



Jan 2009

MICHAEL GRIFFIN

Director

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Michael Griffin is a leading expert in the fields of utility regulation, regulatory accounting, and financial management. He is a Director of Jacobs and Associates and founder of Petrus Consulting in Dublin. Until 2002 Mr. Griffin was Head of Market Development in Ireland's Office of the Director of Telecommunications Regulation (ODTR) with responsibility for strategy development. Since 2002 he has worked with a variety of European utility offices in the area of telecommunication, postal and electricity regulatory reform. He has presented for the European Commission and the OECD at workshops in Prague, Athens and Romania concerning the establishment and organization of the regulatory function in the telecommunications sector for accession and Mediterranean countries. He recently arranged a weeklong workshop on Regulatory accounting for participants from North Africa in Rome.

Prior to joining the ODTR, Michael worked in Deloitte Management Consultants for 16 years and was Director of the Operations Consulting Division with responsibility for services in Financial Management, Operations and Strategic Services and Public Sector consultancy.

Professional Background

Mr. Griffin heads up Jacobs and Associates' European office, a global consulting firm specializing in regulatory reform and better business environments. His recent projects with Jacobs and Associate Europe include:

- Assistance to the Albanian Telecommunications Regulator on behalf of the European Bank for Reconstruction and Development providing practical assistance to the Government of Albania and the regulator to harmonize the country's communications policy and regulatory framework with that of the European Union and specifically with the 2002 EU Regulatory Framework and WTO obligations. (Albania, 2008)
- On behalf of the Department of Enterprise, Trade and Employment and Forfás, provided training and support for Government officials in preparing for and carrying out the measurement of administrative burdens on enterprise resulting from regulation in their areas of responsibility based on the Standard Cost Model. (Ireland, 2008)

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- On behalf of Forfás carried out an assessment of the interactions that a business is required to undertake in the course of meeting import and export regulatory requirements using the Standard Cost Model, with a particular focus on interactions with public bodies. This involved identifying the interactions and mapping these and developing policy proposals in relation to the feasibility of initiating a Single Window system for Ireland. (Ireland 2008)
- As part of a consortium, technical assistance to the Republic of Kazakhstan Committee for Protection of Competition in implementing a modern competition framework, predominantly in the telecommunication sector. Provided support to CPC in the adoption of international best practice for analysing and monitoring competition within the telecom sector and instructing CPC on market analysis techniques for the Sector, developing and finalising a methodology for market definition, based upon the EU framework, and assisting CPC in applying the methodology drawn up to identify the relevant markets within the Sector. Provision of advice and assistance regarding the implementation of re-balanced tariffs for the dominant provider. (Kazakhstan, 2007)
- Introducing regulatory impact analysis into the Turkish legal framework in response to EC adoption of the communication "Better Regulation for Growth and Jobs in the European Union". This EU project is building capacities at the Better Regulation Unit at the Prime Minister Office and ministry level to help all the public administration to comply with the new RIA requirements mandated by government decree.(Turkey 2007)
- Working with the Kazakhstan Government on Telecommunications Regulatory Development and specifically the design of a model for telecommunications regulation including decision making processes, functions, legal form, structure and staffing, financing and organisation. This project also involves drafting the necessary legislative reforms and the implementation plan. (Kazakhstan, 2006/7)

From 2002 to 2005, Mr. Griffin, as head of Petrus Consulting, assisted utility offices in both Guernsey and Malta:

- He helped the Office of Utility Regulation in Guernsey to establish a new office to regulate the telecommunications, postal and electricity sectors in Guernsey. Specifically, he developed appropriate regulatory systems and processes to ensure the ongoing smooth operation of the Office.
- He was retained by the Malta Communications Authority to assist the MCA to develop a liberalization framework for Malta. He advised the MCA on such regulatory accounting and financial management issues as cost accounting requirements, price cap controls, dominant market power, development of separated accounts by DMP operators and the process for the development of a Reference Interconnect Offer.

As Head of Market Development in Office of the Director of Telecommunications Regulation (ODTR) from 1998 to 2002, Mr. Griffin worked to ensure the liberalization of the Irish telecommunications sector.

- His analytical work included developing cost models to be used as part of an ongoing process for rate setting as well as developing a forward-looking program for

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analyzing future trends in the telecommunications market. He also appraised the eircom costing system including Reference Interconnect Offer review, leased lines costing, Universal Service Obligations, Carrier Select costing and other costing submissions.

- Mr. Griffin's managerial responsibilities included leading the ODTR's executive team and controlling the human resources, consultancy procurement administration, and information technology aspects of the office. He also played a key role in the steering group that awarded licenses to provide Fixed Wireless Access in the local loop as an enabling technology for competition.

From 1982 to 1998, Mr. Griffin worked for Deloitte Management Consultant becoming Director of the Operations Consulting Division. During his tenure with Deloitte, he worked on variety of projects with the Irish government: the Electricity Supply Board (financial management and unregulated businesses), the Department of Agriculture, Food & Forestry (long-term strategy for forestry in Ireland), Central Statistics Office (international benchmarking), Department of Enterprise and Employment (large-scale product development), and Office of Comptroller and Auditor General (acting director of Value for Money Audit).

- He has carried out numerous expenditure reviews which seek to examine the efficiency and effectiveness of State expenditure within the context of the relevant strategy for that Ministry or Office. In Ireland, he has worked (2004 – 2006) for the Department of Justice, The Department of Arts, Sport and Tourism, The Attorney General's Office, The Department of Agriculture, Department of Finance, Department of Foreign Affairs, the Department of Communications, Marine and Natural Resources, the Family Support Agency and the Office of the Comptroller and Auditor General. He is listed by the Department of Finance in Ireland as an independent expert on expenditure review.
- He has recently prepared (2005-2006), for the European Foundation for the Improvement of Working and Living in Europe, the elaboration of the existing strategic plan into a detailed methodological framework for monitoring and evaluating the work of the Foundation based on the balanced scorecard.

Recent Presentations

- *"Telecommunications Policy for a Digital Economy*, prepared for an OECD Conference in Dubai, January 2002.
- Presentations for the European Commission at three workshops in Prague, Athens, and Romania concerning the establishment and organization of the regulatory function in the telecommunications sector for Accession and Mediterranean countries.
- Presentation on Organisation, Financing and Staffing for regulatory offices, London November 2005
- Presentation and management of week long workshop on regulatory accounting in Rome for newly liberalizing countries. January 2006

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Education & Qualifications

- Fellow of the Institute of Chartered Accountants
Member of the Chartered Institute of Transport and Logistics
Fellow of the Institute of Management Consultants – Certified Management Consultant
- Master in Business Administration, 1990
University College Dublin, Ireland
- Bachelor of Commerce, 1980
University College Dublin, Ireland
- Languages: English, conversational French & German

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