

**IGOR GUTAN****Senior Associate**[igorgutan@regulatoryreform.com](mailto:igorgutan@regulatoryreform.com)

Mr. Gutan has over 12 years of experience in advising the Governments on regulatory reform and good governance, better regulation, public administration reforms, institutional design and capacity building. Since 2008 Mr. Gutan has worked with the governments of Albania, Kosovo, Kazakhstan, Kyrgyzstan, Tunisia Tajikistan, Moldova, Georgia on design and implementation of RIA, "Guillotine" reviews of regulations and administrative formalities, better regulation and regulatory management systems, reform of business licensing and inspections reforms, design and delivery of RIA and SCM trainings for high- and mid-level officials. Mr. Gutan has a Bachelor's degree in Public Affairs and Law and an LL.M in International Law. He is fluent in English, Russian, Romanian and French.

---

**Professional Background**

---

**Jacobs, Cordova & Associates** (January 2015 – Present)**Senior Associate**

Jacobs, Cordova & Associates, Inc. a global consulting firm specializing in regulatory reform and better business environments. Jacobs, Cordova & Associates, based in the United States, Ireland, and Mexico, provides a wide range of regulatory reform services around the world. The company has worked on regulatory reform and related issues in over 90 countries. The website at [www.regulatoryreform.com](http://www.regulatoryreform.com) contains detailed information on JCA's services, reports and publications.

**Selected Assignments****Jacobs, Cordova & Associates** (November 2014 – Present)**Team Leader, OSCE Systematic Regulatory Review in Kyrgyzstan:** overall coordination and methodological support for the design and implementation of Guillotine review and better regulation in Kyrgyz Republic.**UNDP Moldova** (October - November 2014):

Individual Contractor/Trainer on ex-post impact assessment of regulations, preparation and delivery of a training on ex-post impact assessment of regulations for the members of the Parliament and employees of General Secretariat of the Parliament.

**GDSI Limited, EU Support to Regional Development in Kazakhstan**  
(October 2014)

Independent Consultant/RIA Trainer: Preparation and delivery of a series of RIA training courses for the employees of regional and local public administrators of Kazakhstan (150 trainees).

**UNDP/Uzbekistan** (September 2014)

Individual Contractor/Better Regulation Adviser: Presentation of advanced practices of OECD member countries in implementing Regulatory Impact Analysis, good governance and good regulation principles; formulation of recommendations for most effective ways of adoption of RIA and Standard Cost Model in Uzbekistan and management of potential risks.

**AECOM, USAID Financial Development Project Iraq** (November – December 2013)

Independent Consultant/Regulatory Impact Analysis Adviser: Developed a Regulatory Impact Analysis Guidance for the Central Bank of Iraq and conducted a regulatory impact analysis for draft regulation on credit registry and credit reporting and for the draft regulation on retail payment system aimed to identify policy options for streamlining service delivery by commercial banks to citizens and related administrative services of CBI. The review focused on identification of appropriate models and practices by taking into consideration the context of Iraq and analysis of likely social, economic impacts as well of costs and benefits for the banking sector, consumers and private sector.

**Policy Management and Consulting Group/Moldova** (October 2013 - August 2013)

Independent Consultant: Conducted a comparative analysis of national development strategies in Moldova and Georgia, with a focus of regulatory reforms and administrative simplification and better regulation.

**Policy Management and Consulting Group/Moldova** (June 2013 – October 2013)

Independent Consultant/ Project Coordinator for Quality Review of MCA Moldova monitoring data.

**Business Research Company/Moldova** (June – October 2013)

RIA Trainer: Developed and delivered a three RIA trainings courses for Parliament's General Secretariat staff, members of the parliament and advisors to the parliamentary commissions on Regulatory Impact Analysis, administrative simplification and Standard Cost Model aimed to strengthen the capacities for evaluation and reduction of administrative burdens of government formalities and for evidence based policy making.

**The Pragma Corporation, USAID Enterprise Development and Market Competitiveness Project in Armenia** (August 2013 – September 2013)

Independent consultant/ Regulatory Reform Advise: In cooperation with the National Center for Legislative Regulation, conducted an inventory and review of Armenia's licensing regimes in the area of trade, tourism, health and agriculture;

Advised NCLR of the development and implementation of a reform strategy and implementation of core principles of the licensing system: "silence is consent", "umbrella principle," "one stop shop," "notification."

**Jacobs Cordova & Associates, IFC Reform of Business Formalities in Tunisia,** (May 2013 – August 2014)

Independent Consultant/Administrative Simplification and Regulatory Reform Adviser for review and evaluation of 1,170 administrative formalities with the aim to identify overlapping procedures, simplification measures, improve access of citizens and businesses to government services and improve service delivery; supervised the review and public consultation process and conducted quality controls; developed and delivered a training program on administrative simplification for the employees of the General Division for Administrative Reform within PM's Office and members of the national task force; advised the government on the design and implementation of a business centered concept for administrative service delivery and on defining the key objectives and directions of the administrative simplification policy in the area of services for citizens and businesses with a focus on e-Governance and "One-Stop Shops."

**Jacobs Cordova & Associates** (February 2013)

Independent Consultant/Prepared an outline of the consultation process in Moldova during the Guillotine reviews of regulations, licenses and permits (2005-2011).

**UNDP Kosovo** (September 2012 - October 2014)

Individual Contractor/Advised the Government of Kosovo on the design of a better regulation system, implementation of Regulatory Impact Analysis and Standard Cost Model.

**Business Research Company Moldova** (June 2012 - October 2012)

Independent Consultant/Regulatory reform adviser: Technical assistance to the Ministry of Economy for the development of the better regulation and regulatory reform strategy for 2012-2016 and for conducting Business Climate Legal & Institutional Reform review focused on paying taxes, starting a business, trading across borders, protecting investors and dealing with construction permits.

**European Consultants Organization, EU-SME Support through the Ministry of Industry and Trade Project in Kosovo** (March 2011-April 2012)

Independent Consultant/Regulatory Reform and SME Policy Adviser: provided support for the implementation of an action plan on the regulatory reform and administrative simplification in Kosovo; designed and led implementation of reforms aimed to streamline business and property registration, protecting investors and trading across borders; authored the Law on Inspections and the Law on Licenses and Permits; in cooperation with the legal department from the office of the PM developed the concept of registry of normative acts in Kosovo; participated in the elaboration and adoption of Kosovo SME Strategy 2011-2016 and review of Law on Support to Small and Medium Enterprises; advised SME Support Agency on the design and implementation of the SME Test for regulations.

**The Pragma Corporation, USAID Business Environment Improvement Project (Kazakhstan, Kyrgyzstan, Tajikistan)** (June 2009 – February 2011)  
**Regional Regulatory Reform Adviser**

Worked closely with the Ministries of Economy, Ministry of Justice, Ministry of Finance, national and regional business associations on the regulatory reform and institutional reforms in the area of inspections, licensing, WB Doing Business aimed to improve the overall business environment and decrease compliance costs and administrative burden for SME's; Lead the "Guillotine" review of licenses and permits in Kazakhstan and Kyrgyz Republic; In cooperation with Ministries of Justice and offices of the Prime Minister developed the legal mandate and guidelines on Regulatory Impact Analysis, delivered training for public officials; conducted a review of the Law on State Support to Small and Medium Enterprises and participated in the development of Business Roadmap 2020 in Kazakhstan; In cooperation with the Ministry of Justice of Kazakhstan participated in design and implementation of reform of Citizens Service Centers aimed to streamline service delivery and increase the number of services; participated in the creation of public private consultation platforms at central and regional level.

**Pohl-Consulting and Associates, World Bank Business Environment Reform and Institutional Strengthening Project in Albania** (February 2009-March 2010)

Independent Consultant/Senior Regulatory Reform Adviser: Supported the Government of Albania (GoA) to prepare and implement a structural reform of the state inspections system and prepared an action plan for inspections reform; drafted a unified law on inspections procedures and supported the Ministry of Economy and Trade of Albania team during the process of adoption. Provided assistance for the revision of administrative procedures imposing high administrative burdens on SMEs and supported the implementation of National Licensing Act and the creation of nation and regional One-Stop Shops for the provision of administrative services to SMEs.

**Emerging Markets Group (now Cardno/EMG) USAID Business Environment Improvement Project/ Kazakhstan, Kyrgyzstan** (July 2008 – February 2009), multiple STA contracts

Short Term Adviser/Regulatory Reform: support for implementation of the Regulatory Impact Analysis, Inspections Reform and the Guillotine Review of Regulations to boost the development of private sector and increase transparency of state regulation; review of mandates and organization structure for a range of selected inspectorates in Kazakhstan; preparation of an inspections reform concept for Kazakhstan.

**Emerging Markets Group (now Cardno/EMG) USAID Business Environment Improvement Project/Tajikistan**

Short Term Adviser/ Regulatory Reform: technical assistance for the development of an action plan for the implementation of Guillotine review of regulations, implementation of Regulatory Impact Analysis and inspections reform.

**Government of Republic of Moldova, Unit for Coordination of the Public Administration Reform (PAR),** (December 2007-May 2008)

Independent Consultant/Public Administration Reform Adviser: advised the Ministry of Economy on preparation of its strategic plan.

**UNDP Moldova, Public Private Partnership Development Project** (October 2007-December 2007)

**World Bank Group, Regulatory Impact Assessment Secretariat** (October 2006 - July 2008)

Led the Guillotine review of laws in area of agriculture, healthcare, environment protection) developed and delivered trainings on RIA and administrative simplification for high level public officials and as part of the mandatory training programs of the Academy for Public Administration; led the reform of business licensing and developed the concept for the guillotine of licenses and permits.

**DAI, USAID (Support to Micro, Small, and Medium Enterprise Development) BIZPRO/Moldova Project** (March 2005-August 2006)

Independent Consultant/ Regulatory Reform Adviser, team leader of agriculture healthcare and environment for the Guillotine review of sub-legal acts: provided assistance for the design and creation of 15 local One Stop Shops; developed the concept of the national "one Stop Shop" in the area of licensing; co-authored the Regulatory Reform Strategy 2006-2008.

***Other assignments***

**Independent Analytical Center, "Expert Grup," Moldova** (May 2013 - June 2013)

Independent Consultant: Technical assistance to the Ministry of Environment and "Moldsilva" (forests management agency) to conduct an assessment of forest policy, identify best practices aimed to improve existing policies and enhanced efficiency.

**BRC Moldova** (May 2013 – July 2013)

Independent Consultant: Technical assistance to the Ministry of Agriculture and Food Industry to conduct a country wide consultation and dialogue on the draft Strategy for agriculture and rural development for 2014-2020 (methodology and coordination).

**Independent Analytical Center, "Expert Grup", Moldova "** (May 2012 - August 2012)

Independent Consultant: evaluation of transparency and efficiency of public procurement of works and related services financed by the "Nation Roads Fund

**UNDP Moldova** (October 2006 – December 2006):

Individual Contractor: supported the Ministry of Economy to develop the draft Law on public-private partnerships

**Emerging Markets Group** (June 2007-July 2007)  
Independent Consultant

**AECOM-Moldova** (December 2006-February 2007)  
Independent Consultant/Legal Adviser,

**Academy for Educational Development (AED)** (June 2007-July 2007)  
Independent Consultant

**UNDP Moldova** (April 2006-December 2006)  
Support to Central Public Administration Reform in the Republic of Moldova –  
Project, Independent consultant/Team leader Justice and Home Affairs/

**Urban Institute** (July 2006-December 2006)  
Independent Consultant at USAID Local Government Reform Project.

**Center for Analysis and Prevention of Corruption (CAPC)** (June 2006)  
Trainer on Corruptibility of Regulations, Moldova.

**Anlin-Consulting, Moldova** (August 2005-December 2005)  
Independent Consultant: led a team of five national experts for drafting the Law  
on the main principles of state regulation of entrepreneurial activity; Law on  
limited liability of companies; Law on entrepreneurial activity performed by  
individuals; Drafting the Law on the main principles of state regulation of  
entrepreneurial activity;

**Republican Union of Agricultural Producers' Associations, Moldova, (May  
2004-October 2004)**  
Legal Adviser

**USAID Fiscal Reform Project Moldova implemented by KPMG** (March 2002-  
January 2003)  
Legal Adviser

Fully licensed attorney at Law, 2005 - present

---

## Publications

---

Mr. Gutan is author or contributor to various regional publications in the area of  
regulatory reform and private sector development like:

1. Guillotine review of regulations – international practices;
2. [Guillotine review of licenses and permits: philosophy, procedures and principles](#), Almaty 2009;
3. [Risk based inspections - a modern approach to enhance efficiency and decrease the burden on the business](#), Astana 2009;
4. Making the regulatory requirements transparent and fair. [Use the checklists in the course of inspection](#), Astana, 2010;
5. [Methodological guidelines for inventory and review of permitting documents](#), Astana, 2009;

6

### **Jacobs, Cordova & Associates Inc**

1300 Pennsylvania Avenue NW, Suite 700 Washington, DC 20004 United States  
Phone: 1 202 204 3060 Fax: 1 202 789 7349 Website: [www.regulatoryreform.com](http://www.regulatoryreform.com)  
Offices in Seoul, Korea, and Dublin, Ireland and Mexico City, Mexico.  
See our website for contact information.

6. Revision of licenses and permits in Kazakhstan a major step towards a better business environment. Astana Economic Forum, 2009;
7. Standard Cost Model Manual for Kosovo, Pristina 2012.

---

### **Education**

---

- LLM, State University of Moldova, 2004-2005;
- Lawyer (International Law), State University of Moldova, 1999-2003;

---

### **Languages**

---

- English–Fluent; Russian–Fluent; Romanian–Native; French–Good; Albanian–Beginner

**Jacobs, Cordova & Associates Inc**

1300 Pennsylvania Avenue NW, Suite 700 Washington, DC 20004 United States  
Phone: 1 202 204 3060 Fax: 1 202 789 7349 Website: [www.regulatoryreform.com](http://www.regulatoryreform.com)  
Offices in Seoul, Korea, and Dublin, Ireland and Mexico City, Mexico.  
See our website for contact information.