



César Córdova Novion

Director

cesarcordova@regulatoryreform.com

+33 (0) 33 31 31 31

Mr. Cordova is an international expert on regulatory reform and good governance issues who has advised governments of more than 20 developed or in-transition countries. Since joining in January 2004 Jacobs and Associate as director he has advised the governments of Belgium, Bosnia, Canada, Macedonia, Moldova, Paraguay, Peru, El Salvador, Turkey, and Vietnam on regulatory reform aspects. In parallel, he has worked with the World Bank and the Asian Development Bank on horizontal issues concerning the setting up of an institutional architecture to drive systemic reforms, the improvement of regulatory compliance through effective inspection system, 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. Mr. 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 Eastern Europe, Latin America and Asia. 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.

Some of his most recent projects include:

- *Advising the implementation of the RIA system in Turkey.* Since September 2006, Mr. Cordova has advice the newly created Better Regulation Unit of the Prime Minister Office in the implementation and capacity building to enforce the new RIA system set up in spring 2006. As part of the learning process, Jacobs and Associates is advising an inter-ministerial committee to undertake the first RIA on the reform of public laboratories in Turkey.
- *Regulatory Guillotine in Republic of Srpska, Bosnia.* Since fall 2005, Mr. Cordova has assisted the World Bank/Foreign Investment Advisor Service (FIAS), USAID and 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 public authorities.
- *Licensing Reform in Vietnam.* Mr. Cordova assisted the Asian Development Bank in the development of a reform strategy for reforming the licensing system in Vietnam. He is currently assisting ADB and the Government in launching a Regulatory Guillotine and setting up a national business licenses registry.

- *Regulatory Reform in Paraguay.* Mr. Cordova appraised the existing formal and informal administrative practices in order to launch in cooperation with donor institutions a systemic action plan to tackle the low quality legal and regulatory environment and address the prevailing state of informality in the country.
- *Regulatory Reform in Peru.* Mr. 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.
- *RIA Training in Ukraine and Moldova.* Mr. Cordova designed and provided regulatory impact assessment (RIA) training in Kiev and in Chisinau to hundreds of high officials of the national and regional government.
- *Regulatory Reform in Moldova.* To prepare for a World Bank loan, Mr. Cordova realized a diagnostic of regulatory processes and administrative simplification initiatives undertaken by the government of Moldova in the past five years.
- *Regulatory Reform in Flanders, Wallonia, and the Federal Government of Belgium.* From February to May 2004. Mr Cordova prepared for the Governments of Belgium, Wallonia, and Flanders, a comprehensive regulatory appraisal and a road map for improving regulatory governance at federal and regional level.
- *Regulatory RIA and Guillotine in Macedonia.* Since 2004, Mr. Cordova have been working 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 Regulatory Impact Analysis system, and the setting up of a new institutional architecture to manage regulatory reform.
- *OECD's Regulatory Governance in South East European Countries: Progress and Challenges, prepared for the OECD and the Investment Compact.* This report draft by Mr Cordova was presented in July 2004 to the SEE Ministers and formed the basis of a regional action plan on regulatory governance.

Organization of Economic Co-operation and Development, Paris
Deputy Head of Programme (1997-2004)

Mr. 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.
- Mr. 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 Mexico, Spain, Hungary, Greece, Italy, and Ireland, Canada and Finland.

Economic Deregulation Unit, Mexican Government
General Director (1994-1997)

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, and to that end, 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.

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 Political Science, 1983
University of Wisconsin, Wisconsin, USA
Cum Laude

LANGUAGES

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

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