

Networks of agencies

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Introduction

- Many choices:
 - structures
 - strategies
- Only tailor-made, no off-the-shelf solutions
- Then you have to implement!
- Transparency and accountability
- Key Performance Indicators

National goals

- Competitiveness:
 - so domestic industry can compete abroad
 - so foreign firms will come to your country
- Economic growth and productivity
- Social development:
 - closing the digital divide
 - inclusion of:
 - rural
 - disabled
 - ethnic minorities

A network of agencies

- Ministry
- National Regulatory Authority (NRA)
 - advisory committees (e.g., SMEs, consumers and disabled)
- National Competition Authority (NCA)
- Consumer protection agency
- Advertising standards authority
- Data protection commission
- Telecommunications ombudsman
- National statistical agency
- specialist appeals tribunals and courts

**Many engage in extensive programmes of consultation.
Most are part of their own global and regional networks.**

Structure

- Policy is the role of the Ministry:
 - broad social and economic goals
 - setting overall targets
 - providing legislation
- Regulation by an authority:
 - independent from all economic players
 - technical expertise
 - powers of enforcement
- Appeals to a court or tribunal:
 - independent from government and the NRA

Networks of power and influence

- Ministry linked to:
 - other ministries
(e.g., finance, defence, security, culture, etc.)
 - other governments (e.g., ASEAN & UNPAN)
- Regulator linked to:
 - Ministry
 - other agencies
(e.g., consumer protection and competition)
 - other regulators
(e.g., ATRC and ITU-GSR)

Competition authorities

- Responsibility across the economy
- Advocacy of pro-competitive policies
- Prosecution of violations of competition law
- Approval of mergers and acquisitions
- An exception is Singapore:
 - the Competition Commission is new
 - the pre-existing Telecommunications Competition Code is enforced by the iDA
 - in the future CCS should take responsibility for the Code

Consumer s

- Consumer protection authority:
 - general responsibility
 - terms of contracts
 - behaviour of suppliers
 - however, lack of technical expertise
- Advertising standards authority:
 - General responsibility
 - Adverts are fair, accurate and not misleading
 - however, lack of technical expertise

Consumers often complain to the nearest or most familiar.

“low hanging fruit”

- Raise the profile of regulator:
 - existence and roles
 - vision and strategy
- Price comparisons:
 - between operators
 - with other countries
- Progress:
 - show development
 - identify gaps

Boosting competition

- Measuring competition
- Identifying price shadowing and collusion
- Increasing levels of competition:
 - adding new and different operators
 - licensing additional spectrum
 - enforcing number portability

Quality of service

- Many different approaches
- Can make test calls on the networks
- Can require reporting by operators
- Can engage a neutral third party
- Can conduct household surveys
- Not mutually exclusive, they will tell you different things

Tougher challenges

- Cost accounting
- Local loop unbundling:
 - Reference Unbundling Offer (RUO)
 - enforcement
- Rules for mergers and acquisitions
- Suppressing spam
- National security:
 - identity papers to buy SIM cards
 - traffic data retention

Conclusions

- Enormous choice
- Solutions must be tailored to national administrative traditions
- Constant evolution
- Self-criticism and peer-review:
 - what can we do better?
 - how can we do it better?
- How do we justify the cost to the citizens?

Thank you

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