



9th OECD CONFERENCE LISBON 20-21 JUNE
MEASURING REGULATORY PERFORMANCE
Closing the regulatory cycle: effective *ex post* evaluation for improved policy outcomes

WHO'S WHO



Christiane Arndt

Head of Programme, 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, Hungary and Slovenia. Prior to joining the OECD Directorate for 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 public sector reform and the economic impact of good governance. 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

Chair, Regulatory Policy Committee, OECD and Chair, Australian Statistics Advisory Council, Australia

Gary Banks is also a Professorial Fellow at the Melbourne Institute of Applied Economic and Social Research and until early 2017 was Dean of the Australia and New Zealand School of Government. He was previously inaugural Chairman of the Productivity Commission, the Australian Government's independent research and advisory body on major economic and social policy issues, where he headed public inquiries on such

topics as National Competition Policy and the National Reform Agenda. 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. He is a Fellow of the Academy of Social Sciences in Australia. His contributions to public policy and regulatory reform have been recognised through the Economic Society's Distinguished Public Policy Fellow Award and the Order of Australia.



Manuel Cabugueira

Co-ordinator of the Technical Unit for Legislative Impact Assessment (UTAIL), Portugal

Manuel is the Co-ordinator of the Technical Unit for Legislative Impact Assessment (UTAIL) at the Legal Centre of the Presidency of the Council of Ministers (CEJUR). Previously he was an Economist at the Portuguese Competition Authority, from 2004 till 2016, working in different departments: senior economist in Special Unit for

Competition Assessment of Public Policies; deputy director in the Restrictive Practices Department; senior economist in the Regulated Markets and State Aid Department. He is currently Associate Professor at the Lusófona University, Lisbon, where he teaches microeconomics, industrial economics, game theory, regulation and competition economics. Manuel's areas of research include regulation, competition and game theory. He holds a PhD in Economics and a Master's degree in Industrial and strategic Management.



Pedro Capucho

Director, Economics Department, Confederation of Portuguese Business (CIP) representing BIAC

Pedro Capucho was born in 1962, in Miranda do Douro, Portugal. He graduated in Economics at the University of Oporto in 1985 and studied at the College of Europe in Bruges, where he obtained a Diploma of Advanced European Studies in 1986. In 1997, he completed a Master's degree in European Economy at the University of Coimbra. He lectured at the University of Oporto from 1988 to 1993 and at the Institute for Finance and Tax Studies from 1996 to 1998. He served for 23 years in the AEP (Portuguese Business Association), where he became Director of its Economic Studies Department in 1998. Since 2011, he is Managing Director of Economic Affairs at CIP – the Confederation of Portuguese Business. He has represented CIP in Business Europe's Economic & Financial Affairs Committee since 2011. Since the accession of CIP to BIAC in June 2016, he represents CIP in several BIAC Policy Groups.



Lotte Dalgaard

Special Advisor, Team Smart Regulation, Danish Business Authority, Ministry of Industry, Business and Financial Affairs, Denmark

Lotte Dalgaard is a Special Advisor from the Danish Business Authority. After a brief encounter with work in the European Parliament and five years of work within an interest group, she has now worked with better regulation, enhancing regulatory quality and burden hunting for more than 10 years. She is a part of the secretariat for the Business Forum for Better Regulation (established in 2012), and has been running of several of the forum's working groups. The goal of the working groups is to identify proposals for simplification in areas where Danish Businesses perceive regulation as burdensome. A key element and insight from working with better regulation is that businesses perception of burdens does not only relate to the rules themselves. Therefore this work also puts focus on processes, control mechanisms, communication and service which altogether make up the "face" of public authorities vis-à-vis the businesses and affects their costs of being compliant. Lotte Dalgaard is also member of the OECD Regulatory Policy Committee and has a Master of Science in Economics from the University of Copenhagen.



Bruno Damásio

NOVA Information Management School, New University of Lisbon, Portugal

Bruno Damásio holds a Master in Econometrics and is currently a PhD candidate in Applied Mathematics at the University of Lisbon.

His research interests are applied economics, financial econometrics, time-series and the statistical packages R and Stata. His work has been published in the Statistics and Probability Letters. Additionally, he is a lecturer of statistics and econometrics courses at Lisbon School of Economics and Management (University of Lisbon) and the Information Management School (New University of Lisbon). He is serving as statistical consultant and trainer for numerous private and public organizations including central banks, bureau of statistics, bureau of economic analysis, among others.



Ronnie Downes

Deputy Head - Budgeting & Public Expenditures, OECD

Ronnie Downes is Deputy Head of the Budgeting & Public Expenditures Division, OECD, where he has been responsible for the introduction of OECD Principles of Budgetary Governance and the conduct of country-specific reviews and OECD-wide analysis in the area of public financial management. His current research areas include budgeting for performance and results, effective parliamentary and civic engagement in budgeting, and evaluating the impacts of policies on inclusiveness and gender equality. Mr Downes is an

Irish national with a background in the Department of Finance and the Department of Public Expenditure and Reform in Dublin, where he was responsible for budgetary and expenditure management during the crisis period 2008-2012, while also promoting a range of budgetary reforms including performance budgeting, a medium term expenditure framework, systematic policy evaluation and spending review. He holds a Masters degree in Economics and Policy Studies from Trinity College Dublin, as well as diplomas in Legal Studies and Accounting.

Manuel Gerardo Flores



Senior Economist, Regulatory Policy Division, OECD

Manuel Gerardo Flores is a Senior Economist at the Regulatory Policy Division of the OECD). His duties include regulatory policy analysis, policy formulation and evaluation of proposals to promote regulatory reform, considering best international practices by OECD member countries. He advises the Federal Government, state governments and municipalities in Mexico, as well as Latin American Countries, to promote the adoption of international and national best practices in regulatory reform and the improvement of business environment, including: Regulatory Impact Assessment (RIA), Standard Cost

Model, Administrative Simplification and Citizens Advisory Councils, amongst others. Manuel was previously a lecturer and researcher in small businesses and entrepreneurship at the Lancaster University Management School in the UK. He holds a BSc in Economics from Tec de Monterrey in Mexico and an MSc and PhD in Economics from the University of Warwick in the United Kingdom. He is a Mexican national.



Graça Fonseca

Secretary of State Assistant and for Administrative Modernisation, Portugal

PhD in Sociology at ISCTE - University Institute of Lisbon. Master in Sociology from the Faculty of Economics, University of Coimbra, and degree in Law, Faculty of Law, University of Lisbon. Graça leads service design initiatives in Government within administrative modernisation and civic engagement public policies. Prior to this Graça was Deputy Mayor of Lisbon with the Responsibilities of Economy, Innovation, Education and Administrative Reform, served as Chief of Staff of the Minister of State

for Internal Affairs and the Secretary of State for Justice in the seventeenth Government constitutional, Deputy Director of Legislative Policy and Planning Office of the Ministry of Justice and Researcher at the Centre for Social Studies, Faculty of Economics, University of Coimbra.



Pierre Hubbard

Senior Policy Advisor, Trade Union Advisory Committee to the OECD (TUAC)

Pierre Hubbard is a senior policy advisor to the Trade Union Advisory Committee to the OECD (TUAC) covering pension fund regulation, responsible investment, tax, corporate governance, financial regulation and public governance. He has held this position since 2003. He is a member of the Global Unions Committee on Workers' Capital and has served on the board of directors of Oxfam France and on the Stakeholder Council of the Global Reporting Initiative. He is a French national who graduated from the Université Paris IX Dauphine and the London School of Economics and Political Science.



Jennifer Jones

Senior Policy Advisor, Better Regulation Executive – Department for Business, Enterprise and Industrial Strategy, United Kingdom

Ms Jones has lived and worked in the United Kingdom as a Civil Servant for the past twelve years, since relocating from Canada. She currently works in the Better Regulation Executive and her areas of specialty are statutory reviews and legislative reform orders. Prior to joining the BRE, she worked in Higher Education, Immigration, and Intellectual Property. Ms Jones studied her undergraduate degree in Anthropology at the University of Victoria, Canada and her graduate degree in International Relations at Cardiff University, United Kingdom. She speaks English and German.



Céline Kauffmann

Deputy Head of the Regulatory Policy Division, OECD

Céline Kauffmann joined the OECD in 2000. She is Deputy Head of the Regulatory Policy Division in the OECD Directorate for Public Governance, where she leads the development of the Regulatory Policy Outlook and the work on international regulatory co-operation. 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 private investment and green growth. Before that she was responsible for co-ordinating the OECD 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 as research assistant at the London School of Economics. Ms Kauffmann holds a PhD in Economics from the Université Paris I, Panthéon-Sorbonne.



Knut Klepsvik

Deputy Director General, Ministry of Finance, Budget Department, Norway

Mr. Knut Klepsvik holds a Master of Science in Economics and Business Administration from the Norwegian School of Economics. He has been employed in the Norwegian Ministry of Finance, Budget Department since 2003 only interrupted by a two-year stay as a Senior Policy Analyst at the OECD Secretariat. In the Budget Department he has been head of the Financial Control Section with responsibility for the financial management regulations in central government, the presentation of the state accounts to the parliament and governance of a subordinate agency – the Norwegian Government Agency for Financial Management. At present, his area of responsibility includes guidelines for government decision bases and regulatory impact analysis. His professional career previously includes posts as Finance Director, Management Consultant and Senior Adviser within the central government administration.



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, Nick 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.



Maria Manuel Leitão Marques

Minister of the Presidency and Administrative Modernisation, Portugal

Maria Manuel Leitão Marques was born in Mozambique, in 1952. Deputy of the Assembly of Republic, she represents Viseu's constituency (2015). She graduated in Law and has a PhD in Economics. She is Professor in Faculdade de Economia da Universidade de Coimbra (since 2003) and permanent researcher of its social studies center (since 1979). She was Secretary of State for the Administrative Modernization both of the XVIII and XVII Government.

She is vice-president of Association Internationale de Droit Économique since 1993. Between September 2013 and September/October 2014, she was member of the selection committee from the Bloomberg Philanthropies 2013-2014 Mayors Challenge's competition. She was member of High Level Group on Administrative Burdens (advisory group from the European Commission to reduce companies' administrative burdens, especially the small and medium ones) (2013-14). She was international consultant of Casa Civil da Presidência da República do Brasil during the «Exchange between European Union and Brazil» project and international consultant of the «Conducting an evaluation of services of the one stop shop» project in Mozambique. She was Chairman of Observatório do Comércio do Ministério da Economia (1998-2002). She coordinated several national and international investigation projects related to Economic Law, Competition Law, Sociology of Law and Public Administration. She also spoke in several conferences and published many papers in these areas. She was non-executive director of Fundação Francisco Manuel dos Santos (2013-15).



Fernando Marta

Director of the Department for Remote Contact and Training, AMA – Administrative Modernization Agency, Portugal

Fernando Marta is an experienced Director of Operations with a demonstrated history of working in the information technology and services industry.

The Director of AMA's Department for Remote Contact and Training is skilled in Public Services, Financial Services, Management, Business Development, Management Consulting, and Business Process Improvement, holding a Master's degree focused in Statistics and Information Management from NOVA IMS - Information Management School, New University of Lisbon.



Luiz de Mello

Deputy Director of the Directorate for Public Governance, OECD

Luiz de Mello is Deputy Director of the Directorate for Public Governance at the OECD. Previously, he served as Deputy Chief of Staff of the OECD Secretary-General. He started his career at the OECD in the Economics Department, where he was the Head of Desk responsible for bilateral surveillance activities with Brazil, Chile and Indonesia before becoming the Economic Counsellor to the Chief Economist. Prior to joining the OECD, Mr. de Mello worked in the Fiscal Affairs Department of the International Monetary Fund,

where he was involved in different projects in the areas of public finances, as well as programme monitoring and policy surveillance, with an emphasis on emerging-market and transition economies in Asia, Latin America and Eastern Europe. Mr. de Mello holds a PhD in Economics from the University of Kent, United Kingdom, where he started his career as a lecturer. His main areas of interest are open-economy macroeconomics, public finances, and growth and development issues.



Stephan Naundorf

Adviser to the Minister of State to the Chancellor, Federal Chancellery, Better Regulation Unit (BRU), Germany

Stephan Naundorf manages the cooperation of the BRU with the parliamentary groups of the German parliament, the regional governments, and the main umbrella organisations of the German Economy. His scope of work include to coordinate the cooperation of the German government on better regulation issues with inter-national partners like France and supranational organizations like the OECD. 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, who is in charge of Federal-State Coordination of the German government on better regulations. In this capacity he reports to Minister of State Prof. Dr. Helge Braun. Mr. Naundorf holds a MBA and a Master of Political Sciences. Together with Claudio Radaelli he has recently published an article on regulatory evaluation ex ante and ex post in European legislation. Before joining the Federal Chancellery staff in 2006, he was a member of the MOD (Ministry of Defence) staff for five years and worked in the economic sector for ten years. There, his functions included that of a head of corporate communications. He also was member of the management board and shareholder of an advertising and public relations agency, which was focused on new media and online business.



Sara Piller

Evaluation, Regulatory Fitness and Performance Unit, Smart Regulation and Work Programme Directorate, Secretariat General, European Commission

Since 2012, Sara has helped develop the Commission's Better Regulation guidelines, leading on evaluation. She advises on many Commission evaluations, particularly policies related to environment and climate change, and is a member of the team managing the Commission's Regulatory Fitness and Performance programme (REFIT). Sara joined the European Commission in 2003, spending 8 years in DG Internal Market and Services, providing general support on Better Regulation issues and then helping to develop e-procurement and public procurement policy. She has also worked as an operational research analyst for the UK civil service and for a large UK consulting firm.



Tobias Querbach

Junior Policy Analyst, Regulatory Policy Division, OECD

Tobias works as Junior Policy Analyst at the OECD Measuring Regulatory Performance programme. He has been involved in the data collection and development of the Indicators of Regulatory Policy and Governance (iREG) supporting the *OECD Regulatory Policy Outlook 2015*. He has also seen through a project applying these indicators to a subset of countries in Latin America. Prior to joining the OECD, Tobias gathered work experience at the Economic Section of the German Embassy in Rome and at the state parliament of North Rhine-Westphalia, Germany. Tobias holds a Master's degree in International Public Management from the Paris School of International Affairs, Sciences Po (France), with a focus on global economic policy and European affairs. He also studied politics at the University of Manchester (UK).



João Miguel Ribeiro

Member of the Board of Directors, AMA - Administrative Modernization Agency, Portugal

João Ribeiro is a member of the Board of Directors of AMA. He holds a degree in Business Organization and Management from Universidade Moderna of Porto and a post-graduate degree in Financial Analysis. He served as Director of General Administration of the Government Shared Services Entity from September 2012 until 2016. From February 2011 to August 2012 he was Director of General Administration of AMA, accumulating with the operational coordination of the Administrative Modernization Support System (SAMA) Management Unit, which he had been exercising since July 2008 (he collaborated with AMA in the design of SAMA, between July 2007 and May 2008).



Jeannine Ritchot

Executive Director, Regulatory Cooperation Directorate, Treasury Board of Canada Secretariat (TBS), Canada

Ms. Ritchot has over 15 years of experience working for the Government of Canada. Since June 2016, she has been the Executive Director of the Regulatory Cooperation Division in the Regulatory Affairs Sector of the Treasury Board Secretariat, where she is responsible for coordinating Canada's efforts to align regulatory frameworks with major trading partners. Prior to this, she was a senior regulator at Health Canada, where she developed and implemented regulatory frameworks in the health products sector. Jeannine holds a Bachelor of Arts, Specialization in History from the University of Ottawa, as well as a Masters of Arts, Conflict Studies, from St. Paul University / University of Ottawa. When she is not toiling away on regulatory policy matters, she and her husband travel the world for wine and music.



Emmanuel Sangra

Head of the Unit "Performance Audit and Evaluation", Swiss Federal Audit Office, Bern, Switzerland.

After several years as a management consultant, Emmanuel worked for the Swiss Parliamentary Control and then for the Canton of Geneva. For the past fifteen years, he has been responsible for the "Performance Audit and Evaluation" Unit at the Swiss Federal Audit Office, heading a team of approximately ten evaluators. He has had the chance to both realize and supervise evaluations in a great variety of fields such as social, environmental or fiscal policies. Within these functions, he has contributed to the institutional implementation of the evaluation function. He has been President of the Swiss Evaluation Society (SEVAL) since 2009 and holds a Master of Law / Master of Public Administration (IDHEAP).



Rebecca Schultz

Policy Analyst, Regulatory Policy Division, OECD.

Rebecca Schultz works in the *Measuring Regulatory Performance* team, focusing primarily on the institutional setup for regulatory policy and stakeholder engagement. She is also the main contact point for the 2017 data collection for the *OECD Indicators of Regulatory Policy and Governance* (iREG). In 2017, Rebecca was part of the team that drafted and co-ordinated the development of the OECD's flagship publication on public governance, *Government at a Glance*. Prior to joining the OECD, Rebecca worked at the Federal Foreign Office of Germany and the Social Science Research Centre Berlin. Rebecca studied International Relations at Humboldt University Berlin and Duke University (USA). Her master's thesis developed an assessment scheme for the quality of governance indicators.



Iveta Šimončíčová

Director for Business Environment, Ministry of Economy, Slovak Republic

Iveta Šimončíčová is a Director of Department for business environment in the Ministry of Economy of the Slovak Republic. She deals with enhancing business environment and better regulation agenda especially RIA and consultations with stakeholders. As a representative of Slovakia she takes part in Working party on Better Regulation in the Council, European Commission's REFIT Platform and RPC in OECD. Before coming into the state administration she finished her studies of international relations on a Faculty of political sciences and international relations on Matej Bel University. She participated in publication *Report on business environment in Slovakia 2014* and several studies regarding the administrative burdens of businesses in the Slovak Republic.



Yola Thürer

Junior Policy Analyst, Regulatory Policy Division, OECD

Yola Thürer works as a Consultant in the *Measuring Regulatory Performance* team where she is primarily involved in tasks related to the 2017 data collection and analysis for the OECD *Indicators of Regulatory Policy and Governance*. Yola has also participated in the OECD public governance review of Slovenia for which she conducted research on performance-based regulation. Prior to joining the OECD, Yola gained work experience in policy analysis and research at the German Permanent Mission to the UN in Geneva and at UNESCO in Nairobi. Throughout her studies she volunteered in several development initiatives and co-founded a student forum for refugee aid in Munich and Berlin. Yola graduated from HEC Paris and Freie Universität Berlin with a double Master's degree in Public Policy and Management and holds a Bachelor's degree in Governance and Public Policy from the University of Passau.



Daniel Trnka

Senior Policy Analyst, Regulatory Policy Division, OECD

Daniel has been working in the area of public administration reform and regulatory reform for more than 15 years both at the national as well as 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, stakeholder engagement and regulatory enforcement and inspections. He is an author or co-author of several OECD publications, including the Recommendation of the OECD Council on Regulatory Policy and Governance, *Cutting Red Tape: Why Is Administrative Simplification So Complicated?*, *OECD Best Practice Principles for Regulatory Enforcement and Inspections*, *Administrative Simplification Reviews of Poland and Vietnam*, *Regulatory Policy Reviews of Mexico and Kazakhstan*, *Measuring and Reducing Administrative Burdens in Greece*.



Caroline Wigerstad

Head of Section, Better Regulation, Agency for Economic and Regional Growth, Sweden

Caroline joined the Swedish Agency for Economic and Regional Growth in January 2016 and her main focus of work currently is to update the existing guidance on RIA in Sweden. The updated guidance will, among other things, aim to more clearly show the link between ex ante and ex post evaluation, as well as provide methodological support on how to carry out both types of analysis. Caroline has been involved in the work related to Sweden's participation in the OECD's Regulatory Policy Committee since August 2016, as of April 2017 as Swedish Delegate. Previously, Caroline has been working for the Scottish Government in the Business and Digital Economics unit. She holds an honours degree in Economics from the University of Glasgow.

