



Working with and for you



CURRICULUM VITAE

PERSONAL INFORMATION

Name	CARLOS JORGE ALMEIDA DA COSTA
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E-mail	carlos.costa@anacom.pt
Nationality	Portuguese
Date of birth	17/12/1970

WORK EXPERIENCE

- Dates (from – to) **MAY 1995 TO PRESENT DATE**
- Name and address of employer ICP-ANACOM. Avª José Malhoa, 12
1099-017 Lisbon. Portugal.
<http://www.anacom.pt/index.jsp?categoryId=2958>
- Type of business National Regulatory Authority for Communications.
- Position held (since November 2003) **Deputy Director of Market Regulation**, Head of Narrowband Division, Senior Consultant and Member of the Committee for Personnel Qualification.



• Main activities and responsibilities

(1) market definition and analysis, assessment of market power, imposition and monitoring of obligations in relation with SMP operators; (2) approval of pricing and discounts policy; (3) evaluation, proposal and implementation of measures to prevent and to eliminate competition distortions; (4) co-ordination of studies related with price/quality evolution and benchmarking; (5) auditing and certification of cost accounting and quality of service systems of SMP operators; (6) evaluation of Universal Service (US) policy and of US net cost assessment; (7) definition and implementation of total quality management and certification in the area of market regulation; (8) participation and representation of ICP-ANACOM and Portugal in international *fora*;

At the international level, is or has been delegate of Portugal or ICP-ANACOM at the:

- Independent Regulators Group (IRG) - (1) Chairman of the End Users WG and of several related task forces and subgroups; (2) Significant Market Power WG; (3) Regulatory Accounting WG; (4) Mobile Market WG; (5) Local Loop Unbundling WG; (6) Taskforce 99 Review; (7) Cross Border Interconnection WG (http://irgis.anacom.pt/site/en/working_groups.asp);
- European Union (EU) – (1) Communications Committee (COCOM) / previously ONP-Committee; (2) Information Society Committee, (3) Financial Committee for Trans European Networks; (4) Member of ICP-ANACOM delegation to pre-notification (regarding market analysis and SMP assessment) meetings with the EC (5) Postal Directive Committee (http://europa.eu.int/information_society/index_en.htm);
- Organisation for Economic Co-operation and Development (OECD) – Working Party for Telecommunications and Information Services Policies (http://www.oecd.org/home/0,2987,en_2649_201185_1_1_1_1_1,00.html);
- International Telecommunications Union (ITU) – (1) WG A1 – Policies for the development of telecommunications and (2) WG B1 – Policies for financing and the telecommunications industry, both from the Commission 1 of the Bureau of Development of Telecommunications; (3) Study Group 3-Tariffs and accounting principles (<http://www.itu.int/home/>);
- European Committee for Telecommunications Regulatory Affairs (ECTRA) - WG APRII (Accounting Principles and Regulatory Interconnection Issues) (<http://www.cept.org/>);
- Portuguese Commonwealth (CPLP) – Technical meetings between regulatory authorities (<http://www.cplp.org/>);
- Co-ordination Committee for Scientific Co-operation in the Telecommunications Sector Between Portugal and Brazil (<http://www.anacom.pt/template20.jsp?categoryId=774&contentId=297192>);
- Universal Postal Union (UPU) – (1) WG Terminal Dues and (2) WG Regulatory Issues (<http://www.upu.int/>);
- European Committee for Postal Regulation (CERP) – WG Economics (previously WG Terminal Dues) (<http://www.cept-cerp.org/>).



At national level, was a member of the following bodies:

- National Commission for the Programme STAR;
- Superior Council of Statistics - (1) WG of Internal Trade and Services Statistics and (2) WG Transport and Communication Statistics, both from the Section of Economics;
- Management Unit of the Operational Intervention for Telecommunications;
- Industry Group for LLU provision – interim co-ordinator.

June 2001 - November 2003: Deputy Director of Pricing and Interconnection, Head of Pricing and Universal Service Division and coordinator of the Postal Services Department. Main responsibilities: similar to functions exerted between April 1998-June 2001, with accrued responsibilities at the level of telecommunications retail regulation and postal services regulation.

April 1998 - June 2001: Head of Interconnection and Universal Service Division. Main responsibilities: (1) Definition of the rules concerning interconnection agreements and eventual arbitrage of dispute/litigation between operators; (2) Policy definition regarding interconnection between national and foreign operators; (3) Participation in international *fora* in the framework of interconnection, US and quality of service; (4) Definition of concept and financing methodology for US (5) contribution to the elaboration of long run incremental cost systems; (6) coordination of several studies and analyses concerning related matters.

May 1995 - April 1998: Senior Expert at the Directorate of Regulation and Studies, dealing with competition issues (including arbitrage, abuse of dominant position, "cross subsidisation" and mergers and concentration) and consumer policy, national and EU policy for communications, tariff policy, implementation of EU programmes at national level and analysis of issues related with accounting rates.

- Dates (from – to)
- Name and address of employer
 - Type of business or sector
 - Occupation or position held
 - Main activities and responsibilities

August 1994 - March 1995

AKI, Bricodis, S.A. Alfragide. Portugal.

Retail Distribution

Chief of Department

Managerial responsibilities at departmental level for marketing, merchandising, stocks, provisioning, customer care and human resources.

- Dates (from – to)
- Name and address of employer
 - Type of business or sector
 - Occupation or position held

August 1993 to August 1994

Self-employed

Quality Management / Accountancy

Trainer / Accountant



EDUCATION AND TRAINING

- Dates (from – to)
 - Name and type of organisation providing education and training
 - Principal subjects covered
 - Title of qualification awarded
 - Level in national classification
- 1993 - 1996**
Instituto Superior de Economia e Gestão of Universidade Técnica de Lisboa (Superior Institute of Economics and Management of the Technical University of Lisbon).
Development and Growth Economics, International Economics, International Cooperation and Regional Economic Integration.
Masters Degree in Development Economics and International Cooperation
Good (<http://www.iseq.utl.pt/index2.php>)
- Dates (from – to)
 - Name and type of organisation providing education and training
- October 1988 - June 1993**
Instituto Superior de Economia e Gestão of Universidade Técnica de Lisboa – October 1998 to June 2003.
Conclusion of the 5th year of the Management Degree, in 1992-1993, at University of Greenwich Business School in London, England (<http://www.gre.ac.uk/schools/business>). [Erasmus Programme]
- Conclusion of the 4th year of the Management Degree and attendance of the MBA, in 1991-1992, at the Economische Hogeschool Limburg (Limburg Business School), Belgium (<http://www.phlimburg.be/>). [Erasmus Programme]
- Principal subjects covered
 - Title of qualification awarded
 - Level in national classification
- Licentiate Degree in Management**
Good
- Dates (from – to)
 - Name and type of organisation
- 1990 - 1998**
Santa Maria Secondary School
- Principal subjects covered
 - Title of qualification awarded
 - Level in national classification
- Economics, Management, Accounting, Mathematics, Languages, Geography and History.
Secondary School Certificate
17 (scale 1 to 20)



PERSONAL SKILLS AND COMPETENCES

MOTHER TONGUE **PORTUGUESE**

OTHER LANGUAGES

Self-assessment

English

French

Spanish

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
Excellent	Excellent	Very Good	Excellent	Excellent
Fair	Excellent	Poor	Fair	Poor
Good	Very Good	Poor	Fair	Poor

SOCIAL SKILLS AND COMPETENCES

Active member of his local community. Member of the Portuguese Bar Economics Association, of the ISEG Former Students Association and of ANACOM Sports and Recreational Club. Unconditional supporter of FC Porto (<http://www.fcporto.pt/index.asp>).

While a student has cooperated actively, under the co-ordination of the responsible for the Erasmus Programme, in the integration of foreign exchange students at the University of Lisbon. Has participated in two years in the Erasmus Programme in Belgium and in the United Kingdom, where a business plan prepared by his team has been short-listed for an award of the British Institute of Management. Has also participated with a team in several Management Games and has won once. Also while a student was a member of the school theatre.

ORGANISATIONAL SKILLS AND COMPETENCES

Former officer of the Portuguese Army (Comp^a Comando Elvas / Military Administration Service).

Vast experience in dealing with external clients (e.g. operators, consumer associations, international organisations, government, etc).

Extensive experience of personnel management arising from duties has Deputy Director / Head of Division and also as a member of ICP-ANACOM's Committee for Personnel Qualification, having revised the job requirements and career plans of all personnel.

Experience in co-ordinating international and multi-cultural working groups at a professional level.

Computer Skills

Office (Excel, Word, Powerpoint), DOS, Windows.



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A small, handwritten signature in blue ink, possibly reading 'BB'.

OTHER SKILLS Good presentation skills arising from an extended experience as speaker.

DRIVING LICENCE(S) Yes.

ANNEXES List of participation in conferences, workshops and seminars.



ANNEX

Participation in conferences, seminars and workshops

I. As speaker:

- "Regulatory Approach to VoIP", 15th Communications Congress, APDC, Lisbon, Portugal, 10/11/2005;
- "Regulatory Perspectives for the Electronic Communications Sector", Seminar for the Telecommunications Leaders, AICEP, Lisbon, Portugal, 24/10/2005;
- "Significant Market Power Assessment", 9th Meeting of the Coordination Committee for Scientific Cooperation in the Telecommunications Sector Between Portugal and Brazil, Fortaleza, Brazil, 28-30/09/2005;
- Chairman of the session "New Framework Programme: Reconsidering Concepts", 16th European Regional Conference of the International Telecommunication Society, O'Porto, Portugal, 04-06/09/2005;
- "Mobile Interconnection", 2nd Summit of the Heads of Regulatory Authorities IRG Regulatel, San Domingo, Dominican Republic, 01-04/12/2003;
- "Universal Service and Quality of Service goals", "Broadband services promotion", "policies and models of prices in the telecommunications sector", "interconnection price regulation in fixed and mobile networks", 2nd meeting of the CPLP Regulatory Authorities, Brasilia, Brazil, 29/09/2003 to 01/10/2003;
- "Cost models and tariff policy in the retail market", 1st meeting of the Technical Co-ordination Committee of the IIRSA (Integration of Regional Infrastructure in South America), Brasilia, Brazil, 23-26/09/03;
- "Tariff Policy", "Operators cost accounting systems" and "Quality of service", 1st technical meeting of the CPLP Regulatory Authorities, Luanda, Angola, 15-19/07/2002;
- "Competition and Universal Service in the Postal Sector", Toulouse, France, 06-07/12/2001;
- Seminar "Universal Service", Lisbon, Portugal, 27/04/1999;
- Seminar "Consumer Protection", Brussels, Belgium, 24/03/1999;
- Seminar "Postal Services: The New Regulatory Framework" - "The guarantee of a sound competition and the role of the regulator", APDC, Lisbon, Portugal, 02/07/1997;



- High Level Seminar CPT – “Legal and Regulatory Framework of the postal sector in Portugal” and “Tariff and Quality of Service Policy in the Postal Sector – The regulators’ perspective”, Sofia, Bulgaria, 24-26/03/1997;
- Conferences “Porta do Oriente” (Communication and participation on the panel on “Regional Economic Integration”), ISEG-UTL, Lisbon, Portugal, 12-14/03/1997;
- Seminar: “Thinking the Future”, Mem-Martins, Portugal, 24/04/1997.

II. As participant:

A. Long and Medium Term Actions:

- “Underground Infrastructures”, Vialonga, Portugal, 12-14/10/2005, 18-19/10/2005 and 24/10/2005;
- Leadership Seminar, Valor Humano, Lisbon, Portugal, 05/05/2005, 24/05/2005, 31-05/2005 and 03/06/2005;
- “Introduction to MapInfo Professional”, Lisbon, Portugal, 11-15/10/1999;
- Seminar “Global Interconnection Forum”, Barcelona, Spain, 13-17/09/1998;
- Conference Euro-Med Net 98 (“Role of Internet and WWW in Developing the Euro-Mediterranean Society”), University of Cyprus and European Commission, Nicosia, Cyprus, 04-07/03/1998;
- Telecommunications Law, Instituto Nacional de Administração, Oeiras, Portugal, 15-24/04/1996;
- Leadership Seminar, Dynargie, Lisbon, Portugal, 5-6/02/1996 and 7-21-30/10/1996;
- Seminar “European Negotiations”, European School of Public Administration, Maastricht, Holland, 02-06/10/1995;
- Training Trainers, Foundation Oliveira Martins, Lisbon, Portugal, (5 months, concluded in January 1994).

B. Short Length Actions:

- AGCOM’s NGN Workshop, Turin, Italy, 17/04/2007
- Seminar “The Inefficiency of Markets for Provisioning Communication Networks”, Lisbon, Portugal, 28/03/2007;



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- Seminar "Access Pricing: A Comparison Between Full Deregulation and Two alternative Instruments of Access Price Regulation, Cost-Based and Retail-Minus", Lisbon, Portugal, 24/01/2007;
- 16th APDC Congress, session on "The Role of regulation, competition and telecommunications", Lisbon, Portugal, 14/11/2006;
- 15th APDC Congress – "The Future of Telecommunications – A Networked Society and a Knowledge Based Economy", Lisbon, Portugal, 10/11/2005;
- APDC Seminar "the New Regulation of Electronic Communications", Lisbon, Portugal, 26/06/2003;
- Conference "The Collocation Summit", London, UK, 28-30/06/2000;
- 10th APDC Congress - "Regulation and emerging operators", Lisbon, Portugal, 06/06/2000;
- "Digital switching, signalling and intelligent networks", Aveiro, Portugal, 14-15/02/2000;
- Public Hearing on the 1999 Review Communication, Brussels, Belgium, 25-26/01/2000;
- "Technologies in the access network", Aveiro, Portugal, 02-03/12/1999;
- 9th APDC Congress, Session on "The strategic value of information systems", Lisbon, Portugal, 24/11/1999;
- OECD Seminar on "Interconnection Policies and Framework", Venice, Italy, 12-13/11/1999;
- Seminar "The use of Soft Law instruments in the new regulatory framework for communications infrastructure and related services", Brussels, Belgium, 19/10/1999;
- Worldcom 99, Geneva, Switzerland, 11-12/10/1999;
- Workshop: "Interconnection / Convergence of fixed and mobile networks", Brussels, Belgium, 30/06/1999;
- Seminar "Unbundling the local loop", The Hague, Holland, 18-20/01/1999;
- Seminar "European Round Table on Terminal Dues, Brussels, Belgium, 10/12/1998;
- Seminar "The postal regulation function – its reach and perspectives in the UPAEP region", O'Porto, Portugal, 07-08/09/1998;
- "Études sur la libéralisation dans le secteur postal", Brussels, Belgium, 01-02/09/1998;
- "Local Loop Unbundling Regulatory Workshop", London, UK, 27-29/07/1998;



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- "Allocating Costs in the Telecoms Industry", 06-08/07/1998;
- Présentation études postales – European Commission, Brussels, Belgium, 25/06/1998;
- Seminar "Terminal Dues Systems", UPU, Bern, Switzerland, 21/04/1998;
- Seminar "Communication Services Via Satellite", ICP-ANACOM, Lisbon, Portugal, 17/12/1997;
- Workshop: "Costing and Financing Universal Obligations in a Competitive Telecommunications Environment in the European Union", European Commission/WIK, Brussels, Belgium, 29/11/1997;
- 7th APDC Congress - "More players, more competition", Lisbon, Portugal, 18-19/11/1997;
- 5th Königswinter Seminar in Postal Economics "Towards a New Regulatory Framework for Cross-Border Mail", WIK, Bonn, Germany, 06-07/11/1997;
- Conference: "Telecoms Liberalisation and Competition in France and Germany: Opportunities for New Entrants", London, U.K., 08-09/09/1997;
- Seminar "Managing for Total Quality", ICP-ANACOM, Lisbon, Portugal, 17/07/1997;
- Conference: "Cross Subsidisation in the Utilities Sector Under EU Law, Brussels, Belgium, 19/06/1997;
- Seminar "Social Europe": Conferences "Social Policies and the Future of Capitalism" (Vitor Constâncio / Assar Lindbeck), "Economic Inequality and Unemployment" (A. Cavaco Silva / Amartya Sen) and "Transition Towards a New Social Contract" (Mário Soares / Jacques Delors), Foundation Calouste Gulbenkian, Lisbon, Portugal, 05-07/05/1997;
- Conference "Communications towards the year 2000", Fórum das Comunicações, Lisbon, Portugal, 18/04/1997;
- Seminar "The Green Book for the Information Society in Debate", Instituto Nacional de Administração, Lisbon, Portugal, 17/04/1997;
- Debate on "Employment, Growth and Competitiveness in the European Union" (Iniciativa Câmara dos Cidadãos – Assembly of the Republic, Portuguese Government, European Parliament and European Commission), Assembly of the Republic, Lisbon, Portugal, 06/03/1997;
- 6th APDC Congress - "Liberalisation and politics", Lisbon, Portugal, 22/11/1996;
- "Telecommunications and EC Competition Law", Brussels, Belgium, 19-20/09/1996;



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- "Employment Trends in the European Postal Sector", Price Waterhouse/European Commission, Brussels, Belgium, 25/07/1996;
- Seminar "Public Administration, networks and information sources", Instituto Nacional de Administração, Lisbon, Portugal, 26/06/1996;
- Seminars "Telework", "Portugal Telecom and the Audiovisual", FIL, Lisbon, Portugal, 25/06/1996;
- "I Conferencia Europea Sobre las Regiones y la Sociedad de la Information", Alicante, Spain, 30-31/05/1996;
- "Telecommunications and Sport", Centro Cultural de Belém, Lisbon, Portugal, 17/05/1996;
- "Challenging the Incumbent - Effective Strategies for Becoming a New Operator in the Telecoms Industry", 25-28/03/1996;
- Congress IREPP 95-96: "Les Postes et les entrepreneurs postaux", 1st session (Questions européennes et recherches en matières postales), Paris, 16/11/1995 and 2nd session (L'économie postale), Paris, France, 14/12/1995;
- Excel, Antígona, Consultores de Formação, Lisbon, Portugal, 25-27/10/1995;
- Conference "Global Telecoms'95", London, U.K., 11-13/09/1995;
- Conference "Libéralisation des Services Postaux", Paris, France, 05-06/07/1995;
- Conference "The Deadline Approaches-Regulation and the European Telecomms", Paris, France, 26-27/06/1995.

Carlos Costa