFC – IDRC – CIES Workshop on Measuring Impact of Business Simplification Programs on Enterprise Development, Lima, May 15-16, 2007
- "RIA in Mexico" in *Regulatory Impact Assessment Theory and Practice*. Colin Kirkpatrick and David Parker (eds). Competition and Regulation Center. Edward Elgar, Cheltenham, UK, Northampton, MA.USA (2007).
- *Good Practices for Business Inspections. Guidelines for Reformers*, Co-authored with Scott Jacobs Small and Medium Enterprise Department, World Bank Group (2006)

- *Regulatory Governance In South East European Countries: Progress And Challenges,* Stability Pact, Investment Compact OECD, Paris, July (2004)
- *From Red Tape to Smart Tape: Administrative Simplification in OECD Countries,* Co-authored with Peter Ladegaard, OECD, Paris (2003).
- "Improving Regulatory Practices in OECD Countries" in OECD Economies and the World Today: Trends, Prospects and OECD Statistics, OECD, Paris (2003).
- Co-authored with Deirdre Hanlon "Regulatory Governance: Improving the Institutional Basis of Sectoral Regulators" in OECD Journal on Budgeting, Volume 2, Number 3, Paris (2002).
- Co-authored with Scott Jacobs and Rex Deighton-Smith, Regulatory Policies in OECD Countries: From Interventionism to Regulatory Governance, OECD, Paris (2002).
- *Businesses' Views on Red Tape. Administrative and Regulatory Burdens on Small and Medium-Sized Enterprises in 11 OECD countries*. OECD, Paris, 2001
- "Government Capacities to Produce High Quality Regulation in Italy" in OECD's Report on Regulatory Reform in Italy, OECD, Paris (2001).
- "Government Capacities to Produce High Quality Regulation in Ireland" in OECD's Report on Regulatory Reform in Ireland, OECD, Paris (2001).
- "Government Capacities to Produce High Quality Regulation in Greece" in OECD's Report on Regulatory Reform in Greece, OECD, Paris (2001).

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, December 2009