



## **César Córdova Novion**

### **Director**

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Cesar Cordova is a leading analyst and author in the fields of regulatory reform, administrative simplification, and good governance. He is currently a Director of Jacobs and Associates. His recent projects include "Licensing Reform in Vietnam: A Diagnostic and Action Plan" (2006) for the Asian Development Bank; "Good Practices for Regulatory Inspections: Guidelines for Reformers," (2005) prepared for the World Bank, and, for Peru, "Diagnóstico para el Diseño de un Esquema Institucional de Control de Calidad y Filtro de Regulaciones en el Estado Peruano" (2005). As Deputy Head, until 2004, of the influential OECD Program on Regulatory Reform, he developed cutting-edge regulatory strategies and extensively promoted regulatory impact analysis (RIA) and administrative simplification best practices among the OECD member and non-member countries to improve their regulatory capacities. He was in charge of carrying out comparative analysis and directing the OECD's multidisciplinary reviews of national regulatory practices. He also developed cooperative efforts between the OECD, APEC and South East European countries. Prior to joining the OECD, he was General Director for the Economic Deregulation Unit in the Mexican government, where he worked to develop Mexico's RIA program, and was a negotiator of the North American Free Trade Agreement (NAFTA). Mr. Cordova has authored many articles and books on regulatory reform and good governance in OECD countries, Latin America, and South East Europe.

### **Professional Background**

Since 2004, Mr. Cordova has been a 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 website at [www.regulatoryreform.com](http://www.regulatoryreform.com) contains detailed information on our services and our free reports and publications.

From 1997 to 2004, Mr. Cordova served as Administrator and Deputy Head (and Acting Head) of the OECD's Regulatory Management and Reform Division. As well as managing the research staff of the Division and coordinating a horizontal program across the OECD, he led two flagship cooperation programs between the OECD countries and non-OECD countries.

- He led the research and drafting of two key OECD books: ***Regulatory Policies in OECD Countries: From Interventionism to Regulatory Governance*** in 2002 and ***From Red Tape to Smart Tape: Administrative Simplification in OECD Countries*** in 2003. Both are available from the OECD. He also designed the ***APEC-OECD Integrated Checklist on Regulatory Reform. A policy Instrument for Regulatory Quality, Competition Policy and Market Openness*** published in 2005.
- Mr. Cordova coordinated the OECD's multidisciplinary reviews of regulatory practices in France, Germany, Norway, Finland, Canada, the United Kingdom, Turkey and Poland. These unique reviews – the most detailed case studies of regulatory reforms available today -- examined the pace, scope, and results of various regulatory reforms programs in each country, and recommended reforms to correct regulatory problems. The published reviews are available on the OECD website at [www.oecd.org](http://www.oecd.org).
- From 1997 to 2001, he authored detailed assessments of *Government Capacity to Produce High-Quality Regulation* for Mexico, Spain, Hungary, Greece, Italy, and Ireland, Canada and Finland.
- He co-authored a report on governance challenges facing independent regulators in OECD countries.

As General Director of Mexico's Economic Deregulation Unit from 1994 to 1997, Mr. 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. To that end, he supervised a team of 15 professionals analyzing Mexico's 2,500 federal administrative procedures and forms. For this task, he developed Mexico's first RIA statement and guidelines, based on OECD best practices. He was also in charge of assisting Mexican Federal States to improve their regulatory frameworks.

From 1991 to 1994, Mr. Cordova was a member of the Mexican negotiating team for NAFTA. He also prepared Mexico's negotiating position on trade and environment issues for the OECD, GATT, WTO and UNCTAD. Prior to his work in the Mexico government, Mr. Cordova was a consultant to the United Nation's Environment Program in Paris.

## Recent Projects

- *Licensing Reform in Vietnam: A Diagnostic and Action Plan.* Report prepared with Jong Seok Kim and Jorge Velasquez for the Asian Development Bank, January 2006.
- *Diagnóstico para el Diseño de un Esquema Institucional de Control de Calidad y Filtro de Regulaciones en el Estado Peruano,* prepared for the Government of Peru, October – December 2005.
- *Good Practices for Regulatory Inspections: Guidelines for Reformers.* Report prepared with Scott Jacobs for the World Bank. November 2005.
- *Improving the Regulatory Environment of Moldova,* prepared for the World Bank, March – August 2005.
- *Alternatives to Public Sector Inspections: Public-Private Partnerships and Corporate Social Responsibility (CSR)* – Report prepared for World Bank's Foreign Investment Advisory Service (part of the IFC), May 2005
- *Competition Analysis In Rule Making: A Comparative Case Study, Report prepared with Caroline Varley for Canada Competition Bureau – April 2005*
- *Regulatory Impact Analysis in Bangladesh, paper presented at a Round Table organized by the Bangladesh Enterprise Institute, the South Asia Enterprise Development Facility, and the World Bank's Foreign Investment Advisory Service (part of the IFC), December 2004.*
- *Quick Scan of Vietnam's Capacities to Design High Quality Framework Laws and a Roadmap for a Regulatory Impact Analysis for the Reforms of Vietnam's Unified Enterprise Law and Common Investment Law, July - September 2004.*
- *Regulatory Reform in Flanders, Wallonia, and the Federal Government of Belgium,* prepared for the Governments of Belgium, Wallonia, and Flanders, February – May 2004.
- *Improving the Regulatory Environment of Macedonia,* prepared for the Foreign Investment Advisory Service (FIAS) of the IFC/World Bank, March – August 2004.
- *OECD's Regulatory Governance in South East European Countries: Progress and Challenges,* prepared for the OECD and the Investment Compact, July 2004.
- *Quick Strategies to Improve the Business Impact in Bosnia,* prepared for the Southeast Europe Enterprise Development (SEED), April 2004.

## Education

- Graduate Diploma in International Public Administration  
Ecole National d'Administration (ENA), Paris, France  
*Promotion St. Exupery*
- Doctorate in Political Economy  
Ecole des Hautes Etudes en Sciences Sociales (EHESS), Paris, France  
*Honorable Mention*
- Master in Economics (Diplome d'Etude Approfonites)  
Ecole des Hautes Etudes en Sciences Sociales (EHESS), Paris, France
- Bachelors in Economics and Political Science  
University of Wisconsin, Wisconsin, USA  
*Cum Laude*
- Languages: Spanish, French, English and working knowledge of Italian

## *Publications, Papers, and Courses*

### **PUBLICATIONS**

"RIA in Mexico" in **Regulatory Impact Assessment Theory and Practice**. Colin Kirkpatrick and David Parker (eds). Competition and Regulation Center. Manchester University Press (2006 forthcoming).

**Regulatory Governance In South East European Countries: Progress And Challenges**, Stability Pact, Investment Compact OECD, Paris, July (2004)

Co-authored with Peter Ladegaard, **From Red Tape to Smart Tape: Administrative Simplification in OECD Countries**, 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).

"Business Views on Red Tape," 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).

"Government Capacities to Produce High Quality Regulation in Czech Republic" in **OECD's Report on Regulatory Reform in Czech Republic**, OECD, Paris (2001).

Co-authored with Cassandra Young "The OECD PUMA Multi-Country Business Survey – Benchmarking the Regulatory and Business Environment" in **Tax Compliance Costs: A Festschrift for Cedric Sandford**, Prospect Media ed., Australia (2000).

"Government Capacities to Produce High Quality Regulation in Spain" in **OECD's Report on Regulatory Reform in Spain**, OECD, Paris (2000).

"Government Capacities to Produce High Quality Regulation in Hungary" in **OECD's Report on Regulatory Reform in Hungary**, OECD, Paris (2000).

"Government Capacities to Produce High Quality Regulation in Mexico" in **OECD's Report on Regulatory Reform in Mexico**, OECD, Paris (1999).

Co-authored with Patrick Lagadec, "Analyse et Gestion de Crises" in **Etude Bibliographique**, Ecole Polytechnique, volumes I and II (May 1989).

## **PAPERS**

"RIA as a Tool to Improve Regulatory Environment. Case Studies in Regulatory Reform and Regulatory Impact Assessment", Regulatory Reform Round Table organized by FIAS/World Bank, DFID and the Bangladesh Enterprise Institute, Dhaka, Bangladesh, December 2004

"Latin American Thoughts on Environment and Development in the Seventies", Doctoral Thesis, Ecole des Hautes Etudes en Sciences Sociales, Paris (June 1989)

"Training Materials in the Field of Technological Accidents", United Nations Environment Program, Industry and Development (July – September 1988)

"Urban Self-Reliance Directory of Institutions and Project", International Foundation for Development Alternatives, United Nations University, Paris (1987)

Co-authored with Silvio Olivieri and Daniel Vreugdenhil, "Final Report on the Ecuador Region", National Development Council of Ecuador and United Nations Environment Program, Ecuador, (July 1986)

"Urban Ecodevelopment – Directory of Institutions", Study for the Brundtland Commission, World Commission on Environment and Development, Geneva, (August 1985)

"Developpement et Conservation: le Cas de Reserves de la Biosphere MAB/UNESCO", Master Thesis at EHESS, Paris (1984)

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