June 2009

Peter Bay Kirkegaard
Senior Associate
peterkirkegaard@regulatoryreform.com
www.regulatoryreform.com

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 also has wide experience in obtaining input from businesses to the policy making process, either through large scale questioner-based surveys, qualitative face-to-face interviews, or focus groups.

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), and was responsible for developing, building and promoting eGovernment solutions. Mr. Kirkegaard holds a Masters in Political Science from the University of Århus, Denmark. He lives in Copenhagen, Denmark.

Professional Background

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 contains detailed information on our services and our free reports and publications. Mr. Kirkegaard currently works part time for Jacobs and Associates.

Mr. Kirkegaard's work with Jacobs and Associates includes the following projects:

- From January till August 2009, Mr. Kirkegaard has been examining licenses that are issued by four key ministries in Mauritius. Based on regulatory know-how and international best practice, Mr. Kirkegaard has given the Government of Mauritius recommendations towards eliminating obsolete licenses and – if relevant – replacing them with other regulatory instruments that better fulfil the aims of the regulation, or – if the license was still found to be necessary – giving recommendations on how to streamline the process of granting the license.
- From August till October 2008, Mr. Kirkegaard trained and assisted Irish Government officials in how to measure administrative costs of regulation, and how these costs can be reduced. As part of the work, Mr. Kirkegaard developed a handbook, which was used as a reference guide for the Irish officials, while measuring and simplifying regulation.
- From July till October 2008, Mr. Kirkegaard conducted a monitoring and evaluation of the Government of Kenya's Business Licensing Reform. As part of the project, a variation of the Standard Cost Model was used to measure the administrative burden reductions on key licenses as a result of the Business Licensing Reform. Based on the evaluation, Mr. Kirkegaard gave recommendations to the Government of Kenya, on how the reform work could be tightened.
- From April till August 2008, Mr. Kirkegaard conducted a study of the interactions and costs Irish businesses have when fulfilling import and export requirements within key sectors of the economy. The study was commissioned by the Irish national policy and advisory board for enterprise and trade, Forfás. The study was used to assess the feasibility of initiating a Single Window system for Ireland, where traders can lodge information online with a single body to fulfil all import or export related regulatory requirements.
- From April to August 2008 Mr. Kirkegaard worked on a large EU project on administrative burden reduction. Standard Cost Model measurements of significant EU regulation have been carried out by a consortium of consulting companies. Jacobs and Associates worked with these companies to identify operational reductions to EU regulation. Here, Mr. Kirkegaard applied his experiences from Danish and international simplification work to establish a solid framework for developing simplification proposals, which will lead to reductions in the administrative burdens of the EU regulation of at least 25%.
- In May 2008 Mr. Kirkegaard assisted the Turkish automobile sector in doing a regulatory impact analysis (RIA) of the major costs and benefits for producers, stakeholders, and government of abolishing import permits on used cars. The RIA will be provided to the Turkish government, so that it can draw lessons from this RIA project when developing a RIA methodology in the context of further EU harmonization efforts.

World Bank/IFC, Short Term Consultant (April – June 2008)
Under a contract with the International Finance Corporation (IFC), Mr. Kirkegaard conducted an evaluation of the regulatory reform work that was carried out in Croatia from 2006 onwards. The purpose of the evaluation was to assess the way in which the Standard Cost Model had originally been used in Croatia to estimate the impact of the reform. The second element of the evaluation was to conduct an SCM measurement of the actual impact of those elements of the reform, which had been implemented. The last element of the evaluation was to assess the macroeconomic impact of the reform.

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:

- *My page for Virk.dk August 2007 – March 2008*. Project manager for the conceptual design of a personalized website for businesses on Virk.dk, where they will be able to get a complete overview of their dealings with the public sector at a single website. The conceptual design was based on input from a number of focus groups with businesses, where their requirement towards a single point of contact with the public sector was uncovered.
- *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 businesses and the Danish Commerce and Companies Agency can be handled digitally by 2012. The main component of this was a plan to ensure that all businesses registrations are filed digitally through an on-line eGovernment service by the end of 2008.

Mr. Kirkegaard has extensive knowledge on how to design, build and promote eGovernment solutions. He has worked on several different eGovernment solutions, where he has focused on:

- Identifying the functional needs of end-users that a given it-solution should satisfy.

- Describing such needs in specification requirements.
- Managing ICT-developers and ensuring that deliverables meet specified requirements.
- Promoting eGovernment solutions in order to ensure take up by end-users.

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 where businesses are interviewed through questioners) and activity based costing methodologies (the Standard Cost Model where businesses are interviewed face-to-face).
- 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.

Recent Projects & Presentations

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 (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 (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, (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 (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)

Education

- 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

Language	*Reading*	*Speaking*	*Writing*
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