



International Resources Group

Utility Regulatory Systems



International Resources Group has world-class expertise and resources in energy, water, sanitation and other sector regulation, policy, tariffs, accounting, financing, and engineering. For more than two decades, we have worked with governments, regulatory authorities, and utilities to create regulatory authorities, enhance regulatory practices and foster commercially and financially sustainable operations. IRG works with our partners on the full range of technical activities, as well as strengthening of national and regional linkages and capacity so that policy, operational, and institutional progress are sustained and reinforced long after project completion.

Representative Projects

Providing Assistance, Policy Advice to Regulate Utilities for Water and the Environment

The IRG team provided technical assistance and policy support for the Romanian Ministry of Waters, Forests, and Environmental Protection for a range of issues related to water and environment utility regulation. In particular, IRG assisted with the reorganization of the national water utility into basin water companies and into river basin committees. It also provided a methodology for full-cost pricing, generating revenues for investments in water supply by the river basin committees. Additionally, it helped to develop and implement a national water sector financing plan. In the environment sector (air and soil), it offered support for the reorganization of the ministry, the establishment of the national certification commission, the development of a national environmental funding facility and a national remediation fund. **Romania: Environmental Policy and Institutional Restructuring (EPIQ IQC)**



Restructuring and Improving Performance in Power Utilities

IRG assisted the Nepal Electricity Authority (NEA) to prepare for restructuring of its organization to improve accountability, enhance efficiency and reduce costs. IRG experts first conducted a diagnostic study to evaluate NEA's recent financial and technical performance, assessed NEA's ability to meet its current and likely near-term obligations, and analyzed NEA's current reform plans such as performance contracts and the establishment of commercial centers within NEA. The IRG Team benchmarked NEA's performance against that of other comparable utilities and formulated more detailed reform options, culminating in a time bound, phased "road map" for NEA. Other project activities included determination of the marginal cost of power supply and the value of firm and non-firm energy on a seasonal basis in order to develop appropriate tariffs for power

Capabilities

- ◆ Supporting Legal, Regulatory and Managerial Mechanisms
- ◆ Developing Enabling Policy and Regulatory Frameworks
- ◆ Implementation of Effective Market-based Solutions
- ◆ Strengthening Technical, Analytical and Managerial Capacity
- ◆ Utility Operations
- ◆ Policy and Planning

purchase agreements. In addition, IRG experts identified opportunities for improvements in efficiency of electricity use in Nepal and for reductions in peak loads. **Nepal: Power Sector Reform (Asian Development Bank)**

Supporting Efficient, Sustainable and Competitive Electricity Markets

IRG provided the Egyptian Electric Utility and Consumer Protection Regulatory Agency with technical assistance to enable effective, independent regulation and support an efficient, sustainable, competitive electricity market in Egypt. Efforts included developing the tools and processes necessary for efficient market regulation through analyzing restructuring models around the world and evaluating their applicability in the Egyptian power sector. Through three successive projects funded by USAID, IRG worked with the Agency to build the capacity to develop rational tariff rates, analyze utility performance trends, and develop a market transition plan. IRG also drafted an Electricity Law and secondary legislation for improving the electricity market, worked with the Agency to institute technical and financial performance benchmarking of generation, transmission and distribution utilities, implemented cost of service model and proposed a tariff reform plan. **Egypt: Egyptian Regulatory Agency Consulting Services, Technical Assistance to Power Sector in Egypt, Egyptian Electricity Regulatory Project**

Restoring Electricity in Post-Conflict Environment

For USAID, IRG was tasked to manage fuel procurement, billing and revenue collection, and information management for restoration of electricity in Monrovia after a 12-year civil war. IRG coordinated the USAID program with EU, African, and international donors. **Liberia: Emergency Power Program**

Implementing Utility Programs to Control Pollution

Part of USEPA's program for environmental cooperation in India, the project is jointly sponsored by USEPA, USAID, Ministry of Power (MOP) and Ministry of Environment & Forests (MoEF), Government of India; USAID is a co-funding agency. The project has four major components, (1) Training and Capacity Building; (2) Options Analysis; (3) Feasibility Study; and (4) Design and Implementation. To determine the best candidate for a pilot cap-and-trade program, IRG-SSA accomplished five tasks, which included assessing the sectors in India that contribute to air pollution and

conducting an environmental overview that incorporated the status of air emissions, an assessment of the regulatory regime and emission control policies, as well as the status of emissions. From their efforts, IRG-SSA developed more than 40 options for implementing the pilot program, from which seven final options were chosen. **India: Market Mechanisms for Air Pollution Control-Exploring Applications**

Reducing Greenhouse Gases through Improved Systems

IRG-SSA assisted Indian companies to accelerate use of technologies that reduce greenhouse gas emissions and to adopt environmental management systems. **India: India Clean Technology Initiative**

Program Restructuring and Reforming for Efficiency

IRG provided technical assistance to Moldova in their energy sector reform and restructuring program. IRG worked closely with the newly established regulatory agency to develop draft licenses for regulated entities, review draft energy laws, develop cost of service and tariff methodology, unbundle tariffs, and resolve other regulatory issues. **Moldova: Energy Sector Reform**

Assisting Transitions to a Regulated Power Sector

IRG provided technical assistance in regulation and restructuring to assist Romania's National Regulatory Agency for Energy and the national electricity company in the transition to a regulated, competitive electric power sector. IRG supported the newly created regulatory body in developing regulations, trade agreements, commercial and technical codes, and distribution and retail rules, as well as database development, information management, and metering, billing, and collection issues. In addition, IRG was involved in forming a public relations unit, identifying strategic goals, and facilitating a press conference.

Romania: Energy Regulatory and Restructuring Assistance

Developing Frameworks for Tariff Reviews

IRG provided advisory services to the Office of Utility Regulation to develop a framework for tariff review and submission to the Jamaica Public Service Company. IRG also assisted Southern Energy International on regulatory and tariff issues. **Jamaica: Tariff Review**