

PROJECT LIST

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President,

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March 2006 to present

- Under a contract to Sepulveda Consulting Inc, assisting the Government of **Costa Rica** in the design of its liberalization strategy (including with respect to the mobile sector) and its fair competition framework, (including with respect to institutional arrangements). (2006)
- Under a contract to Sepulveda Consulting Inc, assisting the Government of **Sierra Leone** in an assessment of liberalization options and strategies (2007)
- As a sub-consultant to McCarthy Tetrault LLP of Toronto (Canada), advising the Government of **Pakistan** on Universal Service Policy, Universal Service Funding practices and the design and implementation of lowest subsidy bid auction processes for the competitive tendering of specific universal service projects. (2006-2007)
- As a sub-consultant to McCarthy Tetrault LLP of Toronto (Canada), continue to assist the CITC of **Saudi Arabia** in the design of the regulatory and other measures to provide the necessary guidelines and methodology for the implementation of the Policy for universal service. (2006-2007)
- As a sub-consultant to McCarthy Tetrault LLP of Toronto (Canada), assisted the NCC of **Nigeria** in the preparation of regulations related to universal access and service. (2006)
- As a sub-consultant to McCarthy Tetrault LLP of Toronto (Canada), assisting the Communications Commission of **Kenya** (CCK) in relation to cost-based retail and interconnection rates for fixed and mobile telecommunications networks in a project led by Analysys Consulting Limited of Cambridge (UK). (2006-2007)
- As a sub-consultant to Intelcon Research and Consultancy Ltd. of Vancouver (Canada), assisting the Communications Regulatory Commission (CRC) of **Mongolia**

in relation to institutional restructuring and capacity building and the formulation of a new policy and regulatory framework (2006-2007)

- As a sub-consultant to McCarthy Tétrault LLP of Toronto (Canada), continue to assist the CITC of **Saudi Arabia** in the regulatory process to review the incumbent operator's proposed draft reference unbundling offer (RUO). (2006-2007)
- As a sub-consultant to Analysys Consulting Limited of Cambridge (UK), undertook research and prepared analysis in relation to current price regulations and the future regulatory framework for OSIPTEL of **Peru**. (2006)
- As a sub-consultant to McCarthy Tétrault LLP of Toronto (Canada), assisted the OUR of **Jamaica** in the consultation process to establish competitive safeguards (2006)
- As a sub-consultant to McCarthy Tétrault LLP of Toronto (Canada), assisting the **Eastern Caribbean** Telecommunications Authority (ECTEL) with respect to the alternative dispute resolution (ADR) framework in the Member-States (2006-2007)

**Senior Telecommunications Economist,
McCarthy Tétrault LLP; Toronto, Canada
January 1997 to February 2006**

- Assisted the Communications and Information Technology Commissions (CITC) of **Saudi Arabia** in the regulatory process to review the incumbent operator's proposed draft reference unbundling offer (RUO). (2006)
- Advised the **Nigeria** Communications Commission (NCC) in the design and preparation of regulations related to universal access and service. (2005-2006)
- Assisted the Communications and Information Technology Commissions (CITC) of **Saudi Arabia** in the preparation of the Policy for universal service and then in the design of the regulatory and other measures to provide the necessary guidelines and methodology for the implementation of the Policy. (2005-2006).
- Assisted the Office of Utility Regulation (OUR) of **Jamaica** in the consultation process to establish competitive safeguards rules for the telecoms sector. (2004-2006)
- Advised the *Agence Nationale de Réglementation des Télécommunications* (ANRT) of **Morocco** in the design and putting into effect that country's universal service regime, including with respect to policy, regulatory and economic matters. (2005-2006)
- Assisted the Government of **Costa Rica** in the preparation of that country's first sector policy document. This assistance included a review and analysis of the legal, regulatory and institutional context and proposals for a new regulatory and institutional framework to facilitate the introduction of competition pursuant to Costa Rica's regional trade commitments. (2005)

- Advised ECTEL in a project to design and establish the tariff regulatory framework in the five ECTEL Member-States (**Dominica, Grenada, St. Kitts and Nevis, St. Vincent and St. Lucia**). This included detailed policy, legal, regulatory and economic advice with respect to tariff rebalancing, initial going-in rates and price caps. (2003-2004)
- Advised the Independent Communications Authority of **South Africa** (ICASA) in the review and proposed amendments of the Interconnection Guidelines and Facilities-Sharing Guidelines to facilitate the Government's liberalization objectives. (2005)
- In two different projects, advised the Universal Service Obligation Fund (USOF) of **India** with respect to the design and implementation of the universal service obligation (USO) regime. In the first project, was one of two consultants that assisted the USOF in the initial scoping and design of the USO regime, including with respect to the tender process. In the second project, Mr. Sepúlveda provided strategic advice to the USOF in respect of the remaining aspects of the USO regime. (2002, 2004)
- Advised the *Instituto Dominicano de las Telecomunicaciones* (INDOTEL) of the **Dominican Republic** in the preparation of a competition policy (antitrust) regulation. As a separate but related project, advised INDOTEL in the preparation of the Guidelines document for the application of the competition regulation. (2002-2004)
- Assisted the **Botswana** Telecommunications Authority (BTA) in the in the design and implementation of retail and interconnection price regulation. (2004-2005)
- In two different projects, advised the Office of Utility Regulation (OUR) of **Jamaica** with respect to the design and administration of a universal service (USO) regime. In the first project, assisted in the preparation of the First USO Consultation Document issued in December 2002. In the second project, Mr. Sepúlveda assisted in the preparation of the Second USO Consultation Document in October 2003 and in the corresponding OUR recommendation to the Minister in 2004. (2002-2004)
- Advised the CITC of **Saudi Arabia** in interconnection and tariff matters. (2003-2005)
- Advising the *Autorité Nationale de Régulation des Télécommunications* (ARTEL) of **Burkina Faso** in the design and licensing of a rural universal access/universal operator using a competitive minimum subsidy auction mechanism. (2005)
- Assisted the Public Interest Program Unit (PIPU) of the Government of **Sri Lanka** in the economic analysis, public consultation and design and licensing of two rural universal access operators. The successful applicants in this competitive bidding process will receive a universal access subsidy. (2003-2005)
- Advised the Ministry of Science and Technology (MOST) of **Pakistan** in the design and implementation of the sector opening strategy for the introduction of competition in the international, national, and local markets in Pakistan. (2002-2004)
- Advised the **Nigeria** Communications Commission (NCC) in the design and licensing of a rural universal access/universal operator using a competitive minimum subsidy auction mechanism. (2003-2005)

- Advised the Government of **Uzbekistan** in the design and implementation of a pro-competitive legal/regulatory regime and corresponding institutional structure (2004)
- Assisted the Telecom Regulatory Authority of **India** (TRAI) in the design and implementation of a new interconnection regime as it pertains to access deficit (2003)
- Advised the Government of **Algeria** in the design and implementation of the sector opening strategy for the introduction of competition in the international, national long distance and rural local markets in Algeria. (2003-2004)
- Advised the Botswana Telecommunications Authority (BTA) of **Botswana** in the design and preparation of BTA Ruling No. 1 of 2003 (February, 2003) which resolved the interconnection charges dispute between the fixed wireline operator and one of the mobile wireless operators. (2003)
- Advised the **Uganda** Communications Commission (UCC) in the design and licensing of a rural universal access/universal operator using a competitive minimum subsidy auction mechanism. (2003-2005)
- Assisted the **Botswana** Telecommunications Authority (BTA) in its review of the tariff application by the wireline operator in that country. (2003)
- Advised the *Comisión de Regulación de Telecomunicaciones* (CRT) of **Colombia** on establishing a competitive regulatory framework to facilitate the development of competition. During this 6-year project, Mr. Sepúlveda assisted the CRT in interconnection, tariff, competition (antitrust) issues. (1997-2001)
- Mr. Sepúlveda authored the modules on Universal Service and on Price Regulation in the *Telecommunications Regulation Handbook*, published in November, 2000. The Handbook was published by the Information for Development program (*infoDev*) of the World Bank and sponsored by the ITU. The Handbook has been translated to Chinese, Spanish, French, Arabic and Russian. (1998-2000)
- Advised the Communications Regulatory Commission (CRC) of **Mongolia** in the design and development of a pro-competitive regulatory regime. This included the preparation of policy and regulatory documents in relation to interconnection framework, a concession/licensing framework and the Charter of the CRC. (2002)
- Advised the *Instituto Dominicano de las Telecomunicaciones* (INDOTEL) of the **Dominican Republic** in the resolution of a series of interconnection disputes. (2003)
- Advised the National Telecommunications Authority (NTA) of **Nepal** with in the design of the licensing framework and in the licensing of a rural telephony operator. (2002-2004)
- Advised the telecommunications regulator of **Mozambique**, the INCM, in the development of the regulatory framework and the licensing of a new GSM operator including in the preparation and approval of three key decrees: licensing, interconnection; the INCM (structure, governance, powers, etc.). (2001-2001)

- Provided quality of service regulation and tariff advice to the Telecommunications Regulatory Commission (TRC) in **Jordan**. (1997-1999)
- Advised the *Superintendencia de Telecomunicaciones* (SITTEL) of **Bolivia** on the design of the sector liberalisation plan, including the new concession/licensing regime and the preparation of a new telecommunications law and regulations. (2001-2002)
- Advised the Government of **Guyana** in the formulation of a national sector policy to introduce competition to the telecommunications sector in Guyana. (2001-2003)
- Assisted one of **Canada's mobile cellular operators** in the CRTC proceeding to determine the costing and contribution regime for universal service. (1999-2000)
- Advised an **international telecommunications carrier** in obtaining licences and ensuring compliance in various countries. (1997-1998)
- Advised the Government of **Cameroon** on the development of licences and related regulatory conditions for GSM cellular operators. (1998-1999)
- Provided interconnection pricing advice to the Telecommunications Regulatory Commission of **Sri Lanka** (TRCSL). (1998-1999)