



**ARMANDO RUIZ**  
**Senior Associate**

Armando Ruiz is a Senior Associate at Jacobs, Cordova & Associates, bringing over 20 years of expertise in economics, regulation, good governance, and public policy. He has successfully led projects across various countries, including Bolivia, Colombia, the Dominican Republic, Ecuador, El Salvador, Guyana, Lao PDR, Mexico, Pakistan, Uganda, the United Kingdom, and Uzbekistan. As the Director of the Mexican Federal Registry of Formalities and Services (RFTS), Mr. Ruiz managed a multidisciplinary team of engineers, economists, and lawyers, streamlining licensing processes and enhancing the online system for Mexican businesses. His work in Ecuador involved directing Regulatory Impact Analyses for energy and agricultural regulations. In Bolivia, he tailored the Standard Cost Model to reform the business registration and start-up licensing frameworks and also designed a digital one-stop shop for business registration. In 2017, he led regulatory reform efforts in El Salvador, focusing on business registration, construction licenses, and trade authorizations. His 2018 work in Lao PDR included developing the Inventory of Business Formalities and contributing to the design of a one-stop shop for business registration, while estimating the burden of 30 high-impact formalities using the Standard Cost Model. In Guyana, he analyzed the business regulations and introduced reforms to streamline the business climate from 2021 until 2024. In Uganda he led the team for conducting a review of the licensing regime and preparing reform recommendations for three priority sectors.

He holds a Master's degree in Public Management from the London School of Economics and Political Science (LSE) and the Institut d'Études Politiques de Paris (Sciences Po). He is fluent in Spanish and English.

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**Professional Background**

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

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 worldwide. The company has worked on regulatory reform and related issues in over 160 countries. The website at [www.regulatoryreform.com](http://www.regulatoryreform.com) contains detailed information on our services, reports, and publications.

***Selected Assignments***

**Pakistan: Support the Board of Investment (BOI) in Identification, Review and Implementation of Reforms Packages for Ease of Doing Business**

**(2025).** Supported by FCDO-funded The Adam Smith International–REMIT program and Jacobs Cordova & Associates, the Regulatory Guillotine™ in government procedures aims at improving investment climate by reducing thousands of regulations and formalities leading to much needed robustness to the economy. A new national registry will be set up which will become the first legal repository of all legal requirements for doing business in Pakistan. The e-registry will consolidate and digitize all existing laws and regulations for investment in the country, abolishing unnecessary rules and regulations that hinder investment and business.

**Uganda: Business Licensing Reform (2024).** Assess the recommendations of the 2012 Report on Uganda’s Business Licensing Reform and ascertain which of them have been adopted as part of the current licensing regime, as well as calculate the difference in compliance costs for businesses - in all sectors - due to the changes introduced to the licensing regime since 2012 by conducting a Standard Cost Model. Analyze three Priority Sectors, (agriculture, trade and tourism), and review the pending reforms and newer reforms introduced and identify recommendations for further simplifying the licensing regime in those sectors. Review the licensing e-portal, assessing its usability and accuracy and determining the scope and limitations for digitalizing licensing in the three selected Priority Sectors.

**Mexico: PROBUSINESS: Regulatory Improvement to Promote Local Investment (2021-2024).** A USAID funded project through Centro de Estudios Económicos del Sector Privado (CEESP) from the Consejo Coordinador Empresarial (CCE). Armando Ruiz led the Regulatory Reengineering component, which included the modernization of local regulatory, permitting, and inspection processes in 15 municipalities. The project aimed at advancing the modernization and streamlining of the local regulatory framework and associated procedures are primarily digital, including effective compliance and appeal systems, and sustainably reduce undue administrative discretion. The project also strengthen the private sector regulatory compliance and advocacy capabilities by providing technical assistance and accompaniment to MSMEs to better deal with the regulatory environment and provide them with the necessary tools to influence and be part of local regulatory processes and practices.

**Guyana Development Initiative (GDI)** with Jacobs, Cordova & Associates (JCA) (2021-2024) 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.

**Ministry of Justice of Uzbekistan** (2021-present) Consultancy services for modernizing the internet portal for conducting public consultation and regulatory impact analysis. Conduct a technical and content modernization assessment of the 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.

**Dominican Republic: Analysis and Preparation of Proposals for The Simplification of Procedures in Public Institutions** (May 2021-Dec 2021) Project coordinator and Business Process Reengineering expert on this project to simplify 25 licenses from different public institutions chosen by the technical committee of the Zero Bureaucracy Program launched by the government of the Dominican Republic. This simplification will result from the process mapping and analysis of the licenses and the re-engineering recommendations based on international best practices. Funded by the United Nations Development Programme (UNDP).

**Ministry of Industry and Commerce (MOIC) of Lao PDR (2019-2021) 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 on businesses. Establish a Business License Electronic Portal (online catalog of all licenses), which allows a more systematic approach to publishing and regularly updating business license information.

**Ministry of Industry and Commerce (MOIC) of Lao PDR (2019-2021) “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.

**Ministry of Industry and Commerce (MOIC) of Lao PDR (2017-2018) 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 to create 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.

**Consultant on Economic Development for the Government of El Salvador.**

(Nov 2016- Mar 2017) Conducted a Regulatory Impact Assessment for Business Start-Up, which required mapping all laws, regulations, procedures, forms, and fees affecting business registration, assessing its efficiency, and issuing recommendations for improvement. Provided methodologies, tools, and mechanisms for adopting 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 creating the National Formalities and Licenses Registry, an online catalog of all licenses, formalities, and procedures that provides legal certainty to society.

**Consultant on Economic Development for the Government of Bolivia (Nov 2015- Apr 2016)**

Conducted a detailed mapping of licenses, formalities, procedures, and regulations necessary for business registration as input to assess the business creation process in Bolivia. Conducted a Standard Cost Model (SCM) for all licenses, formalities, and procedures affecting business registration and recommended ways and means to reduce administrative costs. He prepared recommendations for creating a one-stop shop for business registration based on the detailed mapping of procedures and the SCM.

**Consultant on Economic Development for the Government of Aguascalientes, Mexico (Jan 2015-Jun 2015)**

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 systematic regulatory reform tools such as the state's registry of licenses and formalities, the Regulatory Impact Analysis (RIA), public consultation, and administrative simplification tools.

**Consultant on Regulatory Reform for the Government of Ecuador (Jul 2014- Dec 2014)**

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.

**Researcher, GOVERNMENT DIGITAL SERVICE (GDS), UK GOVERNMENT, (Oct 2013- May 2014) United Kingdom**

Develop a strategy for achieving digital inclusion in the UK.

**Director of the Federal Registry of Formalities and Service, FEDERAL COMMISSION ON REGULATORY IMPROVEMENT (COFEMER), MEXICAN GOVERNMENT, (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. Every agency can only 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. It declined 15% of the formalities inscribed in the registry, considerably improving 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".

**Advisor to the General Director FEDERAL COMMISSION ON REGULATORY IMPROVEMENT (COFEMER), MEXICAN GOVERNMENT (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

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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

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Languages

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

*Bogota, Colombia, Jan 2026*