

**Southern Africa  
Impact Assessment  
Training Workshop II  
Elephant Hills Continental Hotel  
Victoria Falls  
Zimbabwe  
22 - 24 March 2010**

**Organised by:**



**Endorser:**



**Partner**



## Secretariat Message

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### *Promoting a Change in SADC Culture in Policy and Regulation Making*

The global realisation that ICTs are an integral part of the social and economic development has brought in the need for an efficient telecomm system. Even our own Governments have come to an agreement that ICTs are the tools that will allow us to achieve the Millennium Development Goals (MDGs). While our businesses have understood that it is the telecomm system, through effective information and communication exchange, that has brought in business efficiencies and growth. In addition, the telecoms system has rendered decision making more effective and extended the markets to global magnitude.

Nevertheless, we also come to the understanding that this telecomm system needs to be the one that is responsive to the rapid changing demands and technological developments of the ICT sector. It has therefore become unavoidable for us to allow for market reforms that allows for more competition, universal service and consumer protection. The success of these telecoms reforms depends heavily upon development and maintenance of effective policy and regulatory environment in our region.

As policymakers and regulators in the ICT sector in the SADC region, we have come to realisation that good policy and regulation can only be developed if it is based on relevant evidence. Regulation during the era in which there is robust technological developments is quite challenging. It is critical that as Government advisers, we need to think through and understand the consequences of possible and actual government interventions in the ICT Sector. It is being acknowledged therefore that Impact Assessment (IA) is an effective tool for modern, evidence based policy making that facilitates for structured framework for handling policy challenges. It is also being advised that these IA should be embedded in all our policy and regulation making processes.

It is with this brief overview of the reforms that are occurring in our sector that I am proud to see that CRASA together with the NetTel@Africa have been providing forums where awareness of the need for the Impact Assessment in our policy and regulation making processes are being discussed. I am of the understanding that these training workshops aim at increasing the credibility of our policy and regulatory proposals thereby increasing the quality of policy and regulation at both national and regional levels. I would therefore encourage our policymakers, the SADC Secretariat, National Regulatory Authorities (NRAs), CRASA Secretariat and regulatory managers in telecoms operators to come together and be able to gain knowledge and skills on the effective way to conduct impact assessments.

I do welcome you all to this Impact Assessment Training Workshop II and hope that the resources which have been placed for this workshop will not be put a waste but allow us to achieve the outcomes we intend in our regulation business with minimal costs.



**Bridget Linzie**

**CRASA Operations Manager**

# Impact of Market Reforms Focus Day

DAY ONE MONDAY 22 MARCH 2010

**08:30** Registration and Morning Coffee

**09:00** Welcome Address by CRASA Operations Manager, Ms. Bridget Linzie

**09:10** Opening Ceremony Statements

-  Address by Director of NetTel@Africa, Mr. Goodluck Ole Medeye
-  Address by the Executive Secretary of SATA, Mr. Jacob Munodawafa
-  Address by Senior Program Manager, SADC, Mrs. Cecilia Mamelodi Onyadile
-  Keynote Address by Board Chairman of POTRAZ, Mr. Davidson Chirombo
-  Vote of Thanks by representative of Chairperson of CRASA

**09:50** Photo Session

**10:00** Tea / Coffee Break






**10:40** Chairperson Remarks

**10:50** Expanded Role of the ICT Market and the Ongoing Reforms by Charley Lewis, Link Centre, Wits University

This session will present an overview of SADC ICT markets and the reforms that these markets are going through.

**11:50** Overview of Impact Assessment (IA) Goals and Outcomes by Robert Borgstrom

This session will focus on the overview of Impact assessment (IA) and will examine the following:






-  Overview
-  Objectives
-  Procedures
-  Scope and Level of Analysis
-  Stakeholders – Data Collection and Consultation

**13:00** Network Lunch

**14:00** Chairperson Remarks

**14:10** Purpose and Experience of Regulation: Designing an Optimal Institutional Structure by Charley Lewis, Link Centre, Wits University






This session will look at the following:

-  Policy Making Vs Policy Implementation
-  Regulatory Objectives
-  Regulatory Functions and Processes
-  Regulatory Frameworks (Institutional Structures)
-  A Check List for Evaluating Regulatory Efficiency

**15:30** Tea / Coffee Break

**16:00** Embedding IA in the Policy and Regulatory Process: Institutionalizing IA by Robert Borgstrom

During this session of Question and Answers, the participants will have to identify issues of significance that pose “challenges” to the development of “a clear IA strategy” with SADC Government. The session will examine the measures and institutions required to implement IA and this will include:

-  Responsibilities
-  Transparency and Consultation
-  Common IA Standards
-  Quality of Analysis
-  Post Implementation Review

**17:00** End of Day One

**19:00** Dinner

# Impact Assessment Focus Day

DAY TWO TUESDAY 23 MARCH 2010

**09:00**      **Chairperson Remarks**

**09:40**      **Better Regulation Making: How Europe is Doing It? by Ewan Sutherland**

Regulation is critical to achieve policy objectives and better regulation making is about assurance of use of regulation when appropriate and ensuring that the regulatory options are of high quality. In Europe, the regional economic community EU agreed to promote better regulation and assurance of enhanced credibility of the governance process. Some of the lessons learnt from the RIA processes in European Union can be useful to the promotion of use of RIA in SADC region.

**10:40**      **Tea / Coffee Break**

**10:35**      **Conducting an Impact Assessment – The “Impact Assessment Roadmap” by Robert Borgstrom**

This session will look in detail and provide examples at the steps in carrying out the IA including:

- Problem Definition
- Defining the Objectives
- Analysing the Impacts
- Comparative analysis
- Next Steps

**12:20**      **Costing the Burden of Regulation: The Standard Cost Model (SCM) by Robert Borgstrom**

This session will in detail focus on one of the tools that is being used to measuring and reducing the administrative burden by most OECD countries. The strengths and limitations of use of this tool will be closely examined.

**13:00**      **Network Lunch**

**14:40**      **Interactive Case Study: Development of Core Elements of IA**

The Participants will break into Smaller Groups and develop the core elements of IA that is Problem Definition, defining the objectives, Collection of Data and identification of benefits and costs of a case study to be confirmed. Groups will make their presentations and followed by the facilitator presentation of how the case was actually done.

**15:30**      **Tea / Coffee Break**

**16:00**      **Presentations of Group Case Study Results by Chairpersons of each Break Out Group**

**17:00**      **End of Day Two**

# Validation of RIA on SADC Home and Away Roaming Focus Day

DAY THREE WEDNESDAY 24 MARCH 2010

**09:00 Chairperson Remarks by Mr. Robert Nkuna, Chairperson of RATT**

**09:15 Presentation on RIA on SADC Home and Away Roaming Report by Phil Todd and Helen Karapandžić Analysys Mason UK**

This session will allow the consultant, Analysys Mason to present their report on the regulatory impact assessment on SADC Home and Away Roaming. The SADC Home and Away Roaming project is a directive from the SADC Ministers responsible for Telecommunications, Postal and ICT meeting of Maputo, Mozambique of 2007. During this meeting, the Ministers recognised that regional mobile telecommunications roaming charges are an important factor in facilitating cross-border communications services and relevant to SADC regional economic integration agenda.

**10:30 Tea / Coffee Break**

**11:00 End of Roaming Charges : Lessons from East Africa ZAIN by Ewan Sutherland**

In this session, lessons from the East African experience on end of roaming charges will be presented.

**11:30 GSMA (Africa) response to Impact Assessment of SHAR**

In this session, the GSMA (Africa) will present their response to the regulatory impact assessment on SADC Home and Away Roaming study. Their response will be incorporated into the report to the SADC Ministers responsible for Telecommunications, Postal and ICT meeting of Luanda, Angola of 2010

**12:00 SADC Stakeholders Response to Impact Assessment of SHAR**

In this session, the participants to the validation workshop will present their response to the regulatory impact assessment on SADC Home and Away Roaming study. Their response will be incorporated into the report to the SADC Ministers responsible for Telecommunications, Postal and ICT meeting of Luanda, Angola of 2010

**13:00 Network Lunch**

**14:10 SADC Stakeholders Response to Impact Assessment of SHAR**

In this session, the participants to the validation workshop will present their response to the regulatory impact assessment on SADC Home and Away Roaming study. Their response will be incorporated into the report to the SADC Ministers responsible for Telecommunications, Postal and ICT meeting of Luanda, Angola of 2010

**15:30 Adoption of Recommendations and Closing Ceremony**

## Facilitators' Profiles



### **Robert Eric Borgström**

Mr. Borgström is a Senior Regulatory Advisor with 35 years of management and international consulting experience with utilities, regulatory agencies and regulated businesses. Since 1992 he has successfully led donor-funded, multi-disciplinary engagements in the developing and transitional economies with the objectives of implementing institutional reforms that support transparent, regulatory oversight and attract sustainable, private-sector investment.

Mr. Borgström graduated from California State University at Northridge with a B.A. and an M.A. in Economic Geography. He then joined the United States Navy, serving as an energy and environmental policy analyst in the Office of the Chief of Naval Operations.

Following his military service, he was an economic analyst in the corporate planning function of the American Natural Gas Company in Detroit, Michigan from 1975-77. From 1977-1986, he was a consultant and then project manager with the utility operations services group of Stone & Webster Management Consultants in New York City where he developed natural gas supply planning and network analysis simulations as well as managed field offices for consulting and engineering projects. From 1987-92 he was manager of economic analysis for the Columbia Gas Distribution Companies, at that time the third largest natural gas distribution company in the USA.

Mr. Borgström focused his professional attention upon international consulting activities in 1992 when he joined Price Waterhouse. As a senior manager of its International Privatization Group, his assignments included the evaluation of privatization opportunities in Hungary and Kyrgyzstan, the corporatization of Russia's huge electricity enterprise, "Rao EES Rossia", and the commercialization of one of Ukraine's four major power generating companies, Donbassenergo.

Recruited by Bechtel Consulting in 1995, Mr. Borgström moved to India where he was USAID Chief of Party for its Energy Management, Consulting and Training Project, focused on the privatization of India's state electricity boards. From 1997, he was project manager for multi-disciplinary projects supporting the creation of energy regulatory regimes in Hungary, Lithuania and Poland, as well as the commercial transformation of state-owned energy enterprises in Bulgaria, Macedonia and Romania. In 2001 and -01, he was USAID Chief of Party and senior resident advisor to the Romanian Natural Gas Regulatory Authority.

Retiring in 2002 to pursue independent consulting projects, Mr. Borgström's has since worked on assignments for the Afghanistan Ministry of Mines and Industries, the Egyptian Electricity Regulatory Authority, the Indonesian National Development Planning Agency and the Mozambique Water Regulatory Council. From 2006-7, on a resident assignment to Tanzania's Presidential Parastatal Sector Reform Commission, he was Tanzania's first director of regulator economics, responsible for tariff evaluations in the electricity, water, natural gas and petroleum sectors.

Mr. Borgström, who is based in Washington, DC, is an active member of the International Association for Energy Economics and a frequent lecturer on regulatory policy and management issues at various training courses and international venues.



Charley Lewis is a senior lecturer, researcher and consultant at the LINK Centre of the School of Public and Development Management at the University of the Witwatersrand. His areas of interest include: labour, work and ICT; ICT sector policy and regulation; universal service and access; the Internet, and business process outsourcing. He has lectured and presented widely, on a number of ICT policy, regulation and development issues. He has undertaken research in a number of areas, including the Internet, call centres, e-learning, consumer protection and universal access and service. He holds the degree of Master of Commerce in the Management of Information Systems from the University of the Witwatersrand.



**Phil Todd** (Head of Custom Research, Analysys Research) specialises in broadcast, media, and digital content strategy for content providers, content distributors and equipment vendors. He has undertaken studies in market segmentation and quantification, B2B and B2C product development studies and workshops, customer satisfaction, brand metrics, and online service strategies, and also has designed and directed numerous consumer and SME market surveys. He has specific expertise in price sensitivity and elasticity research for fixed and mobile services. Over a 20-year research career has conducted research on a global basis including projects based in Europe, Singapore, South Africa and the USA. He has a degree in Psychology & English, and a Masters in Computer Science.



Helen Karapandžić (Consultant) joined Analysys Mason in 2007 and has since managed a broad range of custom projects looking at growth opportunities for mobile services in emerging markets, including mobile payment; low data rate services; and mobile broadband. Helen is the Project Manager of a current Regulatory Impact Assessment Study on roaming in SADC, which includes benchmarking of retail tariffs and IOTs, as well as broad-reaching analysis of regulation, consumer awareness, service delivery and market performance. Prior to joining Analysys Mason, Helen was Business Development Manager for an international asset management company, where she was responsible for Europe, Middle East and Africa (EMEA). She has also held positions with Cambridge Investment Research (an independent, Cambridge-based strategy consultancy) and eBay AG. Helen has an MA in Modern Languages from the University of Cambridge.

# Southern Africa Regulatory Impact Assessment Training Workshop

## SDELEGATE REGISTRATION FORM

(Please ensure that each delegate completes a separate application form)

### DELEGATE FEES\*

PACKAGE	REGULAR FEES (US\$)	EARLY BIRD (US\$)
CRASA and SATA Member/ Associate Member	650	
Individual Delegates	900	750
Academic Postgraduate Students/Research Fellows	Free	
Corporate Groups (Minimum 3)	750 per person	

\*The delegate fees include lunch, refreshments and workshop documentations for the first two days of the workshop. The fees do not include hotel accommodation. *Please note that the last day of the workshop is free to all stakeholders who are interested in the results of the impact analysis study on SADC Home and Away Roaming.*

### ATTENDEES DETAILS

Last Name		First Name (s)	
Salutation/Title		ID/Passport No.	
Mailing Address		Postal Code	
City/State		Country	
Organisation Name		Position	
Tel. No.		Fax No.	
Email		Authorizing Signature*	

\*Signatory must be authorised to sign on behalf of the contracting organisation.

### PAYMENT

Payment should be made payable to:  
**Communications Regulators' Association of Southern Africa (CRASA)**  
**First National Bank of Botswana-**  
**Branch No: 282867**  
**Swift Code: FIRNBWGX736**  
**Account Number: 231-01-013336-02**

### PLEASE COMPLETE FORM AND SEND TO

Attention: Bridget Linzie  
 Fax: +267 3181171

## TRANSPORT

Please tick if you require transport from and/or to the airport and indicate your flight details. Transport will be available to and from the Airport and between the accommodation establishments and the conference venue.

Note that airport transfers will only be from the 21 to 25 March 2010.

## TRAVEL DETAILS

Please confirm your arrival times for us to ensure transport to and from the

Date of arrival ..... Airline.....Flight no..... Time.....

Date of departure.....Airline.....Flight no ..... Time.....

If you are unable to attend, a substitute delegate is always welcome at no additional charge. Should you (or a substitute) be unable to attend, we will promptly refund your fee less a service charge of 20%.

You must inform us in writing 20 days or more before the start date of this workshop. No refunds are possible for cancellation received less than 20 days before this workshop. Instead we will issue a 50% Discount Conference/ workshop voucher which entitles you to attend a CRASA Conference /Workshop within the next 12 months. The full fee is payable for cancellations received less than 7 days before the event. Right of admission reserved by CRASA