



IGOR GUTAN

Senior Associate

igorgutan@regulatoryreform.com

Mr. Igor Gutan is a development practitioner with over 20 years of experience in advising the area of better regulation, regulatory reform, regulatory and administrative simplification. Over the past decade, Mr. Gutan has developed and participated in the design and implementation of regulatory and administrative simplification reforms in Serbia, Kosovo, Kazakhstan, Moldova, and Tunisia. He is currently leading a team of 25 experts at OSCE Systematic Review of Regulations in Kyrgyz Republic having as major objectives the review and simplification of over 4,000 legal measures and 1900 administrative formalities. As well he currently serves as regulatory and administrative simplification advisor at Albania: Re-engineering of Public Services for Agency for the Delivery of Integrated Services (ADISA) focused on process and data mapping for 375 public services, their simplification and integration under a central electronic from office managed by ADISA. During 2013-2014

Mr. Gutan was a regulatory reform expert IFC Reform of Business Formalities in Tunisia, where he advised central public institutions on the inventory and review of 1047 administrative formalities, data and process mapping as well as impact evaluation in line with World Banks Compliance Cost Saving Methodology. Between 2006 and 2009, Mr. Gutan was the deputy-head of Regulatory Impact Assessment Secretariat in Moldova where he provided follow up assistance for inventory and review of 650 administrative formalities for business, finalized with the inventory adoption of the Law on permits and new Law on licensing. A year before at USAID BIZPRO Moldova, Mr. Gutan led the inventory and review of sub-legal acts in the area of Healthcare, Agriculture and Environment under the Guillotine 1 initiative. In 2012 at UNSP PAR Project Mr. Gutan designed the Standard Cost Model Methodology for Kosovo adopted in the beginning of 2013 and applied for measurement of administrative burdens for citizens and business stemming from government regulation. During 2008 – 2011 Mr. Gutan was initially a short-term and later long-term adviser at USAID BEI Project in Kazakhstan and Kyrgyz Republic where he designed and provided support for implementation of reforms of Starting a Business, Registering Property, Trading Across Borders measures in World Bank's global Doing Business Report. These resulted in significant improvements of country rankings and their placement amongst WB top 10 reformers in 2009 and 2010, and 2011 report). Mr. Gutan is well versed in legislative drafting, design and implementation of regulatory and administrative simplification frameworks in line with global best practices. He holds an LL.M. from the State University of Moldova and is fluent in Romanian, Russian, English and French.

Professional Background

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Palladium International, Performance Management Advisor at USAID Data for Impact (D4I) Project, Moldova, (January 2023 – Present), Assisted the Ministry of Labor and Social Protection (MOLSP) to develop the Performance Management Framework (PMF) and Standard Operating Procedures (SOP) for subordinated agencies including performance indicators, annual targets, performance tracking tools, interactive dashboards and peer benchmarking.

International Development Group, BEE Specialist at USAID Bangladesh Improving Trade and Business Enabling Environment (BITBEE) project, Bangladesh, (January 2020 – January 2023), Led a team of 3 senior and 2 junior experts who were part of Component 2 - Business Enabling Environment (BEE) with the mission to catalyze positive changes in the business environment, focusing on the BEE component. Undertook the digital transformation and streamlining of company registration and related services, allowing businesses to overcome bureaucratic hurdles. Improved investment regulatory framework, creating safeguards for all investors. Expanded virtual hubs that act as a one-stop shop for the Bangladesh Investment Development Authority to promote economic growth.

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 contains detailed information on JCA's services, reports and publications.

Selected Assignments

- **Team Leader at Functional and Technical Analysis of the Public Services Agency Project, Moldova,** (January 2022-2023), Led a team of four senior experts with the mission to conduct a comprehensive diagnostic analysis of the organization, aiming to enhance efficiency and the quality of public services. This multifaceted assignment involved scrutinizing the agency's organizational structure, assessing human resources, reviewing budget allocations, evaluating operational processes, and examining the functionality of its IT support systems.
- **Regulatory Reform Expert at USAID Central Asia's Future Growth Initiative, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan,** (October 2019 – January 2020), Political economy analysis for textile, tourism, ICT & food and beverage sectors to help USAID Central Asia's Future Growth Initiative design its activities in ways that are more politically aware and by considering the role of key actors, incentives, relationships and resources in each given sector. Conducted the review of

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existing polices and prepared the report on e-Commerce Regulation in line with Global Best Practices.

- **Better Regulation and Regulatory Reform Specialist at USAID Moldova Structural Reform Program, Moldova**, (December 2017 – 2019), Advisory services for Government of Moldova on regulatory reform and administrative simplification of construction permitting, special transport permits, implementation of risk-based inspections and setting up of unified registry of business inspections.
- **Regulatory and Administrative Simplification for ADISA, Albania**, (November 2016 – Present), Advisory services for Agency for the Delivery of Integrated Services (ADISA) on administrative and regulatory simplification of business processes for 440 public services.
- **Team Leader and Legal and Regulatory Reform Advisor for Business Inspection Specialist Project, Tajikistan** (November 2016 – February 2017) Led a local and international team who conducted a horizontal functional review of 31 inspection bodies and prepared the proposal for institutional reforms, consolidation of inspection bodies and elimination of functional overlaps. The proposal was followed by an action plan for consolidation of inspection bodies around 11 policy areas adopted by the Government on May 2017, 2017
- **Regulatory Reform Expert for the Government of Moldova, Republic of Moldova** (April 2016 – August 2016), Advisory services for the Government of Moldova to conduct a comprehensive assessment of inspection functions. The main goal of the assessment was to understand, through evidence, the functioning of 58 inspection bodies and provide solutions for streamlining of inspection functions and their scope in order to improve efficiency of inspections and reduce the burden on law abiding business. A major outcome of the assessment were the proposals to reform existing institutional framework that have been accepted by the Government and transposed through adoption of a legislative package. Funded by the IFC.
- **Team Leader/Regulatory Reform Expert, Project Implementation Unit of the Competitiveness Enhancement Project (PIU), Republic of Moldova** (July 2015 to March 2016). Development of the performance indicators and the methodology to Monitor Public Authorities' Impact on Businesses as they Carry Out their Regulatory Functions.
- **Legal and Regulatory Reform Expert and Team Leader for WB Competitiveness Enhancement Project PIU II, Moldova** (August 2015 – June 2016) Led JC&A's team for formulation of a set of composite indicators for evaluation of performance of public institutions in achieving the objectives of better regulation agenda. A major outcome of the project was the development and adoption by the Government of the Methodology for performance measurement and set of 30 indicators aggregated under 4

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major groups (a) Indicators of measurable changes in impacts (outcomes) of better regulation; (b) Indicators of quality of inspections and other business interactions; (c) Indicators of regulatory transparency; (d) Indicators of good regulatory practice.

- **RIA specialist, Development of Blueprint for RIA system for the Asian Development Bank, Tajikistan**, (April to June 2015). Assistance to Government of Tajikistan for the development of a Blueprint for RIA system in Tajikistan.
- **Team Leader, OSCE Systematic Regulatory Review, Kyrgyzstan**, (November 2014 – December 2017). Overall coordination and methodological support for the design and implementation of Guillotine review and better regulation in Kyrgyz Republic.
- **Team Leader at ADB Investment Climate Reforms Program (10/2015 - 07/2016)** Provided support for the implementation of the Regulatory Impact Assessment (RIA) system in Tajikistan. This support encompassed RIA piloting, the development of RIA methodology, assistance in establishing a dedicated RIA body, and efforts in communication and awareness raising.
- **Policy and Regulatory Reform Adviser at IFC Tunisia Investment Climate Reform Program 05/2013 - 09/2014** The primary objective of this assignment was to support the General Secretariat of the Government of Tunisia in reviewing 1,170 administrative formalities for businesses within the Reform of Business Formalities project, funded by IFC. My key role involved training and assisting task force members in identifying and proposing simplification measures for these formalities to streamline processes and reduce associated burdens. We successfully submitted 678 simplification measures for over 500 formalities to the Government, resulting in the simplification or repeal of more than 290 formalities for businesses by March 2016.

Independent Consultant (2005-2022)

Selected Assignments

- **The Pragma Corporation, Policy And Regulatory Reform Adviser at USAID Business Reform & Competitiveness Project Tunisia (08/2016 - 12/2016)**
Engaged by the USAID Business Reform & Competitiveness Project in Tunisia to conduct process mapping for company registration procedures. Developed a strategic vision for reengineering and digitizing business registration services, including the creation of an online registration platform. Collaborated closely with the BRCP team and government stakeholders throughout these tasks. The As-Is process map also served as the foundation for the development of an information portal on business registration, accessible at www.commententreprenre.tn.

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Individual Consultant for the UNDP, Moldova, (October 2019 – November 2019), Capacity building and support for implementation of methodological framework for post implementation review of legislative acts.

Policy and Regulatory Reform Adviser at WB, Modernization of Government Services in the Republic of Moldova Project , Ernst & Young Romania, Moldova (September 2018 – December 2020), Ernst & Young Romania, Manager Advisory Services. Advisory services for eGovernment Center during process mapping and re-engineering of administrative services for obtaining driving licenses, unemployment allowance and temporary labor disability. Main tasks included development of process maps for each service based on requirements of relevant regulations and institutional practices, research on good practices across EU member states, process-re-engineering through regulatory and administrative simplification solutions, impact assessment of administrative burden for both citizens and service owners, drafting of amendments to relevant regulations to in line with the proposed re-engineering solutions. The set of main regulatory and administrative simplification solutions include partial digitization of issuance of driving license, complete digitization of unemployment allowance and of the temporary labor disability service electronic data exchange amongst participants, reduced number of documents, reduced compliance requirements, increased validity period of driving licenses, elimination of "gold plating" of transposed Directive 2006/126/EC.

International Development Group, Policy and Regulatory Reform Adviser at MCC, Compact Program for Tunisia (2/209-5/2019). Provided advisory services to the Ministry of Development Investments and International Cooperation, focusing on identifying high-priority areas for regulatory governance and better regulation under the Tunisia Compact program funded by the Millennium Challenge Corporation. Developed a scope of work centered on improving the communication of draft and adopted regulations, redesigning the existing Regulatory Impact Assessment (RIA) system to integrate it into early-stage regulatory decision-making, and implementing compliance mechanisms for regulatory policy across all central government institutions.

Regulatory Impact Assessment Trainer for the Ministry of Justice and Agency for Civil Service Affairs and Anti-Corruption, Kazakhstan, (December 2017), Delivered a three-day workshop on applied regulatory impact assessment the staff of the Ministry of Justice and Agency for Civil Service Affairs and Anti-Corruption (a total number of 30 participants).

Individual Consultant The Pragma Corporation, USAID Business Reform & Competitiveness Project, Tunisia, (August 2016 – December 2016) Contracted by USAID Business Reform & Competitiveness Project Tunisia to conduct process mapping of company registration procedures develop recommendations for reengineering and digitization of business registration through a set of regulatory and administrative simplification measures such as: streamlining of data exchange between service owner and participating institutions, elimination of redundant and non-value added regulatory requirements and activities, standardization and unification of forms, adoption of

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unified business identifiers. Another major task was to support the Ministry of Labor to raise awareness of young Tunisians about procedures currently applied for company registration. Thus, data collected during process mapping was also used to develop a web page explaining the process of business registration in Tunisia

Individual Consultant, International Finance Corporation, Tunisia, (May 2015 – June 2016). Impact assessment of the reform of business formalities through evaluation of cost savings through Compliance Cost Savings method.

Independent Consultant for 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).

Individual Contractor, UNDP, Uzbekistan (September 2014) 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.

Regulatory Impact Analysis Adviser for AECOM, USAID Financial Development Project Iraq (November – December 2013) 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.

Independent Consultant for Policy Management and Consulting Group, Moldova (August 2013-October 2013 -) Conducted a comparative analysis of national development strategies in Moldova and Georgia, with a focus of regulatory reforms and administrative simplification and better regulation.

RIA Trainer for Business Research Company, Moldova (June – October 2013) 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.

Regulatory Reform Adviser The Pragma Corporation, USAID Enterprise Development and Market Competitiveness Project in Armenia (August 2013 – September 2013) 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."

Independent Consultant for UNDP, Kosovo (September 2012 - October 2014) Advised the Government of Kosovo on the design of a better regulation system, implementation of Regulatory Impact Analysis and Standard Cost Model.

Regulatory Reform Adviser, Business Research Company, Moldova (June 2012 - October 2012) 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.

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

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

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

Individual Consultant 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
- 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.

Public Administration Reform Adviser, Government of Republic of Moldova, Unit for Coordination of the Public Administration Reform (PAR), (December 2007-May 2008) Advised the Ministry of Economy on preparation of its strategic plan.

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

Independent Consultant, Regulatory Impact Assessment Secretariat, World Bank Group (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.

Regulatory Reform Advisor, DAI, USAID (Support to Micro, Small, and Medium Enterprise Development) BIZPRO/Moldova Project (March 2005-August 2006) 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 Consultant, Independent Analytical Center, "Expert Group," Moldova (May 2013 - June 2013). 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.

Independent Consultant, Ministry of Agriculture and Food Industry, BRC, Moldova (May 2013 - July 2013) 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 Consultant, Independent Analytical Center, "Expert Group", Moldova " (May 2012 - August 2012). Evaluation of transparency and efficiency of public procurement of works and related services financed by the "Nation Roads Fund

Independent Consultant, Ministry of Economy, UNDP, Moldova (October 2006 - December 2006) Supported the Ministry of Economy to develop the draft Law on public-private partnerships

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

Emerging Markets Group (now Cardno Emerging Markets Policy and Regulatory Reform Adviser at USAID, Business Environment Improvement Project (9/2008-12/2008) Developed a government regulation containing the methodology and the action plan for the guillotine review of business licenses and permitting.

Emerging Markets Group (now Cardno Emerging Markets), Policy and Regulatory Reform Adviser at USAID, Business Environment Improvement Project (9/2008-3/2009) Developed criteria, methodology, government regulations, and an action plan for the review of business licensing and permitting.

Emerging Markets Group (now Cardno Emerging Markets Policy and Regulatory Reform Adviser at USAID, Business Environment Improvement Project (7/2008-9/2008) Developed a strategy and action plan for business inspections reform following global best practices. Assisted in inventorying authorized inspection bodies, established the methodology for inspecting inspection authorities, and devised criteria and methodologies for the comprehensive review of business licensing and permitting.

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

Independent Consultant, Anlin-Consulting, Moldova (August 2005-December 2005) 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;

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

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

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. 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

- Digital Transformation in Government: Innovating Public Policy & Service, Harvard Kennedy School, November 2021
- COVID-19's Economic Impact and Crafting an Effective Policy Response, Harvard Kennedy School, December 2020
- Senior Executive Fellows, Harvard Kennedy School, October-November 2020
- 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

Chişinău, February 2024

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