



April 2008

**Peter Bay Kirkegaard**  
**Senior Associate**

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Peter Kirkegaard is a leading expert in Europe on creating better regulations for businesses by building skills for better regulations, assessing and simplifying existing regulations and implementing e-government services. He is currently working with Jacobs and Associates on the Standard Cost Model. From 2001 to 2008 he worked for the Danish Ministry of Economic and Business Affairs, where he led the implementation of the Standard Cost Model (SCM) in Denmark. He has been instrumental in spreading its use across Europe, where most countries are currently using the SCM method to assess and reduce the costs of regulations on businesses. He co-authored the international Standard Cost Model manual, which is today the preferred guideline for governments conducting such measurements.

He has been in charge of a wide range of government projects relating to better business regulation, including reforms to simplify regulations and regulatory processes, regulatory impact assessment (RIA) and ex-post analysis of the effects of regulation. He was responsible for the political and strategic plans to improve the Danish government's e-government services for businesses through the government's business portal (Virk.dk). Mr. Kirkegaard holds a Masters in Political Science from the University of Århus, Denmark. He lives in Copenhagen, Denmark.

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### Professional Background

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In April 2008, Mr. Kirkegaard 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](http://www.regulatoryreform.com) contains detailed information on our services and our free reports and publications.

Mr. Kirkegaard is currently working on a large EU project on administrative burden reduction. Standard Cost Model measurements of significant EU regulation are being carried out by a consortium of consulting companies. Jacobs and Associates is working with these companies to identify operational reductions to EU regulation. Here, Mr. Kirkegaard is applying his experiences from Danish and international simplification work to establish a solid framework for developing simplification proposals, which can lead to reductions in the administrative burdens of the EU regulation of at least 25%.

### **World Bank/IFC, Short Term Consultant (October 2007 – March 2008)**

In cooperation with the International Finance Corporation (IFC) under the World Bank, Mr. Kirkegaard assisted the Ministry of Economy and Foreign Relations of Bosnia and Herzegovina in undertaking a pilot implementation of the SCM methodology. The SCM methodology was used to measure the cost of administrative burdens placed on businesses by permit/license for registration of foreign entities. The aim of the measurement was to help the Ministry better target administrative burden reduction measures.

### **Division for Virk.dk, Danish Commerce and Companies Agency**

#### **Special Advisor (Aug 2006 – March 2008)**

Mr. Kirkegaard was responsible for the political and strategic plans for promoting the Danish government's business-to-government portal (Virk.dk). This work included:

- *A strategy for digitalisation of the public sector 2007-2010*, September 2006 - June 2007. Took part in work led by the Ministry of Finance on drafting the government's new strategy on what digital services the public sector should provide for citizens and businesses towards 2010.
- *Reuse of data*, April – August 2007. Project on how to reduce the administrative burdens for businesses by reusing their data from filings across government.
- *"Scrap the paper"*, January – September 2007. Developing a plan on how all relevant communication between business and the Danish Commerce and Companies Agency can be handled digitally by 2012.

### **Division for Better Regulation of Businesses, Danish Commerce and Companies Agency**

#### **Project Leader (Nov 2001 - Aug 2006)**

Mr. Kirkegaard led the program to develop and implement the Standard Cost Model in Denmark, and subsequently carried out the measurements. His specific work included:

- Conducting impact assessments of regulation using both survey based methodologies (Business Test Panels) and activity based costing methodologies (the Standard Cost Model).
- Advising governmental departments on how they can improve their regulation in order to suit the needs of businesses.
- Developing new policy initiatives for the Danish government towards improving the regulatory environment for businesses.
- Participating in a European cooperation of countries working with and developing the Standard Cost Model.
- International presentations of the Danish experiences on regulatory consultation mechanisms and the work on reducing administrative burdens.
- Advising a number of countries on how to implement and use the Standard Cost Model in their countries, including UK, Austria, Latvia, Sweden and Norway.

## **Danish Embassy in Damascus, Syria**

**Trainee** (Aug – Dec 1998)

Mr. Kirkegaard participated in various embassy tasks, e.g. writing memos on political development in Syria, undertaking consular work etc.

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### **Recent Projects & Presentations**

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Mr, Kirkegaard has given numerous international presentations of the Danish experiences on regulatory consultation mechanisms and the work on reducing administrative burdens. Likewise, he has advised a number of countries on how to implement and use the Standard Cost Model in their countries, including UK, Austria, Latvia, Sweden and Norway.

- Standard Cost Measurement and Regulatory Impact Analysis of the Law on Registration of Foreign Entities in Bosnia and Herzegovina (Jacobs and Associates/FIAS, 2007-08)
- *Benchmarking and what we can learn from it* – presentation on SCM benchmarking at European seminar on reduction of red tape for citizens “What A Relief!”, Amsterdam (Danish Commerce and Companies Agency, Nov 2007)
- *Virk.dk – A one-stop-shop for businesses* – presentation at eGovernment seminar in Oslo (Danish Commerce and Companies Agency, Oct 2007)
- *The Danish Business Test Panel: a good consultation practice* – paper co-authored with Cesar Cordova, available at [www.regulatoryreform.com](http://www.regulatoryreform.com) (Jacobs and Associates, March 2007)
- Standard Cost Model workshop with Austrian government in Vienna on how to apply the methodology in measuring entire Austrian stock of business regulation (Danish Commerce and Companies Agency, Sep 2006)
- *International benchmark of administrative burdens related to selected EC Directives in the Netherlands, Germany and Denmark* – report published at [www.administrative-burdens.com](http://www.administrative-burdens.com) (Bertelsmann Foundation, Dutch Ministry of Finance, Danish Commerce and Companies Agency, July 2006)
- *Danish Standard Cost Model Measurements* – presentation for Latvian government, Riga (Danish Commerce and Companies Agency, March 2006)
- *The International SCM Manual; measuring and reducing administrative burdens for businesses* – manual published at [www.administrative-burdens.com](http://www.administrative-burdens.com), (Norwegian Ministry of Trade and Industry, Swedish Business Development Agency, Dutch Ministry of Finance, British Cabinet Office, Danish Commerce and Companies Agency, Oct 2005)
- Standard Cost Model workshop with British government in London on how to apply the methodology in measuring entire British stock of business regulation (Danish Commerce and Companies Agency, June 2005)

- *Benchmark of administrative costs of VAT-regulation in Norway, Sweden, the Netherlands and Denmark* – report published at [www.administrative-burdens.com](http://www.administrative-burdens.com) (Norwegian Ministry of Trade and Industry, Swedish Business Development Agency, Dutch Ministry of Finance, Danish Commerce and Companies Agency, April 2005)
- *Danish Strategy for reducing administrative burdens* - presentation at seminar on small businesses at Örebro University, Sweden (Danish Commerce and Companies Agency, Jan 2005)
- *Public consultation mechanisms – making good business regulation* – presentation at OECD RIA seminar, Istanbul (Danish Commerce and Companies Agency, Dec 2004)

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## Education

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- Masters in Political Science, University of Århus, Denmark, 2001.
- Bachelors in Political Science, University of Århus, Denmark, 1997
- Coursework in Arabic, Arab Politics and Culture, University of Jordan, Jordan, 1993.

### Other Training

- *Course on Multiple Criteria Decision Analysis*, London School of Economics, May 2004.
- *Short Course on Regulation*, London School of Economics, March 2003.
- Courses in project management and leadership, Implement A/S, summer and autumn 2002.
- Course on negotiation techniques, DJØF, December 2001.

### LANGUAGES

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Danish	5	5	5
English	5	5	5
Swedish	5	5	4
Norwegian	5	5	4
French	3	3	3
German	2	2	2
Spanish	2	2	1
Arabic	1	1	1

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