



International Regulatory
Reform Conference



Looking at the whole elephant.

Amsterdam, The Netherlands
March 10 – 11, 2011



Program

Amsterdam, The Netherlands

March 10 – 11, 2011

The blind men and the elephant

by John Godfrey Saxe (1816 – 1887)
Fables

It was six men of Indostan
To learning much inclined,
Who went to see the Elephant
(Though all of them were blind),
That each by observation
Might satisfy his mind.

The First approached the Elephant,
And happening to fall
Against his broad and sturdy side,
At once began to bawl:
„God bless me!-but the Elephant
Is very like a wall!”

The Second, feeling of the tusk,
Cried: „Ho!-what have we here
So very round and smooth and sharp?
To me't is mighty clear
This wonder of an Elephant
Is very like a spear!”

The Third approached the animal,
And happening to take
The squirming trunk within his hands,
Thus boldly up and spake:
„I see,” quoth he, „the Elephant
Is very like a snake!”

The Fourth reached out his eager hand,
And felt about the knee.
„What most this wondrous beast is like
Is mighty plain,” quoth he;
„'Tis clear enough the Elephant
Is very like a tree!”

The Fifth, who chanced to touch the ear,
Said: „E'en the blindest man
Can tell what this resembles most;
Deny the fact who can,
This marvel of an Elephant
Is very like a fan!”

The Sixth no sooner had begun
About the beast to grope,
Than, seizing on the swinging tail
That fell within his scope,
„I see,” quoth he, „the Elephant
Is very like a rope!”

And so these men of Indostan
Disputed loud and long,
Each in his own opinion
Exceeding stiff and strong,
Though each was partly in the right,
And all were in the wrong!

MORAL.

So, oft in theologic wars
The disputants, I ween,
Rail on in utter ignorance
Of what each other mean,
And prate about an Elephant
Not one of them has seen

seen in:
The Poems of John Godfrey Saxe
Complete in one volume
Boston: Ticknor and Fields, 1868
pp. 259-261



Dr. Jörg Dräger
Member of the Board,
Bertelsmann Stiftung, Germany

Dear Friends and Colleagues,

Welcome to the fourth International Regulatory Reform Conference! This time we will be convening in Amsterdam in the Netherlands, which some consider the homeland of Better Regulation. What better place could there be to think ahead, to discuss the direction this whole movement should be taking?

As of 2011, I can't help but sense a certain hunger for renewal within the community. Has it ever occurred to you to sometimes think that Better Regulation is a highly technocratic field which sometimes focuses more on instruments and techniques than on the political and societal context we operate in? To me, it has. And after following debates within the community for a couple of years, I have the impression that the Better Regulation agenda finds itself at a crossroads. The instruments and approaches established at its outset are now fairly well embedded, and its principles are widely considered state-of-the-art in modern governance. So where do we go from here?

Some fresh ideas therefore seem timely. And as ever so often, good ideas are simple ideas. That is why we have chosen a motto for this fourth IRRC that harkens back to ancient wisdom; indeed, the core thought could not be simpler: looking at the whole thing – the whole elephant – is necessary to keep an eye on the big picture. The allegory of "The Blind Men and The Elephant" may also serve to illustrate Better Regulation issues: In the last couple of years, so many debates have just focused on mere parts of the elephant's body instead of focusing on problems, questions and ideas in a holistic manner: Why are we doing this?

The whole elephant, in our context, means to look to the left and right of our own field. It means thinking about our addressees and their needs, about the way we communicate regulation and its improvement. Looking at the whole elephant also means considering the strategic dimension of Better Regulation: politics does not follow the same rules and principles as regulatory tools do, and policymakers do not necessarily think about regulatory tools as public administrators and experts. Questions pertaining to the consultation of stakeholders and the public are also part of that equation. Not least, Better Regulation tools may also play a role in responding to pressing challenges such as climate change. Considering all this from a holistic perspective is therefore well worthwhile.

Since we believe that these matters are truly relevant, we set up a number of events in the run-up to the IRRC. You will find more information on these issues throughout this publication. And let me express my gratitude to all our partners in this endeavor: the OECD, the World Bank Group, the Government of the Republic of Korea, the Korea Legislation Research Institute, the Global Green Growth Institute, the George Washington University Regulatory Studies Center and the Polish Ministry of the Economy. Needless to say, special thanks must also be extended to our Dutch partners and everybody involved in Amsterdam.

I hope you enjoy your time at the conference, meeting your colleagues and getting new insights. Last – but certainly not least – I wish you a pleasant stay in Amsterdam!

Jörg Dräger



Maxime Verhagen
Deputy Prime Minister and Minister
for Economic Affairs, Agriculture and
Innovation

Dear participants,

During the past decades we have gained experience with policies to improve regulation. The results of these have been the central theme of our International Regulatory Reform Conference (IRRC). How to initiate better regulation policies, how to alleviate administrative burdens, how to encourage sustainable economic growth and how to deal with such challenges as global climate change?

These and other questions have been important topics of discussion. And new questions emerge on a daily basis. The IRRC provides an excellent platform to address such questions. It offers the opportunity to share knowledge and experience with colleagues of governments, universities, think tanks and international organisations from all over the globe.

The IRRC set-up is a little different from other years. The four main items of the conference have been prepared in small sessions of the OECD, the World Bank Group, the Government of South-Korea, the Government of Poland and the George Washington University Regulatory Studies Center. We hope this will result in focused and inspired discussions on issues that deserve our continued attention.

I wish you all a wonderful IRRC and a very pleasant stay in the Netherlands.

Maxime Verhagen



8	Gearing up for Amsterdam
10	The program at a glance
12	Plenary Session I
13	Public session of the High Level Group of Independent Stakeholders on Administrative Burdens
14	Session 1
18	Session 2
22	Session 3
26	Session 4
30	Meet your colleagues
31	Dinner
32	Session 5
36	Plenary Session II
37	Keynote speech
38	The 2011 venues
40	Accommodation
42	General travel information
44	Speakers
60	The IRRIC Team 2011
	Conference timetable



Gearing up for Amsterdam: Paris, Seoul, Washington D.C and Warsaw.

For the 2011 IRRC, we wanted to come up with a novel approach in order to allow for in-depth thinking about the most relevant and timely issues on the Better Regulation agenda. What we wanted was to give experts from around the world the opportunity to think about important challenges in a stimulating environment, to exchange views and ideas with their peers and to include new people in the oftentimes rather closed Better Regulation circles – without the time constraints of a traditional conference panel discussion.

This is why this IRRC builds on four preparatory events, leading to four workstreams at the Amsterdam IRRC. Within this context of these workstreams, expert workshops are held in the run-up to the IRRC. In addition, papers are being written that can be discussed at www.irr-network.org. Your input is highly valued, so please take a look at our site!

Selecting topics among the vast number of possibilities has not been easy. Still, since we needed to make a choice, we eventually set up four workstreams in cooperation with four partners:

- Ten years of Better Regulation: Towards a new policy agenda – in cooperation with the OECD
- Better Regulation for green growth – in cooperation with the World Bank Group and the Republic of Korea
- The dynamics and politics of Better Regulation – in cooperation with the Polish Ministry of Economy
- Engaging stakeholders in designing regulation – in cooperation with the George Washington University Regulatory Studies Center



Paris, Seoul, Washington D.C. and Warsaw are the four locations where Better Regulation debates have been held or will be held prior to Amsterdam. At the time this draft agenda is being sent out, three events have already taken place, while one will happen in mid-January.

The World Bank Group, the Korean Government, the Korea Legislation Research Institute and the Global Green Growth Institute made possible a workshop in Seoul in November, dealing with the second topic listed above. The George Washington University Regulatory Studies Center in Washington D.C. hosted a workshop on regulatory participation in December, while the Polish Ministry of the Economy is organizing a two-day gathering in Warsaw in January to address the dynamics and politics of better regulation. Prior to all of that, the OECD conference on “Regulatory policy at the crossroads” held in Paris in October was the major meeting of the community last year. The insights gained there and through the OECD’s EU-15 projects will do a lot to fuel debates in Amsterdam. Many thanks to all our partners for working with us and making the International Regulatory Reform Conference such an exiting event!

In the conference program, panels belonging to these workstreams can be easily identified by their bright blue color. In the panel description, you will also find more information on the respective workstream. In general, Thursday panels are intended to inform about the current state of debate in the four areas. Friday panels will then be dedicated to discussing the way ahead in all four fields.

We and our partners look forward to presenting you with the workstreams’ results!

Frank Frick
Bertelsmann Stiftung
Germany

Jeroen Nijland
Regulatory Reform Group,
Dutch Ministry of Economic Affairs
The Netherlands

The Program at a glance

Thursday, March 10, 2011

10:00 am – 11:00 am

Welcome

11:00 pm – 12:30 pm

Plenary Session I

Welcome

Opening remarks:

Dr. Jörg Dräger, Member of the Board, Bertelsmann Stiftung, Germany

Chris Buijink, Sectary General, Ministry of Economic Affairs, Agriculture and Innovation, The Netherlands

12:30 pm – 1:30 pm

Walking lunch

1:30 pm – 2:30 pm

Session 1

Panel 1.a

Workstream 1:
Ten years of Better
Regulation: towards
a new policy agenda

Panel 1.b

On communication

Panel 1.c

Alternatives
to regulation

Panel 1.d

Mainstreaming
sustainability into policy
making

2:45 pm – 3:45 pm

Session 2

Public Session

High Level Group
of Independent
Stakeholders on
Administrative Burdens

Part 1

Panel 2.b

Workstream 2:
Better Regulation for
Green Growth

Panel 2.c

Reviewing legislation:
a gateway to growth?

Panel 2.d

Avoiding unnecessary
burdens from regulating
for risks

4:00 pm – 5:00 pm

Session 3

Public Session

High Level Group
of Independent
Stakeholders on
Administrative Burdens

Part 2

Panel 3.b

Modeling for impact
assessments

Panel 3.c

Workstream 3:
The dynamics and
politics of Better
Regulation

Panel 3.d

Regulatory budgets and
agenda-setting

5:15 pm – 6:15 pm

Session 4

Panel 4.a

What is smart about
Smart Regulation?

Panel 4.b

The Dutch and Canadian
approaches to user fees
and service standards

Panel 4.c

Legal engineering
and rule governance:
a rational approach
toward efficient
governance

Panel 4.d

Workstream 4:
Engaging stakeholders
in designing regulation

7:00 pm – 8:00 pm

Canal cruise around Amsterdam

8:00 pm – 11:00 pm

Dinner at Fifteen Amsterdam



9:00 am – 10:45 am

Friday, March 11, 2011

Session 5: Workstreams: where to move from here

Panel 5.a	Panel 5.b	Panel 5.c	Panel 5.d
Workstream 1: Ten years of Better Regulation: towards a new policy agenda	Workstream 2: Better Regulation for Green Growth	Workstream 3: The dynamics and politics of Better Regulation	Workstream 4: Engaging stakeholders in designing regulation

10:45 am – 11:15 am

Coffee Break

11:15 am – 1:00 pm

Plenary Session II

Synthesis: reports from the workstreams

Keynote speech: Malcolm Sparrow

Operational Risk Management as Regulatory Strategy: Exploring the Implications

Concluding remarks

1:00 pm – 2:00 pm

Lunch



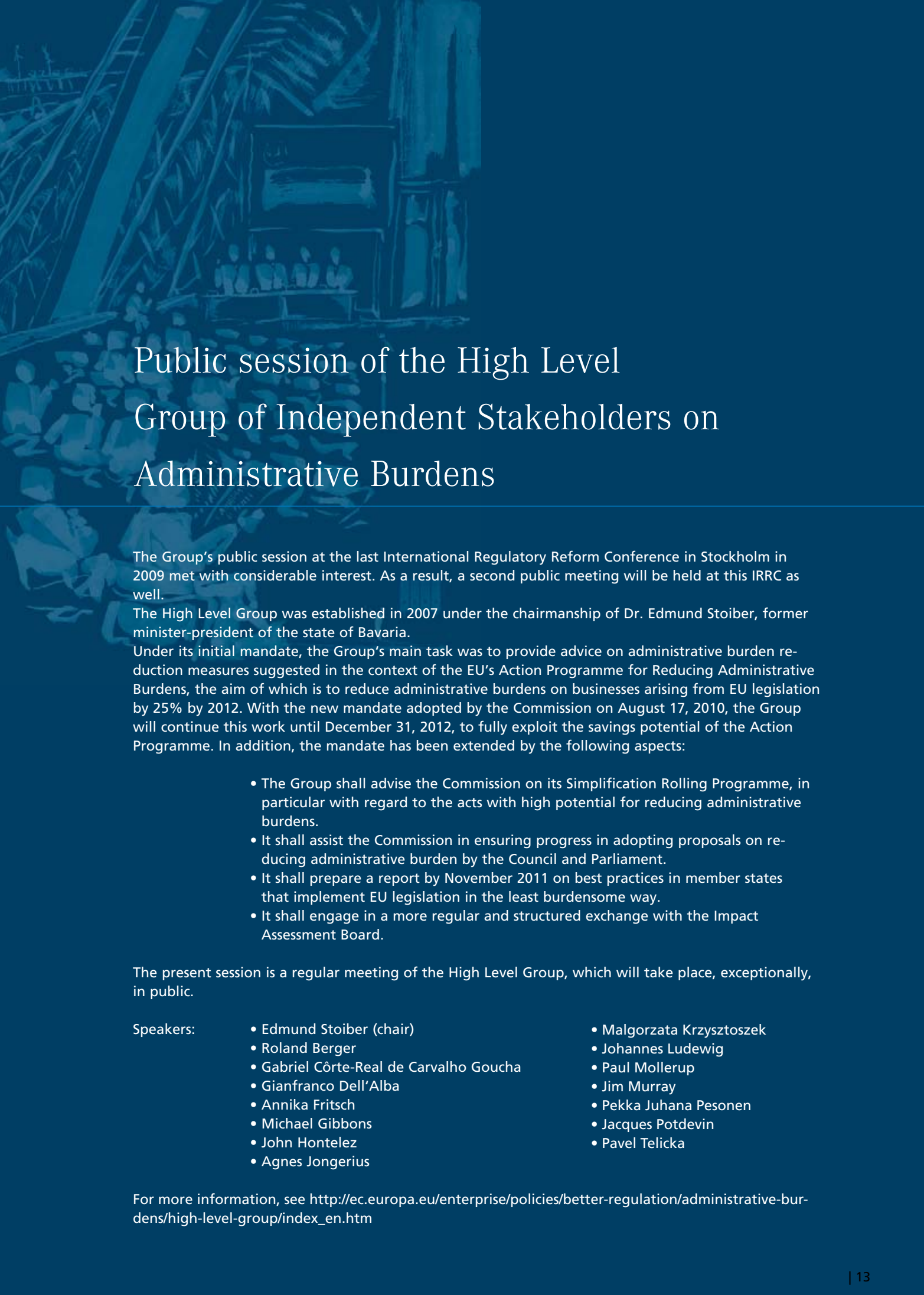
Plenary Session I

Welcome and introduction

Tuesday, March 10, 11:00 am – 12:30 pm

Opening remarks

- Dr. Jörg Dräger, Member of the Board, Bertelsmann Stiftung, Germany
- Chris Buijink, Secretary General, Ministry of Economic Affairs, Agriculture and Innovation, The Netherlands



Public session of the High Level Group of Independent Stakeholders on Administrative Burdens

The Group's public session at the last International Regulatory Reform Conference in Stockholm in 2009 met with considerable interest. As a result, a second public meeting will be held at this IRRC as well.

The High Level Group was established in 2007 under the chairmanship of Dr. Edmund Stoiber, former minister-president of the state of Bavaria.

Under its initial mandate, the Group's main task was to provide advice on administrative burden reduction measures suggested in the context of the EU's Action Programme for Reducing Administrative Burdens, the aim of which is to reduce administrative burdens on businesses arising from EU legislation by 25% by 2012. With the new mandate adopted by the Commission on August 17, 2010, the Group will continue this work until December 31, 2012, to fully exploit the savings potential of the Action Programme. In addition, the mandate has been extended by the following aspects:

- The Group shall advise the Commission on its Simplification Rolling Programme, in particular with regard to the acts with high potential for reducing administrative burdens.
- It shall assist the Commission in ensuring progress in adopting proposals on reducing administrative burden by the Council and Parliament.
- It shall prepare a report by November 2011 on best practices in member states that implement EU legislation in the least burdensome way.
- It shall engage in a more regular and structured exchange with the Impact Assessment Board.

The present session is a regular meeting of the High Level Group, which will take place, exceptionally, in public.

Speakers:

- | | |
|---|---------------------------|
| • Edmund Stoiber (chair) | • Malgorzata Krzysztoszek |
| • Roland Berger | • Johannes Ludewig |
| • Gabriel Côrte-Real de Carvalho Goucha | • Paul Mollerup |
| • Gianfranco Dell'Alba | • Jim Murray |
| • Annika Fritsch | • Pekka Juhana Pesonen |
| • Michael Gibbons | • Jacques Potdevin |
| • John Hontelez | • Pavel Telicka |
| • Agnes Jongerius | |

For more information, see http://ec.europa.eu/enterprise/policies/better-regulation/administrative-burdens/high-level-group/index_en.htm

Session 1

Workstream

1.a Ten years of Better Regulation: Towards a new policy agenda

In cooperation with the OECD

This workstream will take stock of the past ten years of regulatory reform. On the one hand, this requires identifying successes and failures, as well as issues that remain a work in progress. On the other hand, it means bringing to the surface trends and tools that are expected to shape the next decade of regulatory reform. What has a decade of Better Regulation taught us? Drawing from the insights gained through the OECD's EU-15 project, this workstream will make use of past lessons to sketch out the Better Regulation agenda of the future.

Speakers:

- NN
- NN

1.b On communication



Session 1

1.c

Alternatives to regulation: Opportunities provided by an understanding of transparency and behavioral science

Most of the aims and objectives of government rely on individuals, institutions or even other nations changing their behavior; from encouraging people to save more for their pensions, to getting people to reduce their environmental impact, to driving more safely, to deterring crime and so on. While regulation – alongside tax and spend – remain key levers of government policy, it has become increasingly apparent that we can affect individuals' behavior in a more direct way.

Government intervention – by and large – has arisen where a particular objective cannot be met by people making sensible, rational judgments, e.g. where there are information failures, or where an efficient outcome is not reached by the unhindered action of economic agents (such as a lack of market competition). What many policymakers are finding, however, is that alongside equity and market failure lies something called rationality failure. Behavioral science explains why some people cannot be relied on to act upon their own best interest and do not make consistently rational judgments, while targeted transparency helps bring that message home.

Though it is early days in the UK, evidence from across the world suggests that targeted transparency and behavioral insights can deliver considerable benefits to citizens, and often saving money at the same time. Interventions can be used as an alternative to regulation, or in combination. This session will focus on practical steps policymakers can take to incorporate this thinking into everyday policy design and development.

Speakers: • Kate Marshall, Strategy Unit, Cabinet Office, United Kingdom

Moderator: • Damian Nussbaum, Better Regulation Executive, United Kingdom

1.d Mainstreaming sustainability into policy making

Session 2

Workstream

2.b Better Regulation for Green Growth

In cooperation with the Investment Climate Department, World Bank Group

This session will explore how Better Regulation tools can be applied to the Green Growth/ Sustainability agenda. It will discuss how innovations and experiences with Regulatory Impact Analysis, compliance cost methodologies, process reengineering and integrated policy-making procedures can be used beyond the traditional realm of the Better Regulation Agenda. Specifically, the session will draw upon preliminary findings and lessons from the IRRC Preparatory Workshop held in Seoul in October 2010, and on subsequent analytical work by the Bertelsmann Stiftung and IFC/World Bank Group. Drawing upon both academic research and early practical experiences from both developed and transitioning economies, the session will seek to identify a platform for future research, methodological developments, and better integration of policy agendas.

Speakers:

- Allan Johnson, The World Bank Group
- Han-koo Yeo, The World Bank Group

Moderator:

- Peter Ladegaard, The World Bank Group

2.c

Reviewing regulation: A gateway to growth?

The panel will be focused on stock reviews as a gateway to growth. Stripping back the stock of existing regulations can remove unnecessary impediments to growth. But why has it proven so difficult to ensure that stock reviews have a significant real-world impact?

Creating a culture that enshrines fairness, protects freedoms and promotes thriving innovative enterprise demands an honest appraisal of where the institutional barriers lie. It requires outcome-based assessment of existing policy and foresight about the potential future impact of regulation in changing circumstances. It is also an opportunity to increase the accountability of government and to place power back in the hands of the public and business by encouraging them to challenge regulations.

Ambition is crucial to success. But what are the most effective levers for achieving real impact? This panel will look at two case studies: Australia and the UK. These “works in progress” raise questions of how to implement approaches such as sunset regulations and how to consider the cumulative burden of regulation across a policy landscape. They also touch on how to create coherence and collaboration both across government and with external stakeholders. This panel will offer the opportunity to engage in discussion about the challenge of implementing outcome-focused reviews as a gateway to growth.

Speakers:

- Sir Don Curry, Better Regulation Executive, United Kingdom
- Susan Page, Ministry of Finance, Australia

Moderator:

- Eva Meiling, Danish Commerce and Companies Agency, Ministry of Economic and Business Affairs, Denmark

Session 2

2.d

Avoiding unnecessary burdens from regulating for risks: As much a political as a technical problem

This panel will explore the way in which unnecessary or disproportionate regulatory burdens can result from regulating for risk, and how these might be reduced in three contrasting areas:

- Case:
- A. Disproportionate regulation often follows a high-profile incident, such as a major accident, disease outbreak, terrorist attack or natural disaster. From studying crises over the last 20 years including Deepwater Horizon and the Chilean mine accident, Simon Webb has observed common ways this occurs and how it can be avoided through sound political management.
 - B. A measured and systematic process for assessing risk for new products is also needed, based on sound engineering and detailed analysis.
 - C. Often the risks can be better managed at other levels or in the private sector. Gerold Klotz-Engmann, head of Safety at Endress+Hauser, will present the problems and costs faced by an international company in meeting widely varying safety codes in different countries and the benefits of international standards.

- Speakers:
- Simon Webb, The Nichols Group, United Kingdom
 - Gerold Klotz-Engmann, Endress+Hauser, Germany
 - Lorenza Jachia, United Nations Economic Committee for Europe, Switzerland



Session 3

3.b Modeling for impact assessments

Impact Assessment has developed as a standard procedure to prepare legislation throughout Europe. It is perceived as helpful in improving regulatory quality and integrating cross-cutting issues, namely concerns of sustainable development in decision making. However, predicting the impacts of new legislation on the different domains of sustainable development remains a challenging task. The European Commission in particular has invested considerably in capacities training and the development of tools in support of IA. In the 6th Framework Program, several large-scale research programs have been funded to develop models in support of IA and to study their application in the policy process. However, despite examples of sophisticated IA modeling, there is a gap between available models and their actual application. Why is this so and how can the situation be improved?

This is the topic of the Network of Excellence LIAISE, which brings together the leading research institutes in the field of Impact Assessment. The network includes researchers who develop models in support of IA, as well as social scientists studying the policy processes in which it is being applied and used. The ultimate aim of the Network of Excellence is to build a science-policy interface to bridge the gap between research and practitioners of IA. In the panel, innovations and opportunities for improving tools for IA and their use will be explored.

- Speakers:
- Jan-Erik Wien, Alterra, The Netherlands
 - Andrew Jordan, University of East Anglia, United Kingdom
- Moderator:
- Klaus Jacob, Freie Universität Berlin, Germany

Workstream

3.C The dynamics and politics of Better Regulation: Dealing with Better Regulation and its role in a dynamic and multilateral context

In cooperation with the Polish Ministry of Economy

Better Regulation policies tend to be “technical” in nature – based on rational assumptions, techniques and preferences – and neglect the political context of their practice. This also holds true for academic theory, and cascades all the way down to the operational manuals that practitioners use day in and day out.

Politics and better regulation are not natural allies. The first prefers feasibility to quality, the latter quality to feasibility. The first deals with next week, the latter with next year. The best immediate solution is not the best over the long term, while a “quick and dirty” approach usually results in significant costs and additional problems. The costs are then covered by taxes and fees; problems are solved by another “quick and dirty” solution, creating a repetitive loop that only gets broken with great effort once the crisis hits. These loops could be avoided completely if proper solutions were developed at an early stage.

This mismatch between “what ought to be” and “what is” seriously hinders the effectiveness of Better Regulation policies. In other words, Better Regulation’s effectiveness as well as that of other policies could be greatly improved by increasing the political sensitivity of policies carried out in the name of Better Regulation.

These considerations lead to two issues. One is how to deal, in everyday contexts, with the political dimension in which Better Regulation takes place. Taking a dynamic perspective, the other is how to sequence the buildup of a comprehensive Better Regulation policy, gradually embedding it in the relevant systems to make it less vulnerable to electoral cycles.

Speakers:

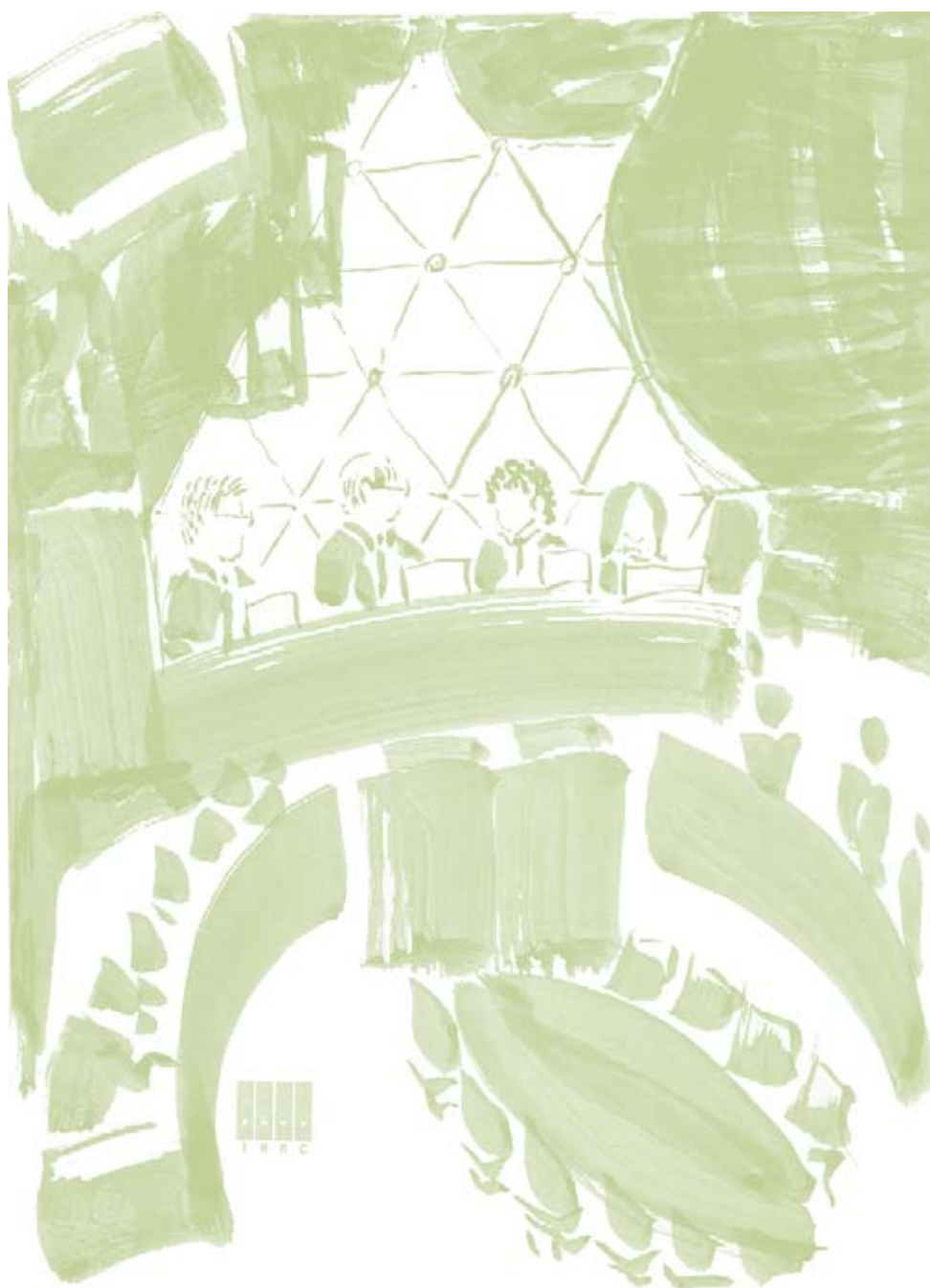
- Marcin Korolec, Undersecretary of State at the Ministry of Economy, Poland
- Artur Nowak-Far, Warsaw School of Economics, Poland

Session 3

3.d Regulatory budgets and agenda-setting

Regulatory budgets and related regulatory agenda-setting issues have yet to be adopted as a regulatory reform in OECD countries. Regulatory budgets, i.e. the crafting of both departmental and overall government-wide regulatory budgets, came closest to adoption in the United Kingdom. A regulatory budget was advocated for Canada in a 2007 think tank study. This panel will examine the nature of regulatory budgets, the politics of adoption and rejection, and the managerial/technical issues in bringing these efforts to fruition. The nature and basis for setting regulatory agendas with and without an explicit regulatory budget will also be discussed. The implicit comparator for the debate is the expenditure budget. Governments would think it absurd not to have an expenditure budget. Why then are regulatory budgets not adopted as a complement to the long-established expenditure budget?

- Speakers:
- Bruce Doern, University of Exeter, United Kingdom
 - Tera Allas, Better Regulation Executive, United Kingdom
- Moderator:
- Joseph Cordes, George Washington University, United States



Session 4

4.a

What is smart about Smart Regulation?

End-user orientation is key to the initiative called “Smart Regulation.” But what actually is Smart Regulation? A recent report on “Smart Regulation: A cleaner, fairer and more competitive Europe” suggests it is an all-embracing intervention strategy (both regulatory and non-regulatory), effective in delivering the necessary protections, efficient in keeping costs to a minimum and capable of achieving good outcomes for all concerned. All in all, it is a next step in the EU Better Regulation strategy. The difference to Better Regulation lies in its underlying hypothesis. Better Regulation strategy stems from the hypothesis that Better Regulation improves economic performance, while the Smart Regulation hypothesis departs from the idea that putting the end-user at the center of the legislative cycle will result in Better Regulation and greater protection.

This panel will look into the viability of this hypothesis and will examine empirical evidence. The concept of Smart Regulation itself is not self-evident. There is a body of scientific research that pre-dates the current enthusiasm for Smart Regulation among policymakers and governments. Academically, Smart Regulation is associated with the pioneering work of Gunningham and Grabosky, and the “responsive regulation” strategy suggested by Braithwaite. Consequently, this panel’s aim is to compare the different notions and benchmarks of Smart Regulation, thus promoting a more informed dialogue between the policy and the scientific communities.

Speakers:

- Neil Gunningham, Australian National University - tbc
- Robert Scharrenborg, European Commission - tbc

Moderator:

- Claudio Radaelli, University of Exeter, United Kingdom

4.b

The Dutch and Canadian approaches to user fees and service standards

In Canada, there are two main frameworks that departments must consider when establishing service standards: the User Fees Act (UFA), which establishes legal requirements when setting service standards that involve fees; and Canada's regulatory policy, the Cabinet Directive on Streamlining Regulations (CDSR), which requires departments to publish service standards including timelines for approval processes and to evaluate performance against targets. With regard to the CDSR requirements, Canada is developing and piloting guidance that outlines key considerations when developing service standards.

In the Netherlands, the System of Standards for Businesses provides standards for the provision of government services in the ten most important areas for businesses. Municipalities and governmental organizations can use a self-scan to chart to what extent their provision of services meets the standards. This provides insight into areas in which the municipality or governmental organization is performing well and indicates areas where more attention is needed to better meet the expectations of the business sector.

This panel will discuss Canada's frameworks for establishing service standards for regulatory activities and will provide examples of how service standards have been developed and implemented. Furthermore, it will examine the Netherlands' focus on business concerns when it comes to service standards and demonstrate how government can provide more predictability for the business community.

Speakers:

- Michael Presley, Treasury Board Secretariat, Canada
- Dimitri Verhoeven, Regulatory Reform Group, Dutch Ministry of Economic Affairs, Agriculture and Innovation, The Netherlands

Session 4

4.c

Legal engineering and rule governance: A rational approach towards efficient governance

Methods derived from artificial intelligence have been successfully applied to support legislators, policymakers, administrators and others who have to implement complex regulations within the legal system. Conceptualization and modelling techniques have also proven helpful in aligning processes across organizations, thus making interoperable solutions cost efficient in complex settings.

In this panel we will present the basic principles of legal engineering and rule governance, as well as the latest insights from academic research and practical application. Examples from a recent large-scale implementation at the Dutch Immigration Service and in the financial sector will illustrate the benefits of this rational-design approach.

Speakers:

- Simone Dobbelaar, INDIGO, Dutch Immigration Service, The Netherlands
- Marc van Hilvoorde, RA CISA, The Netherlands

Moderator:

- Tom M. van Engers, Leibniz Center for Law of the University of Amsterdam, The Netherlands.

Workstream

4.d Engaging stakeholders in designing regulation

In cooperation with the George Washington University Regulatory Studies Center

This panel intends to present the results and learnings from a preparatory workshop held in Washington D.C. in December 2010. At the workshop, 27 European and American experts in regulation met to compare information on how the public currently gets involved in regulatory development; they also explored how more effective public consultation could improve regulatory policies and outcomes. Workshop participants noted that structural differences between how EU and US legislation and regulation are developed to influence both the procedures and the goals of public consultation. Participants also explored applications of electronic rulemaking that can increase interaction between policymakers and the public.

Speakers:

- Erin Bankey, George Washington University, United States
- Jennifer Smookler, Better Regulation Executive, United Kingdom (tbc)

Moderator:

- Piotr Kaczynski, Center for European Policy Studies, Belgium



Meet your colleagues

Networking is important to the regulatory reform community, which is why the IRRRC organizers always try to offer conference participants both time and space for meeting each other. The 2011 conference will be no different from past events in this regard.

We will therefore kick off the 2011 conference with a welcome coffee on Thursday morning. The Networking Lounge, moreover, will be open throughout the entire event. Lunches and the dinner on March 10 will also allow you to talk to old colleagues and new acquaintances alike.

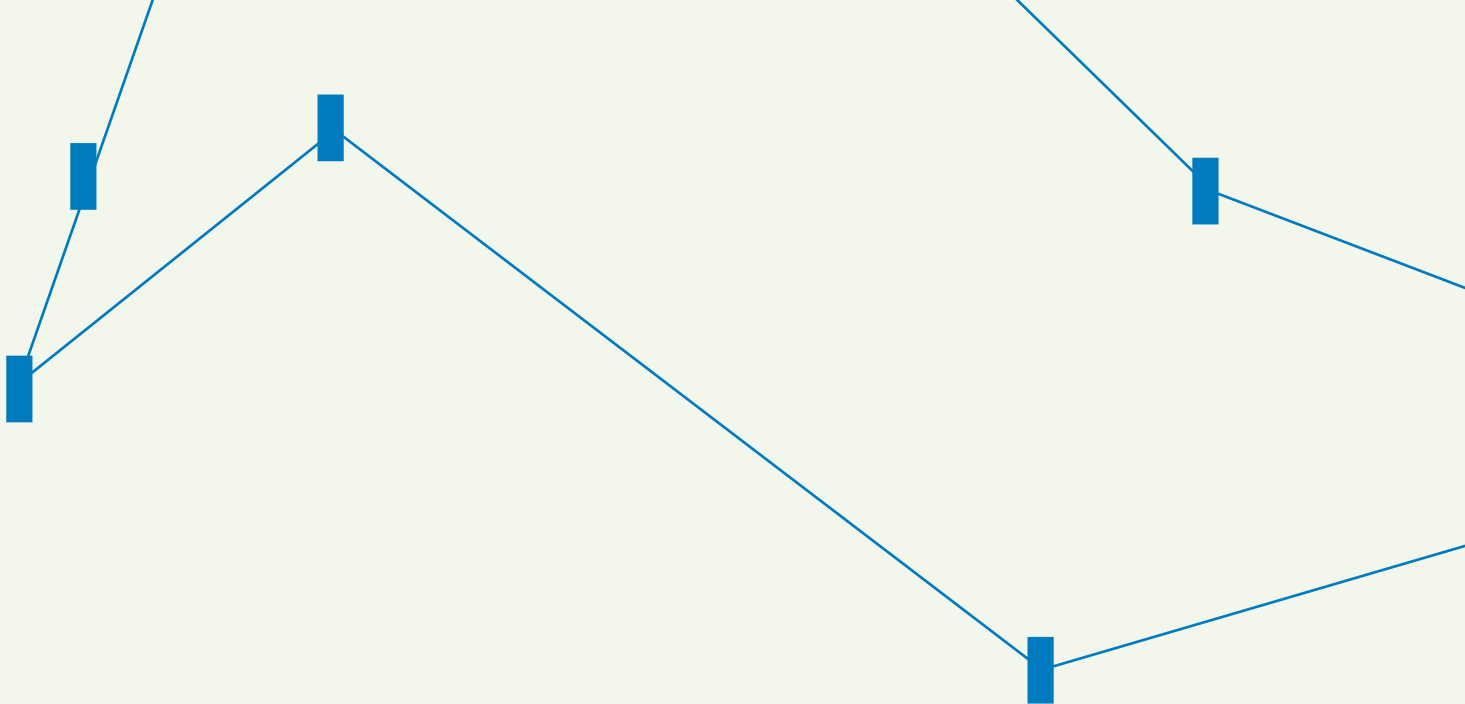
And if you would like to participate in a puzzling experience that will eventually lead you to see “the whole elephant,” make sure you stop by the Networking Lounge. Hartelijk welkom!

Ship ahoy...

On the evening of March 10, we will gladly be offering you something very special: a canal cruise through Amsterdam! We will take you through the famous 17th-century canals of the city, which were added to the UNESCO World Heritage List in July 2010.

As the canals are very narrow, there will be several boats. In order to find out what boat you are on, a little surprise is waiting for you. Find out more in Amsterdam!

Boats leave from the Mövenpick Hotel Amsterdam landing stage at 7 pm sharp!



Dinner

Fifteen Amsterdam

On March 10, we will treat you to dinner at Fifteen Amsterdam. This restaurant is based on Fifteen, Jamie Oliver's popular London restaurant, and it continues his vision: to give 15-20 youngsters every year the opportunity to change their lives by training to become chefs. This social project operates in cooperation with a foundation called Kookdroom. Fifteen and the Kookdroom Foundation train these young chefs for 16 months, teaching them both theory and practical cookery skills in the Fifteen kitchen, before helping them find employment.

Fifteen Amsterdam
Jollemanhof 9 1019 GW Amsterdam
www.fifteen.nl



Session 5

Workstreams – where to move from here

5.a Ten years of better regulation: Towards a new policy agenda

In cooperation with the OECD

This workstream will take stock of the past ten years of regulatory reform. On the one hand, this requires identifying successes and failures, as well as issues that remain a work in progress. On the other hand, it means bringing to the surface trends and tools that are expected to shape the next decade of regulatory reform. What has a decade of better regulation taught us? Drawing from the insights gained through the OECD's EU-15 project, this workstream will make use of past lessons to sketch out the better regulation agenda of the future.

Speakers:

- NN
- NN

5.b Better Regulation for Green Growth

In cooperation with the Investment Climate Department, World Bank Group

This session will explore how Better Regulation tools can be applied to the Green Growth/ Sustainability agenda. It will discuss how innovations and experiences with Regulatory Impact Analysis, compliance cost methodologies, process reengineering and integrated policy-making procedures can be used beyond the traditional realm of the Better Regulation Agenda. Specifically, the session will draw upon preliminary findings and lessons from the IRRC Preparatory Workshop held in Seoul in October 2010, and on subsequent analytical work by the Bertelsmann Stiftung and IFC/World Bank Group. Drawing upon both academic research and early practical experiences from both developed and transitioning economies, the session will seek to identify a platform for future research, methodological developments, and better integration of policy agendas.

Speakers:

- Michael Livermore, New York University, United States
- NN
- NN

Moderator:

- Peter Ladegaard, The World Bank Group

Session 5

Workstreams – where to move from here

5.C The dynamics and politics of Better Regulation: Dealing with Better Regulation and its role in a dynamic and multilateral context

In cooperation with the Polish Ministry of Economy

Better Regulation policies tend to be “technical” in nature – based on rational assumptions, techniques and preferences – and neglect the political context of their practice. This also holds true for academic theory, and cascades all the way down to the operational manuals that practitioners use day in and day out.

Politics and better regulation are not natural allies. The first prefers feasibility to quality, the latter quality to feasibility. The first deals with next week, the latter with next year. The best immediate solution is not the best over the long term, while a “quick and dirty” approach usually results in significant costs and additional problems. The costs are then covered by taxes and fees; problems are solved by another “quick and dirty” solution, creating a repetitive loop that only gets broken with great effort once the crisis hits. These loops could be avoided completely if proper solutions were developed at an early stage.

This mismatch between “what ought to be” and “what is” seriously hinders the effectiveness of Better Regulation policies. In other words, Better Regulation’s effectiveness as well as that of other policies could be greatly improved by increasing the political sensitivity of policies carried out in the name of Better Regulation.

These considerations lead to two issues. One is how to deal, in everyday contexts, with the political dimension in which Better Regulation takes place. Taking a dynamic perspective, the other is how to sequence the buildup of a comprehensive Better Regulation policy, gradually embedding it in the relevant systems to make it less vulnerable to electoral cycles.

Speakers:

- Artur Nowak-Far, Warsaw School of Economics, Poland
- Andrzej W. Przybilski, Mobilna Kooltura, Poland

5.d Engaging stakeholders in designing regulation

In cooperation with the George Washington University Regulatory Studies Center

This panel will explore public reactions to the report prepared from the December 2010 workshop and described in panel 4d. In addition, it will consider next steps for improving efforts to engage the public internationally in the development of new regulatory proposals.

- Speakers:
- Susan Dudley, George Washington University, United States
 - Kai Wegrich, Hertie School of Economics, Germany
- Moderator:
- Steven J. Balla, George Washington University, United States



Plenary Session II

Friday, March 11, 11:15 am – 1:00 pm

- Reports from the workstreams: what has been said, thought and suggested – and what we should do with it
- Keynote speech: Operational Risk Management as Regulatory Strategy: Exploring the Implications by Malcom K. Sparrow of Harvard University
- Farewell



Malcolm K. Sparrow

Professor of the Practice of Public Management, John F. Kennedy School of Government, Harvard University, United States

Keynote speech

Operational Risk Management as Regulatory Strategy: Exploring the Implications

Malcolm K. Sparrow

Professor of the Practice of Public Management, John F. Kennedy School of Government, Harvard University, United States

Malcolm K. Sparrow is Professor of the Practice of Public Management at the John F. Kennedy School of Government, Harvard University. He is Faculty Chair of executive programs on regulation and enforcement, corruption control, policing, and counter-terrorism. In March 2010 he was appointed by President Barack Obama to the Recovery Independent Advisory Panel, to advise the Recovery Board on protecting the integrity of the economic stimulus package.

His current research interests relate to the risk-control functions of government, and to the special managerial challenges which confront agencies of social regulation and law enforcement. In this work he has focused particularly on the fields of policing, environmental protection, tax, customs, occupational safety & health, transportation safety, counter-terrorism, financial regulation, fraud control, and corruption control; and has developed new models of performance measurement, information management and analysis needed to support effective risk-control operations. His most recent three books are: "The Character of Harms: Operational Challenges in Control" (2008), "License to Steal: How Fraud Bleeds America's Health Care System" (2nd edition, 2000), and "The Regulatory Craft: Controlling Risks, Solving Problems & Managing Compliance" (2000).

Malcolm K. Sparrow holds an M.A. in Mathematics from Cambridge University and an M.P.A. from the Kennedy School of Government, as well as a PhD in Applied Mathematics from the University of Kent at Canterbury.

The 2011 venues

The 2011 International Regulatory Reform Conference will take place in Amsterdam.

Amsterdam is one of the most romantic and beautiful cities in Europe. It is the capital and largest city of the Netherlands. Its name derives from "Amstelledam," which means "a dam in the river Amstel" and which is indicative of the city's origins. Settled as a small fishing village in the late 12th century, Amsterdam became one of the world's most important ports during the Dutch Golden Age.

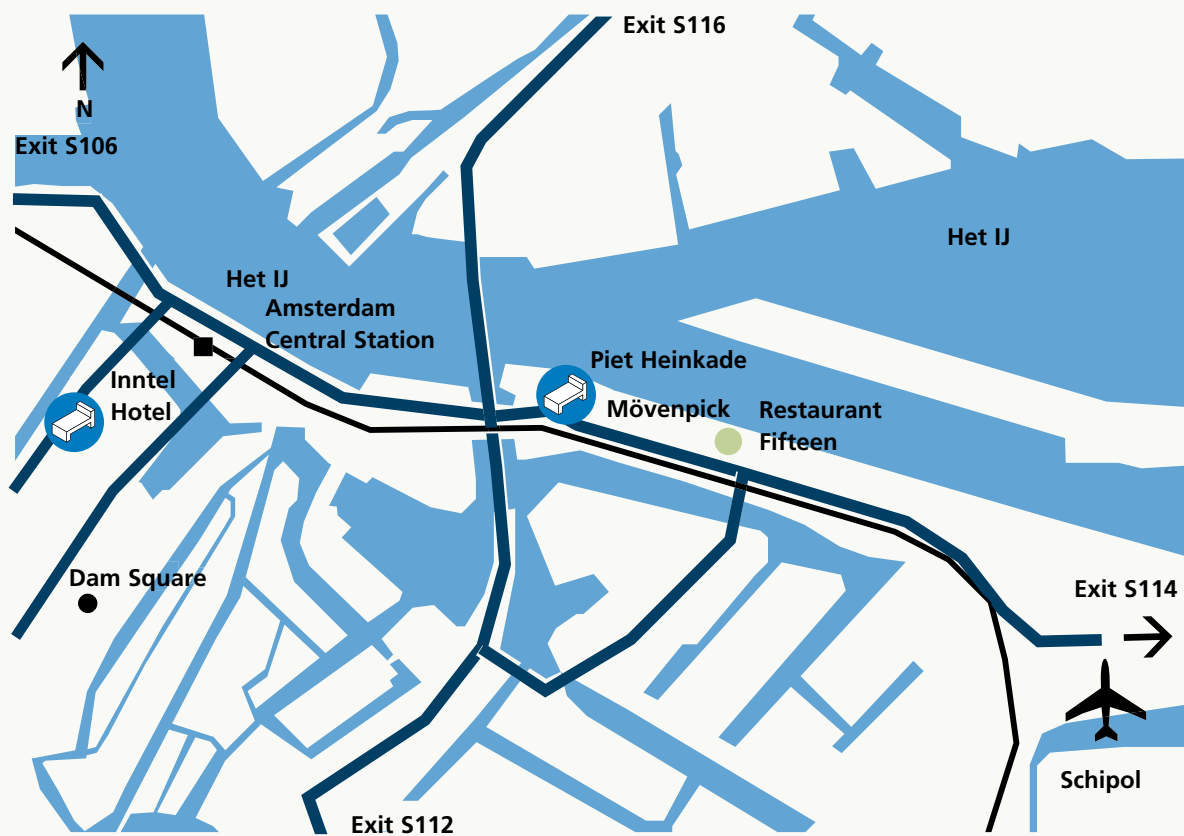
Amsterdam is also a city of tolerance and diversity. It has all the advantages of a big city: culture, nightlife, international restaurants and a good transport system. In Amsterdam a destination is never far away and is always reachable by bike.

The Mövenpick Hotel Amsterdam

The Mövenpick Hotel Amsterdam is beautifully situated along the IJ river. Having first opened in 2006, it enjoys all the present day comforts and is within walking distance of the city center. Amsterdam Centraal, the main railway station, is very close, as are several museums. The hotel has 408 guest rooms, and its 11 conference rooms can accommodate from 28 to 340 people, offering extraordinary infrastructure spread across almost 1,000 square meters.

All plenary and panel sessions of the 2011 International Regulatory Reform Conference will take place at the Mövenpick Hotel Amsterdam.

Mövenpick Hotel
Amsterdam City Centre
Piet Heinkade 11
1019 BR Amsterdam
The Netherlands
www.moevenpick-hotels.com/



Hotels/Restaurant

1

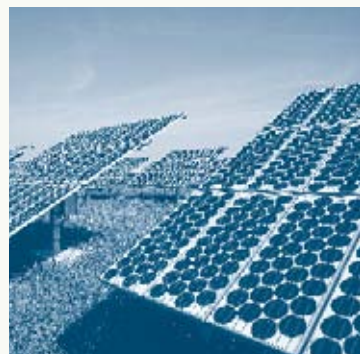
Mövenpick Hotel Amsterdam City Centre (conference venue)

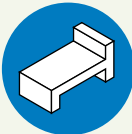
2

Inntel Hotel Amsterdam Centre



Fifteen Amsterdam





Accommodation

We have arranged special conference rates from March 9-11, 2011, with two hotels in Amsterdam. Rooms at these rates are available on a first-come-first-served basis. We therefore recommend that you book as soon as possible. We cannot, unfortunately, guarantee you a room at the special rate.

To make a reservation, please contact the hotel directly and use the reference code "IRRC 2011" to get the special rate.

How to book

The hotels' booking conditions apply.

Should neither of these hotels match your requirements, you can look for other options at websites such as www.hotels.nl or www.booking.com.

Note that the Mövenpick Amsterdam is also the conference venue!

**Mövenpick Hotel
Amsterdam City Centre ******
Piet Heinkade 11
1019 BR Amsterdam
The Netherlands
Phone: ++ 31 20 519 1200

Price per single room/night:
€179.00 (including breakfast)

Inntel Hotels Amsterdam Centre ****
Nieuwezijds Kolk 19
1012 PV Amsterdam
The Netherlands
Phone: ++ 31 20 530 1818

Price per single room/night:
€155.00 (including breakfast)



General travel information: How to get to and around Amsterdam

Airport transfer: Amsterdam is well connected: Both Thalys and ICE high-speed trains stop at Amsterdam Centraal, the city's main railway station. Schiphol Airport – Europe's fourth largest – is located 11 miles/18 km from the center of the city. For the sake of the environment, we encourage you to come by train if at all possible.

Trains arrive at Amsterdam Centraal, which is located just a couple of minutes away from the 2011 conference venue, the Mövenpick Hotel.

By train

The fastest way to reach Amsterdam's main railway station (Amsterdam Centraal) is by train. Run by NS (Dutch Railways), trains depart every 10 minutes from under Schiphol Plaza, in the central hall. Tickets can be obtained at the yellow machines or online at www.ns.nl.

By bus

Various bus and coach services connect Schiphol Airport with Amsterdam in less than 30 minutes. Busses depart from a special station located in front of the Terminal Building.

By taxi

There are also taxis available right outside the arrival halls. A trip to the city center costs approximately €40 / \$65.

Taxi Taxi stands are available at most tourist hubs including Leidseplein, Dam Square and Amsterdam Centraal, the main railway station. Rides cost €1.80 per km regardless of the time of day. A tip of 5% to 10% is expected.

Phone: ++31 900 677 7777

Tourist Information: There is a Tourist Information office at the main railway station, located across from the eastern entrance and housed in a traditional wooden white Dutch house. The main Amsterdam office of the state-run VVV (Vereniging voor Vreemdelingenverkeer) tourist information service, it is open daily from 9:00 am till 6:00 pm.

Phone: ++31 900 400 40 40

Phone: ++31 20 55 12 512

For further information, visit <http://www.iamsterdam.com/>

Emergency and medical assistance:

In case of emergency, please contact the police and fire rescue service by dialing 112. Several public hospitals in Amsterdam have emergency rooms open 24 hours a day, 7 days a week.



Speakers

Information about our speakers



Biographies



Steven J. Balla

Associate Professor, George Washington University, United States

Steven J. Balla is associate professor of Political Science, Public Policy and Public Administration, and International Affairs at George Washington University. He is also a research affiliate at the George Washington Institute of Public Policy and a senior scholar at the Regulatory Studies Center. The central focus of his research is the structure and process of policymaking in the federal bureaucracy of the United States. He is specifically interested in the ways in which citizens, organized interests and legislators seek to influence agency decisions, as well as the impact of these efforts on bureaucratic processes and outcomes. He has published articles in such journals as the *American Political Science Review*, *American Journal of Political Science*, *Regulation and Governance*, *Journal of Law, Economics and Organization*, and *Journal of Public Administration Research and Theory*, and is the co-author (with William T. Gormley, Jr.) of *Bureaucracy and Democracy: Accountability and Performance* (CQ Press). During the 2008-2009 academic year, he served as a Fulbright Scholar at the Peking University School of Government in Beijing, where he initiated research on public participation in Chinese policymaking.



Erin Bankey

Research Associate, Regulatory Studies Center, George Washington University, United States

Erin Bankey is a Research Associate at the George Washington University Regulatory Studies Center. Her background includes a range of business, government and communications work. Her research interests include international and US education and regulatory policy. She holds a bachelor of art (Advertising/Public Relations) from the Pennsylvania State University and is currently a master of public policy candidate at the George Washington University in the Trachtenberg School of Public Policy and Public Administration.



Roland Berger

Founder and Honorary Chairman
Roland Berger Strategy Consultants,
Germany

Prior to his founding of Roland Berger Strategy Consultants in 1967, Roland Berger was consultant and partner at an American consulting firm. From 1971 to 1972, he was Lecturer in Marketing and Advertising at the Technical University Munich. In 2000 he became Honorary Professor for Business Administration and Management Consulting at the Brandenburg Technical University.

Roland Berger is a member of various supervisory boards of national and international companies and organizations such as Fiat Group; Telecom Italia; Fresenius SE; Prime Office AG. He is also a member of various international advisory boards and was appointed to many expert groups advising federal and state governments. He is a member of the Councils of the Ludwig-Maximilians-Universität and the University of Music and Performing Arts in Munich. He sits on the Board of Trustees INSEAD and the ifo Institute for Economic Research at the University of Munich.

He is Honorary Consul General of the Republic of Finland in Bavaria and Thuringia and Chairman of the Board of Trustees of his private Roland Berger Foundation.

He studied in Hamburg and Munich and holds a Business Administration degree from the University of Munich.

Speakers



Chris P. Buijink

Secretary General
Ministry of Economic Affairs,
Agriculture and Innovation,
The Netherlands

Chris Buijink studied Political Science at the University of Amsterdam and worked there as a junior-assistant at the Europe Institute. In 1980, he entered the Ministry of Economic Affairs. Before being appointed Secretary-general by the new cabinet in February 2007, he served the ministry in several positions, including as director-general of Enterprise and innovation, deputy director-general of Foreign Economic Relations and Managing Director of Senter, the implementing agency for innovation and sustainable development. In October 2010, he became secretary-general of the Ministry of Economic Affairs, Agriculture and Innovation.

Joseph Cordes

Co-director, Regulatory Studies Center,
Professor, George Washington
University, United States

Joseph Cordes is co-director of the George Washington University Regulatory Studies Center, and professor of Economics, Public Policy and Public Administration, and International Affairs at The George Washington University. He received his PhD in economics from the University of Wisconsin, Madison, in 1977, after joining The George Washington University faculty in 1975. His academic specialization is in the area of public economics and policy analysis. He is co-editor of three books and the author or co-author of numerous articles in journals and chapters in edited volumes. His current research focuses on applying benefit-cost analysis to evaluate the performance of nonprofit organizations. He served on a panel convened by the National Research Council of the National Academy of Sciences to assess methods used by the US Army Corps of Engineers in River Basin and Coastal systems planning, and had responsibility for drafting the chapter of the panel report dealing with the use of benefit-cost and related methods. He currently serves on the Board of Directors of the Society for Benefit Cost Analysis, and is an Associate Editor of the Journal of Benefit Cost Analysis. He has also served on the Policy Council of the Association of Public Policy Analysis and Management.

Gabriel Côte-Real de Carvalho Goucha

Board Member European Small Business
Alliance (ESBA)

Gabriel Goucha is currently General Counsel of the Mirpuri Investments Group, a group of companies in Portugal and abroad which includes airlines, airport management, handling and other activities. Furthermore, he is Vice President for Institutional and International Relations of PME Portugal, an Association of SMEs. Gabriel Goucha is Representative of PME Portugal in the Commission for "Desformalização" of the Ministry of Justice which aim is to cut bureaucracy and simplify the life of people and companies within the competences of the Ministry of Justice. He is also Secretary of the Board of ESBA (European Small Business Alliance). Gabriel Goucha has been Legal Adviser of several companies and is currently Legal Counsel of a number of companies. He holds a Law Degree from the University of Lisbon and a Master's Degree in European Law from the Portuguese Catholic University.

Biographies



Sir Don Curry

Non-executive Chair, Better Regulation Executive, United Kingdom

Sir Don joined the Better Regulation Executive as the non-executive Chair in January 2010. He is also the Chair of NFU Mutual Insurance Society and of Leckford Estates owned by John Lewis-Waitrose, whom he advises on agriculture and food strategy. For the past eight years he has provided advice to Government on sustainable farming and food policy, overseeing the delivery of the Government's strategy for farming and food. Sir Don is also the founder and Non-Executive Chair for the north east based charity At Home in the Community, and is trustee for the Clinton Devon Estate and Lawes Trust. He has previously chaired the Meat and Livestock Commission and the Policy Commission on the Future of Farming and Food, whose report in January 2002 (The Curry Report) has formed the basis of Government policy. He was awarded a CBE in 1997 for his services to agriculture and a Knighthood in the Birthday Honours in 2001 for his services to the meat and livestock industries. He is a Fellow of the Royal Agricultural Society and holds honorary fellowships with the Institute of Grocery Distribution, Myerscough College and the Scottish Agricultural College. Sir Don owns and runs a 440 acre arable farm in Northumberland.



Gianfranco Dell'Alba

Director Confindustria; Member of the European Economic and Social Committee and European Council on Foreign Relations

Gianfranco Dell'Alba is a member of the European Economic and Social Committee since September 2010. He is also a member of the European Council on Foreign Relations (ECFR). In March 2009, he became Director of the Delegation of the General Confederation of Italian Industry (Confindustria) in Brussels. From 1994 to 2004 Gianfranco Dell'Alba was MEP and coordinator for the independent Members of the European Parliament on the Constitutional Affairs Committee. He had been elected in 1994 to the European Parliament for the Marco Pannella List, and was re-elected in 1999 for the Bonino-List. Furthermore, Gianfranco Dell'Alba was appointed as Cabinet Executive for Emma Bonino, Minister of European Affairs in the Prodi government from 2006 to 2008. Between 1998 and 2009 he was President and Secretary-General of the NGO No Peace Without Justice. He has a degree in Political Science from the Sapienza University of Rome.

Simone Dobbelaar

INDIGO, Dutch Immigration Service, The Netherlands

Simone Dobbelaar studied Mathematics and Administration. She has been working for the Immigration and Naturalization Service (IND) since 1994 as an advisor on judicial, policy and information matters. At present she is chief policy information officer. In this position she is responsible for the development and implementation of INDiGO, the new information system of the IND, which makes maximum use of knowledge-based systems.

Speakers



Bruce Doern

Professor, University of Exeter, United Kingdom

Bruce Doern is the author or editor of over 50 books on numerous policy fields and governance and regulatory realms in a Canadian, North American and comparative context. These include work on energy, environment, S&T and innovation, intellectual property, industrial, competition and bio-technology policy. He has recently been the scholar in residence at the Conference Board of Canada. His recent books on regulation include: *Red Tape, Red Flags: Regulation for the Innovation Age* (Conference Board of Canada, 2007); *Strategic Science in the Public Interest* (University of Toronto Press, 2007, co-authored with Jeff Kinder); *Rules, Rules, Rules, Rules: Multilevel Regulatory Governance* (University of Toronto Press, 2006, co-edited with Robert Johnson); and *Power Switch: Energy Regulatory Governance in the 21st Century* (University of Toronto Press, 2003, co-authored with Monica Gattinger). He has also served as a consultant to numerous federal and provincial government departments and agencies in Canada and to varied business and NGO interest groups, as well as to international bodies such as the OECD.



Jörg Dräger

Member of the Board, Bertelsmann Stiftung, Germany

Dr. Jörg Dräger has been a member of the Bertelsmann Stiftung Executive Board since July 1, 2008, where is responsible for the programs in the areas of education, integration and regulation. Additionally, Dräger serves as Executive Director of the Center for Higher Education Development (CHE). Born in 1968, Dräger studied Physics and Business Administration at the University of Hamburg before transferring to Cornell University in New York State where he received his M.Sc. and Ph.D. in Theoretical Physics. From 1996 to 1998, Dräger worked for the management consulting firm Roland Berger in Frankfurt/Main before he became Executive Director of the newly founded Northern Institute of Technology in Hamburg, a private higher education institution with focus on international business studies. On October 31, 2001, Dräger was appointed Hamburg's (politically independent) Minister for Science and Research. He held this position until May 2008. From 2004 to 2006, he additionally served as Minister for Health and Consumer Protection. During his tenure as minister he also was a member of Germany's Permanent Conference of Educational Ministers and a deputy representative to the Bundesrat, the federal body that represents the German states at the national level.



Susan Dudley

Director, Regulatory Studies Center, George Washington University, United States

Susan Dudley is the Director of the George Washington University Regulatory Studies Center and Research Professor at the Trachtenberg School of Public Policy and Public Administration. Prior to joining the GW faculty in 2009, she served as the Presidentially-appointed Administrator of the Office of Information and Regulatory Affairs (OIRA) in the US Office of Management and Budget from April 2007 through January 2009, where she co-chaired the High Level EU-US Regulatory Cooperation Forum. Before that, she helped establish and then directed the Regulatory Studies Program at the Mercatus Center at George Mason University, and taught courses and clinics on regulation at the George Mason University School of Law. She earned a BS summa cum laude (Resource Economics) from the University of Massachusetts and SMM (Applied Economics and Finance) from the Sloan School of Management at the Massachusetts Institute of Technology.

Biographies

**Frank Frick**

Director, Bertelsmann Stiftung,
Germany

Frank Frick is director of the Bertelsmann Stiftung's Good Governance program. He is responsible for coordinating the overall program, which focuses on designing approaches to Better Regulation and innovative strategies for political reform processes, as well as streamlining German employment law. He studied Political Science at the University of Bonn and at Berlin's Free University, where he received his degree in 1991. He then began his career as a scientific assistant at the Institute of Work and Technology. Since joining the Bertelsmann Stiftung in 1994 he has worked in the fields of employment and labor market policies, social policy and social market economy. From its beginning in 2005, he has led the Bertelsmann Stiftung's Agenda: Modern Regulation project. Since 2008 he has led the Good Governance program. Since 2010 he has also been a member of the policy advisory board for Linking Impact Assessment Instruments to Sustainability Expertise (LIAISE).

**Annika Fritsch**

Senior Tax Expert, Coordinator of Better Regulations at Företagarna (Swedish Federation of Business Owners), Board Member of NNR, Board of Swedish Industry and Commerce for Better Regulation, Sweden

After many years as lawyer and member of the Swedish Bar Association, Annika Fritsch has started a career as senior tax expert at the organization Företagarna, the Swedish Federation of Business Owners. Her specialties are taxes, better regulations and corporate law. Prior to joining Företagarna, she was Managing Partner and one of the founders of the Swedish law-firm Advokaterna Wersén & Partners, which deals with business law particularly related to taxes, VAT, corporate law, commercial contracts and leases, assisting multinational corporate groups establishing in Sweden. Annika Fritsch was the owner of Advokatfirman Annika Fritsch, a law-firm specialised in business law (1994-2003). From 1981 until 1994, she has been lawyer at Advokatfirman Bengt M Dubois where she became Partner in 1987. Annika Fritsch holds a LL.M from the Stockholm University.

**Michael Gibbons**

Chairman, Regulatory Policy Committee, United Kingdom

Michael Gibbons started his career at Imperial Chemical Industries Limited (ICI) in 1970. From 1991 to 2002, he worked for Powergen and performed a wide range of roles at Director Level. He worked toward better regulation for the UK government as a Member of the Better Regulation Commission and its predecessor body from 2002-2008, and was appointed to the HLG as a consequence. In 2007 he completed a Review (the Gibbons Review) of Employment Dispute Resolution Regulations for the Secretary of State for Trade and Industry. He lectures on energy issues, works on the Hatfield CCS project with Powerfuel Power Ltd of which he is a Director, and is also a Director of the Carbon Capture and Storage Association. Michael Gibbons is Chair of UKWEC, the UK national committee of the World Energy Council. He is a member of the Advisory Board of Ocean Power Technologies, Inc of the USA, a Director of the British Management Data Foundation, and operates a small consultancy. In 2009 he was appointed the first Chair of the independent Regulatory Policy Committee, which scrutinizes UK government regulatory proposals. He gained a Master's degree from Cambridge University, and was awarded the OBE for services to regulatory reform in 2008.

Speakers

**John Hontelez**

Secretary General, European Environmental Bureau (EEB)

John Hontelez has been Secretary General of the European Environmental Bureau (EEB) since December 1996 till 1st March 2011. From that day he works for the Forest Stewardship Council as its Chief Advocacy Officer. The EEB is the lead environmental NGO on the EU level on systematically following the development of EU environmental policies, and has played an active role in the discussions on issues such as better regulation, impact assessment, better enforcement, the Lisbon process and sustainable development. John Hontelez has also been Chairman of the European Environmental Citizens Organization for Standardization (ECOS).

He has also acted for more than a decade as Chair of its Public Participation Campaigns Committee of the European Eco-Forum, and member of the Bureau of the Aarhus Convention. John Hontelez was, amongst other things, Chairman of Friends of the Earth International between 1986 and 1996 and Founder and Chairman of the Dutch Foundation Milieukontakt Oost-Europa.

John Hontelez is Dutch citizen and holds a Master of Science in Non-Western Sociology. He specialized in political anthropology of Latin America and finished his studies at the Free University of Amsterdam in 1979.

Lorenza Jachia

Secretary, Working Party on Regulatory Cooperation and Standardization Policies (W.P.6) Head, Regulatory Cooperation Unit, United Nations Economic Commission for Europe (UNECE), Switzerland

Lorenza Jachia holds a master's degree from the Graduate Institute for International Studies (Geneva) and a bachelor's degree from Bocconi University (Milan). She has been working at the United Nations since 1995, at first in the United Nations Conference on Trade and Development (UNCTAD) and then in the United Nations Economic Commission for Europe (UNECE). A trade economist, she has provided training and advisory services to negotiators of free trade area agreements and published several articles on this topic. Her research interests and work have more recently focused on the deep aspects of economic integration, in particular overcoming technical barriers to trade through regulatory cooperation and the harmonization of standards. Since April 2008 she has been the Secretary of the UNECE Working Party on Regulatory Cooperation and Standardization Policies, a forum for the exchange of information on developments and experiences in the areas of technical regulations, standardization, conformity assessment and related activities at the national, regional and international levels.

**Klaus Jacob**

Research Director, Environmental Policy Research Centre, Free University Berlin, Germany

Klaus Jacob is research director of the Environmental Policy Research Centre (FFU) at the Free University Berlin and has been a senior research fellow at FFU since 1995. He holds a diploma in Political Science and obtained his doctorate from Free University Berlin in 1998 with a thesis on innovation effects in chemicals policy. He is chair of the steering committee of the Berlin Conference series on the Human Dimensions of Global Environmental Change and is member of the executive committee of the FFU. He is also an associate lecturer at the Otto-Suhr-Institute, Department for Political and Social Sciences of the Free University Berlin, where he teaches courses on policy studies and comparative policy analysis. He was lead author of Global Environmental Outlook 4 published by the United Nations Environmental Program. He manages the FFU research projects and has been working as a project manager in a number of international and national projects since 1995. The projects include applied consultancy with a wide range of national and international clients, as well as basic research funded by renowned donors.

He has published widely in international and national journals, has reviewed for journals in political science studies and is a renowned expert for environmental policy analysis and the creation of lead markets for environmental innovations.

Biographies

**Agnes Jongerius**

Chairwoman Federation of Dutch Trade Unions (FNV), The Netherlands

Agnes Jongerius is Chairwoman of the Federation of Dutch Trade Unions (FNV). She started her career with the Transport Union of the FNV as Regional Manager in 1987 and became a Board Member of the Union in 1990. She was member of the Federal Board of the Dutch Union Federation since 1997 and became its President in 2005.

Since 1997, Agnes Jongerius is Vice Chairwoman of the Social Economic Council (Sociaal Economische Raad, SER) in the Netherlands. Furthermore, she is currently President of the Dutch Labor Association (Stichting van Arbeid, STAR), member of the Steering Committee of the European Trade Union Confederation and Vice-President of the International Trade Union Confederation.

Agnes Jongerius studied Economic and Social History at the University of Utrecht.

**Andrew Jordan**

Professor, School of Environmental Sciences, University of East Anglia, United Kingdom

Andrew Jordan is professor of Environmental Politics in the School of Environmental Sciences at the University of East Anglia. He is particularly interested in the governance of environmental problems in different political contexts, especially the EU. His work has focused on the long-term impact of the EU on the traditional style, structures and procedures of national environmental policy, "new" modes of governance, environmental policy integration and sustainability, as well as, more generally, comparative environmental policy analysis. In 2010 he was awarded a Major Research Fellowship by the Trust to undertake work on policy innovation in multi-levelled systems of governance. He is managing editor of *Environment and Planning C (Government and Policy)* and sits on the editorial boards of *Environmental Politics* and the *Journal of European Public Policy*. He has published many peer reviewed pieces, and authored or (co)edited 10 books, one of which, *The Coordination of the European Union*, won the Contemporary European Studies Association's Best Book Award. His other books include *Environmental Policy in the EU*, *Environmental Policy in Europe*; *Innovation in Environmental Policy?*; *Governing Sustainability*; and *Climate Change Policy in the EU*. In 2008 he was elected to the Academy of Social Sciences.

Marcin Korolec

Undersecretary of State at the Ministry of Economy, Warsaw, Poland

Marcin Korolec was appointed Undersecretary of State at the Ministry of Economy in 2005. From 2004 to 2005 he was responsible for EU funds and worked as a consulting partner at the company Euroidea. Between 2001 and 2004 he was a counselor for Minister Hübner at the Office of the Committee for European Integration (UKIE). From 1999 to 2001 he also worked as an advisor to Jan Kułakowski, the government plenipotentiary for Poland's accession negotiations with the EU. He was in charge of negotiations on free movement of goods, freedom of movement for persons, agriculture, competition policy, consumers and health protection. Between 1993 and 1998 he worked as a lawyer in several law firms and in the Foreign Affairs Ministry's Legal and Treaty Department. He has also been a guest lecturer on topics concerning structural funds and the coordination of Poland's European policies. He studied Law, Public Administration and History and holds degrees from the University of Warsaw and the École Nationale d'Administration in Paris.

Speakers



Peter Ladegaard

Principal Operations Officer,
Investment Climate Advisory Services,
IFC/World Bank Group

Peter Ladegaard is a Principal Operations Officer in the World Bank Group's Investment Climate Department. Since 2010 he manages the IFC/World Bank Group's Investment Climate programs in Eastern and Southern Africa. He also maintains a number of global knowledge management projects on Climate Change and Better Regulation. Prior to taking up his recent assignment, Peter Ladegaard was the World Bank Group's "Global Product Specialist" on Regulatory Governance. He is the main author and editor of a series of regulatory reform studies under the World Bank Group's "Better Regulation for Growth" initiative. Until joining the World Bank Group in 2005, he worked for OECD's Regulatory Reform Program. Before the OECD, he worked in management consulting and for the Danish Ministry of Finance. He holds an MA in Political Science, and currently lives in Nairobi, Kenya.



Michael A. Livermore

Professor, New York University School
of Law, United States

Michael A. Livermore is the executive director of the Institute for Policy Integrity and an adjunct professor at New York University School of Law. He is the author, along with Richard L. Revesz, of *Retaking Rationality: How Cost-Benefit Analysis Can Better Protect the Environment and Our Health* (Oxford University Press, 2008). He is a frequent panelist at US and international conferences on cost-benefit analysis and his views and commentary have appeared in *BusinessWeek*, *Forbes*, *The Wall Street Journal*, *The Washington Post*, *The New Republic* and *Time*. He was a postdoctoral fellow at NYU's Law Center for Environmental and Land Use Law and served as a judicial clerk for the Honorable Harry T. Edwards at the US Court of Appeals for the D.C. Circuit. Between 1995 and 2002, he worked for the New York Public Interest Research Group (NYPIRG) where he was a leading voice of the state's environmental community. Livermore graduated magna cum laude from New York University School of Law, where he was a managing editor of the *NYU Law Review*. He has published legal scholarship on topics including cost-benefit analysis in the global context, regulatory ossification, water pollution control, judicial decision making and international food safety standards.



Johannes Ludewig

Chairman National Regulatory Control
Council (Nationaler Normenkontrollrat),
Germany

Johannes Ludewig is Chairman of the German National Regulatory Control Council (Nationaler Normenkontrollrat) set up to monitor the German government's efforts to reduce bureaucracy. He has been Executive Director of the Community of European Railway and Infrastructure Companies (CER) since 2002. He is a former CEO of Deutsche Bahn AG and has extensive experience in public administration and politics. Johannes Ludewig spent more than 20 years in the German Ministry for Economics and in the office of the German Chancellor. In the Ministry of Economics, he was responsible for Energy, Business Cycle and Economic Policy. In the Chancellery, he was Head of the Department for Economic and Financial Policy and the Coordination for the New Federal States. In 1995, he became State Secretary and Representative Agent of the Federal German Government for the New Federal States. Johannes Ludewig studied Business Administration at the University of Hamburg and holds a master's degree in Industrial Engineering from Stanford University. He also has a Doctorate from the University of Hamburg and studied at Ecole Nationale d'Administration (ENA).

Biographies



Kate Marshall

Deputy Director, Behavioural Insights Team, Strategy Unit, Cabinet Office, United Kingdom

Kate Marshall joined the Civil Service in 2003 through what was then DTI. She worked on corporate governance, audit and accounting policy through 2004, taking through secondary legislation to introduce the Operating and Financial Review. In 2005 she moved to Treasury, where she was responsible for implementing recommendations from Ron Sandler's review of retail savings and investments products. A year later she joined the Better Regulation Executive, where she led teams' shadowing a range of policy areas, including employment, equalities, health & safety, pensions and licensing. In June 2010, No10 asked Kate to help set up the new behavioural insights team and lead work to strengthen corporate and consumer transparency. This led to current work to advance the government's Transparency Agenda. Prior to 2003 she had a long and successful career in the Australian media sector, working in commercial television, radio and consumer publishing. She holds an MBA from Macquarie University (Sydney) and a creative writing diploma from the Open University. She is a Trustee for Young Minds, the national charity for mental and wellbeing of young people.



Eva Meiling

Deputy Director, Danish Commerce and Companies Agency, Ministry of Economic and Business Affairs, Denmark

Eva Meiling has a background in law from the University of Copenhagen and started her career as an attorney. After joining the public sector her experiences include working for the Ministry of Social Affairs, the National IT and Telecom Agency, and the Ministry of Food, Agriculture and Fisheries. She has been Deputy Director in the Commerce and Companies Agency Since 2007. In co-operation with the Ministry of Finance, the Agency plays a key role in the efforts to provide Better Regulation for business and ensure administrative simplification, an agenda to which she is highly dedicated. This work includes increased use of E-governance and reuse of data across Government agencies so businesses only have to provide the same information once. She sits on the board for the business portal Virk.dk and the board for co-ordinating E-government initiatives.



Paul Mollerup

Managing Director Danske Advokater (Association of Danish Law Firms), Denmark

In September 2009, Paul Mollerup became Managing Director of Danske Advokater, the Association of Danish Law Firms. He has extensive experience in both government and the private sector. From 2007 to 2009, he was Managing Director of Håndværksrådet, the Danish Federation of Small and Medium-Sized Enterprises (DFSME). Between 2002 and 2007, he was CEO of the confederation of Danish Consumer Cooperatives. Prior to this, he was Head of Division of VKR Holding A/S (2001-2002).

Within the Danish Ministry of Culture, he served as the Head of both the Fine Arts Division and Sports Division. He also held several posts within the Ministry of Finance and was appointed as the Private Secretary to Prime Minister of Denmark Poul Nyrup Rasmussen, from 1995-1997.

Paul Mollerup is Vice Chairman of the Board of DanChurchAid. He studied Economics at McGill University in Canada and holds a master's degree in Economics from the University of Copenhagen.

Speakers



Jim Murray

Independent Advisor, Belgium, Ireland

Jim Murray has been representing and defending the interests of consumers for over 30 years, on both a national level in Ireland and at the European level.

He was Ireland's first Director of Consumer Affairs and Fair Trade from 1979 to 1990, and then spent eighteen years as Director of BEUC, the European Consumers' Organization (1990-2007). In the same time period he was a member of the European Consumers' Consultative Group and its various predecessor bodies, including the Consumers' Consultative Council. He was also a founding member of the Transatlantic Consumers Dialogue, and was President of that organization in 2007. On retirement from BEUC he served for a time as an honorary Special Adviser to Meglena Kuneva, the European Commissioner for Consumer Protection.

He recently launched a blog on science, transparency and medicine in the EU See: <http://openmedicineeu.blogactiv.eu> Jim Murray studied Physics and Maths and holds a post-graduate diploma in European Law. He is also a Barrister at Law.



Jeroen Nijland

Director, Regulatory Reform Group, Dutch Ministry of Economic Affairs, Agriculture and Innovation, The Netherlands

Jeroen Nijland is currently director of the Regulatory Reform Group, which was founded in October 2007 within the Dutch Ministry of Economic Affairs, Agriculture and Innovation and is responsible for the formulation and implementation of Dutch policy on regulatory burdens for business. He represents the Netherlands in the EU's High Level Expert Group for Better Regulation. He is also chair of the OECD's Working Party on Regulatory Policy Committee, and co-chair of the program for co-operation between the OECD and Middle Eastern and North African countries. From 1990 until 2000, he worked for the Ministry of Economic Affairs, focusing on SMEs, technology, innovation and ICT policies, among other areas. From 2000 until 2003, he was employed at a policy research and consultancy company.

Artur Nowak-Far

Chair of the Department of European Law, Collegium of Socio-Economic Policy, Warsaw School of Economics, Poland

Professor Artur Nowak-Far is senior researcher at the Warsaw School of Economics' Socio-Economic Collegium where he also chairs the Department of European Law. He holds a double PhD in Economics and European Law. From 1999 to 2000, he was member of the Special Task Force for Technical Harmonization (created by the prime minister) and, from 2003 to 2005, a special advisor to the Minister of Agriculture on EU-related matters. Since 2007, he has been a member of the College of the Polish Supreme Chamber of Control (nominated for a second term in 2010). He is the author of about 200 academic publications (including 7 books) published in Denmark, France, Moldova, Poland, Russia, Ukraine and the United States.

Biographies



Susan Page

Deputy Secretary, Department of Finance and Deregulation, Australia

Susan is currently a Deputy Secretary in the Department of Finance and Deregulation with responsibility for the Department's new Deregulation Group. Prior to this, she has held senior positions in the Departments of Infrastructure, Finance and Communications, where she has had responsibility for a range of industry policy matters including the establishment of Infrastructure Australia, management of the Government's major road and rail investment program, AusLink; Budget oversight of the Government's major industry Departments and agencies and for changes to Government media and broadcasting policy. Susan joined the Australian Public Service in 1980 as a graduate.

Pekka Pesonen

Secretary General COPA and COGECA

Since 2007, Pekka Pesonen is Secretary General of COPA and COGECA, the Committee of Professional Agricultural Organizations and General Committee for Agricultural Cooperation in the European Union. He was appointed as State Secretary in the Finnish Ministry of Agriculture and Forestry from 2005 to 2007. Prior to this, Pekka Pesonen was dairy and livestock advisor in Brussels for the Pellervo Federation of Finnish Co-operatives and Finnish farmers' unions MTK and SLC (1997-2005). From 1991 to 1997 he was employed by Valio Ltd, a Finnish dairy company. Pekka Pesonen holds an MSc in Agriculture from the Helsinki University.



Jacques Potdevin

CEO JPA international and JPA Consulting International

Since 2009, Jacques Potdevin is a member of the Board of IFAC, a global organization for the accountancy profession. He taught accountancy at the Centre de Formation Professionnelle Supérieure de Comptabilité et Gestion until 1987 and became senior lecturer at the French Business School HEC in 1991. Jacques Potdevin has a history of active involvement in the FEE, European Federation of Accountants. From 2006 to 2008, he was the President of FEE. He previously served the organization as Deputy President and Vice President. Jacques Potdevin is the founder of JPA (Jacques Potdevin & Associés), an international accounting network. In addition, he has held memberships and leadership positions with various accounting organizations, including Compagnie des Conseils et Experts Financiers, the Conseil Supérieur de l'Ordre des Experts-comptables et Comptables Agréés, the Compagnie Nationale des Commissaires aux Comptes, and the Conseil National de la Comptabilité. Jacques Potdevin has also written and contributed to several published books on accountancy. After obtaining a Diplôme d'expertise comptable et Commissaire aux comptes, he qualified as an independent certified public accountant and auditor in 1975.

Speakers



Michael Presley

Assistant Secretary, Regulatory Affairs Division, Treasury Board of Canada, Canada

Michael Presley is the Assistant Secretary of the Regulatory Affairs Sector at the Treasury Board Secretariat (TBS). He joined TBS as the Executive Director of Regulatory Affairs in 2007. Prior to joining TBS, he was Director General of the Food Value Chain Bureau at Agriculture and Agri-Food Canada (AAFC). While at AAFC, he was one of four team leaders in the Department charged with shaping and implementing the Food Safety and Quality elements of the Agriculture Policy Framework and was also a Team Leader on the Department's Markets & Trade Team. He was formerly the Director of the Environment Bureau within AAFC, and joined Agriculture and Agri-Food Canada in 1992. Prior to AAFC, he worked for Transport Canada in various capacities both in the National Capital Region and in the British Columbia Regional offices. He started his career with the Public Service Commission. He holds a bachelor's degree from Queen's University, and a master of public administration from Carleton University. Recently, he graduated from the University of Ottawa Certificate Program in Public Service Leadership and Governance (2007-2009), which is designed to equip senior managers to assume Assistant Deputy Minister level leadership responsibility.

Andrzej W. Przybylski

Chief Consultant, Mobilna Kooltura LLC, Poland

Andrzej W. Przybylski holds an MSc in Economics from the Academy of Economics in Katowice and an MBA from the Carlson School of Management at the University of Minnesota. Since 2004 he has been professionally involved in documenting and reducing administrative burdens with the SCM. Currently, he is a chief consultant with Mobilna Kooltura LLC, which, jointly with Deloitte, completed a zero baseline AB measurement for the Ministry of Economy in Poland in the first half of 2010, an undertaking that, in terms of size and complexity, ranks seventh in the world. At present, Mobilna Kooltura has been conducting a training course on RIA for almost 3,000 of Polish civil servants. He is in charge of all instructional matters related to this major training effort. He also provides consultancy on impact assessments drafted by governmental bodies. He has published articles on the implementation of regulatory reforms across the EU and red tape reduction programs.



Malcolm K. Sparrow

Professor, John F. Kennedy School of Government, Harvard University, United States

Malcolm K. Sparrow is Professor of the Practice of Public Management at the John F. Kennedy School of Government, Harvard University. He is Faculty Chair of executive programs on regulation and enforcement, corruption control, policing, and counter-terrorism. In March 2010 he was appointed by President Barack Obama to the Recovery Independent Advisory Panel, to advise the Recovery Board on protecting the integrity of the economic stimulus package. He joined the British Police Service in 1977. At the rank of Detective Chief Inspector, he headed the Kent County Constabulary Fraud Squad. His current research interests relate to the risk-control functions of government, and to the special managerial challenges which confront agencies of social regulation and law enforcement. In this work he has focused particularly on the fields of policing, environmental protection, tax, customs, occupational safety & health, transportation safety, financial regulation, fraud control, and corruption control. He has developed new models of performance measurement and analysis relevant to risk-control operations. He holds an M.A. in Mathematics from Cambridge University and an M.P.A. from the Kennedy School of Government, as well as a Ph.D in Applied Mathematics from the University of Kent at Canterbury.

Biographies



Malgorzata Starczewska-Krzysztozek
Chief Economist Polish Confederation
of Private Employers

Malgorzata Starczewska-Krzysztozek is a Chief Economist, and Director of the Department of Research and Economic Analyses at the Polish Confederation of Private Employers, Lewiatan (Poland). She is also a member of the Economic Council at the Chancellery of the Prime Minister. She is Chairwomen of the SMEs' Working Group at the Coordinating Committee of National Strategic Reference Framework 2007–2013 and a member of the Monitoring Committee of the Innovative Economy Program. Furthermore, she is Assistant Professor at the Department of Economics of Warsaw University. Malgorzata Starczewska-Krzysztozek is specialized in the field of corporate finance. Her research interests cover the areas of conditions for the development of enterprises, barriers to entrepreneurship, SME sector development and innovation and the role of the financial markets in SME development. Malgorzata Starczewska-Krzysztozek has a PhD in Economics.



Edmund Stoiber
Former Minister President of the
State of Bavaria; Chair of the High
Level Group on the Reduction of
Administrative Burdens, European
Commission, Belgium

Edmund Stoiber studied Law and Political Science at Munich University and the Academy of Political Science. Subsequently he was scientific assistant in the Chair of Criminal Law and Eastern Law at the University of Regensburg. After passing the 2nd State Examination in Law in 1971, he joined the Bavarian State Ministry of Regional Development and Environmental Affairs. Between 1972 and 1974 he was Personal Advisor to the State Minister and ultimately Head of the Minister's Office. He was Secretary General of the Christian Social Union in Bavaria from 1978 to 1983, from 1989 to 1993 he was Deputy Party Chairman of the CSU and from 1989 to 1993 Chairman of the Basic Policies Commission of the CSU. From 1982 to 1986 he was State Secretary and Head of the Bavarian State Chancellery. In 1986 he was nominated State Minister and Head of the Bavarian State Chancellery. From 1988 to 1993 he served as Bavarian State Minister of the Interior. He served as Bavarian State Premier from 1993 to 2007. Since 2007 he has been honorary CSU Chairman in Bavaria. He held a seat in the Bavarian Parliament (Landtag) from 1974 to 2008.



Pavel Telička
Partner BXL Consulting, former EU
Commissioner

Pavel Telička began his career in the CSFR Ministry of Foreign Affairs and occupied various positions between 1991 and 2004, including Director of the European Communities Department, Director General of the Integration Section, Deputy Minister of Foreign Affairs, Chief Negotiator for the accession of the Czech Republic to the EU, Deputy Minister and State Secretary for European Affairs, Ambassador to Brussels and Head of the Permanent Mission.

From May until November 2004, Pavel Telička was EU Commissioner co-responsible for the portfolio of Health and Consumer Protection.

In 2004, he co-founded BXL Consulting, a consultancy on EU affairs. In 2005 he became Senior Advisor to the European Policy Centre (EPC), European Coordinator for a priority project of Rail Baltica and member of the Board of Directors of Notre Europe association. He is Director of New World Resources since 2007.

He is a public speaker and co-authored the book *How We Entered*. President Václav Havel awarded Pavel Telička a medal for significant contribution to the integration of the Czech Republic to the EU and he received the Medal of King Jiří z Poděbrad for fostering peace. He graduated from the Law Faculty at the Charles University in Prague in 1986.

Speakers

**Tom M. van Engers**

Managing Director, Leibniz Center for Law, University of Amsterdam, The Netherlands

Tom M. Van Engers studied Cognitive Artificial Intelligence at the Utrecht University and received his PhD from the Department of Mathematics and Information Sciences at the Free University in Amsterdam. He has worked at the Ministry of Finance in different functions, including research manager. He is professor of Legal Knowledge Management at the University of Amsterdam and managing director of the Leibniz Center for Law. He was the CEO of the former Regulatory Knowledge Foundation. He has also been coordinator of several international research projects such as E-Power, Trias Telematica, Estrella and SEAL (for more information, see the Leibniz Center for Law website: www.LebnizCenter.org). In his research he works on a legal engineering approach to law. His research typically includes a design perspective on law, using methods from cognitive sciences, artificial intelligence and information science in order to produce new insights into effective law making and implementation. He also uses computational models of law to create legal theories and theories about legal reasoning. Another research focus is rule governance, i.e. managing change in organizations whose behavior is governed by regulations.

Marc van Hilvoorde

RA CISA, The Netherlands

Drs Marc van Hilvoorde RA CISA is responsible for the Dutch National Taxonomy in the Standard Business Reporting Program. He is currently employed at Logius, a government ICT shared service center. Within the Logius organization his focus is on the implementation of a metadata administration containing multiple electronic messages (financial statements, tax filing, electronic invoicing) and open communication standards (XBRL, UBL, HR-XML).

Simon Webb

Executive Director, The Nichols Group, United Kingdom

In July 2010 Simon Webb completed a guide on high-level crisis management in government for the UK Cabinet Office, drawing on his experience in dealing with civil emergencies, accidents and terrorist attacks as a director-general in various departments from 2001 to 2010, as well as a review of the handling the H1N1 pandemic. He recently became an executive director of the Nichols Group, which specializes in large infrastructure projects (such as the Crossrail railway under London) and change initiatives. At the Department for Transport 2004-9, he was Better Regulation "champion" and responsible for security, contingencies and accident investigation. He led work on the economic regulation of airports and land-use planning for infrastructure, both leading to deregulation. Previously, at the Ministry of Defense, he led on post-September 11th strategy and the 2003/4 White Paper on defense restructuring, also drawing on experience in defense procurement. He served in the UK Finance Ministry and the British Embassy in Washington D.C. His academic background is in Engineering and Economics.

Biographies

**Kai Wegrich**

Professor, Hertie School of Governance, Germany

Kai Wegrich is professor of Public Administration and Public Policy at the Hertie School of Governance. He is a political scientist with degrees from the Free University Berlin and Potsdam University. Prior to the Hertie School, he held positions at Humboldt University Berlin, the RAND Corporation (Berlin and Cambridge) and the London School of Economics. He is a founding member of the specialist group on Executive Politics and Governance (executivepolitics.org) of the (UK) Political Studies Association and co-chair of the permanent study group on Performance in the Public Sector (publicsectorperformance.eu) of the European Group of Public Administration (EGPA). In January 2011 he joined the editorial team of Public Administration as European editor. His main areas of research include comparative public management reform, regulatory reform and core executive governance.

**Jan Erik Wien**

Head of the Centre for Geo-Information, Wageningen University and Research Centre, The Netherlands

Jan Erik Wien is the head of the Centre for Geo-Information in Alterra, Wageningen University and Research Centre. He has a background in Integrated Assessment and Modeling, information management and information technology. He has extensive experience as a coordinator of international research projects and currently is the coordinator of the EC FP7 Network of Excellence on Impact Assessment Tools (www.liaise-noe.eu). He is a board member of the SEAMLESS Association (System for Environmental and Agricultural Modelling; Linking European Science and Society; www.seamlessassociation.org), and member of the executive committee of the OpenMI association. (www.openmi.org). He is also a member of the editorial review board of the Journal of Agricultural and Environmental Information Systems.

The IRRC Team 2011



Frank Frick
Director,
Bertelsmann Stiftung

Frank Frick is director of the Bertelsmann Stiftung's Good Governance program. He is responsible for coordinating the overall program, which focuses on designing approaches to Better Regulation and innovative strategies for political reform processes, as well as streamlining German employment law. He studied Political Science at the University of Bonn and at Berlin's Free University, where he received his degree in 1991. He then began his career as a scientific assistant at the Institute of Work and Technology. Since joining the Bertelsmann Stiftung in 1994 he has worked in the fields of employment and labor market policies, social policy and social market economy. From its beginning in 2005, he has led the Bertelsmann Stiftung's Agenda: Modern Regulation project. Since 2008 he has led the Good Governance program. Since 2010 he has also been a member of the policy advisory board for Linking Impact Assessment Instruments to Sustainability Expertise (LIAISE).



Barbara Kunz
Project Manager,
Bertelsmann Stiftung

Barbara Kunz joined the Bertelsmann Stiftung in 2008, where she is a project manager for the Modern Regulation project. She previously worked at the French Embassy in Berlin and the Center for Baltic and East European Studies in Stockholm, specializing in International Relations and the analysis of power in foreign policy. She has been a Visiting Fellow at the Center for Transatlantic Relations (SAIS/Johns Hopkins University) in Washington D.C. and the Centre for International Relations in Warsaw. She also has extensive experience as a state-examined translator (German, French, English and Swedish) notably in the field of environmental technology. She holds a master's degree from the Institut d'Études Politiques in Paris.



Katharina Röper
Project Intern,
Bertelsmann Stiftung

Katharina Röper is an intern for the Bertelsmann Stiftung's Modern Regulation project, which she joined in October 2010. She has worked as a project assistant for a foundation in Münster that promotes volunteerism and the principle of subsidiarity. She holds a master's degree in Social Anthropology, Economics and Public Law from Münster's Westphalian University.

Biographies



Henrik Riedel
Project Manager,
Bertelsmann Stiftung

Henrik Riedel studied Business Administration at the University of St. Gallen. From 1995 until 2001, he was a project manager at the Bertelsmann Stiftung in its Public Sector Reform program area. After seven years as a business consultant, he joined the Bertelsmann Stiftung once again in 2009. Since then he has been a member of its Modern Regulation project team.



Janine Ritter
Secretary,
Bertelsmann Stiftung

Janine Ritter has been the secretary for the Bertelsmann Stiftung's Modern Regulation project since 2005. Before joining the Bertelsmann Stiftung in 2002, she worked for one of Germany's major banks in the field of customer service. Her former projects at the Bertelsmann Stiftung all focused on improving the situation and status of public libraries in Germany and abroad, especially in Spain.



Petra Rutkowsky
Project Manager,
Bertelsmann Stiftung

Petra Rutkowsky holds a master's degree from Bonn University in Political Science, Economics and Modern History. After supporting the government of North Rhine-Westphalia in establishing a sustainability agenda, she joined the Bertelsmann Stiftung in 2001. Since then she has overseen a variety of projects addressing the issues of corporate social responsibility and better integration of immigrants in Germany's school system. She is a specialist in project management and systemic consulting for organizations and has recently been promoting the implementation of sustainability impact assessments at the federal level in Germany.



Jeroen Nijland

Director, Regulatory Reform Group,
Dutch Ministry of Economic Affairs,
Agriculture and Innovation,
The Netherlands

Jeroen Nijland is currently director of the Regulatory Reform Group, which was founded in October 2007 within the Dutch Ministry of Economic Affairs, Agriculture and Innovation and is responsible for the formulation and implementation of Dutch policy on regulatory burdens for business. He represents the Netherlands in the EU's High Level Expert Group for Better Regulation. He is also chair of the OECD's Working Party on Regulatory Policy Committee, and co-chair of the program for co-operation between the OECD and Middle Eastern and North African countries. From 1990 until 2000, he worked for the Ministry of Economic Affairs, focusing on SMEs, technology, innovation and ICT policies, among other areas. From 2000 until 2003, he was employed at a policy research and consultancy company.

© 2011

Bertelsmann Stiftung,
Gütersloh, Germany

Responsible:

Frank Frick, Director
Good Governance
Frank.Frick@bertelsmann.de

Barbara Kunz, Project Manager
Good Governance
Barbara.Kunz@bertelsmann.de

Graphic design
concept:

A.DREIplus, Gütersloh

Photography:

Fotolia
Imagesource
Mirko Krizanovic
Thomas Kunsch
Marc Darchinger
Korea Legislation Research
Institute (KLRI)

Illustrations:

Markus Wortmann

Print:

Druckerei Scholz, Oelde

Postal address:

Bertelsmann Stiftung
Modern Regulation
Carl-Bertelsmann-Straße 256
P.O. Box 103
D-33311 Gütersloh
Germany

Phone: +49 52 41 81 81 510
Fax: +49 52 41 81 6 81 510

Online:

www.IRR-Network.org

E-mail:

IRR-Conference@
bertelsmann-stiftung.de

4th International Regulatory Reform Conference

Thursday, March 10, 2011		Friday, March 11, 2011			
10:00 am – 11:00 am	11:00 pm – 12:30 pm	9:00 am – 10:45 am	10:45 am – 11:15 am	11:15 am – 1:00 pm	1:00 pm – 2:00 pm
Welcome Plenary Session I Welcome Opening remarks: Dr. Jörg Dräger, Member of the Board, Bertelsmann Stiftung, Germany Chris Buijink, Sectary General, Ministry of Economic Affairs, Agriculture and Innovation, The Netherlands Walking lunch		Session 1 Panel 1.a Workstream 1: Ten years of Better Regulation: towards a new policy agenda Panel 1.b On communication Panel 1.c Alternatives to regulation Panel 1.d Mainstreaming sustainability into policy making Session 2 Public Session High Level Group of Independent Stakeholders on Administrative Burdens Part 1 Panel 2.b Workstream 2: Better Regulation for Green Growth Panel 2.c Reviewing legislation: a gateway to growth? Panel 2.d Avoiding unnecessary burdens from regulating for risks Session 3 Public Session High Level Group of Independent Stakeholders on Administrative Burdens Part 2 Panel 3.b Modeling for impact assessments Panel 3.c Workstream 3: The dynamics and politics of Better Regulation Panel 3.d Regulatory budgets and agenda-setting Session 4 Panel 4.a What is smart about Smart Regulation? Panel 4.b The Dutch and Canadian approaches to user fees and service standards Panel 4.c Legal engineering and rule governance: a rational approach toward efficient governance Panel 4.d Workstream 4: Engaging stakeholders in designing regulation		Session 5: Workstreams: where to move from here Panel 5.a Workstream 1: Ten years of Better Regulation: towards a new policy agenda Panel 5.b Workstream 2: Better Regulation for Green Growth Panel 5.c Workstream 3: The dynamics and politics of Better Regulation Panel 5.d Workstream 4: Engaging stakeholders in designing regulation Coffee Break Plenary Session II Synthesis: reports from the workstreams Keynote speech: Malcolm Sparrow Operational Risk Management as Regulatory Strategy: Exploring the Implications Concluding remarks Lunch	
12:30 pm – 1:30 pm	1:30 pm – 2:30 pm				
2:45 pm – 3:45 pm					
4:00 pm – 5:00 pm					
5:15 pm – 6:15 pm					
7:00 pm – 8:00 pm	8:00 pm – 11:00 pm				
Canal cruise around Amsterdam Dinner at Fifteen Amsterdam					

