



## 1st Development Symposium for Regulators (Geneva, 2000)

### *Establishing a regulatory body*

## Speeches

**Note:** The documents of this seminar were numbered sequentially regardless of type of document. This PDF includes only *speeches*.

For more information about the complete set of documents for the event, consult the “List of Documents” that follows.

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**Documents of the Development Symposium for Regulators (DSR)**  
**20 – 22 November 2000 – Geneva, Switzerland**

**Document No. 10**

*Keynote Speech*

C. M. Lekaukau, Botswana Telecommunications Authority

**KEYNOTE SPEECH BY C. M. LEKAUKAU, EXECUTIVE CHAIRMAN OF  
BOTSWANA TELECOMMUNICATIONS AUTHORITY, AND VICE  
CHAIRPERSON OF THE DEVELOPMENT ADVISORY BUREAU OF THE  
ITU-BDT ON THE OCCASION OF THE ITU-BDT DEVELOPMENT SEMINAR  
OF TELECOMMUNICATIONS REGULATORS**

**Geneva, Switzerland – 20 November 2000**

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**Mr. Utsumi, Secretary General, ITU**

**Mr. Robert Blois, Deputy Secretary General, ITU**

**Mr. Hamadoun Toure, Director, ITU/BDT and other Directors**

**Distinguished Delegates**

**Fellow Seminar Participants**

**Ladies and Gentlemen**

**INTRODUCTION**

It is indeed a great honour to me for having been invited by the Director ITU/BDT, Mr. Hamadoun Toure, to be one of the keynote speakers in this seminar which has brought all telecommunications regulators from the whole world for the purpose of exchange of views in this new and vexing topic of telecommunications regulation. I am sure that we will learn from each other but more particularly establish channels of communication among ourselves.

Let me briefly map out a background to my country – Botswana. It is a landlocked country bounded by South Africa, Namibia, Zambia and Zimbabwe with a total land mass of about 582,000 square kilometres or of the same size as France in Europe or Kenya in Africa or Texas in the United States. The population is about 1.5 million and therefore one of the least densely populated countries in the world. Whilst most of the population is concentrated along the eastern corridor, there are nevertheless scattered rural communities throughout a country, 80 per cent of which is covered by sandy lands of the Kalahari semi-desert. Given the large size of the country with an unevenly distributed population, the provision of telecommunications infrastructure is most problematic and hence a headache to both Government, the operators and to say the least, the regulatory body.

**LIBERALISATION IN BOTSWANA**

Botswana Telecommunications Authority (BTA) which is the new Telecommunications regulatory body in Botswana is almost 4 years old having been set up on 20<sup>th</sup> December 1996 when the Board of 5 persons was appointed (Three women and two men).

Therefore, BTA is still in its infancy compared to its counterparts in other parts of the world like OFTEL in the United Kingdom and Federal Communications Commission (FCC) in the United States and as such it is still in a learning curve with peaks and troughs in sight.

Botswana, has since her independence in 1966, encouraged the private sector to provide goods and services and this has led to her becoming one of the first countries in the Southern Africa Development Community (SADC) region to liberalise the telecommunications industry. Botswana's policy is that government should rid itself of services which can best be provided by the private sector. In the telecommunications industry, this step was initiated in 1994 culminating in the adoption of a Telecommunications Policy in December 1995 after nationwide consultations. Parliament has also approved a Privatisation Policy which will be used as a guideline for the privatisation of parastatal entities and the incumbent fixed line operator, Botswana Telecommunications Corporation will be in the bandwagon of the privatisation process.

The main objective of Telecommunications Policy was to lay down a framework for the liberalisation of the industry through the creation of an investor friendly environment that would ensure a process of transparent, fair and healthy competition. A tripartite separation of the functions of government as a policy maker; the operators; and an independent regulator as an impartial referee in the market place were to be subsequently put in place.

This policy gave birth to the Telecommunications Act which was passed by Parliament in August 1996 leading to the establishment of BTA in December 1996 with the following functions –

- Licensing of telecommunications and broadcasting operators;
- Dispute settlement amongst stakeholders with decisions of BTA challengeable in the High Court only;
- Tariffs approval;
- Promotion and monitoring of free and fair competition;
- Allocation and management of the radio frequency spectrum;
- Type approval of terminal equipment; and
- Protection of consumers.

## **ACHIEVEMENTS**

The concrete achievements so far realised have been the licensing of two GSM cellular operators in February 1998 involving joint ventures between citizen owned companies and foreign investors like France Telecom, Portugal Telecom and TSM Holdings (Zimbabwe). Two private radio broadcasting licences were issued in 1999. These licences also involve joint ventures between citizen owned companies and foreign investors from our neighbours in South Africa. In addition, BTA has also licensed value added telecommunications services on a competitive basis. A large number of radio licences have also been issued as well as type approval certificates.

The mere threat of liberalisation has led the incumbent fixed network operator, Botswana Telecommunications Corporation (BTC), to expand its network at an increasing pace and to start offering new range of services. The teledensity has increased since 1995 from 3.3 per cent to around 8.7 per cent at present with total customer base of over 131,000 lines as at September 2000. However, the mobile operators have now overtaken BTC with a combined customer base of 159,000 lines or a teledensity of 10.6 per cent in about two years' time.

## **CHALLENGES**

Our experience so far has revealed the following points which need to be taken on board by up and coming regulatory bodies in order to start with a better slate –

- The expectations on the new regulator to rapidly transform a well established monopolistic industry are often unrealistic. New potential entrants into the market as well as consumers cannot understand why things are not happening immediately when a new Act or Policy has already been introduced;
- The new regulator often has to deal with delicate and complicated issues such as interconnection disputes, tariff matters and competition issues soon after its establishment without the requisite expertise in order to keep pace with high and over simplistic expectations of the various stakeholders;
- Even regulators with a lot of independence and a strong mandate need to earn their credibility and it becomes important to get the first major decisions right in spite of limited experience and often with human and financial constraints. This often results in long processes to see that things are done well in the confidence building exercise but may be interpreted as delays by stakeholders;
- In the developing world there is a lack of experienced professionals in many disciplines and the human resources needed to efficiently regulate the telecommunications industry are virtually non-existent;
- Complex regulatory matters need to be addressed simultaneously with the daunting task of starting an organisation, which has not yet crystallised its procedures.
- Telecommunications experts in the specialised telecommunications regulatory field can be useful but they are hard to come by and extremely expensive;
- For the new regulator to make maximum use of the expensive consultants, it also needs capacity to assimilate and receive the advice provided so that there is transfer of technology in the process being value for the money spent on fees;
- Lack of accumulated information about the industry which had hitherto been controlled by the incumbent operator that may also be hostile to the competitive environment is a serious impediment to both the regulator and the new operators. The new regulator is therefore unable to determine with degree of certainty whether the incumbent operator uses its dominant position in dealing with other operators.

It has also occurred in some other jurisdictions that Governments may at times regard a regulator as another government department or a parastatal which can be given political directives which erode the autonomy of the regulator. This should not be allowed to happen because an investor friendly environment which is being created peters out immediately if investors discover that their investments will be subject to political judgements rather than professional decisions.

Fortunately, BTA has never been subjected to such a treatment and government has continuously reiterated that BTA is politically and economically independent from government. This assurance was recently repeated by the Honourable Minister of Works, Transport and Communications during the official opening of the ITU-BDT Forum on Telecommunication Regulation in Africa which was held in Botswana from 25 to 27 October 2000. This independence is built in the Telecommunications Act in that decisions of the BTA are only subject to review by the High Court and also the revenue generated from its operations are for its use and are not passed on to Government.

## **SUGGESTIONS ON COOPERATION AMONG REGULATORS GLOBALLY**

Botswana is a member of the Telecommunications Regulators Association of Southern Africa (TRASA), which brings together 14 regulators in the Southern Africa Development Community (SADC) Sub-Region. You will hear more about it from its current chairman Mr. Evans J. Namanja who will speak later in the day. Botswana benefits from the exchange of views and experiences made possible by this co-operation at sub-regional level. However, as we are aware telecommunications knows no borders, whether national, sub-regional or continental. The problems that we experience in regulation are similar across the world and regulatory decisions taken in one part of the world often have implications for other parts of the world. Therefore, Botswana would like to see some form of cooperation also established at a global level.

If I may be permitted, I would like to gloss over present efforts aimed at initiating co-operation at continental level in Africa. Again, through the initiative of the ITU-BDT, a successful forum on Telecommunications Regulation in Africa which I have alluded to was held in Botswana early this month. The forum highlighted the need to give special attention to a number of issues in regulation and agreed to start a mechanism of consultation to be studied by a committee of five chaired by the Regulatory Authority in Botswana with other members drawn from Benin, Central African Republic, Morocco and Uganda. This committee will report to the next forum to be held in Morocco in 2001.

Regulators in some continents, for example the Americas, Europe and Asia, have more experience than Botswana, in regulation in terms of timeframes and the complexity and sizes of the markets that they regulate. Botswana believes that it will benefit from the lessons learnt by such regulators in key areas of regulation such as interconnection, tariffs, and licensing (including the licensing of 3G mobile operators). The regulation of the Internet poses a great challenge to regulators especially in countries like Botswana where there may still be a measure of exclusivity to the incumbent national operator. We would also wish to share the experience of other regulators in dealing with this issue.



- It is possible that a number of ways of exchanging views and sharing experiences at a global level can be identified. Botswana is of the view that establishing a regulator's hotline as has been proposed for discussion in this forum, is a good starting point towards implementing co-operation among regulators.

Apart from the government of Botswana, BTA is grateful for the generous support it has enjoyed from ITU and other co-operating partners and we look forward to being part of the global co-operation on regulation.

**PULA! PULA! PULA!**



**Documents of the Development Symposium for Regulators (DSR)**  
**20 – 22 November 2000 – Geneva, Switzerland**

**Document No. 12**

*Welcoming Address*

Hamadoun I. Touré, Director BDT, ITU

**WELCOMING ADDRESS OF HAMADOUN I TOURE  
DEVELOPMENT SYMPOSIUM FOR REGULATORS  
20 NOVEMBER 2000  
SALLE B, ITU TOWER**

***ITU/BDT Development Symposium for Regulators: Helping To Bridge The Digital Divide Through Sector Reform***

Secretary General Utsumi, Chairmen Kennard, Verma, Lekaukau, Président Hubert, distinguished guests and participants, ladies and gentlemen, it is my honour to welcome you to the Development Symposium for Regulators.

The Regulators Symposium marks a milestone for the International Telecommunication Union (ITU). This is the first time ITU has hosted an event designed just for national telecommunications regulators. I am delighted that so many of you have responded to our invitation to attend this watershed event. As we look around this room, we can see that the Symposium has attracted regulators and policy makers from all four corners of the globe. And with so many top-level regulators joining us today from so many nations, I think it is safe to say that the Symposium can be considered the first World Forum for Regulators.

As Director of the ITU Development Bureau (BDT), I believe this meeting is key to the future of the telecommunications sector and to the future of ITU. As all participants in this Symposium are aware, the telecommunications sector is in the midst of a revolution that is completely transforming society. Four key elements have combined to revamp the sector: the advent of innovative new technologies, the convergence of telecommunications, broadcasting and Information Technology (IT), the privatization of formerly state-owned telecommunication operators and the opening of national markets to competition.

National regulators are at the heart of this revolution. They have emerged as key players in the new telecommunications landscape, addressing each of the elements that are driving the telecommunications revolution.

Ultimately, however, the role of regulators boils down to promoting the best interests of consumers – those who are already using telecommunications services as well as those who have yet to place their first phone call, send their first email or complete their first e-commerce transaction. The aim of regulation is to facilitate, to stimulate and to boost telecommunication markets to meet customer demands. What do customers demand? Services that enable them to communicate or do business from anywhere, anytime and at the lowest price. It is the challenge of the regulator to understand market expectations and dynamics.

Many countries -- driven by a concern that their citizens will be shut out of the Information Society -- are restructuring their markets by opening their markets to competition and private investment. Competition and private investment are not only helping to develop networks for basic telecommunication services, they are fueling the rollout of innovative new technologies such as mobile cellular, the Internet and the marriage of mobile and the Internet -- third-generation mobile services called IMT-2000 services.

But nations have also discovered that they must establish the proper legislative and regulatory environment in order to attract private investment and promote competition. They realize that *sector reform is the key to bridging the digital divide*. Without an

appropriate framework for sustained infrastructure development, other efforts aimed at bridging the digital divide may have little long-term impact.

If sector reform is the key to bridging the digital divide regulators are the architects of the bridge-building project. Regulators are leading the fight to close the gap between the Information haves and the Information have-nots. This is because competitive markets require referees. Markets dominated by former monopoly operators do not automatically become competitive just because a new law mandates competition. Incumbent operators have too much at stake to allow competitors to wrest market share without a struggle. Strong, independent regulators are needed to allow competition to flourish so that end users' needs are met.

Our goal in hosting this meeting is twofold: to formally recognize the key role regulators are playing in bridging the digital divide and to launch a global dialogue among regulators in an effort to strengthen their efforts. We are convinced that working with you on sector reform holds the key to bridging the digital divide. It is for this reason that we are placing a greater emphasis on regulatory issues throughout ITU. On a personal level, I would add that not only do we recognize the importance of your role -- we applaud your efforts. I believe all the regulators in the audience deserve a round of applause.

ITU was one of the first organizations to understand the rise of national regulators and their significance in the new telecommunications landscape. ITU/BDT already provides a wide range of products and services for regulators and policy makers.

As many of you here know, BDT conducts an annual regulatory survey. We wish to thank each and every one of you who have responded to our annual survey over the years. Your survey responses have told us that the number of national regulators has jumped from a mere 12 in 1990 to 96 today, with at least 25 more countries planning to establish a regulator in the years to come.

All survey responses are maintained in the ITU World Telecommunication Regulatory Database. Some of this data is available free of charge on the ITU TREG website. I know that many of you refer to our TREG website to find contact details for regulators and policy makers, to research telecom legislation and regulations from around the globe and to access the other reference materials.

To complement the TREG website, BDT is today releasing its long-awaited regulatory CD-Rom ***Trends in Telecommunication Reform – Country Profiles*** from our 1999 and 2000 databases. I would like to give my thanks to BDT policy analyst Nancy Sundberg and programmer Kevin Munn for their fine work in developing this CD-Rom. Kevin and Nancy, would you kindly stand up so we can recognize your fine work. Kevin will be demonstrating the CD-Rom and the TREG website in the cybercafe located next to the coffee bar on this floor. The CD-Rom can be ordered from the ITU Bookshop or from the ITU electronic bookshop on the ITU website.

We are also releasing a draft version of the annual publication *Trends in Telecommunication Reform 2000/2001*. Regulators and policy makers have told us they consider efficient interconnection regimes essential for the development of today's integrated global telecommunication networks. With this in mind, we decided to devote this year's edition of *Trends* to this key issue in an effort to deliver the kind of information you need.

Tomorrow all *Trends* authors will present their findings and lead an interactive dialogue on interconnection with a panel of regulators from all regions of the world. We are devoting the better part of the day for this discussion to emphasize its importance.

Of course BDT also provides many other services for regulators and policy makers, such as distance-learning training courses for regulators offered by our Human Resource Development Unit, Internet case studies, and a growing number of regulatory workshops, conferences, seminars and direct assistance projects. Next year, we will add regulatory case studies to our repertoire.

By hosting the Symposium, however, we aim to take our range of products and services to the next level. We believe ITU can play a catalytic role bringing together regulators from around the world to foster a global sharing of views and experiences with the goal of strengthening regulators worldwide. Given that we have attracted more than 220 participants from over 80 countries we should have no difficulty in attaining this goal.

Many fledgling regulatory bodies are striving to increase their knowledge base to become more effective regulators. At the same time, all regulators – from those that are well established to those that are brand new – are struggling to keep up with the technological changes that are revolutionizing the information and communication technology (ICT) industry. We challenge both groups of regulators to share their views and experiences. Just as some developing countries are leapfrogging over old technologies, some neophyte regulators are leapfrogging over regulatory regimes created before the digital age.

The response to this meeting emphasizes that ITU has an important role to play in serving the needs of regulators. I believe our role will continue to grow. Today, there are only three regulators who are ITU-D sector members. I am confident that more regulators will become ITU members in the years to come as we continue to respond to their needs.

We also challenge you to use this Development Symposium for Regulators to identify issues for future global forums. Some suggestions have been made. The Symposium programme includes segments on interconnection, gender perspectives, regulatory strategies to increase Internet connectivity, convergence and establishing an independent regulator. You may decide to continue the discussion on some or all of these issues. We also hope you will decide that other issues, perhaps IMT-2000 licensing, merit a future Symposium.

We also challenge you to use the Symposium to tell us what other kinds of products and services you would like us to provide. I know some of the keynote speakers will be talking about the creation of a regulators hotline, a proposal that will be discussed in greater detail in the last session on Wednesday, “Where do we go from here?” I am sure that many other worthy ideas will be floated in the coming days.

Whatever the ideas, we want to assure you that the spotlight is on you. We would also like to emphasize that this is not a formal meeting. We encourage all of you – whether you are on a panel or sitting in the audience – to speak out and engage your fellow participants in dialogue. We also encourage you to continue your dialogue during the coffee and lunch breaks and hope that you will continue your dialogue well after you leave Geneva.

In looking around the room, I suspect you may have noticed one other aspect that is different about this meeting. The private sector is not in the room. We realized that the very first regulators meeting would be more effective if participation were limited to

regulators and policy makers interested in establishing a regulator. Thus we decided to provide a venue in which regulators can establish a rapport with each other in the absence of industry participants.

But, as many of you have reminded me, regulation must also be based on an understanding of market reality. Thus we also realize the need to bring regulators and industry together. Therefore, I would like to announce that we plan to host a second regulator's meeting within the year that will launch a global dialogue between regulators and industry. We invite you to share any views you might have concerning our plan. In the meanwhile, some industry representatives will host a reception in your honour tonight. Invitations to a cocktail reception beginning at 18h30, hosted by TIA and Lucent, at the Hotel Intercontinental can be found in your pigeon-holes.

And now, I wish to train the spotlight on the regulators. It is my distinct pleasure to welcome three leading regulators, William Kennard of the FCC, Maya Shanker Verma of the Telecom Regulatory Authority of India and Cuthbert Lekaukau of the Botswana Telecommunications Authority. Ladies and gentlemen, let us first give a warm welcome to FCC Chairman William Kennard.



**Documents of the Development Symposium for Regulators (DSR)**  
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**Document No. 13**

*Opening Remarks*

Yoshio Utsumi, Secretary-General, ITU

**Development Symposium for Regulators  
Geneva, 20 – 22 November, 2000**

**OPENING REMARKS  
MR. YOSHIO UTSUMI,  
ITU SECRETARY-GENERAL**

It is my pleasure to welcome you to the ITU for this first ever, global meeting of the world's telecommunication regulators. At the start of the 1990s, there were just 12 telecommunication regulatory agencies around the world. We could have held a meeting in one of our larger offices here at the ITU. Today, national regulatory agencies number almost 100 and we have set aside the largest ITU meeting room to gather you all together. Some 20 more ITU Member States are contemplating establishing independent regulatory agencies in the coming two years and, if we hold this meeting again in the future, we will have to look for a bigger room!

It is a particular pleasure for me to be able to open this meeting. Since I was elected in 1998, I have made it one of my goals to boost the ITU's role in providing a forum for the discussion of issues of a policy and regulatory nature. I want to ensure that ITU continues to adapt to the changes in the nature of our membership.

In the old days, when national "administrations" covered both regulatory and operational functions, there was often just a single interface between ITU Members and the ITU. As our Member States began to separate the functions of policy-making and service provision, the ITU formally recognized this by distinguishing between Member States and Sector Members.

Arguably, there are many activities of the ITU that now address the needs of private Sector Members, notably in the Standardization Sector or through the TELECOM events which are held throughout the world. Equally, traditional functions of governments are addressed, for instance through the treaty-making activities of the Radiocommunication Sector or the Plenipotentiary Conference. But our goal now is to do more to address the needs of the newly-created regulatory agencies. The purpose of this meeting is to facilitate a global dialogue between the world's regulators. I believe ITU has an important role to play in serving the needs of regulatory agencies.

ITU can play an important role in helping to strengthen regulators through three main vehicles:

- First, the ITU can provide a **forum** for regulators to discuss the most current issues. To take one example, 3G mobile services under the IMT-2000 family of standards, will be launched in several countries around the world next year. Regulatory issues such as circulation of terminals, roaming agreements and interconnection arrangements, as well as competition policy issues, will be common problems addressed by regulators in most countries. Sharing experiences should greatly assist regulators.
- Second, through these discussions ITU can provide a type of **knowledge centre**, or a repository of global expertise. ITU has already established a leading position as a source of telecommunications market data, and we are expanding that coverage to incorporate regulatory and tariff data. This year, for example, the ITU held a workshop on fixed-mobile interconnection. The final report of this workshop is available on our website. Other ITU products and services, such as the newly-launched series of Internet case studies, the regulatory website, the ITU World Telecommunication Regulatory Database and other products and services -- notably the release for this meeting of the "Trends in Telecommunication Reform 2000/2001" report -- are good examples of the type of added value that ITU can bring.
- Then, thirdly, ITU can serve as a conduit for the **transfer of regulatory expertise**, between our Member States. Transfer of technical expertise has traditionally been one of the main roles of the Development Sector. The demand from our Member States is now less for technology transfer and more for regulatory expertise and know-how. This is one of the goals of the ITU's Centres of Excellence programme, but we would like to improve the ITU's ability to respond to requests from our Members.



These are my ideas as to the role that ITU could play in the future. But I am more interested to hear from you, the world's regulators, as to the type of problems where ITU could provide support, and whether an international forum of this nature could serve as adequate instrument to tackle some of the challenges you are facing today as markets worldwide become increasingly open to competition.

I am delighted to be sharing this opening session with some distinguished regulators from different regions of the world, including the oldest independent regulatory agency of them all, the FCC. I look forward to hearing their views.

The topics that we will be discussing over the next three days, notably interconnection, regulatory strategies to increase Internet connectivity, convergence and the establishment of regulatory bodies, are of vital importance, not just to the health of the telecommunications sector, but also to the health of the world economy.

To conclude, I would like to wish you every success in your deliberations over the next few days and I hope to receive constructive feedback as to how the ITU can better serve its membership in the field of co-operation between regulatory agencies.

Thank you.



**Documents of the Development Symposium for Regulators (DSR)**  
**20 – 22 November 2000 – Geneva, Switzerland**

**Document No. 44**

*Closing Remarks*

Roberto Blois, Deputy Secretary-General, ITU

# INTERNATIONAL TELECOMMUNICATION UNION



## ***Development Symposium for Regulators***

*Roberto Blois, Deputy Secretary-General*

*ITU Headquarters, Wednesday, 22 November 2000*

Good morning Ladies and Gentlemen,

It is a great pleasure and honor for me to be asked to close a meeting that is not only the first of its kind in the world, but also a huge success. Congratulations, Mr. Toure, Mr. Lekaukau, and Mr. Kunigami.

Although I was not able to attend the first two days of this meeting, as I was in Nigeria at the African Regional Meeting of the International Chamber of Commerce, I have already heard great reports of the work you have done here.

One of your goals in holding this meeting was to launch a global dialogue among regulators. It is clear that you have accomplished this goal. Even on the first day, the Development Symposium for Regulators provided a forum of regulators from around the world to identify the key issues of concern to them. Interconnection was one of the issues raised by virtually every regulator. The next day, you devoted almost the entire day to an in-depth discussion on this key regulatory issue.

I have heard that one of the interesting findings in your discussions on interconnection is that there is a broad agreement among regulators from different parts of the world regarding the importance of proactive *ex-ante* interconnection regulation.

Such an approach would certainly reduce conflict and save the call for regulatory intervention afterwards.

You also undertook an invaluable exchange of interconnection regulatory practices from around the world covering network unbundling, mobile interconnection and Internet interconnection, to name a few of the issues you tackled. This dialogue will certainly lay the foundation for a continuing dialogue among the world's regulators.

You also had an important session on regulatory strategies to increase Internet connectivity, and in today's workshops tackled three of the other key issues regulators identified on the first day: convergence, independence and transparency.

You also agreed on the importance of exchanging views and experiences. As Chairman Verma of the Telecom Regulatory Authority of India noted, using regulatory practices that have been tried and proven effective in other regimes helps to establish credibility in national markets.

I am delighted that the ITU has undertaken this initiative to hold the first regulators forum. This reflects the incredible changes in the telecommunications sector. I look at my home country, Brazil. In the past three years, we have introduced new legislation, established a regulator, privatized and

introduced competition. Brazil has not been alone. Countries from all regions of the world are engaged in a similar reform process. We now know that 96 countries have already established a regulator and many more plan to create one in the coming years.

It is clear that we have filled a pent up demand among regulators to launch a global dialogue. You have identified the most pressing issues facing regulators and you have now identified modalities in order to tackle these issues.

Let us all work together to continue the dialogue to strengthen regulators worldwide.

Thank you for your attention.