



JOSÉ ARMANDO RUIZ ALMANZA
Senior Associate

José Armando Ruiz-Almanza is experienced in the design, analysis, and implementation of registration systems, licensing reforms, and application of the Standard Cost Model. Mr. Ruiz has completed projects in Bolivia, Colombia, Dominican Republic, Ecuador, El Salvador, Guyana, Lao PDR, Mexico, United Kingdom, and Uzbekistan and. As Director of the Mexican Federal Registry of Formalities and Services (RFTS), he managed and coordinated a team of engineers, economists and lawyers to improve the licenses and other formalities and add value to the web system for Mexican businesses. During his tenure, he cut registered formalities by 15%, and dramatically improved Mexico's position in the World Bank Doing Business from 74 in 2012 to 36 in 2013. Working for JC&A in Ecuador, he directed Regulatory Impact Analyses in the energy and agricultural sector regulations. In Bolivia, Mr. Armando customized the Standard Cost Model to overhaul business registration and start-up licensing authorization frameworks. In 2017, in El Salvador, he was in charge of regulatory reform initiatives concerning the business registration, construction license and trade authorizations. In 2018 he worked in the creation of the Inventory of Business Formalities in Lao PDR and used the Standard Cost Model to estimate the burdens to businesses of 30 high-impact formalities. Jose Armando also worked with the UK Government Digital Service (GDS) initiative focused on fostering digital inclusion through innovative approaches along the UK. Jose Armando is an economist with a Master in Public Management from the London School of Economics And Political Science (LSE) and the Institut D'études Politiques De Paris (Sciences Po). He speaks Spanish, French and English.

Professional Background

Jacobs, Cordova & Associates
Senior Associate (2014-Current)

Jacobs, Cordova & Associates, Inc. (JC&A) A global consulting firm specializing in regulatory reform and better business environments. JC&A 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 160 countries. The website at www.regulatoryreform.com contains detailed information on our services, reports and publications.

Selected Recent Projects

- (2021-present) **Guyana Development Initiative (GDI) with Jacobs, Cordova & Associates (JCA)** Proposal for Rapid Regulatory Reform in Guyana – Document key government processes and measure their financial, time, and opportunity costs. Improve a targeted set of processes in the operational and regulatory environment to be determined in discussion with the Government, leading to meaningful improvements and tangible outcomes for citizens and businesses. Some of the critical sectors to streamline are construction, tourism, taxes, and registering a company.

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- (2021-present) **Ministry of Justice of Uzbekistan** Consultancy services for the modernization of internet portal for conducting public consultation and regulatory impact analysis. Conduct a technical and content modernization assessment of RIA Portal to find opportunity areas in the efficiency of the RIA process. The modernization includes an evaluation and recommendations on information availability, enhanced product and service variety for end consumers, and greater productivity for providing multifunctional access to information databases of line ministries.
- (2019-2021) **Ministry of Industry and Commerce (MOIC) of Lao PDR** "Streamlining and Publishing Business Operating Licenses" - Establish an overall enabling framework for business licensing regime in Lao PDR through the **development of a Licensing policy** for all regulatory authorities. Design and implement reforms of 10 priority business licenses using **the Standard Cost Model as a tool to measure the costs and burdens of licenses** imposed to businesses. **Establish a Business License Electronic** Portal (online catalogue of all licenses) which allows a more systematic approach to publishing and regularly updating business license information.
- (2019-2021) **Ministry of Industry and Commerce (MOIC) of Lao PDR** "Streamlining Procedures to Start a Business" - reform and streamline the approach and process to register a business in Lao PDR based on international practices and considering the Doing Business study by the World Bank. Developed the functional requirement specifications for the creation of an online business registration.
- (2017-2018) **Ministry of Industry and Commerce (MOIC) of Lao PDR** in undertaking review and rationalization of business of registration and operating licenses for enterprises. Undertake a comprehensive mapping and data collection for all laws, regulations, procedures, formalities, forms, and fees affecting business for the creation of an inventory of all business-related formalities in Lao PDR. Propose priority reforms and recommendations regarding high priority business-related formalities to address burdens on investors.
- Nov 2016- Mar 2017 **Consultant on Economic Development for the Government of El Salvador.** Conducted a Regulatory Impact Assessment for Business Start-Up which required mapping all laws, regulations, procedures, forms, and fees affecting business registration, assess its efficiency and issue recommendations for improvement. Provided methodologies, tools and mechanisms for the adoption of a Regulatory Policy in El Salvador. It involved the creation of manuals, tools for regulatory analysis, mechanisms for dialogue and consultation with the private sector and training workshops. Provided advice for the creation of the National Formalities and Licenses Registry, an online catalogue of all licenses, formalities and procedures that provides legal certainty to society.
- Nov 2015- Apr 2016- **Consultant on Economic Development for the Government of Bolivia** - Conducted a detailed mapping of licenses, formalities, procedures and regulations necessary for business registration as an input to assess the business creation process in Bolivia. Conducted a

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Standard Cost Model (SCM) for all licenses, formalities and procedures affecting business registration and provided recommendations to reduce administrative costs. Provided recommendations for the creation of a onestop-shop for business registration based on the detailed mapping of procedures and the SCM.

- Jan 2015-Jun 2015- **Consultant on Economic Development for the Government of Aguascalientes, Mexico**- Advice the government of the Mexican state of Aguascalientes in the creation of a local Regulatory Oversight Body and the adoption of a regulatory policy. Drafted the policy to undertake systematically regulatory reform tools such as the state's registry of licenses and formalities, the Regulatory Impact Analysis (RIA), public consultation and administrative simplification tools.
- Jul 2014- Dec 2014 - **Consultant on Regulatory Reform for the Government of Ecuador**. Developed the regulatory reform policy for the national government for the period 2015-2017, which included RIA, Standard Cost Model, administrative simplification tools, public consultation and regulatory reform management. Assessed the institutional capacities of regulatory authorities to undertake regulatory reform tools. Collected data from regulatory authorities by using a strategy based on interviews and written questionnaires.

GOVERNMENT DIGITAL SERVICE (GDS), UK GOVERNMENT, Researcher (Oct 2013- May 2014) United Kingdom
Develop a strategy for achieving digital inclusion in the UK.

FEDERAL COMMISSION ON REGULATORY IMPROVEMENT (COFEMER), MEXICAN GOVERNMENT, Director of the Federal Registry of Formalities and Service (Jan 2011- Jul 2012)

Managed the Federal Registry of Licenses, Formalities and Services (RFTS), a public online catalog that streamlines, actualizes and maintains publicly available all licenses, formalities and services of the Mexican Government. No agency can apply additional procedures to those enrolled in the register or apply them differently to that established therein. Conducted a detailed analysis of the RFTS using the Standard Cost Model for determining the administrative burdens for businesses imposed by regulation and drafted policies to reduce such burdens. Reduced 15% the formalities inscribed in the registry, allowing to considerably improve Mexico's position in the Doing Business study conducted by the World Bank going from position 74 to 36 in 2013 for "starting a business".

FEDERAL COMMISSION ON REGULATORY IMPROVEMENT (COFEMER), MEXICAN GOVERNMENT Advisor to the General Director (Aug 2009- Dec 2010)

Instituted a new RIA process for the national government, which enhanced the regulatory quality in Mexico through innovative approaches to regulatory assessment, public consultation and the adoption of international best practices. Conducted research on international best practices regarding regulatory reform tools.

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Education

London School of Economics and Political Science (LSE)
Masters in Public Administration
2012-2014

Institut d'Études Politiques de Paris (Sciences Po)
Masters in Public Affairs
2012 to 2014

The Graduate School of Public Administration and Public Policy (EGAP, ITESM)
M.Sc. in Political Analysis and Mass Media
2008 to 2011

The Monterrey Institute of Technology and Higher Education (ITESM)
BA in Economics, Political Science Track
2003 to 2008

Languages

Spanish (native), French (Fair), English (fluent)

Bogota, Colombia, September 2021

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