



INTERNATIONAL

ICT AND Telco Projects

ICT and Telco Projects

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For over 35 years, GG International has been at the forefront of the ICT and telecommunications sectors, delivering strategic advisory and regulatory consultancy to governments, international institutions, and multinational ICT corporations across various regions.

We have worked across Southeast Asia, Central Asia, Oceania, and Africa, driving regulatory reforms, digital transformations, and the modernization of telecommunication frameworks.

In Southeast Asia, we led the regulatory review for the Asian Development Bank (ADB), helping Laos, Cambodia, and Vietnam align their telecommunication frameworks with regional integration. For Telecom Cambodia, we developed a sector master plan and transformational business plan that guided the nation's shift to digital services and boosted the telecom sector's sustainability.

In North Asia, we partnered with the Mongolian Government to corporatize and partially privatize its telecom sector, resulting in a more competitive market. We also supported Bangladesh's regulatory body adopting a unified licensing system to streamline telecom operations.

In Oceania, we worked with Ericsson in New Zealand to create an open-source mobile network strategy. We led the digitalization of emergency services through a public-private partnership. We also helped the New Zealand government with radio spectrum valuation and management strategies, which were crucial for the rollout of 3G and 4G technologies.

In Africa, we worked with the Rwanda Information Telecommunications Authority to enhance digital transformation as a pathway to e-government.

GG International focuses on delivering long-term sustainability, enhancing market efficiency, and providing high-quality ICT services. With our broad geographical reach and expertise in regulatory, legal, and technical fields, we offer tailored solutions that align national objectives with international best practices.

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|---|--|--------------------|-------------------------------|-------------------------|------------------------------|-----|
| Project Name: | Regional ICT Regulatory Review | | | | | |
| Name of Client: | Asian Development Bank (ADB) | | | | | |
| Country: | Cambodia, China, Laos, Myanmar, Thailand, Vietnam | | | Project Location | Home office | |
| Participation: | ✓ | As lead firm | | | | |
| | | As associate firm | | | | |
| Value of Services: | Confidential | (US\$) | | | | |
| Source of Financing: | Asian Development Bank (ADB) | | | | | |
| Project Type: | Consultancy services | | Intermittent | ✓ | Continuous | |
| Project Timeframe: | Project (months): | 1.0 | Number of staff (pax): | 1.0 | No. of person months: | 1.0 |
| | Start date: | 01st November 1999 | | Completion: | 01st December 1999 | |
| Associate Firms | None | | | | | |
| Name of senior staff: | Hon. D. Butcher (Strategic Adviser and Economist, Telecommunication) | | | | | |
| Challenge | | | | | | |
| <p>The Sub-Regional Telecommunications Forum in 1999 sought to assess progress, examine regulatory issues, in particular, regulatory reform in the member countries, and chart a way forward following two earlier studies of the telecommunications links in the region, resulting in proposals for an Eastern Loop and a Western Fiber Optic Loop, which substantially improved the connectivity in the regional area and effective economic integration.</p> <p>The challenge was to identify the next steps in this regional telecommunication integration and how regulatory frameworks could be aligned and integrated while at the same time helping create a regional identity after nearly 50 years of war this century.</p> | | | | | | |
| Strategy | | | | | | |
| <p>Our telecommunication policy and regulatory expert undertook a desktop study of ICT's regulatory progress in all the Mekong Region countries. He analyzed achievements to date, gaps in progress, and strategies for implementing them going forward.</p> <p>The implementing strategy developed included further policy and regulatory reforms and drafting a TOR for future technical assistance from the ADB TOR for the region's next phase of infrastructure development, which entailed a redesigned Western Loop covering Myanmar, Thailand, and China.</p> | | | | | | |
| Transformation | | | | | | |
| <p>Our expert at the 2009 Sub-Regional Telecommunications Conference presented a presentation outlining the research findings and suggested forward-looking strategies, interviewing the forum attendees and receiving a detailed inventory of regulatory progress in each delegation's home country. The countries agreed upon a pathway forward due to future cooperation and integration in infrastructure and legal and regulatory processes.</p> | | | | | | |

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|--------------------|---|-------------------|--------------------|------------------------|-------------|------------|----------------------------|
| Project Name: | Digital Transformation of Telecom Cambodia | | | | | | |
| Name of Client: | Ministry of Post & Telecommunication | | | | | | |
| Country: | Cambodia | | | Project Location | Phnom Penh | | |
| Participation: | ✓ | As lead firm | | | | | |
| | | As associate firm | | | | | |
| Value of Services: | \$869,500.00 | | (US\$) | | | | |
| Financing: | Asian Development Bank (ADB) | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | ✓ | Continuous | |
| Project Timeframe: | Project (months): | | 16 | Number of staff (pax): | | 6.0 | No. of person months: 24.0 |
| | Start date: | | 01st February 2007 | | Completion: | | 31st May 2008 |
| Associate Firms | None | | | | | | |
| Senior staff: | J. third (Strategy & Marketing), S Stevens (Legal and Regulatory), A. Wilson (finance expert), Hon D. Butcher (ICT policy), Dr. P. Biedermann (technical expert), Dr. H.Railton (Spectrum Engineer) | | | | | | |

Challenge

Efficient and developed telecommunications services are crucial for promoting Cambodia's economic activity and social welfare. At the time of the project, Telephone density in Cambodia was only 3.0%—one of the lowest rates in Southeast Asia. The telecommunications network was inadequate for emerging business activities requiring heavy data transfer over the Internet and the projected digital transformation. The Government urgently needed to establish communication regulatory principles to promote fair competition, indispensable for providing high-quality and cost-effective telecommunications services. The project envisaged the development of the necessary strategy and supporting legal and regulatory framework to transform the existing government-owned incumbent operator through "disruptive innovation" and encourage the development of private sector operators.

Strategy

Our firm fielded its leading telecommunication policy, legal, regulatory, and business innovation experts to meet the challenge. It developed a master plan for Cambodia's telecommunication sector to help grow the existing market and a transformational business plan for the incumbent state-owned telco operator, Telecom Cambodia.

Working closely with officials from the ministry, a comprehensive Sector Masterplan developed by our experts, recognizing that the digital World had arrived and that the sector needed to adjust its approach to provide long-term, financial, and economically sustainable telecommunication and IT services to the people of Cambodia – delivery lowest price and best quality to consumers.

Separately, our experts worked with the state-owned Telecom Cambodia to develop a transformational Business Plan that would place them at the forefront of change and innovation.

Transformation

Our team developed a legal and regulatory framework for the telecommunication sector to provide a platform for innovation and growth. The state-owned incumbent operator and private sector mobile providers warmly adopted the framework. Telecom Cambodia was able to identify its unique and innovative part of the transformed telecommunication sector and its strategy for the future.

| | | | | | | | |
|--|--|-------------------|---------------------|------------------------|-------------|------------|-----------------------|
| Project Name: | Transforming Telecom Mongolia | | | | | | |
| Name of Client: | Ministry of Finance as implementing agency | | | | | | |
| Country: | Mongolia | | | Project Location | Ulaanbaatar | | |
| Participation: | ✓ | As lead firm | | | | | |
| | | As associate firm | | | | | |
| Value of Services: | \$350,000.00 | | (US\$) | | | | |
| Financing: | European Bank for Reconstruction and Development (EBRD) | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | ✓ | Continuous | |
| Project Timeframe: | Project (months): | | 10 | Number of staff (pax): | | 3.0 | No. of person months: |
| | Start date: | | 01st September 2004 | | Completion: | | 01st September 2006 |
| Associate Firms | None | | | | | | |
| Senior staff: | Hon. D. Butcher (Economist), J. Third (ICT expert), S. Stevens (Telco Policy, Legal and Regulatory expert), A. Wilson (finance expert) | | | | | | |
| Challenge | | | | | | | |
| The Mongolian Government had a Public-Private Partnership (PPP) with Korea Telecom (KT) involving a 20-year infrastructure lease and key ICT hardware. However, the Government felt the partnership was not delivering the desired outcomes. Our ICT engineers, policy advisors, and legal, regulatory, and economic experts reimagined the ICT sector to create a new model to ensure the PPP worked effectively. | | | | | | | |
| Strategy | | | | | | | |
| We thoroughly analyzed Mongolia's ICT and telecommunication sector to enhance market efficiency and effectiveness. Our goal was to ensure long-term, high-quality services at the lowest cost for consumers. We explored various market structure models as part of a revised ICT strategy tailored to Mongolia's unique geography, population density, and service demand. | | | | | | | |
| Our international telecom legal expert reviewed the existing legal contracts, including joint venture and operational service delivery agreements, to compare them against revised international best practice standards. We then identified gaps in Mongolia's current ICT legal and regulatory framework. | | | | | | | |
| With input from our economic and technical experts, we developed several PPP and privatization options for the Mongolian Government's consideration. We also accompanied the Mongolian delegation in negotiations with Korea Telecom in Seoul, where all parties successfully agreed on contractual revisions to the PPP. | | | | | | | |
| Transformation | | | | | | | |
| Our efforts led to significant progress toward an Open Access model, ensuring that all ICT providers had equal, non-discriminatory access to the network. This approach reduced the risk of network duplication, maximized infrastructure use, and ensured lower unit costs for services. | | | | | | | |

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|--------------------|--|-------------------|--------------------|------------------------|-------------|------------|--------------------------|
| Project Name: | Strengthening Regulatory Regime in Telecommunications | | | | | | |
| Name of Client: | Ministry of Post & Telecommunication | | | | | | |
| Country: | Cambodia | | | Project Location | Phnom Penh | | |
| Participation: | ✓ | As lead firm | | | | | |
| | | As associate firm | | | | | |
| Value of Services: | \$195,000.00 | | (US\$) | | | | |
| Financing: | World Bank, PPIAF GRANT NO. #A090100/M/TCI/RF/KH | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | ✓ | Continuous | |
| Project Timeframe: | Project (months): | | 9 | Number of staff (pax): | | 3.0 | No. of person months: 14 |
| | Start date: | | 01st February 2001 | | Completion: | | 01st November 2001 |
| Associate Firms | Transcend Worldwide | | | | | | |
| Senior staff: | Hon D. Butcher (Economist), J. Third (ICT expert), S. Stevens (Telco Policy and Regulatory expert) | | | | | | |

Challenge

Efficient and developed telecommunications services promote economic activity, create jobs, alleviate poverty, and improve social conditions. At the time of the project, while fixed-line telephone density in Cambodia was low, the new emerging economy had four cellular mobile companies and the highest mobile penetration in the World. Telecommunication services were being provided (successfully) without a robust regulatory system – but further gains to consumers beyond "availability" were predicted from regulatory fine-tuning, including higher service quality within the Country and access to outside the Country.

Strategy

Our experts sought to assist the Government and its telecommunication sector in capturing further efficiencies through light-handed regulation to support the free market and a competitive approach—intervening only where necessary in market failure. Examining the current approach, our team recommended a new approach that recognized the inherent conflicts within the existing sector bundling of capital-intensive, natural monopoly infrastructure earning a low and low-risk return versus the services delivery, which required lower investment, derived higher, yet riskier returns.

Transformation

As a result, our experts supported the functional separation of policy, regulation, business management, ownership, and social provisions in the sector, coupled with a mandatory split between facilities and services for all companies. This report has laid the groundwork for Project: AOTA: (N) CAM 39125-01.

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|---|---|-------------------|---------------------|------------------------|------------------|-------|---------------------------|--|
| Project Name: | Unified Licensing for Telecommunication transformation | | | | | | | |
| Name of Client: | Bangladesh Telecommunications Regulatory Commission | | | | | | | |
| Country: | Bangladesh | | | | Project Location | Dhaka | | |
| Participation: | ✓ | As lead firm | | | | | | |
| | | As associate firm | | | | | | |
| Value of Services: | \$163,000.00 | | (US\$) | | | | | |
| Financing: | Bangladesh Telecommunications Regulatory Commission | | | | | | | |
| Project Type: | Consultancy services | | | Intermittent | | ✓ | Continuous | |
| Project Timeframe: | Project (months): | | 2.0 | Number of staff (pax): | | 4.0 | No. of person months: 9.0 | |
| | Start date: | | 30th September 2009 | | Completion: | | 05th January 2010 | |
| Associate Firms | Apex Economics | | | | | | | |
| Senior staff: | Dr. J. Durkin (technical expert), Dr. C. Doyle (Economist), Hon. D. Butcher (Policy expert), S. Stevens (Legal and Regulatory expert) | | | | | | | |
| Challenge | | | | | | | | |
| <p>Bangladesh made impressive progress in its ICT sector, growing from under 1 million subscribers in 2000 to over 50 million by 2009. However, the licensing process evolved in an ad hoc manner. Since 2008, the Country's licensing activities have increasingly diverged from international norms, becoming complex to administer and comply with. Companies found their licenses losing value due to additional fees for activities originally included in their basic licenses. Moreover, the International and Long-Distance Policy (ILDTS), meant to facilitate interconnection, created monopolistic bottlenecks and added heavily taxed costs.</p> <p><i>Recognizing these challenges, the regulator sought ways to streamline the licensing system and requested technical expertise from our team to assess the potential benefits of a unified licensing system.</i></p> | | | | | | | | |
| Strategy | | | | | | | | |
| <p>Our team conducted a comprehensive analysis of the market structure and regulatory challenges within Bangladesh's telecommunications sector, focusing on the complexity of the existing licensing system and its impact on operations and regulatory oversight. We then performed an international benchmarking study to compare Bangladesh's current approach with unified licensing regimes in other countries, particularly those of nearby nations.</p> <p>We uploaded a discussion paper to the BTRC website to facilitate industry-wide engagement, allowing stakeholders to review our analysis and contribute to the consultation process. Through one-on-one discussions with ten key stakeholder groups and companies, we uncovered a division between firms benefiting from the monopolistic ILDTS policy and those advocating for a more competitive environment.</p> | | | | | | | | |
| Transformation | | | | | | | | |
| <p>Due to our consultative approach, we developed and introduced a new unified licensing model inspired by Singapore and Malaysia. This model offered separate licenses for infrastructure and services, allowing companies the flexibility to hold either or both. Following widespread agreement from the sector and the regulator, this model was adopted, streamlining the licensing process and fostering a more efficient and competitive telecommunications environment.</p> | | | | | | | | |

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|--------------------|---|-------------------|-------------------|------------------------|-------------|------------|-----------------------|-----|
| Project Name: | Market entry strategy - Open Source Digital Mobile Network | | | | | | | |
| Name of Client: | Ericsson UK | | | | | | | |
| Country: | New Zealand | | | Project Location | Auckland | | | |
| Participation: | ✓ | As lead firm | | | | | | |
| | | As associate firm | | | | | | |
| Value of Services: | \$150,000.00 | | (US\$) | | | | | |
| Financing: | Ericsson | | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | ✓ | Continuous | | |
| Project Timeframe: | Project (months): | | 18 | Number of staff (pax): | | 3.0 | No. of person months: | 8.0 |
| | Start date: | | 01st January 2001 | | Completion: | | 30th June 2002 | |
| Associate Firms | None | | | | | | | |
| Senior staff: | J.Third (Strategy & Marketing), S. Stevens(Legal and Regulatory), P. Goodeve (Telco Policy) | | | | | | | |

Challenge

Ericsson, a global leader in Information and Communication Technology (ICT), empowers service providers by delivering cutting-edge technology and services that are adaptable, scalable, and user-friendly, helping customers thrive in a fully connected world. This ambition drove Ericsson to partner with GG International to leverage a radio spectrum auction by the New Zealand Government, which allowed mobile network operators to explore new mobile network models (3G, 4G).

Ericsson encouraged new market entrants in New Zealand's telecommunications sector to choose its latest ICT technology as part of their competitive entry strategies.

Strategy

With deep expertise in the New Zealand spectrum market—having previously advised the Government on radio spectrum strategy, valuation, and auctioning options, as well as supporting several existing mobile operators—GG International was ideally positioned to assist Ericsson in crafting an effective market entry strategy based on open-source mobile networks.

We collaborated closely with Ericsson and the state-owned broadcasting corporation (BCL), using our insights into telecommunications operators, regulators, and policymakers to design a targeted approach. This strategy showcased the benefits of Ericsson's ICT solutions to both existing operators and potential new entrants. Our teams prioritized potential partnerships and developed viable business cases, considering New Zealand's unique telecommunications landscape, including teledensity, terrain, and market outlook.

Transformation

Ericsson quickly gained a comprehensive understanding of New Zealand's unique mobile market and successfully aligned its ICT solutions with the needs of both existing operators and potential new entrants. GG International's strategic support enabled Ericsson to navigate the market confidently, understand key stakeholders, and adapt its offerings to meet local requirements, positioning it for success in the New Zealand telecommunications sector

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|---|--|--------------------|--------------|------------------------|------------|----------------|-----------------------|-----|
| Project Name: | Digitalizing Emergency Services Networks - a PPP model | | | | | | | |
| Name of Client: | Broadcast Communications Limited (BCL) | | | | | | | |
| Country: | New Zealand | | | Project Location | Wellington | | | |
| Participation: | ✓ | As lead firm | | | | | | |
| | | As associate firm | | | | | | |
| Value of Services: | \$140,000.00 | | (US\$) | | | | | |
| Financing: | New Zealand Government | | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | ✓ | Continuous | | |
| Project Timeframe: | Project (months): | | 17 | Number of staff (pax): | | 2.0 | No. of person months: | 7.0 |
| | Start date: | 01st February 2002 | | Completion: | | 01st June 2003 | | |
| Associate Firms | None | | | | | | | |
| Senior staff: | J. Third (ICT expert), S. Stevens (Telco Policy and Regulatory expert) | | | | | | | |
| Challenge | | | | | | | | |
| <p>In emergencies, communication failures between potential victims and first responders or medical personnel can lead to severe consequences, including unnecessary pain, misdiagnoses, treatment errors, prolonged hospital stays, and even fatalities. When multiple agencies, such as Police and Paramedics, respond to major incidents, the lack of coordination can be critical. The tragic collapse of a viewing platform at Cave Creek in New Zealand in 1995, which resulted in significant loss of life, underscored the risks when communication between responders from different agencies broke down.</p> | | | | | | | | |
| Strategy | | | | | | | | |
| <p>Our ICT and Public-Private Partnership (PPP) experts conducted a feasibility study to explore integrating the existing police microwave services network, managed by a private sector operator, with a state-owned enterprise's digital microwave TV network. The goal was to establish a robust ICT, mobile telephony, and broadband platform under a PPP arrangement involving the private sector, government broadcasters, and emergency service providers.</p> <p>The review assessed the possibility of combining the various emergency services into a unified digital network, using the police's need to upgrade their analog system as the catalyst. Our team evaluated all existing networks, infrastructure, land easements, radio spectrum, and legacy equipment to develop an integration pathway. This integrated solution allowed for the consolidation of what had previously been a series of independent and fragmented networks, each utilizing different platforms and ICT solutions. We identified commonalities, areas for collaboration, and solutions to meet the diverse needs of all emergency services through a new, comprehensive digital network capable of nationwide coverage.</p> | | | | | | | | |
| Transformation | | | | | | | | |
| <p>We developed a PPP model that delivered a secure, scalable, and stand-alone wireless digital network for emergency services. The model enabled seamless communication and coordination between various agencies during disasters and emergencies, addressing a crucial aspect of effective emergency management. Our process demonstrated that while central organizations in emergency preparedness have high levels of ICT capability, the multiple parties within these systems did not previously use them in emergency response networks. The new network provided a platform for fully leveraging ICT solutions to enhance emergency communication across the Country.</p> | | | | | | | | |

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|--|--|-------------------|-------------------|------------------------|------------------|------------|---------------------------|--|
| Project Name: | Radio Spectrum Valuation and Management for Telecommunication Transformation | | | | | | | |
| Name of Client: | Ministry of Commerce, Radio Spectrum Management Group | | | | | | | |
| Country: | New Zealand | | | | Project Location | Wellington | | |
| Participation: | ✓ | As lead firm | | | | | | |
| | | As associate firm | | | | | | |
| Value of Services: | \$100,000.00 | | (US\$) | | | | | |
| Financing: | New Zealand Government | | | | | | | |
| Project Type: | Consultancy services | | | Intermittent | | ✓ | Continuous | |
| Project Timeframe: | Project (months): | | 12 | Number of staff (pax): | | 3.0 | No. of person months: 6.0 | |
| | Start date: | | 01st January 1999 | | Completion: | | 01st March 2000 | |
| Associate Firms | None | | | | | | | |
| Senior staff: | J. Third (Telecom Strategy and Policy expert), S. Stevens (Team Leader and Legal and Regulatory expert), P. Goodeve (Policy Analyst) | | | | | | | |
| Challenge: | | | | | | | | |
| The New Zealand Government had recently formed the Radio Spectrum Management Group within the Ministry of Commerce, responsible for overseeing commercial and regulatory policies in the telecommunications sector. As part of their role in policy development, officials sought to gain insights into international best practices for radio spectrum management, particularly in spectrum valuation, regulatory approaches, and lessons from benchmark countries and ITU guidelines. With the emergence of 3G technology, which relies heavily on radio spectrum rights and regulatory frameworks, the ministry turned to our firm for expertise to research the issues, consult with industry, and present comprehensive findings and solutions. | | | | | | | | |
| Strategy: | | | | | | | | |
| GG International conducted an extensive desktop analysis to evaluate the latest international methods for allocating spectrum to commercial and non-commercial users. Our team examined the best processes for determining the value of spectrum, particularly as the demand for 3G services grew and the rights sold to industry stakeholders. We also reviewed government policies for spectrum management. We addressed related concerns, such as managing potential rights in the spectrum held by indigenous groups and the need to account for public sector uses like military, police, and emergency services. | | | | | | | | |
| Transformation | | | | | | | | |
| Due to our research and recommendations, the ministry successfully adjusted its policies, leading to a highly effective spectrum auction. Additionally, the ministry made provisions to reserve spectrum for indigenous landowners in New Zealand, ensuring an inclusive and balanced approach to spectrum management. | | | | | | | | |

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|---|---|-------------------|--------------|------------------------|------------|-----------------|---------------------------|
| Project Name: | Develop a transformational business model for state-owned Telco | | | | | | |
| Name of Client: | Telecom Cambodia Limited | | | | | | |
| Country: | Cambodia | | | Project Location | Phnom Penh | | |
| Participation: | ✓ | As lead firm | | | | | |
| | | As associate firm | | | | | |
| Value of Services: | \$100,000.00 | | (US\$) | | | | |
| Financing: | Telecom Cambodia Limited | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | ✓ | Continuous | |
| Project Timeframe: | Project (months): | | 124 | Number of staff (pax): | | 3.0 | No. of person months: 6.0 |
| | Start date: | 01st January 2001 | | Completion: | | 10th April 2003 | |
| Associate Firms | None | | | | | | |
| Senior staff: | Hon. D. Butcher (Economist), J. THIRD (ICT expert), S. STEVENS (Telco Policy and Regulatory expert) | | | | | | |
| Challenge: | | | | | | | |
| In 2005, the Ministry of Posts and Telecommunications corporatized its incumbent telecom operator into Telecom Cambodia Limited, a wholly state-owned company, transferring all legacy fixed-line assets, switches, and licenses. However, the new operator faced challenges due to lacking a clear vision, strategic direction, or business plan. As a result, Telecom Cambodia struggled to meet its potential in supporting the growth of the telecommunications sector in Cambodia and generating sufficient income from its transferred assets. | | | | | | | |
| Strategy: | | | | | | | |
| Telecom Cambodia engaged our firm to comprehensively review the state-owned operator to address its growth challenges and develop a forward-looking strategic business plan. Our team of experts undertook a strategic planning initiative, collaborating closely with senior management and key staff through one-on-one meetings and workshops to gain an in-depth understanding of the business and its challenges. This analysis identified several key issues, including low subscriber numbers, a primary focus on large enterprises, the constraints of government ownership, limited capital, slow decision-making processes, and growing unpaid debt from government departments. Additionally, the company had limited retail experience and lacked expertise in business growth strategies. However, we weighted these challenges against Telecom Cambodia's valuable fixed-line infrastructure, internal network expertise, and a significant voice switch. | | | | | | | |
| Transformation | | | | | | | |
| We developed a new corporate structure to streamline and enhance the management of the enterprise. A financial model and strategic business plan guided Telecom Cambodia toward sustainable growth and improved operational efficiency. | | | | | | | |

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|---|--|-------------------|--------------|------------------------|-------------|--------------------|---------------------------|
| Project Name: | Strategic Transformation of State-Owned Telecommunications | | | | | | |
| Name of Client: | Ministry of Infrastructure, Mongolia | | | | | | |
| Country: | Mongolia | | | Project Location | Ulaanbaatar | | |
| Participation: | ✓ | As lead firm | | | | | |
| | | As associate firm | | | | | |
| Value of Services: | \$60,000.00 | | (US\$) | | | | |
| Financing: | Ministry of Foreign Affairs, New Zealand | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | ✓ | Continuous | |
| Project Timeframe: | Project (months): | | 1.0 | Number of staff (pax): | | 1.0 | No. of person months: 2.0 |
| | Start date: | 01st March 1997 | | Completion: | | 30th November 1997 | |
| Associate Firms | None | | | | | | |
| Senior staff: | Hon. D. BUTCHER (Strategic Adviser and Economist, Telecommunication) | | | | | | |
| Challenge | | | | | | | |
| <p>As Mongolia transitioned into a market-based economy, the Government initiated reforms in its state-owned sector. It recognized the need first to establish a strong financial management system and closely examine the operations and regulatory oversight of its state-owned trading entities, particularly in telecommunications. The goal was to introduce a quasi-corporate structure for managing telecommunication services, ensuring proper supervision and regulation to drive the sector's growth and efficiency.</p> | | | | | | | |
| Strategy | | | | | | | |
| <p>Our Strategic Adviser and Economist, who had previously led similar reforms as a minister in the New Zealand Government during its pioneering corporatization and privatization of the telecommunications sector in the 1980s, applied these insights to Mongolia. We tailored the lessons from New Zealand's experience to fit Mongolia's unique cultural, political, and economic landscape. Our strategy focused on adopting best practices while learning from past successes and challenges to craft a suitable framework for the Mongolian Government.</p> <p>We reviewed the Ministry of Infrastructure and its trading agencies, including telecommunications, emphasizing minimal regulatory intervention and a strong commercial and competitive focus. Together with the Government, we established a Strategic Management framework to enhance the control and management of state enterprises, including the Mongolian Telecommunications Corporation (MTC), and to strengthen the Post and Telecommunications Agency (PTA) role.</p> | | | | | | | |
| Transformation | | | | | | | |
| <p>The new strategic management framework redefined the relationship between the corporatized utility agencies and the Government, laying the foundation for a major transformation in Mongolia's telecommunications sector. This transformation included partially privatizing the state-owned Mongolian telecommunications company to Korea Telecom, bringing in much-needed capital and industry expertise to drive further growth and innovation.</p> | | | | | | | |

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|--|---|-------------------|---------------|------------------------|-------------|------------|-----------------------|-----|
| Project Name: | Open Access Broadband Network | | | | | | | |
| Name of Client: | Broadcast Communications Limited (BCL) | | | | | | | |
| Country: | New Zealand | | | Project Location | Wellington | | | |
| Participation: | ✓ | As lead firm | | | | | | |
| | | As associate firm | | | | | | |
| Value of Services: | \$51,000.00 | | (US\$) | | | | | |
| Financing: | New Zealand Government | | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | ✓ | Continuous | | |
| Project Timeframe: | Project (months): | | 12 | Number of staff (pax): | | 2.0 | No. of person months: | 5.0 |
| | Start date: | | 01st May 2001 | | Completion: | | 01st October 2003 | |
| Associate Firms | None | | | | | | | |
| Senior staff: | J. Third (ICT expert), S. Stevens(Telco Policy and Regulatory expert) | | | | | | | |
| Challenge | | | | | | | | |
| The principle of universal service aims to ensure that information and advanced communication technologies (ICTs) are accessible to all communities, particularly targeted population groups, at affordable prices. In New Zealand, the greatest challenge lies in serving remote and rural communities, where the topography presents obstacles. Yet, these areas have significant business needs, especially in export-driven agricultural ventures. The key challenge was to develop a practical solution to support these communities and fulfill the Country's vision of enhanced digital inclusion in an evolving ICT landscape. | | | | | | | | |
| Strategy | | | | | | | | |
| Our ICT experts collaborated with the State-Owned BCL (now Kordia), the terrestrial television network operator, to assess the feasibility of using its existing fiber backbone to provide broadband access to rural communities. We benchmarked BCL's economic efficiency and effectiveness by requiring the state-owned enterprise to compete in a process to deliver broadband services. Our telecommunications/ICT engineers, legal, and policy advisors team evaluated the technical and commercial feasibility. In contrast, our social and cultural advisors explored sustainable partnership opportunities between private sector providers and key clients, such as schools and community facilities, to deliver services in low-density rural areas. | | | | | | | | |
| Transformation | | | | | | | | |
| The proposed model secured 50 percent of the tenders for delivering universal service obligations (USO) in rural areas, such as schools and police stations. By partnering with private sector operators, utilizing existing government-owned infrastructure, and building strong connections with rural communities, we delivered an environmentally, socially, culturally, and economically sustainable solution. | | | | | | | | |

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|--|--|-------------------|--------------|------------------------|--------|----------------|---------------------------|
| Project Name: | Transforming and digitalizing the telco sector to align with eGovernment | | | | | | |
| Name of Client: | Rwanda Information Telecommunications Authority | | | | | | |
| Country: | Rwanda | | | Project Location | Kigali | | |
| Participation: | ✓ | As lead firm | | | | | |
| | | As associate firm | | | | | |
| Value of Services: | \$50,000.00 | | (US\$) | | | | |
| Financing: | Rwanda Information Telecommunications Authority | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | ✓ | Continuous | |
| Project Timeframe: | Project (months): | | 1.0 | Number of staff (pax): | | 1.0 | No. of person months: 1.5 |
| | Start date: | 01st May 2006 | | Completion: | | 01st June 2006 | |
| Associate Firms | None | | | | | | |
| Senior staff: | Hon. D. Butcher (Telecommunication Policy and Regulatory expert) | | | | | | |
| Challenge | | | | | | | |
| In 2006, the Government of Rwanda, with the support of the World Bank, launched the e-Rwanda project to enhance government operations and service delivery, particularly in rural areas. The initiative leverages technology as a growth and development catalyst and, in the process, modernizes key government systems critical to Rwanda's economic and social progress. The challenge was aligning the legal and regulatory framework of Rwanda's telecommunications sector with the needs of the e-Rwanda initiative. | | | | | | | |
| Strategy | | | | | | | |
| Our telecommunications policy and regulatory expert thoroughly analyzed e-government service delivery and its potential impact on the existing telecommunications and ICT legislative framework. We assessed whether any regulatory changes were necessary to transform and align the sector with the digital delivery of services, especially in rural areas. | | | | | | | |
| We engaged in discussions with stakeholders, including the privatized fixed-line company owned by American interests, the local branch of South Africa's MTN, and several emerging ICT businesses and internet providers, to gather valuable input during the process. | | | | | | | |
| Transformation | | | | | | | |
| Our assessment revealed that Rwanda's existing laws and regulations strongly support e-government service delivery. The legal and regulatory framework was already well-positioned to facilitate the success of the e-Rwanda project, serving as a solid foundation for the digital transformation of government services. | | | | | | | |

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|---|---|-------------------|-----------------|------------------------|------------------|-------------|-----------------------|--|
| Project Name: | Improving ICT and Telco Regulatory Effectiveness | | | | | | | |
| Name of Client: | Communications and Regulatory Commission of Mongolia | | | | | | | |
| Country: | Mongolia | | | | Project Location | Ulaanbaatar | | |
| Participation: | ✓ | As lead firm | | | | | | |
| | | As associate firm | | | | | | |
| Value of Services: | \$30,000.00 | | (US\$) | | | | | |
| Financing: | World Bank | | | | | | | |
| Project Type: | Consultancy services | | | Intermittent | | ✓ | Continuous | |
| Project Timeframe: | Project (months): | | 1.0 | Number of staff (pax): | | 1.0 | No. of person months: | |
| | Start date: | | 01st April 2005 | | Completion: | | 01st July 2005 | |
| Associate Firms | None | | | | | | | |
| Senior staff: | S. Stevens (Telco Policy, Legal, and Regulatory expert) | | | | | | | |
| Challenge | | | | | | | | |
| Mongolia's newly established Communications and Regulatory Commission needed to assess its effectiveness and seek guidance on improving its regulatory processes. | | | | | | | | |
| Strategy | | | | | | | | |
| Our regulatory expert, a former telecommunications regulator from New Zealand, conducted a comprehensive review of the Commission's structural and organizational design. This review evaluated its internal operational procedures, regulatory functions, institutional framework, and legal authorities. We assessed the Commission's capacity to exercise its regulatory duties effectively. A series of workshops focused on using cost-benefit analysis in regulatory oversight. The workshops emphasized the importance of transparent procedures, public participation, and accountability to build public confidence in the regulator, ensure compliance with laws and regulations, and foster a supportive environment for growth and development in the sector. | | | | | | | | |
| Transformation | | | | | | | | |
| The Regulatory Commission repositioned itself to allow competition to serve as the primary regulator, stepping in only when there was an identification by the regulator of market failures following its cost-benefit analysis processes. Its new objective was to deliver the lowest-cost, highest-quality ICT services to Mongolian consumers while ensuring long-term sustainability for end users. | | | | | | | | |

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|--|--|-------------------|-----------------|------------------------|-------------|------------|-----------------------|-----|
| Project Name: | Strategic Advice on Separation of Telecommunications and Postal Services | | | | | | | |
| Name of Client: | Government of Kazakhstan | | | | | | | |
| Country: | Kazakhstan | | | Project Location | Almaty | | | |
| Participation: | ✓ | As lead firm | | | | | | |
| | | As associate firm | | | | | | |
| Value of Services: | \$20,000.00 | | (US\$) | | | | | |
| Financing: | European Bank for Reconstruction and Development | | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | | Continuous | ✓ | |
| Project Timeframe: | Project (months): | | 1.0 | Number of staff (pax): | | 1.0 | No. of person months: | 1.0 |
| | Start date: | | 01st April 1993 | | Completion: | | 01st May 1993 | |
| Associate Firms | None | | | | | | | |
| Senior staff: | Hon. D. Butcher (Strategic Adviser and Economist, Telecommunication) | | | | | | | |
| Challenge | | | | | | | | |
| As Kazakhstan transitioned from a Soviet-style economy, the Government aimed to improve living standards and increase economic efficiency by introducing market forces into sectors previously reserved for state control. The initial focus was reforming the postal and telecommunications sectors, which the Government planned to separate into two separate and distinct organizations. This assignment, part of an EBRD mission, sought to identify the need for reform, highlight its economic and social benefits, address obstacles, outline the necessary policy and legal frameworks, and propose a digital overlay network to enhance services across Kazakhstan. | | | | | | | | |
| Strategy | | | | | | | | |
| As a former Minister in New Zealand, we fielded an expert with extensive experience in corporatization reform. He provided strategic and economic advice on ICT to the Government of Kazakhstan. His role included offering guidance on separating postal and telecommunications services and the necessary legal and policy changes to support this reform, including: | | | | | | | | |
| <ul style="list-style-type: none">○ Corporatization and Strategic Political Guidance: Hon. David Butcher presented to the Government the benefits of separating the two communication services, addressed key issues in the separation process, and outlined the required legal amendments.○ Implementation Support: He reviewed the progress of the separation, identified additional organizational, legal, and administrative changes necessary for successful implementation, and provided advice on business process reorganization to optimize efficiency.○ Telecommunication Policy Advice: Hon. David Butcher recommended appropriate budget allocation, guided government financial support and investment ring-fencing, and ensured the proper reallocation of redundant staff. | | | | | | | | |
| Our expert presented the findings and strategic implementation plan at a major management conference attended by officials, advisors, and the EBRD project team leaders. | | | | | | | | |
| Transformation | | | | | | | | |
| The Government adopted a clear path for transforming Kazakhstan's telecommunications industry. | | | | | | | | |

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|---|--|--------------------|--------------|------------------------|--|-------------------|---------------------------|
| Project Name: | Corporatization of Telecommunications and other public utilities | | | | | | |
| Name of Client: | Government of Mongolia | | | | | | |
| Country: | Mongolia | | | Project Location | | Ulaanbaatar | |
| Participation: | ✓ | As lead firm | | | | | |
| | | As associate firm | | | | | |
| Value of Services: | \$20,000.00 | | (US\$) | | | | |
| Financing: | Harvard Institute for International Development | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | | Continuous | ✓ |
| Project Timeframe: | Project (months): | | 1.0 | Number of staff (pax): | | 1.0 | No. of person months: 1.0 |
| | Start date: | 01st December 1993 | | Completion: | | 01st January 1994 | |
| Associate Firms | None | | | | | | |
| Senior staff: | Hon. D. Butcher (Strategic Adviser and Economist, Telecommunication) | | | | | | |
| Challenge | | | | | | | |
| <p>The project involved providing expert advice to the Privatization Committee of the Mongolian Government on the corporatization of telecommunications and other utilities as part of Mongolia's shift to a free-market economy. The focus was on transforming the provision of telecommunication and public utility services to align with this new economic approach.</p> | | | | | | | |
| Strategy | | | | | | | |
| <p>Our international expert in telecommunications and public sector reform, Hon. David Butcher, a former minister in the New Zealand Government during the 1980s, played a key role in reforming and corporatizing state-owned enterprises, including telecommunications and other utilities. Drawing on this experience, he provided invaluable insights to the Mongolian Government.</p> <p>An initial presentation was delivered to representatives of various state enterprises, followed by detailed discussions with seven major utility sectors. These discussions focused on the differences between the public sector reforms in Mongolia and New Zealand, helping tailor the approach to Mongolia's unique context.</p> <p>Our expert then thoroughly reviewed the seven selected Mongolian public utilities, including telecommunications. He highlighted the benefits of corporatization and privatization, emphasizing the need to corporatize and privatize state-owned enterprises, introduce performance-related contracts for senior staff, increase management autonomy, shift financial reporting from input-based to output-based, implement strategic government planning, and decouple departments by separating policy and operations.</p> <p>Following the review, our expert prepared a comprehensive report for the Mongolian Government, outlining the optimal approaches for reforming these sectors.</p> | | | | | | | |
| Transformation | | | | | | | |
| <p>The Mongolian Government largely accepted and implemented the recommended structural, policy, and regulatory reforms in the telecommunications sector. While the Government chose to retain ownership of telephone equipment, leading to a partial privatization, this decision still allowed Mongolia to make significant strides. By enforcing a structural separation of services and facilities, Mongolia positioned itself as a leader in regulatory practices within the telecommunications sector.</p> | | | | | | | |

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|--|--|-------------------|----------------------------|-------------------------|---------------------------|--|
| Project Name: | Supporting Regulatory Reform in Telecommunications | | | | | |
| Name of Client: | Ministry of Post & Telecommunication | | | | | |
| Country: | PDR Laos | | | Project Location | Vientiane | |
| Participation: | ✓ | As lead firm | | | | |
| | | As associate firm | | | | |
| Value of Services: | \$20,000.00 | (US\$) | | | | |
| Financing: | KfW – German Development Assistance Finance Agency | | | | | |
| Project Type: | Consultancy services | | Intermittent | | Continuous | |
| Project Timeframe: | Project (months): 1.0 | | Number of staff (pax): 1.0 | | No. of person months: 1.0 | |
| | Start date: 01st May 2002 | | Completion: | | 01st June 2002 | |
| Associate Firms | None | | | | | |
| Senior staff: | Hon. D. Butcher (Strategic Adviser and Economist, Telecommunication) | | | | | |
| Challenge: | | | | | | |
| Digital services and the Internet, which require high-quality, high-speed connections, place heavy demands on telecommunication infrastructure. In Laos, connectivity was scarce, satellite links were limited and costly, and internal telecommunication infrastructure existed only in a few major cities, leaving rural areas largely unserved. KfW supported the Lao Government by securing expert assistance to review and advise on a reform program to improve consumer access through market mechanisms, ensuring the least cost, highest quality, and long-term sustainability. However, the reform process stalled with the Government's introduction of a second, non-competitive state-owned operator. | | | | | | |
| Strategy: | | | | | | |
| Our expert telecommunications market advisor and economist, who had led similar reforms as a senior minister in the New Zealand government, conducted a thorough review of the telecommunications sector in Laos. The assessment focused on the effectiveness of the joint venture between Shinawatra of Thailand and the Lao Government, which had been partly privatized and corporatized, and the impact of reactivating a second state-owned telecommunications company. The new operator lacked facility sharing and had a weak commercial focus, complicating the competitive landscape. | | | | | | |
| As part of the review, our expert engaged with policymakers to enhance their understanding of telecommunications and the significant benefits of competition. | | | | | | |
| Transformation | | | | | | |
| The expert's review demonstrated that introducing a second state-owned telecommunications operator would hinder operations and regulation in Laos' small telecommunications market and derail the Government's reform efforts. The review also helped key policymakers understand the importance of adhering to the Country's existing telecommunications development strategy. | | | | | | |

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|--|--|-------------------|-------------------|------------------------|------------------------|------------|-----------------------|-----|
| Project Name: | Telecom Sector Review | | | | | | | |
| Name of Client: | Asian Development Bank (ADB) and Ministry of Communications, Posts, and Telegraphs (MPT) | | | | | | | |
| Country: | Myanmar | | | Project Location | Nay Pyi Taw and Yangon | | | |
| Participation: | ✓ | As lead firm | | | | | | |
| | | As associate firm | | | | | | |
| Value of Services: | \$15,000.00 | | (US\$) | | | | | |
| Financing: | Asian Development Bank (ADB) | | | | | | | |
| Project Type: | Consultancy services | | Intermittent | | | Continuous | ✓ | |
| Project Timeframe: | Project (months): | | 1.0 | Number of staff (pax): | | 1.0 | No. of person months: | 1.0 |
| | Start date: | | 01st October 2012 | | Completion: | | 31st October 2012 | |
| Associate Firms | None | | | | | | | |
| Senior staff: | Hon. D. Butcher (Strategic Adviser and Economist, Telecommunication) | | | | | | | |
| Challenge | | | | | | | | |
| <p>Myanmar had been undergoing significant reforms for four years following the devastating Cyclone Nargis in May 2008. Many existing laws and business barriers were being relaxed and reviewed. The new President sought to implement an economic liberalization policy, which heavily relied on reforms in the ICT and telecommunications sectors. The Ministry of Communications, Posts, and Telegraphs (MPT) required technical, policy, and strategy advice on several key telecommunications issues to meet the challenges of a free-market economy and develop a high-level telecom reform law.</p> | | | | | | | | |
| Strategy: | | | | | | | | |
| <p>Our international telecommunications expert led a scoping study for the telecommunications and broader ICT sectors, consulting directly with senior officials from MPT and key private sector executives. After these one-on-one discussions, the expert facilitated three workshops over 10 days to deepen understanding of sectoral challenges, align stakeholder perspectives (including Government, private businesses, and ICT professionals), and compare these findings with international best practices. The approach carefully considered Myanmar's current stage of development and its future goals.</p> <p>Following the scoping study, the expert prepared a comprehensive report. This report covered key areas such as institutional arrangements, sector conditions, policy objectives, licensing and competition, access to courts, consumer protection, dispute resolution, and an analysis of the draft telecom law considered by Parliament. The report highlighted the importance of establishing clear policies before finalizing the law.</p> | | | | | | | | |
| Transformation | | | | | | | | |
| <p>The report was well received by officials and the funding institutions, with both the ADB and World Bank agreeing that the World Bank would take the lead in policy development. Shortly after the completion of the project, two mobile licenses were successfully issued under the revised policy, demonstrating the effectiveness of the project in facilitating Myanmar's telecom reform.</p> | | | | | | | | |

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|---|--|-------------------|------------------------|-------------------------|-----------------------|-----|
| Project Name: | Economic Analysis of Telecommunication Regulatory Costs | | | | | |
| Name of Client: | World Bank / London Economics | | | | | |
| Country: | New Zealand | | | Project Location | Wellington | |
| Participation: | ✓ | As lead firm | | | | |
| | | As associate firm | | | | |
| Value of Services: | \$10,000.00 | (US\$) | | | | |
| Financing: | World Bank | | | | | |
| Project Type: | Consultancy services | | Intermittent | ✓ | Continuous | |
| Project Timeframe: | Project (months): | 1.0 | Number of staff (pax): | 1.0 | No. of person months: | 0.3 |
| | Start date: | 01st June 1995 | Completion: | 01st July 1995 | | |
| Associate Firms | None | | | | | |
| Senior staff: | Hon. D. Butcher (Telecommunication Economist) | | | | | |
| Challenge | | | | | | |
| Price benchmarking is a valuable tool for regulators, helping them assess competition, negotiate price reductions, identify the need for regulatory intervention, and confirm the reasonableness of regulatory outcomes. However, it can be complex due to the need for accurate comparisons, varying interpretations of the benchmark results, and the effort required to ensure relevance and precision. This project aimed to provide data on the costs and benefits of telecommunications regulation in New Zealand as part of a broader cross-country study. | | | | | | |
| Strategy | | | | | | |
| Our telecommunications expert and industry economist began by analyzing New Zealand's regulatory framework, where separate entities manage policy development and regulatory oversight. This approach ensured that data could be anonymized and comparable with data from other countries. Data from both New Zealand and Australia were collected, focusing on the costs of regulatory intervention and oversight from the perspectives of regulators and industry participants. | | | | | | |
| Transformation | | | | | | |
| The project resulted in a comprehensive benchmark dataset for regulatory costs in both Australia and New Zealand. The study's key finding was that in New Zealand, the cost of regulation was largely influenced by litigation, with new market entrants winning many cases. The total expenses incurred were comparable to a single year of regulatory authority operations in many other countries in the region. | | | | | | |