



## **JORGE LUIS VELAZQUEZ ROA**

**Managing Director of JC&A asociados and Senior Associate of JC&A Inc.**

Jorgevelazquez@regulatoryreform.com

Jorge Velázquez-Roa is a Senior Associate and Managing Director of JC&A's office in Mexico. He is an international expert on regulatory topics such as regulatory reform, economic regulation and competition policy; trade; public finance, and good governance. He worked as an economist at the Economic Deregulation Unit (now the Federal Regulatory Improvement Commission) in the Mexican government, where he helped to set up a regulatory review process, being closely involved in the telecommunications, energy and transport sectors. He also worked at the OECD where, among others duties, he participated in the preparation of the report "Regulatory Reform in Ireland". He worked at the Federal Competition Commission (CFC) in Mexico, where he coordinated the handling of cases filed before the commission, and participated in the reform process of the competition law in 2006. He served as Deputy Treasurer of Mexico City, being in charge of the tax administration of the city, and was also fiscal policy adviser at the Treasury of the State of Aguascalientes (Mexico). As a consultant he has participated in regulatory reform, competition and good business environments projects for the World Bank, the Asian Development Bank, the Inter-American Development Bank, USAID, the OECD and the Andean Community of Nations. He has work experience in Bolivia, Chile, Colombia, Ecuador, France, Iraq, Mexico, Peru and Vietnam. In November 2004, he was awarded the 2004 research prize in the field of Social Sciences and Humanities of the *Universidad Autónoma Metropolitana* (UAM) for his work on globalisation, poverty and income distribution in Mexico. Until recently he coordinated the post-graduate course (Diplomado) on "Law and Economics of Regulation" at the *Instituto Tecnológico Autónomo de México* (ITAM).

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### **Professional Background**

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

**Senior Associate and Managing Director of Jacobs, Cordova & Associates Mexico**  
(January 2014 – present)

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 our services, reports and publications.

#### **Independent Consultant in Economic and Public Policy affairs** (August 2012– Dec 2013)

He finished a project from the Andean Community –funded by the European Union– to assess *in situ* the four member countries (Bolivia, Colombia, Ecuador and Peru) and prepare a "Manual of Good Regulatory Practices – Directives and guidelines for its adoption and implementation in Member Countries and at the Community level", with the objective of helping to increase free-trade within the region, standardizing



technical regulations and facilitating trade with other countries. On a different project, he provided technical assistance in two pilot RIA 's in Colombia and Peru, as part of the Canada-America's Trade-Related Technical Assistance Program (TBT03-2011 *Strengthening the Capabilities of Colombia and Peru to Improve Regulatory Impact Analysis as a Key Element of Improving Economic Growth and Facilitating International Trade*) from the Canadian International Development Agency (CIDA) and The Conference Board of Canada. In Mexico, he also participated in projects of social impact evaluation, including cost-benefit analysis, and competition impact assessment.

**Treasury of the State of Aguascalientes; Aguascalientes, Mexico**  
**Economic and Fiscal Policy Adviser** (July 2011–December 2012)

Economic and fiscal policy adviser to the Treasurer; representative of the State Treasury before the National Fiscal Coordination System, including the Permanent Commission of Fiscal Officials and other committees; responsible for coordinating the preparation of the annual budget submitted to the local Congress and providing the economic foundations underpinning it.

**Treasury of Mexico City; Mexico City**  
**Deputy Treasurer** (June 2010–June 2011)

Responsible for the collection of all local taxes, including some coordinated federal taxes, through a network of 25 offices, 9 service centres, 9 digital centres and a workforce of approximately 1,300 workers. In 2010 the amount collected was above 50 billion pesos (four billion dollars).

**Mexican Council for Consumer Goods (ConMexico); Mexico City**  
**Commercial Practices Director** (March–May 2010)

Coordination of the Commercial Practices Committee of ConMexico's associate firms, and representative of the Council before the Executive Committee of the "Agreement for the Improvement of Competitive Commercial Practices" coordinated by the Ministry of the Economy.

**Independent Consultant in Economic and Public Policy Affairs** (May 2009–Feb 2010)

He participated among other projects with Jacobs, Cordova & Associates in: the preparation of a pilot RIA in Bhutan for the Asian Development Bank; research and writing of a case study on public consultation in the regulatory process in Mexico for presentation and discussion at the APEC forum; and development of an institutional diagnosis (*in situ*) and a proposal to implement a regulatory impact analysis mechanism in Chile for the Inter-American Development Bank. In addition, he served as administrator of funds and jointly implemented with the Federal Competition Commission the projects *Enhancing Competition in Mexico* (2009-2010), *Paving the way: Sector by Sector* (2010-2011) and *Going Deeper: Promoting Competitive Markets* (2011-2012), funded by the Foreign and Commonwealth Office through the British Embassy in Mexico.

**Federal Competition Commission; Mexico City**  
**Executive Secretary Office** (2006 – 2009)  
**Deputy Director General** (February 2007 – March 2009)



**Adviser to the Executive Secretary** (February 2006 – January 2007)

Coordination and supervision of the different areas within the Commission (Mergers, Investigations, Regulated markets, etc) in relation to the cases they handle in terms of the procedures, economic analysis, information flows, follow-up, and submission to the Plenum, among others. Design and implementation of strategies, plans and institutional programs such as the Competition Information System, which is an IT system that aims at improving internal procedures and the analysis of cases by sharing information and working online internally.

**Independent Consultant in Economic and Public Policy Affairs** (Oct 2004–Jan 2006)

He participated among other projects with: Jacobs & Associates as *in situ* project leader of a licensing reform project in Vietnam, as part of the technical assistance team (ADB-TA 4418-VIE *Capacity Building for SME Development*) of the Asian Development Bank; development of a regulatory reform and poverty reduction toolkit for the Asian Development Bank; and development of a case study for the IFC-FIAS (World Bank) on the reforms of business inspections carried out in Mexico. With Save the Children Mexico–FAI, making a study on the effects of NAFTA over the children’s population in Mexico in view of the negotiations of the Free Trade Area of the Americas. With Marcos y Asociados, drafting a report on LPG markets in Mexico and the economic implications of their liberalization. And with Consultoría Internacional Especializada, writing a paper related to the impact of political and economic institutions on productivity performance in the Mexican economy over the past 20 years, as part of a broader UNIDO project on economic productivity.

**Soluciones Estrategicas Consultoría; Mexico City**

**Consultant** (March – September 2002)

Responsible for the transport chapter of a competitiveness study of the Mexican economy: Economic diagnosis of the air, railway, maritime and freight transport industries, and comparative analysis of costs across different countries; sensitivity analysis to detect variables with high impact in the competitiveness of the Mexican economy; study of the institutional framework of public institutions with incidence on the competitiveness of the economy (CFC, COFEMER, COFETEL y CRE).

**Organisation for Economic Co-Operation and Development (OECD); Paris, France  
Development Centre**

**Economist** (April 2000 – April 2001)

Development of a case study on globalization and income distribution in Mexico; organization and preparation of a policy dialogue conference on “Globalization and Income Distribution”; economic research; preparation of a work program on “Foreign Direct Investment and Education, 2001–2002”

**Public Management Service (PUMA)**

**Economist** (April – June 2000)

Preparation of the report “Regulatory Reform in Ireland”

**Ministry of Commerce and Industrial Development; Mexico City**

**Unit of Economic Deregulation** (1994 – 1997)

**Deputy Director of Economic Studies** (September 1996 – September 1997)



**Head of the Department of Economic Studies** (September 1994 – September 1996)

Analysis and modification of regulatory frameworks, in particular in the telecommunications, energy and transport sectors: Participation in the drafting of the Federal Telecommunications Law and other telecommunication-related regulatory proposals; participation in the creation process of the Federal Telecommunications Commission; participation in the drafting of natural gas rulings; participation in the drafting of the Federal District transport rulings; participation in the drafting and implementation of the Economic Activity Deregulation Decree, aimed at reducing formalities and administrative barriers to economic activity (red tape); responsible for the administrative deregulation process in the Ministry of Communications and Transportation; participation in the setting up of the Federal Registry of Formalities.

**Ministry of the Comptroller (General Accounting Office); Mexico City**  
**General Direction of Comptrol**

**Coordinator of the Professional Services Unit** (October 1993 – April 1994)

Drafting of a comparative analysis of wages of high level officers of the private and public sectors in Mexico in 1993; drafting of part of the final report of the National Program for Public Enterprise Modernization 1989-1994; handling a database of economic variables and preparation of weekly reports concerning the Mexican economy.

OTHER

**Prefecture des Vosges; Vosges, France**

**Cabinet of the Prefect** (October 1998–January 1999)

**Intern under ENA's MPA program**

Participation in the making of the Organization Scheme of Public Services in the Department of Vosges, aimed at improving the services and administrative procedures; drafting of a proposal regarding the reorganization of the police (gendarmerie) in the Department of the Vosges.

**France Telecom; Paris, France**

**Direction of External Affairs, Department of International Affairs** (October–Dec 1996)

**Intern under the Young Leaders Program** sponsored by the French Ministry of Foreign Affairs and the Paris Chamber of Industry and Commerce

Drafting of a comparative study on the regulatory frameworks in the telecommunications industries in Chile, Mexico and France

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## Selected Recent Projects

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- Ghana (2015), supporting the Government of Ghana to develop a work plan for the streamlining of local level licenses, business operating and building development permits within the Business Enabling Environment Programme.
- Peru (2015), as part of the OECD Review of Regulatory Policies of Peru, is assessing the policies, institutions and tools employed by the Peruvian



government to design, implement and enforce regulations of high quality, in particular RIA and inspection practices.

- DFID (2015), was part of the team that carried out two Rapid Evidence Assessments around the questions: What is the evidence on the direct impact of business environment reforms on poverty? And, What is the evidence on links between business environment reform and investment, and on the effectiveness of linking business environment reforms and investment facilitation/promotion?
- Aguascalientes, Mexico (2014-2015), led a team of consultants and local staff which helped the State Government strengthen the institutional capacities of the authorities in charge of regulatory policy through the creation of an advisory council, training public officials and reviewing the inspection system.
- Ecuador (2014), worked as a senior regulatory reform expert with the Ecuadorean government to prepare a Regulatory Management Action Plan and complementary tools, in order to develop the regulatory governance of the country.
- Iraq (2014), participated as a cost impact expert in the USAID-funded Iraq National and Provincial Administrative Reform Project, in which JC&A designed and implemented a Regulatory Guillotine™ under the name of ISRAR (Iraq Solution for Regulatory and Administrative Reform).
- Mexico (2013), prepared and presented five case studies to examine the impact of regulation on market competition in the Mexico context, as part of an OECD-Mexican government workshop to train federal officials from ministries and agencies whose regulations may have significant impacts on the competitive structure of markets.

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## Education

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- MPhil in Politics –Comparative Government (July 2004)  
University of Oxford; Oxford, UK  
Thesis: Democratisation and taxation in comparative perspective.
- Master in Public Administration (February 2000)  
Ecole Nationale D'Administration (ENA); Strasbourg and Paris, France  
Thesis: Economic and Commercial Relations between Mexico and the European Union: Towards a new relation.
- Master of Arts in Economics (September 1998)  
Boston University (BU); Boston, Massachusetts, USA  
Comprehensive Exam: May 1998
- Bachelor of Arts in Economics (awarded with Honours, 1996)





Instituto Tecnológico Autónomo de México (ITAM); Mexico City  
Thesis: Regional Development and Income Distribution (second prize in the field of Economics in the 1996 EX-ITAM Prize)  
Magistral examination: May 1996

#### OTHER COURSES

- Applied Regulatory Impact Analysis course (May 2014).  
LUISS University and Jacobs, Cordova & Associates; Rome, Italy
- Seminars and lectures on decision making under the Young Leaders Program sponsored by the French Ministry of Foreign Affairs and the Paris Chamber of Industry and Commerce (October–December 1996).  
Ecole des Hautes Etudes Commerciales (HEC) and Ecole Superieure de Commerce De Paris (ESCP); Jouy-en-Josas and Paris, France

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#### Languages

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- Spanish (mother tongue)
- French (fluent, oral & written)
- English (very good, oral & written)

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#### Publications, Papers, and Courses

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#### BOOKS AND CHAPTERS

- ***Derecho, Instituciones y Desarrollo, Temas Selectos*** (Coord.), Editorial Porrúa /ITAM/ Foreign Affairs en Español, Mexico city, August 2012.
- “Instituciones y Desarrollo: Una Perspectiva Económica” in ***Derecho, Instituciones y Desarrollo, Temas Selectos***, August 2012.
- ***Globalización, desigualdad y pobreza: lecciones de la experiencia mexicana***, co-author with Enrique Hernández-Laos, Plaza y Valdés, Mexico city, 2003.

#### PAPERS

- “El Fondo de Estabilización de los Ingresos de las Entidades Federativas (FEIEF) en las Participaciones de los Municipios”, with A. López Moguel, ***Hacienda Municipal***, No. 119, enero-marzo, 2013, Indetec, México.
- Stakeholder management in business registration reforms: The SARE experience in Mexico, Case study, FIAS/ World Bank, 2009.
- “Competition Policy and Regulatory Reform in Mexico”, ***International Journal of Public Policy***, Vol. 4, Nos. 1/2, 2009.
- “¿Es la pobreza la causa del terrorismo?”, with V. Pavón, ***Foro Internacional***, Vol. XLVI, No. 2, El Colegio de México, April-June, 2006.
- “Globalización, dualismo y distribución del ingreso en México”, with E. Hernández-Laos, ***El Trimestre Económico***, No. 279, July-September, 2003.



- “Globalisation, dualisme et distribution des revenus au Mexique”, with E. Hernández-Laos, **Problèmes d’Amérique Latine**, No. 50, Autumn, 2003.
- “La compétitivité de l’économie mexicaine au 21eme siècle”, **ENA Mensuel**, May, 2003.
- “La industria maquiladora y la economía mexicana”, in **Posdata Magazine**, 1994.

## COURSES

### **Instituto Tecnológico Autónomo de México (ITAM)**

**Coordinator and economics lecturer** of the postgraduate course (Diploma) “Law and Economics of Regulation” (2011 - 2012)

### **Instituto Tecnológico Autónomo de México (ITAM)**

**Department of Economics** (2002)

**Lecturer of International Finance** (January–May term)

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## **IT Software**

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Microsoft Office; Windows; Internet; Stata (statistics)