



**Twinning Project**  
**Institutional Strengthening of the Energy Regulatory Commission**  
**Твининг проект**  
**Институционално зајакнување на Регулаторната комисија за енергетика**



## **Component 3 – Quality Management Procedures**

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The vision: what we set out to achieve

- Elaborate a clear **strategic concept** for the internal development of the ERC as a **lean** organisation with very **efficient** processes and a **secure** management.
- Transfer and implement **knowledge** and **experience** that the ERC will be prepared to **manage** better growing national and international **challenges**.
- Provide **operational, professional guidance** to realise proposed and decided measures for
  - **Transparency** in business practices
  - **Risk management** behaviour
  - Enhanced **management reporting**
  - Organisational **change** management
  - Effective use of **information technology** as key for **productivity** and **efficiency**.
- Create **atmosphere** of **responsibility, accountability** and **ownership** of this project.



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## The approach: how we went about achieving our goals (2/3)

### 3.1

#### Agreement on 6 key modules

- 1 **Roadmap to excellence** – 3-year plan of named projects, activities and tasks to be implemented plus training to administer implementation
  - Increased efficiency of business processes
- 2 **Organisational structure** – Documented structural proposals in order to achieve a decision-optimal organisation plus decision support
  - Improved internal coordination and communication
- 3 **Human resource policies** – Documented policies and processes for human resource management, based on ECG's life cycle model
  - Completed and Optimised core functional business processes
  - Increased transparency of the organisation and its activities
- 4 **IT-strategy** – 3-year plan to develop the IT-landscape with focus such as security and effectivity plus training on short-term improvements
  - Efficient structure with fast decision making increased reliability
- 5 **Internal control system** – Outline the concept of internal control with short-term improvements and further rollout
  - Minimised risk of corruptive behavior
- 6 **Process management** – Documented process „book“, gap-analysis, short-term improvement and further rollout
  - Support proactive and initiative behaviour





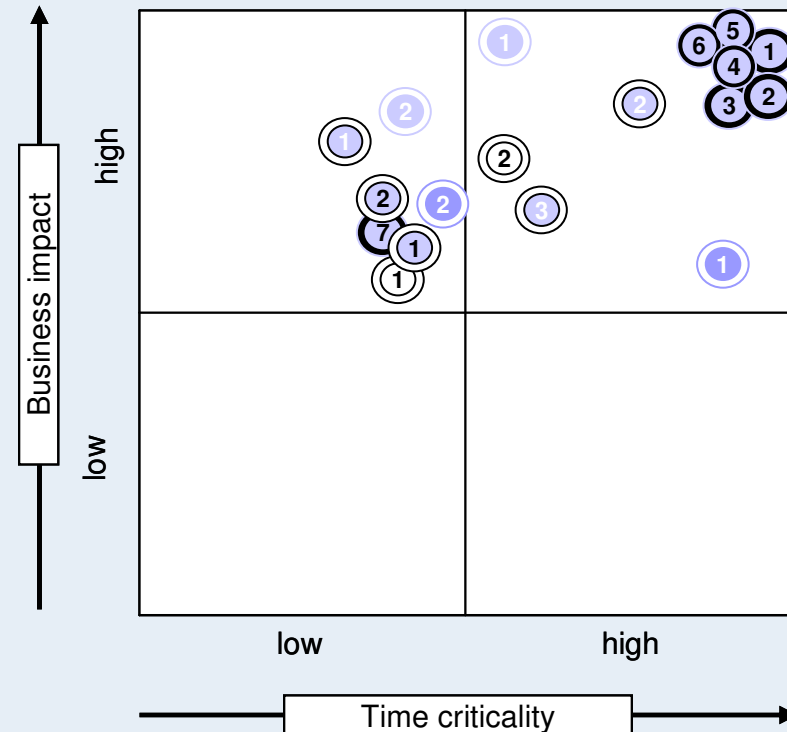
The approach: how we went about achieving our goals (3/3)

3.2 Agreement on 18 work packages

- |   |                          |   |     |
|---|--------------------------|---|-----|
| 1 | Roadmap to excellence    | Strategic 3-year-plan to develop the organisation<br>Training staff to utilise the roadmap as tool  | (X) |
| 2 | Organisational structure | Structure for optimised decision making and decision taking<br>Empowerment and focus for all financial and purchasing activities  | (X) |
| 3 | Human resource policies  | Developing guidelines for a human resource policy<br>Developing a strategy for the organisational sizing of ERIC  | (X) |
| 4 | IT-strategy              | Development and realisation of operational backup<br>Installation uninterruptable power supply and distribution for IT<br>Installation firewall in order to avoid unauthorised access<br>Installation antivirus in order to avoid data misuse<br>Development and realisation of mailserver-solution | (X) |
| 5 | Internal control system  | Development and realisation of a user- and data access rights concept<br>Drafting the IT-strategy<br>Introduction of major concepts of ICS<br>Enhancement of quality of the regular management reporting  | (X) |
| 6 | Process management       | Developing concept of internal and external audit cycles<br>Introduction concepts of business process management<br>Drafting Business process book  | (X) |

Value potential and direction of each work package

Prioritisation Portfolio





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## Results: what we produced in 16 months

**3.3**

Recommendation and  
implementation



- The common project of 10 work shops “on site” and more than 120 working days “off site” resulted in the realisation of ca. 85% of the recommended and developed work packages.
- Out of the 6 key modules with 18 work packages to be realised, the most relevant are
  - A master plan, so called “Roadmap to excellence”, containing all agreed tasks was delivered being the strategic 3-year-plan to further develop the organisation. This will be used by ERC to maintain further project success.
  - Proposals for an organisational structure for optimised decision making and decision taking was developed. ERC can now decide on which option may be followed.
  - Human resource guidelines were developed, base on E-Control’s benchmark model. ERC can now adjust own concepts of its human resoure policies.
  - A model on how to develop a IT-strategy as a 3-year-plan on how to develop the IT-landscape is already in use and will support ERC in future planning and budgeting processes.
  - Several concepts of internal control systems where introduced and an enhancement of quality of the regular management reporting was realised.



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**Sustainability: how we achieve a lasting effect**

- The creation of an **atmosphere** of **responsibility, accountability** and **ownership** was mandatory, which allowed to assign dedicated work packages and tasks.
- The project activities and assigned tasks challenged ERC to review their situation and to **develop** in a **self-propelled** way work packages which have mainly been realised.
- The activities of this component targeted on the needs of an **ambitious** and **strong state-of-the-art regulator**:
  - Structured, transparent and high-qualitative internal processes,
  - Clear functional strategies for organisation, human resources, control and finance
  - Fast, high-qualitative and significant decision making process
  - Strong process and project management.
- A dedicated allocation of the available (and limited) resources (human and financial) are necessary to give a further focus on the organization.
- The new energy law in the BC implies new tasks for ERC. Therefore, all inputs of component 3 will be used to prepare ERC for the additional future work load.





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Component 3:

At the Energy Regulatory Commission, we believe that any kind of achievement can only be truly sustainable and effective if it is based on a wealth of different perspectives, if it persists under the scrutiny of many tests, if it stems from various points of view. Therefore, we build our work on partnership.

*We are your energy partner.*



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