



الجامعة الأمريكية في رأس الخيمة
American University of Ras Al Khaimah



The Fourth International Conference on Energy, Water and Environmental Sciences (ICEWES 2015)

November 3, 2015

Paper Title: Regulating PPP projects in the Energy Sector: An exploratory survey of skills required
Paper Number: 3110052
Author(s): Abdullahi A. Umar, Noor Amila W.A. Zawawi, Abdul-Rashid Abdul-Aziz, Taleb M. Al-Rousan

Dear Author(s),

I am pleased to inform you that the submitted paper listed above, has been accepted for presentation at the Fourth International Conference on Energy, Water and Environmental Sciences, which will be held on December 15-17, 2015, in Ras Al Khaimah, United Arab Emirates. Each paper submitted to ICEWES 2015 received, at least, two reviews. In the mean time we will send you a draft copy of your paper according to the journal's format soon for you to check and approve.

On behalf of the ICEWES 2015 scientific committee, I would like to cordially invite you to attend the conference and orally present your paper in Ras Al Khaimah, UAE.

Thank you very much for your contribution to ICEWES 2015 conference.

We are looking forward to meeting you in Ras Al Khaimah.

Sincerely,

Prof. Bilal Akash
Scientific Committee Chair
Fourth International Conference on Energy, Water and Environmental Sciences
Ras Al Khaimah, United Arab Emirates



Regulating PPP Projects in the Energy Sector: An Exploratory Survey of Skills Required

Abdullahi A. Umar^{a,*}, Noor Amil W. A. Zawawi^b, Abdul Rashid Abdul Aziz^c, Taleb M. Al-Rousan^a

^a*Alhosn University, Old Airport Road, Delma Street 13, Al-Musalla, Abu Dhabi, U.A.E*

^b*Universiti Teknologi PETRONAS, Bandar Seri Iskandar, 31750 Tronoh Perak, Malaysia*

^c*Universiti Sains Malaysia, Pulau Pinang, 11800 Penang, Malaysia*

Abstract

The involvement of the private sector in the provision of public services through concessions has been growing over the years and the energy sector has seen its own fair share of such concessions. Because these services have monopoly characteristics, regulatory institutions were set up to protect society from monopoly exploitation, inefficiencies and market failures. However, there has been a growing disenchantment with the state of service provision around the globe and consumers are blaming regulatory institutions' inability to protect them. The effectiveness of any regulatory institution is dependent on the expertise and competence of its staff. Therefore, this study seeks to determine the capacity requirement for effective regulatory governance and how best the present capacity gaps can be filled. This study reports the results of a survey of 101 energy industry stakeholders in public and private sectors across 35 countries. It was found that expertise in management, contract design, business analysis, project management, facilities management, risk management, ex-post negotiations, and sector-specific knowledge were crucial to the effective performance of regulatory institutions. Recruiting experts from the private sector was considered the most effective method of filling the capacity gaps in regulatory institutions.

Keywords: PFI/PPP; Infrastructure regulation; Skills