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YEAR THREE

CENTRAL
AND
EASTERN
EUROPE



UTILITY PARTNERSHIP PROGRAM



USEA

United States Energy Association

Annual Report to the U.S. Agency
for International Development for
Fiscal Year 1994

USAID Cooperative Agreement
#EUR0030A00108500



United States Energy Association

December 1, 1994

Dr. Robert F. Ichord, Jr.
Chief, Energy & Infrastructure
Bureau for Eastern Europe and NIS
U.S. Agency for International Development
Room 4440, Department of State
320 21st Street, N.W.
Washington, DC 20523-0053

Dear Dr. Ichord:

In accordance with the United States Agency for International Development Cooperative Agreement #EUR-0030-A-00-1085-00, the following is the United States Energy Association's Annual Report on the Utility Partnership Program (UPP) in Central and Eastern Europe for Fiscal Year 1994. As required, the report contains:

- An executive summary of the program;
- A description of the activities conducted under the Cooperative Agreement for the period October 1, 1993 to September 30, 1994;
- Comments on the significance of these activities;
- Comments and plans for the future; and
- A fiscal report describing how all funds were used.

In this, our third Annual Report, we have focused attention on some of the more substantive changes which have been incorporated by utilities in Central and Eastern Europe as a result of this program.

Sincerely,

A handwritten signature in cursive script, appearing to read "Eric W. Haskins".

Eric W. Haskins, P.E.
Manager, Utility Partnership Program

**United States Energy Association
Utility Partnership Program**

**Annual Report to the U.S. Agency for
International Development**

Fiscal Year 1994

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Mission and Objectives of the Utility Partnership Program

Mission:

To provide a mechanism which enables the experience of U.S. electric utilities to be transferred to Central and Eastern European utilities, thereby helping address institutional issues including free-market managerial challenges and technical, financial, economic, regulatory, and environmental issues.

Objectives:

- Develop the institutions and structure to facilitate the transfer of management and technical skills, technologies and expertise in energy resource development, production and utilization from the United States to Central and Eastern European utilities.
- Determine the interest and most urgent issues confronting the Central and Eastern European electric utilities and provide assistance with their resolution.
- Identify U.S. and Central and Eastern European electric utilities interested in participating in the Utility Partnership Program and develop effective working relationships with them.
- Encourage and coordinate the exchange of personnel from the U.S. and Central and Eastern European utilities (for short time frames and through internship programs) so participants may share industry experience and improve their capability for resolving complex energy issues.
- Develop a series of extended regional seminars addressing the most urgent regional energy issues and common interest of Central and Eastern European utilities, including regulatory, reliability, and environmental issues.
- Develop an infrastructure and model for increasing the depth and quality of utility partnership initiatives including: personnel exchanges, seminars, training, internships, and other educational and on-the-job training opportunities.
- Monitor and evaluate program effectiveness and use feedback from participants to revise and improve overall program effectiveness and efficiency.

**United States Energy Association
Utility Partnership Program—Central and Eastern Europe
Executive Summary**

A New Focus on Results

In a small town in Latvia, a homeowner pays his electric bill promptly—for the first time in years.

- In Prague, electric utility executives, with their latest strategic business plan, meet with financial officers of several international financing institutions.
- In western Slovakia, apartment managers turn off an old and inefficient heating system, replaced by a central heat and power station.

These are some of the changes, large and small, in the electric utility industry in Central and Eastern Europe. The Utility Partnership Program, now in its fourth year, is facilitating the transition. Across Central and Eastern Europe, people are learning what one Polish Power executive terms "a new way of thinking" about electric power and energy.

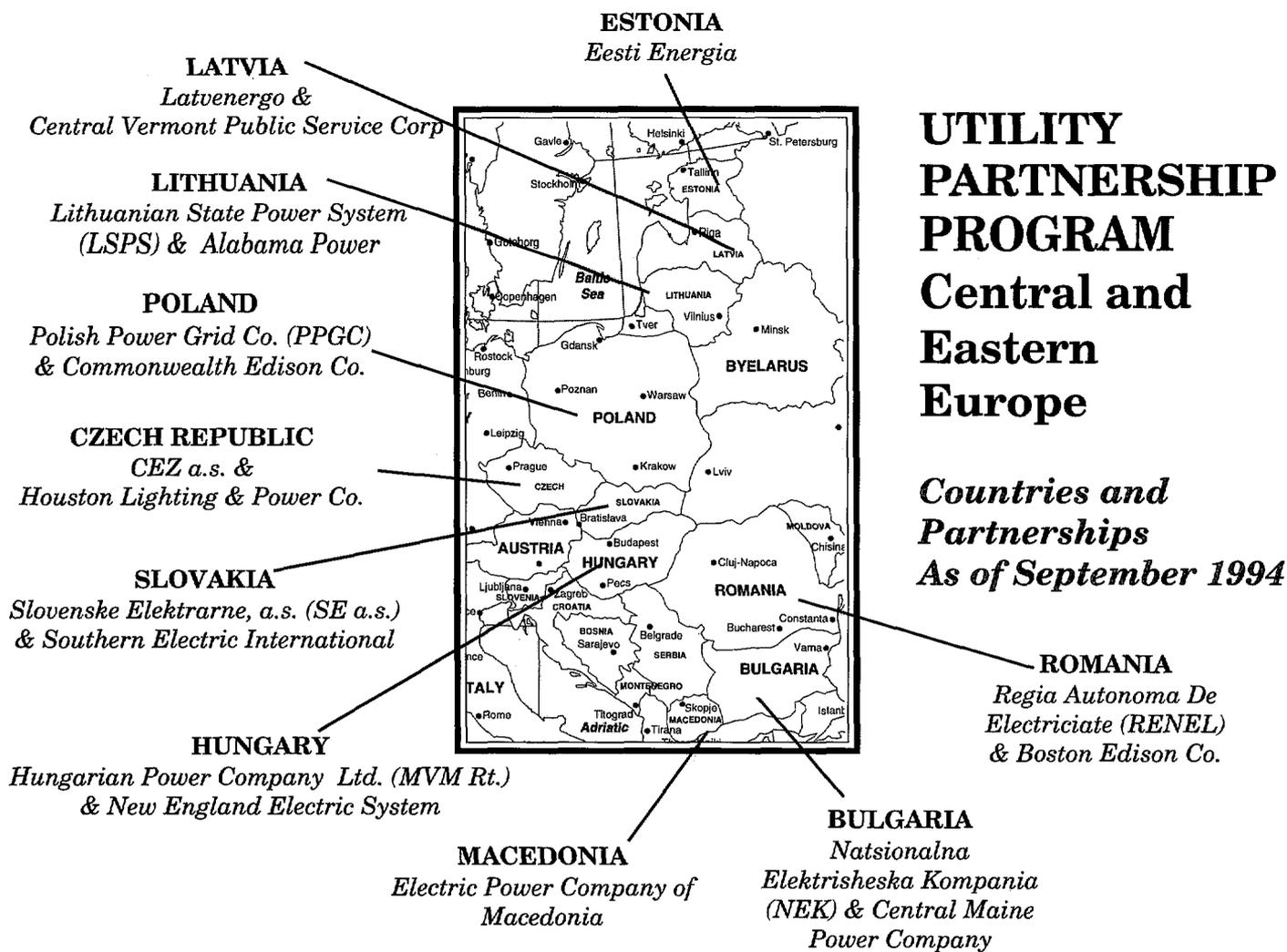
The Partnership Program, which pairs utilities in Central and Eastern Europe with utilities in the U.S., is a program that shares the experiences and technical expertise of these utilities. Among the challenges facing the utilities of Central and Eastern Europe are the transition to free-market economies, managerial development, and protection of the environment.

The Partnership Program uses a combination of executive exchange visits, focused seminars, and other programs in Europe and the U.S. In these programs, executives learn how their counterparts in the U.S. deal with operational, managerial, technical, and planning issues. The Partnership Program also sponsors management and technical seminars in European locations conducted by experts from the U.S. utility industry. The seminars are complemented by technical publications, reference materials, and computer software. In Fiscal Year 1994, the UPP added internships and regional programs to its activities, further enhancing the informational relationships between the partners.

During the period of October 1, 1993 to September 30, 1994, the UPP sponsored more than 90 major activities with U.S. and Central and Eastern European utilities, involving approximately 400 utility executives from Central and Eastern Europe.

Highlights of Year Three

- New Partnership: LSPS With Alabama Power—page 4
- Internships and Regional Programs Launched—page 5
- Partners Report a Variety of Successful Projects—page 9
- Planning and Assessment: A Mid-Course Review—page 7
- Country Profiles and Focus Area Activities—page 18



A New Emphasis on Results. As a natural evolution of the program, the third year of the Utility Partnership Program stressed the documentation of management changes in European utilities that have emerged as a result of the close relationships of "sister" utilities. In virtually every Central and Eastern European country involved with the program, participants can point to specific projects that have improved managerial expertise, financial operations, environmental protection, or customer service. Many of these projects have involved specific improvements in the operation and management of the utilities. Others involve sharing expertise in environmental or regulatory issues. A summary of some of these successful projects is included in this report, beginning on page 9.

New Partnership Signed. The Lithuanian State Power System (LSPS), which has been a participating utility in the Partnership Program since 1992, was formally partnered with Alabama Power Company in July 1994. LSPS officials want to increase energy efficiency through price reform and demand-side management programs. They also are seeking assistance in financial management. Vladas Paskevicius, First Deputy General Director at LSPS, noted that the passage into a

free market economy presents serious challenges to Lithuania--and that Alabama Power could help LSPS meet these challenges. Alabama Power is one of the subsidiaries of Southern Company, which also participates in the UPP through Southern Electric International, partner to the Slovenske Elektrarne a.s. in the Slovak Republic.

New and Continuing Programs. The UPP continued to emphasize a variety of programs to foster cooperation among U.S. and Central and Eastern European utilities in FY 1994. Among the continuing programs:

- **Management and Technical Advisory Missions**—At least once a year, the UPP staff and USAID representatives meet with both U.S. and European utility energy officials. The participants develop an analysis that is used to further develop the programs for each country. In FY 1994, management missions focused on strategic planning and program assessment and evaluation.
- **Executive Exchanges**—Most U.S. and Central and Eastern European partners participate in at least two exchange visits to their sister utilities during the year. These meetings generally deal with utility management issues that the partners have previously agreed upon. Usually three to five individuals participate in visits for one to two weeks. Information learned during these exchanges is also used to plan future activities.
- **Focused Seminars**—These seminars are usually conducted in Central or Eastern Europe for audiences of 15 to 70 participants. They are designed for all levels of management, from executives to technical specialists. The participants receive materials that may be translated to their language to expedite use in daily activities.
- **Information Exchange Programs**—The UPP provides a broad range of general support mechanisms including subscriptions to journals, resource materials, texts, technical reports, and sponsorship of attendance at U.S. industry conferences and symposiums. Environmental protection, energy efficiency and clean coal technologies

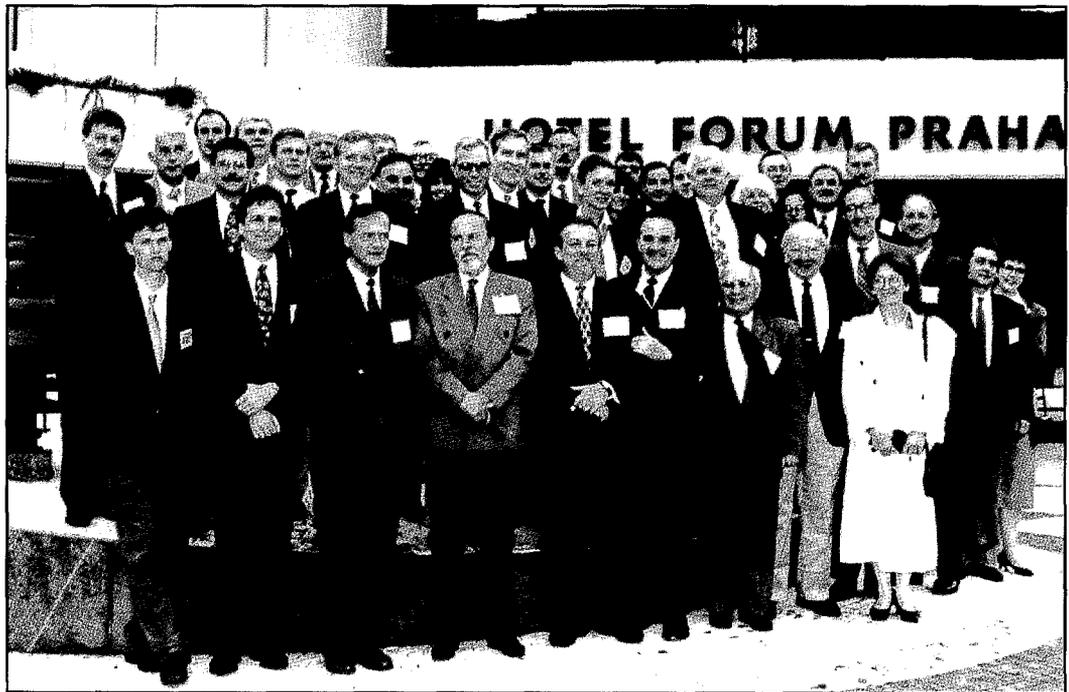


Industry Recognition: UPP Program Manager Eric Haskins received the 1994 Public Education Award on behalf of USEA from the National Energy Resources Organization (NERO). The Honorable Ralph Hall presented the award at the NERO banquet in May 1994 (see page 8).

were the topics of conferences in the U.S. attended by Central and Eastern European utility partners in 1994.

- **Internship Programs**—Beginning in 1994, several Central and Eastern European utility managers began to work directly with U.S. electric utilities to learn U.S. utility management techniques firsthand. The UPP staff provides administrative guidance for the host utility and helps make arrangements for the internships, which may last for a period of three to five weeks. The internship program began in January 1994, when two employees from the Latvian utility Latvenergo came to Vermont to study customer service. By the summer of 1994, interns were being hosted by Central Vermont Public Service Corporation, Boston Edison Company and Southern Electric International. The success of the internship program is exemplified by the Latvians' new approach to customer service after their work with Central Vermont Public Service Corporation.

- **Regional Programs.** Beginning in May 1994, the UPP launched a series of regional programs to bring together participants on common topics. The ten countries participating in UPP have been grouped into three regions that share many common interests. The regional program began with a meeting in Latvia in May, where representatives from the North American Electric Reliability Council (NERC) met with senior managers from Latvenergo, the Lithuanian State Power System, and Eesti Energia as well as the organization responsible for regional system reliability, DC Baltija. The meeting involved discussion of NERC's structure and the possibility of setting up a similar organization in the Baltic region. A second regional activity took place in June 1994, when the UPP sponsored representatives from all ten participating Eastern and Central European utilities to attend a forum on energy efficiency sponsored by the World Energy Council in Romania.



Participants at the second UPP Planning and Review Meeting, September, 1994. This photo and others in this report were taken during the Prague meeting and are courtesy of the CEZ Public Relations Department.

The meeting reviewed technology and policies in energy efficiency. In August, the Baltic countries were represented at a seminar on the regulation of natural monopolies co-sponsored by the World Bank, USEA, and USAID in Vienna, Austria. Plans for 1995 include seminars on interconnection and system reliability for the Central European countries that are involved in a cooperative effort seeking interconnection with the Western European power grid.

Priorities and Focus Areas. In September 1994, the UPP held a second planning and review meeting in Prague for representatives of the utility partners, UPP staff, and USAID country representatives. Priorities were reviewed for changing circumstances and participants were asked to evaluate the overall program, and to identify specific changes in management operations which have been implemented as a result of UPP interactions. Workplans and activities for the 1995 Fiscal Year were developed and agreed to, based on Central and Eastern European priority issues. A summary of the country priorities is shown below. Details on the workplans for each country are included on pages 36 and 37 of this report.

Planning and Assessment: A Mid-Course Review. After three years, the Utility Partnership Program has had enough experience to merit a comprehensive evaluation and review. Although the program participants provide continuous feedback, early in 1994, the UPP management team completed an internal evaluation and review that examined the mission, goals, activities, and management to determine strengths and weaknesses of the existing program and to identify ways to improve program effectiveness.

The Partnership Program evaluation looked at all of its activities, including study tours, executive exchanges, internships, and other programs. But while each individual activity has its own evaluation, it is sometimes difficult to measure the success of a meeting in concrete terms. With the large number of people involved in the Partnership Program, participants as well as program managers need to know that what they are doing is having a real benefit. Connie Irland, who has participated in the partnership between Central Maine Power and the Bulgarian utility NEK, says that successes in programs are hard to pinpoint, but "after several years, you begin to see the accomplishments." The U.S. Agency for International

FOCUS AREA PRIORITIES

COUNTRY	BULGARIA	CZECH REP.	ESTONIA	HUNGARY	LATVIA	LITHUANIA	MACEDONIA	POLAND	ROMANIA	SLOVAKIA
FOCUS AREA										
REGULATORY		2	1	3						
GEN. MGMT.	3	3			2	1	1			
FIN. MGMT.		4	2	2		3				1
RATE SETTING	2				3					
CUST. SERV.					1	4		3		
H.R. MGMT.				4						2
SYS. RELIAB.				1					2	
PLANT MGMT.	1		4			2	3	5	4	
COST/BENEFIT			3				2			
ENVIRONMENT		1		5				2	3	3
PROJ. MGMT.										
DSME/EFF.	4						4	1	1	
LCP (IRP)								4		4
ENG. MGMT.									5	

Development stresses the need to evaluate programs that are funded by the U.S. government and identify specific results.

Among the recommendations of the UPP internal evaluation, several are noteworthy:

- The UPP should concentrate on the broad management objectives in the project's mission statement.
- The UPP and USAID should apply a rigorous selection of future activities consistent with agreed-upon priorities. The priorities are set in the annual planning meetings, held in Budapest in November 1993 and in Prague in September 1994.
- The UPP should undertake a more systematic effort at long term planning for partnership activities.
- The UPP and USAID should undertake a systematic effort to document successful results from the program.

The evaluation process involved USEA staff, utility partners, and representatives of related organizations. The process will be an important step in planning the remaining years of the program, which is presently funded through June 1997.

Since many of the programs undertaken by the UPP over its first three years are, by their very nature, long-term efforts that address slowly developing management systems, results of these activities are just beginning to be measured.

Implementation of management changes in the electric utility industry of Central and Eastern Europe stems not only from activities conducted through the UPP, but also from the changing economic systems of these countries. The UPP is proud of the ways in which it has helped, both directly and indirectly, to strengthen the electric utility infrastructure in Central and Eastern Europe.

Industry Recognition. As an indication of success, USEA and USAID were jointly awarded the 1994 Public Education Award from the National Energy Resources Organization (NERO) in May 1994. The award acknowledged the accomplishments of the UPP in strengthening the utility industry in Central and Eastern Europe through the creation of these utility-to-utility partnerships. The award is given each year to individuals or organizations that have made outstanding contributions to public knowledge in the field of energy.

Challenges Ahead. Countries in Eastern and Central Europe report the "bottoming out" of a recession that engulfed the region at about the same time that a wave of independence swept through the former Soviet Union. Countries have learned how to deal with the daily uncertainties of market economies and at the same time plan for the future. Through the UPP, U.S. utilities are learning the best ways to transfer their experiences and technical abilities. At the same time, U.S. utilities are preparing for their own version of independence: deregulation. In a presentation at the September 1994 UPP planning meeting in Prague, Roger Kovack, Comptroller of Commonwealth Edison Company in Chicago and a UPP participant for the past three years, described the need for both Eastern European and U.S. utilities to adjust their operations to meet the demands of an increasingly competitive "free market." Kovack described an extensive effort by Commonwealth Edison Company to reduce its cost of business and stabilize electric rates while maintaining high levels of customer service. "The decision to be competitive is ours, on both sides of the Atlantic Ocean," Kovack said. "The opportunities to be gained are also ours, but first we must let our customers know that we value their business and want to keep it now and in the future."

Documenting Success

During the first three years of the Utility Partnership Program, the partners have achieved remarkable success in a variety of projects. The following section is a brief description of some of these projects.

HUNGARY

Partners: Hungarian Power Company Ltd. (MVM Rt.) and New England Electric System

Energy Information Center Opens in Budapest

When MVM Rt., the Hungarian Power Company, began a project in 1992 to modernize an installation near Budapest to eliminate particulate emissions, the utility encountered significant public opposition to the effort. Nearby residents opposed construction of any kind. In April 1992, MVM Rt. was partnered with the New England Electric System. Since then, NEES has devoted a significant amount of time to the importance of community and customer relations.

There was little attention to environmental protection before the reorganization of Hungary's energy enterprises. But Hungarian power officials realized that environmental improvement was an important part of a program to upgrade the nation's old, inefficient, and polluting power plants. Emissions from old power plants are a major source of air pollution in several Central and Eastern European nations. New technology and management techniques are needed to meet strict standards set by the European Union.

During 1992 and 1993, the Utility Partnership Program sponsored seminars and exchange visits in both the U.S. and Hungary. During one of the U.S. visits, MVM Rt. executives toured an interactive exhibit at the Boston Museum of Science. With help from NEES, they developed a community relations program that included a similar public information center. By April 1993, Budapest had its own "Demonstration Room" to educate ratepayers about the importance of environmental protection. More than 5,000 people have visited the Center, seeing exhibits on solar houses, lighting, and how the utility works, as well as obtaining information on energy efficiency and conservation. Combined with a community-wide public information campaign, MVM Rt. was able to counter opposition to its modernization effort, and the improvement project which was stalled is now under way.

BULGARIA

Partners: Natsionalna Elektricheska Kompania (NEK) and Central Maine Power Company

Least Cost Planning Implemented

Bulgaria's electric utility, Natsionalna Elektricheska Kompania (NEK) must improve its economic performance in a new market-oriented economy. Western financial institutions require NEK to implement Least Cost Planning as a prerequisite to financing of much needed system upgrades. When NEK joined the Utility Partnership Program in 1992, it immediately focused on Least Cost Planning

(LCP) with its partner, the Central Maine Power Company. In the U.S., LCP is a process that utilities and regulatory commissions use to assess the cost of various resource options. It is also frequently used to assist in evaluating traditional supply resources and reductions in customer demand through efficiency programs. This process is termed "integrated resource planning." Bulgaria has significant electric capacity, but its thermal power plants are inefficient and produce only a fraction of their designed output. Conservation has become an important issue as prices have risen to world market levels.

Central Maine Power first introduced NEK specialists to this method of planning in seminars hosted by CMP. Then, in March 1993, NEK requested that CMP, with the assistance of USAID's electric power systems contractor, the Bechtel Corporation, undertake a focused effort to help the Bulgarian company enhance LCP capabilities to meet the standards required by international lending institutions. At the center of the effort was the procurement of software that simulates operation and system costs. NEK began using software that not only meets NEK's immediate need, but also fits into other planning models and systems for the future. From August 1993 to June 1994, demonstrations, seminars and software installations were held in the U.S. and Bulgaria.

Because of the Least Cost Planning project, NEK has made significant, tangible progress in meeting the expectations and requirements of international lending institutions. The UPP continues to support the project through its executive development activities. World Bank officials who have reviewed the new management expertise at NEK praise the program and are now providing World Bank data to NEK for analysis and review. This is an important step toward substantial financial commitments that will help the Bulgarian utility make a successful transition to a market-driven economy.

POLAND

Partners: Polish Power Grid Company (PPGC)
and Commonwealth Edison Company

Human Resource Management Plan Puts People First

The Polish Power Grid Company (PPGC) headquartered in Warsaw, has been an active participant in the UPP since its inception in 1991. At that time, there were no formally recognized human resource management functions in the Polish utility. The company emphasized social services and had a personnel office, but had no knowledge or experience with concepts like performance appraisal and succession planning. In the spring of 1992, PPGC was partnered with the U.S. utility that serves the largest Polish population outside of Warsaw--the Commonwealth Edison Company in Chicago. Over the past two years, both utilities have hosted executive exchanges in which company executives spend time at their "sister" utility. During these exchanges, Polish executives have been introduced to the concepts and benefits of recognizing the contributions of individual employees.

In September 1993, at the request of PPGC, Commonwealth Edison presented an extensive and comprehensive Human Resources Seminar in Warsaw. PPGC has established a Human Resources Department with a staff of 18 and written a company Human Resources policy. Commonwealth Edison officials presented

additional seminars on recruitment, industrial safety, motivation, labor issues, management and goal setting. PPGC's new policy of "putting people first" is an essential element of privatization. Its new "Human Resource Management Policies and Procedures Plan" includes salary and compensation systems which recognize efficiency, productivity, and merit. It also includes a method to evaluate earnings, a job classification system, and a detailed analysis of required qualifications for each position.

CZECH REPUBLIC

Partners: CEZ a.s. and Houston Lighting & Power Company

Czech Utility Gains Favorable Bond Rating

The Czech Republic has made steady progress in the restructuring of its economy and in the privatization of state enterprises. CEZ a.s., the Czech Electric Company, was created in May 1992 from the former state electric utility, and was one of the first Eastern European utilities to become involved in the Utility Partnership Program. The Czech Republic has an ambitious program of modernization and improvement of the energy sector to meet environmental standards and provide for future energy demand. CEZ is involved in a modernization that is both extensive and financially demanding, requiring significant financial and managerial skill. In October 1992, the company signed a UPP partnership agreement with Houston Lighting & Power which has since focused considerable attention and effort on financial and management topics.

CEZ needed favorable recognition by major financial institutions to continue its planned environmental and conservation program. During one of the the first visits by CEZ executives to the U.S., the company selected Chemical Bank as its primary financial institution. CEZ and Houston Lighting & Power then held numerous seminars and exchange visits to share experiences regarding financial management. Senior CEZ executives were presented the intricacies of management and accounting systems, and they received briefings on management techniques of the U.S. investor-owned utility industry.

When a BBB- bond rating was recently assigned by Standard & Poors, S&P wrote that the rating is supported by "sound operations, adequate financial position, and government support for CEZ's national policy role." Standard & Poors cited CEZ's commitment to investment in its coal plants to meet challenging environmental standards. The new rating will increase CEZ's standing in international financial markets and allow the Czech utility to attract investors from around the world.

SLOVAKIA

Partners: Slovenske Elektrarne (SE a.s.) and Southern Electric International

Service Center Focuses on Industrial Customers

When the Slovenske Elektrarne (SE a.s.) joined the Utility Partnership Program in 1992, the utility (then called Slovensky Energeticky Podnik, or SEP) expected to focus on management and technical topics. But the Slovak managers already had a great deal of technical background. SE a.s. had started a Customer Service Center in 1992 to create better relations between the generating and transmission company and its customers, and to keep the public informed. SE's U.S. utility partner, Southern Electric International, headquartered in Atlanta, Georgia, began to help SE a.s. identify areas for advanced training in customer service, including demand-side management, renewable resources, and tariffs. SEI conducted exchange visits aimed at training Slovakian personnel in customer service and SE a.s. officials attended several U.S. conferences and study tours on the subject. Southern Electric International and its affiliate, Georgia Power, arranged for Slovak officials to visit several major Atlanta-area industrial customers and demonstrated the value of close contact with customers. As a result, SE a.s. has been successful in developing closer working relationships with large and small customers. Additionally, SE a.s. personnel have published technical papers on customer service, and are active in helping homeowners to understand the need for energy efficiency.

LATVIA

Partners: Latvenergo and Central Vermont Public Service

Management Reorganization Leads to Improved Service

As a former Soviet Republic, Latvia had a controlled economy for nearly 50 years. When Latvia declared its independence in September 1991, the country immediately faced a severe decline in industrial production. Privatization of industry has gone slowly, but steadily. Latvenergo, the country's electrical system, was a state-owned, vertically integrated organization, directly controlled by the government. Now it is a publicly owned monopoly, and managers have more authority in their operations. Executives from Central Vermont Public Service (CVPS) have helped the company reorganize its functions to improve customer service and strategic planning capabilities. With help from CVPS, Latvenergo formed a working group that included staff members and representatives from the Energy Ministry to evaluate new management systems. It has formed a Board of Directors, an International Advisory Board, and is far more decentralized, with decisions now being made at lower and more appropriate management levels.

HUNGARY

Partners: MVM Rt. and New England Electric System (NEES)

Rate Setting Procedure Helps Ease Financial Situation

In April 1994, Hungary adopted a new electrical law that reorganizes the nation's system of regulations and rate making. A new energy office was created and regulatory methods similar to those used in the U.S. were adopted. While the new law is far-reaching, many aspects of its implementation were unclear. A key element in the transition was the support given to MVM Rt., the Hungarian utility, by the New England Electric System through the Utility Partnership program. Through a variety of visits, study tours, and interaction, the Hungarians were ready for implementation of the new regulatory structure. NEES and MVM Rt. plan to follow up with more intensive collaboration and consultation.

ROMANIA

Partners: RENEL and Boston Edison

RENEL Develops Strategic Plan

Strategic business planning is common among U.S. utilities, but it was a new way of thinking for executives of RENEL, the Romanian utility that manages generation, transmission and distribution of electricity to more than 23 million people. With a large Western-style nuclear power plant expected to be commissioned in 1995, RENEL needed to plan for its use as well as to consider the financial impact of the environmental improvements for its thermal plants. RENEL executives completed a draft strategic plan for the next decade that was recently presented to the Romanian Ministry of Energy and the Parliament. Once the plan is approved by the government, RENEL expects to exchange detailed information on the strategic planning process with Boston Edison.

HUNGARY

Partners: MVM Rt. and New England Electric System

New Technology Helps Reduce Environmental Impact Of Low-Grade Coal

Hungary has abundant coal resources, and much of the nation's power system is built around these resources. The problem is that most of Hungary's coal is of low quality, and this presents considerable environmental challenges. Working with the New England Electric System (NEES), the Hungarian utility is actively considering a variety of "Clean Coal" technologies. These have been demonstrated and evaluated throughout the U.S. and results are being made available to Central and Eastern Europe. Because of the Utility Partnership Program, Hungary has been able to keep up with the latest in this new technology, and plans are under development to either purchase it directly or allow independent or joint-venture power plants to be built.

HUNGARY

Partners: MVM Rt. and New England Electric System

Software Improves Plant Efficiency and Decision-Making

Computer software developed in the U.S. is helping Hungarians analyze needs and decide on the best use of fuel. The Utility Partnership Program, through a partnership between MVM Rt. and the New England Electric System (NEES) helped the Hungarians purchase the software and apply it to their system. New electricity regulations enacted by the Hungarian government require the use of Least Cost Planning (LCP) for power plant management. The software helps utility managers to implement the regulations and improve efficiency of the system. UPP activities have kept Hungarian managers up-to-date on changes in the software and customized features for their system.

LATVIA

Partners: Latvenergo and Central Vermont Public Service (CVPS)

New Rate Structure Improves Financial Situation

Latvenergo, the Latvian utility, had a serious financial problem. As many as 70% of its customers were not current in paying their bills, yet analysts indicated a critical need to raise rates to make needed improvements in the system. Working with Central Vermont Public Service, Latvenergo has been able to devise a customer service strategy that emphasizes education about rates, prompt collection of payments, and improved financial management. The UPP partnership included an internship program, with Latvian employees spending several weeks working in the customer service department of Central Vermont's offices. The result has been a considerable strengthening of Latvenergo's financial position and its ability to modernize its system.

SLOVAKIA

Partners: SE a.s. and Southern Electric International

Privatization Impetus Continues

The Slovak Republic has had several changes of governments over the past few years. During this period, SEP, the Slovakian electric utility, had been unable to convince the Ministers of the need to privatize. The partnership between Southern Electric International, combined with other information and activities of the Utility Partnership Program, gave Slovak officials persuasive reasons why Ministry officials should continue to pursue privatization. As a result, the privatization program is back on track. In October 1994, the government transformed the state-owned SEP into Slovenske Elektrarne a.s. (SE a.s.), a joint stock company. The government is continuing an energy policy review that may recommend additional joint stock companies and separate transmission, distribution, and generation enterprises. This is in direct support of USAID's stated goal of encouraging the privatization of utilities in Central and Eastern Europe.

Major Activities, Fiscal Year 1994

OCTOBER 1993

- 2-8 Renewable Energy & Environmental Issues Executive Exchange
Visit- NEK to CMP, Augusta, Maine
- 16-30 Energy Efficiency Study Tour-CEZ, LSPS, MVM Rt., NEK, and SE
- 18-30 Regulatory Issues Regional Study Tour-CEZ, NEK, RENEL, and
SE, Washington, D.C.
- 25-29 Procurement Seminar-CMP to NEK, Sofia, Bulgaria
- 25-28 EPRI Value Based Transmission Resource Analysis Training
Workshop-MVM Rt., Atlanta, Georgia
- 30-Nov. 4 EEI Financial Conference Information Exchange-NEK, CEZ, Eesti
Energi, MVM Rt., Latvenergo, LSPS, PPGC, and RENEL

NOVEMBER 1993

- 2-4 UPP Planning & Review Meeting-All partners, Budapest, Hungary
- 6-15 Combined Cycle Study Tour-NEK, CEZ, MVM Rt., LSPS,
Latvenergo, PPGC, and SE
- 8-11 Human Resource Management Seminar- LSPS, Vilnius, Lithuania
- 8-11 Customer Service Seminar-Commonwealth Edison to PPGC,
Warsaw, Poland
- 11-21 Executive Exchange Visit on Power Plant Operations-Latvenergo to
CVPS, Rutland, Vermont
- 14-18 Modern Power System Operation Planning Symposium-MVM Rt.
- 15-16 Electric Power Contracts Seminar-Latvenergo, Riga, Latvia
- 16-19 PowerGen '93 Conference-NEK, CEZ, MVM Rt., LSPS,
Latvenergo, PPGC, and SE
- 28-Dec. 2 Financial Management Seminar-Latvenergo, Riga, Latvia

DECEMBER 1993

- 6-10 General Management Senior Executive Exchange Visit-SE to SEI,
Atlanta, Georgia
- 10-17 Least Cost Planning Model Training-CMP to NEK, Sofia, Bulgaria

JANUARY 1994

- 8-14 General Utility Management Executive Exchange Visit-HL&P to
CEZ, Prague, Czech Republic
- 16-29 DA/DSM Conference-NEK, CEZ, Eesti Energia, MVM Rt., LSPS,
Latvenergo, PPGC, RENEL, SE
- 30-Feb. 24 Customer Service Executive Exchange Visit-Latvenergo to
CVPS, Rutland, Vermont

FEBRUARY

- 5-12 Public Relations Seminar-CMP to NEK, Sofia, Bulgaria
- 7-28 Customer Service Executive Exchange Visit-Latvenergo to CVPS,
Rutland, Vermont
- 17-21 Executive Development-Least Cost Planning, CMP to NEK, Sofia, Bulgaria
- 24-Mar. 26 Customer Service Executive Exchange Visit- Latvenergo to CVPS,
Rutland, Vermont
- 28-Mar. 5 Strategic Management Issues Executive Exchange Visit-Latvenergo
to CVPS, Rutland, Vermont
- 28-Mar. 25 DSM and Environmental Technology Executive Exchange Visit-
RENEL to Boston Edison, Boston, Massachusetts

MARCH

- 12-17 Electricity Tariffs Seminar--CVPS to Latvenergo, Riga, Latvia
14-18 Regulatory Issues Seminar--Commonwealth Edison to PPGC,
Warsaw, Poland
14-21 Financial Management Executive Exchange Visit--NEK to CMP,
Augusta, Maine
15-16 Environmental Issues Seminar--HL&P to CEZ, Prague, Czech
Republic
15-16 Electric Power Contracts Seminar--CVPS to Latvenergo, Riga,
Latvia
21-25 Regulatory Topics Seminar--NEES to MVM Rt., Budapest, Hungary

APRIL

- 4-8 Regulation and Rate Making Seminar--HL&P to CEZ, Prague, Czech
Republic
10-15 Pumped Hydro Storage Executive Exchange Visit--LSPS to Michigan
& Pennsylvania
11-15 Environmental Issues Executive Exchange Visit--CEZ to HL&P,
Houston, Texas
17-27 Transmission & Distribution Study Tour--Houston, Texas
24-27 Transmission & Distribution Executive Exchange Visit--
MVM Rt. to NEES, Westborough, Massachusetts
24-29 Symposium on Decontamination and Decommissioning--NEK to
Knoxville, Tennessee
25-29 Least Cost Planning Model Executive Development Project--CMP to
NEK, Sofia, Bulgaria
26-29 Public and External Relations Seminar--HL&P to CEZ, Prague, Czech
Republic

MAY

- 1-10 Environmental Technology Conference--NEK, CEZ, Eetsi Energia,
MVM Rt., LSPS, Latvenergo, PPGC, RENEL, and SE, San
Diego, California
2-15 Wind Power Technology Executive Exchange Visit--Eesti Energia
to Minneapolis, Minnesota
9-11 Regional Program--CENTREL Interconnection Test Review Meeting--
CENTREL Countries, Budapest, Hungary
9-13 Public Relations Executive Exchange Visit--NEK to CMP,
Augusta, Maine
12-13 NERC Reliability Workshop--NERC to Latvenergo, Riga, Latvia
16-20 Public Relations Executive Exchange Visit--CVPS to Latvenergo,
Riga, Latvia
18-20 Utility/Human Resources Management Seminar--LSPS, Vilnius,
Lithuania
23-27 Human Resources Management Seminar--Commonwealth Edison
to PPGC, Krakow, Poland
24-26 Financial Management Seminar--Commonwealth Edison to PPGC,
Warsaw, Poland
30-June 1 Human Resources Management Workshop--Commonwealth Edison to
PPGC, Warsaw, Poland

JUNE

- 6-10 Transmission & Distribution Executive Exchange Visit-NEK to CMP,
 Augusta, Maine
- 10-16 WEC Regional Conference on Restructuring-Neptun, Romania
- 13-24 Systems Operations & Reliability Executive Exchange Visit-CEZ to
 HL&P, Houston, Texas
- 13-24 Environmental Technology & Financing Executive Exchange Visit-
 CEZ to HL&P, Houston, Texas
- 18-July 15 Transmission & Distribution Internship-Latvenergo to CVPS, Rutland,
 Vermont
- 20-July 1 Least Cost Planning Model Executive Development-CMP to NEK,
 Maine & Washington, D.C.

JULY

- 3-10 Partnership Agreement Signing-LSPS to Alabama Power,
 Birmingham, Alabama
- 11-15 Regulation & Rate Making Executive Exchange Visit-MVM Rt to
 NEES, Westborough, Massachusetts
- 18-Aug 12 Transmission & Distribution Internship-Latvenergo to CVPS,
 Rutland, Vermont
- 18-29 Short Term Load Forecasting Executive Development Program-
 MVM Rt., Seattle, Washington
- 18-29 Integrated Resource Planning Executive Exchange Visit-NEES,
 SEI, Commonwealth Edison, USEA, and USAID
- 25-29 Financial Management Executive Exchange Visit-CEZ to HL&P,
 Houston, Texas
- 30-Aug. 13 RETSIE Conference & Study Tour-All countries, Golden, Colorado

AUGUST

- 1-30 Human Resource Management & Financial Management Internships-
 RENEL to Boston Edison, Boston, Massachusetts
- 13-27 Baltics Natural Monopolies Seminar-Eesti Energia, LSPS,
 Latvenergo, Vienna, Austria
- 13-19 Utility Management Executive Exchange Visit-NEK to CMP,
 Augusta, Maine & Washington, D.C.
- 28-Sept. 30 Fluidized Bed Operations Internship-SE to SEI,
 Niagara Falls, New York

SEPTEMBER

- 4-16 Clean Coal Technology Regional Program-All countries, Chicago,
 Illinois
- 12-16 Transmission & Distribution Seminar-CVPS to Latvenergo, Riga, Latvia
- 14-21 Personnel Training and Administration-RENEL to Boston Edison,
 Boston, Massachusetts
- 19-20 Customer Service Seminar-HL&P to CEZ, Prague, Czech Republic
- 20-23 UPP Planning and Review Meeting-All countries and partners,
 Prague, Czech Republic
- 24-Oct. 8 Energy Efficiency Study Tour-All Countries
- 24-Oct. 4 IRP Manager Training & User Group Meeting-NEK to Minneapolis,
 Minnesota & Washington, D.C.
- 26-30 General Utility Management Seminar-Boston Edison to
 RENEL, Bucharest, Romania

Partnership Program Country Profiles

BULGARIA

After several years of decline, the recession that has swept across Central and Eastern Europe in the early 1990s seems to have abated. Bulgaria, which had a decline in its gross domestic production and electricity demand of nearly 20% in three years, is expected to show a small increase in 1994. The country is highly dependent on energy imports, particularly of oil, gas, and coal. The electric system is based on nuclear and lignite/coal units. A major issue is the safety of the large nuclear power plant at Kozloduy. Bulgaria's Natsionalna Elektricheska Kompania (NEK) is the state power company and handles generation, transmission, and distribution of electricity throughout Bulgaria. In May 1992, NEK was partnered with Central Maine Power Company (CMP). The partnership has produced several outstanding successes, including development of a least cost planning system that will allow Bulgaria to move forward with important improvements to its system.



Official Name:	Republic of Bulgaria
Land Area:	110,912 sq km (42,823 sq mi.)
Population (1992 est.):	8,869,161
Electric Generating Capacity (1993):	12,074 MW
Available Capacity (1992):	8,700 MW
Thermal	53%
Nuclear	31%
Hydro	16%
Electricity Demand (1993):	38.2 TWh



Front row: Serguey Shishov and Velico Iliev of NEK with Connie Irland of CMP. Back row: UPP Program Manager Eric Haskins and Joseph Moran of CMP.

FOCUS AREA ACTIVITIES-BULGARIA

	REGUL. ISSUES	GEN. MGMT.	FIN. MGMT.	RATE SETT.	CUST. SERV.	H.R. MGMT.	SYS. RELIA.	PLANT MGMT.	COST BENEF.	ENVI. ISSUES	PROJ. MGMT.	DSM E. EFF.	LCP IRP	ENG. MGMT.
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UTILITY PARTNERS

Natsionalna Elektricheska Kompania (NEK)

Sofia, Bulgaria

Velico Iliev, *Chairman of the Board of Directors*

Dianko Dobrev, *General Director*

Serguey Shishov, *Head, Foreign Relations Department*

Central Maine Power Company

Augusta, Maine, USA

David T. Flanagan, *President & Chief Executive Officer*

Joseph Moran, *Managing Director, Corporate Service*

Connie Irland, *Managing Director*

Legend:

RP	Regional Planning Meeting
AM	Advisory Mission
EE	Executive Exchange
FS	Focus Seminar
RS	Regional Seminar
ST	Study Tour/Site Visit/ Industry Conference
IN	Internship
ED	Executive Development

CZECH REPUBLIC

The Czech Republic moved forward during 1994 to secure its place as one of the economic leaders of Central and Eastern Europe. The Czech Republic has aggressively pursued its course of privatization, including the electricity system, now known simply as CEZ a.s. Partnered with Houston Industries since 1992 (before the separation with the Slovak Republic), CEZ a.s. has formally established departments for quality management, strategic planning, and business improvement. The company obtained a favorable bond rating from Standard & Poors in 1994, and is actively planning substantial investments and improvements in its system. Houston Industries Inc. has assisted CEZ executives with advice and consultation on a variety of topics, including government and public relations, regulatory reform, and business planning. The regional recession had less effect in the Czech Republic than in other countries, with CEZ showing a slight increase in demand during the past two years.

Official Name: Czech Republic



Land Area:	78,864 sq. km	(30,806 sq.mi.).
Population (1992 est.):		10,314,000
Electric Generating Capacity (CR 1993):		14,300 MW
Electric Generating Capacity (CEZ 1993):		10,655 MW
	Thermal	72%
	Nuclear	17%
	Hydro	11%

Electricity Demand (1993): 58.9 TWh

Peak Load (Dec. 1, 1993): 9,288 MW

CEZ produced 46.4 TWh in 1993, the remainder was imported or produced by industrial or private plants.



Joel Konkel of Houston Industries Inc., Vladislav Jech of CEZ a.s., Petr Veselsky of CEZ a.s., and Russell Reese of Houston Industries Inc.

FOCUS AREA ACTIVITIES-CZECH REPUBLIC

	REGUL. ISSUES	GEN. MGMT.	FIN. MGMT.	RATE SETT.	CUST. SERV.	H.R. MGMT.	SYS. RELIA.	PLANT MGMT.	COST BENEF.	ENVI. ISSUES	PROJ. MGMT.	DSM E. EFF.	LCP IRP	ENG. MGMT.
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UTILITY PARTNERS

CEZ a.s.

Prague, Czech Republic

Petr Karas, *General Manager & Board Chairman*

Petr Veselsky, *Director, Office of the Board*

Vladislav Jech, *Head, International Relations*

Houston Industries Inc.

Houston, Texas, USA

Don D. Jordan, *Chairman & Chief Executive Officer*

Raymond Snokhous, *Senior Vice President*

Russell Reese, *Director, Issues Management Department*

Legend:

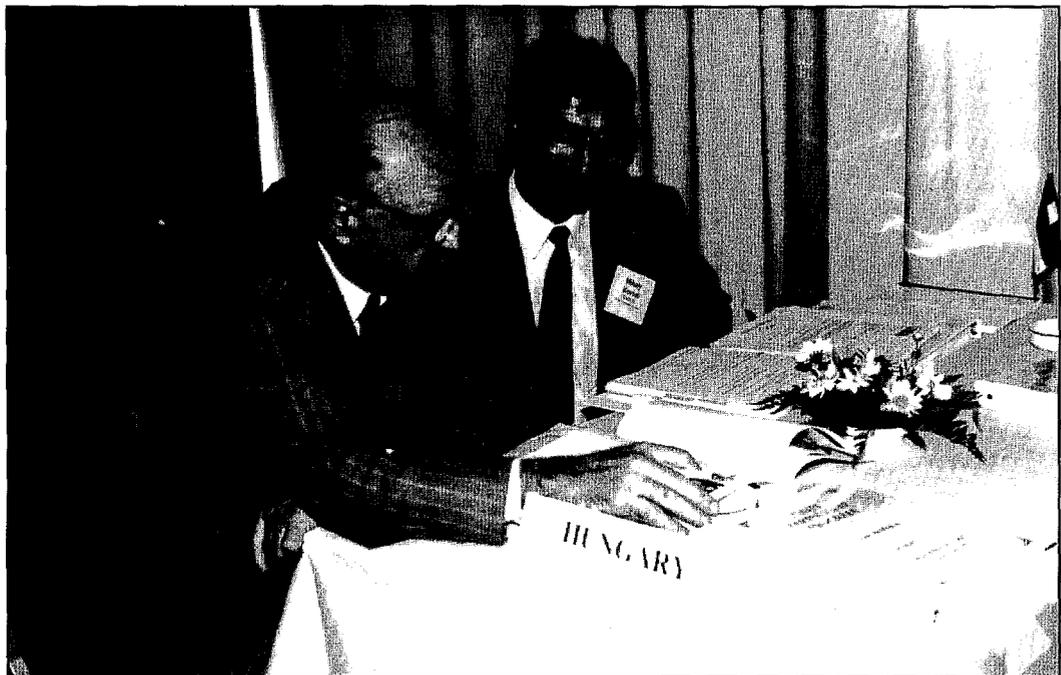
RP	Regional Planning Meeting
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HUNGARY

A new electricity law approved in April 1994 has brought major changes to the electrical and energy system in Hungary. An entirely new system of regulations and rate making has begun, with the establishment of an energy office in the government and regulatory methods similar to those in the U.S. now in place. The partnership of Hungary's leading energy company, MVM Rt., with the New England Electric System, was instrumental in making a smooth transition to this new system. The partnership dates back three years, and has focused on customer service, regulatory reform, new technology, and environmental topics. MVM Rt. officials have shown great interest in clean coal technology, and have attended several U.S. conferences on the subject. With large resources of lower-quality coal, Hungary is seeking ways to use these resources without further environmental harm. MVM Rt. is one of four utilities (including those in Poland, the Czech Republic, and Slovakia) planning to link electric systems with the neighboring European network. After a major test in September 1993, the countries are moving forward with plans for interconnection by the year 1997.



Official Name:	Republic of Hungary
Land Area:	93,030 sq. km (35,919 sq. mi.)
Population (1992 est.):	10,333,327
Electric Generating Capacity	
(MVM Rt. 1993):	7,200 MW
Thermal	74%
Nuclear	26%
Hydro	<1%
Electricity Demand (1993):	34.4 TWh
<i>MVM Rt. Production: 31.9 TWh; Import: 2.5 TWh</i>	



Jozsef Halzl and Mihaly Korodi of MVM Rt.

FOCUS AREA ACTIVITIES-HUNGARY

	REGUL. ISSUES	GEN. MGMT.	FIN. MGMT.	RATE SETT.	CUST. SERV.	H.R. MGMT.	SYS. RELIA.	PLANT MGMT.	COST BENEF.	ENVI. ISSUES	PROJ. MGMT.	DSM E. EFF.	LCP IRP	ENG. MGMT.
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UTILITY PARTNERS

Hungarian Power Company Ltd. (MVM Rt.)

Budapest, Hungary

Jozsef Halzl, *General Director*

Mihaly Korodi, *Public & International Affairs*

New England Electric System

Westborough, Massachusetts, USA

Joan T. Bok, *Chairman*

J.W. Rowe, *President & Chief Executive Officer*

John Levitt, *President, New England Resources*

Frank Zolli, *Contracts Agent*

Legend:

RP	Regional Planning Meeting
AM	Advisory Mission
EE	Executive Exchange
FS	Focus Seminar
RS	Regional Seminar
ST	Study Tour/Site Visit/ Industry Conference
IN	Internship
ED	Executive Development

LATVIA

As one of three Baltic states (with Estonia and Lithuania) that recently achieved freedom from Soviet domination, Latvia has struggled with its transition to independence. The partnership between Latvenergo, the Latvian electric utility, and Central Vermont Public Service Corporation began in early 1993, only a year and a half after independence. The two companies have exchanged executives, customer service personnel, engineers, planners, and financial experts. Latvia has had to cope with not only a new economic system, but also an electrical separation from the old unified Soviet system. Demand for electricity has declined substantially over the last two years. As a major focus for its partnership, CVPS and Latvenergo have worked together on pricing, establishing a modern accounting and billing system, and related customer service projects. The partnership was the first to have a UPP-sponsored internship, with several Latvians working with their counterparts at Central Vermont's offices in early and mid-1994.



Official Name:	Republic of Latvia
Land Area:	64,589 sq. km (24,938 sq. mi)
Population (1992 est.):	2,728,937
Electric Generating Capacity:	2021 MW
Thermal	26%
Nuclear	0%
Hydro	74%
Electricity Demand (1993):	6.4 TWh



Indulis Frisfelds and Karlis Purnis of Latvenergo with Robert Young and Thomas Hurcomb of Central Vermont Public Service.

FOCUS AREA ACTIVITIES-LATVIA

	REGUL. ISSUES	GEN. MGMT.	FIN. MGMT.	RATE SETT.	CUST. SERV.	H.R. MGMT.	SYS. RELIA.	PLANT MGMT.	COST BENEF.	ENVI. ISSUES	PROJ. MGMT.	DSM E. EFF.	LCP IRP	ENG. MGMT.
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UTILITY PARTNERS

Latvenergo

Riga, Latvia

Gunars Koemecs, *President*

Karlis Purnis, *Transmission & Distribution Director*

Andra Jesinska, *Assistant to the President*

Central Vermont Public Service Corporation

Rutland, Vermont, USA

Thomas C. Webb, *President & Chief Executive Officer*

Robert Young, *Chief Operating Officer*

Thomas Hurcomb, *Vice President, Marketing & Public Affairs*

Legend:

RP	Regional Planning Meeting
AM	Advisory Mission
EE	Executive Exchange
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ED	Executive Development

LITHUANIA

The newest partnership in the Utility Partnership Program is between the Lithuania State Power System and Alabama Power Company, one of the subsidiaries of the Southern Company. The partnership was signed in mid-1994, and is expected to focus on energy efficiency, management, and financial topics. The Lithuanians are interested in increasing energy efficiency through price reforms and demand-side management programs. According to one Lithuanian official, customer relations will be a major focus of the partnership. Many LSPS customers are not used to receiving and paying an electric bill. Most of the electric system of Lithuania was designed to serve the needs of the former Soviet Union. A major safety assessment by the G-7 Nuclear Safety Account of the Ignalina Nuclear Power Plant is under way, and Lithuania, along with the other Baltic countries, are examining alternatives for its replacement. Lithuania is working closely with Latvia and Estonia in a coordinated effort to share electricity resources and transmission and distribution.



Official Name: Republic of Lithuania
Land Area: 65,200 sq. km (25,165 sq. mi.)
Population (1992 est.): 3,788,542
Electric Generating Capacity (1994): 5929 MW
 Thermal 44%
 Nuclear 44%
 Hydro 12%
Electricity Production (1993): 14.7 TWh
Lithuania exported approximately 20% of the electricity it produced in 1993.



Eric Haskins of the UPP, Vladas Paskevicius of LSPS and Charles McCrary of Alabama Power Company at the signing of their partnership agreement in July 1994.

FOCUS AREA ACTIVITIES-LITHUANIA

	REGUL. ISSUES	GEN. MGMT.	FIN. MGMT.	RATE SETT.	CUST. SERV.	H.R. MGMT.	SYS. RELIA.	PLANT MGMT.	COST BENEF.	ENVI. ISSUES	PROJ. MGMT.	DSM E. EFF.	LCP IRP	ENG. MGMT.
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UTILITY PARTNERS

Lithuanian State Power System

Vilnius, Lithuania

Vladas Sirutis, *General Director*

Vladas Paskevicius, *First Deputy General Director*

Arturas Dainius, *Head of International Relations Department*

Alabama Power Company

Birmingham, Alabama, USA

Elmer Harris, *President*

Charles McCrary, *Executive Vice President*

Steve Fant, *Assistant to the Executive Vice President*

Legend:

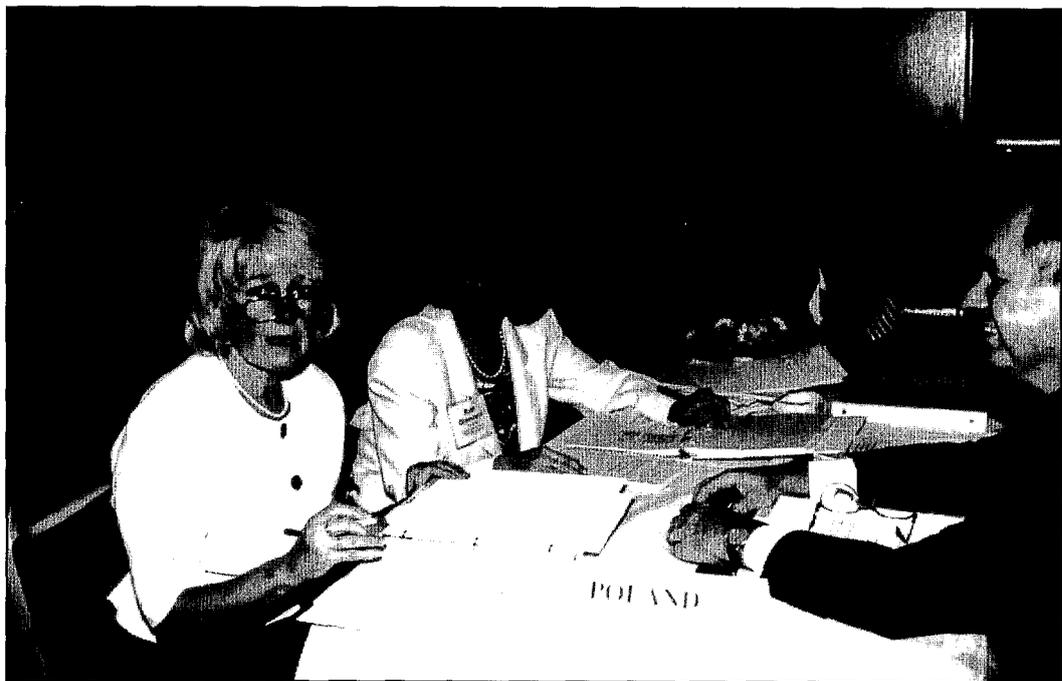
RP	Regional Planning Meeting
AM	Advisory Mission
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ED	Executive Development

POLAND

Poland is the largest Central European country participating in the Utility Partnership Program, with more than 38 million people. In 1990 Poland began a major restructuring process in its electric utility system, creating three independent sectors for generation, transmission and distribution. After four years, the process is well advanced but not yet completed. The Polish Power Grid Company, PPGC, a joint stock company fully owned by the state, maintains the transmission system. Generation of power is handled by 32 independent generating companies. The distribution sector is represented by 33 joint stock companies owned by the state, with the option to privatize in the near future. PPGC has participated in the development of a wholesale electricity market. The company has also been able to sign long-term power contracts that will enable financing of improvement projects within the utility. PPGC has established a Polish Steering Committee to coordinate participation of the electric industry in the UPP program. Together, PPGC and Commonwealth Edison Company have worked closely together on a wide variety of topics. In 1994 the partnership produced a human resources plan that may be used by other utilities in the Partnership Program.



Official Name: Republic of Poland
Land Area: 312,683 sq. km (120,727 sq. mi.)
Population (1992 est.): 38,519,486
Electric Generating Capacity (1993): 32,700 MW
 Thermal 94%
 Hydro 6%
Electricity Demand (1993): 133 TWh
Poland exported approximately 2.4 TWh in 1993.



Malgorzata Klawe of PPGC, Ruth Cherson of USEA and Roger Kovack of Commonwealth Edison.

FOCUS AREA ACTIVITIES-POLAND

	REGUL. ISSUES	GEN. MGMT.	FIN. MGMT.	RATE SETT.	CUST. SERV.	H.R. MGMT.	SYS. RELIA.	PLANT MGMT.	COST BENEF.	ENVI. ISSUES	PROJ. MGMT.	DSM E. EFF.	LCP IRP	ENG. MGMT.
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UTILITY PARTNERS

Polish Power Grid Company

Warsaw, Poland

Jan Popczyk, *President*

Malgorzata Klawe, *Head of International Strategy Division*

Commonwealth Edison Company

Chicago, Illinois, USA

James J. O'Connor, *Chairman of the Board*

Roger Kovack, *Comptroller*

Legend:

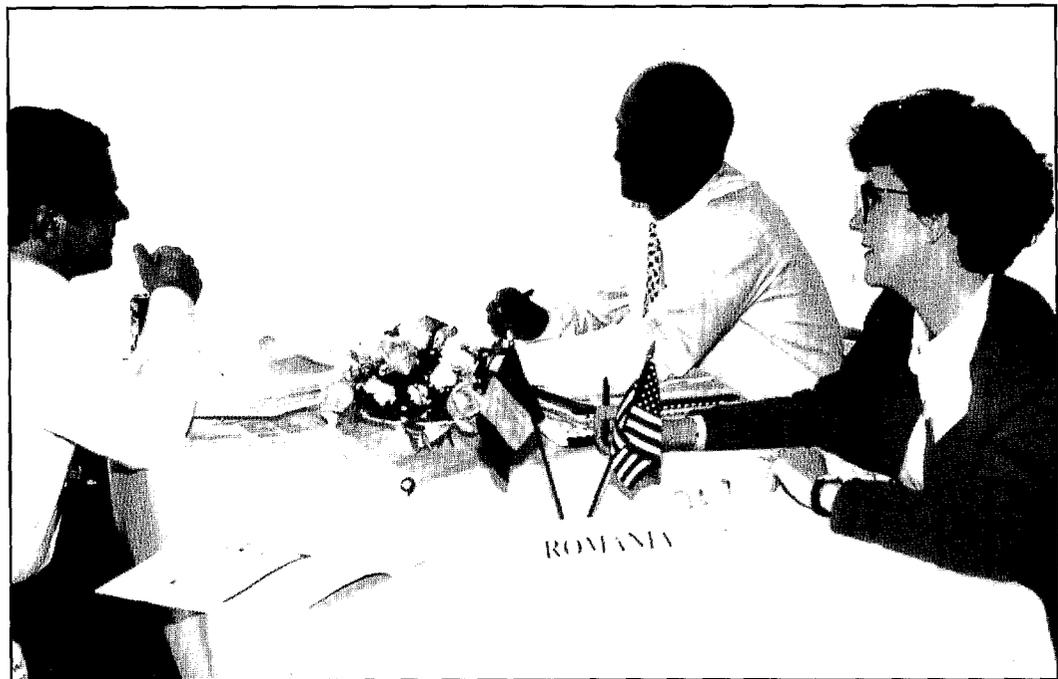
- RP Regional Planning Meeting
- AM Advisory Mission
- EE Executive Exchange
- FS Focus Seminar
- RS Regional Seminar
- ST Study Tour/Site Visit/
Industry Conference
- IN Internship
- ED Executive Development

ROMANIA

The second largest country in Central and Eastern Europe, Romania has a massive power generating and distribution system that was built to support a centrally planned economy. The transition to a market economy has presented major challenges to Romania and its utilities, including RENEL. Formed in 1990, RENEL manages the generation, transmission, and distribution of electricity in Romania. The utility joined the Utility Partnership Program in 1992 and is in partnership with the Boston Edison Company. The partnership is focused on regional cooperation, financial management, and environmental improvements to an aging Romanian power system. The country has very large generating capacities of more than 20,000 megawatts, but the poor conditions of its thermal power plants, combined with fuel shortages and a lack of hard currency to buy fuel, has presented problems for the Romanians. In the past, these led to the need for a fuel rationing system for the country. The future looks brighter, however, as RENEL expects that a large Western-designed nuclear plant will be commissioned in early 1995. Romania also has plans to restore about 3500 MW of thermal capacity by converting lignite plants to hard coal. Romania is also beginning organizational and legal changes in the power system, with a new electricity law and regulatory systems under review.



Official Name: Republic of Romania
Land Area: 237,500 sq. km (91,699 sq. mi.)
Population (1992 est.): 23,169,914
Electric Generating Capacity (1992): 20,536 MW
 Thermal 72%
 Nuclear 0%*
 Hydro 28%
**Cernavoda on-line in 1995*
Electricity Demand (1992): 54.1 TWh



Ionut Purica of RENEL with Richard Hahn and Leslie Myers of Boston Edison.

FOCUS AREA ACTIVITIES-ROMANIA

	REGUL. ISSUES	GEN. MGMT.	FIN. MGMT.	RATE SETT.	CUST. SERV.	H.R. MGMT.	SYS. RELIA.	PLANT MGMT.	COST BENEF.	ENVI. ISSUES	PROJ. MGMT.	DSM E. EFF.	LCP IRP	ENG. MGMT.
	JAN.													
	FEB.													
1	MAR.													
	APR.													
9	MAY	ST								ST				
	JUN.													
9	JUL.													
	AUG.													
2	SEP.									ST				
	OCT.	EE												
	NOV.	RP,EE						ST						
	DEC.													
	JAN.													
	FEB.													
1	MAR.													ST
	APR.											ST		
9	MAY	FS	AM	FS								ST		
	JUN.		EE											
9	JUL.		ST							ST				
	AUG.													
3	SEP.					FS				ST		ST		
	OCT.	ST		ST								ST		
	NOV.		RP											
	DEC.													
	JAN.											ST		
1	FEB.									EE		EE		
	MAR.													
9	APR.							ST						
	MAY									ST				
9	JUN.		RS											
	JUL.													
4	AUG.			IN		IN				ST				
	SEP.		RP,FS			EE				ST		ST		

UTILITY PARTNERS

Regia Autonoma De Electricitate (RENEL)

Bucharest, Romania

Victor Vaida, *President*

Razvan Purdila, *Director, Human Resources*

Ionut Purica, *Director, Dept. for Coordination of International Assistance Programs*

Boston Edison Company

Boston, Massachusetts, USA

George W. Davis, *President and Chief Operating Officer*

Richard S. Hahn, *Vice President*

Leslie Myers, *Assistant to the President*

Legend:

RP	Regional Planning Meeting
AM	Advisory Mission
EE	Executive Exchange
FS	Focus Seminar
RS	Regional Seminar
ST	Study Tour/Site Visit/ Industry Conference
IN	Internship
ED	Executive Development

SLOVAKIA

In October 1994, the Slovakian government transformed the state-owned Slovensky Energeticky Podnick (SEP) into a joint stock company Slovensky Elektrarne a.s. (SE a.s.). The partnership between the Slovakian power system and Southern Electric International has been a key factor in assisting SE a.s. in this transformation (see page 14). The partnership was established in 1992, even before the 1993 separation of the Czech Republic and the Slovak Republic. SE a.s. is the Slovakian power system which operates nuclear, thermal, and hydro power plants and supplies about 85% of the nation's electric power. Three power distribution companies purchase power from SE a.s. and resell it to customers. Slovakia is currently in the midst of a total energy policy review, including a study of demand and load management, supply and generation options, impacts on the economy, and environmental policy. SE a.s. is currently seeking financing for the completion of the Mochovce nuclear plant and considering closure of the nuclear units at Bohunice. The partnership between SE a.s. and SEI has resulted in several significant accomplishments, including a Slovakian customer service center, improved language training, and a plan to use Western-style technology to deal with environmental problems.



Official Name:	Slovak Republic
Land Area: 49,000 sq. km (18,919 sq. mi.)	
Population (1993 est.):	5,300,000
Electric Generating Capacity (1993):	6,800 MW
Nuclear	43%
Thermal	27%
Hydro	30%
Electricity Demand (1993):	23.4 TWh



William Coe of SEI, Dusan Slamka of SE and Ronald Younker of Southern Company Colleges.

FOCUS AREA ACTIVITIES--SLOVAKIA

	REGUL. ISSUES	GEN. MGMT.	FIN. MGMT.	RATE SETT.	CUST. SERV.	H.R. MGMT.	SYS. RELIA.	PLANT MGMT.	COST BENEF.	ENVI. ISSUES	PROJ. MGMT.	DSM E. EFF.	LCP IRP	ENG. MGMT.
	JAN.		AM				AM							
	FEB.		AM											
1	MAR.													
	APR.													
9	MAY		ST,FS							ST				
	JUN.			ST										
9	JUL.													
	AUG.	RS					ST							
2	SEP.		EE											
	OCT.													
	NOV.		RP,EE	FS				ST						
	DEC.													
	JAN.													
	FEB.													
1	MAR.											ST		
	APR.		ST											
9	MAY			EE										
	JUN.	FS	EE,ST							ST				ST
9	JUL.		EE					ST						
	AUG.					FS	RS							
3	SEP.		EE							ST				
	OCT.	ST										ST		
	NOV.		RP,ST	FS								ST		
	DEC.													
	JAN.											ST		
1	FEB.		AM											
	MAR.													
9	APR.							ST						
	MAY									ST				
9	JUN.													
	JUL.													
4	AUG.	FS								ST,IN				
	SEP.		RP							ST		ST		

UTILITY PARTNERS

Slovenske Elektrarne, a.s. (SE a.s.)

Bratislava, Slovakia

Karol Ceznek, *Chairman of the Board*

Rudolf Kvetan, *Vice Chairman*

Pavel Jancovic, *Director, Office of Director General*

Dusan Slamka, *Specialist*

Southern Electric International

Atlanta, Georgia, USA

Edward L. Addison, *Chairman, The Southern Company*

Robert Richwine, *Manager, Consulting Services & Chief Consultant*

William Coe, *Client Manager*

Legend:

RP	Regional Planning Meeting
AM	Advisory Mission
EE	Executive Exchange
FS	Focus Seminar
RS	Regional Seminar
ST	Study Tour/Site Visit/ Industry Conference
IN	Internship
ED	Executive Development

ESTONIA

Estonia is one of the three Baltic nations which gained freedom from the former Soviet Union in 1991. The country exports much of its excess energy resources to other newly independent states of the former USSR, but there is continued concern about the environmental effects of Estonia's use of oil shale to generate electricity. Production of electricity is mostly through two thermal generating stations with a total capacity of more than 3,000 MW. The Estonian plants are interconnected to the other Baltic nations, Belarus, and Northwestern Russia. The three Baltic nations are cooperating in regional activities to improve energy efficiency and production. Estonia and the other Baltic nations use more than twice as much energy per unit of industrial output as do utilities in Western Europe. There is a major need for energy efficient methods and products and environmental restoration. The state-owned electric company, Eesti Energia, joined the Utility Partnership Program in 1993.



Official Name:	Republic of Estonia
Land Area:	45,225 sq km (17,443 sq mi)
Population (1994 est.):	1,560,000
Electric Generating Capacity (1994):	3,268 MW
Thermal	100%
Nuclear	0%
Hydro	0%
Electricity Production (1993):	9.0 TWh
Electricity Exports (1993):	2.0 TWh

Source: Eesti Energia (1994)

PARTICIPATING UTILITY

Eesti Energia
Tallinn, Estonia
Udo-R Lehtse, *General Director*
Rein Hanni, *Head of Foreign Relations Department*

THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA

In 1991, Macedonia seceded from Yugoslavia, but due to opposition to the use of the name "Macedonia," the country's independence was not immediately recognized by much of the international community. In early 1993, the nation was admitted to the United Nation as The Former Yugoslav Republic of Macedonia, and the United States and most other nations have since recognized it. The Electric Power Company of Macedonia joined the Utility Partnership Program in 1993. The company is state-owned and is responsible for production, transmission, and distribution of electrical energy for the entire country of Macedonia.

The Former YUGOSLAV REPUBLIC OF MACEDONIA



Official Name

(when admitted to United Nations):

The Former Yugoslav Republic of Macedonia

Land Area: 28,000 sq. km (10,150 sq. mi.)

Population (1992 est.): 2,174,000

Electric Generating

Capacity (1994) 1380 MW

Thermal 72%

Nuclear 0%

Hydro 28%

Electricity Demand (1993): 6.4 TWh

PARTICIPATING UTILITY

Electric Power Company of Macedonia

Skopje, Macedonia

Ratko Mizu, *General Manager*

Ratko Crvenkoski, *Assistant General Manager*



Ratko Crvenkoski and Ratko Mizu of the Electric Power Company of Macedonia.

PLANS FOR YEAR FOUR

Since its beginnings in 1991-92, the Utility Partnership Program has expanded to include the involvement of managers from throughout the electric utility industry representing all areas of management expertise. With the definition of fourteen "focus areas" to guide UPP strategies in the fall of 1993, the Partnership Program improved its approach to long-term planning. This has enabled utility participants to begin to utilize a variety of program activities to address specific areas of interest. With the initiation of a guided self-assessment in early 1994, the Utility Partnership Program began efforts to improve management procedures, implement long-term planning in program focus areas, and initiate internships as well as regional and executive development programs to supplement partnership activities. In addition, the growing sensitivity to the AID requirement for practical measurement of results provided impetus for the planning and documentation of activities. A summary of plans for each country during the upcoming Fiscal Year is presented below.

BULGARIA: The FY 1995 UPP work plan for the Bulgarian National Electric Company (NEK) and its sister utility, Central Maine Power Company, focuses on power plant repairs and maintenance, and on rates and tariffs. Two executive exchanges and two focused seminars will address these issues. In addition, two other executive exchanges are planned to discuss the topics of operational control and safety, SCADA (System Control and Data Acquisition) and EMS (Energy Management Systems). USEA also anticipates involving NEK executives in six regional programs and several information exchange programs.

CZECH REPUBLIC: The 1994-1995 work plan for the Czech Power Company (CEZ a.s.) focuses on the four priority issues of environmental protection, regulation and industry restructuring, general utility management, and financial management. These issues, combined with the level of sophistication of CEZ management, have led to the development of a work plan that calls for a total of eight focused seminars addressing corporate relations, environmental controls, internal auditing, rate setting, environmental standards, and power plant monitoring and diagnostics. In addition, the work plan calls for an executive exchange focusing on corporate structure and organizational development. The work between the sister utilities will be supplemented by USEA-sponsored involvement of CEZ in three information exchange programs covering the topics of energy efficiency, combined cycle generation, and the strategic value of fossil fuels. CEZ will also participate in several regional programs.

ESTONIA: Due to the planned close of the bilateral USAID program in Estonia, Eesti Energia does not have a full "sister utility" relationship with a U.S. electric utility. However, it became apparent during the Annual UPP Planning and Review meeting held in Prague in September 1994 that the management of Eesti Energia is interested in becoming involved in the Utility Partnership Program to the maximum extent possible. Their management representative indicated priority interest lies in the areas of utility regulation and industry restructuring, financial management, cost/benefit analysis, as well as management and optimization of their generation, transmission, and distribution systems. Eesti Energia will be involved in eight seminars and conferences as well as informational study tours and executive exchanges addressing these and other topics.

HUNGARY: The Utility Partnership Program's 1994-1995 work plan for Hungary calls for activities promoting economic efficiency in the areas of network planning and interconnection arrangements, cooperation between generation and retail companies, regulation and rate-making, marketing and bulk power exchanges, human resource management, and environmental controls. MVM Rt. expects to work with New England Electric System to carry out three executive exchanges and four focused seminars on these topics. In addition, MVM Rt. will be invited to participate in four information exchanges and eight regional programs.

LATVIA: Latvenergo and Central Vermont Public Service Corporation have focused their plans for 1994-1995 on the topics of industry restructuring, rate-setting, customer service, and regional cooperation. One of the more active of the partnerships, CVPS and Latvenergo plan to continue the successful use of internship programs, with six new internships scheduled for 1994-1995, in combination with the new executive development activities. There are also plans to conduct focused seminars on the topics of integrated resource planning, tariff and rate-setting, telecommunications, demand-side management, and contract negotiations. These will be supplemented with executive exchanges and Latvenergo's involvement in several regional and U.S. programs addressing system reliability and interconnection agreements.

LITHUANIA: Lithuania's new partnership with Alabama Power Company will focus initially on the areas of utility management and planning, financial management, and customer service. Specific plans call for executive exchange visits to address utility communications, contract negotiations, and district operations, with follow-up seminars to explain rate-setting models, customer service, and transmission/distribution planning.

MACEDONIA: The Macedonian Electric Company is expected to have a U.S. electric utility partner identified in the first part of Fiscal Year 1995. This will enable the Utility Partnership Program to begin a vigorous program of activities focusing on the key issues of general utility management, cost/benefit analysis, generating plant management, and demand-side management.

POLAND: The Polish Power Grid's reassessment of priority issues resulted in little change in emphasis on the previous year's priorities of utility regulatory practices, human resource management, customer service, and project management. Four internship programs involving a large number of participants will address the issues of transmission operations and maintenance, energy management systems, financial management, and integrated resource planning. A proposed executive development program would provide system-wide training for PPGC management personnel.

ROMANIA: Priority issues identified for RENEL and Boston Edison Company in Fiscal Year 1995 include demand-side management, energy efficiency, system reliability, environmental issues, power plant management, and project management. The work plan calls for these issues to be addressed through internship programs, focused seminars, and regional activities.

SLOVAKIA: The partnership between SE a.s. and Southern Electric International will focus on financial management, human resource management, environmental protection, and least-cost planning during Fiscal Year 1995. Internships, focused seminars, and executive development programs will address these issues. UPP regional programs will assist SE a.s. by focusing on system reliability, environmental protection, and the strategic value of fossil fuels. Informational study tours will cover new environmental technologies.

Report on Funding

Under the Cooperative Agreement, USAID supports activities for the Utility Partnership Program in Central and Eastern Europe that are managed and administered by USEA. USAID funds, along with pro-bono contributions made by the U.S. utility partners and other industry groups, comprise the program's total budget.

Below is an accounting of how USAID funds for the Utility Partnership Program were used, based on unaudited USEA figures.

Summary of Expenditures of USAID Funds for FY 1994

PROGRAM ACTIVITIES

Advisory Missions	\$126,949
Evaluation	51,432
Executive Development	74,393
Exchange Visits	560,153
Focused Seminars	374,611
Information Dissemination	726,290
Internships	19,575
Regional Training	331,417
TOTAL PROGRAM ACTIVITIES	\$2,264,820
SALARIES, BENEFITS, & INDIRECT EXPENSES	822,920
OTHER DIRECT EXPENSES	460,291
TOTAL EXPENSES	\$ 3,548,031

U.S. Utility Contributions

Each of the U.S. utilities participating in the partnership program has made a significant contribution of time and resources. Company personnel at all levels have invested personal time and great effort to ensure the success of the partnerships. Some of this effort is impossible to account for in a balance sheet. The results are evident in the achievement of the program in 1994.

Following are estimates provided by the participating U.S. utilities on the value of these contributions. Due to differences in reporting practices, information and cost figures vary somewhat from utility to utility.

Alabama Power Company

Cost of participation	\$72,000
Straight time hours	384 hours
Unpaid overtime	144 hours
Total hours	528 hours

Commonwealth Edison Company

Cost of participation	\$160,000
Straight time hours	1475 hours
Unpaid overtime	20 hours
Total hours	1495 hours

Boston Edison Company

Cost of participation	\$208,500
Straight time hours	912 hours
Unpaid overtime	200 hours
Total hours	1112 hours

Houston Lighting & Power Company

Cost of participation	\$268,500
Straight time hours	3652 hours
Unpaid overtime	644 hours
Total hours	4296 hours

Central Maine Power Company

Cost of participation	\$58,779
Straight time hours	1244 hours
Unpaid overtime	29 hours
Total hours	1483 hours

New England Electric System

Cost of participation	\$196,500
Straight time hours	1464 hours
Unpaid overtime	1680 hours
Total hours	3144 hours

Central Vermont Public Service Corp.

Cost of participation	\$130,700
Straight time hours	832 hours
Unpaid overtime	350 hours
Total hours	1182 hours

Southern Electric International

Cost of participation	\$98,500
Straight time hours	160 hours
Unpaid overtime	37 hours
Total hours	197 hours

Estimated U.S. Utility Contributions

Cost of Participation (total of participating utilities) \$1,193,479

Total Time (in hours) 13,437 hours

Estimated Contributions From Other Industry Groups (page 40) 633,000

TOTAL ESTIMATED CONTRIBUTIONS **\$1,826,479**

Contributions from Other Industry Groups

Along with the U.S. partner utilities, many other industry groups have contributed to the Partnership Program by providing facilities, personnel, expertise, and other services. The estimated contributions from other industry groups in Fiscal Year 1994 was \$633,000. Some of the many groups involved include:

Alliance to Save Energy	MITRE Corporation
Arthur Andersen	National Economic Research Associates
Babcock & Wilcox	National Renewable Energy Laboratory
Bechtel Corp.	National Rural Electric Cooperative Association
Brooklyn Union Gas Co.	Nega Watt
California Energy Commission	Newman & Holtzinger
Canadian Electric Association	North American Electric Reliability Council
Caterpillar, Inc.	North Carolina Utilities Commission
Center for Energy Studies	Oak Ridge National Laboratories
Cincinnati Gas & Electric Company	OLADE
Coopers & Lybrand	Pacific Gas & Electric Corp.
Decision Systems International	Parner, Baker, & Hostetler
Deloitte & Touche	Pennwell Publishing Corp.
Edison Electric Institute	Planergy, Inc.
Electric Power Research Institute	RCG/Hagler Bailly
Electrotek	Regulatory Policy Institute
Federal Energy Regulatory Commission	Solarex
Fieldstone Private Group	Southern Company Services
First Interstate Bank	Southern California Edison Company
Florida Power Company	State of Vermont
Florida Public Service Commission	Stone & Webster
General Electric Company	The Energy Daily
Georgetown University	Transco Energy Company
Global Power Corp.	UNOCAL
Harris Controls	U.S. Department of Energy
Harvard University	U.S. Environmental Protection Agency
Hunton & Williams	Virginia Public Utilities Commission
Illinois Commerce Commission	West Bend Mutual
Integrated Resources International	Westinghouse Corp.
Johnson Controls	World Bank
Keith & Associates	
Lawrence Berkeley Laboratories	
London School of Economics	

United States Energy Association Membership

Energy Companies, Trade Associations, Manufacturers, and Engineering Companies

ABB Combustion Engineering, Inc.	Houston Lighting & Power Company
Ahlstrom Pyropower, Inc.	Interstate Natural Gas Association of America
Amerada Hess Corporation	Johnson Controls, Inc.
American Electric Power Service	M-C Power Corporation
American Gas Association	Midwest Resources, Inc.
American National Power, Inc.	Mitchell Energy Corporation
American Petroleum Institute	Mustang Development Corporation
American Public Power Association	National Coal Association
Association of Edison Illuminating Companies	National Fuel Gas Supply Company
Babcock & Wilcox	National Rural Electric Cooperative Association
Baltimore Gas and Electric Company	New York State Electric & Gas Corporation
Bechtel Power Corporation	NRG Energy, Inc.
Black & Veatch, Engineers & Architects	Nuclear Energy Institute
Brooklyn Union Gas Company	Oklahoma Gas and Electric Company
Burns and Roe Enterprises, Inc.	Pennsylvania Power & Light Company
Cabot Oil & Gas Corporation	Pennzoil Company
Carolina Power and Light Company	Phillips Petroleum Company
Caterpillar, Inc.	Potomac Electric Power Company
Central Vermont Public Service Corporation	Questar Corporation
Cincinnati Gas & Electric Company	Raytheon Engineers & Constructors
Coastal Pan American Corp.	Sargent and Lundy
Cogen Technologies	Seagull Energy Corporation
Columbia Gas Distribution Companies	Siemens Power Corporation
Commonwealth Edison Company	Southern Company Services
Conoco, Inc.	Stewart & Stevenson Services, Inc.
Destec Energy, Inc.	Stone & Webster Engineering Corporation
Edison Electric Institute	Texaco USA
Enron Corporation	Transco Energy Company
Falcon Seaboard Resources, Inc.	Tucson Electric Power Company
Fluor Daniel, Inc.	U.S. Export Council for Renewable Energy
Foster Wheeler Energy Corporation	Westinghouse Electric Corporation
Freeport-McMoRan, Inc.	Zurn Industries
General Electric Company	
General Public Utilities Corporation	
Gilbert-Commonwealth	
Honeywell, Inc.	

Professional Societies, Government Organizations, and Professional Service Firms

American Institute of Chemical Engineers	Bracewell & Patterson
American Nuclear Society	Brookhaven National Laboratory
American Society of Civil Engineers	Cambridge Energy Research Associates
American Society of Mechanical Engineers	Cannon Consultants, Inc.
Argonne National Laboratory	Chalmers & Company
Arnold & Porter	CS First Boston
Arthur Andersen & Company	Decker International Development, Inc.
Arthur Andersen Economic Consulting	Deloitte & Touche

Dilenschneider Group, Inc.
EDS Utilities Division
Electrotek Concepts, Inc.
EMI Inc.
Energy Resources International, Inc.
Energy Systems & Technology
ERC International
Griffin Capital Corporation
Gropee, Long & Littell
Halliburton NUS Environmental Corporation
Harza Engineering
Hildreth & Associates
Hunton and Williams
Institute of Electrical and Electronics Engineers
International Resources Group, Ltd.
J.J. Scoville & Associates, Inc.
J.P. Morgan & Company
JRH International
K&M Engineering and Consulting Corp.
Keith and Associates, Ltd.
Langan Associates
Lawrence Berkeley Laboratory
Lawrence Livermore National Laboratory
Los Alamos National Laboratory
Management Diagnostics
McKinsey & Company, Inc.
Merrill Lynch
Metzger, Hollis, Gordon & Mortimer
National Renewable Energy Laboratory
Newman Bouknight & Edgar, P.C.
Oak Ridge National Laboratory
Overseas Advisory Associates, Inc.
PCL Administrators
Planergy
Planning & Forecasting Consultants
Planmetrics, Inc.
Potomac Communications Group, Inc.
RCG/Hagler Bailly, Inc.
Reddy Communications
Reid & Priest
Resource Management Associates
Science Applications International Corporation
Southwestern Power Administration
Specialty Technology Associates
Standard Chartered Bank
Strategic Marketing, Inc.
Strategic Power Systems
Summit Group International II LTD
Synergic Resources Corporation
Technology & Management Services, Inc.
Tennessee Valley Authority
The Powell Group
The S.M. Stoller Corporation
Tiltec
Triangle Consulting
U.S. Agency for International Development
U.S. Department of Energy
U.S. Geological Survey
Utility Data Institute

Verner Liipfert, Bernhard
McPherson & Hand
Washington International Energy
Group, Ltd.
Western Area Power Administration

Universities, Educational and Informational Organizations

Battelle Pacific Northwest Laboratories
Colorado School of Mines
Columbia-Presbyterian Health Services
Eastern Mineral Law Foundation
Electric Power Research Institute
Energy and Environmental Research
Center (EERC)
Energy Daily
Gas Research Institute
Institute of Gas Technology
Institute of International Education
(IIE)
Lehigh University
MITRE Corporation
National Energy Foundation
National Science Education Leadership
Association (NSLEA)
New Mexico State University
North American Electric Reliability
Council
Northampton Community College
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