



Dublin September 2014

MICHAEL GRIFFIN

Senior Director

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Michael Griffin is a leading expert in the fields of utility regulation, regulatory accounting, and financial management. He is a Director of Jacobs, Cordova & Associates and founder of Petrus Consulting in Dublin. Until 2002 Mr. Griffin was Head of Market Development in Ireland's Office of the Director of Telecommunications Regulation (ODTR) with responsibility for strategy development. Since 2002 he has worked with a wide variety of utility offices in the area of telecommunication, postal and electricity regulatory reform. He has presented for the European Commission and the OECD at workshops in Prague, Athens and Romania concerning the establishment and organization of the regulatory function in the telecommunications sector for accession and Mediterranean countries. He recently arranged a weeklong workshop on Regulatory accounting for participants from North Africa in Rome.

Michael has carried out numerous Value for Money and Policy Review Assessments and is listed by the Department of Finance in Ireland as an Independent Value for Money Assessor.

Prior to joining the ODTR, Michael worked in Deloitte Management Consultants for 16 years and was Director of the Operations Consulting Division with responsibility for services in Financial Management, Operations and Strategic Services and Public Sector consultancy.

Professional Background

2006-Current **Jacobs, Cordova & Associates**
Senior Director

Jacobs, Cordova & Associates Europe Ltd. Senior Director. Mr. Griffin heads up Jacobs, Cordova & Associates' European office, Jacobs, Cordova & Associates, based in the United States, Ireland, and Mexico, provides a wide range of regulatory reform services around the world. The company has worked on regulatory reform and related issues in over 80 countries. The website at www.regulatoryreform.com contains

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detailed information on our services, reports and publications. (2006-Present, Ireland)

Petrus Consulting, Ltd.

Director.

As part of his work with Petrus Consulting in Ireland, Mr Griffin carried out numerous Value for Money and Policy Review assessments. He is listed by the Department of Finance as an independent Value for Money Assessor. (1998-Present, Ireland)

1998--2001, ***Office of the Director of Telecommunications Regulation (ODTR)***, Dublin, Ireland, Head of Market Development, Head of Market Frameworks, Head of Regulatory Accounting.

Reporting to the Director and deputising for her in her absence, the role involved responsibility for controlling the human resources, consultancy procurement administration and information technology aspects of the office.

This role was later broadened to include the role of Head of Market Development with responsibility for analysing and reporting on the current and future outlook for the telecommunications, radio and broadcasting sectors. This comprised a staff of 12 people. He also acted as head of the Market Frameworks Division with over 35 staff and was responsible for the management of scarce resources such as numbering and spectrum.

He was also head of the Finance and Regulatory accounts Division with responsibility for financial control, treasury, annual audit compliance, payroll, IT, services, consulting procurement and review of the incumbents costing systems. This role involved responsibility for some 11 staff.

1982 to 1998 ***Deloitte and Touche,***

Director of Operations,

Mr. Griffin worked for Deloitte Management Consultant becoming Director of the Operations Consulting Division. Amongst other projects, he was seconded to the Office of Comptroller and Auditor General (acting director of Value for Money Audit – 9 months), to Irelands largest retail chain (Head of Special Project team – 18 months) and Aer Lingus the nation air carrier (Head of financial systems review team 15 months). (October 1980 to April 1998, Dublin Ireland)

Selected Recent Projects

Jacobs, Cordova & Associates Team Leader, Jamaica – Creation of a converged regulator for ICT by bringing together parts of the existing Spectrum Management Authority, the telecommunications functions of the Office of Utility Regulation and

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the spectrum related aspects of the Broadcasting Commission. Jointly with Regulaid BV (2014 Ongoing)

Jacobs, Cordova & Associates Project Director, Cambodia - Support to the Ministry of Commerce and Ministry of Agriculture, Forestry and Fisheries respectively to map and streamline existing procedures for Company Registration and issuance of Phyto-Sanitary Certificates and to develop high level functional requirements for automating both processes. (2014 Ongoing)

Jacobs, Cordova & Associates Team Leader, Moldova - Modernization of Public Services Offered by Public Administration Authorities. The project involved undertaking an analysis of public services rendered by the central public authorities and developing a strategy with vision, goals and outline of more efficient and accessible future service delivery mechanisms. The work also includes developing a methodology for setting quality standards, identifying recourse mechanisms and proposing principles for setting tariff levels as well as a system for tariff approval and publication. The objective of the assignment was to develop a strategy (and tentative action plan) to improve the quality of public services in Moldova. In order to achieve high-quality and cost-efficient public services, the reform strategy focused on ensuring adequate institutional arrangements, financing from the national budget (and appropriate channeling of revenues collected by service providers through the national budget), improving supervision of and accountability for ensuring access and quality of public services, introducing explicit published standards for public services and establishing clear and effective mechanisms for exercising individual or collective right for recourse. (2011, Moldova)

Jacobs, Cordova & Associates Team Leader, *Efficient Decision Making Process at the Level of the Local Public Administration in Romania*. The project aimed to improve the capacity of the local public administration institutions in Romania to develop new policy initiatives (regulation) using an evidence based approach. The aims of the project envisaged the development of 20 RIA's at different levels of local public administration (counties and municipalities). These pilot exercises which are a new development on this scale in Romanian public administration, followed the formal stages of the RIA process. The experience gathered will be used in the preparation of a guide for the formulation of public policy at local level.

As part of the same project a series of study visits took helping the participants (civil servants from various local public administration institutions) to be more familiar with the practice of formulating public policy using an evidence based approach. Based on the experience accumulated during the study visits and pilot exercises a strategy for further developing this kind of approach in the policy formulation process in Romanian local public administration was developed.

- Participating in launching conference and final conference

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- Organizing 5, five-day study visits for a total of 175 participants to Ireland, Netherlands and Sweden
- Drafting the Guide to the Public Policy Process
- Organizing and overseeing the preparation of 20 pilot Regulatory Impact Assessments
- Drafting a strategy to improve the decision-making process

(2010-2011, Romania)

Jacobs, Cordova & Associates Team Leader. *Improving the Public Policy Formulation and Planning Process in the Ministry of Administration and Interior*. The project focused on the need to improve the skills and competencies of the Central Ministry's staff by means of the transfer of know-how from similar organisations in EU Member States, through a series of training courses and study tours, and the functional implementation of the policy cycle in the strategic departments of the Ministry, through a number of pilot exercises on current policy issues. The project also delivered increased skills and competences for the formulation, approval, monitoring and evaluation of the Ministry's policies.

Mr. Griffin:

- Participated in launching conference and final conference
- Organized 7, five day study visits for a total of 175 participants to Ireland, United Kingdom, Netherlands and Sweden
- Drafted the Guide to the Public Policy Process
- Organized and oversaw the preparation of 4 pilot Regulatory Impact Assessments
- Drafted a strategy to improve the decision making process

(2010-2011, Romania)

Jacobs, Cordova & Associates, Telecommunications Regulatory Expert. *Azerbaijan – Telecom Regulatory Training* - Jacobs, Cordova & Associates was part of an EBRD funded project providing technical assistance to the Armenian Public Services Regulatory Commission and to the Azerbaijani Ministry of Communications and IT. Mr. Griffin was part of a team delivering training for the electronic communications sector on regulatory organization, management and processes, regulatory impact analysis, market analysis and ex-post regulation to improve the business environment for SMEs and consumers (2010 – 2011, Armenia and Azerbaijan).

Jacobs, Cordova & Associates, Telecommunications Regulatory Expert, *Georgia – National Communications Commission Training*. The Georgia National Communications Commission (GNCC) training project during 2010 had as its objectives firstly, to strengthen the institutional and technical capacity of the authorities and secondly, to broaden awareness of modern communications/competition concepts among officials, commercial operators and consumers. Design

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and delivery of training on regulatory organization, management and processes, including regulatory impact analysis, enforcement and compliance, complaints and dispute resolution, ex-post regulation to improve the business environment for SMEs and consumers. (2010, Georgia)

Jacobs, Cordova & Associates, Team Leader. *Middle East and North Africa NATP III – New Approaches to Telecommunications Policy*. The general objective of this contract was to support and to further improve mutually beneficial Information Society co-operator between Europe and the Mediterranean Partner Countries, building on the achievements of NATP II and other Regional initiatives and consequently to facilitate the creation of a harmonized and investment friendly environment in the electronic communications sector. Jointly with Regulaid providing advice and assistance to regulatory offices in the Middle East and North African under the New Approaches to Telecommunications Policy program NATP 2 and NATP 3. (2009-ongoing, Middle East and North Africa.

Jacobs, Cordova & Associates, Team Leader. *Ireland – Forfás – Measurement of Administrative Burdens* - On behalf of the Department of Enterprise, Trade and Employment and Forfás, provided training and support for Government officials in preparing for and carrying out the measurement of administrative burdens on enterprise resulting from regulation in their areas of responsibility based on the Standard Cost Model. (2008, Ireland)

Jacobs, Cordova & Associates, Team Leader. *Ireland – Forfás - Standard Cost Model*. On behalf of Forfás carried out an assessment of the interactions that a business is required to undertake in the course of meeting import and export regulatory requirements using the Standard Cost Model, with a particular focus on interactions with public bodies. This involved identifying the interactions and mapping these and developing policy proposals in relation to the feasibility of initiating a Single Window system for Ireland. (2008, Ireland)

Jacobs, Cordova & Associates, Team Leader/Regulatory Expert. *Assistance to the Albanian Telecommunications Regulators*. On behalf of the European Bank for Reconstruction and Development providing practical assistance to the Government of Albania and the regulator to harmonize the country's communications policy and regulatory framework with that of the European Union and specifically with the 2002 EU Regulatory Framework and WTO obligations. (2008 Albania)

Jacobs, Cordova & Associates, Institutional Restructuring Expert. *Introducing Regulatory Impact Assessment in the Turkish Legal Framework* (EU- MEDA) In response to EC adoption of the communication "Better Regulation for Growth and Jobs in the European Union", Turkey is focusing on how to improve its regulatory capacity. During this six-month Project, Mr. Griffin supported work to build capacities

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at the BRU and ministry level to help all the public administration to comply by February 2007 with the new RIA requirements mandated by the "Government Decree on Procedures and Principles of Legislation Drafting". Michael Griffin was in charge of developing an institutional audit and a restructuring proposal for the RIA process. (Sept 2006 - February 2007, Ankara, Turkey)

Jacobs, Cordova & Associates, Regulatory Expert. *Assistance to the Kazakhstan Government on Telecommunications Regulatory Development*. Jacobs, Cordova & Associates supported the Kazakhstan Agency for Information and Communication (AIC) in analysing the design options for a new regulatory authority for telecommunications including identifying best practice models from other jurisdictions. Detailed recommendations on the regulatory structure appropriate to Kazakhstan along with draft legislation to establish the regulator were provided as part of the assignment. (Jan 2006 - May 2006, May - June 2007, Kazakhstan)

Jacobs, Cordova & Associates, Member & Regulatory Expert. *New Approaches to Telecommunications Policy*. Mr. Griffin was a member of the consortium with Regulaid which assisted the MEDA countries under the New Approaches to Telecommunications Policy (NATP3) programme under a three year contract with the EU following on from the successful NATP2 programme. His role in this involved responsibility for organisation development, staffing, financing and regulatory cost accounting and under the new programme involved principally workshops on issues of concern or interest to the regulatory bodies involved. (2007, Ireland)

Petrus Consulting, EU, Financial Expert. He has prepared (2005-2006), for the *European Foundation for the Improvement of Working and Living* – an EU office based in Ireland, the elaboration of the existing strategic plan into a detailed methodological framework for monitoring and evaluating the work of the Foundation based on the balanced scorecard methodology. (2005-2006, Ireland)

Petrus Consulting, for MCA, Telecom Regulation Consultant. *Liberalization of the Malta Communications Market*: Mr. Griffin assisted the MCA as it developed the liberalisation framework for Malta. The role commenced with the preparation of a timetable and prioritization of actions for the liberalisation deadline of 1 January 2003. Following this he provided advice and hands on assistance on all matters including cost accounting requirements, price cap controls, dominant market power, development of separated accounts by DMP operators and the process for the development of a Reference Interconnect Offer. (2002-2008, Malta)

Petrus Consulting, Office of Utility Regulation, Regulatory expert. *Establishment of a new regulatory office*: Mr. Griffin provided assistance to the Office of Utility Regulation in Guernsey relating to the establishment of the new office which was in the process of being set up to regulate the telecommunications, postal and electricity sectors in

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Guernsey. This involved the development of appropriate systems and process to ensure the ongoing smooth operation of the Office in the future. (2003, Guernsey)

Petrus Consulting, Department of Agriculture, Director

- Independent assessment of the Review of the Beef Classification scheme
 - Independent assessment of the Review of the Purchase for Destruction Scheme
 - Independent assessment of the Review of the Farm Waste Management scheme.
 - Independent assessment of the Review of the Young Farmers Installation Scheme.
- (2004-2009, Dublin, Ireland)

Petrus Consulting, Department of Arts Sport and Tourism. Director

- Independent assessment of the Review of the Irish Film Board.
- (2005, Dublin Ireland)

Petrus Consulting, Attorney General's Office and the Chief State Solicitor's Office, Director

- Independent assessment of the Review of the Attorney General's Scheme
 - Independent assessment of the Review of the Electronic Statute Book.
 - Assistance with the preparation of an expenditure review on the cost of Stenographers to the office
 - Assistance with the preparation of a review of Costs Recovery by the CSSO.
- (2005-2008, Dublin, Ireland)

Petrus Consulting, Court Service, Director

- Independent assessment of the Review of the ICT Programme of the Courts Service
- (2006 - 2007, Dublin, Ireland)

Petrus Consulting, Department of Communications, Marine and Natural Resources, Director

- Independent assessment of the Review of Sustainable Energy Ireland
 - Supervision and independent assessment of the review of the Group Broadband Scheme
 - Supervision and independent assessment of the preparation of a value for money and policy review concerning Metropolitan Area Networks.
- (2008, Dublin Ireland)

Petrus Consulting, Department of Community, Rural and Gaeltacht Affairs, Director

- Preparation of an expenditure review on behalf of the Department concerning expenditure on the inhabited offshore islands. (2006)
 - Independent assessment of the Review of the Young People's Facilities and Services Fund (2008)
- (2006-2008, Dublin, Ireland)

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Petrus Consulting, Office of the Comptroller and Auditor General, Director

- Preparation of an expenditure review concerning the contracting out of audits to private sector auditing firms. This review includes aligning the strategic and operational objectives and developing a performance measurement framework for the future.
- Preparation of a report on the Monitoring of Performance of State Bodies by their Parent Departments 2010
(2005 – 2010, Dublin, Ireland)

Petrus Consulting, Department of Defence, Director

- Independent assessment of the Review of Clothing Procurement in the Defence Forces.
(2007, Dublin, Ireland)

Petrus Consulting, Department of Finance, Director

- Independent assessment of the Review of the Grant in Aid to the IPA
- Independent assessment of the Review of the Change Management Fund
- Independent assessment of the Review of the Grant in Aid to the ESRI
- Independent assessment of the Review of the Grant in Aid to OSI
- Independent assessment of the Review of the Construction Procurement Project.
(2005-2008, Dublin, Ireland)

Petrus Consulting, Department of Foreign Affairs, Director

- Independent assessment of the Review on Ireland's assistance to Afghanistan in the period 2000 to 2003. (2004)
- Independent assessment of the Review of the HIV and AIDS. (2008)
(2003-2008 Dublin Ireland)

Petrus Consulting, Health Service Executive, Director

- Independent assessment and support for a Review of the Allocation and Funding of Acute Hospitals in the Southern Region
- Independent assessment and support for a Review of Long Term Residential Care
(2006-2008, Dublin, Ireland)

Petrus Consulting, Department of Justice, Equality and Law Reform, Director

- Independent assessment of the Review of Asylum and Immigration
- ICT Programme for Prisons. 2009
- Preparation of a Review of the c.70 Projects funded by the Probation Service 2007
- Preparation of a Review of Community Service Orders. (2008)
(2006 – 2008, Dublin, Ireland)

Petrus Consulting, Department of Social and Family Affairs, Director

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- Independent assessment of the Review of Lone Parent Allowances
- Independent assessment of the Review of Carers Allowances.
- Review of Information Provision by the Department and the Citizens Information Board. 2009
- Independent Assessment of Disability Allowance
- Environmental Protection Agency
(2006 – 2008, Dublin, Ireland)

Petrus Consulting, EPA, Director

- Currently working with the EPA to introduce Value for Money into the management processes in the EPA and piloting two reviews on the Funding of Research by the EPA (STRIVE Programme) and Water Quality Assurance. (2010 – 2011, Dublin, Ireland)

Petrus Consulting, State Laboratory, Director

- Preparation of an expenditure review on the operation and management of IT.
(2004 – 2005, Dublin, Ireland)

Petrus Consulting, Department of Transport, Director

- Independent assessment of the Review Traffic Management Grants Scheme.
- Independent assessment of the Review of the Railway Safety Programme 2.
(2007, Dublin, Ireland)

Petrus Consulting, An Foras Aiseanna Saothair (Irish National Training Organisation, Director

- Independent Assessment of the Finding provided to FIT Ltd. by FAS (2010, Dublin, Ireland)

Petrus Consulting, Family Support Agency, Director

- Review of the Scheme of Grants operated by the Family Support Agency on behalf of the Minister to voluntary organisations providing Marriage, Child and Bereavement Counselling Services.
- The FSA provides approximately EUR30m annually to almost 400 organisations which provide facilities and support to families in Ireland. The issue here was to ensure that the money was being spent in accordance with the overall mission and strategy of the FSA and that mechanisms were in place to ensure that objectives and outcomes were being achieved.

(2006, Dublin, Ireland)

Petrus Consulting, National Asset Management Agency Ireland, Director

- Assisting the National Asset Management Agency in Ireland to review and critically examine the business plans of borrowers whose property loans are being transferred to the asset recovery vehicle. Loans of over EUR70 BN are being

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transferred to NAMA and the related business plans have to be independently assessed. (2011, Dublin Ireland)

Petrus Consulting, National Office for Suicide Prevention, Director

- Preparation of a detailed review - Review of Bereavement Services - and specifically the services available to those bereaved by suicide. (2006/7, Dublin, Ireland)

Petrus Consulting, Dublin City Council, Director

- Preparation of a balanced scorecard reporting system for the engineering department of Dublin City Council. Hosting of the application with ongoing support and development including training. Areas covered include Water, Waste, Project Management, Sewage and Fire Services. (2004-2011, Ireland)

Recent Presentations

- *"Telecommunications Policy for a Digital Economy*, prepared for an OECD Conference in Dubai, January 2002.
- Presentations for the European Commission at three workshops in Prague, Athens, and Romania concerning the establishment and organization of the regulatory function in the telecommunications sector for Accession and Mediterranean countries.
- Presentation on Organisation, Financing and Staffing for regulatory offices, London November 2005
- Presentation and management of a week-long workshop on regulatory accounting in Rome for newly liberalizing countries. January 2006

Education & Qualifications

- Fellow of the Institute of Chartered Accountants
Member of the Chartered Institute of Transport and Logistics
Fellow of the Institute of Management Consultants – Certified Management Consultant
- Master in Business Administration, 1990
University College Dublin, Ireland
- Bachelor of Commerce, 1980
University College Dublin, Ireland

Other Training Certificate in Corporate Governance Assessment (2011)

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Languages

Languages (Competence on a scale of 1 to 5 (1 - excellent; 5 - basic))

Language	Reading	Speaking	Writing
English	1	1	1
French	2	2	3
German	3	3	4

Professional Memberships

- Fellow of the Institute of Chartered Accountants
- Fellow of the Institute of Management Consultants – Certified Management Consultant and former Council Member
- Member and former President of the MBA Association

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