

Curriculum Vitae

First name / Surname **Florentin Blanc**

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Citizenship French

Date of birth 27 July 1973

Focus areas Regulation of economic activities, regulatory delivery and enforcement, technical safety and food safety regulations, national quality infrastructure and TBT, risk and regulation, drivers of compliance, procedural justice, inspections and controls

International coverage in research and reform work East Asia (Cambodia, Indonesia, Mongolia), Former Soviet Union (Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Tajikistan, Ukraine, Uzbekistan), South Asia (Nepal, India, Bangladesh), EU (France, UK, Italy, Netherlands, Lithuania, Latvia, Greece), Africa (Guinea, Côte d'Ivoire, Kenya, Rwanda, Zambia), Middle-East (Jordan), Latin America (Peru) etc. fluent in English, French, German, Italian, Russian, Tajik (Persian)

Main areas of work experience Research and knowledge management (9 years)
Regulatory reform advisory work (12 years)
Project and operations management (15 years)

Education PhD in Law, University of Leiden (NL) (2016)
M.Phil., History & Anthropology, EHESS Paris (FR) (1998)
Agrégation d' Histoire (ranked 2nd) (1995)

Work experience **World Bank Group (IFC, WBG IC AS, WBG T&C and GGP) – 2004-present**

Dates **June 2010 – Present**

Occupation or position held **Consultant – Expert for Business Inspections and Enforcement Reform
World Bank Group (Trade and Competitiveness and Governance Global Practices)**

Main activities and responsibilities

- Key specialist for issues relating to inspections and enforcement reform for WBG globally
- Leading strategy formulation, design of activities, key negotiations with clients and counterparts, as well as quality control and overall backstopping for projects focusing on business inspections and regulatory delivery reform in Greece, Poland, Mongolia, Cambodia, Kyrgyzstan, Tajikistan, Azerbaijan, Côte d'Ivoire, Armenia, Peru, Nepal, Bangladesh, India, Kenya, Rwanda etc.
- Developing new knowledge tools, consolidating experience and expertise on inspections for the WBG globally, e.g. notes on ICT in inspections, risk based planning etc.
- Co- organization of two international inspections reform conference in London (2012 and 2014), hosted by BRDO with WBG cooperation and OECD input - Established ongoing cooperation with UK BRDO and in charge of the relationship on the WBG side.
- Leading work on food safety regulations/enforcement reform and on technical regulations framework reforms – in particular development of a food safety regulatory reform focus in Armenia, Kyrgyzstan and Mongolia, and development of a Toolkit for WBG staff on food safety regulatory reform. Developing recommendations and potential reform directions on NQI and regulations, particularly from a TBT perspective, in Rwanda, Zambia, Ethiopia
- Development of analytical work in new areas: links between regulatory reform and governance projects, regulatory approach to National Quality Infrastructure issues
- Key expert on inspections reform for projects with the governments of the Netherlands, Poland and Kazakhstan – lead expert for the licensing reform project in Greece

Dates	July 2009 – June 2010
Occupation or position held	Product Specialist / Program Manager Acting Regional Head for Investment Climate, Europe and Central Asia (July – December 09)
Main activities and responsibilities	<ul style="list-style-type: none"> - Lead specialist for issues relating to inspections and licensing reform in Europe & Central Asia - Supporting the Regional Manager for Investment Climate – Acting in her capacity for 6 months (maternity leave) – as such supervising projects in 8 countries, with a total of ca. 50 staff and a yearly budget over 5 Mln USD – in charge of quality control, donors relations, strategy and planning, internal reporting and supervision - Activities focused on supporting investment climate reforms in Eastern Europe, the Caucasus and Central Asia, with an emphasis on licensing and permits, business inspections and business taxation, as well as trade logistics and standards - Developing new areas of work for the WBG IC AS: food safety regulations reform and technical regulations reform, with a focus on the institutional framework - In charge of training/mentoring new staff in recently launched projects - Organizing training sessions/seminars for clients (governments/inspection agencies) and staff, on inspections reform and risk management
Dates	September 2008 – June 2009
Occupation or position held	Product Specialist – Team Leader for Inspections Reform Knowledge Management
Main activities and responsibilities	<ul style="list-style-type: none"> - Global specialist for inspections reform work – in charge of both quality control, staff training, knowledge management and support to new initiatives - Preparation of guidance notes and manuals on assessment and diagnostic tools, project planning, good international practices in the field of business inspections – simultaneously, support to several new or ongoing projects including in Colombia, Jordan, Mongolia, Kyrgyz Republic, Cambodia (with a focus on food safety and food processing inspections) – organization of a global training event held in Tashkent (Uzbekistan) for IFC staff and of training seminars for clients (e.g. Mongolian inspection officials) - Leading preparation of KM tools on food safety inspections and technical regulations
Dates	April 2006 – August 2008
Occupation or position held	Project Manager – Ukraine Business Enabling Environment Project
Main activities and responsibilities	<ul style="list-style-type: none"> - In charge of all aspects of the project including strategy, implementation, fundraising - Complex technical assistance project involving several donors, approx. 1 Mln USD yearly budget, a staff of 10+ and covering three main areas: (1) permits and licensing reform with a focus on the food and agri-processing sector, (2) business inspections reform (including tax audits) and (3) technical regulations and market surveillance reform – activities included analytical and survey work, policy advice and legal drafting, and a large outreach and communications campaign to promote and support reforms - Successful “turnaround” from a “problem” project to the most successful team in the region - Responsible for coordinating WBG Private Sector Development activities in Ukraine from 2007 - In 2007 a new Law on Inspections was adopted as a result of project work
Dates	September 2004 – June 2006
Occupation or position held	Project Manager – Tajikistan SME Survey and Policy Project
Main activities and responsibilities	<ul style="list-style-type: none"> - Launching a new project, building up the team and profile of the project - Rapidly developing technical assistance project with approx. 0.4 Mln USD yearly budget, a staff of 5 and focusing on promoting business inspections reform (including tax audits) – given the very challenging environment in Tajikistan, the project was groundbreaking in terms of stakeholders involvement, and scope of the reforms promoted – activities combined analytical and survey work, policy advice and legal drafting, and an important information and awareness campaign to help SMEs take opportunity of reforms - Raising team and clients’ capacity and knowledge – including organizing training seminars at the Civil Service Training Institute on economic development and regulation issues - In 2006 a Law on Inspections was adopted – implementation has been a significant success

Independent Consultant on Regulatory Enforcement – 2010-present

Dates	July 2012 – present
Client	Organization for Economic Cooperation and Development
Main activities and responsibilities	<ul style="list-style-type: none">- Work on regulatory inspections and enforcement - preparation of comprehensive review of experience (current status, good and bad practices etc.) on the topic, and of "principles for good regulatory enforcement and inspections" - and finalization thereof after public consultation- Preparation of reviews of inspections and enforcement in Lithuania and Italy- Presented experience and principles on enforcement and inspections successfully in OECD workshop in Jerusalem as well as in successive Regulatory Policy Committee meetings in Paris
Name and address of employer	OECD – 2 rue André Pascal – 75016 Paris, France
Dates	July 2014 – February 2016
Client	Ministry of Interior and Inspection Council, Netherlands
Main activities and responsibilities	<ul style="list-style-type: none">- Research paper on the Risk Regulation Reflex in International Perspective, presented at the closing conference of the Risk and Responsibility Project (January 2015)- Research paper on harmonization of inspections and enforcement in the EU across different regulatory fields, including technical regulations, presented at the international conference of Enforcement in the EU Single Market (part of Netherlands EU Presidency, February 2016).
Name and address of employer	Ministry of the Interior and Kingdom Relations, Turfmarkt 147, 2511 DP Den Haag, Netherlands Bureau Inspectieraad, Wilhelmina van Pruisenweg 52, 2595 AN Den Haag, Netherlands
Dates	June 2011 – October 2012
Client	Ministry of Economy, Lithuania
Main activities and responsibilities	<ul style="list-style-type: none">- Support to inspections reform project - strategy, implementation issues, benchmarking etc- Particular focus on risk based approaches, tools for transparency and compliance promotion- Training sessions for inspectorates and government staff on compliance promotion, risk management, transparency and discretion etc.
Name and address of employer	Ministry of Economy of the Republic of Lithuania Gedimino ave. 38, LT-01104 Vilnius, Lithuania
Dates	May 2012 – October 2012
Client	Services of the Presidency of the Council of Ministers, Italy (Civil Service Department)
Main activities and responsibilities	<ul style="list-style-type: none">- <i>Pro Bono</i> advice on their new inspections reform programme- Focusing on interpretation of diagnostic study, international experience, overall strategy, possible "quick wins" and guidelines for further reform
Name and address of employer	Presidenza Del Consiglio Dei Ministri, Ministro per la Pubblica Amministrazione e la Semplicazione, Dipartimento della Funzione Pubblica, Corso Vittorio Emanuele II, 116, 00186 Roma, Italy
Dates	2013
Clients	University of Exeter (UK), University of Heidelberg (Germany) (Political Science Departments)
Main activities and responsibilities	<ul style="list-style-type: none">- Seminars for Masters-level students on regulatory delivery, regulatory enforcement and inspections, compliance drivers, risk management, cost-benefit analysis of regulation
ACTED (Agency for Technical Cooperation and Development) – 2001-2004	
Dates	May 2003 – June 2004
Occupation or position held	Regional Coordinator for Central Asia
Main activities and responsibilities	<ul style="list-style-type: none">- In charge of all aspects of operations in Tajikistan, Uzbekistan and the Kyrgyz Republic- Managing a multi-donor funded relief and development programme (one of the largest NGO programmes in Central Asia) with ca. 300 staff and a yearly budget of ca. 3 Mln EUR – operations covered micro-finance, rural and agricultural development, health promotion and cultural development/heritage- Significant successes in improving fundraising, strengthening internal procedures, and in promoting the gradual institutionalization of the micro-finance component
Name and address of employer	ACTED - 33, rue Godot de Mauroy, 75009 Paris FRANCE

Dates	April 2002 – April 2003
Occupation or position held	Coordinator for Programme Support – Central Asia
Main activities and responsibilities	<ul style="list-style-type: none"> - In charge of fundraising, reporting, supporting strategy development and institutional strengthening, new projects design and launch – reporting to the Regional Coordinator - New activities/projects launched in Southern Uzbekistan and Southern Kyrgyz Republic – significant improvement in donor relations – gradual build up of the micro-finance component over three countries
Dates	August 2001 – March 2002
Occupation or position held	Head of Reporting – Central Asia & Director – Bactria Cultural Centre
Main activities and responsibilities	<ul style="list-style-type: none"> - In charge of fundraising and reporting for all projects of ACTED Central Asia - Simultaneously (until June 2002) Director of the Bactria Cultural Centre (first international cultural centre in Dushanbe), successfully launched in December 2001. In charge of finding premises, fundraising, recruiting and training the team, developing curriculum and planning for language courses, organizing cultural events (exhibitions, concerts), representation etc. - With a small team, managed to improve operational and donor reporting, and fundraising activities, in an organization with a vast number of funding sources and projects
French Ministry of Education, France – 1995 – 2001	
Dates	September 1995 – July 2001
Occupation or position held	Professeur Agrégé for History and Geography
Main activities and responsibilities	<ul style="list-style-type: none"> - Teaching history and geography (in particular economic and social history and geography) to students at various levels (high school and undergraduate tertiary education) – most senior grade for high school teachers – when teaching in university/tertiary education, somewhat equivalent to a senior lecturer (UK) or associate professor (US, Canada) - 1999-2001: <i>Lycée Chateaubriand</i>, French High School in Rome (Italy) - 1997-1999: various high schools in Southern France, all in designated “priority areas” (low-income, minority-majority neighbourhoods) - 1995-1997: various high schools in Paris and suburbs - 1995-1996: undergraduate-level teaching – economic history and social history – at <i>Université de Paris-I-Panthéon-Sorbonne</i> and <i>Classes Préparatoires HEC, Lycée Marcelin Berthelot (St Maur)</i> - Experience in adapting messages to various audiences and adapting rapidly to new situations – in particular was asked to start teaching undergraduate economic history with no advance notice, to a very select, elite group of students (1995) – and in 1997-1999 had to deal with very difficult teaching and social conditions, failing students in crisis-affected neighbourhoods, and taking over teaching positions during the academic year from teachers who had been moved to other assignments. In Rome, had to teach to classes comprising students from a dozen or more countries, speaking several languages etc. Dealt successfully with all types of challenges.
Name and address of employer	Ministère de l'Education Nationale – 110 rue de Grenelle – 75007 Paris FRANCE

Education and training

Dates	2010-2016
Title of qualification awarded	Ph.D in Law (<i>thesis accepted, defense forecast for October 2016</i>)
Principal subjects covered	Law and Political Sciences – Risk Management in Inspections and Enforcement Reforms
Name of institution	University of Leiden, Faculty of Law, Netherlands
Dates	1997-1998
Title of qualification awarded	Diplôme d'Etudes Approfondies (equivalent to M.Phil.)- with High Merits
Principal subjects covered	Historical Anthropology (Prof. M. Gauchet – social norms in the 18 th Century in France)
Name of institution	Ecole des Hautes Etudes en Sciences Sociales, Paris
Dates	1995
Title of qualification awarded	Agrégation d'Histoire – reçu 2^{ème} (ranked 2 nd from 175 shortlist, over 3,000 M.A. level applicants.)
Principal subjects covered	History (primary) and Geography – Teaching

Name of institution	Université de Paris-I-Panthéon-Sorbonne / Ministère de l'Education Nationale
Dates	1994
Title of qualification awarded	Maîtrise d'Histoire (equivalent to M.A.) – with Highest Merits
Principal subjects covered	History (Prof. M. Parrisé – thesis on historical anthropology of the 6 th and 7 th Centuries in Western Europe)
Name of institution	Université de Paris-I-Panthéon-Sorbonne
Dates	1993
Title of qualification awarded	Licence d'Histoire (equivalent to B.A.)
Principal subjects covered	History, Geography, Economy
Name of institution	Université de Paris-I-Panthéon-Sorbonne

Languages

Mother tongue **French**

	Understanding				Speaking				Writing	
	Listening		Reading		Spoken interaction		Spoken production			
English	C2	fully proficient	C2	fully proficient	C2	fully proficient	C2	fully proficient	C2	fully proficient
German	C2	fully proficient	C2	fully proficient	C2	fully proficient	C2	fully proficient	C1	proficient
Italian	C2	fully proficient	C2	fully proficient	C2	fully proficient	C2	fully proficient	B2	intermediate
Russian	C2	fully proficient	C1	proficient (*)	C2	fully proficient	C2	fully proficient	A2	basic
Tajik (Persian)	B1	intermediate	A2	basic (**)	C1	proficient	B2	intermediate	A2	basic

(*) *fully proficient for legal and administrative language* -- (**) *intermediate for legal and administrative language*
 Rated as per European framework <http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>

Language Diplomas and Certificates:

- Certificate of Proficiency in English, Cambridge University
- *Grosses Deutsches Sprachdiplom*, Ludwig-Maximilian-Universitaet / Goethe Institut

(Both are the highest available certifications for these languages – all other language skills are self-assessed)

Social skills and competences

Team building and management, experience motivating and animating diverse groups of people – Strong capacity to build trust and interest, and convey messages convincingly in very diverse cultural settings and to very different audiences

Organisational skills

Ability to manage complex teams and projects, handle conflicting priorities and multiple reporting lines

Technical skills and competences

Specialized in regulatory reform and administrative burden reduction, in particular focus on:

- business inspections reform (including tax audits), licensing and permits reform
- compliance promotion, procedural justice, regulatory delivery
- risk management, risk-based planning and targeting
- food safety and technical regulations / National Quality Infrastructure
- administrative burden measurement / results measurement
- consensus building / stakeholders' management

Experience in teaching and training at a variety of levels and in a variety of settings:

- Government officials and officials from technical bodies (inspectors)
- World Bank staff (usually recruited at M.A. level or above)
- University students (undergraduate and graduate)

References

Academia:

Professor Wim VOERMANS - Professor of Constitutional and Administrative law at Leiden University (Netherlands) and Director of the Institute of Public Law of the Leiden Law School
+31 (0)71 527 7718 - w.j.m.voermans@law.leidenuniv.nl
<http://law.leiden.edu/organisation/publiclaw/constitutional-administrative-law/staff/voermans.html>

Professor Ira HELSLOOT – Professor of Public Administration at Radboud University Nijmegen (Netherlands), Chair in Politics of Safety and Security
+31 (0)6-51188627 - i.helsloot@fm.ru.nl, i.helsloot@crisislab.nl
http://www.ru.nl/publicadministration/contact_and/staff/@826205/helsloot/

Professor Claudio RADAELLI - Professor of Political Science, Jean Monnet Chair in European Public Policy, Director, Centre for European Governance – University of Exeter (UK)
+44 (0)1392 723176 - C.Radaelli@exeter.ac.uk
<http://socialsciences.exeter.ac.uk/politics/staff/radaelli/>

Professor Michael FAURE – Professor of Comparative and International Environment Law, Academic Director of Ius Comune Research School & Maastricht European Institute for Translational Legal Research – Maastricht University
+ 31 (0) 43 388 3028 - michael.faure@maastrichtuniversity.nl
<http://www.maastrichtuniversity.nl/web/Profile/michael.faure.htm>

Public administration reform work (former supervisors, clients, peers):

Martin RAISER, PhD – Country Director for Brazil – The World Bank
+90 3124598365 – mraiser@worldbank.org

Sanda LIEPINA, MPA – Lead Investment Policy Officer – World Bank Group – former State Secretary for Education, Republic of Latvia
+371 67047911 – sliepina@ifc.org

Graham RUSSELL, MBE – Chief Executive, Better Regulation Delivery Office, Department of Business, Innovation and Skills, United Kingdom
+44 7999825784 - graham.russell@brdo.bis.gsi.gov.uk
<https://www.gov.uk/government/people/graham-russell>

Remigijus SIMASIUS, PhD – Mayor of Vilnius – former Member of Parliament and Minister of Justice, Republic of Lithuania
+37052396735 – remisimasius@gmail.com
http://en.wikipedia.org/wiki/Remigijus_%C5%A0ima%C5%A1ius

Selected publications

As sole or lead author:

How to Reform Business Inspections – Design, Implementation, Challenges, World Bank Group, Washington, DC, 2011
www.wbginvestmentclimate.org/uploads/How%20to%20Reform%20Business%20Inspections%20WEB.pdf

“Moving Away from Total Control in Communist Countries – the Risk Regulation Reflex in Inspections and Lessons Learned from Reforming Them”, in *European Journal of Risk and Regulation*, vol.3, n.3, pp. 327-341, 2012

Inspections Reforms: Why, How and With What Results, OECD, Paris, 2012
www.oecd.org/gov/regulatory-policy/Inspection%20reforms%20-%20web%20-F.%20Blanc.pdf

Introducing a risk-based approach to regulate businesses: How to build a risk matrix to classify enterprises or activities, World Bank Group, Washington, DC, 2013
www.wbginvestmentclimate.org/advisory-services/regulatory-simplification/business-regulation/introducing-a-risk-based-approach-to-regulate-businesses.cfm

Regulatory Enforcement and Inspections – OECD Best Practice Principles for Regulatory Policy, OECD, Paris, 2014
www.keepeek.com/Digital-Asset-Management/oecd/governance/regulatory-enforcement-and-inspections_9789264208117-en

Understanding and Addressing the Risk Regulation Reflex - Lessons from international experience in dealing with risk, responsibility and regulation, w. D. Macrae and G. Ottimofiore, prepared for the Dutch Risk and Responsibility Programme, 2015
<http://www.government.nl/documents-and-publications/reports/2015/01/21/understanding-and-addressing-the-risk-regulation-reflex.html>

From Chasing Violations to Managing Risks - Origins, challenges and evolutions in regulatory inspections, Edward Elgar Publishing, Cheltenham, 2017 or 2018 (in press) (edited monograph based on PhD thesis)

As co-author or contributor:

Implementing a Shared Inspections Management System, World Bank Group, Washington, DC, 2013
www.wbginvestmentclimate.org/advisory-services/cross-cutting-issues/ict-in-investment-climate-reform/implementing-a-shared-inspection-management-system.cfm

Case study “France: Private Liability and Insurance as the Main Drivers to Promote Compliance with Building Standards”, in *Good Practices for Construction Regulation and Enforcement Reform – Guidelines for Reformers*, World Bank Group, Washington, DC, 2013
<http://www.doingbusiness.org/~media/GIAWB/Doing%20Business/Documents/Reforms/Construction-Regulation-Reforms-Guidelines-for-Reformers.pdf>

“Harmonizing enforcement in product markets and establishments safety at the European level – approaches, outcomes, lessons learned”, in *Cross-border cooperation between national inspectorates*, Conference paper presented at the International Conference on Enforcement in a Europe without Borders, February 23rd 2016, Amsterdam, The Netherlands – available at: <http://inspectionconference.nl/conference-paper/>

w. G. Ottimofiore, “Stakeholders consultations processes as part of Regulatory Impact Assessment mechanisms – diversity of approaches, challenges, lessons learned”, in *Handbook of Regulatory Impact Assessment*, ed. C. Radaelli, Edward Elgar Publishing, Cheltenham, 2016

w. G. Ottimofiore, , “The interplay of mandates and accountability in enforcement within the EU”, in M. Scholten and M. Luchtman, *Law Enforcement by EU authorities. Political and judicial accountability in shared enforcement*, Edward Elgar, Cheltenham, 2017 (in press)

w. A. Corini, B. van der Meulen, F. Kets and G. Ottimofiore, “Enforcement of EU food law”, in M. Scholten and M. Luchtman, *Law Enforcement by EU authorities. Political and judicial accountability in shared enforcement*, Edward Elgar, Cheltenham, 2017 (in press)

(Forthcoming) w. M. Faure, “Smart Enforcement: Theory and Practice”

As editor:

Business environment in Tajikistan as seen by small and medium enterprises – 2006, IFC, Dushanbe, 2007

Business Environment in Ukraine – 2007, IFC, Kiev, 2007

Technical Regulations in Ukraine: Ensuring Economic Development and Consumer Protection, IFC, Kiev, 2008

www.ifc.org/wps/wcm/connect/regprojects_ext_content/ifc_external_corporate_site/tjbee_home/overview/survey/survey
www.ifc.org/wps/wcm/connect/RegProjects_Ext_Content/IFC_External_Corporate_Site/USPP_Home/ProjectMaterials/

Conference papers:

Assessing business inspections' effectiveness and burden – Perspectives on a peculiar “regulatory object” from the World Bank Group perspective (focusing on the Former Soviet Union and Mongolia), European Consortium for Policy Research, Annual Conference, Reykjavik, 2011

ecpr.eu/Filestore/PaperProposal/4c54776e-b4b9-4ab1-8670-bfa5f22da541.pdf

Specific Challenges of Stakeholder Engagement Seen from the Experience of Reform Practice in OECD and non-OECD countries, w. G. Ottimofiore, OECD, 6th Expert Meeting on Measuring Regulatory Performance, The Hague, 2014

www.slideshare.net/OECD-GOV/6-challengesstakeholderengagementflorentinblancandgiuseppaottimofiore

Smart, Risk-Based Environmental Enforcement: A Research and Policy Agenda, w. M. Faure, paper presented at the 24th Conference of the Society for Risk Analysis – Europe (Maastricht 15-17 June 2015)