



Dr. Roberto Viola  
Chairman of the IRG/ERG

Dear Dr. Viola,

I take this opportunity to present my application to the vacancy of Senior Member of the IRG/ERG Chair's Secretariat (to this effect, please find enclosed the required *curriculum vitae*). In doing so, I firmly believe that my eventual performance at the IRG/ERG Chair's Secretariat will benefit the IRG/ERG for the reasons summed up in the following few lines.

To begin with, I have a sound and practical knowledge of the functioning both of the IRG/ERG and of the European Commission (EC), since I have participated, from its inception, in the works of IRG and in several EU Committees (such as ONP/COCOM).

Secondly, I can offer an extensive experience of coordinating qualified and motivated teams both at ICP-ANACOM level (namely as Deputy-Director for Market Regulation) and at IRG level (namely as chairman of the End Users WG and of several related Task-Forces).

Possibly, my twelve years expertise dealing with a wide variety of regulatory issues (e.g. interconnection and retail pricing, LLU, access to ducts, cost accounting, quality of service, mergers and acquisitions, universal service cost assessment and financing, market analysis, evaluation of SMP, specification and enforcement of obligations and dispute resolution), will also be a plus.

Fourthly, I have a record of achieving quality results, through efficient and non-bureaucratic processes and of concluding compromises under stressful conditions, skills which – in conjunction with the strict observation of the principles of objectivity, impartiality and loyalty - have proved useful in the IRG/ERG context.

My academic qualifications as Master in International Cooperation and Licentiate in Management may also be considered suitable for the task in question, as well as my experience in planning/providing training and cooperation to/with NRAs in Eastern Europe, America (Regulatel/ANATEL) and in Africa, which have contributed in parallel to gain a better understanding of priorities in those countries.

Finally, it is my strong conviction that, when required, my contributions to the IRG/ERG policy making and, most importantly, the capacity to proactively implement and control the execution of the IRG/ERG Work Programme, under the scrutiny of the IRG/ERG Chair and in close interaction with the WG chairpersons, the CN and the EC services, will also add value to the IRG/ERG.

Kind Regards,

A handwritten signature in blue ink that reads "Carlos Costa". The signature is written in a cursive style with a long horizontal stroke extending to the right.