



## **JORGE LUIS VELAZQUEZ ROA**

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

[Jorgevelazquez@regulatoryreform.com](mailto:Jorgevelazquez@regulatoryreform.com)

Jorge Velázquez-Roa is a Senior Associate and Managing Director of JC&A's office for Mexico and Latin America. 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, MCC, the OECD and the Andean Community of Nations. He has work experience in Bangladesh, Bolivia, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, France, Ghana, Iraq, Mexico, Peru, Thailand 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. He also 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 & Asociados 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.

#### **Selected Recent Projects**

**Dominican Republic** (2021), Project leader of the UNDP project to simplify 25 formalities from different public institutions chosen by the technical committee of the Zero Bureaucracy Program launched by the government of the Dominican Republic. This simplification will result from the process mapping and analysis of the formalities and the re-engineering recommendations based on international best practice.

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**Colombia** (2019-2021). Project leader of the World Bank (IFC) project to improve the transparency, efficiency and predictability of the regulatory environment in Colombia, through the configuration of the ex ante regulatory impact evaluation system at the national and sub-national levels, as well as the definition and application of different methodologies for ex post review of six regulations.

**Dominican Republic** (2020), Project leader of the UNDP project to establish the methodological bases for the creation of the regulatory impact analysis system in the Dominican State, in order to strengthen regulatory governance through ex ante and ex post evaluations of the regulatory proposals emanating from the public administration.

**Dominican Republic** (2020), Project leader of the UNDP project to diagnose the complete process of electronic registration of companies, in order to optimize, stimulate and promote the use of the One-stop Shop "Formalizate", as well as identify recommendations for reforms that may be implemented in the short and medium term, in accordance with best global practices, to reduce the opening time of companies to 3 business days in the Dominican Republic.

**Ghana** (2019), was part of the team that –within the framework of the Business Regulatory Reform Programme (2017-2020) coordinated by the Ministry of Trade and Industry– provided training and capacity building services to establish Regulatory Impact Assessment (RIA) processes and systems in Ghana. These services included the delivery of forums, seminars and courses to senior officials, mid-level public officials and stakeholders, including a train the trainers course and a RIA policy framework.

**Bangladesh** (2019), assessed and provided advice to enhance analytical skills and capacity for reform advocacy of key stakeholders who engage actively with the government in private sector and investment climate policy reform issues in Bangladesh. As part of the assignment participated as a trainer of officials from the Federation of Bangladesh Chambers of Commerce and Industry (FBCCI) and IFC on RIA and other analytical tools.

**Dominican Republic** (2019), preparation for the World Bank of an Introductory Training to Good Regulatory Practices, delivered to public officials of the National Competitiveness Council and other public entities.

**Mexico** (2018 - 2021), led the participation of JC&A in the design, development and implementation of the technological platform supporting the National Registry of Regulations, Formalities and Services (CNRTS in Spanish). The implementation of this tool brings positive security and gives users a single information platform regarding regulations, formalities, services, inspections and submission of complaints at all three levels of government in Mexico, in addition to allowing all public authorities to comply with the requirements of the General Law on Regulatory Improvement.

**El Salvador** (2018-2019), leader of technical and advisory services related to the drafting of the recently approved Regulatory Improvement law, and the design and implementation of the RIA system, and the National Registry of Formalities.

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**Thailand** (2018), participated in the JC&A team that helped the Government of Thailand to design and launch the Regulatory Guillotine™, which is now under way. Trained the members of the Guillotine Unit to assess the cost impact of reforms.

**Mexico** (2017), coordinated the market study regarding the production, processing, distribution and marketing of yogurt and cheese in Mexico to understand and evaluate the structure, conduct and performance of the above-mentioned markets. It reviewed where appropriate, the existence of restrictions on competition in these product markets.

**Ghana** (2017), participated in the JC&A team that reviewed four selected Doing Business indicators (published by the World Bank) and made operational recommendations to stop the country's decline in the overall rankings, producing concrete results. This work was part of the Business Enabling Environment Programme of UK Aid.

**El Salvador** (2016-2017), leader of the technical assistance project for Strengthening Regulatory Reform Capacities in El Salvador, which aims at helping the government of El Salvador to establish and develop a regulatory policy, including capacity building in the institutions that are part of the regulatory reform system.

**Mexico** (2016), coordinated the market study regarding the production, processing, distribution and commercialization of bovine milk in Mexico to understand and evaluate the structure, conduct and performance of the above-mentioned markets. It reviewed where appropriate, the existence of restrictions on competition in these product markets.

**Bolivia** (2015-2016), supporting the Bolivian government through the IFC/WB project to streamline the Process for Creating and Operating Economic Units (firms), through mapping out the processes and regulations needed to establish and operate businesses, and create a baseline and process reengineering for the 'debureaucratization' of procedures and establishment of a one-stop shop.

**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

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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) (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. 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**

**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

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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 Estratégicas Consultoría; 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 Comptroller**

**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

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**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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## 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 Supérieure de Commerce de Paris (ESCP); Jouy-en-Josas and Paris, France

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## Languages

- 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

- “*Ex ante Assessment of Regulation and Public Consultation in Peru*”, Chapter 3 in OECD (2016), **Regulatory Policy in Peru: Assembling the Framework for Regulatory Quality**, OECD Reviews of Regulatory Reform, OECD Publishing, Paris. <http://dx.doi.org/10.1787/9789264260054-en>
- “*Compliance and Enforcement of Regulation in Peru*”, Chapter 5 in OECD (2016), **Regulatory Policy in Peru: Assembling the Framework for Regulatory Quality**, OECD Reviews of Regulatory Reform, OECD Publishing, Paris. <http://dx.doi.org/10.1787/9789264260054-en>
- **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**”, 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)

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international leaders in regulatory reform

**Instituto Tecnológico Autónomo de México (ITAM) Department of Economics (2002)**

Lecturer of International Finance (January–May term)

***IT Software***

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Microsoft Office; Windows; Internet; Stata (statistics)

*Mexico*  
*July 2021*

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