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Scott Jacobs is a leading global expert and author with 40 years of experience in regulatory reform and good business environments. He is Managing Director of Jacobs, Cordova & Associates, an international corporation specializing in regulatory reform solutions. He organized and directed the influential OECD Program on Regulatory Reform from 1991-2001, where he wrote many of the recommended regulatory practices for OECD countries that are now used as worldwide benchmarks. He has worked with over 100 developing and industrialized countries in Europe, Asia, Africa, and the Americas in designing and implementing some of the largest regulatory reforms in the world, as well as targeted policy/sectoral reforms. His work aims at producing **low-cost** and **low-risk** regulatory regimes that support vital public policies simultaneously with competitive and innovative private sectors. One innovative tool, the *Regulatory Guillotine*™ developed by JC&A, has eliminated over 15,000 regulations and simplified over 11,000, reducing costs to businesses and consumers in implementing countries by \$12 billion/year.

His specialties include:

- design of national and whole-of government regulatory improvement programs and building national capacities to carry out broad-based microeconomic reforms;
- building systems of regulatory governance to improve accountability, performance, and efficiency; comparative international research on regulatory practices;
- diagnostics of regulatory barriers to competitiveness, trade, growth and poverty reduction;
- helping governments implement regulatory impact analysis (RIA) and stakeholder consultations;
- simplifying administrative and licensing procedures and other barriers to entry; and reforming business registration and other aspects of the arc of firm growth.
- A pioneer in the RIA field, he has worked on RIA systems in around 60 developed and developing countries. Mr. Jacobs is currently the lead lecturer in the popular applied RIA courses offered globally in Rome by JC&A and LUISS University. He has authored numerous articles and 22 books on regulatory reform.

Professional Background

Since 2001, Mr. Jacobs has served as Managing Director of Jacobs, Cordova & Associates Inc, a global consulting firm specializing in regulatory reform and better business environments. Jacobs and Associates, based in the United States, Ireland, Korea, and Mexico, and provides a wide range of regulatory reform services around the world. The company has worked on regulatory reform and

related issues in over 600 projects in over 130 countries. The website at www.regulatoryreform.com contains detailed information on our services, reports and publications.

From 1991 to January 2001, Mr. Jacobs developed and directed the first horizontal regulatory reform program of the Organization for Economic Co-operation and Development in Paris, working with the 30 most industrialized economies:

- Under Mr. Jacobs, the OECD built its program of cross-country analysis of national regulatory regimes. The program was multidisciplinary, including trade and investment, competition and market liberalization, institutional development, good governance and the changing roles of the state, as well as sectoral reforms, particularly in utility sectors such as telecommunications, transport, and energy.
- He organized and led the in-depth country reviews that examined the pace, scope, and results of regulatory reform in OECD countries, including Japan, the United States, Korea, Mexico, Hungary, Spain, Italy, Greece, Ireland, and the Czech Republic.
- He authored the 1995 **OECD Recommendation on Improving the Quality of Government Regulation**, the first international consensus standard on regulatory quality. In 1997, he was the lead drafter for the **OECD Report to Ministers on Regulatory Reform** and its policy recommendations endorsed by all Member countries, the first set of regulatory principles integrating trade, competition, micro-economic, and public management disciplines.
- He developed co-operative initiatives with non-Member countries, such as the APEC-OECD Co-operative Initiative on Regulatory Reform.

From 1985 to 1991, Scott Jacobs worked to improve the quality of regulation and regulatory impact analysis in the U.S. Office of Management and Budget (OMB) in the Executive Office of the President under the Reagan and Bush administrations.

Selected Recent Projects

Selected Recent Projects

- Mr. Jacobs has worked in developing better regulation and RIA systems in most OECD countries and in many non-OECD countries including Pakistan (2024-2025), Saudi Arabia (2021-2025), Guyana (2021-2024), Thailand, (2015-2023), Ghana (2016), Malaysia (2016), Armenia (2011-2015), Bangladesh (2014), South Africa (over several years), Zambia (2014), Iraq (2011-2014), and Kenya (2005-2006).
- He taught RIA training courses in many countries, and is currently the lead lecturer in the global RIA training course, offered by JC&A in partnership with LUISS University in Rome. Onsite RIA courses have included for the staff of the European Commission, and for public officials in Saudi Arabia, Thailand, Russia, Indonesia, Malaysia, Moldova, Ukraine, Vietnam, Turkey, Malta, South Africa and China. Mr. Jacobs was (2006-2008) part of the European Network for Better Regulation (ENBR) that designed an evaluation system for regulatory impact analysis across the 25 EU Members.
- Mr. Jacobs supported the regulatory work in APEC (2015-2016) and authored the baseline and final reports, **2016 Final Report on Good Regulatory Practices in APEC Economies**, for the 2016 APEC meetings. The reports reviewed the application of selected Good Regulatory

Practices across the 21 APEC members, including application of Regulatory Impact Assessment and stakeholder consultation. The final report is available at <https://www.apec.org/publications/2017/08/2016-final-report-on-good-regulatory-practices-in-apec-economies>

- Mr. Jacobs authored or co-authored a series of studies with the World Bank and the IFC on regulatory reform, notably (2010) ***Regulatory Governance in Developing Countries***. World Bank Group, with Peter Ladegaard; ***Lessons for Reformers: How to Launch, Implement and Sustain Regulatory Reform***, (June 2009) IFC/World Bank; and ***Stakeholder Management in Business Registration Reforms: Lessons from 10 Countries***, Scott Jacobs with Catherine Masinde (2009) IFC/World Bank
- Mr. Jacobs designed many of the *Regulatory Guillotine*TM approach and implementing projects that were adapted and successfully carried out in several countries in 2005-present.
 - Pakistan. Mr. Jacobs is currently the lead technical advisor on the national regulatory reform program carried out by the Prime Minister's Board of Investment, supported by the FCDO. This program was launched in 2025 and by end 2025 had produced reforms reducing direct costs to businesses by \$1.3 billion/year, with adoption of the historic "Asaan Karobar Act" that sets out the program to establish a systematic regulatory governance for permanent improvement of regulation in Pakistan at Federal and provincial levels.
 - Thailand. The government of the Kingdom of Thailand with support from the Thai business community launched in 2018 a program of systemic reform to improve national competitiveness by reviewing its regulatory policies and policy instruments to stimulate market-driven growth. This rapid-action national regulatory reform initiative was designed, over several months, to review and correct costly and unneeded legal barriers to investment and business activity in Thailand. This process was based on success in South Korea and other countries with national competitiveness reforms. Mr. Jacobs was the lead technical advisor for the entire project. The initial target was to cut baseline costs by at least 50%, but the project recommended 65% reduction in cost for the reviewed procedures, a savings of 64 billion baht annually for businesses and consumers.

Estimated baseline cost and cost saving for 1,085 reviewed procedures				
Complete Data				
Recommendations	Number of procedures (complete data)	Total baseline cost of complete data (Million baht)	Total cost saving of complete data (Million baht)	% Saving
Cut	208	9,128	-฿9,128.00	-100%
Change	138	31,039	-฿18,463.00	-59%
Continue and Create	115	1,531	฿180.00	12%
TOTAL	461	41,698	-฿27,411.00	-66%
Incomplete Data				
Recommendations	Number of procedures (incomplete data)	Estimated total baseline cost of incomplete data (Million baht)	Estimated total cost saving of incomplete data (Million baht)	% Saving
Cut	270	11,849	-฿11,848.85	-100%
Change	189	42,510	-฿25,286.28	-59%
Continue and Create	165	2,197	฿258.26	12%
TOTAL	624	56,555	-฿36,876.87	-65%
Overall 1,085 procedures				
Recommendations	Number of procedures (incomplete data)	Estimated total baseline cost of 1,085 procedures (Million baht)	Estimated total cost saving of 1,085 procedures (Million baht)	% Saving
Cut	478	20,977	-฿20,976.85	-100%
Change	327	73,549	-฿43,749.28	-59%
Continue and Create	280	3,728	฿438.26	12%
TOTAL	1,085	98,253	-฿64,287.87	-65%

- Armenia's guillotine project, <http://www.regulations.am/en>, aimed to reduce the costs of legislation by 50% for businesses. The National Center for Legislative Reform reports to a Regulatory Reform Council chaired by the PM. Mr. Jacobs designed the reform and was lead technical advisor.
- Iraq carried out (2011-2014) the largest regulatory reform in the Middle East, based on the JCA regulatory guillotine approach. The ISRAR reform, designed by Jacobs, Cordova, & Associates, was intended to help modernize the Iraqi legal system based on rule of law and market principles.
- Vietnam in 2007-2009 launched a national guillotine approach, called Project 30, to inventory and simplify regulations across all national ministries and 64 provincial governments. This guillotine was carried out across 24 ministries with 400 ministerial departments and units; 64 provinces and major cities with 1,300 provincial-level departments and units, 700 district-level agencies and more than 10,000 communal-level agencies. Project 30 catalogued almost 6,000 administrative procedures, and proposed cuts worth an estimated \$1.4 billion in excessive and unnecessary annual costs when fully implemented.
- Egypt designed a national regulatory reform project based on the guillotine, assisted by Mr. Jacobs (2007)
- Croatia carried out the guillotine in 2006-2008, eliminating hundreds of unneeded regulations and reducing costs on businesses by €200 million/year.
- Kenya in 2005 launched a guillotine process that reviewed over 1,300 business licenses that are crippling business performance, and by 2007 had eliminated and simplified almost half of them.
- In 2005, Moldova adopted a guillotine to streamline 1,130 formal ministerial acts over a six month period.
- Ukraine issued a decree in June 2005 on "rapid deregulation," adapting the Jacobs, Cordova & Associates guillotine approach. Almost 10,000 regulations were reviewed and over 55 % were eliminated.

- *Jordan*. Mr. Jacobs was the lead technical advisor on regulatory reform for the USAID SABEQ project in Jordan (2006-2010).
- *Inspection reforms*: Mr. Jacobs was the lead author of *Good Practices for Regulatory Inspections: Guidelines for Reformers* (2005) for the World Bank, and oversaw preparation of case studies on inspections reforms for the Foreign Investment Advisory Service, IFC/World Bank
- *PSD, SMEs and regulatory reform*. Mr. Jacobs was the lead author of *ACHIEVING RESULTS IN PRIVATE SECTOR DEVELOPMENT - A STRATEGIC PROCESS*, a guide for preparing and implementing a private sector development strategy, for the Asian Development Bank (2005). He was lead author on *Training Module on Improving the Legal and Regulatory Framework for SME Development* prepared for the Investment Climate Program of the World Bank Institute (2005).
- *Business Registration Reform in Bulgaria*. Mr. Jacobs headed the project to modernize the business registry, in partnership with Bearing Point, on an USAID commercial law project in Bulgaria; December 2003- January 2005. The reform concluded in 2006 with a radical reform to simplify and improve business registration. Documents: *Reform of Bulgaria's Business Registration System: Draft Implementation Plan with Workload, Staffing, Budget, and Revenues Estimates* (Feb 2005), *Modernizing business registration in Bulgaria: Options for change* (July 2004)
- *Regulatory and Business Registration Reform in Serbia*. The Republic of Serbia was named as the top reformer in the world in the 2005 *Doing Business* report from the World Bank. Mr. Jacobs helped design and implement the reform program that achieved this. From 2002-2005, Mr. Jacobs served as Advisor on Deregulation to the Ministry of Privatization and Economy in Serbia, developing a regulatory and institutional framework for private sector investment and development. In 2004, Serbia completed the most thorough business registration reform in the Balkans. Mr. Jacobs designed the new business registry for the Serbia, under a World Bank project, and worked with the Serbian team in drafting the strategy, financial plan, and implementation plans.

Languages

English and French

Education

1985 Master's in Public Affairs
 Woodrow Wilson School of Public and International Affairs, Princeton University
 Public Affairs

1982 Bachelors
 University of Georgia, United States
 Economics and Political Science

Publications, Papers, and Courses

BOOKS:

with Jacqueline Coolidge (2006) **Reducing Administrative Barriers to Investment: Lessons Learned**, Foreign investment advisory service (FIAS)

with Cesar Cordova and Rex Deighton-Smith (2002) **Regulatory Policies in OECD Countries: From interventionism to regulatory governance**, OECD, Paris

Lead drafter (2001) **Regulatory Reform in Italy**, OECD, Paris (also available in French and Italian)

Lead drafter (2001) **Regulatory Reform in Greece**, OECD, Paris (also available in French and Greek)

Lead drafter (2001) **Regulatory Reform in Ireland**, OECD, Paris (also available in French)

Lead drafter (2001) **Regulatory Reform in the Czech Republic**, OECD, Paris (also available in French)

Lead drafter (2000) **Regulatory Reform in Korea**, OECD, Paris (also available in French and Korean)

Lead drafter (2000) **Regulatory Reform in Spain**, OECD, Paris (also available in French and Spanish)

Lead drafter (2000) **Regulatory Reform in Denmark**, OECD, Paris (also available in French)

Lead drafter (2000) **Regulatory Reform in Hungary**, OECD, Paris (also available in French and Hungarian)

Lead drafter (1999) **Regulatory Reform in Japan**, OECD, Paris (also available in French, and in Japanese under the title, *Growth or decline: Japan's regulatory reform* (1999))

Lead drafter (1999) **Regulatory Reform in the United States**, OECD, Paris (also available in French)

Lead drafter (1999) **Regulatory Reform in the Netherlands**, OECD, Paris (also available in French)

Lead drafter, with Michael Wise (1999) **Regulatory Reform in Mexico**, OECD, Paris (also available in French and Spanish)

Lead drafter (1997) **The OECD Report to Ministers on Regulatory Reform: Synthesis**, OECD, Paris (also available in French)

Editor (1997) **The OECD Report on Regulatory Reform: Thematic Studies** and **The OECD Report on Regulatory Reform: Sectoral Studies** (2 volumes), OECD, Paris (also available in French and Japanese)

Co-editor and author, with Rex Deighton-Smith (1997) **Regulatory Impact Analysis: Best Practices in OECD Countries**, OECD, Paris (also available in French, Hungarian, and Polish)

Co-editor (1997) **Improving the Quality of Legislation in Europe** (1997), T.M.C. Asser Instituut/Kluwer Law International, The Hague

Editor and author (1994) **Regulatory Co-operation for an Interdependent World**, OECD, Paris (also available in French under the title, *Coopération en matière de réglementation dans un monde interdépendant*. Published in Japanese by Meiji University, 1996, Tokyo.)

OTHER REPORTS AND PUBLICATIONS BY SCOTT JACOBS (SELECTED):

What Comes Next? Innovation, Risk Management, and Regulatory Forbearance, Delivered at the Conference on “Regulatory Governance in a Changing World” University of Pennsylvania, June 17-18, 2024

The Handbook on Designing and Implementing RIA Systems, 2024, Commonwealth Secretariat, published at https://production-new-commonwealth-files.s3.eu-west-2.amazonaws.com/s3fs-public/2024-10/handbook_on_designing_updf_0.pdf

“RIA: Towards a Simpler and Practical Approach”, Chapter 6 in Handbook of Regulatory Impact Assessment, Edited by Claire A. Dunlop and Claudio M. Radaelli, Edward Edgar, 2016.

FINAL REPORT ON GOOD REGULATORY PRACTICES IN APEC ECONOMIES. APEC, 2016, Singapore. At <http://publications.apec.org/Publications/2017/08/2016-Final-Report-on-Good-Regulatory-Practices-in-APEC-Economies>

Supporting the TBT Agreement with Good Regulatory Practices (March 2012) APEC#212-CT-01.6, available at http://publications.apec.org/publication-detail.php?pub_id=1266

Good Regulatory Practices in APEC Member Economies - Baseline Study (2011), prepared for the Asia-Pacific Economic Cooperation (APEC) organization as part of the APEC Technical Assistance and Training Facility program. Available at aimp.apec.org/Documents/2011/SOM/CSOM/11_csom_032.pdf.

with Peter Ladegaard (2010) **Regulatory Governance in Developing Countries.** World Bank Group, at http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/07/13/000334955_20100713050729/Rendered/PDF/556450WP0Box0349461B0GovReg01PUBLIC1.pdf

Lessons for Reformers: How to Launch, Implement and Sustain Regulatory Reform, (June 2009) IFC/World Bank at www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/12/29/000334955_20101229033118/Rendered/PDF/586940WP0Lesso10Box353814B01PUBLIC1.pdf

Stakeholder Management in Business Registration Reforms: Lessons from 10 Countries, Scott Jacobs with Catherine Masinde (2009) IFC/World Bank

“Regulatory impact analysis: Integrating pro-growth decisions into public policy in developing countries” (2009) Chapter 8 in **Business Regulation and Public Policy**, The Costs and Benefits of Compliance; Series: International Studies in Entrepreneurship , Vol. 20, Nijssen, A.; Hudson, J.; Müller, C.; Paridon, K.v.; Thurik, R. (Eds.), 2009, Springer, New York, ISBN: 978-0-387-77677-4

“Current Trends in the Process and Methods of Regulatory Impact Analysis: Mainstreaming RIA into Policy Processes,” (2007) Chapter 2 in **Regulatory Impact Assessment: Towards Better Regulation?** Edward Elgar, UK.

With Peter Ladegaard, and Ben Musau (2007) “Kenya’s Radical Licensing Reforms, 2005-2007: Design, Results, and Lessons Learned”, presented at the Africa Regional Consultative Conference “Creating Better Business Environments for Enterprise Development: African and Global Lessons for More Effective Donor practices, Accra, 5-7 November 2007.

“Regulatory Reform Strategies: Converging with Europe’s Best Regulatory Environments,”, **Jacobs and Associates Reports**, September 2007, delivered at a conference, “Business Environment Reform in South East Europe: Progress and Challenges,” sponsored by the Government of Croatia, FIAS, IFC/World Bank, and UNDP on 25-26 September 2007 in Zagreb.

“Current Trends in Regulatory Impact Analysis: Mainstreaming RIA Into Policy-Making,” **Jacobs and Associates Reports**, 2006

with Cesar Cordova “Good Practices for Regulatory Inspections: Guidelines for Reformers,” published by the Foreign Investment Advisory Service (FIAS) at [http://www.fias.net/ifcext/fias.nsf/AttachmentsByTitle/Manualsandtoolkits_Module7_Implementationtoolkit/\\$FILE/GoodPracticeInspections.pdf](http://www.fias.net/ifcext/fias.nsf/AttachmentsByTitle/Manualsandtoolkits_Module7_Implementationtoolkit/$FILE/GoodPracticeInspections.pdf), December 2005.

with Irina Astrakhan (2006) “Effective and Sustainable Regulatory Reform: The Regulatory Guillotine in Three Transition and Developing Countries” published by the World Bank and Jacobs and Associates (www.regulatoryreform.com)

“Regulatory Impact Assessment and the Economic Transition to Markets,” **Public Money & Management**, Volume 24, No. 5, October 2004

“Governance of Asian utilities: New regulators struggle in difficult environments,” **Asian Development Bank Governance Brief**, April 2004, Manila

"REFORME REGLEMENTAIRE, PERFORMANCE DU MARCHE ET REDUCTION DE LA PAUVRETE EN MAURITANIE," June 2003 (World Bank)

"The importance of institutions in determining the investment environment," April 2003, (Foreign Investment Advisory Service)

(2002) "Better Regulatory Governance: Can It Stimulate Private Investment in Asia's Infrastructure?" **The Asian Development Bank Review**, Sept/Oct. Manila

"The role of regulatory impact analysis in improving the legal framework for private business in Serbia," (2002) **Serbian Journal of Public Administration**, Vol 1, No 1, Belgrade.

"An OECD Perspective on Regulatory Reform in China," (2002) Chapter 11 in **China in the World Economy: The Domestic Policy Challenges**, OECD, Paris.

"The cure for Eurosclerosis," **The Wall Street Journal Europe**, 20 December 2001

"Building credible regulators for liberalized utility sectors", Published by the OECD in the Report of the First Workshop of The APEC-OECD Co-operative Initiative on Regulatory Reform, 19–20 September 2001, Beijing, China. Report can be downloaded at <http://www.oecd.org/doc/M00023000/M00023814.doc>

"Regulatory Governance: Improving the Institutional Basis for Sectoral Regulation" (December 2000) OECD, Paris. Paper can be found at http://www.oecd.org/subject/regreform/Products/Sectoral_regulation.pdf

"The Golden Age of Regulation" (November 2000) **CEPMLP Internet Journal**. The paper can be found at www.dundee.ac.uk/cepmlp/journal/html/article7-13.htm

"The Second Generation of Regulatory Reforms," Paper presented at **IMF Conference on Second Generation Reforms**, 8-9 November 1999, Washington, D.C. The paper can be found at www.imf.org/external/pubs/ft/seminar/1999/reforms/jacobs.htm

"Regulatory Reform in OECD Countries," (1998) **Législation d'aujourd'hui**, 1998/1, Société suisse de législation, Berne, Suisse.

with Marco Malgarini (1998) "La riforma della regolazione in Italia e nei principali paesi europei," (Regulatory Reform in Italy and other European countries) published in Italian in **L'Italia da semplificare: le regole e le procedure**, Ricerca del Centro Studi Confindustria, edited by Giulio de Caprariis e Giulio Vesperini, Società editrice il Mulino, Bologna (not available in English).

"La codification, facteur de croissance économique,"(1997) **Revue française d'administration publique**, no. 82, avril-juin, pp. 291-297 (not available in English).

et. al.; "Regulatory Quality and Public Sector Reform," (1997), **The OECD Report on Regulatory Reform: Sectoral and Thematic Studies**, OECD (Paris).

"Regulatory Reform: A Country Study of Australia" (1996) OCDE/GD(96)91

"The Market Economy and International Regulation" (1995) **The State, the Market, and Development: Regulation or Deregulation** (International Institute of Administrative Sciences: Bruxelles).

"Public Consultation in Regulatory Development" (1995) in **Public Management Developments, Update 1995** (Paris: OECD).

with Juhani Korhonen, "Opening-up Regulation" (1995) **The OECD Observer**, 195, August/September, pp. 29-32 (also in French).

"Improving Government Regulation: A New OECD Recommendation" (1995) **Public Management Forum**, Vol.1, No. 2, OECD: Paris.

"Building Regulatory Institutions in Central and Eastern Europe," (1995) **Proceedings of the OECD/World Bank Conference on Competition and Regulation in Network Infrastructure Industries**, Budapest, 28 June 1 July 1994, pp. 301-317.

- "Improving the Quality of Laws and Regulations" and "Managing Regulatory Systems" (1994) Chapters 1 and 2 in **Improving the Quality of Laws and Regulations: Economic, Legal, and Managerial Techniques**, OECD and EC/PHARE, (OCDE/GD(94)59) (also in French).
- "Why Governments Must Work Together: Regulation and Globalisation" (1994) **The OECD Observer**, 186, February/March, pp. 13-16 (also in French).
- "Coherence, Effectiveness, and Accountability: Risk Analysis and Government Decision-making" (1992) **Projections**, Autumn/Winter, No. 7/8 (Paris, France), pp. 109-113.
- "The Sudan's Islamization" (1985) **Current History**, May 1985.

CONFERENCE PAPERS AND PRESENTATIONS

- "Challenges in regulatory reform: Can the U.S. learn from other countries?" Delivered at *The Future of Regulations: Moving From Presumption to Proof*, sponsored by the Mercatus Center, Washington, D.C. 13 November 2012
- "Cutting red tape: How to make it work," Cutting Red Tape for Europe' Conference, European Commission, Brussels, 20 June 2008, Brussels
- "Improving business regulation: the Guillotine and other approaches" 2007 USAID Economic Growth Officers Workshop, held on 15-19 October 2007 in Washington, D.C.
- "How Broad-based Reforms Succeed in Changing the Business Environment: The Strategic Use of Drivers of Change" at the *Asia Consultative Donor Conference* in Bangkok, 28 November – 1 December 2006.
- "Regulatory Reform Needs in South Asia," *South Asia High-Level Roundtable on Implementing Regulatory Reform*, Dhaka. South Asia Enterprise Development Facility of the IFC, June 2005
- "Bangladesh PSD Reform Process," Conference sponsored by the World Bank, Dhaka, April 2005
- "Evolution of Asian Utility Regulators: Diversity and challenges," Seminar sponsored by the Planning Commission of India and CUTS International, New Delhi, January 2005
- "Good Regulation for an Integrated North American Market," Conference on RULES, RULES, RULES, RULES: MULTI-LEVEL REGULATORY GOVERNANCE IN CANADA held by Carleton University, Ottawa, Oct 27 – 28, 2004
- "Asking the Right Questions: The Design of Training Courses for Regulatory Impact Assessment in Developing Countries" Conference on "Pro-poor Regulation and Competition: Issues, Policies and Practices," held by the Centre on Regulation and Competition (CRC), Manchester University, in Cape Town, South Africa, 7-9 September 2004
- "Regulatory Reform and Technical Barriers to Trade: Best Practice Policy Guidelines," Presentation given at the World Bank course on Trade Facilitation and Development: From Theory to Bank Practice. The World Bank Group, Washington, DC; 31 March 2004.
- "Choices in impact assessment: problem definition, decision criteria, analytical methods," Presentation delivered at the European Commission Conference on IMPACT ASSESSMENT IN THE EUROPEAN UNION: INNOVATIONS, QUALITY, AND GOOD REGULATORY GOVERNANCE, Brussels, 3 December 2003
- "ASSISTING ECONOMIC TRANSITION: AN RIA STRATEGY FOR DEVELOPING COUNTRIES," Speech for a Conference on REGULATORY IMPACT ASSESSMENT: STRENGTHENING REGULATION POLICY AND PRACTICE, Centre on Regulation and Competition, University of Manchester, 26-27 November 2003
- "Improving regulatory governance," Presentation at the **APEC Privatization Forum Regional Roundtable**, Hanoi, 22-24 May 2002
- "The benefits of creating a business-friendly environment through regulatory and administrative reforms," Workshop on **Toward a business-friendly environment in Serbia: International experiences in simplification of regulations and government formalities**, hosted by the

- Serbian Ministry of Privatization and Economy and Ministry of Foreign Economic Relations, 10-11 April 2002, Belgrade
- 'Convergence in impact analysis: toward an integrated framework for RIA and SIA in European institutions', paper presented at the **Sustainability Impact Appraisal Seminar**, British Embassy, Brussels, April 2002.
- "Danger on the supply-side: the need for a revived Internal Market Program in the European Union," Delivered at the **5th CASLE Workshop in Law and Economics**, 21st – 23rd February 2002, Ghent, hosted by the Law Faculty of the Ghent University (Belgium), under the Auspices of the European Association of Law and Economics
- Speaker at "Regulatory Impact Analysis in the European Union: Closing Conference," hosted by the European Policy Centre, 31 January 2002, The European Parliament
- "Public Administration and Competitiveness in Italy and in Europe," Presentation at Inaugural Session of Forum Public Administration 2001, 7 May 2001, Rome.
- "Improving the climate for business start-ups and investment: good practices in regulatory reform," Paper prepared for a **Workshop on Regulatory Reform**, hosted by the Central Institute for Economic Management (CIEM), Hanoi, Vietnam, 27-28 February 2001. Financed by the UNDP.
- "The Challenges of Regulatory Reform in OECD Countries," Keynote Speech at conference, **Getting Better Results: Regulatory Reform in Federal and Regional Countries**, jointly organised with OECD, State of Puebla, Mexico, and Mexican federal Ministry of Trade and Commerce, Puebla, Mexico, 25-26 September 2000
- "Good governance and regulatory reform," presented in **Towards European Union, Towards Good Governance**, conference organised by TUSIAD in collaboration with the OECD, World Bank, and European Commission, Istanbul, Turkey, 7 September 2000
- Chair of panel on "Sustainable Democracy, Economic Stability, Environmental Protection and Social Justice - barriers and Opportunities", 2nd Global Forum on Reinventing Government, Brasilia, May 29 - May 31 2000. See www.21stcentury.gov.br
- "La costruzione di uno spazio amministrativo europeo," (Construction of a single European administrative space), Panel discussion chaired by Minister Franco Bassanini at **Forum Public Administration 2000**, Rome, 8 May 2000.
- "Opportunity and Strategy for Regulatory Management and Reform in Chile," Presentation at a **Seminar on Modernization of the State**, Government of Chile and Inter-American Development Bank, Santiago, Chile, 14 April 2000.
- "Les tendances générales de la transformation de l'Etat," presentation à une séminaire, **Les services publics en mutation: vers une privatisation de l'Etat?**, Institut de hautes études en administration publique, l'Université de Lausanne, Fribourg, Switzerland, 13 April 2000.
- "The Case for Regulatory Reform: The View from the OECD," Speech at the **International Symposium on Regulatory Reform**, hosted by the Keidanren and the Embassies of the European Union, Australia, New Zealand, the United States, and Canada; held in Tokyo, 6 December 1999.
- "Regulatory reform and the Japanese economy," Presentation at a workshop of the MITI Research Institute, Tokyo, 3 December 1999.
- "Reform in Japan: Structural and Cultural Adjustment," Speech at The Japan Society, 11 November 1999, New York.
- "Reforms necessary to manage globalisation," Presentation at seminar on **Globalisation-Development-State**, hosted by the Turkish Industrialists and Businessmen's Association, 26 October 1999, Istanbul.

- "Future Challenges in Regulatory Reform for OECD Countries," Speech at the **Seventh Australasian and Pacific Conference on Delegation Legislation and the Scrutiny of Bills**, Parliament House, Sydney, Australia, 21-23 July 1999
- "An overview of regulatory reform in OECD countries," Presentation at a conference on regulatory reform organised for Dutch Labour Party members of Parliament and staff, The Hague, Netherlands, 14 April 1999.
- "Ensuring high quality regulation," Speech at **APEC Regulatory Reform Symposium**, Kauntan, Malaysia, 5-6 September 1998
- "Regulatory reform in OECD Countries: what have we learned?" Presentation at **International Seminar on Regulatory Reform and Citizen Participation**, Instituto Nacional de Administración Pública, Mexico City, Mexico, 27-28 August 1998.
- Regulation Reform in Japan**, a seminar hosted by the Economic Research Institute, Economic Planning Agency, Government of Japan, 21 July 1998 (proceedings published June 1999, EPA, Tokyo)
- Chair of seminar on **Private Interest vs Public Good: Governance Dimensions of Regulatory Frameworks for Private Sector Infrastructure Development**, organised by the OECD and the Asian Development Bank, 28 April 1998, Geneva.
- "Keeping it simple: the international experience," Speech at **Better Government: More Effective Regulation**, Conference under the UK Presidency of the European Union, 9-10 March 1998, Manchester.
- "Regulatory Reform, Economic Performance, and Social Policies," Presentation at Conference on **Institutions, Markets, and (Economic) Performance: Deregulation and its Consequences**, Netherlands School for Social and Economic Policy Research, 11-12 December 1997, Utrecht.
- "La codification, facteur de croissance économique," Presentation à **Faut-il Codifier Le Droit? Expériences Comparées**, Colloque organisé par l'Institut international d'administration publique, 16-17 juin 1997, Paris.
- Rapporteur for Session on "Simplification of Existing Legislation" for **The Quality of European and National Legislation and the Internal Market**, Conference under the Dutch Presidency of the European Union, 23-25 April 1997, The Hague.

COURSES TAUGHT

Regulatory Impact Analysis Courses:

- THAILAND, RIA Training, Bank of Thailand, 2017-2019.
- INDONESIA, Executive -Level RIA Training (2 day course in English), March 2018
- GHANA, RIA Training, 2017
- MAYLASIA, 2 days of RIA Training (English language), September 2017
- GEORGIA, Regulatory Impact Analysis Training, February 2014
- TRINIDAD and TOBAGO, Regulatory Impact Analysis Training, January 2013
- EUROPEAN UNION, Parliamentary Training on Regulatory Impact Analysis, 2012, 2013
- JAMAICA, Regulatory Impact Analysis Training, April 2012
- MALTA, Regulatory Impact Analysis Training, March 2012
- RUSSIA, Theory and Practice and Regulatory Impact Assessment in OECD countries: Ideology, Principles, Methods, April 2011
- The Independent Communications Authority of South Africa (ICASA) Regulatory Impact Analysis, Feb 2010
- LUISS Guido Carli University and the LUISS School of Government 5-day Applied

Regulatory Impact Analysis courses, 2x/year 2009-present

- INDONESIA, Training in Regulatory Reform and Regulatory Impact Analysis for Indonesian Stakeholders, December 2008
- SOUTH AFRICA, Regulatory Impact Analysis Training, Office of the Presidency of South Africa, September 2008
- 5-day Applied Regulatory Impact Analysis courses, College of Europe, 2006-2008
- TURKEY IKV, 2007-2008
- MOLDOVA, Regulatory Impact Analysis Training, June 2006
- EUROPEAN COMMISSION, DG SANCO (Directorate General Health and Consumer Protection) 2005-2006 (Brussels)
- SERBIA, Regulatory Reform Council, March 2005 (Belgrade) World Bank Institute
- UKRAINE, State Committee on Regulatory Policy and Entrepreneurship, Jan and March 2005 (Kiev) USAID
- MOLDOVA, National Commission for State Regulation in Business Activity, January 2005 (Chisinau) USAID
- CHINA, Ministry of Commerce, November 2004 (Beijing)
- KOREA, Prime Minister's Office and Regulatory Reform Council, 2003 (Seoul)

Clinic for World Bank Staff, "**Regulatory Impact Assessment in Regulatory Reform Strategy: What is it and how can be applied to developing and transition economies?**"
March 13, 2002, Washington, D.C.

Regulatory Quality: Lessons from OECD Countries and Challenges for Brazil, Five-day course for civil servants offered by Brazil National School of Public Administration (ENAP); Brazil Ministry of Budgeting, Planning,