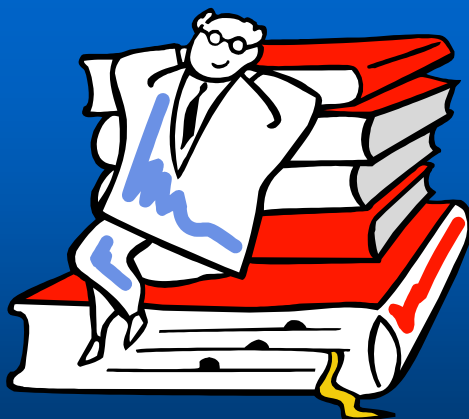


# State Energy Regulatory Commission

Bulgaria

## Administrative Capacity



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Svetla Todorova, Commissioner

# The Beginning

- July 1999 – the State Energy Regulatory Commission (SERC) established by virtue of the Energy Act
- SERC powers defined – to regulate electricity, heat and gas
- 7 Commissioners appointed by the Prime Minister
- End of 1999 – SERC has not any office building, nor any administration yet

# The Beginning (continued)

- SERC required by the Energy Act to:
  - develop secondary legislation
  - license existing energy enterprises – within one year from EA entry into force
  - approve the prices charged by the licensed energy companies – ex 2002

# Four years later

- No initial members remained in the present body of the Commission
- 2003 – a new Energy Act voted by the Parliament
  - SERC substantially preserves its status
  - Commission's powers somewhat extended
  - Commissioners' term in office – 5 years
- Regulatory activity expected to extend and cover Water & Sewerage services

# SERC Powers

1. Licensing
2. Price regulation
3. Control
4. Drafts secondary legislation
5. Approves General Terms of Sale
6. Defines the rules of trade with electricity and gas as well as technical rules in respect to grids
7. Defines the rules for network access
8. Carries out tenders to select investors in gas distribution networks

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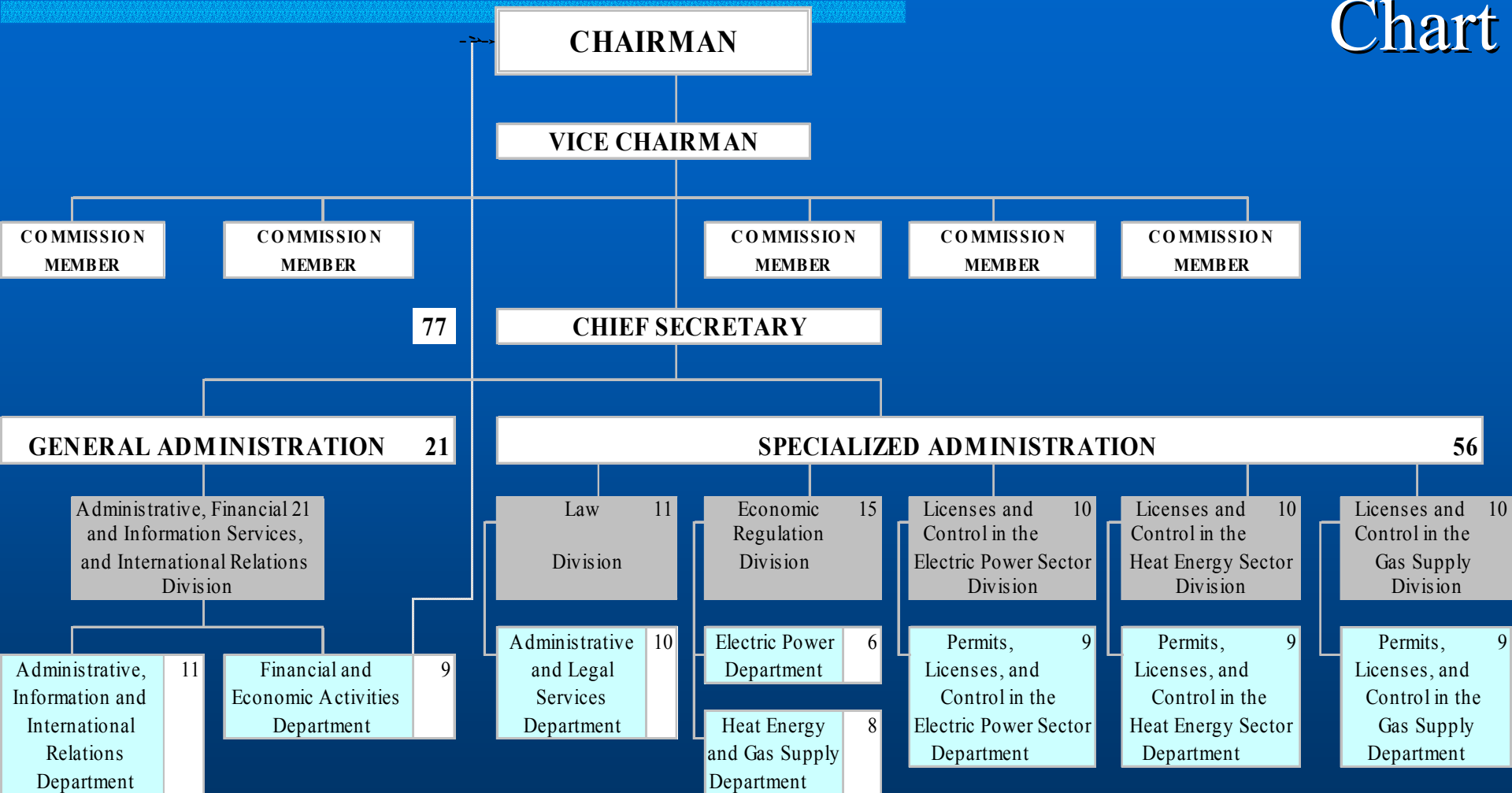
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# Administration – Staffing and Structure

- Full time positions per staffing plan - 81
- Full time positions filled - 71
  - General administrative staff - 21 (30%)
  - Specialized staff - 50 (70%)
- Professional staff
  - Engineers - 32 (45 %)
  - Economists - 19 (27 %)
  - Lawyers - 10 (14 %)
  - Other - 10 (14 %)

# Specialized Administration

- No. of staff – 50
- Education – 100% hold university degrees
- Professional staff:
  - Engineers – 28 (56 %)
  - Economists – 11 (22 %)
  - Lawyers – 10 (20 %)
  - Other – 1





# Drawbacks

- Incommensurate with new tasks
  - Reduces licensing scope at the expense of price regulation and control
  - Privatization comes with its requirements
  - Market opening is forthcoming
  - Conduct open meetings and public discussions
- Frustrates communication between Directorates

# Human Resources – Difficulties

- Key managerial positions are vacant – directors, heads of department
- Lack of regulatory experience at all levels
- A great deal of experts are young people
- Compensation does not match responsibilities
- Each case is unique
- Commissioners are "playing coaches"

# Human Resources – Good Aspects



SERC is a working commission

"Missions impossible"  
accomplished in difficult situations



Experience comes with practice

Young people have their advantages



# Human resources – How?

How to distribute responsibilities among various levels and experts?



How to overcome routinism?

How could I develop professionally under this overwhelming administrative workload?



How can I cope with the situation that the things learnt yesterday are not enough today?

Perhaps you know some of the answers?

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