The
Federal Government

IRRC

Accountability, Transparency, Participation: Key Elements of Good Governance

International Regulatory Reform Conference 2013
January 31 – February 1, 2013, Berlin

Accountability, Transparency, Participation: Key Elements of Good Governance

International Regulatory Reform Conference 2013
January 31 – February 1, 2013, Berlin

Thursday, January 31, 2013

11:30 – 13:00	**Arrival and registration**
12:00 – 12:50	**Pre-conference session**
13:00 – 14:10	**Plenary session 1**
	Short break
14:20 – 15:20	**Workshops 1**
Europasaal	**High Level Group on Administrative Burdens, European Commision, public session, Part 1**
Willy-Brandt-Saal	**Crisis of Financial Markets – The Role of Impact Assessments in the Design of Financial Market Regulation**
Adenauer-Saal	**The Role of Regulators in Regulatory Policy**
Stresemann-Saal	**Cutting Red Tape with e-government**
Rathenau-Saal	**Competitiveness and Growth: the Role of Better Regulation in the EU**
Weltsaal - Workshops	**Better Regulation – Experiences and Expectations from Transition Countries**
	Break
15:50 – 16:50	**Workshops 2**
Europasaal	**High Level Group on Administrative Burdens, European Commision, public session, Part 2**
Willy-Brandt-Saal	**Costs and Benefits: Two Sides of the Same Coin**
Adenauer-Saal	**The Role of Audit Offices in Regulatory Policy**
Stresemann-Saal	**Responsive Government: The Perspective of Citizens and Businesses**
Rathenau-Saal	**How Does Participation Facilitate Legitimacy in Political Decision Making?**
Weltsaal - Workshops	**Supranational Regulation and Local (Self) Administration – Connecting Top Level Law-Making with the Local Face to the Customer**
	Short break
17:00 – 18:00	**Plenary session 2: Regulatory Reform Meets Parliament ... How Does Regulatory Reform Influence Decisions of Parliaments?**

Transfer	
18:30	Reception | Association of German Chambers of Commerce and Industry (DIHK), Breite Str. 29, 10178 Berlin (in walking distance of conference center)

Friday, February 1, 2013

8:30 – 9:30	Early bird coffee
9:30 – 10:30	● Plenary session 3: The regulatory toolbox: Does Regulatory Reform Provide New Impulses to Solving Old Problems?
	Break
10:50 – 12:20	Workshops 3
Europasaal	● The Role of Parliaments in Regulatory Policy
Willy-Brandt-Saal	● How to Explain the Problems of Real Life to Politicians? Trends and Pitfalls of Public Consultation
Adenauer-Saal	● Internal Expertise or Independent Advice - How Governments Ensure Regulatory Quality
Stresemann-Saal	● Clarifying Gold Plating: Mitigating Barriers to Trade in the Single Market
Weltsaal - Workshops	● "Better Constitution" – Better Regulation in Constitutional Reform Processes
	Short break
12:30 – 13:50	● Plenary session 4 and concluding remarks: Final panel and feedback of participant rapporteurs, „take away's"
13:50 – 14:30	Lunch buffet
14:30 – 15:00	Departure
Optional guided tours:	
	Federal Chancellery or/and German Bundestag (additional registration necessary, self-organized transfer to Chancellery or/and Bundestag)

Pre-conference session: Better Interpretations: The Variety of Regulatory Reform

abstract

When I talk to my family about better regulation they don't really understand what I'm talking about, what my job is. Then I try to explain them that better regulation is not something for lawyers and politicians, it's something that affects individuals, all citizens in their daily life and that's why it is something we must all take very seriously.
William Robinson, University of London

Is Better Regulation something that can be shown in a movie? No, it can't. But you can show in a movie what different people in different parts of the world mean when they speak about Better Regulation and how they, finally, struggle for one goal: To make life of citizens better by improving the rules of their society. At the end you will see – they speak about different national regulations but the same universal principles. So watching this documentary may give you an idea about the chances and possibilities of an international exchange about Better Regulation.

partners

BMZ Federal Ministry for Economic Cooperation and Development

Implemented by giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Regulation – one Term, many Opinions in a Film about

Antje Dombrowsky

Antje Dombrowsky graduated from the Film and Television University "Konrad Wolf" in Potsdam-Babelsberg. She is a filmmaker with advanced knowledge in film editing as well as in camera and sound, a long practice as independent author of documentary, image and internet films and a large experience as editor in a wide range of TV-productions. Her recent projects deal with issues of international development cooperation ("Better Regulation. Key instrument or just a fashion?", "Auf dem Weg zur Augenhöhe – Bürger und Staat in Aserbaidschan", "Citynet South Caucasus"). Since 2011 she is working as Creative Director of the independent TV channel Azerbaijan News Service (ANS) in Baku. Filmography and more information: www.antje-dombrowsky.de, www.filmkind.eu

Thomas Melzer

Thomas Melzer has been leading for two years the Azerbaijanian team of the GIZ-project "Advice on Legal and Judicial Reforms in the South Caucasus" implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. His professional experiences cover eleven years as Judge at different German courts and in various fields of law and five years as spokesman and speechwriter of a Minister of Justice. He studied Law at the Humboldt-University in Berlin and carried out scientific studies at the Max-Planck-Institute for International Intellectual Property Law in Munich. He is author of numerous cultural essays and play scripts and co-author of documentary films about judicial and cultural topics.

Plenary session 1

William Robinson

William Robinson has for many years worked in the field of European Union law and language. After starting as a lawyer-linguist at the European Court of Justice in 1975 he moved to the European Patent Office as a translator and editor. He returned to the Court of Justice in 1983 to revise translations of its judgments and other texts. From 1996 to 2010 he revised draft legislation in the European Commission's Legal Service where he coordinated a team of legal revisers, produced drafting guidance and led a training programme for drafters. Since 2010 he has been engaged in research into European Union legislative drafting issues at the Institute of Advanced Legal Studies of the University of London, first as the Sir William Dale Visiting Fellow and latterly as Associate Fellow.

notes/contacts

welcome

- **Harald Braun**, State Secretary at the Federal Foreign Office, Germany
- **Johannes Ludewig**, Chairman of the Nationaler Normenkontrollrat (NKR) Independent National Regulatory Control Council, Germany

keynote

- **Eckart von Klaeden** MP, Minister of State to the Federal Chancellor, Germany
- **Manana Kobakhidze**, First Deputy Speaker of Parliament, Georgia

moderator

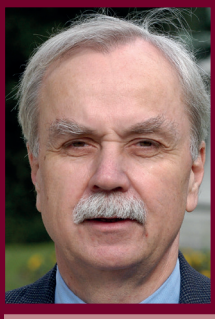
- **William Robinson**, Associate Fellow of the Institute of Advanced Legal Studies, University of London, United Kingdom

Plenary session 1

Harald Braun

Harald Braun entered the Foreign Service in 1981. Posts followed at the German embassies in Beirut and London as well as in the human resources division of the Federal Foreign Office in Bonn.
During the 1990es, Dr Braun was Germany's Ambassador to Burundi, head of office for the former Federal Foreign Minister Hans-Dietrich Genscher, and Head of the Political Section at the German Embassy in Washington, D.C.

From 2003 to 2005, he was Deputy Foreign and Security Policy Advisor to the Federal Chancellor.
After a few years as Corporate Senior Vice President of Siemens AG in Munich, he became Deputy Chief of Mission at the German Embassy in Paris in 2008, and subsequently Director-General for Management of the Federal Foreign Office in Berlin. Since 2011, Dr. Braun is State Secretary at the Federal Foreign Office.
Trained as an economist and historian, Dr. Brown is a Research Professor at the State University of New York at Stony Brook since 2008, and holds a number of board positions in professional and charitable organizations.



Johannes Ludewig

Johannes Ludewig is Chairman of the NKR, which was set up in 2006 to support the German Government in implementing its measures in the field of bureaucratic burden reduction and better regulation. He was Executive Director of the Community of European Railway and Infrastructure Companies (CER) from 2002 to 2011 and CEO of Deutsche Bahn AG from 1997 to 1999. Before, Ludewig spent more than 20 years in the German Ministry of Economics and in the Federal Chancellery. In the Ministry of Economics, he was responsible for Energy, Business Cycle and Economic Policy. In the Chancellery, he was Director General for Economic and Financial Policy and Coordinator for the New German Länder . In 1995, he became State Secretary and Representative Agent of the Federal German Government for the New German Länder.
Ludewig studied Business Administration at the University of Hamburg (Diplom-Kaufmann) and obtained a master‘s degree in Industrial Engineering from Stanford University. He also holds a doctoral degree from the University of Hamburg and studied at the Ecole Nationale d‘Administration (ENA).

Plenary session 1

Eckart von Klaeden

Eckart von Klaeden has been a Member of the German Bundestag since 1994.

From 2000 to 2005, he served as Parliamentary Secretary of the CDU/CSU Parliamentary Group, and from 2005 to 2009, he was foreign-policy spokesman of this Group. Since 2004, Mr. von Klaeden has been a member of the Federal Executive Committee of the CDU and since 2006, member of its Federal Executive Board. From 2006 to 2010, he served as Federal Treasurer of the CDU.

Since 2009, he is Minister of State to the Federal Chancellor.

He is a lawyer, and studied law at the universities of Würzburg and Göttingen.

summary

Improving our approach to regulating policy is vital to our society and economy. Making regulation better right from the start saves us time and money.

Germany has implemented a range of different approaches to improve regulation in the past forty years. Today's legislative proposals by the Federal Government have to show the total measurable compliance costs incurred by citizens, business, and administration. The independent National Regulatory Control Council watches over the correct application of the respective methodology, and the correct presentation of costs calculated in the legislative drafts it is provided with. We need to tailor necessary legislation to the needs of citizens, businesses, and administration itself: reliable and lean procedures, cost-efficiency, reduction of overheads.
This is why it is so important that experts from several fields of legislation and regulation dedicate time and effort to developing further stragies and tools of good governance.

Manana Kobakhidze

Ms Manana Kobakhidze (Georgia) graduated at Ivane Javakhishvili Tbilisi State University's Faculty of History and Political Science in 1990 and Law Institute of Tbilisi in 2003. She passed exams for the qualification of judges and Georgian Bar.

Ms Kobakhidze has great experience in the field of Human Rights defense and advocacy. Beginning in 2002, she worked in NGO "Article 42 of the Constitution" and as a Strategic Litigation Project Manager, Chair of the Board, Executive Director and as Executive Director in NGO "Public Advocacy". From 2005 to present she has been assistant professor at the Caucasus University School of Law. She is the founder of NGO "Georgian lawyers for the independent profession".

From April 2012 Ms Kobakhidze has been co-chairperson of the Political Party "Georgian Dream". After winning the 2012 Parliamentary Election she became First Deputy Chairperson of the Parliament of Georgia and Chairperson of Parliament's Gender Equality Council.

summary

The keynote speech concerns accountability, transparency, participation and other elements of good governance in transition countries with a special focus on Georgia after the parliamentary elections in October 2012.

It deals with chances and challenges for the Law-making process under the so-called cohabitation process and the role of the parliament in respect of this. The law-making process in general, the initiation of legislation, the review of existing problems will be analysed. The relationship between parliament, other stakeholders in the legislative process, addressees of law and civil society will be dealt with as well as issues of transparency of the legislative work.

Public session: High Level Group on Commision - Part 1

abstract

After the great interest for the Group's public sessions inter alia at the last International Regulatory Reform Conference in Amsterdam in 2011, this is the fifth time such a meeting is held in public.

The High Level Group was set up in 2007 under the chairmanship of Edmund Stoiber, former Prime minister of the German Free State of Bavaria.

Under its first mandate the Group's main task had been to provide advice on administrative burden reduction measures suggested in the context of the Action Programme for Reducing Administrative Burdens in the EU, the aim of which was to reduce administrative burdens on businesses arising from EU legislation by 25% by 2012.

With the second mandate, the Group's work was extended inter alia to the Simplification Rolling Programme and to a report on Best Practice in Member States to implement EU legislation in the least burdensome way which was published on 21 February 2012 („Europe can do better"). With the third mandate adopted by the Commission on 5 December 2012 the Group will continue its work under the current Commission until October 2014. Work will focus on SMEs and micro enterprises, as well as how to make Member State public administrations more efficient and responsive to the needs of stakeholders when implementing EU legislation.

The present session is a regular meeting of the High Level Group, exceptionally in public. It is the first meeting under the new mandate. The agenda will include inter alia the latest Communication by the European Commission on „EU Regulatory Fitness" and the Group's planned activities under the new mandate.

Administrative Burdens, European

members high level group

- **Edmund Stoiber** (chair), Former Prime minister of the German Free State of Bavaria; Chair of the High Level Group on Administrative Burdens, Germany
- **Roland Berger**, Founder and Honorary Chairman of Roland Berger Strategy Consultants, Germany
- **Gabriel Côrte-Real de Carvalho Goucha**, Board Member European Small Business Alliance (ESBA), Portugal
- **Michael Gibbons**, Chairman Regulatory Policy Committee (RPC), United Kingdom
- **Johannes Ludewig,** Chairman Nationaler Normenkontrollrat (National Regulatory Control Council, NKR), Germany - please see page 11
- **Pekka Juhana Pesonen**, Secretary General COPA and COGECA, Belgium
- **Malgorzata Starczewska-Krzysztoszek**, Chief Economist Polish Confederation of Private Employers, Poland
- **Pavel Telicka**, Partner BXL Consulting; Vice-President Czech Regulatory Impact Assessment Board, Czech Republic
- **Jan ten Hoopen**, Chair Actal, Observer HLG, The Netherlands

Edmund Stoiber

chair

Edmund Stoiber studied Law and Political Science in Munich. Subsequently he was scientific assistant for the Chair of Criminal Law and Eastern European Law at the University of Regensburg. After passing the 2nd State Examination for Law in 1971, he joined the Bavarian State Ministry for Environmental Affairs and Regional Development. 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 (CSU) in Bavaria from 1978 to 1983. From 1989 to 1993, he was Deputy Party Chairman of the CSU. From 1982 to 1988, he served as Head of the Bavarian State Chancellery. From 1988 to 1993, he served as Bavarian State Minister of the Interior. He served as Prime Minister of Bavaria from 1993 to 2007. Since 2007 he has been honorary Chairman of the CSU.

Public session: High Level Group on Commision - Part 1

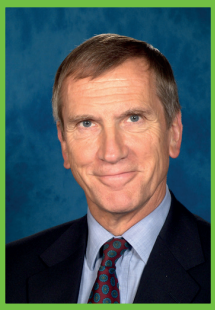
Roland Berger

Today, Roland Berger Strategy Consultants has grown to become one of the world's top five strategy consulting firms with more than 50 offices in over 35 countries. The company advises leading international enterprises, as well as public and non-profit institutions.
Roland Berger is a member of several supervisory boards and advisory councils of national and international companies, foundations and organizations, including Fresenius SE & Co. KGaA, Bad Homburg; Prime Office REIT-AG, Munich; RCS Mediagroup S.p.A., Italy.
Roland Berger is Chairman of the Board of Trustees of the Roland Berger Foundation, which is dedicated to the global protection of human dignity and human rights. The foundation also helps gifted children and young people from underprivileged families across Germany to gain access to the best possible primary and secondary education.

Gabriel Côrte-Real de Carvalho Goucha

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, the aim of which is to reduce bureaucracy and simplify the lives 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 for 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.

Administrative Burdens, European



Michael Gibbons

Gaining a MA at Cambridge University, Michael started his career at ICI and joined Powergen in 1991. He worked for the UK government as a Member of the Better Regulation Commission and the BRTF. In 2007 he led the independent Gibbons Review of Employment Dispute Resolution Regulations for the Secretary of State for Trade and Industry. In 2008 he joined the High Level Group on Administrative Burdens. In 2009 he became the first Chairman of the RPC, an independent regulatory scrutiny body advising the UK government. He was reappointed in 2012.

Other current appointments include Chairman of the UK National Committee of the World Energy Council, Director of 2Co Power (Yorkshire) Ltd, Member of the Advisory Board of Ocean Power Technologies Inc, Director of the Carbon Capture and Storage Association, Director of the BMDF, and Chair of the TUC Clean Coal Task Group.

Michael was awarded an OBE for services to regulatory reform in 2008.

Pekka Juhana Pesonen

Since 2007, Pekka Pesonen is Secretary General of COPA and COGECA, the Committee of Professional Agricultural Organisations 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 a MSc in Agriculture from Helsinki University.

Public session: High Level Group on Commision - Part 1

Malgorzata Starczewska-Krzysztoszek

Malgorzata Starczewska-Krzysztoszek is Chief Economist and Director of the Department of Research and Economic Analyses at the Polish Confederation of Private Employers, Lewiatan. She is a member of the Economic Council at the Chancellery of the Prime Minister, Chairwoman of the SMEs' Working Group at the Coordinating Committee of the National Strategic Reference Framework 2007-2013, and a member of the Monitoring Committee of the Innovative Economy Programme.
Furthermore, she is Assistant Professor at the Department of Economics of Warsaw University. Malgorzata is specialised 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 has a PhD in Economics.

Pavel Telička

Pavel Telička started his professional career in 1986 at the Ministry of Foreign Affairs. During 1991-95 he held different positions at the Czech(oslovak) Mission to the EC in Brussels. In 2002, he became Ambassador and Head of the Permanent Mission of the Czech Republic to the EC. From February till November 2004, he was Commissioner co-responsible for Health and Consumer Protection with Commissioner Byrne. In 2004, he set up BXL Consutling Ltd, an EU Affairs consultancy. In 2005, he was appointed as European Coordinator for the railway network 'Rail Baltica' within TEN-T.
Since 2007 he is a member of the High Level Group on Administrative Burdens. In 2011, he was appointed as Vice-President of the Czech Regulatory Impact Assessment Board.
In 2003, he published together with Czech journalist Karel Bartak the book "How we entered..." describing various aspects of the negotiating process with the EU.

Administrative Burdens, European

Jan ten Hoopen

Jan is Chair of Actal since June 2011. Together with the other two Board Members he is responsible for Actal's opinions which concern ex ante scrutiny of proposed legislation, research into less burdensome alternatives for existing legislation and the recently developed Regulatory audit.
Jan launched his own company in 1976, a bread and confectionary bakery. Using his experience as entrepreneur, Jan became a Member of the Dutch Parliament for the CDA in 1995. From 1988-2000 he was director of Ecooperation. In 2001, Jan became again member of the Dutch Parliament. Over a period of four years, he also functioned as first Vice-Chairman of Parliament.
During his career Jan has been active in a variety of organisations, amongst others, as deputy chair of the Royal Association MKB-Nederland (SME-The Netherlands); Board Member of UEAPME in Brussels; Member of the Dutch Social and Economic Council and Chair of Socially Responsible Entrepreneurship at MKB-Nederland.

Workshop: Crisis of Financial Markets in the Design of Financial Market

abstract

The workshop "Crisis of Financial markets – The Role of Impact Assessments in the Design of Financial Market Regulation" will demonstrate which methods are used for impact assessments in relation to measures concerning the financial market of the European Union.

The three speakers will inter alia present concrete examples for recently conducted impact assessments. They will also explain how impact assessments not only focus on the effects inside the European internal market, but also take global influences into consideration

partners

BaFin

– The Role of Impact Assessments Regulation

moderator

- **Thomas Schmitz-Lippert**, Bundesanstalt für Finanzdienstleistungsaufsicht (BaFin) - Federal Financial Supervisory Authority, Head of International Policy/Affairs Department, Germany

speakers

- **Gabriel Bernardino**, Chair of European Insurance and Occupational Pensions Authority (EIOPA)
- **Kamil Kiljanski**, Head of Unit Analysis, Impact and Evaluation, DG Internal Market and Services, European Commission
- **Andrea Maechler**, Deputy Head of ESRB Secretariat, European Central Bank

notes/contacts

Workshop: Crisis of Financial Markets in the Design of Financial Market

Thomas Schmitz-Lippert

As Executive Director for International Policy since November 2005, Thomas Schmitz-Lippert is responsible for BaFin's international strategy across the sectors of banking, insurance and market supervision, and reports directly to the President of BaFin.

Thomas Schmitz-Lippert represents BaFin in important global standard-setting committees, such as IAIS, IOSCO and the Joint Forum, which he chairs since November 2012. Being a member of the FSB's Working Group on OTC Derivatives he is President Dr. Elke König's alternate in the FSB Plenary and in the FSB Standing Committee on Supervisory & Regulatory Cooperation.

On a European level, he chairs the Joint Committee on Financial Conglomerates and participates in the meetings of the Joint Committee (JC) since 2011, which co-ordinates all three European Supervisory Authorities´ (ESAs) work.

He attends the EIOPA Board of Supervisors meetings since 2011, and for many years participated in the meetings of CEIOPS and CEBS, the former committees on insurance and banking supervision, respectively.

– The Role of Impact Assessments Regulation

Gabriel Bernardino

Gabriel Bernardino is Chairman of the European Insurance and Occupational Pensions Authority (EIOPA) since 2011. He is responsible for the strategic direction of EIOPA and represents the Authority at the Council of the European Union, the European Commission and the European Parliament. Gabriel Bernardino prepares the work of EIOPA's Board of Supervisors and also chairs the meetings of the Board of Supervisors and the Management Board. He is the first Chairperson of EIOPA.

Prior to his current role, Gabriel. Bernardino was the Director General of the Directorate for Development and Institutional Relations at the Instituto de Seguros de Portugal (ISP). He has served in several positions of increasing responsibility since he joined the ISP in 1989 and represented EIOPA's preceding organisation, CEIOPS, as Chairman between Oct 2009 and Dec 2010.

summary

The task of the European Financial Supervisory Authorities is to shape the existing financial regulation and supervision in the European Union and to create new consistent regulatory and supervisory standards.

This work is possible only with the proper impact assessment. Proper ex-ante and ex-post impact assessments are a cornerstone of the ESA's policy development. EIOPA applies a transparent process using its own expertise and inputs from different stakeholders. This helps to bring a real insight to the issues at stake and assesses the potiential impact on market participants, supervisors and consumers.

Workshop: Crisis of Financial Markets in the Design of Financial Market

Kamil Kiljanski

Kamil Kiljanski has been heading the unit in charge of economic analysis and impact assessment at the European Commission's DG for Internal Market and Services since April 2011. Before, he was a member of the Chief Economist Team at European Commission's DG Competition set up in September 2003 by Prof. Lars Henrik Roeller. Prior to joining the Commission, he worked as a Senior Economist at LECG (an economic consultancy) in its London office.

He has experience in various industries, among others: energy, postal and logistics, environment, payment systems, ICT and media. He was also involved in several International Chamber of Commerce (ICC) litigation cases in the IP domain, as well as advised on regulatory matters. He earned his PhD in economics from Warsaw School of Economics (Poland) and received his LLM degree from King's College London.

summary

It has now been ten years since the European Commission established its impact assessment system meant to improve the quality of EU legislation and respond to calls from external stakeholders for more transparency in policy making. On the one hand, in the midst of an on-going economic crisis it is fundamental to better justify the costs of needed legislation. On the other, the Commission must anticipate and develop solutions to major and complex problems, often under very short timeframes

The impact assessment process is designed to impose discipline on the regulator by, inter alia, mandatory public consultations and scrutiny of the Impact Assessment Board. Since 2008, the Commission produced and consulted on 44 impact assessments in direct response to the financial crisis. Based on some of these recent examples, the presentation will address the pros and cons of the current approach and the way it ensures that broadly-understood impacts of regulation are duly taken into account in policy-making.

– The Role of Impact Assessments Regulation

Andrea Maechler

Andrea Maechler is the Deputy Head of the Secretariat of the European Systemic Risk Board (ESRB). She leads much of the analytical work, including that relating to the assessment of systemic risk and to macro-prudential policy. Prior to taking up her current position, Ms Maechler spent over ten years at the IMF in Washington, D.C., where she gained extensive expertise in financial sector surveillance.
In particular, she conducted the IMF's seminal capital shortfall exercises during the global financial crisis and the macro-financial balance-sheet stress tests for the US Financial Sector Assessment Program (FSAP). Her work has been published in several finance journals including the "Review of Finance", and she has made numerous contributions to the IMF's "Global Financial Stability Report".
Before joining the IMF, Ms Maechler worked at the Swiss National Bank and held short-term positions at various international organisations including the OECD in Paris and the WTO) in Geneva, Switzerland. Ms Maechler obtained her PhD in International Economics from the University of California, Santa Cruz.

summary

The European Systemic Risk Board (ESRB) itself has, thus far, conducted a limited number of impact assessments (IAs), although there are strong pressures to do more in this area. The ESRB is preparing a Methodology Handbook detailing best practices for making and assessing recommendations, including through the use of quantitative and qualitative IAs.

Overall, IAs have been found to have significant limitations, and their results require careful interpretation. Macro-prudential stress tests, which are an important tool to assess the impact of a shock, including a new regulation, on the entire financial sector, financial intermediation and the wider economy, have gained in prominence over recent years. In Europe, they have been used to assess banks' capital adequacy and, at the IMF, they were used to estimate the global capital shortfall during the financial crisis. The macro-prudential component of stress testing needs to be strengthened further. The ESRB can play an important role in this area.

Workshop: The Role of Regulators in

abstract

Independence in decision making, within general economic guidelines set by Government, Parliament and the EC, involvement of all stakeholders in decision making and full accountability of regulatory activity are among the main features of a modern network regulator.

However, the growing complexity of regulatory frameworks on the one hand and of their direct and indirect costs on the other nowadays pose specific new challenges that require the development of new regulatory quality tools: full Impact Analysis over the whole regulatory cycle, effective notice and comment procedures for the involvement of all stakeholders in decision processes, comprehensive and transparent reasoning of decisions subject to judicial review, analysis and reduction of administrative burdens and promotion of innovative regulation learning from a behavioural approach.

partners

OECD
BETTER POLICIES FOR BETTER LIVES

Regulatory Policy

moderator

- **Faisal Naru**, Senior Economist, OECD

speakers

- **Annegret Groebel**, Head of Section, International Coordination, Federal Network Agency for Electricity, Gas, Telecommunications, Post and Railway (BNetz A), Germany
- **Luigi Carbone**, Commissioner, Regulatory Authority for Electricity and Gas, Italy

notes/contacts

Workshop: The Role of Regulators in

Faisal Naru

Faisal Naru is responsible in the OECD Secretariat for a variety of work on regulatory policy with OECD member and non-member countries, including on Economic Regulators, Regulatory Impact Assessments and Regulatory Management Systems.

As a former member of the UK Government's Cabinet Office, he has worked on a variety of high profile policy areas in different Ministries over several years. This includes being part of the Better Regulation Executive and working at a high strategic level with No.10 Downing Street, the Treasury, Ministers and Senior Civil Servants on initiatives for institutional cultural change and politically sensitive policies.

He has extensive international experience of regulatory reform and better governance projects in Asia, the Middle East, Africa and Europe. He was the Head of Policy and Regulatory Reform for a global development consultancy and he graduated from Oxford.

Regulatory Policy

Annegret Groebel

Annegret Groebel has held the post of Head of Section „International Co-ordination", in the German Regulatory Authority for Telecommunications, Post and Railway since 2001 and was promoted Head of Department International Relations/Postal Regulation in 2009. She also holds key positions at the Independent Regulators Group. She is actively involved in the work of the European Regulators Group and of the newly created Body of European Regulators for Electronic Communications. She is responsible for all contacts to other European and non-European regulatory bodies as well as for the contacts with the European Commission, including CEER, ACER in the energy field, ERG-Post and IRG Railways. In March 2012, she was appointed Vice-President of the Council of European Energy Regulators (CEER).

Trained as an economist, Ms Groebel has expertise in the European regulatory framework for electronic communications and implementation, as well as the regulatory framework for the internal energy market. She has advised public authorities on regulatory reform and sector-specific regulation.

summary

The presentation will outline the importance of independent authorities for an effective regulation on the national level and of close cooperation among National Regulatory Authorities on the European and international level in order to promote the European internal market and to overcome barriers to international trade in services.

It will set out numerous examples on how this works in the fields of telecommunications, energy, post and railways and what are the key factors to a successful implementation of regulation both on the national and the European level. It will analyze and compare the multi-governance schemes of European regulatory groups and bodies in the sectors mentioned since 1997. It will show the development since then and put a particular focus on the implementation of the revised regulatory frameworks of 2009 in the telecommunications and energy sectors. It will also look at the advantages of a multi-sector regulatory body. Finally, conclusions on the design of national regulatory bodies and multi-governance schemes will be drawn.

Workshop: The Role of Regulators in Regulatory Policy

Luigi Carbone

Luigi Carbone is Board Member of the Italian Regulatory Authority for Electricity and Gas since February 2011. He is also Vice-President of the Mediterranean Energy Regulators, Board Member of the International Confederation of Energy Regulators and of the Regulatory Policy Committee at the OECD.

Mr. Carbone worked for the Italian Senate from 1987, became Member of the Council of State in 1992 and was appointed Divisional President in 2010. Between 1992 and 2010, he served in a number of positions in the Italian Prime Minister's Office. From 2005 to 2007, he was Secretary General with delegated functions on behalf of the Council of State and Vice Secretary General from 2007 to 2011.

He is lecturer at ENA in Paris and teaches at the College of Europe in Bruges.

Mr. Carbone is Professor and member of the Scientific Committee of the Post-Graduate Course in Public Management and Public Communication at Rome's LUMSA University. He is the author of several papers on administrative action, quality of regulation, administrative reform and regulatory simplification.

summary

Independence in decision making, within general economic guidelines set by government, parliament and the EC, involvement of all stakeholders in decision making and full accountability of regulatory activity are among the main features of a modern network regulator.

However, the growing complexity of regulatory frameworks on the one hand and of their direct and indirect costs on the other pose today specific new challenges that require the development of new regulatory quality tools: full impact analysis over the whole regulatory cycle, effective notice and comment procedures for the involvement of all stakeholders in decision processes, comprehensive and transparent motivations of decisions subject to judicial review, analysis and reduction of administrative burdens and promotion of innovative regulation learning from a behavioural approach.

notes/contacts

Workshop: Cutting Red Tape with

abstract

In this panel we will discuss the role and impact of e-Government for the transformation of public service provision and cutting red tape. We will highlight the link between ICT in government and better regulation in responding to reduce administrative burdens for citizens and enterprises as well as administrative effort within government.
The key questions we will discuss in the panel will be the following: To what extent could e-government transform governments in European countries or this already been the case? How could ICT be used to reduce administrative burdens for citizens and enterprises? How can e-Government help avoiding over-regulation? What are the restrictions when implementing e-Government and how can be they overcome? Regarding the implementation we will focus on whether e-Government can be implemented financial restrictions and in crisis situations. Therefore in the panel we go beyond a technological understanding of e-Government, which is often focussing on online services and IT management. Instead, we will discuss the concrete experiences of managing e-government in various European countries with the achieved results.

partners

e-Government

moderator

- **Tino Schuppan,** Scientific Director, IfG.CC - The Potsdam eGovernment Competence Center, Germany

speakers

- **Manoussos G. Voloudakis**, Deputy Minister of Administrative Reform, Greece
- **Margus Sarapuu**, Secretary General of the Ministry of Justice, Estonia
- **Jens Hedström**, President, Member of the Board of Swedish Industry and Commerce for Better Regulation (NNR) and Chair, BUSINESSEUROPE Better Regulation Working Group, Sweden - please see page 109
- **Edwin Lau**, Head of the Reform of the Public Sector Division, OECD

notes/contacts

Workshop: Cutting Red Tape with

Tino Schuppan

Tino Schuppan is a Professor for Public Management and the scientific director of the Institute for E-Government (IfG.CC) in Potsdam, Germany. He has research, consulting and project experience in the fields of e-government, public management reforms and development cooperation. His research interests include transformation in the context of e-government, changing work organisation ("public management from below"), skills and competencies for e-government and ICT for development. His articles on public management and e-government have been published in leading international scientific journals. He is a member of various international conference committees. Tino Schuppan is co-chairing several international leading scientific conference panels such as International Research Society for Public Management (IRSPM) or the Hawaii international Conference on System Sciences (HICCS). He teaches master courses at the University of Potsdam (Germany), University of Salzburg (Austria) and University of Bern (Switzerland).

Manoussos G. Voloudakis

Manoussos G. Voloudakis was appointed Vice-Minister of Administrative Reform and E-Governance in June 2012. He was elected MP for the constituency of Chania with Nea Demokratia in the elections of September 2007, May and June 2012. He has served as General Secretary of Commerce in the Ministry of Development from 2005 to 2006. Mr. Voloudakis holds a degree in Economics from the University of Athens and a Master's degree in Political Economy from the University of Essex, UK.

Prior to his involvement in politics, he worked as an economist in the private sector for RUSVAR HOLDINGS BV, Metaxa Distilleries S.A. and ELVAL S.A. of the Viohalco Group, where he eventually took the post of Deputy General Manager. He speaks English, French and Spanish.

e-Government

Margus Sarapuu

Margus Sarapuu has been a Secretary General of the Ministry of Justice in Estonia since 2007. Before that, since 2002, he was a Deputy General Secretary responsible for the administration of the judiciary (including land and business registries) and related professions.

In his capacities he has contributed to the transitional period of Estonia's state-building, including introducing structural reforms in the court management, promoting e-governance services, transforming civil service, optimizing shared services and advancing better regulation practices. He has shared Estonia's experiences with several European countries in transition.

Edwin Lau

Edwin Lau is Head of the Reform of the Public Sector Division in the OECD Public Governance and Territorial Development Directorate, with responsibility for public sector innovation, e-government, human resources management, risk management and the publication, „Government at a Glance". A US national, he worked in the United States Office of Management and Budget during both terms of the Clinton Administration. Prior to being named HoD at the OECD, Edwin was the Deputy Division Head of Budgeting and Public Expenditures, where he had responsibility for issues of budget transparency, performance budgeting and reform of fiscal institutions. He established the Public Governance Review Programme in 2007 and worked with a number of Public Administrations to deliver the reviews. He also established and led the OECD's project on e-government from 2000-2007. Edwin holds a Master's degree from the Harvard Kennedy School of Government and a diplôme d'études approfondies from Science Po in Paris.

Workshop: Competitiveness and Regulation in the EU

abstract

The core aim of better – or smart – regulation is to guarantee a regulatory framework which is both effective and efficient, by minimizing the "side effects" of regulatory measures for citizens, businesses and public administration. This was alluded to in the European Commission's recent communication on EU Regulatory Fitness and has been repeatedly underlined by the European Council, most recently at its meeting in December 2012. It calls for further efforts to reduce the overall regulatory burden at EU and national level with particular focus on SMEs and micro companies.

Important steps in this respect have been taken over the past decade at both the EU and Member State level. The aim of this workshop is to discuss important new smart regulation tools which are of particular relevance for businesses, especially SMEs. The focus shall be on the whole regulatory cycle, i.e. from the development of a policy measure to its implementation, enforcement and ultimate review/evaluation. Among the items to be addressed are the role of innovative instruments such as SME-tests and competitiveness proofing (as part of impact assessments and ex post evaluations), comprehensive fitness checks of whole policy areas, or approaches for a targeted reduction of unnecessary (overall) regulatory costs on businesses.

partners

Bundesministerium
für Wirtschaft
und Technologie

Growth: the Role of Better

moderator

- **Kirsten Scholl**, Federal Ministry of Economics and Technology, Germany

speakers

- **Konstantin Pashev**, DG Enterprise and Industry, European Commission
- **Michiel Stal**, Ministry of Economics and Finance, The Netherlands
- **Ben Butters**, Director EU Affairs, Eurochambres

notes/contacts

Workshop: Competitiveness and Regulation in the EU

Kirsten Scholl

Kirsten Scholl has been head of the division „Future of the EU, Justice and Home Affairs, Better Regulation“ in the Federal Ministry of Economics and Technology since 2009, after having served in different departments and at the German representation to the EU.

Before joining the Ministry, Dr. Scholl studied laws at the Universities of Munich and Regensburg, where she also received her PhD in EU law and worked as an assistant lecturer.

Konstantin Pashev

Konstantin Pashev is Head of Unit „Economic Analyses and Impact Assessment“ in DG Enterprise and Industry of the European Commission. The unit has lead responsibilities in developing and implementing evidence-based policies promoting growth and the competitiveness of the European enterprises.

Before joining the Commission, he was associate professor in economics with renowned publications in public finance and regulatory economics. He has managed as well over dozen consultancy projects on smart regulation and impact assessment.

Dr. Pashev has worked as a senior economist for the World Bank in Sofia; a country manager for Panasonic Eastern Europe in Bulgaria, and in the NGO sector. He holds a PhD in economics from Mejji University in Tokyo.

Growth: the Role of Better

Michiel Stal

Michiel Stal has been deputy director Regulatory Reform and ICT policy at the Ministry of Economic Affairs in The Hague since 2011.

Before, he was Member of the Management team in the Ministry's Directorate General for Economic Policy (AEP), deputy Head of Unit in the Health Assurance directorate at the Ministry of Health, Welfare and Sports and Senior Policy advisor at the Ministry of Finance's inspectorate of the budget. Michiel Stal holds a degree in economics from the University of Amsterdam.

Ben Butters

Ben Butters has been the Director of EU Affairs for EUROCHAMBRES, the European association of Chambers of Commerce and Industry, since 2008. As such, he covers a wide range of policy issues at EU level that are of relevance to the Chambers and the European business community, including education and training, energy, the internal market, enterprise, regulatory and economic reform and innovation.

Having graduated in Business and French and worked in international publishing, Ben Butters completed a Masters degree in European Politics before moving to Brussels to undertake a traineeship in the European Commission. He was subsequently researcher to a Member of the European Parliament and project manager for a European business/innovation support network. Immediately prior to joining EUROCHAMBRES, Ben Butters was the founding director of an organization delivering EU advocacy services to UK business organisations.

Workshop: Better Regulation – Transition Countries

abstract

Regulation represents continuity, transition stands for change. Does Better Regulation (BR), therefore, fight a lost cause in transition countries? Regulatory processes in new democracies are often characterized by time pressure, a large number of legislative projects, less distinctive experience with legislative processes and high expectations of the public. Is it worthwhile, nevertheless, to strive for BR-achievements there? To share BR experiences with traditional rule-of-law-countries?

The workshop, organized by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, brings together Ministers of Justice and a State Secretary from both traditional and new democracies. After short key messages the high ranking panelists will discuss with each other and the audience needs and expectations on how BR can contribute to high quality legislation under the specific circumstances of transition countries. Join the discussion!

partners

BMZ Federal Ministry for Economic Cooperation and Development

Implemented by giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Experiences and Expectations from

moderator

- **Christoph Beier**, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Vice-Chair of the Management Board, Germany

speakers

- **Nikola Selaković**, Minister of Justice, Serbia
- **Tea Tsulukiani**, Minister of Justice, Georgia
- **Berik Imashev**, Minister of Justice, Kazakhstan
- **Birgit Grundmann**, State Secretary, Federal Ministry of Justice, Germany

notes/contacts

Workshop: Better Regulation – Transition Countries

Christoph Beier

Since 2011, Christoph Beier has been Vice-Chair of the Management Board and Chief Operating Officer of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. He joined one of the predecessor organizations of GIZ (then GTZ) in 2000 and since then has worked in different positions. First as Director General of the Planning and Development Department; later as Director General of the Department for the Mediterranean Region, Europe and Central Asian Countries and as Director General of the Asia/Pacific, Latin America/Caribbean Department. In 2010, he was appointed Managing Director of GTZ.

Christoph Beier holds numerous honorary posts. Amongst others, he is on the Board of the German Asia-Pacific Business Association, and of the German Near and Middle East Association. He is a member of the Steering Committee of the Alliance for Financial Inclusion and the Indo-German Consultative Group. In 2011, Mr Beier was appointed by the German Federal Chancellor as key expert on 'Germany in the eyes of the world' as part the Chancellor's Dialogue on the Future of Germany.

Experiences and Expectations from

Nikola Selaković

Nikola Selaković worked as Assistant Professor of Comparative Legal Tradition at the University of Belgrade, Faculty of Law, before being appointed Minister of Justice and Public Administration of the Republic of Serbia.
Mr. Selaković has been a Member of the Serbian Progressive Party since its founding and was elected Member of the Presidency of the Serbian Progressive Party in September 2012.
As Minister of Justice and Public Administration, he is member of the High Judicial Council and the State Prosecutor's Council.
He is the founder of the Serbian cultural association "Despot Stefan Lazarević", of which he was President from 2011 to 2012. Since 2010, he is acting President of the "Institutio Oratoria" – Centre of Rhetoric.
Minister Selaković is fluent in English, French and Italian and he has basic knowledge of Greek and the Ancient Greek language. He is completing his PhD studies at the University of Belgrade - Faculty of Law.

summary

Serbia has established a legal and institutional framework of legislative processes. Basic elements are the Regulatory Reform Strategy, legislation drafting methodologies of parliament and government, and creation of the Office for Regulatory Reform and RIA. These measures are followed by trainings for civil servants in charge of law drafting.
The Ministry of Justice and Public Administration has been actively involved in this process. Representatives of the Ministry participated in the project group of experts elaborating recommendations to improve the legislative process. Furthermore, the Ministry, in cooperation with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, is preparing a pilot project to implement these recommendations in the drafting process of the new Law on Supervision of Inspections. In the near future, recommendations for improvement of the legislative process shall be implemented, rules of legislative process further elaborated, co-operation between law making authorities streamlined and civil servants' relevant training improved.

Workshop: Better Regulation – Transition Countries

Tea Tsulukiani

Tea Tsulukiani (Georgia) was appointed as Minister of Justice of Georgia on 25 October 2012. From 1998 to 2000 she worked for the Prefect of Sarthe Department (west France) on public order protection in problem areas.
In 2000, Ms Tsulukiani joined the European Court of Human Rights as a lawyer, later as a senior lawyer. Amongst other responsibilities, she examined grounds of applications against Georgia and partly Russia and elaborated decisions and judgments on these cases. In 2006 she became a member of the Committee of Court Rules. Since 2009 she was a speaker on cases to be examined by a single judge.
In 2010, Ms Tsulukiani returned to Georgia and joined the party of "Free Democrats" as an adviser of the party leader in the sphere of human rights protection. On 1 October 2012 she was elected as majoritarian MP of Nadzaladevi district from the coalition "Georgian Dream".

summary

For several years, Georgian people have faced sense of injustice and lack of the key elements of Good Governance, which are accountability, access to information, an independent judiciary system and citizen engagement in the decision-making process.

Today, following parliamentary elections in Georgia last October the Georgian government has formed a new vision and new set of priorities. We strive to reinforce the integrity and independence of the judiciary and improve the accountability of civil servants. Overhauling the legislation targeting public sector reform should be carried out and completed in the nearer future. We will raise the standards and easiness for the access to information and become far more open and transparent as a government. We also do hope for further co-operation on the way to Better Regulation, as Georgia has made several steps for using regulatory impact assessments, an important tool in the process of Regulatory Reform.

Experiences and Expectations from

Berik Imashev

Berik Imashev (Kazakhstan) is the Minister of Justice of the Republic of Kazakhstan (RK). In 1982 he graduated from the Lomonosov Moscow State University, obtaining a Diploma of the Law Faculty with Honours. He began his career in the Prosecution Department. Mr Imashev was awarded several times with the order of the General Prosecutor. He worked as an assistant of the President of the RK, Secretary of the Security Council.

In 2008, he was appointed to be the Senator of the Parliament of the RK by the order of the President. At the time he was elected to be the Chairman of the Committee for Legislation and Legislative Reform. In 2011, he was elected as Chairman of the Committee on Constitutional Legislation and of the Judicial System and Law Enforcement Department of the Parliament Senate. He was awarded with the orders of "Kurmet", "Parasat", the Diploma of Inter-Parliamentary Assembly council of the CIS, and with the Jubilee Medal "10 Years to Astana". He is the author of several scientific books and monographs.

summary

To guarantee qualitative legislative regulation of the public relations is one of the most important functions of the state. The Ministry of Justice of the Republic of Kazakhstan participates in generating national legislation, conducting the law drafting work; in the analysis, improvement and systematization of legislation; in the organization and carrying-out of the normative legal acts' drafts expertise.

The main objectives for the nearest future which were defined by the President of Kazakhstan include: clear legislative norms stimulating the innovative process, especially in the priority branches, legislative guaranteeing of further social modernization, strengthening of the legislative basis of law enforcement authorities and a judicial system reform; development of the legal basis of national mass media and non-governmental organizations. In the framework of these very important tasks the role of the Ministry of Justice, undoubtedly, increases.

Workshop: Better Regulation – Transition Countries

Birgit Grundmann

Dr. Birgit Grundmann studied law and political science at the University of Hamburg and completed her doctoral studies under Prof. Dr. Dr. h. c. Mestmäcker at the Max Planck Institute for Foreign and International Private Law in Hamburg. She began her professional career in 1989 as a practising lawyer in Hamburg and London.

Since 1993, she has been working at the Federal Ministry of Justice in various positions, inter alia from 2005 to 2009 as the Head of the Directorate responsible for family law and the law of succession. In November 2009, she was named State Secretary in the Federal Ministry of Justice.

summary

Also countries with a long rule-of-law tradition must continually work at improving legislation. In Germany, this is a task which particularly falls to the Federal Ministry of Justice. We also feed our experience into consultations with partner countries.
In addition to aspects of the effectiveness of law (regulatory impact assessments, administrative burden measurements, or methods for determining the cost-benefit ratio), other legal scrutiny and systematic matters are of great importance for "good legislation". This particularly includes the scrutiny of all draft legislation in terms of its compatibility with higher-ranking law and its full consistency with the existing legal system. Furthermore, there is an increasing recognition of the importance of linguistic accuracy and comprehensibility of legal provisions. Certain tools have proven to be effective for this purpose, such as a reliable legal database, the assistance of linguists, or a specialised software which automatically takes a great number of formal requirements into account when drafting a regulatory text.

Experiences and Expectations from

notes/contacts

Public session: High Level Group on Commision - Part 2

abstract

After the great interest for the Group's public sessions inter alia at the last International Regulatory Reform Conference in Amsterdam in 2011, this is the fifth time such a meeting is held in public.

The High Level Group was set up in 2007 under the chairmanship of Edmund Stoiber, former Prime minister of the German Free State of Bavaria.

Under its first mandate the Group's main task had been to provide advice on administrative burden reduction measures suggested in the context of the Action Programme for Reducing Administrative Burdens in the EU, the aim of which was to reduce administrative burdens on businesses arising from EU legislation by 25% by 2012.

With the second mandate, the Group's work was extended inter alia to the Simplification Rolling Programme and to a report on Best Practice in Member States to implement EU legislation in the least burdensome way which was published on 21 February 2012 („Europe can do better"). With the third mandate adopted by the Commission on 5 December 2012 the Group will continue its work under the current Commission until October 2014. Work will focus on SMEs and micro enterprises, as well as how to make Member State public administrations more efficient and responsive to the needs of stakeholders when implementing EU legislation.

The present session is a regular meeting of the High Level Group, exceptionally in public. It is the first meeting under the new mandate. The agenda will include inter alia the latest Communication by the European Commission on „EU Regulatory Fitness" and the Group's planned activities under the new mandate.

Administrative Burdens, European

members high level group

- **Edmund Stoiber** (chair), Former Prime minister of the German Free State of Bavaria; Chair of the High Level Group on Administrative Burdens, Germany - please see page 15
- **Roland Berger**, Founder and Honorary Chairman of Roland Berger Strategy Consultants, Germany - please see page 16
- **Gabriel Côrte-Real de Carvalho Goucha**, Board Member European Small Business Alliance (ESBA), Portugal - please see page 16
- **Michael Gibbons**, Chairman Regulatory Policy Committee (RPC), United Kingdom - please see page 17
- **Johannes Ludewig,** Chairman Nationaler Normenkontrollrat (National Regulatory Control Council, NKR), Germany - please see page 11
- **Pekka Juhana Pesonen**, Secretary General COPA and COGECA, Belgium - please see page 17
- **Malgorzata Starczewska-Krzysztoszek**, Chief Economist Polish Confederation of Private Employers, Poland - please see page 18
- **Pavel Telicka**, Partner BXL Consulting; Vice-President Czech Regulatory Impact Assessment Board, Czech Republic - please see page 18
- **Jan ten Hoopen**, Chair Actal, Observer HLG, The Netherlands - please see page 19

notes/contacts

Workshop: Costs and Benefits: Two

abstract

Participants in this workshop will discuss how policy makers can be effectively supported by evidence when identifying and considering the most efficient and effective regulatory and non-regulatory approaches, ahead of making a decision.

They will identify good practices in the assessment of costs and benefits of regulatory and non-regulatory approaches, how cost-benefit analysis can be effectively integrated in Regulatory Impact Assessment (RIA) and how information on costs and benefits can be presented to support government ministers and parliamentarians in their decision-making process.

partners

OECD
BETTER POLICIES FOR BETTER LIVES

Sides of the Same Coin

moderator

- **Rolf Alter**, Director, Public Governance and Territorial Development Directorate, OECD

speakers

- **Christiane Arndt**, Programme Coordinator for Measuring Regulatory Performance, OECD
- **Volker Wittberg**, Fachhochschule des Mittelstands (FHM) - University of Applied Sciences, Germany
- **Ken Warwick**, Consultant and Member of the Regulatory Policy Committee, United Kingdom

notes/contacts

Workshop: Costs and Benefits: Two

Rolf Alter

Since 1 July 2009, Rolf Alter is Director for Public Governance and Territorial Development of the Organisation for Economic Co-operation and Development (OECD) in Paris. Previously, he served for three years as Chief of Staff of OECD Secretary-General, Angel Gurría.

Rolf Alter joined the OECD's Economics Department in 1991. Subsequently he worked in the Directorate for Financial, Fiscal and Enterprise Affairs, where he was also a Programme Director for the Investment Compact of the Stability Pact for South East Europe. Between 1996 and 1998, Mr. Alter was an advisor to the Executive Director of the OECD, before being appointed Head of the Regulatory Reform Programme of OECD. In 2002, he became the Deputy Director for Public Governance and Territorial Development.

Prior to joining the OECD, Mr. Alter was an economist in the International Monetary Fund, in Washington D.C. He started his professional career in 1981 in the German Ministry of Economy in Bonn.

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

Sides of the Same Coin

Christiane Arndt

Christiane Arndt joined the OECD in 2004 to work on governance indicators and the impact of governance on economic outcomes at the Development Centre. She currently co-ordinates the programme Measuring Regulatory Performance in the Public Governance and Territorial Development Directorate.

Ms. Arndt is a member of the advisory committee of Transparency International's Corruption Perceptions Index and was previously a research fellow at the Harvard Kennedy School of Government. She holds a Ph.D. in Political Economy and a master's degree in International Business Studies from the University of Maastricht, and a master's degree in international Politics from Sciences Po in Paris.

summary

Policy-makers need evidence to identify the most efficient and effective approach before they make a decision to use regulation. The 2012 OECD Recommendation of the Council on Regulatory Policy (Recommendation) emphasises the importance of providing policy-makers with evidence of the costs and benefits of regulation and of alternative means of achieving policy goals. It recommends that Regulatory Impact Assessment should quantify the costs and benefits whenever possible and identify who is likely to benefit and who is likely to bear costs.

This presentation will outline a new OECD project that will identify good practices and common principles to support countries in developing more effective systems for assessing the costs and benefits and economy-wide economic impacts of regulation and regulatory changes.

Workshop: Costs and Benefits: Two

Volker Wittberg

Volker Wittberg is professor for SME management and better regulation at Fachhochschule des Mittelstands (FHM) Bielefeld – University of Applied Sciences. He chairs the National Center for Bureaucratic Cost Reduction. At the same time he is head of FHM's Institute for SME Management in Lippe, Detmold. His academic responsibilities cover the doctoral programs which are offered in cooperation with the University of Gloucestershire/UK.

Volker Wittberg's research focus is on regulatory impact assessment on the cost and benefit side with special interest for effects on SMEs.

While in private industry Volker Wittberg worked for more than ten years as management consultant in multinational coorperations, SMEs as well as public administrations. He holds a doctoral degree in management from the University of Goettingen. His studies brought him to the universities of Bielefeld and Magdeburg as well as to Purdue University/USA.

summary

The research project sponsored by the Bundesministerium für Umwelt, Naturschutz und Reaktorsicherheit, focusses on measuring the benefit of laws, using the example of sustainability. That is the benefit of the legislative decision itself in relation to the self-imposed legislature standards. At the moment no such systematic approaches exists.

The aim is to develop a benefit measurement/estimation model with which in the most comprehensive and at the same time most practical way benefits of legislation can be presented. It needs to be clarified in advance basically, whatever is the benefit of a law in general and what it means in relation to sustainability. Sustainability is legitimately used for the benefit analysis of laws in Germany, according to several articles in the constitution and even by the highest German court.

Sides of the Same Coin

Ken Warwick

Ken Warwick is an independent economics consultant and a Member of the UK's Regulatory Policy Committee (RPC). Until recently, Ken was Director of Economics at the UK Department for Business, Innovation and Skills and Chair of the OECD's Committee on Industry, Innovation and Entrepreneurship.

On leaving the UK Government Economic Service in 2011, Ken set up his own business, Warwick Economics, and joined the RPC. As a member of the Committee, he is responsible for scrutinising Regulatory Impact Assessments (IA) produced by departments and providing expert advice on the quality of analysis and evidence supporting new regulatory proposals.

Ken takes a particular interest in the methodology of IA and also has expertise in economic analysis and public policy advice on productivity and economic growth, competitiveness, globalisation, international economics, innovation, climate change and evaluation. Educated at Cambridge and Yale Universities, Ken has also worked as an economist in the Foreign Office and the IMF.

summary

Consideration of the costs and benefits of different policy options is fundamental to good decision-making in any area, including regulation. The UK system of Impact Assessment treats costs and benefits in the same way and seeks to incorporate all impacts in the analysis, including wider social benefits and costs. There are three steps to measuring impacts: Identify > Quantify > Monetise.

Monetising benefits is often difficult, but it is important because it can give context to costs, show where regulation is and is not justified, and encourage a more proportionate approach to regulation. Some examples will be given from UK experience of innovative approaches to monetising benefits. At the same time, it is recognised that, even with monetisation, rarely will it be possible to present an Impact Assessment in the form of a single number – so alternative presentations are needed.

Workshop: The Role of Audit Offices

abstract

Participants in the workshop will discuss the the role of audit offices in OECD countries in evaluating regulators and regulatory policy programmes and tools, and the identification of good practices. They will explore existing practices in OECD countries in performance evaluation by audit offices including the presentation of results, and discuss future developments.

The workshop is part of a workstream on the role of three key actors in implementing the 2012 OECD Recommendation of the Council on Regulatory Policy and Governance (Recommendation): Parliaments, regulatory agencies and audit offices. The Recommendation sets out the measures that Governments can and should take to support the implementation and advancement of systemic regulatory reform to deliver regulations that meet public policy objectives and will have a positive impact on the economy and society. These measures are integrated in a comprehensive policy cycle in which regulations are designed, assessed and evaluated ex ante and ex post, revised and enforced at all levels of government, supported by appropriate institutions.

partners

OECD
BETTER POLICIES FOR BETTER LIVES

in Regulatory Policy

moderator

- **Nick Malyshev**, Head, Regulatory Policy Division, OECD

speakers

- **Aroldo Cedraz**, Vice-President of the Brazilian Court of Audit (TCU), Brazil
- **Davi Barreto**, Brazilian Court of Audit (TCU), Brazil
- **Marc Hostert**, European Court of Auditors
- **Alex Scharaschkin**, Regulation Director, National Audit Office, United Kingdom

notes/contacts

Workshop: The Role of Audit Offices

Nick Malyshev

Nick Malyshev is Head of the OECD Regulatory Policy Division where he directs country reviews of regulatory reform in OECD and non-OECD countries. He was responsible for updating the OECD recommendations on regulatory reform, now the 2012 Recommendation on Regulatory Policy and Governance. He was a co-author of the 2011 publication, „Regulatory Policy and Governance, Supporting Economic Growth and Serving the Public Interest". He has worked extensively on the topic of risk and regulation which resulted in the 2010 publication „Risk and Regulatory Policy, Improving the Governance of Risk".

He has also been directing a programme of co-operation on regulatory policy to enhance competitiveness in Mexico. While at the OECD he has also worked extensively on the economic transition in Russia and China, including analytical and advisory work on a range of topics including regulatory policy and institutional reforms. Prior to joining the OECD, Mr. Malyshev worked as a financial analyst at GlaxoSmithKline, a pharmaceuticals company, and as a securities trader at Wall Street West, an investment bank. Mr. Malyshev, a US national, holds degrees in economics from Duke University and Colorado College.

in Regulatory Policy

Aroldo Cedraz

Aroldo Cedraz is a member of the Brazilian Court of Audit since 2007, and has been rapporteur of audits on various themes, such as airport concessions, public health policies, IT and agriculture. In 2012, he was elected Vice-President of the Court.

Prior to TCU, Mr Cedraz held four mandates as Federal Deputy from 1991 to 2007. As a congressman, he favored areas of education, defense, science and technology, external relations and energy. From 2000 to 2002, he left his parliamentary mandate to hold the office of Industry, Commerce and Mining Secretariat of the State of Bahia.

As a former professor of the Federal University of Bahia, Aroldo Cedraz holds a doctoral degree from the University of Veterinary Medicine in Hannover, Germany.

summary

Regulation currently plays an important role in Brazil, since the country is about to inaugurate the largest round of concessions since the 1990s. The perspectives opened by the narrowing of partnerships between state and private initiative are promising and will require much effort of regulators and of the Brazilian Supreme Audit Institution.

The Brazilian Court of Audit (TCU) oversees the quality of work done by regulatory agencies. With a dedicated team of almost 70 auditors, the TCU follows up key public concessions of infrastructure projects such as highways, railroads, airports and hydroelectric plants. Simultaneously, TCU oversight of regulators involves periodic audits, evaluating good governance practices of these institutions, their autonomy and transparency and, ultimately, the risk management of their activities. Thus, TCU seeks to foster an institutional design that promotes stability and achieving the objectives of regulatory policies.

Workshop: The Role of Audit Offices

Davi Barreto

Davi Barreto works as an auditor at the Brazilian Court of Audit since 2008, engaged in performance and compliance audits in several bodies of the Brazilian Federal Administration, in themes such as infrastructure regulation, PPPs and public planning & budgeting.

Currently, he is Head of the TCU Secretariat for Oversight of Privatization and Regulation of Transport. Prior to TCU, he worked as a consultant at Monitor Group on projects in the Energy, Food & Beverage and Internet industries. Mr. Barreto holds a Master's degree in Economics and Regulation from the University of Brasilia.

in Regulatory Policy

Marc Hostert

Marc Hostert is Head of the Private Office (Chef de Cabinet) of Mr Henri Grethen, Member of the European Court of Auditors.
Until 2004, Marc was Director of the enterprise policy department at the Ministry of the Economy and Foreign Trade of Luxembourg. He was then appointed Conseiller de Gouvernement 1ière classe and Commissaire à la simplification administrative en faveur des enterprises at the Ministry of SMEs. He was the executive chairman of the National Committee for Administrative Simplification for Enterprises until June 2008. Marc is the editor of the "l'Entrepreuneuriat dans la Grande-Région" publication and regularly gives advice on enterprise policy. For six years, Marc was Chairman of the board of the Luxembourg national agency in charge of the multi-media campaign for promoting lifelong-learning. Marc's article „Impact Assessments in the European Institutions: Do they support decision-making?" appeared in the LGDJ book entitled „Les etudes d'impacts: accompagnant les projets de loi".

summary

Should Supreme Audit Institutions (SAIs) play a role in better regulation? What role do SAIs play at the moment? What role could or should SAIs usefully play? Many may consider this to be a natural playing field for SAIs, but SAIs have played a limited role to date. SAIs involving themselves in this field have been the exception and not the rule. One can point to some examples of where SAIs have highlighted the importance of impact assessments for good regulation. In 2010, the European Court of Auditors (ECA) published a report on that subject entitled "Impact Assessments in the EU institutions: Do they support decision making?
Auditors are often hesitant about getting involved in drafting regulations, not only because auditors are required to base their expressed views on hard evidence, but also because by doing so they risk compromising their own independence to judge the situation later.
It may be worth exploring the scope for seeking auditors' intervention in some parts of the regulatory cycle.

Workshop: The Role of Audit Offices

Alex Scharaschkin

Alex Scharaschkin is Director for Regulation, Competition and Consumers at the UK National Audit Office. He is responsible for the NAO's work examining regulation and regulatory reform, economic and market regulation, and consumer protection. He also leads the NAO's work on the effectiveness of market mechanisms in public service delivery in the UK (for example in health and social care).

His most recent publication is a report on consumer credit regulation in the UK, with recommendations for reform of the current arrangements, which was the subject of a hearing of the Public Accounts Committee in the UK Parliament on 16 January 2013.

summary

The presentation will explain how the UK National Audit Office (NAO) evaluates the performance of regulators and the effectiveness of regulatory policy. It will set out some of the methodological challenges involved, and give examples of how the NAO has addressed these in recent work for the UK Parliament, with particular reference to the NAO's focus on the „value for money" of policy implementation.

notes/contacts

Workshop: Responsive Government: Businesses

abstract

The workshop examines approaches on how government can incorporate the perspective of citizens and businesses into its laws and procedures and by doing so improve acceptance, compliance and the legitimacy of government decisions. For this purpose, we will discuss the Dutch 'Informal Pro-Active Approach Model' that introduces a more personal alternative to the bureaucratic decision-making procedures. This approach was winner of the 2nd prize of the United Nations Public Service Awards 2011.

Furthermore, we will discuss a promising new approach for examining regulatory burden that departs from the bookkeeping of companies and which makes much clearer the stakes from a business perspective. This is the Cost-driven Approach to Regulatory burdens (CAR). Regulatory burdens constitute a significant part of the total costs of production, and they have a direct influence on the profitability of businesses, especially SME's and Micro-enterprises.

partners

Actal

The Perspective of Citizens and

moderator

- **Rudy van Zijp**, Director Actal, The Netherlands

speakers

- **Lynn van der Velden**, Senior Policy Advisor, Ministry of the Interior and Kingdom Affairs, The Netherlands
- **Michiel Scheltema**, Professor and Commissioner on Administrative Law, The Netherlands
- **Peter Bex**, Sira consulting, The Netherlands

notes/contacts

Workshop: Responsive Government: Businesses

Rudy van Zijp

Rudy van Zijp is director of the Advisory Board on Regulatory Burden (ACTAL) in the Netherlands since 2008.
An economics graduate of the University of Groningen, he received a Ph.D. from the VU University Amsterdam in 1992. He lectured on monetary economics, public finance and history of economic thought and was engaged in research on technological change and economic growth.
In 1995, Rudy transferred to the Ministry of Economic Affairs, where he was responsible for the strategic research agenda for innovation policy. In 1998 he joined the General Economics Department (AEP) at the Ministry of Economic Affairs, where he was engaged in structural reform policies. In 1999-2000, he assisted the National coordinator for the Netherlands in drawing up the so-called Lisbon agenda for structural reform policies in the Netherlands.
In 2002, Rudy became member of the management team of AEP.
In 2006, Rudy joined the Competition Policy Department at the Ministry of Economic Affairs, where he was responsible for public procurement policy and consumer protection policy.

Lynn van der Velden

Lynn van der Velden is a senior policy advisor at the Dutch Ministry of the Interior and Kingdom Relations. She is the project leader of the Dutch policy program promoting and supporting the implementation of the UN and EC award winning Informal Pro Active Approach Model (IPAM) for the improvement of government decision-making procedures and administrative burden reduction for citizens.
Results show a reduction in the number of procedures, saving the authorities time and money, increasing citizen satisfaction and improving job satisfaction for government employees. In 40%-60% of the cases where the informal approach was used, a solution was found and the formal objection procedure was cancelled. Results also show a positive effect on the processing time of objection cases an increase of trust in government and an increase of acceptance of government decisions.

The Perspective of Citizens and

Michiel Scheltema

Professor Michiel Scheltema studied law at Leiden University and Harvard Law School He then entered the Ministry of Justice, where he took part in the process of drafting the new Civil Code. From 1972 to 1997, he was professor of administrative law at the University of Groningen. From 1981 to1983, he was Under-Minister of Justice. Since 1983, he is a royal commissioner for the drafting of a General Administrative Law Act. From 1998 to 2004, he was chairman of the Scientific Council for Government Policy, a strategic advisory body to the government. Michiel Scheltema was one of the founders of the Hague Institute for Internationalization of Law, and is chairman of its Programmatic Steering Board. Since 2000 he is chairman of the board of the Asser Institute in the Hague (International and European law).

Michiel Scheltema acted as an advisor for administrative law i.a. in Georgia, Azerbeidjan, Eastern Europe and Indonesia. In 1995 he received a doctorate honoris causa of Leiden University.

Peter Bex

Peter Bex is Principal at and one of the founders of SIRA Consulting. The strategic focus of SIRA is policy development and implementation at all levels of government. SIRA's main areas of activity are administrative burden measurement and reduction, regulatory impact assessment, policy evaluation and inspection methodologies. SIRA also provides services for a number of major industries and professional organisations.

Peter has been working in the field of Better Regulation since 1998 and was involved in the development of the Standard Cost Model (SCM). He developed and implemented several methodologies to measure the impact of policies, regulations and inspections. These methodologies were used in wide range ex ante and ex post evaluations. Peter and his team developed the Cost driven Approach to Regulatory Burden (CAR methodology) in close consultation with the Dutch Ministry of Economic Affairs.

Workshop: How Does Participation Decision Making?

abstract

Since the last decade, representative democratic systems have been challenged in two ways: First, the transparency and thus legitimacy of democratic decision-making is more and more questioned by citizens who are increasingly skeptical of political elites, parties and institutions. Second, the efficiency and effectiveness of governments and politicians is criticized. Although performance of governmental actions is hard to measure, citizens do not feel like their representatives are taking action in the interest of the common good.

In this context, the following key questions will be discussed at the panel: How can decisions be organized in an inclusive, transparent and approachable manner for citizens? And how can decisions be made most problem solving and orientated along the benefit of the public? What form(at)s of participation can be linked to a representative democracy meaningfully, i.e. consultative forms or rather direct democratic elements such as referenda? And how should they be embedded?

partners

BertelsmannStiftung

Facilitate Legitimacy in Political

moderator

- **Oliver Escobar**, Public Policy Network , Academy of Government, University of Edinburgh, Scotland

speakers

- **Sergio Bellucci**, Managing Director, Centre for Technology Assessment TA-SWISS, Switzerland
- **Adam Jasser**, Undersecretary of State in the Prime Minister's office, Secretary to the Economic Council, deputy head of the Permanent Committee of the Council of Ministers and deputy head of the government's programming committee, Poland
- **Nadja Braun Binder**, Research Fellow at the German Institute for Public Administration Speyer, Germany

notes/contacts

Workshop: How Does Participation Decision Making?

Oliver Escobar

Oliver Escobar is a political scientist, a participation practitioner and a knowledge broker. He works for the Public Policy Network and the Academy of Government at the University of Edinburgh, where he is a Principal's Career Development PhD Scholar within the School of Social and Political Sciences. His areas of research, teaching and practice are citizen participation, dialogue and deliberation, public engagement, knowledge brokering, collaborative governance, and policy as practice. He is a Public Engagement Fellow for the Beltane Network, and an Honorary Researcher at the Centre for Dialogue (Queen Margaret University).

Oliver founded the Citizen Participation Network, has trained over 130 facilitators, and is involved in developing democratic innovations in a range of policy arenas. Besides academia, he has done work in management and radio broadcasting, as well as published poetry books and various award-winning literary works.

Facilitate Legitimacy in Political

Sergio Bellucci

Dr. Sergio Bellucci is Director of the Swiss Centre for Technology Assessment (TA-SWISS) at the Swiss Academies of Arts and Sciences. He occupies this position since 1996. He received a degree in agronomy of the Swiss Federal Institute of Technology in Zurich in 1976, and a doctorate of the same Institute in 1980. He then became researcher at the Agro-Division of Ciba-Geigy in Basle. In 1989, he became Director of the Centre for Continuing Education of the Swiss Federal Institute of Technology in Zurich and, in 1993, Director of the Management and Technology Institute at the Technopark in Zurich.

Dr. Bellucci is member of several groups, commissions and projects addressing the issue of „science, technology and society", such as the European Parliamentary Technology Assessment Network EPTA.

summary

TA-SWISS, as stipulated in the federal law on research, is requested by parliament and Federal Council to perform Technology Assessment (TA). TA has the mission to identify and analize the consequences of new technologies as early as possible. The recommendations resulting from TA projects are used by parliament and governement as an aid to decision making – especially when controversial technology issues are involved.

New technological developments are bringing fundamental changes to whole areas of life (e.g. working life) and raise legal and ethical questions. They can also have considerable impact on the environment. This is why political decision-makers rely on assessments which provide them with sound and independent information on the impact of new technologies. To fulfill its mandate, TA-SWISS runs interdisciplinary studies and organizes participative processes to integrate the opinion and arguments of the Swiss public into the assessment of controversal new technologies.

Workshop: How Does Participation Decision Making?

Adam Jasser

Mr Jasser formerly held the position of program director and Member of the Board of the demosEuropa Foundation – European Strategy Centre. Until April 2009, he was head of the editorial team at Reuters for central Europe, the Balkans and Turkey.

Between 2001 and 2004 he was the head of the Reuters office in Frankfurt, which specialised in economic issues, the business sector and the operations of the European Central Bank. Mr Jasser previously managed the agency's office in Helsinki and was an editor at the Agency's headquarters in London. During 1991-1996, he was a correspondent for Reuters in Warsaw Polish economic service. Mr Jasser is a management graduate of Michigan Business School and studied English Language and Literature at the University of Warsaw.

summary

The focus of the Polish government is to broaden the scope of consultations, improve the quality of dialogue with organizations and institutions that participate in them and make better use of their feedback when drafting laws. This will be introduced by the "Better Regulation 2015" program that touches upon the issues of transparency, relevance of the legislation process and communication with key shareholders.

The OECD positively assesses the commitment to evidence based policy making in Poland, yet highlighting the need to improve public consultation process and dialogue with public partners – for example by the use of green and white policy papers more often to initiate public debate. Assuring that legislation projects put forward for consultation have their impact well analyzed, is another challenge. Participants and stakeholders of consultations should also carry out impact assessment, which will facilitate public approval for government projects and help engage citizens in decision making processes.

Facilitate Legitimacy in Political

Nadja Braun Binder

Dr. iur. Nadja Braun Binder, MBA, works as a Research Fellow at the German Institute for Public Administration in Speyer. From 2001-2011, she worked for the Swiss Federal Chancellery: First, as a legal adviser in the Section of Political Rights (the Swiss electoral management body on the national level) and project manager of the Swiss e-voting project and then as head of the Legal Section.

Her work experience includes the management of direct democratic processes, law-making in the field of political rights, public consultation, government and administration organisation, the preparation of comments on official consultations and co-reporting procedures with regard to Swiss Federal Council affairs. She also has experience as data privacy advisor and public policy officer of the Federal Chancellery. Her scientific research focuses on participation in political decision-making, law-making and regulation in general, in particular in the field of Tax Policy in the EU.

summary

There are different views about how legitimacy in political decision-making can be achieved. Some argue that political legitimacy depends on the substantive values that are realized. Others argue that only procedural features determine whether political decision-making is legitimate or not.

Participation by citizens may contribute to political legitimacy in both perspectives: on the one hand, participation can help reach a decision that reflects the knowledge and experience of a relevant number of citizens and therefore contributes to the quality of the “outcome”. On the other hand, participation can be understood as a merely procedural prerequisite of the democratic decision making process.

For both cases, certain requirements (e.g. access to information, option to participate on a regular basis) have to be met, in order to facilitate political legitimacy through participation.

Workshop: Supranational Regulation Connecting Top Level Law-Making

abstract

Mutli-level governance systems are prone to expanding bureaucracy, in particular as each level has legislative or regulatory power. The decision-making may be limited to technical regulations as part of an implementation process, but it will add on to the bureaucratic burden at the end of the line. Mutli-level governance can only be effective if each governance level has clear-cut responsibilities. In this context, the principle of subsidiarity and proportionality is of vital importance. In practice, the major challenge is how communication between the various governance levels can be assured. A thorough impact assessment is critical for any law-maker. It requires precise and comprehensive information about the needs at the „receiving end". Evaluation of already existing regulations has to be an integral part of the assessment. This information can only be provided by the administrators at the frontline.
The workshop focuses on the challenges for local administrators when implementing and applying legislation in the field and dicusses how their experience can be better communicated to the legislators.

partners

Representation of the Free State of Bavaria to the European Union

and Local (Self) Administration – with the Local Face to the Customer

moderator

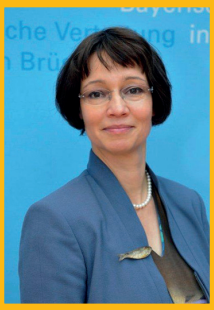
- **Angelika Schlunck**, Representation of the Free State of Bavaria to the European Union, Brussels, Belgium

speakers

- **Dorothea Störr-Ritter**, Member of the Nationaler Normenkontrollrat (NKR) - Independent National Regulatory Control Council, Germany
- **Thomas Wobben**, Committee of the Regions, Director, Horizontal Policies and Networks, Brussels, Belgium
- **Alexander Radwan**, MdL (Member of the Bavarian Parliament, CSU), Germany

notes/contacts

Workshop: Supranational Regulation Connecting Top Level Law-Making



Angelika Schlunck

Angelika Schlunck studied law in Munich and Geneva. She earned a doctorate from the University of Bayreuth in 1990 and a Masters in Public Administration from the Kennedy School of Government in Cambridge, Massachusetts, in 1997. Angelika Schlunck joined the civil service in 1988. After a stint as an assistant district attorney at the Prosecutor's Office in Munich (1988 -1991), she moved on to the Federal Ministry of Justice and worked successively in the Directorate on economic and trade law, the Directorate on public, administrative and international law and the Directorate on civil law and civil procedure. From 2000 – 2001, she was liaison officer at the French Ministry of Justice in Paris.

Throughout her career at the Federal Ministry of Justice, she was involved in European law projects and international negotiations. Since April 2010 she has been at the helm of the Representation of the Free State Bavaria to the European Union in Brussels.

and Local (Self) Administration – with the Local Face to the Customer

Dorothea Störr-Ritter

After her law studies, Dorothea Störr-Ritter worked at medium-sized enterprises and as a self-employed attorney. In 1998, she was elected for the 13th parliamentary term of the German Bundestag. After that she became regional manager of the Christian Democractic Union (CDU) in Baden-Württemberg. In 2007, she was elected the first female District Administrator in Baden-Württemberg for the district of "Breisgau-Hochschwarzwald". In this position she was both chairwoman of the County Council with 69 council members and director of the District Administrator's Office with its 50 municipalities. Apart from that the District Administrator's Office with its 1350 employees also is the local body of state administration.

Since 2011, Ms Störr-Ritter has been a member of the National Regulatory Control Council. Her main task consists of fostering the municipal interests from the law enforcement bodies' perspective.

summary

Parallel to the Federal Government and the German Länder, the EU has grown into an independent decision-making body. Its politics have a rapid and sustainable impact on municipalities. This raises the question whether possible interventions in the local autonomy are justified, as well as the subject of the compliance costs caused by these regulations. Experience has shown that the local and regional authorities can enforce EU-legislation only by allocating high financial and human resources. Mainly in the light of high national debts this can no longer be accepted. While in Germany, the draft regulations of the Federal Government have to list the compliance costs for the administration as well and are reviewed by the National Regulatory Control Council since 2011, there are no corresponding requirements on the European level.

The statement will show how urgently such rules are needed and will discuss possible action.

Workshop: Supranational Regulation Connecting Top Level Law-Making

Thomas Wobben

After studying Economics and Politics in Cologne, Thomas Wobben began his professional career as a European lobby co-ordinator for youth organisations in 1992. He joined the services of the Land Saxony-Anhalt in 1993, where he was responsible for European business co-operation. In 1995 he was sent to the Liaison Office of Saxony-Anhalt in Brussels, where he was also responsible for co-ordinating the Presidency of Saxony-Anhalt within the European Chemical Regions Network. He became the director of the Representation of Saxony-Anhalt to the EU in September 1999.
Between 2007 and 2009, he took part in the EU High Level Group on the Competitiveness of the Chemical Industry and between 2009 and February 2012, he was the Bundesrat representative in the Council Working Group on Competitiveness. Until February 2012 he was also a board member of the European Citizen Action Service. In March 2012 he joined the Committee of the Regions as Director for Horizontal Policies and Networks and is also responsible for its subsidiarity strategy.

summary

An early involvement of those implementing legislation on the ground is a key factor of better law making in a multi-level governance system, particularly in the European Union. This interaction poses a challenge both for the law-makers and for those implementing these laws at local and regional level.

The CoR therefore advocates a system of multi-level governance to facilitate the ownership, implementation and evaluation of the policies adopted. It suggests appropriate tools to support participatory democracy and it recommends reinforcing the partnership practice, both vertically between “local and regional authorities – national government and European Union” and horizontally between “local and regional authorities – civil society”. It also recommends territorial impact assessments. Subsidiarity monitoring plays a vital role for the Committee and it has developed specific instruments to better include the views and experiences of local and regional authorities in better law-making at EU level.

and Local (Self) Administration – with the Local Face to the Customer

Alexander Radwan

Alexander Radwan graduated in aeronautical engineering and studied law in Munich. He has been a lawyer since 1995. In 1996, he started working in the information and telecommunications sector and was departmental manager from 1998 to 1999.
He was elected as member of the European Parliament in 1999. From 2004 to 2008, Alexander Radwan was the spokesman of economic affairs of the EPP (European Peoples Party). 2008 he was elected as member of the Bavarian Parliament and member of the Committee on Budget, as well as of the Committee on National and European Questions. He is a Member of local, district and regional executives of the CSU (Christian Social Union of Bavaria).
Since 2002, he is the chairman of Mittelstandsunion Oberbayern (Union of Medium-Sized Enterprises, district upper Bavaria). In 2013, he is running as candidate for the German Bundestag in the federal elections.

summary

Multi-level governance refers to various levels of decision-making, ranking from supranational (UN, EU) to national, regional and local bodies. It also implies partnership with civil society. In general, regulations adopted at the various levels only become legally binding if the decision-making body has been granted the respective legal competence through decision by the Parliament or if the regulation is approved by an elected body. With respect to the involvement of private bodies in the decision-making process, democratic participation is a particular challenge when private associations representing stakeholder interests are to set rules which apply to a broader public.

This is the case, for example, in the field of accounting standards, where private accounting companies agree on regulations which become relevant without parliamentary approval. Another challenge for multi-level governance systems is so-called “gold-plating“, where national or regional governments implement European rules by adding national requirements to these rules.

Plenary session 2: Regulatory Reform latory Reform Influence Decisions

notes/contacts

Meets Parliament ... How Does Regu-
of Parliaments?

keynote

- **Malcolm Harbour**, Chair of the Committee on Internal Market and Consumer Protection, Conference of Committee Chairs, European Parliament
- **Gordon Campbell**, Canadian High Commissioner to the United Kingdom of Great Britain and Northern Ireland, 34th Premier of British Columbia, Canada

moderator

- **William Robinson**, Associate Fellow of the Institute of Advanced Legal Studies, University of London, United Kingdom - please see page 8

Plenary session 2: Regulatory Reform latory Reform Influence Decisions

Why Parliaments must be at the centre of Regulatory Reform - an MEP's perspective

The European Parliament undertakes detailed legislative scrutiny and amendment of complex legislative instruments. The process is carried out predominantly by legislative committees, with the final legislative approval being given by a full plenary session. Parliament Committees can, therefore, have a direct impact on the quality, clarity and effectiveness of legislation. In exercising this role, shortcomings in the pre-legislative analysis, the impact assessment to justify the proposal, and the instrument chosen, are readily apparent.
The Internal Market and Consumer Protection Committee in the European Parliament has been piloting new processes to try to address some of the problems. These have broader lessons for regulatory reforms.

Malcolm Harbour

Malcolm Harbour was elected to the European Parliament in June 1999, and re-elected in June 2004 and 2009. He is Chairman of the Internal Market and Consumer Protection Committee and is a Member of the European Conservatives and Reformists Group. He is Vice-Chairman of the Parliament's Science and Technology Options Assessment Panel (STOA) and a Member of the Inter-Parliamentary Delegation to Japan.
Malcolm Harbour takes a special interest in the EU single market, industry, science and technology policy. He is Chairman of the European Manufacturing Forum, and the Ceramics Industry Forum. He is a Governor of the European Internet Foundation. He has been the lead MEP (rapporteur) for major legislation on Telecoms, the Single Market and Motor Vehicle standards.
Before his election to the Parliament, Malcolm Harbour spent 32 years in the motor industry, as an engineer, a senior commercial executive, a consultant and a researcher.

Meets Parliament ... How Does Regu-
of Parliaments?

How Citizens Designed a New Electoral System - Experiences With the Citizens' Assembly on Electoral Reform in British Columbia

The event that triggered the British Columbia Citizens' Assembly on Electoral Reform was the result of the 1996 election when the Liberals received 42% of the vote against 39% for the New Democratic Party, yet due to the voting system, the NDP won 39 legislative seats compared to 33 for the Liberals. In response to the result, the leader of the minority Liberal Party, Gordon Campbell, committed to institute a citizens' assembly to consider whether a change in the electoral system was needed and, if so, to recommend a new system should the Liberals gain power.
The motion to establish the Assembly passed in 2003 and randomly selected British Columbians assembled to examine the province's electoral system. The Assembly found that the electoral system could be improved and recommended a new system to the government, which put it to a referendum.

Gordon Campbell

Born in Vancouver, Mr Campbell attended Dartmouth College, New Hampshire and Simon Fraser University, Vancouver. He worked with the Canadian University Service Overseas in Nigeria in the early seventies. He returned to Canada and worked as an Executive Assistant to Vancouver Mayor Art Phillips from 1972-1976. In 1976, Mr Campbell became involved in real estate development and in 1981 founded and operated his own company. In 1984, he was elected as a Councillor for the City of Vancouver. In 1986, he was elected Mayor and served for three successive terms. In 1993, he became Leader of the British Columbia Liberal Party.

He was a Member of the Legislative Assembly from 1994-2001, and Premier of the Province from 2001 until he retired from politics in 2011.

Plenary session 3: The Regulatory Provide New Impulses to Solving

Angela Merkel

As the first woman to take on this position, Angela Merkel became Chancellor of the Federal Republic of Germany in 2005.

During her preceding political career, she was Federal Minister for Women and Youth, as well as for Environment, Nature Conservation and Nuclear Safety. She is the Chairwoman of the Christian Democratic Union (CDU) in Germany, and previously also held the posts of General Secretary of the CDU and Chairwoman of the CDU/CSU parliamentary group in the German Bundestag.

Before German Reunification, Chancellor Merkel earned a doctoral degree in Physics and was a member of the academic staff at the Central Institute of Physical Chemistry at the Academy of Sciences in East-Berlin. She joined the movement of „Democratic Awakening“ in 1989 and was elected Member of Parliament in 1990.

Toolbox: Does Regulatory Reform Old Problems ?

welcome

- **Angela Merkel**, Chancellor of the Federal Republic of Germany

keynote

- **Maroš Šefčovič**, Vice-President European Commission
- **Thierry-Xavier Girardot**, Deputy Secretary-General of the French Government, France

moderator

- **William Robinson**, Associate Fellow of the Institute of Advanced Legal Studies, University of London, United Kingdom - please see page 8

Plenary session 3: The Regulatory Provide New Impulses to Solving

Maroš Šefčovič

Maroš Šefčovič is since 9 February 2010 the Vice-President of the European Commission in charge of Inter-institutional Relations and Administration.
After studying Economics in his native Bratislava, he completed his Masters in International Relations in Moscow. Following a short period of study at Stanford University, USA, in 2000 he received his PhD in International/European law in Bratislava. His career started in 1990 in the Czech and Slovak Ministry of Foreign Affairs. He served in both the embassies in Zimbabwe and Canada before returning to the Slovak Ministry of Foreign Affairs where he held various positions including Deputy Director, Director and Director General. In 1998 he became Deputy Head of the Slovak Mission to the EU. He then served as Slovak Ambassador to Israel before becoming Slovak Permanent Representative to the EU in Brussels in 2004.

notes/contacts

Toolbox: Does Regulatory Reform Old Problems ?

Thierry-Xavier Girardot

Thierry-Xavier Girardot is Conseiller d'Etat and has been Director and Deputy General Secretary in the General Secretariat of the French Government since 2009.

Before, he worked as Director and head of the legal affairs department in the Ministry of Environment, Building, Transport and Energy, and in the same function at the Ministry of Education, Higher Education and Research. From 1998 to 2002, he was a legal counsellor at the French permanent representation to the European Union in Brussels. He began his professional career in 1993 as a judge for the Conseil d'Etat.

Mr. Girardot is a graduate of the Ecole Nationale d'Administration (ENA).

notes/contacts

Workshop: The Role of Parliaments

This workshop will identify good practices in the use of evidence by Parliaments for making decisions on new laws and on the revision of existing laws. Participants will discuss the arrangements in place in Parliaments in OECD countries to use evidence, the institutional structures to evaluate the impact of legislation ex-ante and ex-post and ways to ensure that parliamentarians understand and use RIAs for decisions on draft laws.

The workshop is part of a workstream on the role of three key actors in implementing the 2012 OECD Recommendation of the Council on Regulatory Poliy and Governance (Recommendation): Parliaments, regulatory agencies and audit offices. The Recommendation sets out the measures that Governments can and should take to support the implementation and advancement of systemic regulatory reform to deliver regulations that meet public policy objectives and will have a positive impact on the economy and society. These measures are integrated in a comprehensive policy cycle in which regulations are designed, assessed and evaluated ex ante and ex post, revised and enforced at all levels of government, supported by appropriate institutions.

partners

OECD
BETTER POLICIES FOR BETTER LIVES

in Regulatory Policy

moderator

- **Nick Malyshev**, Head, Regulatory Policy Division, OECD - please see page 58

speakers

- **Elke Ballon**, Head of the new Impact Assessment Unit, European Parliament
- **Andrea Wicklein** MP, Member of the German Parliament, SPD, spokesperson on reduction of bureaucracy, Germany
- **Christer Aström**, Senior Evaluator, Parliamentary Evaluation and Research Unit, Swedish Riksdag, Sweden
- **Sebastián Soto**, Head of the Legal and Legislative Division of the Ministry of the Presidency, Chile

notes/contacts

Workshop: The Role of Parliaments

Elke Ballon

Elke Ballon studied Law at the K.U. Leuven (Lic.Jur. 1994) and European and Comparative Law at the University of Oxford (M.Jur. 1995). She was a member of the Leuven Bar and worked as a research assistant at the K.U. Leuven Faculty of Law (Centre for European Economic Law and Centre for Consumer Law) from 1995 until 2003.

Since 2003, she is an administrator in the Secretariat of the European Parliament, working in committee secretariats and in the Parliament's Policy Department. She is currently Head of the Impact Assessment Unit in the recently created Directorate for Impact Assessment and European Added Value.

summary

The mission of the European Parliament's IA Unit is to help develop and implement, in close cooperation with the Parliament's committees, a more uniform and integrated approach to the concepts of impact assessment, with a view to enhancing the quality and coherence of policy formation and enable the Parliament to make the best possible case for its positions, both to other EU institutions and to the public at large, at the same time supporting the overall objective of better law-making within the European Union. At the request of committees, it evaluates the quality and independence of the European Commission's impact assessments, provides complementary or alternative impact assessments to those of the Commission, and organises the provision of the Parliament's own impact assessments on substantive amendments.

in Regulatory Policy

Andrea Wicklein

Andrea Wicklein studied at the University of Leipzig and graduated in economics. In the German Democratic Republic, she worked at the Handelsorganisation (state retail business), later becoming an instructor. After the changes of 1989/1990, she worked as a salesperson and, from 1991 onwards, as a citizens advice worker at the SPD's Brandenburg headquarters. From 1992 to 1999, she was employed as a research assistant for a Member of the German Bundestag and then as public relations officer for the SPD parliamentary group in the Brandenburg Parliament.

In 2002, 2005 and 2009, the voters in her constituency elected her directly to the German Bundestag. She is a member of the Committee on Economics and Technology, and a substitute member of the Committee on Education, Research and Technology Assessment.

summary

The word "bureaucracy" has negative connotations. By definition, it means "rule by officialdom", and in practice people often find it to be an uncontrollable behemoth.
This makes it necessary for politics to point out as well: laws, directives and regulations provide on the one hand for legal and planning security and are thus an important competitive advantage for Germany. On the other hand, an excessive bureaucracy in a modern state is superfluous. It burdens the public and businesses and interferes with equal opportunities.

So when we talk about reducing bureaucracy, we mean a process of Parliament and Government working together to reduce unnecessary bureaucracy. Our goal is a bureaucracy which is responsive to the public's needs, business-friendly, transparent and modern. Parliament's task must therefore be to make legislation better, simpler and cheaper to implement.

Workshop: The Role of Parliaments

Christer Aström

Christer Åström is a senior evaluator at the Parliamentary Evaluation and Research Unit at the Swedish Riksdag. He gained a BA in political science and economics from Uppsala University in Sweden and continued with studies in political science and German at Heidelberg University in Germany and at the University of Stockholm.

From 1987 to 1994, Mr Åström was performance auditor at the Swedish National Audit Bureau. From 1994 to 1995, he worked as an expert at the Ministry of Finance and continued as an executive officer at the Ministry of Culture until 2000. From 2000 to 2002, he joined the Committee on the Swedish Language at the Government Offices. Since 2002 supporting and developing the evaluation activities of the parliamentary committees.

summary

The Parliaments are a crucial link in the democratic chain of governance. Since 2001, follow-up and evaluation of decisions taken by Parliament are one of the tasks of the parliamentary committees in Sweden. The idea is that the committee that has prepared a decision on a new law is responsible for evaluating whether the output and the outcome of the law are in line with the Parliament's intentions.

The ex post-evaluations should have a forward-looking orientation and be used to provide a basis for solidly based positions in committee deliberations. Evaluation is a way of obtaining information about results and creating more robust links with the Parliament's legislative decisions. Among other things, it should be used as an instrument for assessing legislative adjustments that may be needed. In the Riksdag, evaluations are carried out by evaluation groups comprising Members of Parliament from the different parties. These groups are supported by technical staff.

in Regulatory Policy

Sebastián Soto

Sebastián Soto holds a degree in law from the Catholic University of Chile and a Master of Laws (LL.M.) from Columbia University. He also is a Ph.D. candidate in Law at the University of Chile.

Currently Mr Soto is the Head of the Legal and Legislative Division at the Ministry of the Presidency in Chile. Before joining the Ministry he was Director of the Legislative Program at Libertad y Desarrollo, a Chilean think tank, where he was also a researcher. He has extensive legislative experience, both national and international. In 2006 he served as a Fulbright Fellow at the Congressional Office of Senator Norman Coleman (MN), in the Congress of United States of America.

He has published several articles in books and journals and has taught at various universities, at both undergraduate and graduate levels. He currently teaches at the Faculty of Law of the Catholic University.

summary

Chile and Latin America have presidential regimes where Congress and the President, head of the executive power, share roles in the lawmaking process. For that reason, the analysis of Parliaments in the regulatory process must consider the permanent interaction between both Congress and Executive.

From this perspective the speaker will focus in Chilean and other Latin American countries' strengths and weaknesses in the law making process, not only in Congress but in the pre legislative stage too. Special attention will be given to the role of some institutions like the Library of Congress, the Budget Office and the financial reports elaborated there, and the tradition of hearings in Congress, among others.

Workshop: How to Explain the Politicians? Trends and Pitfalls of

abstract

This workshop will concentrate on themes such as the relationship between participative and representative democracy within consultation, the impacts of ICTs and good practices from around the world.

We will also look at what the public sector can learn from other sectors when it comes to successful public consultation and will also look at how consultations fits alongside other forms of public engagement.

partners

BMZ Federal Ministry for Economic Cooperation and Development

Implemented by giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Problems of Real Life to Public Consultation

moderator

- **Edward Andersson**, Deputy Director, Involve, United Kingdom

speakers

- **Jonathon Stoodley**, European Commission
- **Enno Bozdo**, Deputy Minister of Economy, Trade and Energy, Albania
- **Suzana Guxholli**, Deputy Economic Advisor to the Prime Minister, Albania
- **Nora Sargsyan**, Advisor to the Minister of Justice, Armenia
- **Heiko Willems**, General Counsel and Managing Director, Department of Law and Insurance, Federation of German Industries (BDI), Germany

notes/contacts

Workshop: How to Explain the Politicians? Trends and Pitfalls of

Edward Andersson

Edward Andersson is a founding staff member and the Deputy Director of Involve, one of the UK's leading participation NGOs, and an established expert on methods of participatory decision making.

With the Bertelsmann Foundation he recently set up www.participationcompass.org, one Europe's leading public engagement sites, and has advised a number of organizations on public engagement strategies, including the Home Office, the European Commission, the OECD and numerous Local Authorities and Health Trusts.

Edward is a Professional Facilitator, and is a board member of the international not-for profit e-Democracy.org. Currently Edward acts as Dialogue Manager for Sciencewise – the UK Governments expert resource centre for public dialogue in science and technology policy. Edward has recently been heavily involved in conversations around UK Cabinet Office Guidelines on Consultation. Moreover, Involve has recently been requested to coordinate the UK Civil Society Network on the Open Government.

Problems of Real Life to Public Consultation

Jonathon Stoodley

Jonathon Stoodley trained as a lawyer. He then worked initially in the UK Parliament for one of the committees reviewing EU initiatives. He later moved to the Department of Trade and Industry (now the Department for Business, Innovation and Skills) in the UK Government before moving to Brussels to work for the European Commission.

During his time in the Commission, he has worked for the Directorate-General for the Internal Market and Services, the Delegation of the Commission to the international organisations in Geneva and the Secretariat-General. In the Secretariat-General he has been Head of the Unit responsible for the application of EU law and now for the evaluation and simplification of EU regulation, financial programmes and policy.

summary

Consultation is core to smart regulation and evidence-based policy making. Consultation provides important input to the evaluation of the performance of existing measures and in preparing Impact Assessment of future options. It is important to combine targeted and open consultations, using different tools.

The Commission is working to ensure that the process of consultation is clearly mapped out to stakeholders on top of the information provided in Roadmaps. Since 1 January 2012 all Commission consultations should last for a minimum of 12 weeks. Recent Commission consultations in its Smart Regulation work include conferences with small businesses from six Member States and an EU-wide consultation to identify the ‚TOP-10' most burdensome EU regulations for small business. Government policy and regulation needs to be carefully prepared, explained and understood, based on maximum information. Good consultation plays a key role in ensuring the success of policy and regulation.

Workshop: How to Explain the Politicians? Trends and Pitfalls of

Enno Bozdo

Enno Bozdo (Albania) has been the Albanian Deputy Minister of Economy, Trade and Energy since 2005. He holds a degree in Mechanical Engeniering and a MBA. Currently he is working on his PhD Thesis on the effect of the implementation of RIA (Regulatory Impact Assessment) in the Albanian Institutional environment.

Mr. Bozdo has been in charge of Regulatory Reform initiated in the year 2006. He has primarily expertise in the reforms to tackle administative red tape and improve business climate in Albania.

summary

In 2006 Albania embarked on a cross-cutting regulatory reform. The three main pillars of this reform are: Business Registration Reform, Permits and Licenses Reform, and the Inspection System Reform. To deal with that, a High Level Task Force, headed by the Prime Minister with the attendance of several important ministers, was established.
There is a strong component of other stakeholders, namely business community, too. The TF deals permanently with the issues deriving from the day-to day of the institutions involved, with the aim of improving the mechanisms in place.
As a result of such reforms, Albania is one of the few countries with a successful, centralized agency dealing with business registration, permits and licenses. These reforms have contributed to a much better business climate, curbing bribery and administrative red tape.
There are important lessons learnt, challenges and success stories to be shared with the audience.

Problems of Real Life to Public Consultation

Suzana Guxholli

Suzana Guxholli (Albania) is the current Economic Adviser to the Albanian Prime Minister. She has held this position since 2006.

Before that she was part of the Academia. Ms Guxholli has contributed with many academic papers on the post-transition economic reforms in Albania and other South-East-European Countries. She holds the academic title of Professor and has extended experience in research and applications. She is also part of the Regulatory Task Force and has hands-on-experience in administrative red tape reform, stuctural economic reforms as well as business climate reform.

Workshop: How to Explain the Politicians? Trends and Pitfalls of

Nora Sargsyan

Nora Sargsyan (Armenia) has worked as a legal adviser to the Minister of Justice of the Republic of Armenia for over six years. She has significant experience in law-making and policy-development activities, has been widely involved in drafting policy documents and legislative drafts for key reforms in the field of the judiciary, civil procedure, alternative dispute resolution, etc. Ms Sargsyan has been widely involved in better regulation capacity building in Armenia. She was the team leader for the development of the Handbook on Law Drafting, has been involved in RIA framework improvement activities and is further interested in promoting capacity building activities in the better law-making field for the government.

Ms Sargsyan is an Associate Professor in law at the Yerevan State University Departments of Law and Economics and the French University in Armenia. She holds a PhD in European and International Law from Yerevan State University and an LL.M in International Business Law from University College London.

summary

Often treated skeptically as time consuming and less-productive measure by the law-makers, public consultations constitute an essential phase of a successful law-making process. Post-soviet countries emerge with common problems mostly linked to lack of law-making traditions, weak policy and legislative planning, etc. The lack of parliamentary traditions highly affects the participation of politicians in the law-making process. Reluctance in penetrating into the roots of real life problems is typical for politicians and civil society in most countries. Various techniques of attracting public participation in the law-making process have been designed to help politicians avoid reading long and complicated legislative drafts to grasp their essence.

The presentation will focus on the practice and problems of law-making activities and balancing the institutional interests in Armenia, organization of the public hearings and its pitfalls, recent developments in the better law-making arena and current measures to address the gap of co-operation between the Government and the Parliament.

Problems of Real Life to Public Consultation

Heiko Willems

Heiko Willems has been Managing Director Law and Insurance of the Federation of German Industries (BDI) since May 2008. In this capacity he is responsible for BDI's activities in Company Law and Corporate Governance, Compliance, Civil Law and Consumer Protection, Intellectual Property, and Insurance Affairs.

He joined BDI in 2003 as Policy Manager in the Department of International Affairs. In 2007, he operated a project on „Secure Trade" with the Representative of German Industry and Trade, Washington/USA. From 1999 to 2003, he worked as a Research Fellow at Ruhr-Universität Bochum, Department for German and European Public Law and Constitutional Law. He holds a doctoral degree from this university for a thesis on the Promotion of Small and Medium Sized Companies and Public Procurement.
Heiko Willems studied Law in Bochum and Almería/Spain and completed his post-graduate legal training (Referendariat) in Dresden, Speyer and Luxembourg.

summary

The presentation will concentrate on characteristics and tendencies, advantages and disadvantages of the consultation process of the European Commission within their Smart Regulation system from the point of view of stakeholders.

Smart Regulation as a tool for encouraging growth and competitiveness is rightly on the top of the EU political agenda especially in times of crisis. The European Commission already achieved a remarkable progress in sharpening their impact assessment system and to work more transparently. But there is still work to do especially in the area of comprehensive stakeholder consultation. Close co-operation with relevant stakeholders and consideration of their input is of utmost importance in this process. Stakeholders often provide expertise, additional or more specific information throughout the impact assessment process. This expertise will finally help to shape new legislation to the needs and concerns of the addressees.

Workshop: Internal Expertise or Governments Ensure Regulatory

abstract

Point 3 of the 2012 OECD Recommendation of the Council on Regulatory Policy and Governance requests that OECD members "establish mechanisms and institutions to actively provide oversight of regulatory policy procedures and goals, support and implement regulatory policy, and thereby foster regulatory quality".

Governments organise the quality control of their regulation policy in different ways. Some have established an oversight body inside their administration with own staff specialised in different policy fields. Others have decided to set up external independent control councils with members who may neither belong to a legislative body nor to a State authority. The workshop will also include an EU perspective and deal with the question of how governments ensure regulatory quality of EU regulation in the EU Council.

The purpose of this workshop is to discuss the different approaches, their benefits, challenges and impacts.

partners

Nationaler Normenkontrollrat

Independent Advice - How Quality

moderator

- **Rolf Alter**, Director, Public Governance and Territorial Development Directorate, OECD - please see page 52

speakers

- **Anders Hoffmann**, Deputy Director General of the Danish Business Authority, Denmark
- **Doug Band**, Executive Director of Regulatory Affairs, Treasury Board Secretariat, Canada
- **Michael Gibbons**, Chairman of the Regulatory Policy Committee, United Kingdom, - please see page 17
- **Pavel Telička**, Vice Chair of the Regulatory Impact Assessment Board of the Czech Republic - please see page 18
- **Wolf-Michael Catenhusen**, Vice Chair of the Nationaler Normenkontrollrat, Germany
- **Paul Culley**, Director for General Political Questions, EU Council Secretariat

notes/contacts

Workshop: Internal Expertise or Governments Ensure Regulatory

Anders Hoffmann

Anders Hoffmann has been Deputy Director General of the Danish Business Authority since April 2012. He is responsible for entrepreneurship, design, regional and innovation policy plus the reduction of administrative burdens. From 2006 to March 2012, he was Director of Entrepreneurship and Innovation Policy at the Danish Business and Construction Agency (Government Administration industry) and from 2004 to 2007 Creative Director at FORA, Division for research and analysis at Danish enterprises and construction authority.
Before, Hoffmann worked as Senior economist at the OECD (2002-2004) and was Head of Division in the Danish Ministry of Economic and Business Affairs (1999-2001). Hoffmann studied Economics at the University of Copenhagen and holds a Master's degree as well as a PhD in Economics. He issued a number of publications, amongst others "Promoting Entrepreneurship: What Are the Real Policy Challenges for the European Union?" and "A framework for addressing and measuring entrepreneurship".

Doug Band

Doug Band is an Executive Director with the Treasury Board Secretariat's (TBS) Regulatory Affairs Sector.
Mr. Band joined TBS in 2006 and the Regulatory Affairs Sector in 2010. He has played a key role in the policy design and implementation of Canada's Red Tape Reduction Action Plan, including Canada's Small Business Lens, One for One Rule, Forward Planning and Service Standards initiatives. He also works with U.S. counterparts on central agency aspects of the Canada-US Regulatory Cooperation Council.
Prior to joining TBS, Mr. Band worked twelve years for the Department of Agriculture and Agri-Food Canada, including as a Chief of Staff to a Deputy Minister. For several years he worked with senior public and private sector leaders to help build industry-government agreements on strategies, including regulatory reforms, to improve the competitiveness of Canadian agri-food value chains in world markets.
Mr. Band holds a Master's degree from Carleton University and lives in Ottawa.

Independent Advice - How Quality

Wolf-Michael Catenhusen

Wolf-Michael Catenhusen is Vice Chairman of the Nationaler Normenkontrollrat, which was set up in 2006 to support the German Government in implementing its measures in the field of bureaucracy reduction and better regulation.

He was Chairman of the German NanoKommission from 2006 to 2011. Before, Catenhusen was State Secretary at the Federal Ministry of Education and Research from 2003 to 2005. From 1980 to 2002 he was a Member of the German Bundestag, including functions as Chairman of the Bundestag Committee on Research, Technology and Technology Assessment as well as Parliamentary State Secretary to the Federal Minister of Education and Research.

Paul Culley

Paul Culley is a Director in the Private Office of the Secretary General of the European Council (Heads of State and Government, chaired by President Van Rompuy) and the EU Council of Ministers (chaired by the six-monthly rotating presidency).

His job is essentially to advise presidencies (Ministers, ambassadors and officials) how to steer legislative and policy proposals through the system to a successful conclusion.

Workshop: Clarifying Gold Plating: the Single Market

abstract

The English term 'to gold-plate' is used to describe when national implementation of EU legislation exceeds what a legal act requires. Such implementation strategies are authorised under EU law but can cause unnecessary regulatory costs for business and impact negatively on trade and EU competitiveness. Gold-plating is frequently discussed but it remains unclear to what specifically the term refers. NNR and the Swedish Better Regulation Council have jointly put forward proposals to the Swedish Government on how to clarify what 'gold-plating' means and its impacts. However, strategies for mitigating negative effects of gold-plating must be agreed by all single market states. The workshop will address issues such as:

- The possibility to agree on a common European definition of gold-plating.
- Tools that can be used for clarifying decisions to gold-plate.
- How to take account of implementation aspects when drafting new legislation.

The workshop will also highlight a case-study of an EU Directive that has been implemented differently in different states.

partners

NNR
BOARD OF SWEDISH INDUSTRY AND COMMERCE FOR BETTER REGULATION

Regelrådet
Swedish Better Regulation Council

Mitigating Barriers to Trade in

welcome

- **Christina Fors**, Director, The Swedish Better Regulation Council (Regelrådet), Sweden
- **Jens Hedström**, President, Member of the Board of Swedish Industry and Commerce for Better Regulation (NNR) and Chair, BUSINESSEUROPE Better Regulation Working Group, Sweden

moderator

- **Sigrid Verweij**, Manager, Regulation Policy Team, The Confederation of Netherlands Industry and Employers (VNO-NCW), The Netherlands

speakers

- **Elizabeth Golberg**, Director, Directorate C Smart Regulation: Evaluation, Impact Assessment and Application of EU Law, Secretariat-General of the EU Commission
- **Edoardo Binda Zane**, Project Manager, Policy Consulting Unit, Eclareon, Italy,
- **Julian Farrel**, Deputy Director and Head of the Europe Team, Better Regulation Executive, Department for Business, Innovation & Skills, United Kingdom

notes/contacts

Workshop: Clarifying Gold Plating: the Single Market

Christina Fors

Christina Fors, Director at Regelrådet, the Swedish Better Regulation Council since 2008.

She holds a Masters degree of Science and Business Administration from Uppsala University, with a major in National Economics. She has long experience in the field of better regulation and impact assessments as well as entrepreneurship.

Before her current position, she was project manager at the Swedish Agency for Economic and Regional Growth.

Mitigating Barriers to Trade in

Jens Hedström

Jens Hedström is President of the Board of Swedish Industry and Commerce for Better Regulation (NNR). He took up this position in 2006. NNR is an independent, non-party political organisation with a membership of 14 Swedish business organisations and trade associations. NNR works to minimise the amount of information that business has to report to government and for a more business-friendly regulatory environment in Sweden and the EU.

In his role, Mr Hedström is responsible for co-ordinating the Swedish business community's activities on better regulation. Mr Hedström also chairs the BUSINESSEUROPE Better Regulation Working Group and the BIAC Governance Committee at OECD. Furthermore his is member of the board in Swedish Companies Registration Office and Statistics Sweden.

He started his career as an Advisoron SME issues, entrepreneurship, deregulation, public procurement and international affairs and in 2001 became Director of SME and trade policy at the Confederation of Swedish Enterprise.

Mr Hedström holds a Master of Law degree from Uppsala University.

Workshop: Clarifying Gold Plating: the Single Market

Sigrid Verweij

Sigrid Verweij is currently manager of the policy team regulation of the Dutch entrepreneurs and employers federations VNO-NCW and SME-Netherlands. She is also the policy coordinator for SME Netherlands.

Prior to that she was the policy advisor for VNO-NCW on Better Regulation and Enforcement (until 2011), advisor on environmental affairs (until 2008), all at VNO-NCW The Hague and advisor European Affairs at the Brussels Office of VNO-NCW.

Sigrid Verweij studied public administration at the University of Leiden in the Netherlands.

summary

In 1992 the ambitious “Agenda Europe ‘92” was put in place to remove obstacles on the internal market. Twenty years later, the European internal market is a fact in part, but companies still experience problems in their day-to-day business practice. A missed opportunity, because one single market fosters entrepreneurship, consumer choice and attracts foreign investors and trade partners. Only through growth, will Europe be able to conquer the current financial and economic crisis.
A large part of the problem originates from great differences in implementation of EU regulation at national level: gold-plating. Gold-plating is a much discussed topic, but we lack a concrete definition and therefore solutions. Questions that will be addressed in the workshop therefore are: Would it be possible to agree on a common European definition of gold-plating? What tools can be used for clarifying and explaining decisions to gold-plate, nationally and at EU level? What is the role of member states and of the Commission?

Mitigating Barriers to Trade in

Elizabeth Golberg

Elizabeth Golberg is Director of Smart Regulation in the European Commission's Secretariat General.

Her professional career in the European Commission began in 1993 as a coordinator for the Phare Programme in the Czech Republic and Slovakia. She held various posts in the European Commission's External Relations and Environment Departments before being appointed as Head of Unit for Strategic Planning and Evaluation in the Directorate General of Environment in 2004. She moved in 2005 to the post of Advisor to the Secretary General and thereafter as Head of Unit for two posts in the Secretariat General dealing with external institutional relations and briefing coordination, respectively. Elizabeth Golberg has a Bachelor of Arts and Science from the University of Lethbridge, Canada and a Post-graduate Diploma in International Economics from the Graduate Institute of International Studies, University of Geneva, Switzerland.

summary

The economic and financial crisis has accentuated the need for good regulation and starkly revealed how unnecessary regulation can weigh heavily on citizens and business. While EU legislation is necessary to attain important public policy goals, attention must be paid to its costs as well as benefits and any unnecessary regulatory burdens must be removed.

The European Commission is committed to eliminating unnecessary burdens stemming from EU legislation and has to work hand in hand with both the legislator and Member States to achieve this goal. It is critically important that these efforts are not derailed by ‚gold-plating' - going unnecessarily beyond what is required by EU legislation - by Member States when they transpose directives into national legislation.

It is important that the flexibility inherent in the use of directives be maintained. At the same time, the European Commission can support Member States in their efforts to reduce gold-plating.

Workshop: Clarifying Gold Plating: the Single Market

Edoardo Binda Zane

Edoardo Binda Zane is an experienced professional in the fields of renewable energy and energy policy. Within the Policy Consulting Unit of eclareon he focuses on the analysis of administrative and non-administrative barriers to the integration of renewable electricity in the grid. Relevant projects carried out with eclareon include PV GRID, RES INTEGRATION and the RES-LEGAL Europe database. Prior to eclareon, he spent two years as a consultant in a Dutch firm and one year in an energy research centre in Milan.

He holds a Higher Formation Course in Energy Finance and Commodity Trading (Politecnico di Milano School of Management) as well as a BSc and a MSc in Economics and Management (Università Bocconi, Milan). His thesis on energy scenarios for Italy to 2020, was awarded the G.S.E. Prize by the Italian Quality Committee, the Italian Electricity Services Operator and the Presidency of the Republic. He is fluent in English, Italian and Spanish and speaks German and Dutch.

summary

The presentation will start with a brief introduction to the RES Directive (2009/28/EC), outlining its main goal and role, specifically a reference will be made to article 13, dealing with administrative procedures for energy plants and networks.

Following this, the the PV LEGAL / PV GRID project will be presented, pointing out its aims and purpose, that is to analyse and contribute to the removal of administrative barriers that hamper the deployment of photovoltaic installations in 16 EU Member States. The results show differences in terms of administrative costs, labour, waiting time and the share of administrative vs. non-administrative costs. This will provide a quite comprehensive overview of the differences that are still exist between Member States in terms of administrative procedures for the same sector, though a common European Directive exists for all Member States on this topic.

Mitigating Barriers to Trade in

Julian Farrel

Julian Farrel is Deputy Director of the Better Regulation Executive, and Head of the EU and International Team, in the UK's Department for Business, Innovation and Skills. He has worked on a range of domestic and EU better regulation issues within the Department of Trade and Industry, the Department for Business, and the UK Permanent Representation to the EU in Brussels, since the UK Government's first administrative burdens exercise in the early 1980s.

He is a member of the European Commission's High Level Group of National Regulatory Experts and the network of EU Directors and Experts on Better Regulation.

summary

The UK Government committed in May 2010 to end the gold-plating of EU rules, and published its 'Guiding Principles for EU Legislation' in December 2010. We have defined gold-plating as when implementation goes beyond the minimum necessary to comply with a Directive – for example by: extending the scope; not taking full advantage of any derogations; retaining higher pre-existing UK standards; or implementing early, before the date given in the Directive.

A recent internal review has concluded that, following the introduction of the Guiding Principles, there is now little evidence that UK Government Departments are gold-plating when transposing EU law. Meanwhile, we continue to seek to identify and remove any previous gold-plating, through the scrutiny of the stock of existing regulation which affects business under the 'Red Tape Challenge'.

Workshop: “Better Constitution” – Reform Processes

abstract

The question of Better Regulation (BR) is crucial not only for primary legislation and secondary regulations, but also for constitutional amendments. An effective regulatory management is particularly complex there.

The workshop, organized by GIZ, will discuss, with a focus on recent constitutional amendments in both consolidated and new democracies: how constitutional reforms can provide a framework for BR; how key elements of BR may be applied in constitutional reform processes (public consultation, possibilities of alternative regulations, how to analyze the impacts of the different regulatory approaches under discussion); how to achieve broad participation of stakeholders and the public during the drafting of constitutional amendments and their final adoption; how BR may have impacts on constitutionalism.

partners

BMZ Federal Ministry for Economic Cooperation and Development

Implemented by giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Better Regulation in Constitutional

moderator

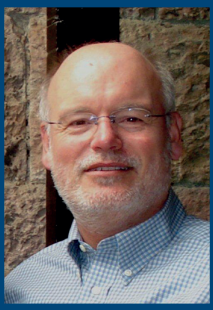
- **Albrecht Stockmayer**, Lead Governance Advisor, Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH, Germany

speakers

- **Vakhtang Khmaladze** MP, Chair of Legal Committee, Georgia
- **Cornelia Rogall-Grothe**, State Secretary, Federal Ministry of the Interior, Germany
- **Arsim Bajrami** MP, Co-Chair of Constitutional Reform Committee, Kosovo
- **Radnaa Burmaa**, MP, Mongolia

notes/contacts

Workshop: “Better Constitution” – Reform Processes



Albrecht Stockmayer

Albrecht Stockmayer (Germany), LL.M (Michigan), Dr. iur. (Frankfurt), member of the Frankfurt Bar, is currently Lead Governance Advisor, Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH, trained as a lawyer and business administrator, 10 years consultant and short term advisor in Africa and Latin America for the World Bank and the UN.

He joined GIZ as an institutional development advisor, left for OECD/PUMA to be division chief and head of the Governance Outreach Initiative, and returned to GIZ to lead the Governance and Gender Group and later the Governance Cluster.

Better Regulation in Constitutional

Vakhtang Khmaladze

Vakhtang Khmaladze (Georgia) is a Member of the Parliament of Georgia and the Chairman of the Legal Issues Committee. He is a physicist by profession and a renowned legal expert in constitutional law. As the Vice-Chairman of the State Constitutional Commission he co-authored the Georgian Constitution of 1995. In 2009 he was a member and one of the driving forces of the Public Constitutional Commission.

Mr. Khmaladze is an associate professor at Tbilisi Academy for Economy and Law where he teaches Constitutional Law and authored a number of publications on legal and political issues.

summary

The constitutional system set up by the Constitution of Georgia belongs to the model of the so-called "super presidential republic". In this model the principle of division of powers is violated and the system of checks and balances basically does not exist. The president can fully control the parliament and the government; the judiciary is under political control. This leads to substantial problems for the democratic development of the state and for the protection of Human Rights.

After the presidential elections in October 2013, the constitutional system will change. The executive power will be fully transferred to the government, but at the same time parliamentary control over the government will remain weak. The current Government of Georgia, therefore, intends to implement an additional constitutional reform in 2013, which will be in full accordance with the principle of division of powers and which will introduce a strong mechanism of checks and balances. This reform will be realised on the basis of consultation with political parties and society.

Workshop: “Better Constitution” – Reform Processes

Cornelia Rogall-Grothe

Cornelia Rogall-Grothe (Germany) is State Secretary at the Federal Ministry of the Interior and Federal Government Commissioner for Information Technology. After her law studies in Freiburg, Heidelberg and Bonn and her practical legal training, Ms Rogall-Grothe joined the Federal Ministry of the Interior as desk officer in 1977.

In 1990 she was appointed Head of Division. In 1995, Ms Rogall-Grothe became Director of the Directorate-General V (Constitutional Law; Administrative Law; Public Law; EU Law). Four years later she joined the Directorate-General M (Migration; Integration; Refugees; European Harmonisation) as Director. In 2006, she returned to the Directorate-General V as Director-General. Since 2010, Ms Rogall-Grothe has been working as State Secretary and Federal Government Commissioner for Information Technology.

summary

The federal system of the Federal Republic of Germany has proven itself in more than 60 years, but still gives room for improvement in certain areas. The policy aim of the federalism reform I 2006 was to strengthen both levels of government by disentangling the interaction of the Federation and the Länder in the area of competences and the legislative procedure. The federalism reform II 2009 primarily changed the financial relations between the Federation and the Länder.

Somehow contrarily to the reform of 2006 further amendments intended to improve cooperation between both levels of government in the field of administration. It is still too early for a strained review of these reforms. Especially some elements of the new division of competences and the fiscal amendments were criticized for their complicated ‘unconstitutional’ wording, but they really did achieve some important changes in our federal system, which have to be further assessed.

Better Regulation in Constitutional

Arsim Bajrami

Arsim Bajrami (Kosovo) is a professor of constitutional law at the University of Prishtina Law Faculty; a recently elected member of the Academy of Sciences and Arts of Kosovo and member of the Kosovo Assembly.

Professor Bajrami has played an instrumental role in the process of writing the Constitution of Kosovo in 2008 and currently chairs the ad-hoc committee for the amendment of the constitution to enable the direct election of the President. As a university professor, he has written and contributed extensively in the field of constitutional law and related subjects. He has authored and co-authored 17 books, among which university and school textbooks. Further, he has authored over 100 articles, of which 20 internationally peer reviewed articles. His most recent book „The Constitutional System of the Republic of Kosovo“ examines and interprets the current Constitution as well as the relevant institutions mandated to draft, amend and interpret the Constitution of Kosovo.

summary

Not long since the entry into force of the Kosovo Constitution, the need for its amendment became imminent. As a result of numerous political crises where the President had been used for political calculations, the ad-hoc committee was mandated to amend the constitution enabling the direct election of the President by the people. The ad-hoc committee convened and fulfilled its mission in a professional, expedited and most importantly all-inclusive constitutional reform process.

The committee had to review the competences of the president as well, since a directly elected President meant in and of itself a stronger president. The committee submitted the proposed amendments to the Constitutional Court for constitutional review, which in turn ruled that only one amendment may limit human rights and freedoms. The committee will review the said amendment and submit them to the parliament for voting.

Workshop: “Better Constitution” – Reform Processes

Radnaa Burmaa

Radnaa Burmaa (Mongolia) was elected to the Mongolian State Great Khural (National Parliament) in 2012.
Qualified as an engineer, Ms Burmaa worked as an active member of civil society for two decades prior to her election to public office. Between 1992 and 2012 she was Director of Women for Social Progress and the Voter Education Centre, organisations she founded. Between 2000 and 2006, Ms Burmaa was also a member of Mongolia’s General Election Committee.
She is a current member of the National Council, the National Public Radio and TV Council, the Council for Coordinating and Monitoring Implementation of the National Program for Combating Corruption, the Advisory Committee for Development of a National Program on Human Rights and the Local Governance Unit of the Standing Committee of Parliament. She is also a Board Member of Transparency International Mongolia and a Public Committee Member of the Anti-Corruption Agency of Mongolia.

summary

The constitution of the people of Mongolia proclaims “the noble goal of building a humane, civil and democratic society which cherishes human rights, freedom, justice and national unity”.

It is worthwhile to discuss this constitutional framework for the second wave of legal reforms based on the constitutional principles and concept, inalienable human rights, private property, limited state participation, open state system monitored by citizens as well as values of open civil society.

notes/contacts

Plenary session 4 and

Stefan Kapferer

Stefan Kapferer is State Secretary at the Federal Ministry of Economics and Technology, responsible for Central Administration, Political Staff and Policy Planning, European Policy and Energy Policy.
Before taking his current position, he was i.a. State Secretary at the Federal Ministry of Health (2009-2011) and at the Ministry of Economics, Labour and Transport of Lower Saxony (2007-2009) and held different positions in the FDP (Free Democratic Party). He holds a degree in administrative sciences from the University of Konstanz.

concluding remarks

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- **Luigi Carbone**, Commissioner, Regulatory Authority for Electricity and Gas, Italy, participant rapporteur - please see page 30
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- **Michael Gibbons**, Chairman of the Regulatory Policy Committee (RPC), United Kingdom - please see page 17
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Plenary session 4 and

Meltem Kaptan

In 1980 Meltem Kaptan was born in Gütersloh, Germany as daughter of Turkish immigrants. After completing her M.A. degree in English Literature, Media Sciences and Graphic and Arts at Philips University Marburg, Germany in 2002, she went on to study Theatre and Performing Arts at Western Washington University in Washington, USA. There she became a member of the Summer Stock Company (Musical and Theatre Productions) in 2003. She also studied at the Bogazici University, Istanbul.

Meltem Kaptan now lives in Cologne, Germany, where she works as a voice actor, presenter and comedy script writer on TV and Radio productions. With her own stand-up comedy program „DesOrientiert“ she is currently touring Germany. In 2011 she qualified as a trainer for management skills at the Institut Synergie in Vlotho. Her expertise lies in body language, conflict management and humor in speech and leadership.

Stephanie Bauer

Since July 2012, Dr. Stephanie Bauer is the General Manager of the German Federal Association of Liberal Professions (BFB). Prior to this, she was the manager of the SME circle of the CDU/CSU parliamentary group in the German Bundestag, a position that she assumed in 2010.

From 2003 to 2009, Dr. Bauer worked for the German Federal Chancellery, starting as an advisor in the department for small and medium-sized enterprises, craft, competition policy and business law. In May 2005, she assumed the position of deputy head of the cabinet and parliamentary department. She began her career in the civil service in 1999 in the Federal Ministry of Economics and Technology in the directorates for general economic policy and energy policy.

The BFB, which has offices in Berlin and Brussels, is the umbrella organisation of the liberal professional chambers and associations in Germany. It represents the mutual interests of over one million liberal professionals, employing more than three million people.

concluding remarks

Aleš Pecka

Aleš Pecka currently works in the Office of Government of the Czech Republic in the Unit for Coordination of RIA Process which prepared the amendments to the RIA Guidelines and institutional principles for establishment of the independent 'watchdog' in the Czech Republic - the RIA Board in 2011.
He is a graduate of Political Science at Charles University and of European Studies at the College of Europe in Bruges. During his professional career since 2001 (previously Ministry of Interior, Ministry of Industry and Trade, Ministry of Foreign Affairs) he has been dealing mostly with issues of regulatory reform on the national and EU level. During the Czech Presidency in the EU in 2009, he chaired the WG on Smart Regulation and organized the training on the use of impact assessment (IA) in the EU Council for the Czech Presidency team. As the member of the HLG of National Regulatory Experts advising to the European Commission he prepared the report on the use of IA in the EU Council in 2012.

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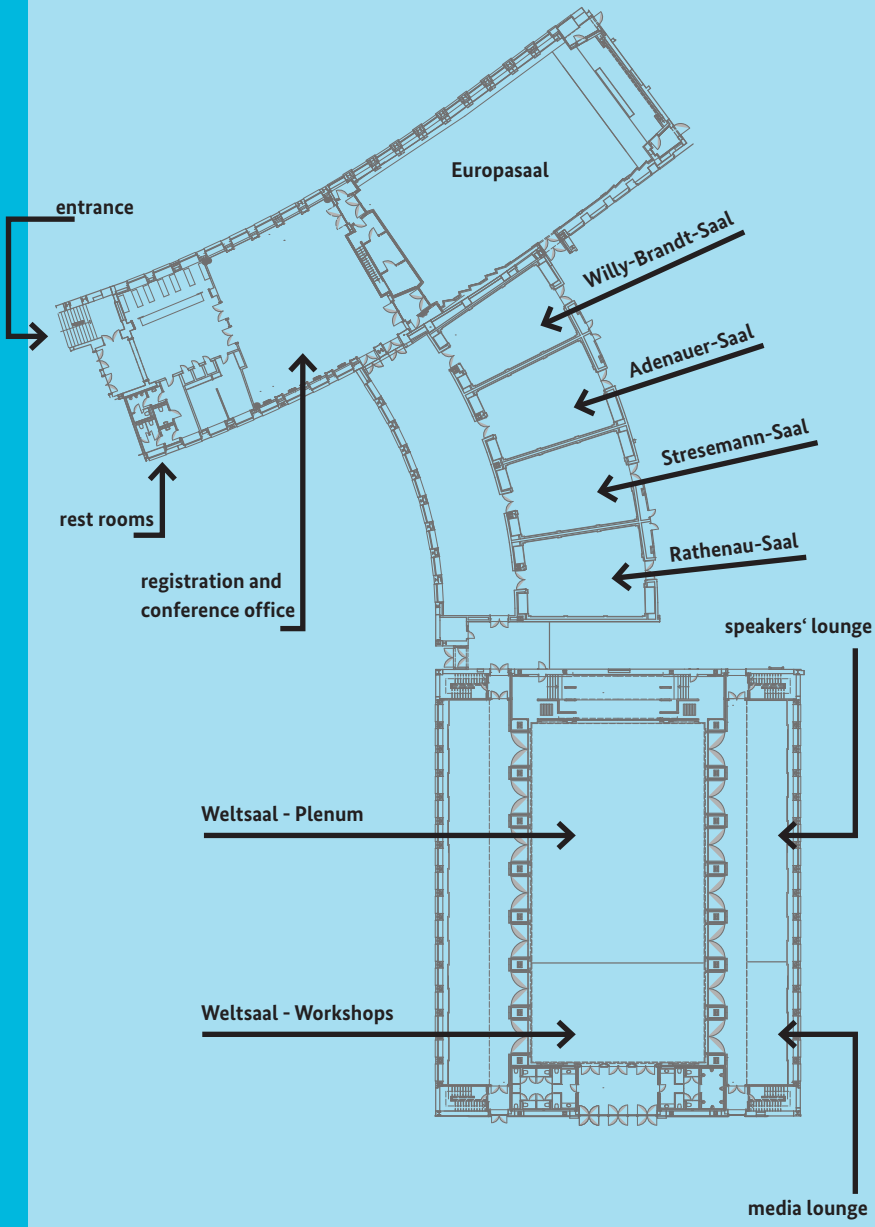
floor plan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