



Ministry of the Interior and
Kingdom Relations

EVALUATING STAKEHOLDER ENGAGEMENT IN REGULATORY POLICY

6TH Expert Meeting on Measuring Regulatory Performance

WHO'S WHO ON THE AGENDA?

17-18 June 2014

The Hague, Netherlands



Rolf Alter

Director, Public Governance and Territorial Development Directorate, OECD

Rolf Alter leads a team of 150 staff to support governments in improving their public sector performance for the well-being of citizens and the competitiveness of their economies. Key areas include institutional reform, innovation, transparency and integrity in the public sector, results-oriented budgeting, regulatory reform, and the economics of regions and cities. Under his leadership, the Directorate pursues a rich programme of co-operation with non-member countries and international institutions to advance the research on empirical evidence and good policy practices of public sector economics and governance. Previously, Mr. Alter was Chief of Staff of OECD Secretary-

General Mr. Angel Gurría. He joined the OECD in 1991. Throughout his career with OECD he held different positions in the Economics Department and the Department of Financial, Fiscal and Enterprise Affairs. Between 1996 and 1998, Mr. Alter was an advisor to the Executive Director of the OECD, Mr Jean-Jacques Noreau. Prior to joining the OECD, Mr. Alter was an economist in the International Monetary Fund, in Washington D.C. He started his professional career in 1981 in the German Ministry of Economy in Bonn. He is currently a member of the Global Agenda Council of the World Economic Forum.

Mr. Alter holds a doctorate degree from the University of Goettingen, Germany, following post-graduate work in Germany and the United States..



Christiane Arndt

Programme Co-ordinator, Measuring Regulatory Performance, Regulatory Policy Division, OECD.

Christiane Arndt leads the OECD Programme on Measuring Regulatory Performance, aimed at assisting countries assess the impact of their regulations and regulatory policy. This work includes developing a framework for regulatory policy evaluation, providing guidance on the use of perception surveys, and developing indicators of regulatory policy. Ms. Arndt also works on OECD country reviews, and has participated in the public governance reviews of Poland and Hungary, while also leading implementation support activities for one-stop-shops in Hungary. Prior to joining the OECD Public Governance and Territorial Development Directorate in 2008, she worked at the OECD Development Centre, the Harvard Kennedy School of Government, and the World Bank on governance indicators and

the impact of governance on economic outcomes. Ms. Arndt is a member of the advisory committee of Transparency International's Corruption Perceptions Index. She holds a Ph.D. in Political Economy and a Master's Degree in International Business Studies, both from the University of Maastricht, as well as a Master's Degree in International Politics from Sciences Po in Paris.



Gary Banks

Dean, Australia and New Zealand School of Government, Australia.

Until 2012, Gary Banks was the Chairman of the Productivity Commission, Australia's independent research and advisory body on major economic, social and environmental issues affecting the wellbeing of the community. In addition to overseeing the Commission's activities, Gary has personally headed national inquiries on such topics as National Competition Policy, the National Reform Agenda and the Economic Implications of an Ageing Australia. He also chaired the Prime Minister's Regulation Taskforce, which issued its influential report 'Rethinking Regulation' in 2006. For many years Gary Banks was responsible for the Office of Regulation Review, a gate keeper for good regulatory practice, and he established its successor body, the Office of Best Practice Regulation. He has

degrees in economics from Monash University and the Australian National University, and is a Fellow of the Academy of Social Sciences in Australia. In 2007 he was made an officer of the Order of Australia for services to the development of public policy in microeconomic reform and regulation.



Florentin Blanc

Consultant, Regulatory Policy

Florentin Blanc is a consultant working for the OECD, the World Bank Group Investment Climate Advisory Services, and different governments. He has been working primarily on regulatory enforcement and inspections issues, and more broadly on business regulation reform, since 2004. He has extensive experience advising governments on business regulation, inspections reforms, technical regulations and food safety regulatory structures in Europe, Central Asia, East Asia and Africa. He also conducts research work on the topic of inspections and enforcement, drivers of regulatory compliance, regulatory discretion and related fields.

Between 2004 and 2008, he managed IFC projects focusing on improving the business environment (and business inspections in particular) in Tajikistan and Ukraine. He previously worked in a development NGO in Central Asia, and prior to this taught history and geography for several years in various institutions. He studied in Paris at the Sorbonne (M.A.) and at the Ecole des Hautes Etudes en Sciences Sociales (M.Phil.), and is now in the process of finishing his Ph.D. thesis at the University of Leiden (Netherlands), on the topic of inspections reforms and risk-based inspections.



Alex Brenninkmeijer

Member of the European Court of Auditors

Mr Brenninkmeijer is a Member of the European Court of Auditors since January 2014. Before, he served as National ombudsman for 8 years. As ombudsman he took many initiatives to improve the relationship between the (central and local) government and the citizen and he was an advocate for participation of stakeholders in policymaking.

In 1976 he started as an assistant professor in constitutional law at the Radboud University in Nijmegen. Then, he was from 1980 to 1984 at the University of Tilburg and obtained his Phd in 1987 on access to justice. In 1984 he was appointed as judge in Arnhem and from 1988 to 2005 he was a judge and vice-president of the Administrative High Court dealing with cases on civil service and social security. From 1992 to 1996 he was a professor in civil procedural law at the University of Amsterdam, and afterwards professor of constitutional and administrative law at the University of Leiden. He served as dean of the Faculty of Law at Leiden University.



Luigi Carbone

Commissioner, Regulatory Authority for Electricity, Gas and Water, Italy

Luigi Carbone is a Divisional President of The Supreme Administrative Court of Italy (*Consiglio di Stato*). In February 2011 he was appointed for seven years as Commissioner of the Italian Regulatory Authority for Electricity, Gas and Water.

In most of his activities, at national and international level, he has dealt with the topic of regulatory reform. In his previous positions, he has been Deputy Secretary General of the Italian Prime Minister, Executive Chair of the Regulatory Simplification Unit of the Italian Prime Minister's Office, member of a high-level group of independent experts for regulatory and administrative simplification set up by *Confindustria*, the main Italian Business Association. Between his other scientific activities, he is lecturer in the Italian (SNA) and the

French (ENA) public training institutes, as well as in several Italian Universities and in private institutes.

At international level, he is currently Chair of the recently established Network of Economic Regulators (NER) at the OECD, and Permanent Vice President of MEDREG - The Association of the Mediterranean Regulatory Authorities for energy Independent regulators. He represents Italy at the High Level Group on Better Regulation of the European Commission and was previously a member of the Bureau of the Regulatory Policy Committee at the OECD. Among others, he was the Italian member of the "Mandelkern Group on better regulation".



Cary Coglianese

Edward B. Shils Professor of Law and Professor of Political Science, University of Pennsylvania and Director of Penn Programme on Regulation

Cary Coglianese is the Edward B. Shils Professor of Law and Professor of Political Science at the University of Pennsylvania, where he currently serves as the director of the Penn Program on Regulation and has served as the law school's Deputy Dean for Academic Affairs. He specializes in the study of regulation and regulatory processes, with an emphasis on the empirical evaluation of alternative regulatory strategies and the role of public participation, negotiation, and business-government relations in policy making. His most recent books include: *Does Regulation Kill Jobs?*; *Regulatory Breakdown: The Crisis of Confidence in U.S. Regulation*; *Import Safety: Regulatory Governance in the Global Economy*; and *Regulation and Regulatory Processes*. Prior to joining Penn Law, Coglianese spent a dozen years on the faculty at Harvard University's John F. Kennedy School of Government. He also has taught as a visiting law professor at Stanford and Vanderbilt, founded the Law & Society Association's international collaborative research network on regulatory governance, served as a founding editor of the peer-reviewed journal *Regulation & Governance*, and created and now advises the daily production of *RegBlog.org*. A co-chair of the American Bar Association's administrative law section committee on e-government and past co-chair of its committee on rulemaking, he has led a National Science Foundation initiative on e-rulemaking, served on the ABA's task force on improving *Regulations.Gov*, and chaired a task force on transparency and public participation in the regulatory process that offered a blueprint to the Obama Administration on open government. He has served as a consultant to the Administrative Conference of the United States, Environment Canada, the U.S. Department of Transportation, and the U.S. Environmental Protection Agency.



Antonia Custance Baker

Policy Analyst, Regulatory Policy Division, OECD

Antonia Custance Baker works as a policy analyst/economist on the OECD Programme on Measuring Regulatory Performance. Antonia acted as project manager for the recently published OECD Guidance for Regulatory Compliance Cost Assessment and is currently **working on** designing the forthcoming survey on Regulatory Policy Practices in OECD countries. Before joining the OECD, Antonia worked for the UK's Regulatory Policy Committee providing external evaluation of the economic analysis of Regulatory Impact Assessments. Antonia has also worked for the UK Government's Department of Business, Innovation and Skills and Department of Energy and Climate Change; the International Institute for Environmental Development; and the Namibian Ministry of Environment and Tourism as an Overseas Development Institute Fellow. Antonia holds a Master's Degree in Economics from the University of Cambridge and a Master's Degree in Political Economy of Development from the School of Oriental and African Studies, University of London.



Jens Hedström
Chair, BIAC Governance Committee

Jens Hedström has been President of the Board of Swedish Industry and Commerce for Better Regulation (NNR) since 2006. The NNR is an independent, non-partisan political organization whose members include 15 Swedish business organizations and trade associations. It works to minimize the amount of information that business has to report to government and for a more business-friendly regulatory environment in Sweden and the EU. In his role as president, he is responsible for coordinating the Swedish business community's activities on better regulation and acts as advisor to the Swedish government on its ongoing project (2006-2010) to reduce administrative burdens on business. He also chairs the BUSINESSEUROPE Better Regulation Working Group. Mr. Hedström started his career as a

Senior Advisor on SME issues, deregulation, public procurement and international affairs and in 2001 became Director of SME and Trade Policy at the Confederation of Swedish Enterprise. He holds an LL.M. from Uppsala University.



Alex Hunt
Branch Chief, Office of Information and Regulatory Affairs, Office of Management and Budget, United States

As Chief of OIRA's Information Policy Branch, Alex is responsible for the development and oversight of the U.S. government's policies and practices relating to open government, privacy, use of voluntary consensus standards, records management, and related information policy issues. Alex. Hunt also helps to lead the U.S. government's regulatory cooperation initiatives with Canada, Mexico, and the European Union, and he currently serves as the U.S. government's delegate to the OECD Regulatory Policy Committee and the APEC Economic Committee. He has made presentations on good regulatory practices, international regulatory cooperation, and U.S. regulatory policy in over a dozen countries. Previously, he was involved in OIRA's oversight of regulatory

and information policies of the Departments of Transportation, Homeland Security, and Treasury. Prior to joining OMB, Mr. Hunt was a Research Associate at the Center for Strategic and International Studies, where he worked on comprehensive tax and health care reform. He received a bachelor's degree in international relations with honors from Occidental College and a Master of Public Administration from Columbia University's School of International and Public Affairs, where he was also an International Fellow.



Céline Kauffmann

Deputy Head, Regulatory Policy Division, OECD

Céline Kauffmann joined the OECD in 2000. In the Regulatory Policy Division, she leads the work on international regulatory cooperation, on the regulatory policy outlook and on applying better regulation to the water sector. Previously, she was with the Investment Division of the OECD Directorate for Financial and Enterprises Affairs, leading the work on private sector participation in infrastructure and on green investment. Before that she developed and coordinated for the OECD Development Centre the work on the annual African Development Bank/OECD African Economic Outlook Report. Before the OECD, Céline Kauffmann contributed to the 2000 Transition Report of the European Bank for Reconstruction and Development and worked at the London School of Economics. Céline holds a PhD in Economics from the Université Paris I, Panthéon-Sorbonne.



Sara Kincaid

Committee Co-ordinator and Programme Assistant, Regulatory Policy Division, OECD

Sara Kincaid is currently working as the Regulatory Policy Committee Co-ordinator and Programme Assistant in the Regulatory Policy Division, which she joined in 2010. Previously, she worked in the Evaluation Unit of the OECD where she assisted in the evaluation of OECD Committees. Prior to joining the OECD in 2009, Sara worked as a consultant for the Agence Universitaire de la Francophonie (AUF), where she coordinated a Project on the Reform of the higher education system in Burkina Faso. Sara holds a Masters in International Development and Cooperation, from the Université Paris 5, René-Descartes.



E. Allan Lind

James L. Vincent Distinguished Professor of Leadership and Management at the Fuqua School of Business at Duke University.

Professor Lind's research focuses on the social psychology of fairness, psychology and law, and the acceptance of legal and organizational authority. In particular, he studies how governments and leaders can enhance the perception of fair treatment, develop trust, foster the acceptance of authority and regulation, and resolve disputes and conflicts.

Earlier in his career, he was a research psychologist and policy analyst in the Research Division of the Federal Judicial Center, the research and development arm of the U.S. Federal Courts. Prior to coming to Duke, he did policy research on law, counter-terrorism, and military leadership and decision making as a Senior Behavioral Scientist at the RAND Corporation and the American Bar Foundation. He has also been a faculty member in Departments of Psychology at the University of Illinois at Urbana-Champaign and the University of New Hampshire. He was a Regents Scholar at the University of California at Berkeley. For five years, he held the University Fund Visiting Professorship in Social Conflict and Social Justice at the University of Leiden in the Netherlands, and for four years he was Visiting Professor of Leadership Studies at the University of Auckland in New Zealand.

He received his PhD and MA from the University of North Carolina and his BA from the University of Florida.



Nick Malyshev

Head, Regulatory Policy Division, OECD

Nick Malyshev currently directs country reviews of regulatory reform in OECD and non-OECD countries and was responsible for updating the OECD recommendations on regulatory reform, now the 2012 Recommendation on Regulatory Policy and Governance. He was a co-author of the 2011 publication, *Regulatory Policy and Governance, Supporting Economic Growth and Serving the Public Interest*. He has worked extensively on the topic of risk and regulation which resulted in the 2010 publication *Risk and Regulatory Policy, Improving the Governance of Risk*. He has also been directing a programme of co-operation on regulatory policy to enhance competitiveness in Mexico. While at the OECD he has also worked extensively on the economic transition in Russia and China, including analytical and advisory work on a range of topics including regulatory policy and institutional reforms. Prior to joining the OECD, Mr. Malyshev worked

as a financial analyst at GlaxoSmithKline, a pharmaceuticals company, and as a securities trader at Wall Street West, an investment bank. Mr. Malyshev, a US national, holds degrees in economics from Duke University and Colorado College.



Anne Meuwese

Professor of European and Comparative Public Law at the department of Public Law, Jurisprudence and Legal History of Tilburg Law School in The Netherlands

Anne Meuwese is professor of European and Comparative Public Law at the department of Public Law, Jurisprudence and Legal History of Tilburg Law School in The Netherlands. She graduated in Law from Leiden University (LLM) as well as from the University of Oxford (M.Jur.). She obtained her doctorate in Law from Leiden in February 2008 with a thesis on 'Impact Assessment in EU Lawmaking' (distinction). After two years as a researcher at the Department of Politics of the University of Exeter and another two as a Marie Curie postdoctoral fellow at the University of Antwerp, Anne moved to Tilburg in March 2010. From March to July

2013 she was a visiting scholar at the Center for the Study of Law and Society at the University of California, Berkeley. Anne teaches and carries out research on topics at the intersection of (European) public law and regulation. At the moment, Anne is working on a three-year research project on the use of alternative regulatory mechanisms to steer the behavior of public actors, funded by a personal Veni grant from the Dutch research council NWO. She is co-chair of the ECPR Standing Group on Regulatory Governance



Stephan Naundorf

Adviser to the Minister of State to the Chancellor, Federal Chancellery, Germany

Stephan Naundorf manages the cooperation of the BRU with the regional governments, the parliamentary groups of the German parliament and the main umbrella organisations of the German Economy. His scope of work includes coordinating the cooperation of the German government on better regulation, issues with international partners organizations. He is also responsible for the further development of the Federal Government's programme for better regulation and holds a position as advisor to the Minister of State to the Chancellor. In this capacity, he reports to the Minister of State in charge of Federal-State Coordination of the German government and better regulation. Stephan holds an MBA and a Master's Degree in Political Sciences. Before joining the Federal Chancellery in 2006, he was a member of the Ministry of Defence for five years and worked in the economic sector for ten years. He

was also member of the management board and shareholder of an advertising and public relations agency.



Veronica Nilsson
Confederal Secretary, ETUC

Veronica Nilsson was elected Confederal Secretary of the European Trade Union Confederation (ETUC) at the Congress of Athens in May 2011. Prior to that, she worked as a Special Advisor for the ETUC. She also worked at the European Federation of Public Service Unions (EPSU), at the Brussels office of the Swedish trade unions and at the Trade Union Advisory Committee to the OECD (TUAC) in Paris. She comes from the Swedish trade union movement (TCO). She obtained her Master of Science with specialization in political economy from Stockholm University in 1994.



Claudio Radaelli
Professor of Political Science, University of Exeter and Director of the Centre for European Governance

Claudio Radaelli is professor of political science at the University of Exeter, where he directs the Jean Monnet Centre for European Governance. Claudio is currently IdEx chair at Sciences-Po Bordeaux, Centre Emile Durkheim. Born in Milan, Italy (1960), Claudio is co-editor of the *European Journal of Political Research* and chaired the ECPR standing group on Regulation & Governance 2010–2012. Recently he published *Designing Research in the Social Sciences*, Sage 2012 (with Fabrizio Gilardi and Martino Maggetti), *Research Design in European Studies: Establishing Causality in Europeanization*, Palgrave 2012 (co-edited with Theofanis Exadaktylos), and *Politics in Italy 2013*, Berghahn Books (co-edited with Aldo di Virgilio). In Fall 2013 Claudio completed a four-year project on *Analysis of Learning in Regulatory Governance* funded by the European Research Council.



Eduardo Esteban Romero Fong

General Coordinator, Regulatory Impact Assessment, Federal Commission for Regulatory Improvement, Mexico

Eduardo participated in the implementation of the Regulatory Improvement Program in Mexico, the redesign of the Regulatory Impact and the application of the Standard Cost Model and administrative burden reduction programmes. He specialized in the review and analysis of the regulatory framework of the financial sector, health, public procurement, standards, pensions, telecommunications, transports and energy. He is also in charge of the Commission's international agenda, representing regulatory reform issues in the negotiations of the Trans-Pacific Strategic Partnership Agreement (TPP), the Pacific Alliance and the Trade in Services Agreement. He holds a Master in Economics from the Autonomous Technological Institute of Mexico and was a professor of Microeconomics and Macroeconomics at La Salle University in Mexico City. He has also completed courses at the Harvard Kennedy School of

Government on the strategic management of regulatory and inspection agencies and has taught the Diploma in Regulation and Regulatory Improvement issues to several federal officials and state and municipal governments, as well as from different countries.



Laura Seiffert

Junior Policy Analyst, Regulatory Policy Division, OECD

Laura works as Junior Policy Analyst at the OECD Programme on Measuring Regulatory Performance. She is involved in the development, analysis and communication of surveys and their results on different topics, such as regulatory policy evaluation across OECD countries and best practices in Regulatory Impact Analysis (RIA), stakeholder engagement and *ex post* evaluation of regulation. Prior to joining the OECD Laura worked at Deloitte where she contributed to *ex ante* and *ex post* evaluations of policies and laws on behalf of the European Commission and German ministries. Laura holds a Master's degree in International Political Economy from the University of Groningen (Netherlands). She also studied International and European Law and Development Studies in the Netherlands and France.



James Sheppard

Policy Analyst, Regulatory Policy Division, OECD

James Sheppard works on regulatory policy activities in Southeast Asia – which includes good regulatory practice projects in Indonesia and Malaysia, both of which are currently developing guidelines on public consultation in regulatory processes. His previous work at the OECD examined issues of transparency and stakeholder engagement in other domains of public sector governance, including budgeting, public procurement and corruption prevention. Before joining the OECD, he worked for the World Bank, Open Budget Partnership and Revenue Watch Institute. James Sheppard has degrees in public administration from the London School of Economics and National University of Singapore.



David da Silva e Sousa

Advisor to the State Secretary for Administrative Modernization, Portuguese Government

David Sousa is Advisor to the State Secretary for Administrative Modernization, Portuguese Government. Prior to his position, he was Advisor to the Presidency of the Portuguese Parliament. Working on environmental and sustainability issues since 1997, David was a journalist during the first 6 years of his career. He then worked as a researcher, project coordinator and consultant on sustainability assessment as well as on reporting, communication and stakeholder engagement. At the time, his main professional and research focus was the use of indicators as tools for effective sustainability assessment and stakeholder engagement. His current work is dedicated to public communication and stakeholder engagement in the field of regulatory simplification.



Daniel Trnka

Senior Policy Analyst, Regulatory Policy Division, OECD

Daniel Trnka has been working in the area of public administration reform and regulatory reform for more than 15 years both on the national as well as on the international level. Before joining the OECD, he worked as Director of the Department of Regulatory Reform and Public Administration Quality of the Ministry of Interior of the Czech Republic. His main areas of expertise are administrative simplification, regulatory impact assessment and public consultations and recently also regulatory enforcement and delivery. He is an author of the 2010 publication *Cutting Red Tape: Why Is Administrative Simplification So Complicated*, co-author of regulatory policy reviews of Poland, Vietnam, Kazakhstan and Mexico.

Daniel Trnka is a member of the International Association of Legislation. He graduated in Knowledge Management and Political Science from the Prague University of Economics. In 2003/2004 he undertook a traineeship in the

European Commission.



Lynn van der Velden

Senior Policy Advisor, Ministry of the Interior and Kingdom Relations (BZK), the Netherlands

Lynn van der Velden is a senior policy advisor at the Dutch Ministry of the Interior and Kingdom Relations. As part of the program on administrative burden reduction for citizens she is the project leader of the Fair Tracks policy program promoting and supporting the implementation of the Informal Pro Active Approach Model (IPAM) for the improvement of government decision-making and conflict handling procedures. With this program she won awards at the European Public Service Awards (2009), the United Nations Public Service Awards (2011) for most excellent innovation in public service delivery. In 2011 she also received the best applied science paper award from the International Association for Conflict Management and in 2012 she was elected as one of the top 100 best public officials of the Netherlands. Next to her work as project leader of the

Fair Tracks program she is also part of the Dutch Open Government team, striving for more transparency during regulatory policy processes.



Bernhard Welschke

Secretary General, Business and Industry Advisory Committee, OECD

Bernhard Welschke was appointed as Secretary General of the Business and Industry Advisory Committee to the OECD (BIAC) in 2013. He works in close dialogue with OECD leadership and member countries, leads BIAC's engagement during high-level business and government meetings including the G20/B20, and develops the strategic positioning of BIAC with its global membership and policy groups.

Bernhard brings to BIAC over 30 years of professional experience in the field of economic policy, trade, governance, and international affairs.

Before joining BIAC, he served as Managing Director for Global Governance and for business relations with North and Latin America at the Federation of German Industries (BDI) in Berlin. In previous positions at the BDI he was responsible for European Affairs, international trade and business relations with Asia and the Pacific. From 2006 to 2010 he was appointed as the Representative of German Industry and Trade in Washington, D.C.

representing the Association of German Chambers of Industry and Commerce, the BDI, and the German Ministry of Economics and Technology, promoting transatlantic trade and investment. From 2000 to 2006, he served as Member of the Economic and Social Committee of the European Union.

Bernhard holds a degree in Economics from the Johann-Wolfgang-Goethe University, Frankfurt am Main, focusing on monetary policy, international trade, and development.