

# Setting Up Lebanon Electricity Regulatory Authority

Beirut, Lebanon  
December 9, 2022





## Purpose of the document

- Detail key roles and responsibilities as stipulated in Law 462/2002
- Derive Key functions and roles from review of best practices
- Propose a high level organization structure of the Electricity Regulatory Authority and functional statements  
and job description for key positions
- Outline recruitment process
- Outline implementation plan



## Law 462/2002 separates the role of the Ministry of Energy and Water from the role of the Regulator

### Role of the Ministry of Energy and Water as per Law 462

- Formulate the general policy of the sector as well as the general master plan, discuss the studies, put them in final forms and submit them to the Council of Ministers for adoption
- Propose the overall policy for the regulation of the electric power generation, transmission and distribution services, and oversee the implementation through the reports submitted to it by the Regulator
- Propose draft laws and decrees governing the electricity sector
- Propose public safety and environmental guidelines and technical specifications that should be available in the electrical facilities and installations, provided that they are issued by virtue of a decree taken by the Council of Ministers upon the relevant Minister's proposal and after consulting the Regulator and the other relevant parties, and issue the required instructions
- Draft out the necessary agreements with other countries for establishing electrical interconnections and wheeling electric power, and sign such agreements after obtaining Parliament's approval
- Take all necessary measures including assurances that electricity distribution is carried out according to the laws and contracts signed by the Government to deal with any failure in energy related activities, which may have a negative impact on the sector's interest or consumers' rights and interests
- Propose the designation of the President and members of the Board of Directors of the ERA



# Law 462/2002 separates the role of the Ministry of Energy and Water from the role of the Regulator

## Role of the Regulator as per Law 462

- Prepare studies related to the general master plan for the sector in the Generation, transmission and distribution fields
- Prepare decrees and regulation related to the implementation of this law
- Provide comments on draft laws and decrees related to the electricity sector
- Promote investment in the electricity sector and its good performance.
- Ensure and encourage competition in the electricity sector
- Determine and classify the various categories of Generation, Transmission and Distribution services
- Determine the ceiling of the prices of Generation services and tariffs
- Set the technical and environmental standards and rules and control their implementation
- Determine the rules and standards of the Licenses and Authorizations
- Issue, renew, suspend, amend and cancel Licenses and Authorizations
- Control the compliance of the holders of Generation and Distribution Licenses and Authorizations as well as the Transmission sector, with the laws, regulations, agreements, conditions of the Licenses and Authorizations, and the tender documents.
- Ensure that all holders of Licenses and Authorizations equally benefit from the Transmission equipment, according to the tariffs set.
- Ensure the smooth running of the Generation, Transmission and Distribution services
- Examine and approve the requests for License and Authorization holders to modify the services they are mandated to offer
- Prepare an annual report on ERA's activities and submit it to the Council of Ministers through the Minister
- Act as intermediary and as arbitral committee in order to resolve disputes between the Licensees
- Take any decision, measure, or any other action specified in the present law and regulations in force.

## The Law 462 effectively relegates key regulatory functions to ERA but leaves some gaps and also overlaps with the Ministry's policy making roles

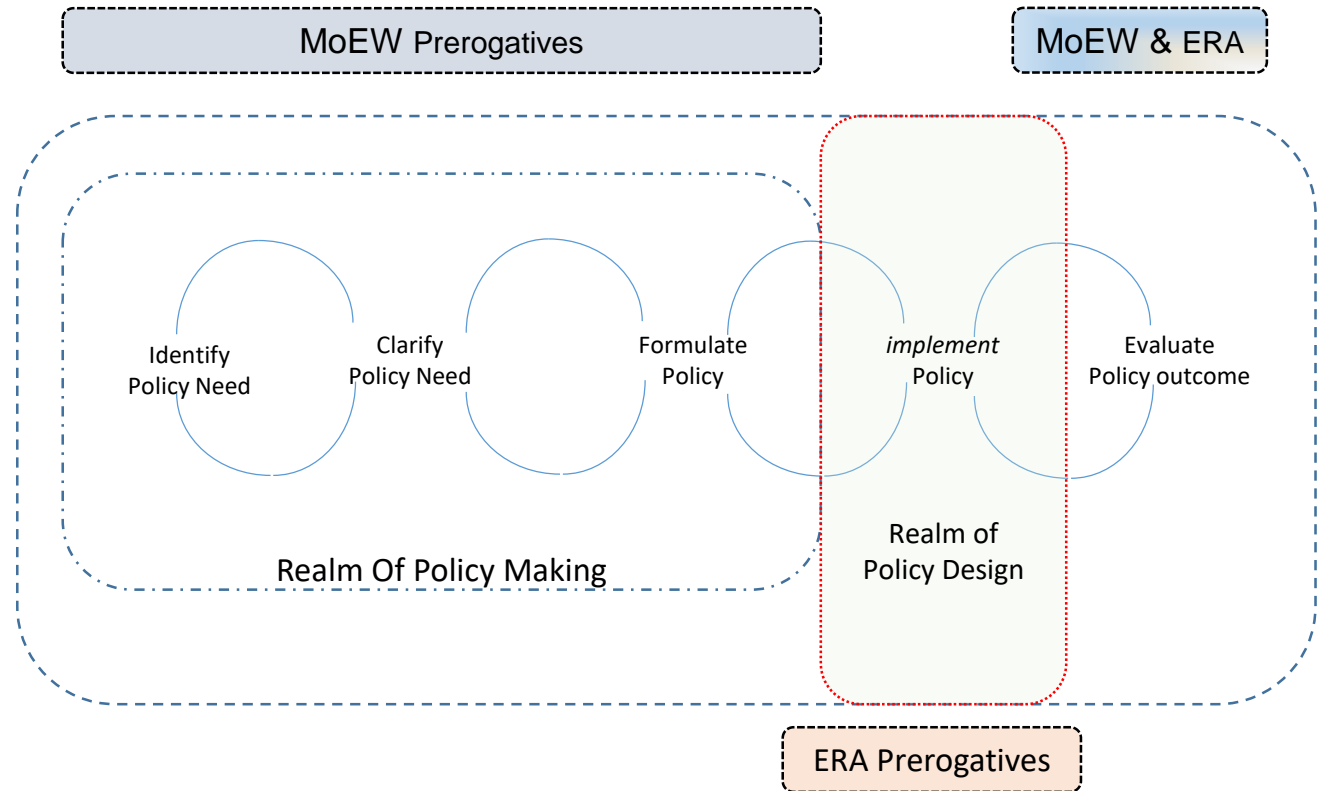


Functional area	Key functions	Entity in charge
Policy making and Planning	Policy making	Ministry and ERA with overlap
	Development of sectoral plans and master plans	Ministry and ERA with overlap
	Sector budget and financial trade-offs	Not Addressed
PPP	Development and signature of PPP agreements	ERA
Normative and Executive functions	Tariff setting	ERA
	Development and issuance of licenses and permits	ERA
	Development of technical and operational and environmental regulations	ERA
Operative functions	Reporting	Not Addressed
Arbitration and Conflict Resolution functions	Dispute settlement and consumer protection	ERA
Advisory functions	Proposals to the MoEW, the MoF, the CoM, the Parliament, the national competition regulator and the judiciary	ERA
Advocacy functions	Promote market competition, protect consumers, integrate RES producers, and improve energy efficiency	ERA

# Policy Making vs Policy Implementation, in respect to the respective roles of the MoEW and ERA as per prevailing practices MoEW should maintain policy making while ERA would oversee policy implementation









- Best practices entail clear separation between policy making and implementation
- This will lead to avoiding conflict of interest and enforcing accountability and transparency
- Policy making should be the realm of the MoEW strictly as the MoEW is clearly mandated to serve the public interest as per the constitution
- ERA will ensure the implementation of the Policy and provide feedback to MoEW on the Design and implementation
- Both MoEW and ERA shall jointly evaluate the outcome of the policy



# A review of prevailing practices shows the distribution of key functional areas



	Policy Making & Planning	PPP	Normative and Executive	Operative	Arbitration and Conflict Resolution	Advisory	Advocacy
 لجنة ضبط الكهرباء و الغاز Electricity Regulatory Commission Ministry and Gas Regulatory Commission	Ministry	Ministry	Ministry	ERA	ERA	ERA	ERA
 جهاز تنظيم مرفق الكهرباء وحماية المستهلك Electricity Regulatory Authority	ERA	ERA	Ministry	ERA	Parliament	ERA	ERA
 وزارة الطاقة و الكهرباء Gas Regulatory Authority	ERA	ERA	ERA	ERA	Ministry Parliament	ERA	ERA
 REGULATOR FOR ENERGY WATER SERVICES	Ministry	Ministry	ERA	ERA	ERA	ERA	ERA
 ARERA Autorità di Regolazione per Energia Reti e Ambiente	Ministry Parliament	Ministry Parliament	ERA	ERA	Ministry ERA	ERA	ERA
 وزارة الطاقة والمياه	Ministry Parliament	Ministry Parliament	Ministry Parliament	ERA	Ministry	ERA	ERA

## A comparison of the distribution of roles between Law 462 and prevailing best practices points to the need of a legislative amendment



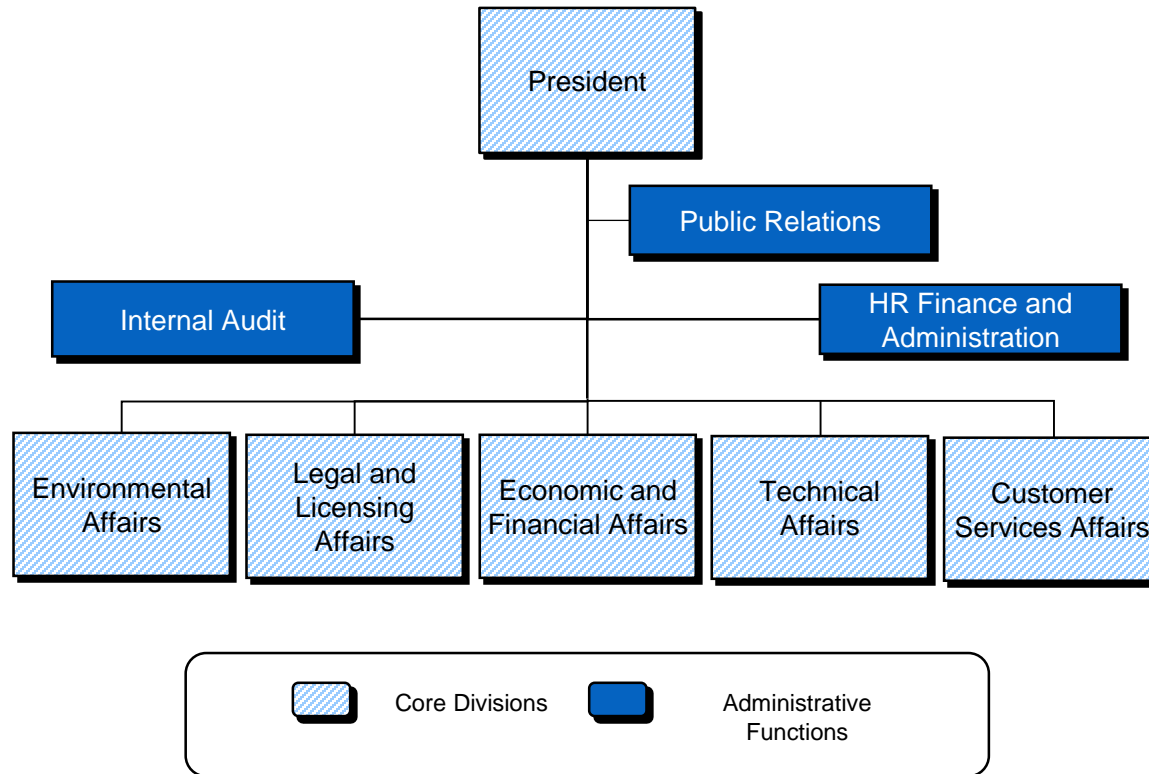
Functional area	Key functions	Entity in charge as per law 462	Prevailing best practices
Policy making and Planning	Policy making	Ministry and ERA with overlap	Ministry
	Development of sectoral plans and master plans	Ministry and ERA with overlap	Ministry
	Sector budget and financial trade-offs	Not Addressed	Ministry
PPP	Development and signature of PPP agreements	ERA	Ministry
Normative and Executive functions	Tariff setting	ERA	ERA
	Development and issuance of licenses and permits	ERA	ERA
	Development of technical and operational and environmental regulations	ERA	ERA
Operative functions	Reporting	Not Addressed	ERA
Arbitration and Conflict Resolution functions	Dispute settlement and consumer protection	ERA	ERA
Advisory functions	Advisory functions	ERA	ERA
Advocacy functions	Advocacy functions	ERA	ERA



## Organizationally, best practices point to a set of key regulatory functional groupings

	Environmental	Legal & Licensing	Economic & Financial	Customer Affairs	Technical	Public Relations
<b>Role</b>	<ul style="list-style-type: none"> <li>Develop environmental policy compliance framework</li> <li>Monitor environmental compliance</li> </ul>	<ul style="list-style-type: none"> <li>Develop a clear and transparent regulatory framework</li> <li>Ensure compliance with legislation regulation, license requirements</li> </ul>	<ul style="list-style-type: none"> <li>Set the economic regulation of the Electricity sector</li> <li>Lead tariff review process</li> <li>Monitor compliance</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring customers are given appropriate attention</li> <li>Safeguard customer interests</li> </ul>	<ul style="list-style-type: none"> <li>Set Standards and Monitor Technical Performance</li> </ul>	<ul style="list-style-type: none"> <li>Promote the image of the regulator</li> <li>Insure clarity of information spread to stakeholders</li> </ul>
<b>Inter-faces</b>	<ul style="list-style-type: none"> <li>Government</li> <li>Operators/Investors</li> </ul>	<ul style="list-style-type: none"> <li>Operators / Investors</li> </ul>	<ul style="list-style-type: none"> <li>Government</li> <li>Operators / Investors</li> <li>Consumers</li> </ul>	<ul style="list-style-type: none"> <li>Customers</li> </ul>	<ul style="list-style-type: none"> <li>Government</li> <li>Operators / Investors</li> </ul>	<ul style="list-style-type: none"> <li>Potential Operators / Investors</li> <li>Public</li> <li>Media</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>Understanding of the law</li> <li>Analytical thinking</li> <li>Strong communication skills</li> </ul>	<ul style="list-style-type: none"> <li>Legal Expertise</li> <li>Communication and Negotiation Skills</li> <li>Efficient Process Management</li> <li>Arbitration Skills</li> </ul>	<ul style="list-style-type: none"> <li>Analytical Thinking</li> <li>Ability to Understand and Analyze</li> <li>Sophisticated Technical and Economic Topics</li> </ul>	<ul style="list-style-type: none"> <li>Customer Relationship Management</li> </ul>	<ul style="list-style-type: none"> <li>Energy Technical Expertise</li> </ul>	<ul style="list-style-type: none"> <li>Marketing &amp; communication skills</li> </ul>

Accordingly, a functionally distributed organizational structure for ERA with commissioners holding board seats together with executive responsibilities is suggested



# ERA should have five main divisions with the following main functional statement



## Environmental Affairs

- ▶ Participate in conjunction with the Ministry of Environment of in the enhancement of environmental regulations
- ▶ Ensure environmental regulations are well translated into the license agreements
- ▶ Assist Ministry in the application of environmental regulations by all operators
- ▶ Assist the legal department in setting sanctions for non-conformity with environmental regulations

## Legal and Licensing Affairs

- ▶ Oversee and ensure fair competition in the bidding process for licenses
- ▶ Review development plans of operating entity and ensure that they meet guaranty quality of service requirements
- ▶ Determine conditions of licenses
- ▶ Grant licenses for operators in the Generation and Distribution sectors
- ▶ Modify License terms
- ▶ Ensure enforcement of license conditions
- ▶ Set inspection policy and procedures
- ▶ Define sanctions in case of non compliance with defined norms and procedures
- ▶ Report violations & impose fines
- ▶ Ensure regulator procedures comply with country regulations and Government policy

## Economic & Financial Affairs

- ▶ Set the economic regulations of the sector
- ▶ Define price control formulas and define level of cost recovery
- ▶ Ensure financial viability of the sector
- ▶ Validate budgets prepared by operating entities
- ▶ Monitor financial performance of operators
- ▶ Set Tariff formulas
- ▶ Control off taking & Feed in procedures and Tarifs

# ERA Key Level 1 Divisions Functional Statement



Technical Affairs
<ul style="list-style-type: none"><li>▶ Understand and assess impact of different technological options</li><li>▶ Monitor technical performance of operators</li><li>▶ Develop a clear understanding of asset values and life expectancy</li><li>▶ Set operational and planning standards</li><li>▶ Set transmission and distribution deferral and congestion standards management rules</li><li>▶ Set quality of service standards</li><li>▶ Set energy efficiency measures</li><li>▶ Develop renewable energy resources in conjunction with LCEC</li><li>▶ Set incentive regulations</li><li>▶ Regulate third party action</li><li>▶ Manage and allocate interconnection capacity</li><li>▶ Set Grid codes and other technical regulations</li><li>▶ Develop key performance indicators to monitor activities</li></ul>

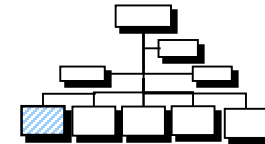
Customer Services Affairs
<ul style="list-style-type: none"><li>▶ Implement MoEW and ERA customer protection measures</li><li>▶ Advise on pricing for vulnerable customers</li><li>▶ Receive and handle complaints from the costumers</li><li>▶ Inform consumers on their rights and duties</li><li>▶ Arbitrate litigations between consumers and operating entities</li><li>▶ Monitor consumer satisfaction and develop feedback processes</li><li>▶ Communicate with operators on the level of customer satisfaction on the services provided</li></ul>

## Additionally 3 Departments for Internal Audit, HR Finance & Admin and PR should be established to monitor and support the activities of each Division



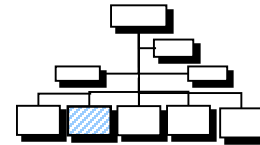
Internal Audit	HR Finance and Administration	Public Relations
<ul style="list-style-type: none"><li>▶ Evaluate internal control processes</li><li>▶ Set KPI to monitor performances of each division</li><li>▶ Set control procedures at division level</li><li>▶ Implement total quality management procedures (ISO certification, etc...)</li></ul>	<ul style="list-style-type: none"><li>▶ Ensure HR and recruiting services</li><li>▶ Perform accounting, financial and treasury services</li><li>▶ Maintain and update IT systems and technologies</li><li>▶ Perform basic logistical and support services to allow adequate functioning of the ERA</li></ul>	<ul style="list-style-type: none"><li>▶ Promote the corporate image of the ERA</li><li>▶ Set media communication strategy</li><li>▶ Maintain a fluid communication flow with all stakeholders</li><li>▶ Communicate the vision and mission principles to all ERA employees</li><li>▶ Handle any other type of external communication (conferences, seminars, etc...)</li><li>▶ Cooperate with other departments to produce annual report on the sector financial performance</li></ul>

# Key Level 1 Divisions Job Description



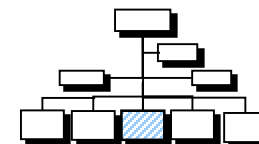
Head of Environmental Affairs	
<p><u>Accountable For:</u></p> <ul style="list-style-type: none"> <li>▶ Translating environmental requirements into the licenses</li> <li>▶ Ensuring environmental compliance of all operations</li> </ul>	<p><u>Job Requirements:</u></p> <ul style="list-style-type: none"> <li>▶ Education                             <ul style="list-style-type: none"> <li>– Minimum Bachelor degree in natural or environmental science or equivalent experience preferred</li> </ul> </li> <li>▶ Experience                             <ul style="list-style-type: none"> <li>– 15 years experience including 5 years in environmental agencies</li> </ul> </li> <li>▶ Competencies                             <ul style="list-style-type: none"> <li>– Strong knowledge of the electricity sector</li> </ul> </li> </ul>
<p><u>Key Roles:</u></p> <ul style="list-style-type: none"> <li>▶ Supervises the work of environmental officers in the division</li> <li>▶ Ensures environmental regulations are imbedded in license agreements</li> <li>▶ Discusses all environmental requirements with operating entities</li> <li>▶ Communicates with the Environmental department of the Ministry of Interior, on the environmental laws and regulations</li> <li>▶ Ensures environmental compliance of operating entities and report on their performance</li> <li>▶ Liaise with Ministry of Environment</li> </ul>	

# Key Level 1 Divisions Job Description



Head of Legal & Licensing Affairs	
<p><u>Accountable For:</u></p> <ul style="list-style-type: none"> <li>▶ Managing the operations and activities of the Legal Affairs Division</li> <li>▶ Monitoring the licensing processes</li> <li>▶ Coordinating responses to eliminate non-complying situations</li> </ul>	<p><u>Job Requirements:</u></p> <ul style="list-style-type: none"> <li>▶ Education                             <ul style="list-style-type: none"> <li>– Required: Intermediate School or Bachelor Degree in Regulatory Affairs/Compliance/Corporate Governance or related subject (from accredited school or University)</li> <li>– Preferred: MBA or Post-Graduate Qualification (from accredited university) in Regulatory Affairs/Compliance/Corporate Governance or related subject</li> </ul> </li> <li>▶ Experience                             <ul style="list-style-type: none"> <li>– Required: 15 years experience including a minimum of 5 years experience in a management capacity, including experience in Regulatory Compliance and Corporate Governance</li> <li>– Preferred: 10 years experience of in a senior management capacity (in more than one of the areas listed above)</li> </ul> </li> <li>▶ Competencies                             <ul style="list-style-type: none"> <li>– Legal regulatory experience</li> <li>– excellent analytical,</li> <li>– Research, and communication skills</li> </ul> </li> </ul>
<p><u>Key Roles:</u></p> <ul style="list-style-type: none"> <li>▶ Manages the operations and activities of the division in accordance with operating plans and annual departmental operating budget</li> <li>▶ Manages and establishes regulatory relations (including co-ordination with the Government to set regulations)</li> <li>▶ Manages the forecasting, auditing and follow up on regulatory requirements to ensure regulatory compliance</li> <li>▶ Performs analysis and assessment of regulatory requirements</li> <li>▶ Coordinates and supervises regulatory meetings (with the Government)</li> <li>▶ Draft concession and management contracts</li> <li>▶ Drafts licenses to operating companies</li> </ul>	

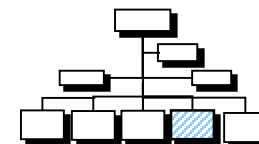
# Key Level 1 Divisions Job Description



Head of Economic & Financial Affairs	
<p><u>Accountable For:</u></p> <ul style="list-style-type: none"> <li>▶ Setting the economic regulation of the Electricity sector</li> <li>▶ Ensuring economical viability of the sector</li> </ul>	<p><u>Job Requirements:</u></p> <ul style="list-style-type: none"> <li>▶ Education                             <ul style="list-style-type: none"> <li>– Bachelor in finance or business and an MBA are required</li> </ul> </li> <li>▶ Experience                             <ul style="list-style-type: none"> <li>– 15 years experience including 5 years in top rated investment/project financing, private equity or consulting firm</li> <li>– Exposure and understanding of the Middle East market</li> <li>– Business development experience</li> </ul> </li> <li>▶ Competencies                             <ul style="list-style-type: none"> <li>– Great risk awareness</li> <li>– Excellent analytical and financial skills</li> <li>– Broad experience in leading and motivating a team</li> <li>– Polished communication skills</li> <li>– Strong business acumen</li> </ul> </li> </ul>
<p><u>Key Roles:</u></p> <ul style="list-style-type: none"> <li>▶ Sets the price control formulas and monitors the offtake prices for electricity</li> <li>▶ Computes authorized revenue for operating entities</li> <li>▶ Ensures financial capabilities of licensees</li> <li>▶ Reviews yearly business plans of operating entities</li> <li>▶ Continuously follows-up/collects information from operating entities</li> <li>▶ Sets key performance processes and financial KPI's</li> <li>▶ Reports on financial performance of operating entities</li> <li>▶ Develops financial strategy and long term forecasts</li> <li>▶ Drives the establishment of risk policies and processes across the whole spectrum of risk (e.g., market, credit, operational)</li> <li>▶ Oversees and approves the accuracy of financial statements and budget</li> </ul>	

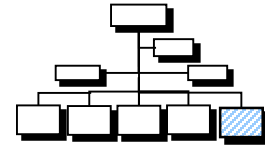


# Key Level 1 Divisions Job Description



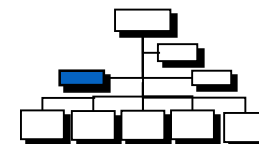
Head of Technical Affairs	
<p><u>Accountable For:</u></p> <ul style="list-style-type: none"> <li>▶ Ensuring level of service from a technical point of view</li> <li>▶ Evaluating technical performance of operating entities</li> </ul>	<p><u>Job Requirements:</u></p> <ul style="list-style-type: none"> <li>▶ Education                             <ul style="list-style-type: none"> <li>– Minimum Bachelor degree in Electro-mechanical or electrical or mechanical engineering</li> </ul> </li> <li>▶ Experience                             <ul style="list-style-type: none"> <li>– 15 years experience including 5 years experience in a major energy facility (generation/distribution)</li> </ul> </li> <li>▶ Competencies                             <ul style="list-style-type: none"> <li>– Engineering knowledge</li> <li>– Problem solving</li> <li>– Electricity asset valuation</li> <li>– Deep technical knowledge</li> </ul> </li> </ul>
<p><u>Key Roles:</u></p> <ul style="list-style-type: none"> <li>▶ Reviews overall Electricity schemes as developed by operating entities</li> <li>▶ Ensures policy objectives are met (coverage level of Electrical networks, etc..)</li> <li>▶ Performs comparative analysis and assesses technical performance of operating entities</li> <li>▶ Controls assets valuation processes</li> <li>▶ Communicates with various stakeholders, including local authorities, contractors, technical experts and other consultants</li> <li>▶ Ensures the operation and maintenance of Electricity infrastructure is done properly</li> <li>▶ Sets standards licensing for generation and distribution operations</li> <li>▶ Set the grid code requirements</li> </ul>	

# Key Level 1 Divisions Job Description



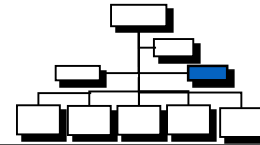
Head of Customer Affairs	
<p><u>Accountable For:</u></p> <ul style="list-style-type: none"> <li>▶ Ensuring customers are given appropriate attention</li> <li>▶ Safeguarding customer interests by</li> </ul>	<p><u>Job Requirements:</u></p> <ul style="list-style-type: none"> <li>▶ Education                             <ul style="list-style-type: none"> <li>– Minimum Bachelor degree or equivalent experience preferred</li> </ul> </li> <li>▶ Experience                             <ul style="list-style-type: none"> <li>– 15 years experience including 5 years experience with handling customer complaints in an ISO compliant business</li> </ul> </li> <li>▶ Competencies                             <ul style="list-style-type: none"> <li>– Quality-Focused, Attentive to Detail and Results-Oriented</li> <li>– Strong organizational and time management skills required</li> <li>– Effective interpersonal skills in working with teams to accomplish assigned objective</li> </ul> </li> </ul>
<p><u>Key Roles:</u></p> <ul style="list-style-type: none"> <li>▶ Approves and monitors measures implemented by licensees                             <ul style="list-style-type: none"> <li>– Set procedures for late payment</li> <li>– Communicates with customers on special needs</li> </ul> </li> <li>▶ Ensures customer complaints are entered into both hard copy and database customer complaint handling systems, and maintains customer complaint file status</li> <li>▶ Provides status update and additional information as requested by the operating entities</li> <li>▶ Addresses all customer requests by letter</li> <li>▶ Tracks level of customer satisfaction on service provided by each operating entity</li> </ul>	

# Key Level 1 Departments Job description



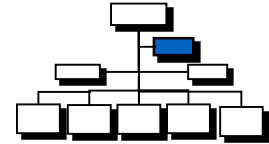
Head of Internal Audit	
<p><u>Accountable For:</u></p> <ul style="list-style-type: none"> <li>▶ Analyzing and investigating Regulator's operations</li> <li>▶ Managing and providing guidance to audit staff</li> <li>▶ Reviewing and developing internal controls as needed</li> </ul>	<p><u>Job Requirements:</u></p> <ul style="list-style-type: none"> <li>▶ Education                             <ul style="list-style-type: none"> <li>– Bachelor in accounting, finance or management is required. CPA or Certified Internal Auditor designation is preferred</li> </ul> </li> <li>▶ Experience                             <ul style="list-style-type: none"> <li>– 15 years experience including 5 years of internal audit</li> </ul> </li> <li>▶ Competencies                             <ul style="list-style-type: none"> <li>– Strong background in internal audit procedures, analyzing internal control gaps and preparing summary reports for Board of Directors</li> <li>– Excellent analytical skills</li> <li>– Good writing and communication skills</li> </ul> </li> </ul>
<p><u>Key Roles:</u></p> <ul style="list-style-type: none"> <li>▶ Conducts internal control tests and evaluation</li> <li>▶ Documents gaps in internal controls and provides recommendations for changes during review of operations</li> <li>▶ Prepares audit programs</li> <li>▶ Manages and provides Guidance to audit staff</li> <li>▶ Reviews and analyzes Regulator's adherence to the prescribed policies and procedures</li> <li>▶ Reviews and analyzes financial transactions in all departments</li> <li>▶ Collaborates with external auditors</li> <li>▶ Stays abreast of internal auditing techniques, internal controls, information technology controls, and governance issues</li> <li>▶ Sets Quality policy and decides on certifications</li> </ul>	

# Key Level 1 Departments Job Description



Head of HR, Finance & Admin	
<p><u>Accountable For:</u></p> <ul style="list-style-type: none"> <li>▶ Providing accurate and timely financials statements</li> <li>▶ Providing HR services including recruiting, training, and other HR activities</li> <li>▶ Providing legal support</li> <li>▶ Managing IT infrastructure</li> <li>▶ Setting Best Practice quality compliance</li> </ul>	<p><u>Job Requirements:</u></p> <ul style="list-style-type: none"> <li>▶ Education               <ul style="list-style-type: none"> <li>– Bachelor in management is required</li> </ul> </li> <li>▶ Experience               <ul style="list-style-type: none"> <li>– 15 years experience including 5 years of experience as service manager</li> </ul> </li> <li>▶ Competencies               <ul style="list-style-type: none"> <li>– Excellent understanding of support operations</li> <li>– Excellent people management skills</li> <li>– Excellent communication and leadership skills</li> <li>– Good understanding of information technology</li> </ul> </li> </ul>
<p><u>Key Roles:</u></p> <ul style="list-style-type: none"> <li>▶ Accounting               <ul style="list-style-type: none"> <li>– Reviews reporting and ensure alignment with local accounting standards and regulations</li> <li>– Manages consolidation of financial results based on local accounting standards and regulations</li> <li>– Prepares periodic financial statements</li> <li>– Manages financial accounting system</li> </ul> </li> <li>▶ Human Resources Management               <ul style="list-style-type: none"> <li>– Develops and oversees implementation of the HR strategy</li> <li>– Sets and ensures implementation of HR policies and procedures</li> <li>– Manages recruitment and employee appraisal processes</li> <li>– Manages HR services including payroll, leave, etc.</li> </ul> </li> <li>▶ Administrative and Legal Management: Manages provision of day-to-day administrative &amp; logistic services (e.g., secretarial, transportation, cleaning, and other support)</li> <li>▶ IT Management               <ul style="list-style-type: none"> <li>– Ensures IT systems and end-user support is provided to employees at optimum cost</li> <li>– Provides leadership and guidance on major IT projects</li> </ul> </li> <li>▶ TQM               <ul style="list-style-type: none"> <li>– Sets Quality policy and decides on certifications</li> </ul> </li> </ul>	

# Key Level 1 Departments Job Description



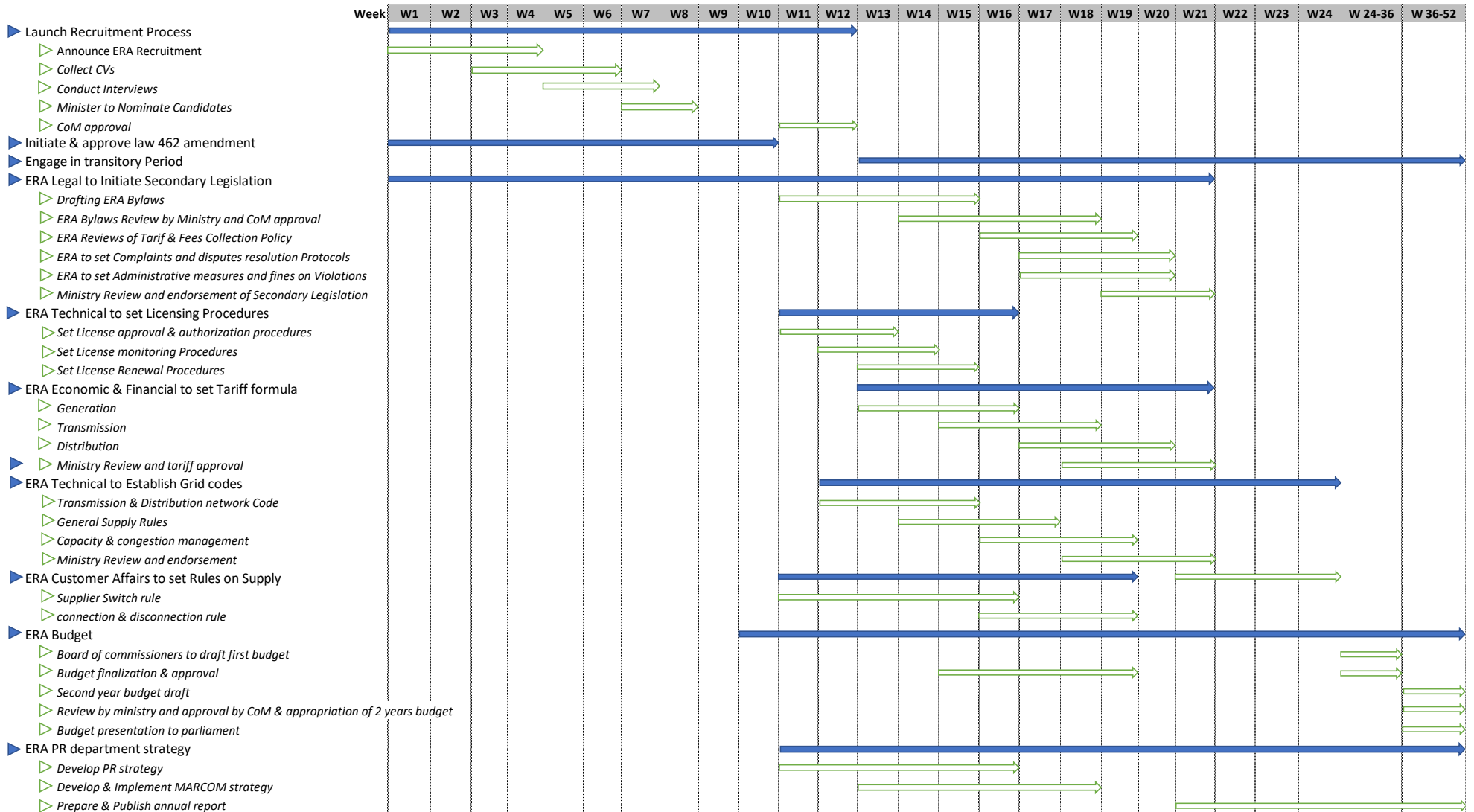
Head Of Public Relations	
<p><u>Accountable For:</u></p> <ul style="list-style-type: none"> <li>▶ Promoting the image of the ERA</li> <li>▶ Insuring clarity of information Spread to the public or to other stakeholders</li> </ul>	<p><u>Job Requirements:</u></p> <ul style="list-style-type: none"> <li>▶ Education                             <ul style="list-style-type: none"> <li>– Bachelors degree in marketing/PR</li> </ul> </li> <li>▶ Experience                             <ul style="list-style-type: none"> <li>– 15 years experience including 5 years of experience in marketing or public relations in a medium to large company</li> </ul> </li> <li>▶ Competencies                             <ul style="list-style-type: none"> <li>– Strong written and spoken communication skills, confidence, and quick learning skills</li> </ul> </li> </ul>
<p><u>Key Roles:</u></p> <ul style="list-style-type: none"> <li>▶ Develops and implements the agency strategic public relations programs</li> <li>▶ Customizes information to the targeted audience (investors, communities, etc...)</li> <li>▶ Develops and updates the regulator website</li> <li>▶ Prepares and disseminates information regarding the agency in social media, print, periodicals, television, radio, etc...</li> <li>▶ Prepares the regulator annual report in cooperation with other departments</li> <li>▶ Ensures representation of the ERA in conferences and seminars and other special events to promote the agency and to enhance the image of the Power sector in Lebanon</li> </ul>	

## The MoEW will put in place a recruitment process aimed at selecting the best-suited available candidates for key positions using best Practiced EU Standards.

- MoEW shall acknowledge the right to equal, merit-based access to public employment, regardless of gender, familial descent or political views .
- The recruitment procedure will be done in accordance with the best practiced standards of EU Member countries,
- The recruitment procedures will be based on open competition among those candidates meeting a set of general requirements, which usually are: citizenship, legal adulthood, relevant university degree or academic credentials, a clean criminal record and physical fitness consistent with the job to be performed.
- Candidates may be obliged to meet specific requirements demanded by the real job to be performed, in terms of knowledge and professional and technical expertise as set in the functional statements and job descriptions for each designated position. To ascertain this, some sort of case interview and c.v. screening would be necessary.
- The call for candidacy will be announced and dissemination of the vacancy notice must be ascertained throughout the country, in as wide a way as possible. As a rule, the official gazette is used.
- An independent committee will be formed to evaluate the candidates. Fairness, objectivity, and due procedure shall be the governing principles for the work of this committee.
- The vacancy notice shall include every requirement for the procedure, in particular a list of subject matters for the interview, deadlines for submitting applications and certifying documents, and any additional merits which may be taken into consideration by the evaluating committee (for example, valuable professional experience, additional training credentials, certified command of foreign languages, specific computer skills, etc.).

**Job selection criteria are included in Annex 1**

# Implementation Time Table over 52 weeks



## Annex 1



## To be considered, an applicant should clearly demonstrate meeting the following credentials

### Education and Experience

- A degree from a recognized university in the fields of engineering, law, environmental science, economics and finance, or business administration;
- At least 15 years of experience in dealing with energy-related economic, engineering, social, safety, environmental/science or regulatory issues;
- At least 10 years of experience in the development, interpretation and application of legislative and regulatory frameworks or policies is preferred;
- Experience in making complex decisions, usually involving large amounts of technical evidence, and the need to balance the interests and rights of a diverse range of stakeholders including minorities and vulnerable populations;
- Experience building relationships, promoting partnerships and working with communities to support and/or shape decision-making processes;
- Experience in dealing with and/or working in regulatory agencies or quasi-judicial administrative tribunals is preferred.

### Knowledge, Skills and Abilities

- Knowledge of the mandate and activities of the legislative framework, and regulatory and business environment of the electricity sector in Lebanon;
- Knowledge of the functioning of energy markets and the energy sector, as well as professional knowledge of economics, engineering, environmental science, community development, finance and law;
- Knowledge of the roles, responsibilities and powers of an adjudicative body, such as the Electricity Regulatory Authority is preferred;
- Ability to sustain a very high level of sensory attention in assessing complex situations, documents, and submissions, both orally and in written form;
- Ability to understand and interpret complex technical information and evidence across a broad range of disciplines and bodies of knowledge;
- Ability to find innovative and factual solutions based on assessments, analysis, interpretation and evolution of information and data to address real or potential situations, requiring action and advance;
- Ability to make timely decisions that are based on science, facts and evidence, Indigenous knowledge, and free of political interference and industry influence. This work would be done within a timeframe bound by legislated time limits and service standards; and
- Superior communication skills, both written and oral, including the ability to write clear and concise reports, analyses and decisions.

### Language Requirements

- Proficiency in both Arabic and English.

## To be considered, an applicant should clearly demonstrate meeting the following credentials

### Personal Attributes:

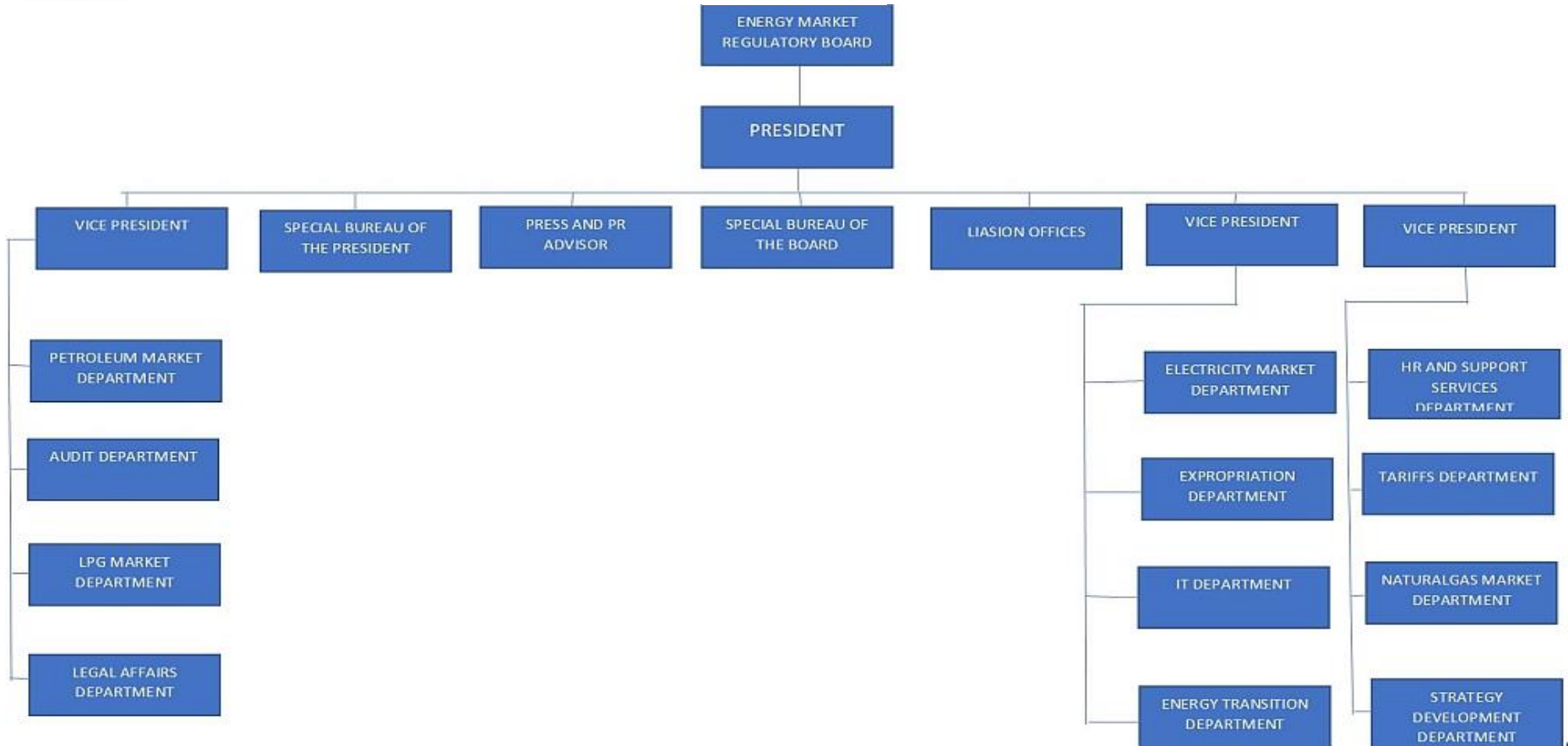
- High ethical standards, integrity and impartiality;
- Sound judgment;
- Superior interpersonal and communication skills;
- Leadership and collegiality;
- Tact and diplomacy.

### Eligibility Factors and Conditions of Employment

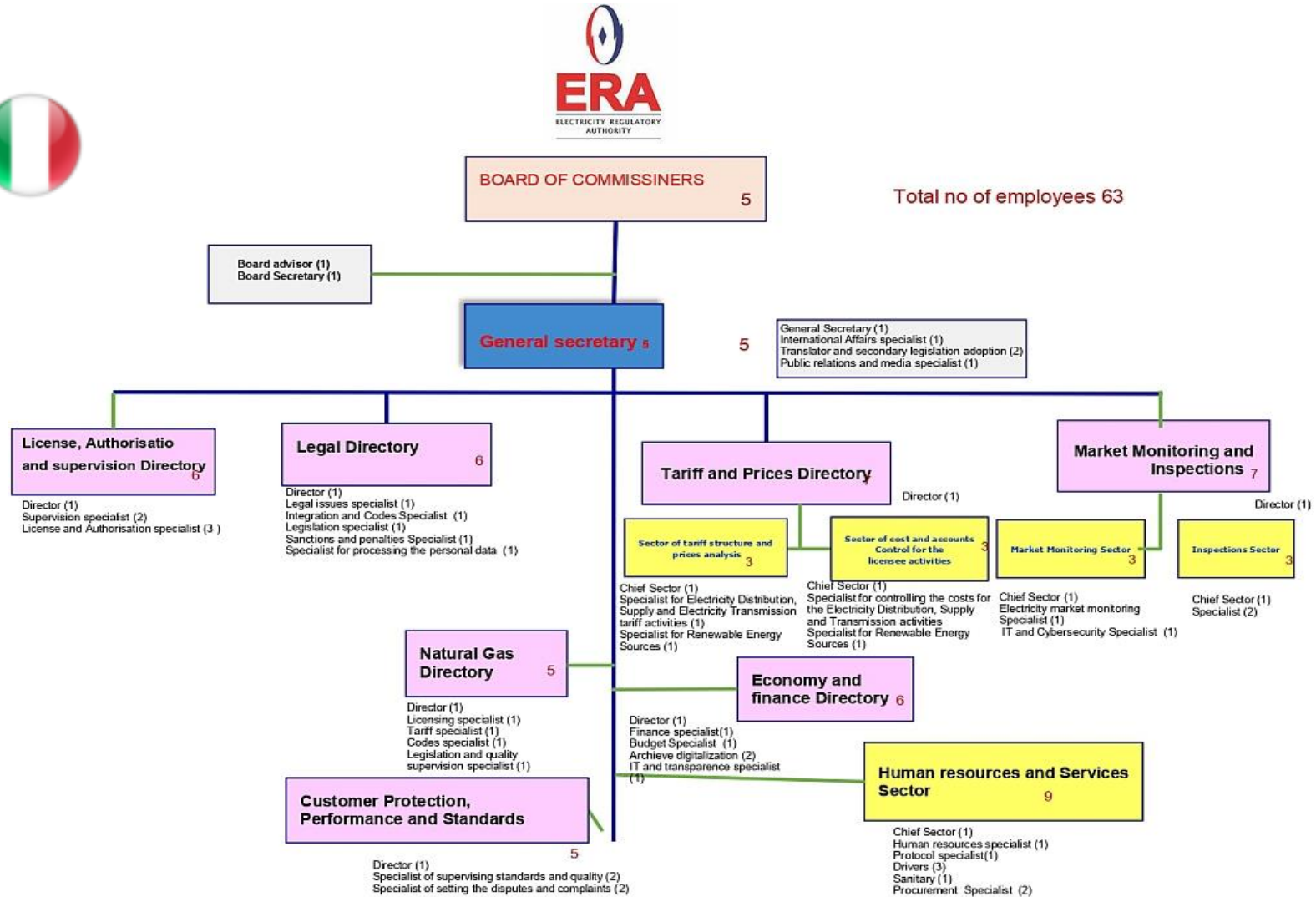
- All appointees are subject to the *Conflicts of Interest Principales*. Public office holders appointed on a **full-time basis** must also submit to Civil Service Council within 60 days of appointment, a confidential report in which they disclose all of their assets, liabilities and outside activities according to the prerogatives of Law 189/2020.
- Appointees must uphold the highest standards of probity and are expected to demonstrate behaviors in the workplace that afford respect, equality and dignity, to everyone they interact with at work at all times. The [applicable ethics code for public servants in Lebanon] outlines the values and expected behaviors for public servants, including valuing diversity and creating workplaces free from harassment and discrimination.
- The circumstances in which a Commissioner would be in a conflict of interest while exercising the powers or performing the duties and functions of a Commissioner would include:
  - a. Engaging in, as owner, shareholder, director, officer, partner or in any other way, the business of producing, selling, buying, transmitting, exporting, importing or otherwise dealing in hydrocarbons, electricity or offshore energy;
  - b. Holding any bond, debenture or other security of a corporation engaged in any such business;
  - c. Holding other employment that is inconsistent with their powers, duties and functions or with any provision of Law 462 or a regulation made under it;
- Provided the appointment conditions of article four of Decree law N° 112/59 dated 12/6/1959 (Employees' Regulations) are satisfied, except for the age and competition conditions, the President and the members of the Authority may not be appointed from the following categories:
  - a. Non-Lebanese citizens;
  - b. A Director who is a member of the Board of Directors for Électricité du Liban (EDL) or any other electricity service provider that would fall under the oversight scope of the Electricity Regulatory Commission;
  - c. Persons subject to a disciplinary decision resolving a sanction other than a warning or blame; and
  - d. Persons declared insolvent or bankrupt by the court.
- The head office of the Regulator would be in Beirut. As a result, appointees may need to relocate.
- If you are appointed to one of the positions, you must be willing to travel across Lebanon for hearings or meetings/investigations.

## Annex 2

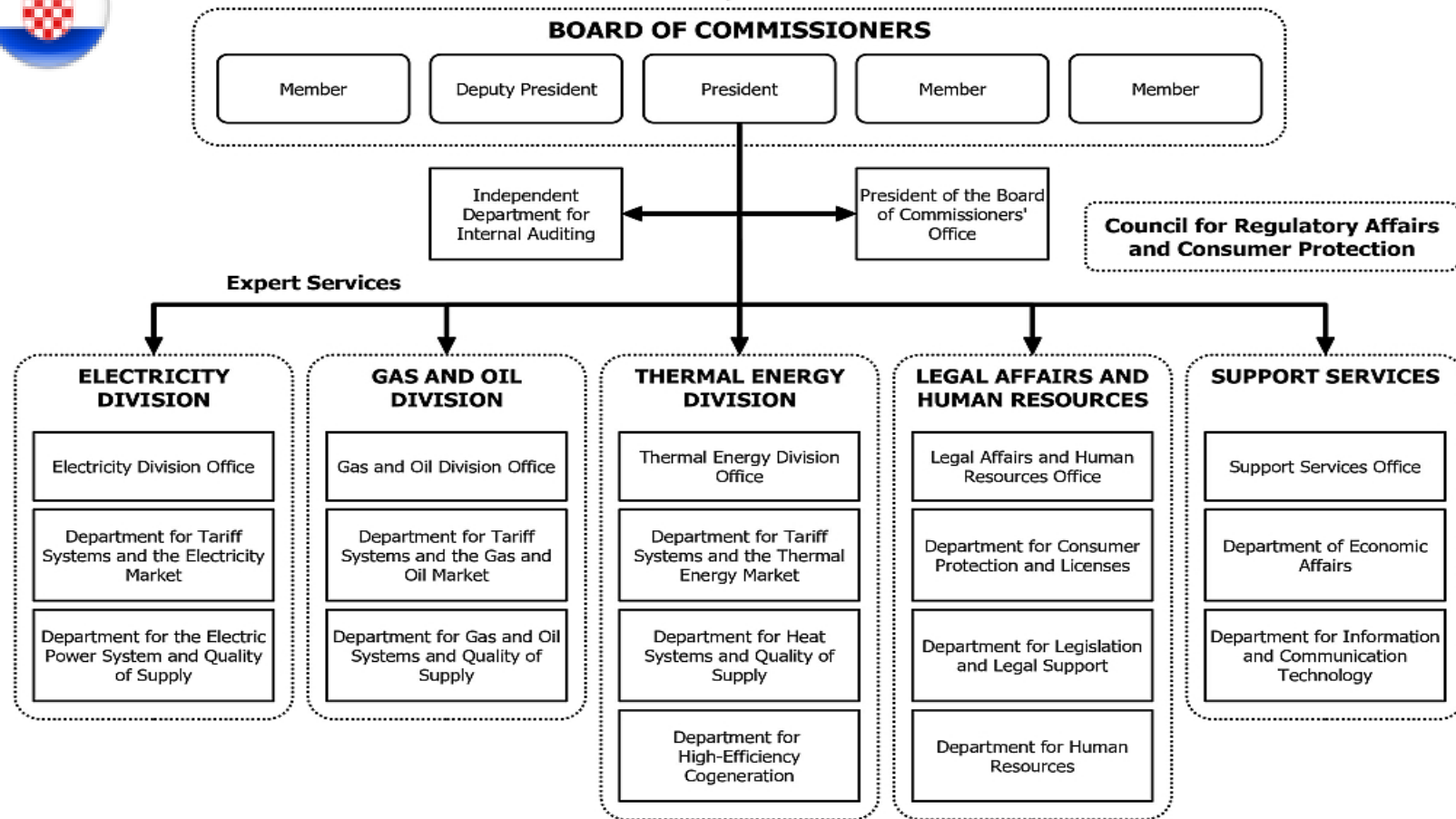
# Examples of Regional Regulators Organization structures



# Examples of Regional Regulators Organization structures



# Examples of Regional Regulators Organization structures



# Examples of Regional Regulators Organization structures

