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Regulatory and Energy Assistance

**Regulatory and Energy Assistance Project in Bosnia and
Herzegovina (BiH) – REAP BiH**
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Quarterly Progress Report
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I. BRIEF OUTLINE OF PROJECT PURPOSE AND APPROACH

On March 12, the USAID Regulatory and Energy Assistance Project (REAP) was extended to September 30, 2013. The two main objectives of the project activities remain the same, to (i) achieve a fully integrated energy sector into the regional market and the EU; and (ii) restructuring and commercialization of energy companies. The tasks under each Task Objective have changed, as can be seen in Sections VI and VII of this Quarterly. REAP is a market development oriented project that specifically works to open the BiH market, with as many preconditions in place as possible. Market opening involves removing market impediments. To that end, REAP will work to harmonize the regulatory work of the three commissions to facilitate integration of the market into the regional and EU markets and assist in the technical and detailed regulatory preparation for market opening. REAP will also assist the State institutions to facilitate BiH speaking with one voice in internal and international liberalization, including gaining familiarity with the EU Third Liberalisation Package. Also, REAP will assist the State Ministry for Foreign Trade and Economic Relations (MOFTER) to continue efforts on the state gas law. Finally, REAP will initiate a regulatory partnership in cooperation with NARUC. Regarding the second Task Objective, restructuring and commercialization of energy companies, REAP will work in three areas: Assist the Federation to develop an energy policy, where a restructuring plan for the Federation EPs will be prescribed with a deadline, comment on the EPs' restructuring documents as requested, and assist the EPs to develop and implement solutions to receive revenues that reflect their justified costs.

As the only energy reform assistance in BiH, REAP provides advice and assistance as needed to the international community through USAID and other USAID, EU, and various international projects.

II. BRIEF DESCRIPTION OF SIGNIFICANT ACTIVITIES

Lead and assist Market Working Group (MWG):

Subgroup on Extension of Transition Period - REAP and three regulatory commissions' representatives in the Subgroup researched market opening practices in the region, focusing on the default supplier service and deregulation of regulated tariffs and submitted results of the research to the Subgroup in writing. To specifically identify the practice on the opening the market through the use of Default Suppliers in the region and EU, REAP performed very detailed research and analysis and communicated with several regional experts to determine what the practice and legislation for Default Supplier service are in their countries. After several meetings and discussions, three regulatory commissions and REAP determined that all jurisdictions in the region had some type of default supplier service in place and that service, if applied in Bosnia and Herzegovina, could help to smoothly open the market. Based on this research, REAP developed a document entitled "Transition Period Default Supplier and Supplier of Last Resort: Other Countries' Regimes and Recommendation for BiH," which lays out a concept where customer groups are requested to find their supply in the market. In the event that they cannot locate a supplier, they would be able to avail themselves of the Default Supplier, whose price would be slightly above tariffs in the beginning but slowly move toward market prices. Other than for small commercials and households, the Default Supplier would be unavailable to customers after 1-1-15. This document proposes actions that the electric power sector stakeholders should undertake in order to open the electricity market, particularly in the legislative and regulatory areas. After the meetings held with FERC, SERC and RSERC to discuss the above-mentioned document, REAP reformulated the document to consolidate the

input and suggest a final position, along with an Action Plan to implement the Default Supplier and Supplier of Last Resort services. The Final paper will be discussed in meetings to come.

Assist regulators to require the EPs to implement Load Research Study: At the REAP trainings held in December 2010, REAP and Electric Power Sector stakeholders together identified a Load Research Study as an important action that must be performed in Bosnia and Herzegovina to establish tariffs that reflects costs incurred by each customer class and group in the system. Since cost reflective tariffs represent an impediment for successful market functioning, performance of a Load Research Study is also one of the recommended actions the Subgroup on Extension of Transition Period has recommended. Therefore, as agreed with three regulatory commissions, REAP drafted a Scope of Work for technical assistance on Load Research that REAP with Short Term Technical Assistances will provide to the regulators and EPs.

Advise and assist regulators' implementation of recommendations in the market opening policy paper to eliminate market opening impediments:

The Market Working Group (MWG) was originally established jointly by the three regulatory commissions to develop a Policy Paper on how to eliminate impediments to and create preconditions for the successful market functioning in BiH. The MWG and subsequently-formed subgroups have discussed the current status of certain preconditions and impediments for market functioning and found that there are differing perceptions as to whether these preconditions have been met or not. REAP recommended that to get more firmly “on the same page” with regard to the actual status of the market, a Case Study should be conducted with REAP’s and STTA assistance. This initiative was accepted and supported by three regulatory commissions. For that purpose REAP developed the document “The Case Study: Are Preconditions for Market Functioning Met?” in which the Draft Scope of Work for the Implementing Working Group of the Case Study was described in details. REAP plans that the product of the case study will be a gap analysis to identify missing processes, contracts and technical issues needed for successful market functioning, along with recommended actions to fill in the gaps. The case study should give the regulators and staff a clear, realistic and unbiased view of the actual status of the sector’s readiness for market opening.

REAP completed the detailed Regulatory Commission Activity Plan to assist the regulators in their further ongoing activities in market opening. The main goal of the document is to make regulators aware of the number of activities ahead of them needed to implement the plan on market opening. There are five major categories of activities developed in the detailed action plan in the document:

- i. Policy Paper Implementation to remove impediments for market opening
- ii. Transition Period -Document on the Extension of the Transition period that addresses the establishment of the Default Supplier and effective deregulation of generation
- iii. Implementation of the World Bank Study on the development of the Regional Day Ahead Wholesale Market
- iv. A Case Study on whether the preconditions for market functioning are met
- v. Load Research as a precondition to establish cost reflective tariffs

Develop a road-map on regional and local day ahead market (DAM): REAP continued to follow up activities related to the opening of regional wholesale market, analyzing documents issued by different institutions. In that sense, REAP attended the Joint Regulators’ Meeting where a new version of the Regional Action Plan (RAP) on the Wholesale Regional Market Opening was discussed. This document was developed by the Focus Team at the ECRB Electricity Working Group meeting held on April 19, 2011. In addition to the Focus Team document, the meeting

discussed the SERC's draft "Framework for the Development of Action Plan for the Establishment of the Organized Wholesale Electricity Market in Bosnia and Herzegovina." To develop this framework document, SERC used the material that was prepared by the MWG Subgroup and REAP on the recommendations from the World Bank Study on opening of the wholesale market in SEE, which was earlier submitted to all competent ministries. SERC's plan consists of actions that will create preconditions for the establishment of a successful day-ahead market. The participants agreed the document should be sent to the State Ministry responsible for Energy (MOFTER) as an initial document to assist MOFTER to discuss the national action plan on the establishment of the wholesale day-ahead market with all stakeholders in the Energy Sector, particularly with the Entity Ministries.

Advise and assist FMERI with regard to new Federation Electricity Law: Upon the request from the FMERI representatives, REAP prepared suggestions and comments on the Draft Electricity Law and worked with the FMERI representatives to redraft it. Once the Energy Community Secretariat sent their comments on the draft Federation Electricity Law, REAP analyzed them and prepared a memorandum so the Ministry could understand the comments better and assisted with the redrafting of the law in order to comply with Secretariat's comments. The Draft is in the FBiH Government Office for legislation and has not been put in to the parliamentary procedure yet.

Strengthen the State Government's role in the energy sector to facilitate BiH speaking with one voice in the international liberalization of the energy sector. At MOFTER's request, REAP made a summary presentation on the Third Liberalisation Package (two directives and two regulations on the internal market and related topics, issued in September 2009). The European Commission has issued a decision that it will introduce in the Energy Community Ministerial Council in October, requiring that Contracting Parties be mandated to transpose the Third Package by January 1, 2013. The presentation was attended by representatives of all three regulators and all three Ministries and Transco. All stakeholders supported idea the Ministerial Council of Energy Community Treaty to oblige signature parties to implement the third Liberalization Package as well as a suggestion MOFTER to discuss the extension of the proposed deadlines to do it.

Assist MOFTER to communicate BiH position on wholesale market and operator to the ECRB and Secretariat. The Regional Action Plan for Market Integration in South East Europe Region (Plan) was presented to the participants of the Energy Community 21st Permanent High Level Group (PHLG) meeting held on June 29, 2011. The Plan incorporates an action plan to establish a Forward Capacity Market, Day-Ahead Market and Intraday Market in the Region to improve trading opportunities, the cooperation of signatory parties and the creation of conditions for joining the regional market to the EU market. REAP analyzed the document and drafted a proposed National BiH Action Plan, which will create the preconditions to join the Regional Market. In addition, REAP revised the SERC Draft National Action Plan to add issues that cover the Forward Market and Intraday Market. This document and the previously-developed Explanatory Document on the Regional Wholesale Day-Ahead Market, issued by the Market Working Group and REAP, could be the basis for structuring the BIH Action Plan to establish a local Day-Ahead market and join the Regional Market.

III. PERFORMANCE PROBLEMS

- **Unbundling.** The Federation EPs still remain fully bundled but the new Draft Electricity Law prescribes functional, operational and legal unbundling of the Public Power Utilities.

- Investments. Investment is still problematic in BiH. In spite of the plans to build new power plants in both Entities, very little interest has been shown by investors. High investment risk remains due to the political situation, the situation with Transco and an unclear investment legal framework.
- A new Federation Government was established in March 2011. As expected in BiH, the new Government changed the management team in the Elektroprivreda BiH and announced changes in the Elektroprivreda HZHB; therefore, not much can be done with regard to further reform involving the EPs until management in the EPs is stabilized. To date, no State Government has been formed.

IV. SEVENTEENTH QUARTER DELIVERABLES

Information for USAID

- Final Conclusions from the 2nd ECRB and PHLG meeting, in English language only
- SERC research results on SOLR and DS, dated 4-5-11, in English and local language
- Contract on Balance Responsibility, dated 4-15-11, in English and local language
- Croatian Methodology on provision of balancing services, dated 3-28-11, in English and local language
- Presentation from Cigre Public hearing Status and future of BiH electricity by Mirza K., dated May 2011, in English and local language
- Croatian Methodology on provision of balancing services, dated 3-28-11, in English and local language
- Minutes Joint Regulators Meeting Mostar, dated 5-4-11, in English and local language
- Presentation from joint commissions meeting, dated 5-4-11, in English and local language
- Excerpt from the amendments to the Electricity Market Law Croatia 5-13-11-English and local
- Authorisation and Investment Directive, dated 5-19-11, in English and local language
- EC Decision on Implementation of 3rd Lib Package, dated 5-6-11, in English and local language
- Translation of excerpt from EU Energy Law, vol. I, The Internal Energy market, The Third Liberalisation Package, ed. Christopher Jones, Claeys & Casteels, 2010, dated 5-24-11, in English and local language
- ECS Comments on FBiH Draft Electricity Law, dated 5-20-11, in English and local language
- Interview with Erdal Trhulj - New FBiH Minister, t. 6-20-2011 – English and local
- FERC Decision on EPBiH Tariffs 6-29-2011 English & Local

Deliverables

- REAP Subgroup revised proposal for duration of transitional period 2 Opt, dated 4-8-11, in English and local language
- Memo REAP to MOFTER on WB Wholesale Study, dated 4-7-11, in English only
- REAP Transition Subgroup draft Final, dated 4-15-11, in English and local language
- Transition Period Paper - Subgroup with attachments, dated 4-19-11, in English and local language
- Attachment A - Practice in Region, dated 4-18-11, in English and local language
- Attachment B - Customers Republika Srpska, dated 4-18-11, in English and local language
- Attachment B - Customers Federation, dated 4-18-11, in English and local language
- REAP Transition Subgroup draft - with AJ & OM comments, dated 4-19-11, in English and local language

- Framework for the development of Action Plan for Wholesale market 4-26-t-4-26-11 English and local
- SEE RAP final draft Focus Team for EWG_13Apr2011 in English
- Memo REAP to Navigant, dated 5-6-11, in English language only
- REAP Sixteenth Quarterly Report, dated 5-6-11, in English language only
- REAP Comments on the Electricity Law, dated 5-19-11, in English and local language
- Presentation - Summary 3d Lib Package for MOFTER, dated 5-23-11, in English and local language
- Marko Sencar - OM email correspondence, dated 5-18-11, in English and local language
- Paper on Transitional period and Default supplier, dated 5-26-2011, in English and local language
- FBiH revised Electricity Law with Energy Community Secretariat comments, dated 6-6-11, in English and local language.
- REAP Comments on Draft Electricity Law, dated 6-15-11, in English and local language.
- Analysis of RSERC Response on Default Supplier 6-23-11 – English
- Federation Electricity Law redline Final draft 6-14-11 – English
- Memorandum Changes Needed in Federation Electricity Law 6-24-11 – English
- RSERC response to REAP re transitional period paper 6-21-11-6-24-11- English
- Consolidated Paper on Default Supplier Market Opening, dated 6-28-11, in English and Local language.
- Memorandum Wilson to Lieberman on FERC tariffs, dated 6-29-11, in English only

V. ANTICIPATED ACTIVITIES FOR THE FOLLOWING QUARTER

BiH energy sector fully integrated into the regional market and the EU

- FERC Tariff Model Assistance. As soon as REAP technical assistance adjusts the New Tariff model in accordance to FERC and REAP suggestions, REAP will communicate and meet FERC to discuss the New FERC Tariff Model for Elektroprivreda HZHB.
- REAP will continue to update the Internal Action Plan that has been prepared by REAP.
- REAP will work with regulators to finalize the market opening concept based on the establishment Default Supplier service.
- REAP will continue its research on ancillary services and balancing service and elicit comments and suggestions from the utilities.
- Since REAP has developed a draft detailed Scope of Work on Load Research Study REAP will hand over it to three regulatory commissions, discuss its proposed approach to implement, and work on its implementation with the three regulatory commissions.
- Since REAP had drafted a detailed Scope of Work for the Case Study REAP will send it to three regulatory commissions, discuss the proposed implementation approach, and work on its implementation with the three regulatory commissions
- REAP will assist MOFTER to coordinate activities on the development of the Wholesale regional Electricity market.

- FBiH Draft Electricity Law: If and when requested REAP will assist FMERI to prepare the final Draft Electricity Law for the FBiH Parliament.

Restructured and commercialized energy companies

- REAP will continue its assistance to FMERI on the development of the energy policy and adoption of the new draft electricity law to ensure the framework for restructuring of public power utilities is prepared.

VI STATUS OF ACTIVITIES AS DEFINED IN WORK PLAN

TASK OBJECTIVE 1: FULLY INTEGRATED ENERGY SECTOR INTO THE REGIONAL AND EU MARKETS

In the reporting quarter, REAP worked to create documents that would enable stakeholders to undertake further activities with regard to the local and regional market opening issues as well as on improving the regulatory model to make the regulatory tariff proceedings more transparent and understandable. REAP also worked hard with the Federation Ministry of Energy Mining and Industry representatives to redraft the FBiH Electricity Law where particular attention was paid to restructuring rules to be in accordance to the Third Liberalization Package, protection of the regulatory independence and authorization and tendering procedure related to building new generation capacities.

KRA 1. Harmonize regulatory work of the three commissions to enhance performance of the market.

KRA 1.1. Assist regulators to further harmonize rules that strengthen market regulation.

KRA 1.2. Assist regulators to refine the model and revise the rules on tariff methodology to be more cost-based.

REAP developed the Scope of Work for tariff technical assistance, which will provide additional technical tariff assistance to FERC. In addition, REAP drafted a memorandum for technical assistance that consists of both REAP's and FERC's analysis of the FERC New Tariff Model. In the memorandum REAP requested that technical assistance: (i) make corrections to the EP HZHB model in the home office; (ii) draft the bubble diagram, and (iii) discuss the corrections with the FERC Tariff Department.

KRA 1.3. Assist regulators to issue or amend regulations to meet EC Treaty requirements.

KRA 1.4. Assist regulators as necessary to adapt to changing demands.

KRA 1.5. Provide assistance in drafting commercialized contracts for an open market.

KRA 2. Technical and regulatory preparation for market opening.

KRA 2.1. Advise and assist regulators' implementation of recommendations in the market opening policy paper to eliminate impediments.

KRA 2.1.1. Advise regulators on further development of policy paper. As requested, consult with Ministries on same.

KRA 2.1.2. Advise and assist regulators to revise licensing rules to accommodate market opening.

KRA 2.1.3. Assist regulators to require and EPs to implement load research.

REAP drafted the Scope of Work for technical assistance on the Load Research that REAP and Short Term Technical Assistance will provide to the regulators and EPs. REAP plans to provide assistance to the regulators to develop guidelines on how to perform the Study, if requested, advise the EPs on performance of the Load Research Study, advise the EPs in the process of analyzing the data and drafting reports on the results of the research. REAP will propose to the regulatory commissions that they establish a team to prepare the guidelines, follow up on the EPs work on Load Research and analyze the results.

KRA 2.1.4. Lead Case Study effort, consisting of open market base case and scenarios.

REAP developed a document "The Case Study: Are Preconditions for Market Functioning Met?" in which the Draft Scope of Work for the Implementing working group of the Case Study was described in details. The case study should give the regulators and staff a clear, realistic and unbiased view of the actual status of the sector's readiness for market opening since perceptions differ.

KRA 2.1.5. Assist/lead Market Working Group.

KRA 2.1.5.1. Lead and assist sub-group on assessment of World Bank Wholesale Market Study and its implementation in BiH.

KRA 2.1.5.2. Lead and assist sub-group on extension of transition period.

REAP and three regulatory commissions' representatives in the Transition Subgroup researched market opening practices in the region to identify the practice that the signatories to the Energy Community Treaty and Slovenia, Romania and Portugal as EU member countries apply in regard to the Supplier of Last Resort (SOLR) and Default Supplier (DS) services. Based on the research results and discussions with all three regulatory commissions in BiH, REAP developed the two documents: "Transition Period Default Supplier and Supplier of Last Resort: Other Countries' Regimes and Recommendation for BiH" and "Consolidated Proposal on Market Opening based on the Default Supplier Service." The second

document was to formulate and suggest a final position and draft an Action Plan to implement Default Supplier and SOLR. The Final paper will be discussed in the meetings to come.

- KRA 2.1.5.3. Lead/assist sub-group on Supplier of Last Resort (SOLR).
- KRA 2.1.5.4. Lead /assist sub-group on Default Supplier (DS).
- KRA 2.1.6. Advise regulators to create policy and requirements on new metering system to meet market opening requirements.
- KRA 2.1.7. Research regional and EU best practices on ancillary services and balancing.
- KRA 2.2. Advise and assist ministries on tasks needed to remove impediments to market opening.
- KRA 2.2.1. Assist MOFTER to communicate BiH position on wholesale market and market operator to ECRB and the Secretariat.

REAP analyzed the Regional Action Plan for Market Integration in South East Europe Region (Plan) and drafted a proposed National BiH Action Plan, which will create the preconditions to join the Regional Market. In addition, REAP revised the SERC Draft National Action Plan to add issues that cover the Forward Market and Intraday Market. This document and the previously-developed Explanatory Document on the Regional Wholesale Day-Ahead Market, issued by the Market Working Group and REAP, could be the basis for structuring the BIH Action Plan to establish the local Day-Ahead Market and join the Regional Market.

- KRA 2.2.2. Develop road-map on regional and local day ahead market (DAM) if BiH accepts the concept.

REAP continued to follow up activities related to the opening of the regional wholesale market, analyzing the document that the Focus Team presented at the ECRB Electricity Working Group meeting held on April 19, 2011. To assist the regulators in the development and establishment of the local and regional electricity market, REAP developed the detailed Regulatory Commission Activity Plan. The main goal of the document is to make regulators aware of the number of activities ahead of them needed to implement the plan on market opening.

- KRA 2.2.3. Advise and assist MOFTER and regulators on the establishment of the regional Coordinated Auction Office (CAO).
- KRA 2.2.4. Advise and assist FMERI with regard to new Federation Electricity Law.

Upon the request from the FMERI representatives, REAP prepared suggestions and comments on the Draft Electricity Law and worked with the FMERI representatives to redraft it. Once the Energy Community Secretariat sent their comments on the draft Federation Electricity Law,

REAP analyzed them and prepared a memorandum so the Ministry could understand the comments better and assisted with the redrafting of the law on order to comply with Secretariat's comments. The Draft is in the FBiH Government Office for legislation and has not been put in to the parliamentary procedure yet.

- KRA 2.2.5. If Federation drafts a Federation Gas Law, REAP will assist as requested.
- KRA 2.2.6. Advise and assist Ministries and regulators on needed legislation and amendments for market opening.
- KRA 2.2.7. Assist MOFTER and EPs in the revision of the Procurement Law to allow operational trading of electricity.
- KRA 2.3. Assist regulators to adapt to changing demands, when necessary.
- KRA 2.3.1. Assist FERC to implement regulatory policy.
- KRA 2.4. Advise industrial and commercial customers on the status of market opening.
- KRA 2.5. Organize a closing conference on the status of the electricity market in BiH.

KRA 3. Assist and advise MOFTER with regard to the State Gas Law.

- KRA 3.1. Advise and assist if requested with further developments on drafting State Gas Law.

KRA 4. Strengthen the State Government's role in the energy sector to facilitate BiH speaking with one voice in the internal and international liberalization of the energy sector.

- KRA 4.1. Perform written analysis of Third Liberalisation Package.

At MOFTER's request, REAP made a summary presentation on the Third Liberalisation Package. The presentation was attended by representatives of all three regulators and all three Ministries and Transco. All stakeholders supported the Energy Community Secretariat's idea to propose to the Energy Community Permanent High Level Group and Ministerial Council an obligation for all signatory parties to the Energy Treaty to implement the provisions of the Third Liberalization Package. The only suggestions that the participants gave to MOFTER was the advice to try to shift the deadline for transposition of the third liberalization package, since January 1, 2013 is too soon.

- KRA 4.1.1. If the Energy Community requires compliance with the Third Package, develop a road map to implement it.
- KRA 4.2. Follow all activities in BiH Electric Power Sector.

KRA 4.3. Monitor decisions made by Energy Community and update implementation.

KRA 4.4. Advise and assist MOFTER to undertake actions to implement new obligatory decisions made by the Energy Community Ministerial Council.

KRA 5. Initiate regulatory partnership in cooperation with NARUC that will pair the three BiH regulators with a U.S. regulatory commission.

KRA 5.1. Advise and assist NARUC, USAID and the regulators in the organization of the partnership.

KRA 5.2. Coordinate the partnership.

TASK OBJECTIVE 2: RESTRUCTURED AND COMMERCIALIZED ENERGY COMPANIES

KRA 1. Assist as necessary and when requested in restructuring and commercialization of energy companies.

KRA 1.1. Advise and assist FMERI to develop energy policy that prescribes unbundling deadline for the Federation EPs.

KRA 1.2. Comment on the EPs' draft restructuring documents, as requested.

KRA 1.3. Assist and advise EPs to develop and implement processes that ensure every unbundled company receives revenue that reflects its costs.

VII STATUS OF OVERALL PROJECT PROGRESS PER IMPACT INDICATORS

No	Indicator	Achieved Units of Measurement in this Quarter	Cumulative Total
1.	Number of energy agencies, regulatory bodies, utilities and civil society organizations undertaking capacity strengthening as a result of USG assistance	7	7
2.	Number of people receiving USG supported training in energy related policy and regulatory practices	27	27
3.	Number of people receiving USG supported training in technical energy fields	-	-
4.	Number of policy reforms/regulations/administrative procedures analyzed to enhance sector governance and/or facilitate private sector participation and competitive markets as a result of USG assistance	14	14
5.	Number of legal, regulatory, or institutional actions taken to improve implementation or compliance with international trade and investment agreements due to support from USG-assisted organizations	10	10
6.	Number of USG supported training events held that related to improving the trade and investment environment	-	-
7.	Number of participants in trade and investment environment trainings	-	-

VIII OVERALL TASK PROGRESS CHART

ACTIVITIES & DELIVERABLES Scheduled For This Period	PROGRESS TO DATE		
	Completed	In Progress	Deferred
Contract signature and authorization to start work	•		
Inception meetings with USAID CTO, March; project briefing with USAID Mission BiH	•		
Install REAP systems and equipment in local office	•		
Introduce project to the stakeholder	•		
Review and finalize Annual Work Plan and PBMS with USAID performance indicators with CTO	•		
PBMS and R-4 reporting to USAID	•		
Annual and Completion Reports	•		
Demobilization Plan		•	
TO 1: BIH ENERGY SECTOR FULLY INTEGRATED INTO THE REGIONAL MARKET AND THE EU			
KRA 1. Harmonize regulatory work of the three commissions to enhance performance of the market.		•	
KRA 1.1. Assist regulators to further harmonize rules that strengthen market regulation.		•	
KRA 1.2. Assist regulators to refine the model and revise the rules on tariff methodology to be more cost-based.		•	
KRA 1.3. Assist regulators to issue or amend regulations to meet EC Treaty requirements.			
KRA 1.4. Assist regulators as necessary to adapt to changing demands.		•	
KRA 1.5. Provide assistance in drafting commercialized contracts for an open market.		•	
KRA 2. Technical and regulatory preparation for market opening.		•	
KRA 2.1. Advise and assist regulators' implementation of recommendations in the market opening policy paper to eliminate impediments.		•	
KRA 2.1.1. Advise regulators on further development of policy paper. As requested, consult with Ministries on same.		•	
KRA 2.1.2. Advise and assist regulators to revise licensing rules to accommodate market opening.		•	
KRA 2.1.3. Assist regulators to require and EPs to implement load research.		•	

