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CÉSAR CORDOVA-NOVION

Senior Director

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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, Cordova and Associate as director in January 2004, he has advised the governments of Albania, Azerbaijan, Belgium, Bosnia, Bangladesh, Bhutan, Canada, Colombia, Chile, Ecuador, Jordan, Kenya, Kosovo, Kyrgyzstan, Macedonia, Malaysia, Mexico, Moldova, Nepal, Paraguay, Peru, Rwanda, El Salvador, Serbia, Syria, Tunisia, Turkey, and Vietnam on regulatory reform aspects. He has also worked with the World Bank, the Inter-American Development Bank, the Asian Development Bank, the United Nations Development Programme, the International Labour Organization, the Andean Community and bilateral aid national organizations. He specialized on regulatory issues concerning the setting up of an institutional architecture to drive systemic reforms, the assessment and reform of regulatory burdens and policies, the improvement of regulatory compliance through effective inspection and enforcement systems, and the strengthening of 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 previously was one of the Mexican negotiators of the North American Free Trade Associations (NAFTA). He is member of French Commission Nationale d'Inscription et de Disciplines des Administrateurs Judiciaires (i.e regulatory commission of bankruptcy trustees" in the USA). 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. Dr. Cordova holds a Doctorate in Political Economy from the Ecole des Hautes Etudes en Sciences Sociales, in Paris.

Professional Background

2004-Current
Senior Director

Jacobs, Cordova & Associates

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As a Senior Director at Jacobs, Cordova & Associates, 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:

- **Reform appraisals and institutional design** in Azerbaijan (2014), Albania (2008) (as special advisor of the Prime Minister), Canada (2005), Costa Rica (2005), Belgium (2004), Mexico (2009), Peru (2006), Paraguay (2006), Romania (2010), Tunisia (2011), Vietnam (2005-2006).
- **Reforming Inspection Systems.** Dr. Cordova co-authored *Good Practices for Business Inspections: Guidelines for Reformers* published by the IFC and World Bank in 2006, and *Do models for, and approaches to, reforming inspections exist?* published by the IFC and World Bank in 2010. He had also designed a special Regulatory Guillotine™ for inspection-related measures in the Republic of Srpska of Bosnia & Herzegovina (2006), Albania (2009 and 2012), Kyrgyzstan (2010), Armenia (2010), Kosovo (2010 and 2012), and Jordan (2011, 2012 and 2013).
- **Introducing Regulatory Impact Analysis (RIA) and Regulatory Consultation techniques** into the regulatory systems of Ecuador (2014), Colombia (2012), Peru (2012), Rwanda (2011-2013), Chile (2009 – 2010), Turkey (2006 -2012), Jordan (2008-2009), Bhutan (2008-2010) Macedonian (2007-2008), Malaysia (2012-2013), Nepal (2014), Peru (2005), Lithuania (2010) and Vietnam (2004), Andean Community (2012) 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), Montenegro (2008) Syria (2009 - 2011) and Tunisia (2011-2013).
- **RIA and Regulatory Governance Training.** Dr. Cordova is a lead lecturer at the RIA Training Course, Applied RIA offered twice a year since 2006, currently in partnership with LUISS University in Rome. He also developed and led a RIA training program for Turkish officials and business leaders as well as designed and taught six training regulatory governance courses for the World Bank/IFC in South Eastern Europe. He has participated in the EU project to establish a Masters on Regulatory Affairs at the University of Jordan. Design and taught the UNDP's 2nd Regional Training on Ex-ante Policy Impact Assessment with special focus on social inclusion issues and vulnerability patterns. Designed and taught RIA training course for Costa Rica Regulators, as part of an ILO project. In 2012, he also was in charge of a high-level training on Regulatory Governance for heads of better regulation offices of Mexican states.

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- ***Designing and Building Capacities at Regulatory Institutions*** in Colombia and Peru (2013), Bhutan (2010), Chile (2010), Albania (2009), Paraguay (2006) Peru (2006), Macedonia (2005) 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.
- ***Simplification of administrative procedures and business environment improvements.*** He has developed and implemented different regulatory simplification projects - in particular through the adaptation of the Standard Cost Model technique to emerging and developing countries - in Macedonia (2004-2005), Vietnam (2005), Moldova (2006), Kenya (2008 and 2012), Kosovo (2010), Nigeria (2011) and Tunisia (2012).

He is the main developer of the ***RegulatoryResultsCalculator (RRC)©***, an adapted Standard Cost Model measurement process 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 Kenya (see IFC Smart Lessons, May 2009) and Tunisia (2012). 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. He also participated in the development of the Regulatory Guillotine™ software developed in Croatia in 2007 and deployed since then in more than half a dozen countries.

1997-2004 **Organization of Economic Co-operation and Development,**

Location: Paris, France

Deputy Head of Programme 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,

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Finland, Greece, Hungary, Italy, Ireland, Mexico, Poland and Spain.

1997-1997 - Economic Deregulation Unit, Mexican Government

General Director

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.

1991-1993 Negotiating Team to NAFTA, Mexican Government

Member

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:

- *Preparing the Regulatory Impact Assessment of the amendments to the Customs Act of Nepal required to joining the Reviewed Kyoto Convention on Trade Facilitation (2014)*
- *Undertaking the measurement and evaluation of two International Financial Corporation (IFC) projects on businesses enabling environment in Azerbaijan (2014)*
- *Preparing an impact assessment manual and checklist for technical regulations of members of the Andean Community (Bolivia, Colombia, Ecuador and Peru). (2012)*
- *Assistance to Albania Central Inspectorate to implement the Inspection Law of 2011.* Through this project, Dr Cordova advised the government and the Central Inspectorate on key aspects such as the merger and consolidation of inspectorates, the development of a training program for inspectors or the development of risk-based inspection processes (2012).
- *Assessing and advising on a new inspection policy for Kosovo.* This IFC/World Bank impact assessment of the current situation resulted in proposing to the government a series of options to consolidate the numerous current inspection bodies in order to deploy rapidly risk-based, transparent and accountable inspection procedures.
- *Designing a Guillotine for tax and custom formalities in Tunisia.* Supported by IFC/World Bank, this project has been one of the new government's flagship response to citizens and businesses demands arising from the Arab Spring (2011).
- *Preparing the Impact Analysis for the development of a transparent, accountable and efficient inspection System in Jordan (IFC, World Bank Group) (2011).* Dr Cordova assisted the Inspection Reform Committee to

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assess the structural reforms needed, the merging and consolidations of inspectorates and the preparation of a new Inspection Law in Jordan.

- *Drafting RIAs for the implementation by the Turkish Government of five key Environmental Directives.* Dr Cordova has trained and assisted official from REC Turkey in the preparation of extended RIAs for the implementation of the BIRD, Habitat, Seveso, Waste Electrical and Electronic Equipment (WEEE) and Waste Management European Union Directives (2010 – 2012)
- *Preparing the Kosovo Inspections and Licenses Inventories.* In the framework of the Kosovo Business Environment Technical Assistance (BETA) Project funded by the World Bank, Jacobs, Cordova & Associates prepared detailed inventories of inspection measures and licenses and permits. The final report of the latter contained general and specific proposals for reforming the most burdensome licenses. (2010)
- *Enhancing the Investment Climate Measurement Kosovo.* With this project, Dr Cordova assisted Kosovo Ministry of Trade and Industry to better understand and make strategic use of the different international investment climate indicators through an in-depth analysis of the current set of indicators, their methodological and a data gathering structures and through the development of an Observatory of Investment Indicators.
- *Introducing of Market Surveillance Procedures in Armenia.* Dr. Cordova assisted the Ministry of Economy of Armenia to modernize its market surveillance policy, law and institutional set up. In particular Jacobs, Cordova & Associates advised the Inspection Reform Unit on the development of an institutional framework for market surveillance well-coordinated with other sectoral inspectorates; a detailed description of risk-based inspection mechanisms for data collection and parameters to be included in a database of supervised entities and individuals, and key elements for drafting an EU compatible market surveillance law for Armenia. (2010)
- *Improving RIA in Lithuania.* Dr Cordova coordinated a benchmarking review of the Lithuanian system and prepared a study tour to Denmark for a multi-ministerial party comprising deputy Secretary of the Prime Minister Office. (2010)
- *Advising the Prime Minister of Albania on Regulatory Governance.* Through this project Dr Cordova assisted the Head of 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

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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 in Mexico.* Dr. Cordova advised the OECD and the Mexican Government to undertake a two-year review and reform of existing laws and regulations (2008)
- *Assisting the multi-year project to reduce 25% the Administrative Costs of EU Directive.* Dr Cordova was 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)
- *Introducing Regulatory Reform in Peru.* In 2005, Dr. Cordova assessed the damaging regulatory inflation gripping the Peruvian economy and helped

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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*.

Professional Associations

- Member of French Commission Nationale d'Inscription et de Disciplines des Administrateurs Judiciaires (i.e regulatory commission of bankruptcy trustees" in the USA).

Selected Publications

- Strengthening the Institutional setting for regulatory reform, the experience from OECD countries with Stephane Jacobzone, OECD, Paris (2011) http://www.oecd-ilibrary.org/governance/strengthening-the-institutional-setting-for-regulatory-reform_5kgglrpvcpth-en.
- Do models for, and approaches to, reforming inspections exist? Analytical review of Inspections reforms in 25 countries, With Tarik Sahovic, IFC/World Bank (2010) <https://www.wbginvestmentclimate.org/uploads/inspection%20reforms%20paper.pdf>.
- Manual for Regulatory Impact Assessment (RIA) with Scott Jacobs Jordan. USAID Jordan Economic Development Program (2010).
- Manual for Stakeholder Consultation: Jordan. USAID Jordan Economic Development Program with Scott Jacobs (2010).
- "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*. with Margo Thomas and Ana Batic, International Finance Corporation, Smart Lessons. Washington. May 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

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- 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*, 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).
- "Regulatory Governance: Improving the Institutional Basis of Sectoral Regulators" with Deirdre Hanlon in OECD Journal on Budgeting, Volume 2, Number 3, Paris (2002).
- Regulatory Policies in OECD Countries: From Interventionism to Regulatory Governance, with Scott Jacobs and Rex Deighton-Smith, 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

Ecole des Hautes Etudes en Sciences Sociales (EHESS), Paris, France
 Doctorate in Political Economy *Honorable Mention*
 1984-1989

Ecole National d'Administration (ENA), Paris, France
 Graduate Diploma in International Public, Administration *Promotion St. Exuperly*
 1992-1993

Ecole des Hautes Etudes en Sciences Sociales (EHESS), Paris, France_Master
 in Economics
 (Diplome d'Etude Approfonites)
 1984-1989

University of Wisconsin, Wisconsin, USA
 Bachelors in Economics (minor business administration) *Cum Laude*
 1983

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Languages

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

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