

## PURC in Sub-Saharan Africa: Recent Initiatives in Leadership Development, Telecommunications, Utility Policy and Regulation

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The Public Utility Research Center (PURC) at the University of Florida, an internationally recognized academic center, has spent many years working with African utilities to help enhance understanding of issues confronting public utilities and regulatory agencies. PURC concentrates its studies on energy, telecommunications and water sectors and has had impacted at least 2,331 infrastructure professionals from 143 nations through conferences, seminars and other training programs. Some of PURC's latest projects center around leadership development, telecommunications, utility policy and regulation.

PURC's telecommunications seminar, "Competitive Analysis in Telecoms: Current and Future Markets," was given by PURC Director Mark Jamison to the Uganda Communications Commission (UCC) on July 22, 2010 in Kampala, Uganda. Participants analyzed the financial condition of telecom operators, assessed the intensity of market competition, developed remedies for weak competition and designed policies to facilitate competition in emerging broadband markets through examining case studies and other examples. Thirty regulatory professionals from the UCC, the telecom industry in Uganda and

regulatory agencies from Kenya and Tanzania attended the seminar.

Mark Jamison (PURC Director) and Araceli Castañeda (PURC Assistant Director) delivered a leadership development workshop, "Executive Leadership, Strategic Planning and Organizational Development in Utilities Regulation," on July 20-21 in Kampala, Uganda. The workshop was hosted by the Uganda Communications Commission (UCC) and participants learned how knowing strengths and limitations, preparing the organization for its work, and managing the external environment is essential to effective executive leadership. Through case studies, personal and organizational assessment, and action plans, the participants learned about assessing an organization's health, distinguishing between technical and adaptive challenges, adapting leadership approaches to current



situations, involving others in the work of leadership, and challenging conventional wisdom. Twenty-seven regulatory professionals from seven different nations attended the workshop.

PURC's two-week training programs, held in December 2009 and March 2010, was specifically designed for the Rwanda Utilities Regulatory Agency. The program focused on electricity market design, financial analysis, designing economic incentives, and establishing prices. The 69 participants, including commissioners and staff from Kenya, Rwanda, Tanzania, and

Uganda, examined cases to determine the financial condition of an electric utility, separating regulatory from non-regulatory costs, restructuring an electricity market, designing prices, and benchmarking to encourage efficiency, along with numerous exercises.

In addition to technical topics such as demand forecasting, ratio analysis and cost of service studies, the



participants examined how to better understand stakeholder objectives, how to manage relationships when working on controversial issues, and how to communicate with the press. The course was delivered by PURC Director Mark Jamison, PURC Director of Energy Studies Ted Kury, and PURC Senior Fellow Raj Barua in conjunction with Professor Anton Eberhard of the University of Cape Town, South Africa. For more information about PURC programs and events, visit [www.purc.ufl.edu](http://www.purc.ufl.edu).

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