

DAY 1. 14th OECD Conference on Measuring Regulatory Performance

PUBLIC CONFERENCE

Conference chair



Stephan Naundorf, Chair of the Regulatory Policy Committee

Stephan Naundorf has managed the cooperation of the German Government's Better Regulation Unit (BRU) with the regional governments, the parliamentary groups of the German parliament, the science sector in this field and the main umbrella organisations of the German Economy from 2006 through 2023. His scope of work has included the development of the Federal Government's programme for better regulation and to coordinate the cooperation of the German government on better regulation issues with international partners like France and supranational organizations like OECD or UNECE. Recently he has moved to the Federal Ministry of Defence, with a scope on the dialogue with societal groups and the science sector regarding an integrated concept of security.

Mr. Naundorf is chair of the OECD's Regulatory Policy Committee since 2020. He holds a MBA and a Master of Political Sciences. The BRU belonged to the Federal Chancellery since 2006 and was transferred to the Ministry of Justice in 2022. Prior to joining and establishing the BRU in 2006, Mr. Naundorf was a member of the MOD (Ministry of Defence) staff for five years and worked in the economic sector for ten years, including the emerging online and digital markets following the turn of the millennium. His functions included that of a head of corporate communications for one of the international online pioneers. He also was member of the management board and shareholder of an advertising and public relations agency specialised on disruptive business models. His writings on Better Regulation have been published in *Zeitschrift für Gesetzgebung*, *Tagesspiegel.de*, *Revue Française d'Administration Publique*, *Acteurs Publics*, *Legislation in Europe*, and *Lawmaking in multi-level settings*.

Opening of public conference



Maija-Leena Paavola, Secretary General of the Parliament of Finland

Maija-Leena Paavola has held the position of Secretary General of the Parliament of Finland within the Chancellery of the Eduskunta since January 1, 2016.

Ms. Paavola's extensive career within the Chancellery of the Eduskunta spans several roles, including Director of Legislation from October 1, 2012, to December 31, 2015, and Senior Parliamentary Secretary from September 15, 2008, to September 30, 2012.

Prior to her roles in the Chancellery of the Eduskunta, Ms. Paavola served as a Legal Advisor to the Parliamentary Ombudsman and held the position of Referendary. She also served as a Senior Inspector at the Finnish National Board of Education and the Finnish Board of Vocational Education.

Ms. Paavola holds a Master of Laws from the **University of Turku, Finland**.



P.c. Markku Lempinen

Pekka Timonen, Permanent Secretary of the Ministry of Justice to Finland

Pekka Timonen is the Permanent Secretary of the Ministry of Justice since June 2018. He was Director General of the Employment and Well-Functioning Markets Department in 2018, and from 2013 to 2017 Director General of the Labour and Trade Department of the Ministry of Employment and the Economy. He has served as a Director General of the Ownership Steering Department of the Prime Minister's Office from 2007 to 2012.

He represented Finland from 2001 to 2007 as a national delegate and a member of the working committee of the OECD Steering Group on Corporate Governance. Furthermore, he was a member of the OECD Working Party on State Ownership and Privatisation Practices from 2001 to 2008, assuming the role of bureau member from 2006 onwards, and subsequently the role of the committee chair from 2009 to 2012.

Mr. Timonen holds a Doctor of Law degree from the University of Helsinki. He is an Adjunct Professor of Commercial Law at the University of Helsinki since 1997 and Adjunct Professor of Law and Economics at the University of Tampere since 1998.



Gillian Dorner, Deputy Director in the Public Governance Directorate, OECD

Gillian Dorner is Deputy Director in the Public Governance Directorate of the OECD. She has served at the OECD since December 2020, first as Senior Counsellor in the GOV Director's Office and then as Deputy Director.

The Directorate for Public Governance works to help governments at all levels design and implement strategic, evidence-based and innovative policies to strengthen public governance. This includes regulatory policy; open, innovative and digital government; public employment and skills; public sector integrity; budgeting and public expenditures; infrastructure and public procurement, monitoring and evaluation, risk management.

Gillian has an extensive knowledge of the work of the Public Governance Directorate, as well a strong strategic vision of its priorities, having led work to structure and enhance the Directorate's impact over recent years, including through the design and delivery of the Public Governance Committee's Building Trust and Reinforcing Democracy Initiative.

Prior to joining the OECD, Gillian served as a UK senior civil servant as Deputy Director Financial Services Regulation at Her Majesty's Treasury. She also has deep international experience, having represented the UK on multiple boards and committees, including as Vice Chair of the OECD Financial Markets Committee and having held several positions focused on International and EU economic and finance policy, including as an Advisor to the OECD Secretary-General and in several positions in HM Treasury and the UK Cabinet Office, as well as a period on loan to the French Treasury.

Ms Dorner, a British national, holds a Master's degree in French and European Studies from the University of Edinburgh (UK) and a Diploma in EU Construction from the Institut des Hautes Etudes Internationales (France).

Panel 1: Reflections on participatory, responsive and transparent rule-making in Finland



Anna Pietikäinen, Head of Division, Regulatory Policy, Public Governance, OECD

Anna has almost 20 years experience advising governments with the OECD and the United Nations. As Head of the Regulatory Policy Division, she leads the Organisation's work supporting member countries' regulatory reform and better regulation agendas through its Regulatory Policy Committee (RPC). Previously she led the secretariat of the OECD Network of Economic Regulators (NER).

At the OECD she also held positions at the Development Centre and the Sahel West Africa Club. Prior to joining the OECD, she worked at the United Nations - International Fund for Agricultural Development (IFAD) where she provided support and advice to governments on the development and management of national rural development programmes.

Anna is a political scientist with degrees from the London School of Economics and Sciences-Po Paris.



Tiina Astola, former Director General at the European Commission

Tiina Astola, former Director General at the European Commission, has worked with drafting legislation at the Finnish Ministry of Justice (1986-1988 and 1992-2015), Ministry of Finance (1991-1992) and finally at the Directorate-General of Justice and Consumers (2016-2020) in different roles and on different fields of law. In the 1980's and early 1990's she was involved in drafting the first legislation on Securities Markets and an EU-reform of corporate law in Finland. In addition to her management role as the head of the European Law Unit and later the Civil Law unit at the Ministry of Justice she was personally responsible for negotiating the EU Regulation on Access to Documents at the Council Working Group and for drafting legislation on Assisted Infertility Treatment. As the Permanent Secretary of the Ministry of Justice (2007-2015) she had the overall responsibility for both international and domestic law matters. The role of Director General took this responsibility to the EU-level.



Jennifer Brown, Director, Regulatory Policy and Stakeholder Relations, Treasury Board of Canada Secretariat

Jennifer is an experienced regulatory policy professional. Her team within Regulatory Affairs of the Treasury Board leads strategic advice and projects to support the Government of Canada regulatory system. This includes guidance to regulators using the Cabinet Directive on Regulation which establishes an overarching policy framework for regulators to follow when developing and implementing regulations.

Prior to joining Treasury Board in 2023, Jennifer served as Director of Border Program Policy at the Public Health Agency of Canada working on the COVID-19 response. Jennifer joined the Government of Canada in 2017 from the Government of Ontario where she led a number of regulatory policy initiatives in several ministries and portfolios.

Jennifer holds a Master's Degree from the London School of Economics.



Rolf Höijer, Senior Advisor, Ministry of Climate and Enterprise, Swedish Government Offices

Mr. Hoijer has a doctorate in political science from Oxford University and has taught politics and economics at Oxford University and at the London School of Economics. He has held various management positions in the Swedish public and private sectors. He has also served as a diplomat and as a civil servant at several Swedish ministries. Currently Dr. Hoijer works as a senior advisor in the Swedish Government Offices, and coordinates the better regulation agenda within the government offices. During the Swedish presidency he served as chair of the working party on better regulation within the EU Council of Ministers.



Kati Rantala, Research Director, University of Helsinki

Kati Rantala (Dr. Soc. Sci, Adjunct Professor/Docent) has worked as a research director at the research unit of Legal Policy, located at the Institute of Criminology and Legal Policy at the University of Helsinki, since 2015. Her research primarily focuses on legislative research, particularly in the areas of ex ante regulatory impact assessment and ex post evaluation of legislation, as well as the regulation and practices of consultation in regulatory drafting. She possesses extensive experience in leading multidisciplinary research consortia on legislative and legal policy matters. Her ongoing multidisciplinary research project, titled "Silent Agents affected by legislation – from insufficient knowledge base to inclusive solutions," is funded by the Strategic Research Council at the Academy of Finland, receiving 6.3 million euros for the period of 2020 to 2026.

Apart from her primary research areas, Rantala is also engaged in studying debt problems and their regulation, along with its impacts, as well as non-discrimination policy. Furthermore, she has published on access to justice and criminal policy, and has taught various courses on sociology of law and evaluation research. In 2018-2019, she took a leave of absence and served as a Senior Adviser in the Prime Minister's Office of Finland, working in the secretariat of the Finnish Council of Regulatory Impact Analysis.



Timo Tuovinen, Deputy Secretary, Parliament of Finland

Timo Tuovinen is the Deputy Secretary of Parliament of Finland since 2014. He leads the Committee Secretariat which provides secretarial services for the committees of Parliament.

Prior to becoming the Deputy Secretary, he served as a secretary of the Constitutional Law Committee and the Employment and Equality Committee and deputy secretary of the Legal Affairs Committee of Parliament. He has also worked as a special advisor of the President of the Republic of Finland, 2003 – 2009.

Timo holds Master's Degree in law from the University of Helsinki.



Christiane Arndt-Bascle, Head of Programme, Measuring Regulatory Performance, Regulatory Policy Division, OECD

Christiane Arndt leads the OECD Regulatory Policy Outlook and the OECD Programme on Measuring Regulatory Performance, ranging from work on cross-country comparable indicators to advice on domestic policy evaluation. Before joining the Public Governance Directorate, she worked at the OECD Development Centre, the Harvard Kennedy School of Government and for the World Bank on measuring governance and its economic impact. Ms. Arndt has widely published in academia and at the OECD on policy evaluation, performance indicators, international comparisons of regulatory policy and a behavioural science perspective of the regulatory process. Ms Arndt holds a Ph.D. in Political Economy and a Master's Degree in International Business Studies, both from the University of Maastricht, as well as a Master's Degree in International Politics from Sciences-Po Paris.



Veera Heinonen, Director of Democracy and Participation programme at Finland's Innovation Fund Sitra

Veera Heinonen is the Director of Democracy and Participation programme at Finland's Innovation Fund Sitra. She is responsible for ensuring that Sitra's strategic objectives to strengthen democracy and engagement in Finland are implemented in practice.

The programme's objectives include advancing participatory democracy in Finland by means of experiments, pilot studies and supporting the adoption of new forms of participation. The aim is to disseminate this work across Finland and strengthen the coupling of these new forms of participation with decision-making.

Veera and her team also focus on investigating how algorithm- and data-based means of operating and influencing can be harnessed to support democracy and participation. The rapid change in the media environment in recent decades has brought with it many new ways of participating in society and exerting new kinds of digital power.

Throughout her career, Veera has been, in one way or another, involved in the promotion of democracy.

First as a journalist and a correspondent, then as a civil servant and a diplomat, and finally as the Director of Communications, both at the Ministry for Foreign Affairs and at the Office of the President of the Republic of Finland. Before her current position, she worked as Sitra's Director of Communications and Public Affairs.



Katju Holkeri, Head of Governance Policy Unit, Public Governance Department, Ministry of Finance, Finland

Katju Holkeri is currently the Head of Unit for Governance Policy Unit in the Finnish Ministry of Finance. The unit's responsibilities are open government, steering systems, trust, general governance policy, civil service legislation, ethics, leadership policy and leadership support, innovation, knowledge management, national dialogues and international co-operation in governance policy.

Ms Holkeri is the current chair of the OECD's Working Party on Open Government. She also served as the chair of the OECD Public Governance Committee from 2010 to 2012 and before that as a vice –chair for four years and again as a vice-chair from 2015 to 2019. Previous tasks include for example acting as vice chair for the programme and research advisory group of IIAS from 2009 to 2018.



Niko Pankka, Head of Public Affairs, The Central Organisation of Finnish Trade Unions SAK

Niko Pankka is the Head of Public Affairs at the The Central Organisation of Finnish Trade Unions SAK. He is a Master of Science in Economics and Business Administration and Master of Laws.



Aidan Sweeney, Vice Chair of Business at the OECD's Governance and Regulatory Policy Committee

Aidan Sweeney is Vice Chair of Business at the OECD's Governance and Regulatory Policy Committee. In addition to his role at BIAC, he is Head of Enterprise & Regulatory Affairs at Ibec, Ireland's largest business organisation. He has special responsibility for intellectual property, enterprise policy, public procurement, infrastructure delivery, EU and international funding, housing, city development, and spatial planning. He is the Vice Chair of Digital Europe's Working Group on Intellectual Property Rights, and a member of several BUSINESSEUROPE

working groups. He is an external member of Dublin City Council's Finance, and Economic Development & Enterprise strategic policy committees. Prior to joining Ibec in 2008, Aidan was a Brussels-based consultant who identified, tracked, and progressed business development opportunities across several sectors with the European institutions or Member State governments, as well as having spent time in the Delegation of the European Commission in Washington, DC. He is a graduate of Trinity College Dublin and the School of Slavonic and East European Studies, University College London.

Franklin De Vrieze, Westminster Foundation for Democracy's Head of Practice for Accountability

Franklin De Vrieze is a democracy and governance expert with extensive experience in post conflict, fragile and transition countries. His areas of expertise are parliamentary strengthening, legislative impact analysis and scrutiny, institution building for anti-corruption and integrity, policy making on combatting illegal finance, and the oversight role of parliaments on public finances and public debt.

Franklin is the Head of Practice Accountability at Westminster Foundation for Democracy (WFD), the UK's public institution for international democracy support. He is WFD's in-house expert on post-legislative scrutiny, independent oversight institutions, financial accountability, and anti-corruption. He offers technical assistance, programme quality assurance and parliamentary advice to WFD country teams. He develops resources to support the design and implementation of WFD programmes.

Franklin is a published researcher and author of several academic and policy publications, including on better lawmaking, law implementation, post-legislative scrutiny and legislative impact assessments.

He has over 30 years of experience in the field of good governance, with a specific 20+ years focus on parliamentary strengthening.



Introduction and breakout sessions

Breakout session #1 – Role of parliament in better regulation



Paul Davidson, Policy Analyst, Regulatory Policy Division, OECD

Paul commenced working in the OECD Measuring Regulatory Performance team in 2018. Apart from contributing to flagship publications such as the *Regulatory Policy Outlook* series, he also provided substantive research assistance to the *OECD Best Practice Principles on ex post evaluation*, and led the update of the indicators of Regulatory Policy and Governance (iREG) survey to reflect the deepened understanding on ex post evaluation. He was the main author of the *OECD Best Practice Principles on One-Stop Shops for Citizens and Business*, and has contributed to other publications across the division on regulatory policy.

Before joining the OECD, Paul worked for five years at the Australian Productivity Commission on a range of regulatory related projects, and for three years at Australia's Parliament House as a senior research economist.

Paul holds an honours degree in economics, and a bachelor of laws from the University of New England, Australia.



Emilia Korkea-aho, Professor, University of Eastern Finland

Korkea-aho is Professor of European Law and Legislative Studies at the University of Eastern Finland (UEF), PI of Research Council of Finland funded research project on revolving doors and its regulation (REVOLVE, 2021–2025), and the Kone Foundation research project on political influence and lobbying in Finnish municipal politics (LoSKa, 2023–2026). Her research interests relate to law and democracy in the EU and national contexts, with a focus on EU institutional and constitutional law. She has written about soft law, legal expertise, lobbying and the revolving door phenomenon, and the national governance of EU structural funds. She is a co-editor of *EU Soft Law in the Member States* (Hart Publishing, 2021), of *Law, Legal Expertise and EU Policy-Making* (Cambridge University Press, 2022), and of *Research Handbook on Soft Law* (Edward Elgar, forthcoming 2023). Korkea-aho has served in various expert positions relating to lobbying and its regulation. As of June 2023, she has served as Vice-Chair of the

Advisory Board for the Finnish Transparency Register. In 2020, she received the Academy of Finland Award for Social Impact in recognition for her work on lobbying.



Roger Kuettel, Senior Advisor, Regulatory Policy and Analysis, State Secretariat for Economic Affairs (SECO), Switzerland

Roger works as senior advisor in the Regulatory Policy and Analysis Unit of the State Secretariat for Economic Affairs (SECO) in Switzerland. The unit is the federal government's centre of expertise for Regulatory Impact Assessments (RIA), providing practical guidelines, carrying out RIA, and assisting federal offices in their analysis. In addition, the unit responds to parliamentary requests related to RIA, regulatory policy and regulatory instruments for easing the burden on businesses.

Roger joined SECO in 2016. Most recently, he focused on the drafting of two parliamentary bills, a "regulatory brake" to be anchored in the constitution and a federal law on the reduction of regulatory cost for businesses, both of which are currently being debated in the Swiss parliament.

Prior to SECO, Roger worked for the United Nations Development Program (UNDP) in Cambodia on education reforms and industrial policy. He holds a master's degree in Economics from the University of St. Gallen (Switzerland) and a Master in Legal Studies from the University of Fribourg (Switzerland).



Suzanne van Melis, Deputy Head, Legal Affairs and Regulatory Policy, Ministry of Justice and Security, Netherlands

Suzanne van Melis is strategic legal advisor and deputy head of the sector legal affairs and regulatory policy at the ministry of Justice and Security in the Netherlands. She coordinates the central government unit for scrutinizing the legislative quality of all Dutch laws and royal decrees and advises the council of ministers about the quality of legislation. She is also responsible for the development of regulatory policy to improve the quality of legislation and the legislation process in the Netherlands. Important initiatives she developed are a new approach for regulatory scrutiny of legislative drafts, the Cabinet plan for strengthening the quality of policy and legislation, the Dutch impact assessment system and the national website for internet consultation. She was member of the bureau of the OECD Regulatory Policy Committee for several years. Before she has worked at the

Ministry of the Interior, the Ministry of Infrastructure, the Ministry of Housing, Spatial Planning and Environment, the province of Noord-Holland and the Dutch advisory council for spatial planning. She has a degree in Law and Public Administration from Tilburg University and has studied at the School for Public and Environmental Administration of Indiana University.

Breakout session #2 – Measuring the impact of more participatory, responsive and transparent rule-making



Ester Szakadatova, Junior Policy Analyst, Regulatory Policy Division, OECD

Ester is a Slovak national who has joined as a Junior Policy Analyst the Measuring Regulatory Performance programme in September 2023, where she was previously a consultant and intern since 2021. She has contributed to the publications of the OECD Regulatory Policy Division such as the Regulatory Policy Outlook 2021, the Better Regulation Practices across the European Union 2022 and the Government at a Glance publications. During her PhD, she engaged in research in the field of behavioural economics and finance, digitalization and public policy.

Ester holds a PhD in Finance from the University of Economics in Bratislava and a Master's degree in Policy Economics from the Erasmus School of Economics.



Petri Uusikylä (PhD), Research director at the University of Vaasa

Petri Uusikylä (PhD) is Research director at the University of Vaasa, Docent (Adjunct Professor) at the University of Eastern Finland in the field of Legislation and Legislative Policy Research and partner at Frisky & Anjoy. Previously, Uusikylä has worked as Senior Advisor at the Finnish Ministry of Finance, as EU Twinning Adviser (law harmonization and public management reforms) in Latvia (technical adviser), Lithuania, Poland, the Czech Republic, Georgia and government policy adviser to several other countries.

He is also a Board Member of the Finnish Evaluation Society and former President of the IIAS/Finnish Section. Petri has over 25 years of experience in evaluation and applied social science research. He has a comprehensive list of publications in the fields of legislative policy, innovation policy, public budgeting, policy evaluation and European Union policy-making and public managements reform. His latest works in the field of legislative studies include: Towards High-Quality Law Drafting Quality Indicators of the Law Drafting Process in Finland. Prime Minister's Office

(2023); Did the regulatory reform improve transport services? Ex-post evaluation of the Transport Services Act. Ministry of Transport and Communications (2022); Practices of innovation-friendly regulation in growth sectors. Ministry of Economic Affairs and Employment of Finland (2022); From Regulatory and Resource Management to Systems navigation. Prime Minister's Office (2021); Ex-post Evaluation of Regulation State-of-the-art Analysis and Recommendations Prime Minister's Office (2021). Evaluating and reducing regulatory burdens. Prime Minister's Office (2018); The "one-in, one-out" model in regulatory improvement and assessment. Prime Minister's Office (2018).



Genovefa Ružić, Head of Division for Regulation and Public Administration Quality, Ministry of Public Administration, Slovenia

Genovefa Ružić is currently head of Division for Regulation and Public Administration Quality at Ministry of Public Administration. Prior to this she was Director General at the Statistical Office where she had also held various expert positions. For six years she has also worked at the Ministry of Labour, Family and Social affairs where she was responsible for analyses and studies as a basis for decision-making processes. Currently she is engaged in establishing Policy Lab in Slovenia.

Breakout session #3 – Improving the transparency of impact assessments



Gloriana Madrigal, Policy Analyst, Regulatory Policy Division, OECD

Gloriana Madrigal currently works as a policy analyst at the OECD Regulatory Policy Division. Since she joined the OECD, in 2017, she has worked on regulatory reform in Latin America and the Caribbean and in Europe as well as on the role of Centres of Government across OECD countries. Additionally, she has participated in the development of the OECD Indicators of Regulatory Policy and Governance. She has worked on governance reviews of Argentina, Brazil, Mexico, and Peru, as well as on the measurement of administrative burdens in the Federal Telecommunication Institute of Mexico and in the Mexican Institute of Social Security. Prior to joining the OECD, she worked on equity research following the retail industry in the United States. Gloriana holds a Bachelor in Economics from the Tec de Monterrey in Mexico and a MSc. in Economics and

Public Policy from Tilburg University in the Netherlands.



Nils Björksten, Visiting Professor, College of Europe

Nils Bjorksten is a professor at the College of Europe, where he teaches policy analysis and evaluation. He is also a Senior Fellow at ICF, a consulting firm that writes impact assessment and evaluation studies. From 2016-2020 he was a member of the European Commission's Regulatory Scrutiny Board. In this job he exercised quality control over more than 200 impact assessments and major evaluations.

From 2008 to 2015, Mr. Bjorksten led a team of analysts at the Congressional Research Service in Washington, DC. In this job he helped members of the U.S. House and Senate to legislate and conduct oversight. He has also spent three years conducting evaluations at the Independent Evaluation Office of the IMF, and five years at the OECD. Between international organisation jobs Mr. Bjorksten was a central banker at the Bank of Finland and at the Reserve Bank of New Zealand. He has also worked at the U.S. Treasury's Office of Financial Research.

A national of Finland, New Zealand and the United States, Mr. Bjorksten currently makes his home in Prague, Czechia. He holds a PhD in economics from Michigan State University.



Steve Glange, Attaché, Ministry for Digitalisation, Luxembourg

Attaché at the Ministry for Digitalisation, Luxembourg, Steve Glangé has more than 20 years of experience in assisting the transfer of technologies and business solutions. He oversaw various projects on an international scope related to analysis and application in the field of information flow, strategy [re]definition, technology transfer, linking in the financial, technology, industrial domain. He has been in charge for regulatory aspects in different industry domains (e.g. telecommunication, finance, ICT, energy). In recent years he assisted the telecommunications regulator as well as the better regulation linked with administrative simplification in Luxembourg. He worked/works as a subject matter expert on several international bodies around regulatory aspects (e.g. Working Party for Better Regulation of the European Council, OPSI, RPC, MRP, MRP Steering Body, BEREC).

DAY 2. 14th OECD Conference on Measuring Regulatory Performance

CLOSED-DOOR WORKSHOP

Panel 3: Improving engagement and outreach with “unusual suspects”



Daniel Trnka, Deputy Head of Division, Regulatory Policy Division, OECD

Daniel Trnka is the Deputy Head of the Regulatory Policy Division of the Organisation for Economic Co-operation and Development (OECD).

Daniel has been working in the area of public administration reform and regulatory reform for more than 20 years both at the national as well as the international level. Before joining the OECD, he worked as Director of the Department of Regulatory Reform and Public Administration Quality of the Ministry of Interior of the Czech Republic. His main areas of expertise are administrative simplification, regulatory impact assessment and stakeholder engagement.

He is the author or co-author of several OECD publications, including the Recommendation of the OECD Council on Regulatory Policy and Governance, Cutting Red Tape: Why Is Administrative Simplification So Complicated?, OECD Best Practice Principles for Regulatory Enforcement and Inspections, OECD Best Practice Principles on Regulatory Impact Assessment, Administrative Simplification Reviews of Poland and Vietnam, Regulatory Policy Reviews of Mexico, Kazakhstan, Lithuania, Slovenia and Croatia, Measuring and Reducing Administrative Burdens in Greece, etc.



Kristiina Kumpula, Secretary General of the Finnish Red Cross

Mrs. Kristiina Kumpula is the Secretary General of the Finnish Red Cross, which is one of the biggest civil society organizations in Finland. She has had various governance and expert positions in Finland and internationally in the areas of civil society, international development and human rights. She was the chair of the Council of Social and Health umbrella organization SOSTE, and has chaired the advisory board of civil-society policy under KANE for two terms. She also has been member of different institutions related to human rights, tolerance and anti-racism. She is interested in different aspects of civil society nationally as well as internationally. She received the European Council North-South Prize with Dr. Abbas Gullet for her activities in promoting development and north-south cooperation.



Bairbre Meaney, Senior civil servant, the Department of Children, Equality, Disability, Integration and Youth, Ireland

Bairbre Meaney is a senior civil servant working in the Department of Children, Equality, Disability, Integration and Youth since it was established in 2011. Prior to that Bairbre worked in the Department of Health, the Office of the Minister for Children and Youth and the Department of Health and Children. Bairbre holds a primary degree in European Studies, a Masters in Public Culture and a PhD in Health Services Research. In 2019 Bairbre was appointed to lead the Youth Reform Strategy and Participation Unit, with responsibility for the cross government implementation of the National Strategy for the Participation of Children and Young People in Decision Making and its forthcoming follow up strategy, the National Participation Action Plan 2023-2028. The main focus of Bairbre's work is that inclusion of children and young people in decision making, supported through the continuous development of Ireland's permanent youth participation structures, which include a system of youth councils at local level, and a National Youth Assembly at national level. Through the provision of dedicated resources and expertise, Irish government departments and state agencies are facilitated to consult meaningfully with young people when legislation, policy, research and services are being developed.



Lauri Rapeli, Research Director, Social Science Research Institute, Åbo Akademi University

Lauri Rapeli is the Research Director of the Social Science Research Institute at Åbo Akademi University. A political scientist by training, Dr. Rapeli specializes in survey research. He is a board member of the Finnish Research Infrastructure for Public Opinion (www.firipo.fi) and a long-standing member of the Finnish Election Research Consortium. Rapeli is currently also one of the principal investigators in Finnish National Election Survey. His research interests include political participation, behavior and attitudes of both citizens and policymakers. Additionally, in recent years Rapeli has studied the ability of democracies to make future-oriented policies. He has published extensively on these topics, both for the academic audience and the broader public. Recently, Rapeli's work has appeared in journals such as *Governance*, *European Journal of Political Research*, *Journal of Elections, Public Opinion and Parties* and *Political Studies*.



Salla Saastamoinen, Deputy Director-General, Directorate-General Joint Research Centre (JRC), European Commission

Salla Saastamoinen is Deputy Director-General in Directorate-General Joint Research Centre (JRC) at the European Commission. The Joint Research Centre is Commission's science and knowledge service that provides independent, evidence-based knowledge and science, supporting EU policies to positively impact society. In the JRC, Salla Saastamoinen is in charge of the five scientific directorates working in the areas of Fair and sustainable economy; Energy, mobility and climate; Sustainable resources; Space, security and migration; and Health and food.

Salla Saastamoinen has worked in the European Commission since 1996, first in DG Environment and then in several areas in DG Justice and Consumers. In DG Justice, Salla Saastamoinen was lastly the acting Director-General covering policy areas of civil and criminal justice, fundamental rights and rule of law, equality and Union citizenship, and consumers. At the same time, Salla Saastamoinen was Director for civil and commercial justice, and before that, Director in charge of equality and non-discrimination.

Before joining the Commission, Salla Saastamoinen was a partner in a law office in Helsinki, Finland. She has a licentiate degree in law (post-graduate level) from the University of Helsinki, Finland, and post-graduate studies in law from the universities of Saarbrücken, Germany and Zürich, Switzerland. She is author of several books on environmental law and EU law.

Twitter: @SallaLoi @EU_ScienceHu



Johanna Suurpää, Director General, Department for Democracy and Public Law, Ministry of Justice, Finland

Johanna Suurpää is the Director General of the Department for Democracy and Public Law at the Ministry of Justice in Finland. She has a long and diverse career in public administration and human rights, including independent Minority Ombudsman, Ministry for Foreign Affairs, Ministry of Justice and the World Bank.

Ms Suurpää's areas of expertise include human rights and the rule of law, democracy as well as equality and minority issues.

Concluding remarks



Susanna Siitonen, Director of Legislative Affairs, Ministry of Justice, Finland

Susanna Siitonen is the Director of Legislative Affairs at the Ministry of Justice, Finland. She is responsible for directing the development of law drafting across the Government and developing the cooperation and quality of law drafting at the Ministry of Justice. In this role, she e.g. chairs an interministerial Cooperative Working Group for Improving Law Drafting.

Previously Ms. Siitonen has headed the Ministry of Economic Affairs and Employment's Unit for Development of Legislation, which i.a. leads governmental work to streamline legislation and develops business impact assessments. Prior to this role, she worked as a law drafter on labor law and policy at the Ministry for 15+ years. Alongside her governmental work, Ms. Siitonen has held part-time positions in the Labor Court and the Social Security Appeal Board.

Ms. Siitonen holds an LLM from the University of Helsinki. She has academic publications in the fields of labor law and policy.

Behind the scenes



Paula Laine-Nordström, Counsellor, Government EU Affairs Department of the Prime Minister's Office, Finland

Ms Laine-Nordström works as a Counsellor, EU Affairs at the Government EU Affairs Department of the Prime Minister's Office. The Government EU Affairs Department is responsible for ensuring the coordination of EU affairs in Finland and the smooth functioning of the coordination system. Ms Laine-Nordström follows the EU better regulation agenda as part her responsibilities in the competitiveness sector.

Previously, Ms Laine-Nordström has worked at the Ministry of Economic Affairs and Employment of Finland and at the Permanent representation of Finland to the EU.



Tuomas Lühr, Senior Specialist in Development of Legislation at the Ministry of Justice, Finland.

Tuomas Lühr is a Senior Specialist in Development of Legislation at the Ministry of Justice, Finland. Mr. Lühr's work focuses on improving the quality of regulatory impact assessments and ex-post evaluations across the Government. In this role, he has e.g. been the Secretary of working groups that prepared governmental guidelines on impact assessment, monitoring and evaluation, and stakeholder engagement.

Prior to joining the Ministry of Justice, Mr. Lühr has worked on better regulation, good governance, and public sector innovation in several organizations. These include the Secretariat of the Finnish Council for Regulatory Impact Analysis, the Strategic Inquiries Unit of the European Ombudsman, and the Governance Innovation Team of Demos Helsinki.

Mr. Lühr holds an LL.M. from the University of Helsinki and an MA from Yale University, where he studied social sciences and statistics.



Erno Mähönen, Senior specialist, Better Regulation unit Ministry of Economic Affairs and Employment, Finland

Erno Mähönen, an RPC delegate, works as senior specialist in the Better Regulation unit in the Finnish Ministry of Economic Affairs and Employment. He is responsible for developing tools and guidance for Business Impact Assessment, as well as organising One-in, One-out pilot in Finland.

Erno holds Master's degrees in Economics & Social and Public Policy.



Claudia Paupe, Administrative Co-ordinator Regulatory Policy Division, OECD

Claudia Paupe is the Administrative Co-ordinator of the Regulatory Policy Division, at the Public Governance Directorate of the OECD. Since joining the OECD in 2016 she has been providing administrative support in different areas and Directorates. Prior to joining the OECD, she worked for 8 years as a journalist in Mexico and in France.

Claudia is a Mexican and French national and holds a Master's Degree in International Management and a Bachelor degree in Journalism and Communication .



Heidi Silvennoinen, Counsel to the Audit Committee, Parliament of Finland

Heidi Silvennoinen serves as a counsel to the Audit Committee in the Parliament of Finland, a role she has held since 2016. Prior to her current role, Ms. Silvennoinen served as the Director for Fiscal Policy Audit and as an Executive Board Member of the National Audit office of Finland from 2013 to 2015. From 2008 to 2013 she served as a senior auditor and team leader at the NAOF.

Before entering the public sector, Ms. Silvennoinen worked as a researcher at the Helsinki School of Economics, Economics Department, from 1999 to 2007 and at the Helsinki Research Institute for Business Economics from 1996 to 1999.

Ms. Silvennoinen holds a Ph.D. in Economics from the Helsinki School of Economics.



Kaisa Tiusanen, Senior Ministerial Adviser in Development of Legislation at the Ministry of Justice, Finland

Kaisa Tiusanen is a Senior Ministerial Adviser in Development of Legislation at the Ministry of Justice, Finland. Ms. Tiusanen works with the development of regulatory policies and regulatory coordination within the Government. Her recent projects include chairing of the working groups that drafted Finland's new guidelines for law-drafters on regulatory impact assessment and the common principles on monitoring and evaluation of legislation.

Ms. Tiusanen has over 15 years of experience in law drafting and preparing policies at the Ministry level. She is a delegate at the OECD Regulatory Policy Committee since 2020. Prior to joining the Ministry of Justice, Ms. Tiusanen has worked for the UNHCR (JPO), District Court and a Finnish NGO.

Ms. Tiusanen holds an LLM from the University of Turku and has been trained at the bench.



Anna Välimaa, Specialist in the Reforming the decision-making process project, Finland's Innovation Fund Sitra.

Anna Välimaa is a Specialist in the Reforming the decision-making process project in a Democracy and Participation program at Finland's Innovation Fund Sitra.

Project's aim is to develop public decision-making into a silo-free collaborative process. The goal is to strengthen the capacity for reform of representative democracy, improve the transparency of decision-making processes and increase opportunities for people to exercise influence.

Anna has international work experience in various fields, including politics, Nordic co-operation, culture, and communication. More info:

www.linkedin.com/in/annavalimaa