



CÉSAR CORDOVA-NOVION

Senior Director

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Dr. Cordova is an international expert on regulatory reform and good governance issues, advising governments of more than 50 developed or in-transition countries. Since joining Jacobs, Cordova & Associates (JC&A) as director in January 2004, he has advised the governments of Albania, Armenia, Azerbaijan, Bangladesh, Belgium, Bhutan, Bolivia, Bosnia and Herzegovina, Bulgaria, Canada, Chile, Colombia, Costa Rica, Croatia, Dominican Republic, Ecuador, El Salvador, France, Ghana, Germany, India, Indonesia, Italy, Jordan, Kenya, Kosovo, Kyrgyzstan, Laos PDR, Lesotho, Lithuania, Macedonia, Malaysia, Mexico, Moldova, Montenegro, Nepal, Nicaragua, Nigeria, Paraguay, Peru, Rwanda, Saudi Arabia, Serbia, South Africa, Syria, Tajikistan, Tunisia, Turkey, Uganda, United Kingdom, United States, Uzbekistan, and Vietnam on regulatory reform aspects. He has also worked with the World Bank, the Inter-American Development Bank, the Asian Development Bank, the United Nations Development Program, the International Labour Organization, the Organization for Security and Co-operation in Europe, the Andean Community, the Association of Southeast Asian Nations (ASEAN), and bilateral aid national organizations like GIZ, DFID, USAID, EUaid, Seco (Switzerland), Physikalisch-Technische Bundesanstalt (PTB- Germany), etc. He specializes in regulatory issues concerning the setting up of an institutional architecture to drive systemic reforms, assessment and reform of regulatory burdens and policies, improvement of regulatory compliance through effective inspection and enforcement systems, and strengthening the governance of the sectoral autonomous regulators. Dr. Cordova has also worked on setting and improving business-enabling environments that promote inclusive and sustainable ecosystems.

As deputy head of the OECD Program on Regulatory Reform until 2003, he worked with OECD countries in cutting-edge regulatory design. He directed the OECD country review program, coordinating programs between OECD, APEC, and South East European countries. Before joining the OECD, he was the General Director of the Economic Deregulation Unit within the Mexican government. He was previously one of the Mexican negotiators of the North American Free Trade Agreement (NAFTA). He has authored many articles and books on regulatory reform and good governance in OECD countries, Latin America, Southeast Europe, and South East Asia. Dr. Cordova has French and Mexican nationality. Dr. Cordova holds a Doctorate in Political Economy from the École des Hautes Études en Sciences Sociales in Paris.

Professional Background

2004-Current **Jacobs, Cordova & Associates**

Senior Director

As a Senior Director at Jacobs, Cordova & Associates Inc., a global consulting firm specializing in regulatory reform and better business environments, he has

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managed reform projects in Europe, Eastern Europe, Latin America, Africa, the Middle East, and Asia. He has worked in the following project areas:

- Reform appraisals, policies and projects measurement and evaluation (M&E), and institutional design in Uganda (2024), Moldova (2022-2023), ASEAN countries (2020-2021), African and Pacific countries (2020), El Salvador (2017), Azerbaijan (2014), Albania (2008) (as special advisor of the Prime Minister), Canada (2005), Costa Rica (2005), Belgium (2004), Indonesia (2020), Mexico (2009), Peru (2006), Paraguay (2006), Romania (2010), Tunisia (2011), Bangladesh (2009), Vietnam (2005-2006).
- Designing and Building Capacities at Regulatory Institutions in Tajikistan (2015), Ecuador (2015), Bhutan (2010), Chile (2010), Albania (2009), Paraguay (2006), Macedonia (2004), and Belgium (2004). This work has its roots in worldwide assessments prepared for the World Bank/FIAS and, in the case of sectorial regulators, for the Asian Development Bank.
- Trade and Custom Facilitation. Most of the systematic reviews of licenses, permits, and other existing administrative procedures led by Dr. Cordova have expressly focused on reforming custom procedures and regulatory and non-regulatory barriers to trade and investment. Dr Cordova assisted the government of Nepal in assessing an RIA methodology (see below) and critical amendments to the facilitation of custom procedures of the 2007 Customs Act required for Nepal to join the international Revised Kyoto Convention (RKC). As well, he organized a systematic review of custom and tax formalities of Tunisia (2011-2012) and directed different projects setting up ex-ante mechanisms to review, consult, and implement new technical regulations compatible with WTO or other trade agreements in the Andes (2011-2012) or Central Asia regions (2014-2017). He has worked on the first international survey on the implementation of Good Regulatory Practices (GRP) on drafting and reviewing technical regulations for ASEAN (2020-2021) and expanding GRP in cosmetics for the ASEAN, Australia, New Zealand Free Trade Agreement (AANZFTA) (2021).
- Reforming Inspection Systems. Dr. Cordova co-authored Good Practices for Business Inspections: Guidelines for Reformers (2006) and Inspections Reforms: Do models exist? (2010) published by the IFC and World Bank. The latter systematically reviews inspection reforms in 25 countries. In 2006, he also designed a special Regulatory Guillotine™ for inspection-related measures in the Republic of Srpska of Bosnia & Herzegovina (2006), Albania (2009), Armenia (2010), Kosovo (2010) and Jordan (2011), Moldova (2016) Tajikistan (2016) and Mexico (2021-2024).
- Introducing Regulatory Impact Analysis (RIA) and Regulatory Consultation techniques into the regulatory systems of Colombia (2019-2020), Ghana (2019), El Salvador (2016- 2017), Tajikistan (2015-2016), and Chile

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(2009–2010). Turkey (2006-2009), Jordan (2008-2009), Bhutan (2008-2010), Macedonian (2007-2008), Peru (2005 and 2021-2022), and Vietnam (2004); and assessing the potential for a competition impact analysis system in Canada (2005). He also co-designed with a technological firm partner an Internet-based e*RIA solution as integrated software for systematizing the entire process of developing draft laws and other regulations through better design, RIA, stakeholder consultation, and quality control so that governments can produce higher quality, more market-friendly regulations at lower cost.

- Simplification of administrative procedures and business environment improvements. He has developed and implemented different regulatory simplification and process reengineering projects – including the adaptation of the Standard Cost Model technique to emerging and developing countries – Laos PDR (2017-2018), Tunisia (2012), Nigeria (2011), Kenya (2008 and 2012), Kosovo (2010), Moldova (2006), in Macedonia (2004-2005), and Vietnam (2005). In 2020, Dr Cordova was a senior advisor to the Indonesian government on setting up a risk-based review and reform of all business licenses.
- Implementing the Regulatory Guillotine™. Based on his pioneering design of the Mexican Guillotine in 1995, Dr. Cordova designed the framework for Vietnam (2005) and launched the first Regulatory Guillotine™ in the Balkans for the Republic of Srpska of Bosnia & Herzegovina (2006 - 2008), Serbia (2007-2008), Tunisia (2011-2013), Syria (2009 - 2011), Kyrgyzstan (2014- 2017).
- Dr. Cordova is the primary developer of the RegulatoryResultsCalculator (RRC)©, an adapted Standard Cost Model measurement methodology embedded into software that permits reformers to calculate the pre-reform baseline and the monetary outcomes of systematic licenses and permits reforms. The RRC has been deployed in Laos PRD, Kyrgyzstan, Bosnia, Serbia, Montenegro, and Kenya (see IFC Smart Lessons, May 2009).
- Good Regulatory Practices and Regulatory Governance Training. Dr. Cordova is a lead lecturer at the RIA Training Courses offered by Jacobs, Cordova & Associates, first with the College of Europe and now with LUISS University in Rome three times a year. He also developed and led a RIA training program for Turkish officials and business leaders. He organized a series of regulatory governance workshops in Southeast Europe and participated in the EU project to establish a Master’s in Regulatory Affairs at the University of Jordan. He designed and taught six regulatory governance training courses for the World Bank/IFC in South Eastern Europe and designed and taught the UNDP’s 2nd Regional Training on Ex-ante Policy Impact Assessment with a particular focus on social inclusion issues and vulnerability patterns. He was senior advisor to the Albania Prime Minister on regulatory governance in 2008-2009. During the COVID-19

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pandemic, he participated in numerous webinars, addressing particularly how Good Regulatory Practices can contribute to recovery.

Selected Recent Projects:

Selected Recent Projects

- Business Licensing reform in Uganda (2024) establishing a new inventory of business licenses, undertaking a Standard Cost Model assessment of licensing reforms since 2012, and focusing an in-depth appraisal on the licensing regimes impacting the tourism, agriculture, and trade priority sectors.
- Functional and technical analysis of the Public Services Agency in Moldova (2022 - 2023) concerning its strategic planning, human and budgetary monitoring functions, and ICT development policies and practices.
- Consultancy to Support Public and Private Regulatory Impact Assessment Pilots Practice in Mauritius (2021 - 2022).
- Mexico USAID Sub-national Competitiveness Project: Regulatory improvement to promote local investment (2021-2024). Prepare a series of toolkits to assess and improve the inspection functions at the municipal level and an in-depth study of the inspection system of six Mexican |priority municipalities.
- Technical Assistance in Regulatory Impact Analysis (RIA) to Public Entities of the Executive Branch in Peru (2021 - 2022). Organized a “learning by doing” simultaneous assistance to 10 ministries and agencies that prepared an RIA report.
- Uzbekistan: Consultancy services for the modernization of internet portal for conducting public consultation and regulatory impact analysis – Consultancy (2021 - 2022).
- Appraisal of the new RIA regime in Uzbekistan with particular emphasis on the integration of Gender Responsive Regulatory Impact Analysis, USAID Future Growth Initiative, and European Bank for Reconstruction and Development (2021-2022).
- Prepare a report on approaches and implementation of Good Regulatory Practices (GRP) for trade and investments in the cosmetics sector and present the findings and recommendations at an international Workshop on GRP organized by the Secretariat of the ASEAN-Australia-New Zealand Free Trade Area (AANZFTA) (2021).
- Design and implementation of the First Survey of Sectoral Regulators of using Good Regulatory Practices by ASEAN members, PBT 2020 -2021.
- Economic measures to mitigate the Post Covid-19 Crisis. Webinars and One-on-one technical support sessions, Investment Climate Reform (ICR) Facility for African, Caribbean, and Pacific Group of States (ACP) (2020).
- Risk-based licensing reform in Indonesia, Asian Development Bank (2019-2020).
- Prepare the Methodological Guide for Conducting Regulatory Impact Analysis in the Dominican Republic (2020).

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- Streamlining registration procedures and startup operation business licenses in Laos PDR. World Bank (2019-2022).
- Regulatory Evaluation in Colombia. Ex-ante and ex-post evaluations: policies, pilots, methods, and techniques. World Bank (2019 - 2021).
- Tunisia: Review Draft Regulatory Reform Design Study for a multiyear USAID contract (2019)
- GRP Introductory Training for the Dominican Republic (2019).
- RIA design, training, and mainstreaming in Ghana. DFID (2019).
- El Salvador: Technical Assistance for the Regulatory Improvement Activity (2018– 2019).
- Business Regulation Review and Rationalization in Laos PDR. World Bank (2017- 2018).
- Global: Assessment of Institutional and Technological Models Supporting Integrated Inspection Functions, World Bank (2017).
- Design and implementation of the Regulatory Guillotine on regulatory measures in Kyrgyzstan. Organization for Security and Co-operation in Europe (OSCE) (2014-2017).
- Developing a regulatory policy for El Salvador, Millennium Challenge Corporation (MMC) (2016-2018).
- Legal and Institutional appraisal of inspection function in Tajikistan conducting the reform and consolidation of inspection bodies. ADB (2016).
- Legal and Institutional appraisal of inspection function in Moldova and designing the reform and consolidation of inspection bodies (2016).
- Capacity Building of Inspection Bodies in Bosnia & Herzegovina Entities, including technical assistance for improving inspections in the veterinary, phytosanitary, health, environmental, and market inspectorate, as well as supporting new initiatives on risk-based inspection, internal control, and web-based outreach sectoral (2015).
- Designing and coordinating the Guillotine of formalities in Tunisia, including the reform of 250 formalities using SCM. (2013- 2014) This general Guillotine was based on a preliminary mini-guillotine of custom and tax formalities (2012).
- Review and reform the joint mechanism for consultation of draft technical regulations related to trade and investment of the Comunidad Andina (Ecuador, Peru, Colombia, Bolivia) (2012).
- As part of the accession negotiations with the European Union, RIAs are prepared for the implementation by the Turkish government of five key environmental directives. Dr. Cordova has trained and assisted officials from REC Turkey in preparing extended RIAs to implement the BIRD, Habitat, Seveso, Waste Electrical and Electronic Equipment (WEEE), and Waste Management European Union Directives (2010 – 2012).
- Kosovo Inspections. In the framework of the Kosovo Business Environment Technical Assistance (BETA) Project funded by the World Bank, Jacobs, Cordova & Associates assisted the Ministry of Trade and Industry in 2011 and 2012 in improving the inspection climate through the improvement of Market Surveillance inspections and the preparation of an inventory of all measures related to business inspections. This analysis also encompasses

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an assessment of the existing setting and organization of inspections at all levels in Kosovo.

- Nepal (2014) Regulatory Impact Assessment (RIA) of proposed amendments to the 2007 Customs Act and related legislation required for Nepal to join the international Revised Kyoto Convention (RKC) on the facilitation of customs procedures.
- Investment Climate Measurement Kosovo. With this project, Dr. Cordova assisted the Kosovo Ministry of Trade and Industry in better understanding and strategically using the different international investment climate indicators through an in-depth analysis of the current set of indicators, their methodology, and data-gathering structures and through the development of an Observatory of Investment Indicators.
- Implementing Regulatory Consultation Methods in Jordan. Dr. Cordova is supporting the Ministry of Industry and Trade and the Ministry of Environment in deploying a comprehensive consultation process to assess the potential impacts on stakeholders of two regulatory initiatives. (2008 - 2009).
- Reviewing the stock of Mexico's existing regulations. Dr. Cordova advises the OECD and the Mexican Government to undertake a two-year review and reform existing laws and regulations (2008).
- Cutting 25% of EU Business Costs. Dr. Cordova served as an expert to the consortium assisting the European Commission project to cut administrative burdens on businesses by a quarter by 2012. The project focuses on information obligations in thirteen selected priority areas, including company law, employment relations, taxation/VAT, statistics, agriculture, and transport. (2008-2009).
- Implementing Regulatory Impact Assessment in Bhutan. Mr. Cordova is helping the Bhutanese government implement a national regulatory reform program, including a Regulatory Guillotine™ review process and establishing a Regulatory Impact Analysis system. (2008 - 2010).
- Building Drivers and Engines for Reform: integrating Business and Citizens in the Regulatory Quality Process. Dr. Cordova wrote this paper for the OECD Regulatory Policy Group in the autumn of 2007. It analyses a new type of institution — the Advocacy Bodies — in their role to support and feed reform advice and foster accountability beyond single electoral cycles.
- Regulatory Guillotine™ in Republic of Srpska, Bosnia. In 2005 & 2006, with support from the World Bank/FIAS and USAID, Dr. Cordova assisted the RS Government in implementing a Regulatory Guillotine™, which targets all licenses, permits, and other formalities, and inspection-related measures enforced by the entity's public authorities.
- Licensing Reform in Vietnam. Dr. Cordova assisted the Asian Development Bank in developing a reform strategy for reforming the licensing system in Vietnam. He also advised the Government to launch a Regulatory Guillotine™ and set up a national business license registry. (2005-2006)
- Regulatory Reform in Peru. In 2005, Dr. Cordova assessed the damaging regulatory inflation gripping the Peruvian economy and helped develop an action plan to establish an RIA system. This framework helped the Peruvian

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government to launch a systematic review of all technical standards and trade-related decrees based on his recommendations. In 2007, Dr. Cordova was invited back to give a workshop on Measuring the Impact of Simplified Business Processes.

1997 to 2004

Organization for Economic Co-operation and Development, Paris
Deputy Head of Programme

Dr. Cordova rose from administrator to deputy head (and acting head) of the OECD's Regulatory Management and Reforms Division. He led two flagship cooperation programs with non-OECD members and coordinated a new multidisciplinary approach to the regulatory review program.

- He managed, edited, and drafted key OECD reports on regulatory management and reform, such as Regulatory Policies in OECD Countries: From Interventionism to Regulatory Governance in 2002, From Red Tape to Smart Tape: Administrative Simplification in OECD Countries in 2003, Businesses' Views on Red Tape. A multi-country Survey on Administrative and Regulatory Burdens on Small and Medium-Sized Enterprises in 2001; and Regulatory Governance: Improving the Institutional Basis of Sectorial Regulators in 2002.
- Dr. Cordova coordinated the OECD's Regulatory Reform Program reviews of France, Germany, Norway, Finland, Canada, the United Kingdom, Turkey, and Poland, which examined the pace, scope, and results of various regulatory reform programs in each country. From 1997 to 2001, he authored reports on Government Capacity to Produce High-Quality Regulation for Canada, Finland, Greece, Hungary, Italy, Ireland, Mexico, Poland, and Spain.

1994 to 1997

Economic Deregulation Unit, Mexican Government

General Director

Dr. Cordova designed and managed deregulation programs in the Environment and Labor Ministries as well as for the Mexico City administration. He developed and coordinated the federal paperwork regulation program -- managing the 'Guillotine process' for permits and licenses, which later became the Federal Registry of Formalities. For this reform effort, he supervised a team of 15 professionals analyzing Mexico's 2500 federal administrative procedures and forms.

1991 to 1993

Negotiating Team to NAFTA, Mexican Government
Member

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As an official member of the Mexican negotiating team for NAFTA, he prepared Mexico's negotiating position on trade and environmental issues. He also helped develop Mexico's position on various trade issues for the OECD, GATT, WTO, and UNCTAD.

Selected Publications

- "Gender Mainstreaming: A Strategic Approach," in *Global Solutions Journal*, (T20 Policy Brief), Thomas, Margo, Cordova, Cesar, et al., 2018. 1[2], pp. 155-173. https://www.ifw-kiel.de/fileadmin/Dateiverwaltung/IfW_Unit/Global_Challenges_Center/Text/GlobalSolutionsJournal_2_2018_E-Reader.pdf
- *A Model for A Regulatory Impact Analysis System In Tajikistan* with Ruben Barreto and Igor Gutan, ADB Briefs, ADB Manila December (2015) <https://www.adb.org/publications/model-regulatory-impact-analysis-system-tajikistan>
- *Strengthening the Institutional setting for regulatory reform, the experience from OECD countries* with Stephane Jacobzone, OECD, Paris (2011) <http://dx.doi.org/10.1787/5kgglrvcpth-en>
- *Inspections Reforms: Do Models Exist? Analytical review of Inspections reforms in 25 countries*, With Tarik Sahovic, IFC/World Bank (2010) <http://documents.worldbank.org/curated/en/216181471587685722/pdf/107899-WP-PUBLIC-TAG-TO-Investment-Climate-inspection-reforms-paper.pdf>
- *Manual for Regulatory Impact Assessment (RIA)* with Scott Jacobs Jordan. USAID Jordan Economic Development Program (2010). <http://regulatoryreform.com/wp-content/uploads/2015/02/Jordan-RIA-Manual-2010.pdf>
- *Manual for Stakeholder Consultation*: Jordan. USAID Jordan Economic Development Program with Scott Jacobs (2010). <http://regulatoryreform.com/wp-content/uploads/2015/02/Jordan-Stakeholder-Consultation-Manual-2009.pdf>
- "Regulatory Impact Analysis in the United Kingdom" in Tetsuzo Yamamoto (ed.) *Regulatory Impact Analysis - Institutions, Theories, and Cases*. NTT Publishing Co., Ltd. Tokyo (2009)
- *Art or Science? Measuring the Impact of Business Environment Reforms at the Sub-national Level*. with Margo Thomas and Ana Batic, International Finance Corporation, Smart Lessons. Washington. May 2009 <https://openknowledge.worldbank.org/bitstream/handle/10986/10554/492560BRI0Smar1010Balksan0SCM1FINAL.pdf?sequence=1&isAllowed=y>
- *Regulatory Transformation in Mexico, 1988—2000 Case Studies on Reform Implementation Experience*. The World Bank Group December 2008. <http://regulatoryreform.com/wp-content/uploads/2014/11/REGULATORY-TRANSFORMATION-IN-MEXICO-1988-2000.pdf>
- *Case Studies On Reform Implementation Experience: Regulatory Transformation in Hungary, 1989-1998*. The World Bank Group December

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2008. [http://regulatoryreform.com/wp-content/uploads/2014/09/REGULATORY TRANSFORMATION IN HUNGARY 1_989-981.pdf](http://regulatoryreform.com/wp-content/uploads/2014/09/REGULATORY_TRANSFORMATION_IN_HUNGARY_1_989-981.pdf)

- "The Role of Advocacy Bodies – Building Drivers and Engines for Reform: Integrating Business and Citizens in the Regulatory Quality Process." In *Implementing Regulatory Reform: Building the Case through Results*, Chapter 3; Organization for Economic Development and Cooperation, 2008, Paris. <https://www.oecd.org/gov/regulatory-policy/44683291.pdf>
- Building Drivers and Engines for Reform: Integrating Business and Citizens in the Regulatory Quality Process, OECD, Paper presented to the Regulatory Policy Group, November 2007
http://regulatoryreform.com/wp-content/uploads/2014/11/Cordova_Building_Drivers_for_Reform_Jacobs_200_71.pdf
- Evaluating the Impact of Regulations And Regulatory Policies On The Private Sector, Paper presented at the IFC – IDRC – CIES Workshop on Measuring Impact of Business Simplification Programs on Enterprise Development, Lima, May 15-16, 2007
- "RIA in Mexico" in *Regulatory Impact Assessment Theory and Practice*. Colin Kirkpatrick and David Parker (eds). Competition and Regulation Center. Edward Elgar, Cheltenham, UK, Northampton, MA, USA (2007).
- *Good Practices for Regulatory Inspections. Guidelines for Reformers*, with Scott Jacobs Small and Medium Enterprise Department, World Bank Group (2005)
<http://www.fao.org/3/a-at377e.pdf>
- *Regulatory Governance in South East European Countries: Progress And Challenges*, Stability Pact, Investment Compact OECD, Paris, July (2004)
http://www.oecd-ilibrary.org/governance/regulatory-governance-in-south-east-european-countries_9789264017474-en
- *From Red Tape to Smart Tape: Administrative Simplification in OECD Countries*, Co-authored with Peter Ladegaard, OECD, Paris (2003).
http://www.oecd-ilibrary.org/governance/from-red-tape-to-smart-tape_9789264100688-en
- "Improving Regulatory Practices in OECD Countries" in *OECD Economies and the World Today: Trends, Prospects, and OECD Statistics*, OECD, Paris (2003).
- "Regulatory Governance: Improving the Institutional Basis of Sectoral Regulators" with Deirdre Hanlon in *OECD Journal on Budgeting*, Volume 2, Number 3, Paris (2002).
http://www.oecd-ilibrary.org/governance/regulatory-governance-improving-the-institutional-basis-for-sectoral-regulators_budget-v2-art16-en
- *Regulatory Policies in OECD Countries: From Interventionism to Regulatory Governance*, with Scott Jacobs and Rex Deighton-Smith, OECD, Paris (2002).

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<http://regulatoryreform.com/wp-content/uploads/2015/02/OECD-Regulatory-Policies-in-OECD-Countries-2002.pdf>

- *Businesses' Views on Red Tape. Administrative and Regulatory Burdens on Small and Medium-Sized Enterprises in 11 OECD countries.* OECD, Paris, 2001
<http://www.oecdbookshop.org/browse.asp?pid=title-detail&lang=en&ds=&ISBN=9789264193468>
- "Government Capacities to Assure High-Quality Regulation in Italy" in OECD's Report on Regulatory Reform in Italy, OECD, Paris (2001).
<http://www.oecd.org/gov/regulatory-policy/2475652.pdf>
- "Government Capacities to Assure High-Quality Regulation in Ireland" in OECD's Report on Regulatory Reform in Ireland, OECD, Paris (2001).
<https://www.oecd.org/ireland/2510916.pdf>
- "Government Capacities to Produce High-Quality Regulation in Greece" in OECD's Report on Regulatory Reform in Greece, OECD, Paris (2001).
<https://www.oecd.org/greece/2475366.pdf>

Education

École des Hautes Études en Sciences Sociales (EHESS), Paris, France
Doctorate in Political Economy *Honorable Mention.* 1984-1989

École National d'Administration (ENA), Paris, France
Graduate Diploma in International Public, Administration *Promotion St. Exupery.* 1992-1993

École des Hautes Études en Sciences Sociales (EHESS), Paris, France_Master
in Economics (Diplome d'Etude Approfondies). 1984-1989

University of Wisconsin, Wisconsin, USA
Bachelors in Economics (minor business administration) *Cum Laude.* 1983

Languages

Spanish (native), French (native), English (fluent), and Italian (working knowledge)

Paris, France, June 2023

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