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REGULATORY ASSISTANCE FOR SOUTHEAST EUROPEAN REGIONAL ELECTRICITY MARKET DEVELOPMENT

FINAL REPORT

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REGULATORY ASSISTANCE FOR SOUTHEAST EUROPEAN REGIONAL ELECTRICITY MARKET DEVELOPMENT

FINAL REPORT

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ACRONYMS USED

AMM	Albanian Market Model
ANRE	Energy Regulatory Authority (Romania)
CEER WG SEEER	Council of European Energy Regulators Working Group for South East Europe Energy Regulation
CERC	Croatian Energy Regulatory Council (now HERA)
CRU	Central Regulatory Unit
CTO	Cognizant Technical Officer
DG TREN	Directorate-General for Energy and Transport
EAR	European Agency for Reconstruction
EC	European Commission
ERC	Energy Regulatory Commission of the Republic of Macedonia
ECRB	Energy Community Regulatory Board
EFET	European Federation of Energy Traders
ERE	Electricity Regulatory Authority (Albania)
ERO	Energy Regulatory Office (Kosovo)
ERRA	Energy Regulators Regional Association
ERSE	Energy Services Regulatory Authority (Portugal)
EU	European Union
ESBI	ESB International
ESM	Electric Power Company of Macedonia
HEP	Hrvatska Elektroprivreda d.d. (Croatia – Electricity Utility)
HERA	Croatian Energy Regulatory Agency
IFC	International Finance Corporation
IQC	Indefinite Quantity Contract
ISMO	Independent System and Market Operator
KEK	Kosovo Electric Company
KESH	Albanian Power Corporation (Electricity Utility)
LOE	Level of Effort
MoU	Memorandum of Understanding
NERA	National Economic Research Associates, Inc.
OST	Albania's Transmission System Operator
PISG	Provisional Institutions of Self-Government
SAP	Strategic Action Plan
SEE	South East Europe
SEEER	South East Europe Energy Regulation
SOLR	Supplier of Last Resort
SRSG	Special Representative of the UN Secretary-General
TDY	Temporary Tour of Duty
TMM	Transitional Market Model
TSO	Transmission System Operator
USAID	United States Agency for International Development
UN	United Nations
UNMIK	United Nations Mission in Kosovo

INTRODUCTION

This Task Order, the largest awarded to Pierce Atwood under its Indefinite Quantity Contract (IQC) with USAID for legal and regulatory development assistance in Southeast Europe (SEE),¹ provided support for energy sector reform pursuant to the Stability Pact under which the various SEE countries had agreed to work cooperatively to promote political and economic stability and regional growth. The Task Order's focus was energy infrastructure, and in particular the institutional and regulatory reforms needed to promote investment and enable private ownership, competition, and open markets to emerge. Under this Task Order, Pierce Atwood worked for seven years to establish the legal and regulatory framework, at national and regional levels, necessary to develop a functioning, competitive regional energy market, consistent with regional agreements and initiatives leading up to and set forth in the 2005 Treaty establishing the Energy Community and with European Union (EU) energy legislation and principles.

This SEE Task Order closed along with the IQC itself on September 30, 2007. As required by the Task Order and the IQC, this Final (or Close-out) Report reviews the accomplishments of the project, discusses the methods of work, and makes recommendations for the next stages of assistance. A companion report submitted concurrently, *Lessons Learned from Seven Years of Promoting Energy Regulatory Capacity in South East Europe*, provides a more global perspective of overall progress in the region since the beginning of this Task Order and analyzes the various methods and approaches employed to achieve the goals of the project. This Report presents a more detailed synopsis of particular activities and achievements as measured against the Task Order and work plan objectives.

All of the beneficiary countries of this Task Order² were participants in and signatories to the series of regional agreements and memoranda of understanding as well as the 2005 Treaty establishing the Energy Community that, with increasing specificity, memorialized their intentions to work cooperatively toward developing regional electricity and gas markets. Thus, at a high level at least, each of the project countries had committed to adopting the necessary laws and secondary legislation and creating the independent regulatory bodies in order to participate in such regional markets.

The original Task Order began with a one-year project encompassing five specific tasks and approximately 35 person-months of effort, but envisioned future modifications extending the scope and duration of the work. In the end, the Task Order scope had expanded to nine defined assignments,

¹ *Regulatory Assistance for Southeast European Regional Electricity Market Development*, Task Order No. 01 (executed September 30, 2000), under IQC No. EEU-I-00-99-00029-00, *Legal and Regulatory Development (Function Area Two)* (executed May 25, 1999).

² The Original IQC under which our Regional Balkan Task Order was awarded did not refer to any individual countries; instead, it referred to regions only: the countries of Central and Eastern Europe and the New Independent States. Task Order No. 01 included Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Romania; Modification 4 added UNMIK-Kosovo. We were also asked in the course of our Balkan Task Order to provide limited assistance to Serbia. Most (but not all) of the national assistance to Bosnia and Herzegovina and Bulgaria was provided under separate task orders (Nos. 801 and 802, respectively) calling for long-term resident advisors in those two countries. There was also a separate Task Order for a long-term resident advisor in Moldova (No. 800). Final completion reports for those Task Orders are available at <http://dec.usaid.gov/>. We therefore limit this report to the activities in the remaining SEE countries and the region as a whole.

including targeted country assistance in Albania, Croatia, Kosovo,³ and Macedonia, and approximately 364 person-months of effort. The nine identified tasks generally covered the following activities:

- Regional** – Ongoing advice to ministries, regulators, and regional organizations on EU Directive requirements and principles covering all energy sector regulated activities, from public participation and codes of ethics, to tariffs and licensing to market rules, transmission access, imports and exports, and dispute resolution; focus on strengthening regulatory capabilities and harmonizing national laws and rules to facilitate reciprocal cross-border energy trade
- Croatia** – Assistance to newly formed and vulnerable regulatory body to maximize its independence through secondary legislation and organizational development (structure, charter, staffing); enhance regulatory competencies through assistance with tariff methodologies, licensing, public participation, customer service standards, and other regulatory concerns; assistance to HEP on tariffs
- Albania** – Work with local stakeholders to develop comprehensive energy laws and government policies and strategies; through full-time local advisor and frequent TDYs, provide continued support to ERE, Ministry and KESH in areas of tariff methodologies, structural unbundling, regulatory responsibilities; develop and help implement transitional and final market models; draft and comment on secondary legislation
- Kosovo** – Draft primary energy laws and help ERO, the regulatory body created by those laws, become staffed and operational; organize and manage process to provide turnaround management team for KEK; support ERO in developing secondary legislation on specified topics, including authorizations for new capacity, licensing (including model licenses), codes of ethics, conditions of supply, and dispute settlement
- Macedonia** – Assist the Government of Macedonia in drafting laws, structure of market, structure of regulator, market opening scenarios; support regulator in developing competencies, in particular cost of service and tariff methodologies, and licensing

This Report is divided accordingly. Following an overview of the scope of work called for in the Task Order, we summarize the goals and achievements of Pierce Atwood’s regional assistance and then describe the aims, efforts, and accomplishments of the separate tasks in Albania, Croatia, Kosovo, and Macedonia. In Appendix A, we provide a summary of the Task Order scope of work as modified over the course of the project; Appendix B is a list of achievements by task; and Appendix C is a list of deliverables culled from seven years of ongoing instruction, comment, and communication, attempting to avoid duplication and provide only significant milestones and substantive materials.

It is with mixed emotions that we submit this last Report under our IQC. While we are proud of our role in the progress achieved since the commencement of this project, we are also saddened that this chapter of Pierce Atwood’s involvement in the SEE energy sector has come to a close. We thank USAID for the opportunity to be a part of its significant regional reform efforts.

³ We note that UNMIK-Kosovo is a United Nations protectorate and not a separate country. Although in this Report we use the terms *national* legislation, *state* rules and policies and *country* progress to refer to activities across the various members of SEE, we make no statement as to the substantive question of independence of Kosovo.

EXECUTIVE SUMMARY

SUMMARY OF ACHIEVEMENTS

1. PROJECT ACCOMPLISHMENTS

The project accomplishments are best measured by “before and after” snapshots showing the progress of energy sector reform within individual countries in the SEE and the region as a whole.⁴ In 2000 when we began our work, only Albania, Bulgaria, and Romania had established regulatory agencies, although Albania’s lacked real power. Bulgaria’s regulator had a history of issuing licensing and tariff decisions, and Romania’s law and regulator were the most advanced in terms of having well-defined roles and responsibilities, along with an unbundled energy sector. The remaining countries covered by the Task Order were relatively blank slates in terms of their regulatory development, with very new or not yet appointed regulatory bodies or even lacking laws that established such bodies.

Today, all of the countries in the region have primary energy laws that comport with EU Directive requirements in most respects; they have independent regulatory commissions that have enacted the necessary secondary legislation for market oversight within their borders (including in particular licensing rules, tariff methodologies, public participation procedures, dispute resolution mechanisms, and conditions of supply); the regulators are active participants in regional groups addressing energy market and governance issues; and the commissions are staffed with qualified specialists knowledgeable in tariffs, licensing, service quality, and EU requirements. While each country and the region as a whole face continuing challenges, particularly in the form of periodic power struggles between government bodies, supply shortages, pricing, and corruption, the sector participants are now well acquainted with the principles of transparency and accountability and conversant in the vocabulary of competitive markets.

2. METHODS OF WORK

Throughout the project, Pierce Atwood relied on the proven formula of engaging local counterparts early and often, and being flexible as needs and demands changed. Regular communication and contact were also important; trust is built through frequent, responsive interactions, and counterparts placed little confidence in the “drop in” expert, no matter how well qualified. In this regard, counterparts were often most receptive to guidance from neighboring countries. Finally, a common approach in the countries where we worked was the formation of a task force representing sector interests (government, regulator, utility), which provided a structure and impetus for the various reform activities as well as a responsible group to continue reform efforts after donor assistance is completed.

⁴ See companion report, *Lessons Learned from Seven Years of Promoting Energy Regulatory Capacity in South East Europe* at 9-14.

3. RECOMMENDATIONS FOR NEXT STEPS

As discussed in the *Lessons Learned* Report, the areas of greatest importance going forward, at the national level, are **tariff design, unbundling, and transparency**, in order to address the challenges facing national regulators of pricing (including vulnerable populations), corruption, and the ability to effectively monitor licensee performance. Regionally, the three substantive areas that will require additional attention going forward are development of the **gas regulatory** framework; **mutual recognition of licenses**; and **cross-border trade**, in light of volatile fuel supplies and threatened energy shortages. Regional institutions can serve as leaders of efforts in these areas and as resources for development, ensuring harmonization of approaches in key areas.

SUMMARY OF SCOPE OF WORK

For ease of reference, we summarize in Appendix A the key terms of the Task Order, as modified over the seven years of the project. The tasks described in the Appendix provided the initial structure for Pierce Atwood’s performance of the work scope; at the same time, USAID and Pierce Atwood recognized that efforts to promote reform of an entire regional economic sector (here, energy) cannot easily fit into neat bundles measured in terms of discrete deliverables, but often build upon, overlap or intertwine with parallel endeavors in and out of country or by other donors or contractors, or are superseded by unforeseen events. Of necessity, to address changing needs and circumstances, work plans were often adjusted, with input and approval of the responsible CTO. The periodic work plans provide a truer picture of the scope of work performed over the course of the Task Order and are discussed under the relevant Tasks.⁵ In general terms, Pierce Atwood was charged with the following scope of work:

TASK 1	Provide written and oral advice to Ministries and regulators in region on tariff, licensing, and market methodologies, consistent with EU Directives
TASK 2	Identify and analyze institutional and regulatory issues in development of regional market and trading system, considering existing national legislation and needed changes, tariff and pricing issues, open access, market protection, and export promotion
TASK 3	Develop model electricity purchase/exchange contracts for potential common use in the regional electricity market and provide training in essential aspects and negotiation of contracts
TASK 4	Conduct at least three workshops and two tours on international and regional electricity regulation issues
TASK 5	Determine status of national grid code development and identify and analyze issues to be addressed in harmonizing power market operations in region, consistent with open access and EU Directives

⁵ The work plans are provided on CD with the Task Order Deliverables.

TASK 6	Croatia: provide continued support to newly-formed commission in preparation of critical secondary legislation to maximize its independence and authority; assist with organization and staffing of the agency, including drafting of charter; depending on government actions, locate long-term resident advisor to assist with development of licensing, tariff, public participation, and other documents; and assist with procurement of hardware and software for commission; additional assistance in areas of grid code, licensing, connection charges, legislation, budgeting, and tariffs, quality of service standards, intra-council relations, and accounting unbundling guidelines; assist Ministry of Economy with amendments to energy law; assist HEP with generation and other tariffs (including Performance-Based Regulation)
TASK 7	Albania: draft comprehensive electricity law and assist in obtaining enactment; develop secondary legislation; obtain resident advisor to assist ERE in tariff methodologies, organization and staffing, licensing monitoring and enforcement, KESH commercialization (e.g., unbundling, efficiencies), customer service standards and environmental guidelines, competition, market structure and development, and privatization issues; support government implementation of Strategic Action Plan (developed by Pierce Atwood in first year of Task Order); build on previous reform by assisting with amendments on real estate and water rights; conducting study of cost of service and tariff methodologies; drafting proposed market rules; regulations for licensing IPPs; assistance on completing other draft market-related rules; and assist in obtaining full-time financial advisor to KESH; continue building regulatory competence through assistance with draft regulations; assistance in conduct of public hearing on KESH standards of service; promote implementation of market model through comments on draft market and interconnection rules, harmonizing rules with regional electricity market; assist ERE with public hearings on licensing and other rules; build on prior studies to develop cost-of-service tariff methodologies and assist with unbundled tariff issues (including transmission tariffs); and assist Ministry of Industry and Energy with other rules as requested
TASK 8	Kosovo: create roadmap and framework for private-sector management assistance to KEK, including assisting with Request for Proposal and evaluation and selection of management team; prepare related documents, including foundation documents, restructuring, Power Purchase Agreements, and supply agreements; draft energy laws and related regulations; assist in developing collection strategies (including incentive-based) and necessary regulations (e.g., meter reading, dispute resolution body); draft MOU between the Kosovo Police Service and Kosovo Trust Agency on collection judgments; assist new regulatory body in performing its functions under new legal framework
TASK 9	Regional: continued support for Athens Process via an update to previous benchmarking reports; technical analysis and discussions with CEER on development of regional regulatory standards; coordination with other contractors on the role of regulators vis-à-vis traders and brokers; final draft benchmarking report (2004); draft standards for regulatory development; paper on structure and function of regional regulatory committee; draft report on recommendation on donor regulatory assistance
TASK 10	Macedonia: provide assistance in three areas – regulatory strengthening, tariff methodologies, and licensing. Focus on developing regulatory tools through training programs in fair hearing procedures, dispute resolution, rulemaking, tariff methodologies, and licensing, among others

TASKS 1-5, 9: REGIONAL

PRIMARY ENERGY LAWS AND SECONDARY LEGISLATION; ADVICE TO GOVERNMENTS ON ENERGY ISSUES; WORKSHOPS AND STUDY TOURS; POWER CONTRACTS; REGULATORY BENCHMARKING AND FORMATION OF REGIONAL REGULATORY BOARD

Assistance in the first few years of the Task Order focused on developing national legislation and establishing independent regulatory bodies with defined roles and responsibilities, consistent with EU Directives.⁶ Pierce Atwood worked with national governments and newly established regulators on a broad range of legal development, institutional strengthening, and capacity-building measures, including the development of laws, rules, and regulations for the utility sector, creation of markets and competition, tariffs, performance standards, and public involvement in the regulatory process. Regional assistance took the form of workshops and study tours designed to build institutional capacity and to develop a common understanding of the legal and regulatory changes called for by the Directives. In the later years of the project, efforts shifted from national assistance to regional institutions (including support for the creation of a regional regulatory board), harmonization of laws, and benchmarking of regulatory development. Although somewhat of an over-generalization, efforts in the first third of the project centered primarily on developing and enacting EU-compliant primary and secondary legislation to set the stage for a regional electricity market (the legal and regulatory framework); in the second third, increasing regulatory competencies to produce fully functioning independent national regulatory agencies (institutional strengthening); and in the last third, promoting regional organizations and initiatives (market integration and harmonization). Of course, there were no demarcations; much energy was devoted throughout to reinforcing goals and preserving gains made. At all stages, attention stayed focused on maintaining strong, independent national regulators.

The monthly and quarterly reports submitted⁷ provide the details of the multiple TDYs, meetings, workshops, reports, obstacles, and achievements over the seven-year course of the project; here, space allows only a description of the highlights. We first address the initial tasks before turning to the regional assistance provided in accordance with revised approved work plans.

⁶ In the first few years of the Task Order, the applicable EU Directives were Directive 96/92/EC, concerning common rules for the internal market in electricity, and Directive 98/30/EC, concerning common rules for the internal market in natural gas. These were later replaced by Directives 2003/54/EC and 2003/55/EC of the European Parliament and of the Council of 26 June 2003 (electricity and gas, respectively).

⁷ Available on accompanying CD of deliverables.

TASKS 1 & 2: ADVICE TO MINISTRIES AND REGULATORS AND ANALYSIS OF INSTITUTIONAL AND REGULATORY ISSUES IN DEVELOPMENT OF REGIONAL MARKET, CONSISTENT WITH EU DIRECTIVES

Although identified as separate activities under the Task Order, we combine the discussion of activities under Tasks 1 and 2 because together they capture the essence of Pierce Atwood's work under the project: support to SEE governments and regulatory bodies in achieving the goals set forth (ultimately) in the Treaty establishing the Energy Community. We attempt in this Final Report to show the evolution in legal and regulatory development and the corresponding changes in project activities over time – a challenge given that each country's legal and regulatory structure matured in fits and starts.

We began in late 2000 and 2001 with a comprehensive review of existing national laws, and early efforts focused on assessing national legal frameworks and developing concept papers and proposed outlines of laws for consideration by the particular governments. Some of this work involved reviewing assessments made previously by other donors; other projects involved field work to gain an understanding of particular needs. In the first year, Pierce Atwood traveled to the SEE region over 25 times to meet with government representatives, ministry officials and regulators in furtherance of Tasks 1 and 2, including:

- Traveled to Croatia, Macedonia and Albania to meet counterparts and develop understanding of the legal and regulatory framework already in place and to identify the issues specific to each of these countries
- Traveled to Croatia to assist in drafting energy laws and a follow-up program for establishment of the energy agency
- Traveled to Albania to assist in preparing a comprehensive strategic action plan for energy sector reform
- Traveled to Bulgaria to meet with government and regulatory representatives on proposed amendments to the Energy Law

Also in the first year, we became actively involved in regional groups and programs:

- Offered two presentations in Romania discussing the harmonization of national energy legislation to meet European Union requirements and regulatory issues stemming from efforts at privatization
- Conducted two regional workshops, one on transmission, pricing and regional markets and one on grid codes
- Participated in the Southeast Europe Regulatory Forum sponsored by NARUC in Bulgaria, discussing status of laws and regulatory bodies in the region and providing survey of common issues arising out of the development of the same

And we provided in-depth analyses of market issues, such as:

- Drafted transmission and contract standardization papers describing steps required in pricing and purchase and sale exchanges to develop both internal

and regional markets

- Prepared a memorandum on key features of, and trends in, relevant legislation enacted in EU Member Countries and EU aspiring countries that relate to the regulatory framework and structural reform of their electric power and natural gas sectors
- Developed concept or strategy papers for sector restructuring in Albania, Bulgaria, Croatia, Kosovo, Macedonia

Five key areas of assistance deserve highlighting; primary laws, secondary legislation, capacity building, licensing, and tariffs.

A. PRIMARY LAWS

In advising and commenting on proposed laws and amendments in various countries, we emphasized the need for clearly defined roles and responsibilities for the regulator, with sufficient authority and autonomy to perform its independent market monitoring functions. Thus we recommended that the regulatory body have, among other things, the power to develop and enact secondary legislation consistent with the scope of its authority; the authority to develop and apply tariff methodologies to be used by regulated entities and fix and approve tariffs; have the power to set sector participants' fees and impose fines for license violations; have dispute settlement authority; have fiscal autonomy (control over its own budget and have independent funding, such as by license fees); have fixed terms, of sufficient length to ensure continuity and stability, and be removable only for cause.

The process from initial concepts and draft outlines to final laws was lengthy, from one to three years, and involved numerous rounds of drafts, comments, and meetings as well as much compromise. Not all laws finally adopted provided every indicia of autonomy and even relatively strong laws often later faced subsequent challenge in the form of proposed amendments to restrict or remove regulatory authority in certain areas (often designed to remove particular regulators from office) – government resistance to regulatory attempts to exercise authority was a predictable occurrence. Pierce Atwood helped regulators resist these interferences, but not without setbacks.

B. SECONDARY LEGISLATION

Our approach in advising regulators and commission staffs on secondary legislation was to employ experienced technical experts – economists, accountants, engineers, or former commissioners – to provide specialized tariff, licensing, or accounting advice, as warranted, while Pierce Atwood attorneys ensured that recommendations and drafts comported with EU Directive requirements. Extensive effort went into the development of implementing rules, with drafts, redrafts, incorporation of comments from sector participants, training on key concepts and practical implications, and adoption through a public process attending each rule or regulation. Pierce Atwood emphasized that public participation was an important element in all rules; the license and tariff application process, for example, should include provisions for adequate notice to the public, and an opportunity for review of information so as to allow informed comment.

C. CAPACITY BUILDING

From project commencement, Pierce Atwood has directed its assistance to strengthening newly established regulators, supporting them on a broad range of institutional strengthening and capacity

building measures, including the development of rules and regulations for the utility sector, creation of markets and competition, tariffs, performance standards, and public involvement in the regulatory process. Repeatedly reinforcing the importance of public participation was perhaps the most important undertaking, because while new regulators commonly receive significant support in the initial years for training and development, after they transition from initial rulemaking to monitoring and enforcing licensee performance on a daily basis, they face new stresses and increased workload with often less external support. They need to be experienced and comfortable operating in an open and transparent manner, enforcing their rules and imposing remedies. The effectiveness of future regulation depends on this capability. Pierce Atwood conducted numerous formal training programs and workshops on fundamental processes, but the most beneficial assistance was the day-to-day guidance when issues arose, such as reminders to provide notice or otherwise follow the rules of procedure in addressing a particular situation.

D. LICENSING

Pierce Atwood underscored the importance of licensing authority as a tool to regulate sector activity; in short, licensee compliance with regulatory mandates is a condition of every license. Thus, commissions were instructed on licensed activities (and conversely, appropriately unlicensed activities); license application and issuance procedures; license terms and conditions, and proper monitoring and enforcement; of license terms and conditions; licensee rights and responsibilities; and license modification and termination. We walked commission staffs through the licensing process, providing checklists of steps and identifying the data that should be supplied in support of applications and the basis for requesting this data (to demonstrate financial and technical competence). Subsequent training on regulatory reporting requirements – which can be imposed as a licensing condition or by rule – emphasized the regulator’s need for clarity and consistency of information to enforce license conditions.

E. TARIFFS

The electricity sector and regulatory environment in most SEE countries often precluded utilization of traditional ratemaking principles, requiring tariff methodologies to be tailored to the particular country’s conditions. Pierce Atwood’s approach was to educate commission staffs on traditional tariff principles (reasonable costs of service, prudent expenditures, rate of return and cost of capital), but these concepts often did not translate into practice in the context of state-owned vertically integrated utilities with relatively unsophisticated (or nonexistent) accounting methods. In addition to incomplete data, it was difficult to calculate a revenue requirement for transmission or generation services when unbundling was not complete. Pierce Atwood helped develop workable methodologies, such as price caps, that recognized the state-owned nature of the assets but also anticipated future privatization by providing appropriate price signals. Pierce Atwood assisted the regulatory commissions in developing acceptable evaluations of the assets for various functions, worked with the regulatory body and the utility to obtain or reasonably estimate necessary data and reviewed available data to determine a “test year” cost; helped determine reasonable least-cost expansion plans to develop marginal costs; provided financial models to staff and utility personnel to help perform these exercises; and assisted in reviewing proposed tariffs consistent with the published methodology.

Following is a brief description of Task Order accomplishments and achievements:

Energy Laws

- *Albania:* advised and commented on the various drafts of the Power Sector Law and Energy Policy Law (enacted 2003), and worked with Ministry, ERE, and Task Force to promote adoption (2001-2003); reviewed and recommended changes to Energy Efficiency Act (enacted 2004); commented on proposed amendments to Power Sector Law (2004 and 2006, enacted 2006)
- *Bulgaria:* assisted in drafting amendments to Energy Law to strengthen regulator's role and address market opening issues; commented on various drafts of replacement law; Law was enacted in 2003⁸
- *Croatia:* reviewed and commented on draft Energy Law, Gas Law, and Law on Electricity Market (all enacted 2001), and Energy Activities Regulation Act (enacted 2004), and proposed revisions to Energy Law and Law on Electricity Market (both enacted 2004) and to Energy Activities Regulation Act (enacted 2007)
- *Kosovo:* comments and revisions to three draft laws (on Energy, Electricity, and Energy Regulator) (2003); laws adopted by PISG in April 2004 and approved by UNMIK on June 30, 2004. Commented on proposed amendments to Energy Regulator Law in 2006 and 2007, and drafted proposed consolidated law in 2007
- *Macedonia:* commented on draft amendments to Law on Energy (enacted 1997, amended 1999, 2000, 2002, 2003, 2005) to create regulatory body; provided comments on proposed revised law (2004, enacted 2006)
- *Serbia:* reviewed and incorporated comments (over fifty submissions) to draft Energy Law; established team to harmonize the Energy Law; assisted in various drafts; Law was adopted in July 2004

Secondary Legislation

In addition to rules covering licensing and tariff methodology (see below), Pierce Atwood commented on numerous pieces of secondary legislation, including:

- Developed and commented on various drafts of Rules of Practice and Procedure and Codes of Conduct in Albania, Croatia, Kosovo and Macedonia
- Reviewed and commented on General Conditions of Supply in Albania and Kosovo
- Drafted dispute settlement issue outlines and commented on draft rules in Kosovo and Macedonia
- Proposed revisions and provided comments on investment (resource) planning rules, green certificate, supplier of last resort, and eligible customers in various countries (especially Albania and Kosovo)

Regulatory Structure

- Developed organizational charts, draft charters, and staff job descriptions for regulatory bodies in Albania, Bulgaria, Croatia, and Montenegro
- Assisted with preparing operating processes in Albania, Bulgaria, Croatia, and Kosovo
- Prepared memorandum for USAID providing overview of regional regulatory organizational structures (2005)

Tariffs and Tariff Methodologies

- *Albania:* developed tariff methodologies based on price cap approach for transmission, distribution, generation, supply, and captive customers and provided related training and financial models; assisted ERE and KESH in data retrieval and review and developing calculations
- *Croatia:* prepared multiple, substantial reports, with methodologies, explanations, comparisons with other European countries, and excel sheets, for various components of the tariffs, along with discussion of preparation of the end-user fee in general; developed embedded cost of service approach, using book value,

⁸ We mention Bulgaria here because this work was performed prior to our separate task order for Bulgaria. As previously noted, the support we mention in this table (secondary legislation, tariffs, licensing, etc.) was also provided to Bosnia and Herzegovina, Bulgaria, and Moldova under separate task orders.

with a limited use of benchmarking or market prices

- *Macedonia*: prepared report on Restructuring Options for the Electric Sector in Macedonia: Tariff Methodology (2003) and provided tariff training (2004) (tariff model completed under sister project)
- *Serbia*: assisted in preparation of issue paper, “Pricing of Regulated Utility Services, Information and Incentives”

Licensing

- Developed and commented on various drafts of licensing rules in Albania, Croatia, Kosovo, and Macedonia, and teamed with Romanian regulatory specialist in training on licensing; provided model licenses
- Assisted with reviewing licensing applications and preparing licenses (generation, distribution, transmission, supply, and others, e.g., export) in Albania, Croatia, Kosovo, and Macedonia
- Prepared overview of licensing and authorization requirements in SEE for Croatian regulator
- Commented on disconnection rules and policies in Kosovo
- Assisted with criteria for eligible customers in Albania and Kosovo

Training

Training was ongoing, and often one-on-one with commission staff; examples of more formal programs included:

- *Albania*: Various presentations to ERE and other stakeholders, e.g., “Regulatory Transparency and Predictability” (2002); “Development of Distribution Code” and “Electricity Tariff Methodologies” (2005; Market Model (various, 2004-2007)
- *Croatia*: “Tariffs for Transmission Services” (2002) ; “Performance Based Regulation” (2003); Transmission and Distribution Fee Workshop (2004); “Regulatory Reporting and EU Guidance” and TSO Workshop (2007)
- *Kosovo*: “Overview of Legal/Regulatory Requirements for New Facility” (2004); “Supplier of Last Resort” and Workshop on Manual of Operations and Public Outreach (2005); “Applying Regulatory Authority” (2006)
- *Macedonia*: “Macedonian Electric Market Design” and “Tariff Methods” (2003); “Pricing Electricity Service” (2004); Workshop on Licensing, Public Service Obligations (2005); “Supplier of Last Resort” (2007)
- *Regional*: Benchmarking presentations at South East Europe Energy Regulatory Meetings and World Energy Forum (2003); “Next Steps on the Standard Market Design of the SE Europe Electricity Market” and “Recent Developments in the Regulatory Framework of EU and SEE” at SEEER Working Group meeting (2004); “Formation of South East European Regulators Board” at Athens Energy Week Forum (2004); various presentations to CEER WG SEEER and Athens Forum on regulatory benchmarks standards and updates (2004-2006); two “Regulatory Reporting and Accounting Systems” workshops (2007)

Market Structure

- *Albania*: provided background materials to assist the Task Force in developing market rules and related codes; prepared initial and revised reports on structure and rules for the market; commented on preliminary draft market rules
 - *Bulgaria*: provided advice and comments to Ministry on Concept Paper for restructuring market
 - *Macedonia*: prepared 2002 report, “Restructuring Options for the Electric Sector in Macedonia,” and gave presentation on market structure for ESM, the Ministry and the privatization consultants
 - *Serbia*: prepared 2002 outline for restructuring of the electricity sector, providing basic principles, describing sequence of activities and timetable; consulted frequently with the Minister of Energy and Mines on staffing and restructuring issues; developed proposal for single purchaser of electricity for all distribution companies; helped coordinate beginning of work on development of the Transmission System Operator (“TSO”) and Market Operator (“MO”) (completed under different contract)
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Finally, pursuant to the Task Order instruction, we coordinated efforts among various stakeholders and donors, working with Ministries, government officials and utility representatives, both through task forces and in ad hoc meetings, to inform about developments, discuss concerns, and plan next steps. For example, Pierce Atwood attended and gave presentations at donors' meetings on topical issues, e.g., on the Strategic Action Plan and the market model in Albania, the authorization process in Kosovo, and benchmarking at regional donors meetings. We participated in the presentation of energy reforms in Serbia given to foreign embassy representatives; coordinated and participated in meetings between USAID and Ministry representatives on restructuring issues in Albania and Serbia; met with Ministry consultants to consider issues and develop consensus on the authorization of a new power plant in Kosovo; and developed talking points for government official meetings in Croatia. We also worked with ERRA and NARUC on developing training modules and materials for licensing and tariffs and participating in regional conferences, such as the 2006 ERRA Investment Conference in Budapest.

TASK 3: DEVELOP MODEL ELECTRICITY CONTRACTS FOR COMMON USE IN REGIONAL ELECTRICITY MARKET AND PROVIDE RELATED TRAINING

In May 2001, Pierce Atwood organized and conducted a Transmission Conference in Zagreb (described under Task 4, below), that provided an overview of the basic elements of bilateral contracts and the core elements to network tariffs. Conference participants received a presentation and issue paper on "Standardization of Power Purchasing Contracts in South Eastern Europe – A Tool To Advance The Creation of Domestic and Regional Electricity Markets." Pierce Atwood also provided individual in-country training sessions for utility, government and regulatory commissions on the fundamentals of power purchase agreements (structure, key elements, negotiation) in Kosovo, Croatia, Macedonia, Serbia, and Albania, providing as part of this training model contracts, and presentations on the EFET standard contract. We also assisted the regulatory commissions in reviewing power purchase contracts in cases where the utility was the buyer as well as the seller.

TASK 4: CONDUCT WORKSHOPS AND STUDY TRIPS ON INTERNATIONAL AND REGIONAL SECTOR REGULATION ISSUES

A. WORKSHOPS

In May 2001, Pierce Atwood organized and conducted its first regional workshop, a conference on "*Transmission, Pricing and Regional Electric Markets*" in Zagreb, Croatia. The conference was co-sponsored by USAID, Pierce Atwood, and the Croatian Energy Institute and was attended by utility representatives, Ministry officials, and regulators from Croatia, Bosnia and Herzegovina, Albania, Macedonia, Romania, and Bulgaria and (then) Yugoslavia, as well as representatives from USAID and the United States Energy Association. Sixteen international experts participated as speakers and discussion leaders and addressed a variety of topics with a spotlight on transmission and pricing issues. The program of the Conference covered the following topics:

- Regional Power Markets, with two speakers discussing and comparing EU and US power market structures;
- Transmission System Operators, with concentration on transmission organizations worldwide and the benefits of regional organizations;
- Tariffs and Pricing, especially from regulator’s perspective, with in-depth discussion of transmission pricing, including both principles and theory, presenting practical examples and sample calculations;
- Legal and Contractual Issues, with focus on commercial, payment and finance issues and standardized contracts. A case study on Italy was presented by one of the regulators from the Italian Electricity and Gas Authority;
- EU Markets, Transmission & Pricing Developments, with an examination of EU policies and electricity practices and two study cases presented on Hungary and the Baltic states.

Pierce Atwood’s second regional workshop, on **Grid Codes**, was presented in conjunction with the Romanian Electric and Heat Regulatory Authority (ANRE) on October 29-31, 2001, in Bucharest, Romania. Following up on the first conference, the second workshop was a smaller, interactive workshop designed to deal with a specific, single, critical topic to the development of a regional electric market. Significant planning activity went into the workshop in order to assure tight control over attendees; to keep the number to a limited, working group; to focus on depth of topic as opposed to breadth of topics; to utilize regulators, grid code experts and participants from the region who could speak with counterparts from their own direct personal experience; and to supplement the workshop with recognized international experts. With this workshop, three critical elements to promote regional electric markets – bilateral contracts, network tariffs, and grid codes – had been explored with active participants in the overall regional integration process.

The third formal workshop called for by the initial Task Order was postponed by USAID due in part to budget constraints related to realignment of foreign aid after September 11; however, later in the project, Pierce Atwood continued to facilitate country involvement in regional conferences, such as by funding of participants from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, Romania and Serbia to the January 2003 Athens regional regulatory development conference. In more recent years, Pierce Atwood organized and conducted “**Regulatory Reporting and Accounting Systems**” Workshops in Sofia, Bulgaria, on May 17-18, 2007 and in Tirana, Albania, on September 17-18, 2007, attended by regulators, staff, and utility representatives from Albania, Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Moldova, Montenegro, Romania, Serbia, Turkey, and the Ukraine.

In general, these workshops reinforced core principles underlying the regulatory process without which regulators are unable to carry out their mandates with respect to tariffs and licensing or evaluate policies concerning market development. Often, an important side benefit was the opportunity for regulatory and utility personnel to exchange views and concerns about implementation of various regulatory mandates (whether concerning licensing, transmission access, tariffs, accounting, or data reporting).

With each passing year, commission and company representatives became more active in workshop discussions and exhibited increasingly sophisticated knowledge of the issues.

B. STUDY TOURS

At the direction of USAID (related in part to the budget realignments referenced above), efforts in the second year moved away from large scale conferences and study tours and toward more targeted in-country assistance. Thus the formal study tours envisioned by the Task Order did not materialize; however, in late October 2002, as part of the Croatia-specific task, Pierce Atwood conducted a study tour of the Portuguese regulator, ERSE, for three members of CERC. ERSE was selected as an acknowledged leader in information processes, and the study tour agenda addressed key areas of interest to CERC, including public participation and comment, data receipt and management, and procedural and organizational structures. The two-and-a-half day tour involved both formal presentations and informal discussions. Here as in other instances, the regulators were particularly receptive to the information because it came from a neighboring commission that had faced similar transitions and issues.

TASK 5: DETERMINE STATUS OF NATIONAL GRID CODE DEVELOPMENT AND ANALYZE ISSUES IN HARMONIZING POWER MARKETS, CONSISTENT WITH OPEN ACCESS AND EU DIRECTIVES

Any development of grid codes, or other codes integral to the functioning of the electricity system, requires analysis of local law. Grid codes may be broad or limited: one code could cover technical, market, contract and pricing rules, and should consider such a range of systems as the transmission grid, distribution networks, system balancing and metering. Pierce Atwood covered these and other principles of grid codes in one of the conferences described under Task 4; in addition, particularly in Albania and Croatia, we provided comments on such codes developed initially by the utility, recommending changes consistent with EU Directives. Given the technical nature of such codes, Pierce Atwood's focus was on harmonizing them with applicable legal requirements. In Croatia, for example, we met with Ministry and regulatory representatives to discuss provisions in the draft code regarding disputes between system users or market participants and the responsibilities and actions of the System Operator in balancing the Croatian power system. In Albania, we helped harmonize the distribution code with the grid transmission code, metering code and market rules, working to achieve regulatory objectives through licensing rather than through codes.

Subsequent modifications to the Task Order reflected an increasing concentration in regional activities, and on two particular tasks: assistance with regional benchmarking reports of regulatory development, and support in the establishment of a regional regulatory board responsible for facilitating the regional regulatory component of the Treaty establishing the Energy Community.

BENCHMARKING REGULATORY DEVELOPMENT

At USAID's request, Pierce Atwood worked in 2003 (and in subsequent years with the Council of European Energy Regulators Working Group for South East Europe Energy Regulation (CEER WG SEER)) to develop appropriate criteria for measuring regulatory competencies, and then to survey SEE

countries to benchmark regulatory performance against the criteria. The purpose of benchmarking was two-fold: to provide a gauge of progress in the region, identifying areas requiring additional concentration; and to serve as a catalyst for reform.

The process generally involved developing benchmarking standards in accordance with EU Directives and regional agreements, working with the CEER WG to obtain consensus among members; developing a questionnaire, again working with CEER WG; circulating the questionnaire to regulatory bodies for completion, and following up with each body to obtain clarification or missing information; assembling the data and presenting it in a readable manner, and analyzing the results. The process was lengthy, laborious, and sensitive, requiring extensive interactions with counterparts to ensure accuracy of the data and fairness of comparisons. Developing and finalizing the questionnaire, with sign-off from CEER, often took several months, and Pierce Atwood gave numerous presentations at each stage of the process at regional forums and circulated preliminary drafts of the key documents (standards, questionnaire, draft report) for comments and input. The resulting 2003, 2004, and 2005 “Regional Benchmarking Reports for South East Europe”⁹ tracked regulatory progress necessary to implement the regional electricity market and provided SEE regulators and donors with a framework for identifying needed regulatory development and assistance. For example, at the CEER WG SEEER meeting in March 2006, regulators agreed to focus on the six areas identified in the 2005 SEE Report that required particular attention (monitoring/third-party access, data access, confidentiality, staffing, accountability, and regional harmonization).

At the request of the newly formed Energy Community Regulatory Board (ECRB) (see below), Pierce Atwood also updated an earlier CEER survey of gas regulation, conducting a 2007 benchmarking survey of gas regulation in the SEE, following a similar process. A draft report was submitted to the ECRB gas working group in September 2007.

FORMATION OF REGIONAL REGULATORY BOARD

One of the structures envisioned in the Treaty is a Regulatory Board made up of one regulatory representative from each contracting country that advises the Ministerial Council¹⁰ on various rules, makes recommendations on cross-border disputes, takes certain measures to implement the *acquis communautaire*, and adopts procedural acts. Pierce Atwood assisted in developing the organizational structure and procedural rules for the Energy Community Regulatory Board (ECRB), as a product of its participation in the Athens Forum process and work with CEER. In 2005, Pierce Atwood worked with USAID to prepare a paper on the legal powers and functions of the ECRB, and its relationship to national regulators and other EC bodies, and with CEER WG SEEER on developing ECRB’s internal rules of procedure covering the role and power of the neighboring EU member states in relation to the Commission; budget allocations; voting procedures; and formation of the working groups.

Pierce Atwood also commented on a draft charter for the ECRB, prepared by DG TREN, and recommended attention to:

⁹ The more recent reports can be found at http://www.ceer.eu/portal/page/portal/CEER_HOME/CEER_PUBLICATIONS/CEER_DOCUMENTS.

¹⁰ The body ensuring that the objectives set out in the Treaty are attained; made up of one representative from each contracting country and two representatives from the European Community. See Treaty establishing Energy Community, Art. 47.

- The process by which the ECRB initiates and seeks approval from the Commission. If by vote of the Board at a meeting
- Participation of border Member States
- Appointment and removal processes, and continuity
- The function of the Board of Directors
- EC vs. State authority
- Secretariat activities and removal authority
- Transitional provisions

Throughout 2005 and 2006, Pierce Atwood's focus with regard to the regional market was on development of the ECRB, working with CEER WG as a counterpart, and Pierce Atwood attended a majority of regional regulatory development meetings (e.g., Athens Forum, CEER WG meetings), advising on next steps, draft papers prepared by the EC or DG TREN, work plans, comments on the rules of procedure, and issues raised by various working group members.

Under the direction of DG TREN, Pierce Atwood developed a draft "Work Programme" for the ECRB, built upon the ECRB's four-part role as defined in the Treaty. The six major work areas in the proposed program covered adoption of ECRB administrative structure and processes, cross-border trade and harmonization of market rules, monitoring of regulatory and market developments, harmonization of licenses, an auction office, and tariff benchmarking and affordability studies. Pierce Atwood was also asked to prepare a Procedural Act for the ECRB, after receiving advice from the EC that such an Act was necessary before any actions could be taken by the ECRB.¹¹ The Procedural Act would clarify the processes and role of the ECRB vis-à-vis the Energy Community. And, to ensure the ECRB is a strong, capable institution that develops the ability to issue reasoned advice, on its own initiative or upon request, the Pierce Atwood draft included rather general umbrella provisions for ECRB competencies.

Thus at each stage of the process, Pierce Atwood played a central role in the formation and development of the ECRB, working to define clear roles and responsibilities. In March 2007, Pierce Atwood was in attendance at the meeting of the ECRB at which the internal rules of procedure were adopted. For the purposes of work by USAID in the future, it will be important to track development of the Work Programme and make assistance decisions at an early stage.

¹¹ Article 86 of the Treaty Establishing the Energy Community calls for the Ministerial Council to delegate power to the ECRB via a Procedural Act, which in turn has binding force on the institutions of the Energy Community.

TASK 6: CROATIA

NEW LEGISLATION; DEVELOPMENT OF THE REGULATORY AGENCY; LICENSING AND TARIFF METHODOLOGY; EQUIPMENT PROCUREMENT

The progress made in Croatia since 2000 has been substantial. No primary energy laws and no regulatory body were in place when we began; Croatia's energy sector now essentially meets the majority of the requirements of the EU Directives on liberalization of the energy market, as Croatia currently engages in accession negotiations to join the European Union. As summarized below, USAID's support of Croatia's progress has been sustained, comprehensive, and productive.

Pierce Atwood commenced its assistance in Croatia in October 2000 with a workshop in Zagreb on preliminary unbundling and privatization issues, followed by execution of a Memorandum of Understanding (MoU) with the Government of Croatia for work going forward. The work covered four key areas:

- Legal and regulatory framework
- Tariffs and fees
- Licensing
- Institution building (including organizational structure, staffing, and equipment)

I. LEGAL AND REGULATORY FRAMEWORK

A. PRIMARY LAWS

In the first year of the Task Order as part of Pierce Atwood's regional assistance, we helped develop the new energy laws – a critical first step in energy reform for Croatia – working closely with the Ministry of Economy in the development of an overall Energy Law, as well as the Electricity Law and Gas Law. As elsewhere, none of these laws was perfect, and some included serious flaws that required amendment. Also as elsewhere, many of Pierce Atwood's suggestions, which likely would have circumvented some of the subsequent difficulties that complicate and retard reform, were rejected or materially altered during the enacting process. The Laws were, however, crucial first steps in developing a modern, transparent, and legally acceptable energy sector structure, and they still provide the foundation for the legal and regulatory framework upon which the sector is built today.

Pierce Atwood assisted in the drafting and enactment of the three-law energy package, passed in July 2001, which led Croatia along the road to regulatory reform and modernization.

Pierce Atwood's support included not only assistance in drafting the text of the Laws, but participation in the legislative process, by outlining the organization of each aspect of the energy sector under the draft law, and preparing a chart describing the responsibilities of each government under those laws. The legislative package was enacted by the Croatian Parliament (Sabor) in July 2001.

In 2004, the energy laws were amended, and at the request of the Ministry, Pierce Atwood provided detailed recommendations, many of which had been made but not adopted in the initial legislative package. Again, some, but not all of the recommendations were accepted. The amendments kept Croatia on the road toward complying with the new 2003 EU Directives.

B. SECONDARY LEGISLATION

The legal and regulatory framework that is needed to support a well-functioning energy sector includes not only the administrative rules, but a transparent set of technical rules that allows for third-party access. Prior to reform, a vertically integrated utility typically has a set of practices it has developed for its own operations. In order to open up the system, these rules must be formalized, and made transparent and consistent with regional and international requirements; the rules must allow for systems to be unbundled; and for third-party access. Pierce Atwood assisted CERC in developing such regulations, in particular a transmission Grid Code, transmission and distribution methodology and fees, generation and supply methodologies, and a Statute on requirements for performing energy activities.

In March 2004, Pierce Atwood traveled to Croatia to assist CERC on issues related to quality of service provided by licensees, and also to participate in and present a workshop session with the representatives of the Croatian Energy Institute, advising CERC on the regulatory framework used in Hungary related to quality of service provided by licensees.

2. TARIFFS AND FEES

Unbundled and rational tariff methodologies and tariffs are also crucial to the development of a competitive and regional energy market. Under the Croatian legal framework, in an approach allowed under the EU Directives, the regulator develops tariff methodologies, while the Government sets the tariffs themselves. From 2002 through 2005, Pierce Atwood provided substantial support, through working groups of counterpart Croatian ministry, regulatory, and HEP representatives, in developing tariff methodologies that would meet EU requirements, open the Croatian system to competition, and facilitate the development of a regional market.

Working with a Transmission Fees Working Group created as part of a previous project, Pierce Atwood completed the methodology for calculating HEP's transmission charges, exclusive of ISMO charges, in November 2002. The learning from this experience was shared with other countries in the region through a Southeast Europe Regional Workshop on Developing Unbundled Transmission Tariffs, held in Zagreb in May 2003, followed by a three-day transmission and tariff workshop requested by CERC in March 2004. Ultimately, through a series of working group meetings that followed the template used for the transmission methodology process, a distribution tariff methodology was completed, along with reports and proposals regarding various system charges, and generation and supply methodologies for captive customers.

Delays in the preparation of the market model caused by political uncertainties (in particular a change in the Ministry of Economy and Trade) prevented adoption of unbundled system charges. It appears tariffs in 2003-04 were lower than they would have been had the methodologies prepared by the working groups been used, while HEP Transmission reported that the approach developed with Pierce Atwood was largely adopted with respect to transmission fees.

After a lull caused by the transition from CERC to HERA, acceptable, unbundled cost-plus methodologies were adopted, and Pierce Atwood has been working since February 2006 with HERA on developing the knowledge and nuts-and-bolts processes for applying those methodologies.

In sum, as with our work in other areas, tangible progress was made toward a transparent, unbundled tariff system. Croatia remains on a learning curve, but is now committed to the tariff reform and unbundling needed to comply with EU requirements. The long-standing nature of the support provided throughout this process has culminated in a strong working relationship with HERA and others. Again, the progress was slow and much remains to be done, but Croatia is clearly heading in the right direction.

3. LICENSING

Pierce Atwood approached licensing assistance by teaming with regulators from countries in the region whose licensing procedures were more developed than those in Croatia, and which had sound reputations for regulatory systems and licensing activities in general. These experts recommended the contents of secondary legislation and licenses, then addressed application issues, such as data gathering for monitoring and enforcement.

In December 2001, Pierce Atwood prepared and submitted two draft decrees on license duration and conditions for CERC. Pierce Atwood and the Croatian Energy Institute continued work on the secondary legislation throughout the first and second quarters of 2002, concentrating on developing improved drafts of the licensing secondary legislation, e.g., changing the Croatian drafts to allow longer license terms – 25 years, versus a three-year cap.

With HERA replacing CERC, and the experience of the first round of licensing complete, HERA requested follow-up assistance from Pierce Atwood in this area. Pierce Atwood provided an overview of the Romanian licensing process, concentrating in particular on the topics in which HERA had expressed an interest (including appropriate documentation to support license extensions and renewals; the nature and content of trading and supply licenses; and licensing revocation and enforcement), and also providing information regarding other countries' practices and supplemental materials on the licensing issues under discussion.

In sum, a licensing regime is in place. It could be improved, but it meets general international and regional standards. The Government's and the regulator's understanding and experience have grown and improvements have been made. For example, a modification in the amendments to the 2001 laws reduced the activities in the sector that required licensing (a recommendation that Pierce Atwood had made before the 2001 passage). In the first licensing process, CERC had spent much unproductive time, against Pierce Atwood's recommendation, visiting every plant to be licensed. HERA is now properly focusing on acquiring the right data, and on the regulatory, as opposed to the engineering, aspects of oversight through licensing.

4. INSTITUTION BUILDING

Each of the substantive areas above was necessarily accompanied by training and institution building for the regulator. After the July 2001 enactment of Croatia's new Energy Laws, Pierce Atwood turned to developing CERC's autonomy and competency. Pierce Atwood assisted in the development of the

agency's Charter; its procedural rules; secondary legislation relating to its activities; and a draft contract for staff, including conflict of interest provisions.

This last issue resulted from a power struggle of sorts that took place as to the role of the regulator and the Energy Institute. After strenuous recommendations by Pierce Atwood and USAID, the law was finally rewritten to remove a provision that required CERC to use the Energy Institute to perform all its work. This untenable situation had resulted not only in unacceptable conflicts of interest (the Institute was owned in part by regulated entities like HEP), but made it functionally impossible for CERC to do its job.

Pierce Atwood helped develop CERC's (and then HERA's) charter, organizational structure, and procedural rules; provided support for procurement of a database system; and worked to ensure sufficient qualified staff. While HERA has serious problems and faces great challenges, it is a modern, functioning regulatory body equal to, and in some ways more developed than, some of its neighbors.

In May 2002, Pierce Atwood assisted in establishing a proper system of computers and databases. The bids received for the computers were not equivalent, and so work was needed to put them in forms acceptable for review. Pierce Atwood disseminated a memo and local area network configuration and recommended follow-up with the Portuguese regulator, ERSE, an expert in database technology and processes.

Pierce Atwood advised on CERC's charter and rulebooks (internal operating procedures), with some, but not all, recommendations being accepted. In October 2002, Pierce Atwood facilitated a study tour for CERC to ERSE, on organizational structure, information management, public access and comment, data processing systems, and regulations. In early 2003, after discussion and correspondence with ERSE, Pierce Atwood provided CERC members with documents from ERSE to assist with CERC's development of rulebooks on advisory councils and information management.

For various reasons, CERC commissioners had difficulty reaching consensus and carrying out CERC's mandate. By early 2005, due to internal conflict, CERC was practically non-operational. HERA, the new energy regulatory body, was created in CERC's stead, and in May 2005, commissioners for HERA were appointed. This replacement required new training and institution building efforts, including recommendations for a new organizational structure.

By early 2006, HERA was fully staffed and working on tariffs, accepting Pierce Atwood's previously proposed tariff methodologies as a starting point for its work. In 2007, Pierce Atwood provided a workshop for HERA on the treatment in other jurisdictions of various regulatory reporting issues. Participants discussed the scope and nature of regulatory reporting in Europe as framed by EU and national law; considered questions of Croatian law affecting reporting; identified the best practices of other relevant jurisdictions; and discussed what HERA needed to do to address the Croatian situation.

Pierce Atwood assisted CERC, then HERA, throughout infancy and thereafter, in fulfilling its specifically assigned tasks and in training its staff. Today, the regulatory body is less mired in domestic political matters and more concerned about complying with EU requirements and best practices.

As of now, HERA has gained additional staff, and that staff is professional, asking the right questions and attempting to comport with best regulatory practices. Difficulties remain, such as personality issues that still make consensus building problematic. Croatia may adopt a Director, instead of Commission, structure for its regulatory body to avoid these issues in the future. HERA needs greater enforcement powers and a more aggressive, but politic, approach to achieving results and connecting with the public.

TASK 7: ALBANIA

STRATEGIC ACTION PLAN AND ENERGY POLICY; PRIMARY AND SECONDARY LEGISLATION; MARKET MODEL, DEVELOPMENT OF ERE; KESH FINANCIAL REFORMS

Although not specifically identified in the initial Task Order, targeted assistance to Albania was an immediate priority, due to a severe energy crisis caused by a lack of energy supplies and a poorly managed, financially struggling KESH. At the request of USAID and the Government of Albania, we mobilized quickly in September 2000 to begin work on a Strategic Action Plan and a comprehensive Policy Statement for the energy sector, in an effort to shift from crisis management mode to long-term planning. This initial trip was followed in November with a Workshop on Energy Sector Strategic Development for all of the high-level Albanian counterparts and individual meetings with numerous Albanian stakeholders to discuss solutions to the crisis and to determine what type of technical assistance USAID could provide. These efforts led to the signing of a Memorandum of Understanding in the Fall of 2000 between the Government of Albania and USAID that established a task force of government, regulatory, and industry representatives charged with the preparation of a Strategic Action Plan for long-term energy sector reform.

With the task force, Pierce Atwood successfully completed preparation of a national Strategic Action Plan (SAP) in February 2001. The content of the Strategic Action Plan derived from intensive collaboration with each of the five task force working groups in which issues were isolated, evaluated, and debated. The fifty-one action items of the SAP were unanimously adopted by the entire task force, and the SAP was submitted to U.S. Ambassador Joseph Limprecht on February 28, 2001, and publicly endorsed by Albania's Ministry of Public Economy and Privatization in March 2001.

Three basic objectives of the Strategic Action Plan were:

- To establish a modern, efficient electricity sector that operates according to sound economic, commercial, and market principles.
- To create conditions that will attract private investment to fund necessary rehabilitation, expansion, and improvements to electricity facilities and the participation of strategic investors in the operation of the energy sector.
- To develop the Albanian electricity market in a manner that is consistent with the European Union's requirements for liberalizing the electricity sector (Directive 96/92/EC) and Albania's commitments under the Thessaloniki Agreement¹² regarding the development of a regional electricity market.

¹² The 1999 Letter of Intent to establish a competitive regional electricity market, signed by Albania, Bosnia and Herzegovina, Bulgaria, Greece, Macedonia, Romania, and the EC.

In April 2001, Pierce Atwood contributed to public understanding and awareness of the SAP by organizing and, with members of the Task Force, conducting an open forum for Albanian Government officials, key energy sector participants and international donors, and also actively worked on seeking approval of the SAP by the Council of Ministers. The three objectives of the Strategic Action Plan were named as the basic goals of the new socialist coalition government for the electric sector, and the SAP was presented to the Parliament on September 10, 2001 by Prime Minister Meta. As part of these reform initiatives, USAID requested assistance with development of an Energy Policy Statement that would express the Government's formal commitment to implementation of the SAP. Pierce Atwood helped prepare and move this Policy Statement to adoption, which occurred in April 2002.

Pierce Atwood played a primary role in developing and obtaining government endorsement of a Strategic Action Plan for the energy sector and later the adoption of a formal Energy Policy Statement setting forth the vision for Albania's energy future and providing the roadmap to its participation in the regional markets.

During 2001, Pierce Atwood also continued preparatory work in Albania on drafting comprehensive energy legislation. Frequent TDYs by Pierce Atwood senior attorneys in April, May, and June prepared the foundation for enacting legislative and regulatory changes to implement the Strategic Action Plan, as we sought input and cooperation from ERE, KESH, and ENEL (the private company retained to manage KESH). Even in the absence of an official endorsement of the SAP by the Council of Ministers, the KESH/ENEL team began to implement many of the recommendations of the Strategic Action Plan, improving KESH's relationship with ERE. A draft outline of the new law, which replaced existing laws, retaining many of their provisions but

including modifications consistent with the recommendations included in the Strategic Action Plan, was provided to the task force in July. The new draft law added provisions relating to energy efficiency, formulation of periodic national energy forecasts/plans, and the development of appropriate market structures (grid code and power market rules).

In September 2001, the Task Order was modified to include assistance to Albania as an enumerated task. The modification specified the following assignments: draft comprehensive electricity law and assist in obtaining enactment; develop secondary legislation; assist ERE in tariff methodologies, organization and staffing, licensing monitoring and enforcement, KESH commercialization (e.g., unbundling, efficiencies), customer service standards and environmental guidelines, competition, market structure and development, and privatization issues¹³; support government implementation of the Strategic Action Plan.

I. ENERGY LAW AND SECONDARY LEGISLATION

Following the Task Order Modification, Pierce Atwood continued its work on the Energy Law, harmonizing drafts to conform to the Energy Policy Statement and meeting with Ministry, ERE, and task force representatives at various stages to obtain comments and buy-in. The new Power Sector Law was finally adopted by Parliament in May 2003. In 2006, ERE prepared amendments to the Power Sector Law and requested Pierce Atwood review and comment. The proposed amendments were designed to further facilitate electricity market reform and development and to enhance ERE regulatory authority and capability for market monitoring. The amendments were enacted in April 2006.

¹³ The Task Order Modification called for a resident advisor to assist ERE on these issues; however, shortly thereafter, per instructions from USAID, this plan was adjusted to instead use a strong local team and consistent Pierce Atwood in-country presence.

Pierce Atwood also helped draft an Energy Efficiency Law, as envisioned in the Energy Policy Statement. This Law was designed to promote improvements in the efficient use of energy and the economical use of energy resources and the establishment of more reliable energy supply conditions, consistent with environmental standards. The law was enacted in 2005.

Pierce Atwood developed model licenses for generation, distribution, transmission, and supply for ERE review and comment, and helped draft licenses. With the Task Force, we reviewed and commented on grid and metering codes, and tariff methodologies. These licenses and rules were approved by ERE in 2003; codes of conduct/ethics and rules of procedure followed, adopted in 2004. The ERE next turned to market rules; Pierce Atwood advised that the rules should reflect the significant interrelationship between the Grid Code and other codes. These rules were adopted in the first quarter of 2005.

2. SUPPORT TO ENERGY REGULATORY ENTITY (ERE)

While ERE had been established by law in 1995 (commencing operations in 1996), the new EU Directives and regional reform initiatives leading to the Strategic Action Plan also called for modernization of the agency. In 2001 and 2002, even as primary legislation was being developed, Pierce Atwood prepared an organization chart for the ERE and a mission statement for each department; provided job descriptions for the staff; and provided advice and assistance in performing its functions in the restructured sector, including how to conduct hearings; model service contracts; and the secondary legislation and model licenses and contracts mentioned above. A central component of Pierce Atwood's assistance was its full-time local attorney, who served as ERE's liaison to the task force, Ministry, USAID, and other counterparts, and was at ERE's beck and call for any issues that arose.

Throughout the project, Pierce Atwood maintained a full-time presence in Albania through a locally staffed office and frequent visits from Pierce Atwood attorneys and consultants – over 90 TDYs spending over 22 person-months in-country over the course of the project. In this way, we were able to keep up with fast-moving events and provide accessible hands-on support to ERE.

In addition to assisting ERE with developing the secondary legislation described above, Pierce Atwood provided workshops, training programs, and ongoing advice on all regulatory matters over seven years of the project. A key area of assistance was with tariffs. At USAID's request, separate tariff consultants provided extensive support to ERE and KESH on electricity tariff methodology in general and on calculating electricity tariffs based on currently accepted practices within the industry. Pierce Atwood helped ERE build a database of financial information from KESH to be utilized in the rate-setting methodology, and developed a comprehensive financial model to be used for revenue requirement

calculations. One of Pierce Atwood's recommended approaches, here and elsewhere, was to use international standards to develop system benchmarks to overcome the problems of missing historical data and the bias created by the lack of collections that continue to understate the required revenue. With Pierce Atwood's guidance, ERE organized the first hearing session on new electricity tariffs proposed by KESH in early 2003. Ministry representatives, consumer protection associations, trade unions, and business associations all participated in this session.

Pierce Atwood continued providing technical assistance throughout 2004-2006, on tariff model development, including for generation, distribution, and transmission system operator tariffs. While the foundation for a sound tariff structure has been established, issues remain concerning KESH compliance with the tariffs, including the availability of data to support tariff applications, and the ERE capacity to enforce them. There is a continuing effort under way to assist ERE in evaluating KESH submissions and to revise the tariffs to make compliance and effective review more likely, as well as to develop the

individual tariff methodologies required for the unbundled (and in some cases soon to be privatized) components of KESH.

3. MARKET MODEL

USAID, through Pierce Atwood and other consultants, has provided ongoing support to the Albanians on their market model (beginning as early as December 2002). Utilizing the local task force (or working group) approach, whereby representatives of the regulatory commission, the utility, the TSO, and the Ministry of Economy, Trade and Energy are responsible for developing, reviewing, and commenting on, and informing their constituents about, the various proposals and revisions, has helped keep the process moving even through political disruptions, of which there were many. Work continues today on implementation of the market model which, if completed, promises to assist Albania's integration into the Energy Community.

Development of the initial Transitional Market Model ("TMM") began in 2004, when Pierce Atwood, at USAID's request, drafted a Concept Paper for the TMM that provided for power sales governed by a series of bilateral contracts of up to one year in duration among the major market players. The principal transacting party was the Transmission System and Market Operator, which already existed as a separate entity from KESH and was expected to be operational and functional by the middle of this year. The design process for the Albania TMM was characterized by three core driving principles:

- Collaborative. The TMM became a consensus model, and one that was ultimately adopted by the Albania Council of Ministers, as a result of an intense, collaborative process that engaged all of the relevant stakeholders in Albania. Albania had prior experience with the success of such an approach and the production in adoption of its Action Plan for the energy sector, in 2002.
- Albania specific. It was agreed at the outset that the market model had to be Albania specific and had to reflect the facts and circumstances existing in Albania at this time (i.e., that KESH reform was ongoing, but not complete, and KESH was not yet financially strong; legal unbundling had yet to occur; Albania relied almost entirely on hydro resources for supply; imports were constrained; and Albania could not afford extensive investment).
- Intended to Promote Government Policies. The TMM also had to promote specific government policies that had been previously established for the sector in the Action Plan and in other government decisions.

In addition, the TMM needed to incorporate and promote key goals of the Government of Albania, including compliance with Policy Statements and harmonization with EU Directives and the goals of the Athens Forum process, transparent design, a goal of prompt cash settlements, ability to attract IPP development private investment, and participation of commercially viable market participants.

The TMM ultimately adopted met all of these requirements. It unbundled generation and distribution and operated through a combined Transmission System and Market Operator. Key features included preserving domestic hydro capacity at regulated prices to benefit tariff customers; allowing a series of regulated annual bilateral contracts with only limited market rate contracts; developing a strong, independent regulator; providing prompt and transparent settlement functions; allowing an opportunity

for limited exports; day ahead, week ahead and year ahead scheduling; and maintenance of uniform national tariffs.

The Council of Ministers approved the TMM in the summer of 2004, and efforts turned to implementation. Pierce Atwood helped move this process forward, working with the TMM Task Force to resolve perceived conflicts with the Power Sector Law regarding the role of IPPs and contractual relationships between eligible customers and the public supply company, harmonizing all relevant and guiding documents, clarifying the role for the TSO regarding imports, and determining specific responsibilities for TMM implementation (through development of a Task Force Action Plan).

In 2006, the Government announced that privatization of the distribution assets was being accelerated. This spurred activity in both ERE and the TMM Working Group to put in place the necessary legal framework for privatization. Pierce Atwood assisted the TMM Working Group and Privatization Working Group in developing a strategy and implementation plan to fast-track the privatization process, and in particular to coordinate the development of necessary amendments to the legal framework. Working with the TMM Working Group, Pierce Atwood helped identify changes in the market model and worked on a small hydro power production policy with the Ministry of Economy and a small hydro working group. The ultimate product, after multiple meetings, comments, and drafts, was a revised Albanian Market Model (now AMM), that, among other things, clarified the roles of market participants, vested the public supplier role in the distribution company for the time being, provided for OST responsibility for transmission system losses, and confirmed the authority of the ERE to require both investment and execution of purchase power agreements to ensure long-term security of supply. This revised market model was adopted by the Council of Ministers in the fall of 2007.

The involvement of USAID and Pierce Atwood throughout the process as a guiding force for the Working Group was essential in forging a sufficient degree of agreement among the members of the Working Group and to facilitate the ultimate approval by the Council of Ministers. In addition to providing extensive drafting assistance to the Group to memorialize the substance of the agreements among the members, USAID and Pierce Atwood were able to provide the analytical assistance and experience from other countries in the region to assist the Working Group members in evaluating the policy choices before them. The final product reflected the balance between the immediate needs of the Albanian sector, including a degree of price protection for tariff customers and the practical advantages of privatizing the distribution and public supply functions in a single transaction, with the need to develop fully open markets. The AMM provides a framework for further progress towards full compliance with the EU and Treaty obligations.

TASK 8: KOSOVO

MANAGEMENT OF ELECTRIC UTILITY; ENERGY SECTOR LAWS AND REGULATIONS; SUPPORT TO ENERGY REGULATOR

Since 1999, Kosovo has been administered by the UN Interim Administration Mission (UNMIK), working with (or on behalf of) the Provisional Institutions of Self-Government (PISG) (the Kosovo Assembly, Ministries, courts and other bodies) – a structure that will continue pending resolution of Kosovo’s country status. This structure both complicated and facilitated reform efforts, adding another administrative layer for various initiatives but also often adding another motivating force for reform.

Pierce Atwood’s support to Kosovo commenced in May 2003 with a trip by the Task Order Project Manager to Pristina to meet with USAID representatives in order to assess the status of reforms and recommend a course of action. The priorities identified included immediate assistance to Kosovo’s financially troubled and mismanaged utility, KEK, in the form of a turnaround management team, and the need for a comprehensive modern energy law in harmony with EU principles. A 2003 modification to the Task Order¹⁴ memorialized these recommendations and charged Pierce Atwood with three principal tasks:

- Obtaining turnaround management for KEK
- Drafting energy laws and related regulation
- Supporting the new regulatory agency

I. TURNAROUND MANAGEMENT

In October and November 2003, Pierce Atwood twice visited Pristina to meet with USAID, KEK and government officials and other donor representatives to develop criteria for management selection, analyze possible governance structures applicable to the process, determine the status of the legal drafts and work to reach consensus among the stakeholders (including competing government agencies) as to the best approach. Working on ensuring transparency throughout the process, Pierce Atwood assisted in drafting the Request for Expression of Interest for the turnaround management team, provided input regarding the make-up of the selection team, and identified appropriate selection criteria.

¹⁴ The Task Order Modification envisioned a resident advisor to assist in these areas; however, for a number of reasons, this position could not be filled. Following discussions with USAID, it was decided that a “partial resident advisor” – a regulatory specialist who would spend three weeks in/three weeks out of Kosovo for over 18 months – would be able to provide the continuity of support needed by ERO, and for a longer period of time. Thus, this structure was adopted and utilized from the fall of 2005 through the winter 2006. A second Task Order item, preparation of an MOU between the Kosovo Police Service and the Kosovo Trust Agency on enforcement of collection orders, was rendered unnecessary by the government’s creation of a Task Force to address revenues and collections and by the enactment of the primary laws providing a system to address nonpayment issues.

The management procurement process was not without roadblocks, notably in regard to the structure of financial negotiations and the threat of some bidders withdrawing until certain issues were resolved to their satisfaction. The result of this six-month process was the signing in May 2004 of a two-year contract with ESB International (ESBI), an international energy company based in Ireland, to provide comprehensive management and internal restructuring services for KEK's benefit. After ESBI's supervision began, Pierce Atwood continued to monitor and advise USAID concerning KEK's financial performance.

2. ENERGY LAWS

Pierce Atwood played an integral role both in developing the initial package of energy legislation for Kosovo, primarily the *Law on Energy*, the *Law on Electricity*, and the *Law on the Energy Regulator*, but also in defending the enacted laws in the face of subsequent attempts to weaken the regulator's role in the sector. In 2003, Kosovo was in the unique position of having no previous energy laws, and thus a clear landscape to enact legislation fully conforming to EU Directives and regional market goals. Pierce Atwood emphasized that the laws must clarify the responsibilities of sector participants, an essential

Pierce Atwood assisted in the drafting and passage of the three-law energy package enacted in July 2004, placing Kosovo ahead of many of its older neighbors in the conformity of its laws to EU Directives.

element to stimulate investor confidence, advance smooth functioning of the system, promote transparency and efficiency, and provide certainty. For each new agency or entity empowered in the energy sector, the law would define the role and its relationship to other empowered entities; for each type of energy sector decision, the law would define the objective and transparent processes that govern action. Pierce Atwood reviewed and commented on drafts of these laws, identifying

problems and recommending remedial provisions, focusing on ensuring a strong and independent regulatory body. The Law on Energy Regulator gives the Energy Regulatory Office (ERO) the power to issue secondary legislation. It also makes the ERO responsible for drafting a variety of rules, ranging from rules on licensing, tariff, disconnection and connection, dispute resolution and the Statute, Code of Ethics and Manual of Operation. The three laws were promulgated by the Assembly of Kosovo in July 2004.

In 2006 and 2007, Pierce Atwood reviewed and commented on proposed amendments to the energy laws, assessing the effect of these amendments on the energy regulatory framework in Kosovo in terms of conformity with the Energy Community Treaty obligations and applicable EU law, and consistency with accepted regulatory principles, practices, and trends in the region. While many of the amendments did not violate the Energy Community Treaty or the incorporated EU laws, they did weaken important institutional and legislative integrity advances that had been made in the last few years in concert with regional energy market reforms. In total, the amendments seemed to open the door a little wider to political interference. In both 2006 and 2007, the attempts to amend the law were forestalled, if not ended.

In response to the piecemeal amendments that had been proposed, largely to address the ERO's role in authorizing a new power facility (see next section), Pierce Atwood prepared a draft consolidated law that combined all three laws into a single Energy Law, and addressed many of the criticisms raised by the proposed amendments. In producing this revision, an effort was made to respect the prior laws and work already done, so that where possible language in the prior laws was preserved, replacing language only where necessary in order to achieve Kosovo energy sector and regional energy market goals. Particular attention was paid to several issues that are at the forefront of discussions in Kosovo now, or have created legal challenges over the last year or two, such as in particular: (1) tendering authority;

(2) trade licensing authority; (3) salary levels; (4) eligibility certificates; (5) guarantees of origin; and (6) policy versus regulatory roles. The draft consolidated law is currently being reviewed by other counterparts.

3. SUPPORT TO ERO

The Energy Regulatory Office was formed as a part of the Central Regulatory Unit (CRU) in September 2003. By September 2004, three regulators were appointed, one of them (the Chair) an international consultant. The final two members of the regulatory board were not appointed until April 2005. The 2003 Task Order Modification identified specific topics for assistance to ERO, including preparation and adoption of internal manual of operations, code of ethics, rules on licensing, pricing/tariffs, dispute settlement procedures, payment and disconnection, general conditions of supply, electricity and district heating tariff methodologies, and model forms for license applications and tariff approvals. The table below provides a snapshot of Pierce Atwood's support in these and other areas. One issue that commanded a great deal of USAID's and Pierce Atwood's attention throughout, often permeating related tasks such as secondary legislation, was the development of "Kosovo C," a proposed lignite-fired power plant to be constructed near Kosovo's largest supply of coal, which would attract investment, meet Kosovo's supply needs, and provide a valuable source of exported power. The project was significant due to its size (over 1800 MW) and because it would be partnered with a mining concession, to extract the lignite used as fuel from abutting coal fields. The interim government structure in Kosovo, combined with the competing government, donor, and private interests in the development of this power-generating facility, frequently led to a contest for control of the decision-making process. ERO requested assistance on this issue, seeking guidelines regarding the authorization procedures and the criteria by which permits should be granted. We prepared a road map for investors seeking to build new capacity in Kosovo and helped ERO put together a working group made up of different governmental organizations with a role in the permitting process. It was agreed that work was needed in Kosovo to get agreement from the Ministry and other relevant government officials in Kosovo. In April 2006, Pierce Atwood prepared an outline of the various options for pursuing Kosovo C that could be utilized under the existing law, suggesting a Project Steering Committee approach.

At the same time, the Ministry pursued changes to the Law on the Energy Regulator to eliminate the authorization process for new generation and to require all tenders to be conducted by the Ministry instead of the ERO. By early summer 2006, the World Bank, the Ministry of Energy and Mining, and other key sector participants reached agreement on a path forward regarding appropriate governmental authority to approve the development of a Kosovo C Project, although some confusion and disagreement continued as to the respective roles of ERO, the Ministry, the Independent Commission for Mines and Minerals, and other interested bodies in any formal consideration process.

Often, a single exigency can derail broader reforms. The Government's and ERO's competing attempts to control the development of "Kosovo C" often jeopardized ERO's powers delegated by the Law on Energy Regulator. In such situations, regulatory flexibility may help preserve its strength in the long run.

During this time Pierce Atwood continued to assist ERO in developing rules covering its regulatory responsibilities; in addition to the secondary legislation and internal organizational materials described in the following table, Pierce Atwood provided input and advice to ERO on its Statute, Code of Conduct and Ethics, Rule on Pricing (later adopted at an ERO public meeting), and a draft Rule on Public Registry that had been prepared by other consultants.

ASSISTANCE TO ERO

PUBLIC PARTICIPATION	Helped draft rules and policies related to public participation and provided a training session on public comment and public hearings (two internal workshops). Due to the training presentation's effectiveness, other pending rules were delayed in order to incorporate public participation procedures.
MANUAL OF OPERATIONS	Conducted a workshop for ERO on a manual of operations and public outreach, developed an outline of the manual, and obtained feedback from ERO. This task was later coordinated with EAR consultants preparing Quality Management Procedures under a different task order.
RULE ON DISCONNECTION	Provided comments on the draft Rule on Disconnection, in particular revising the collective disconnection procedures to avoid unfairness and discrimination. The rule was adopted at public session in February 2006.
LICENSING RULE	Worked with ERO on finalizing the Licensing Rule, addressing the requirements for applications for different types of licenses and tailoring the application requirements to meet the type of license requested; finalized the rule for public comment (January 2006).
CONDITIONS OF SUPPLY	ERO was receiving technical assistance from the EU for the Conditions of Supply but had some concerns about the drafts received. Pierce Atwood commented on the draft provisions important to customers, such as their obligations with respect to their premises and businesses. We also recommended that the roles of the supplier and the network operator regarding metering, billing, collection, and connection be clearly specified.
RULE ON DISPUTE RESOLUTION	Provided comments to the ERO's draft dispute resolution rule, focusing on how ERO should address various kinds of complaints; how to create obligations on the part of energy enterprises; and how to design processes to address disputes between licensees, and regarding third-party access.
RULE ON TARIFF METHODOLOGY	Primary tariff assistance to ERO was provided by another donor; however, ERO at times requested Pierce Atwood's help on issues, such as the affordability limit mentioned in the TSO section of the tariff methodology. Pierce Atwood advised as to how this limit would function in practice, and potential difficulties with its application.
RULE ON CONFIDENTIALITY	Pierce Atwood submitted draft language for a Rule on Confidentiality in October 2005, but the ERO did not immediately put it on its schedule for adoption. In May 2006, Pierce Atwood discussed bringing the rule forward for adoption, especially since many other rules refer to it. However, despite Pierce Atwood's repeated recommendations, it does not appear that further action has been taken.
RULE ON ADMINISTRATIVE MEASURES AND FINES	Pierce Atwood provided written comments and recommendations to ERO Board; however, it was issued for public comment without Pierce Atwood's review of certain problematic provisions (e.g., imposing fines on individuals rather than companies). Changes to the Law are needed to clarify ERO's authority in this area.

TASK 10: MACEDONIA

REGULATORY STRENGTHENING; TARIFF METHODOLOGIES; LICENSING

The first four years of Pierce Atwood's assistance in Macedonia was provided as part of the general regional scope of work in the original Task Order. Much like our work in the other SEE countries, the initial focus was in assessing the climate for reform, engaging stakeholders and helping them develop and implement an action plan for improving the legal framework, and assisting with drafting laws and secondary legislation. In October 2000, Pierce Atwood first traveled to Skopje and met with local mission personnel, government representatives, and utility managers to identify appropriate unbundling structures and privatization strategies. The trip culminated in a formal presentation in the context of a regional meeting on these issues. The ultimate product of this effort was the preparation, with input from sector participants and government officials, of a draft Strategic Action Plan that incorporated an aggressive schedule for drafting appropriate legislation.

Initial assistance was stalled when the regulatory body anticipated by 2001 amendments to the Energy Law was not formed until 2004. Following is a summary of the first four years' efforts:

Amendments to Energy Law	In May-June 2001, Pierce Atwood worked with the government and local stakeholders to prepare amendments to the Energy Law that established the regulatory body, ERC; the law was submitted to Parliament in December 2001 but enactment was delayed due to concerns about some of the privatization provisions. The amended Law was finally enacted in 2003.
Proposed Market Model And Tariff Methodology	In early 2002, efforts to establish the regulatory framework accelerated to correspond to the government's aggressive schedule for privatization of the utility. Pierce Atwood consultants from NERA were engaged to develop a proposed market model, although work was delayed when needed data was not provided due to the privatization consultant's confidentiality concerns (as was related tariff assistance due to lack of data), and ultimately, due to the privatization consultant's departure from that project. Pierce Atwood facilitated resolution of the confidentiality concerns, and after reviewing the data submitted a draft proposed market model and tariff design in November 2002, with final version completed in February 2003. Regarding market design, Pierce Atwood recommended a simple, flexible approach in keeping with Macedonia's size and internal generation resources; on tariff methodology, Pierce Atwood recommended a marginal cost approach, with benchmarking. Both approaches met general consensus (see below for post-2004 developments).
Licensing	As part of the full-court press on privatization, Pierce Atwood also provided an overview of key license issues to Task Force, Ministry and ESM representatives, and drafted and provided preliminary model licenses.

Under a 2004 modification to the scope of work of the Task Order (Mod. 6), Pierce Atwood began providing targeted assistance to Macedonia in three key areas: regulatory strengthening, tariff methodologies, and licensing. The initial assignments in these areas were:

- **Regulatory Strengthening/Training.** Hands-on assistance to the Energy Regulatory Commission (ERC) in reviewing and commenting on draft rules, advising on proper procedures, and obtaining resource materials and regional models and practices, such as in tariff development and licensing.
- **Cost of Service and Tariff Rationalization Methodology.** Organize and present tariff methodology training program, with accompanying resource materials, and assist ERC staff in developing a tariff methodology consistent with EU principles and eventual integration into the regional energy market.
- **Licensing Issues.** Support the ERC in performing license issuance and license monitoring responsibilities, provide training in basic principles, develop license terms, provide model licenses, and draft necessary regulations or secondary legislation to assure licensee compliance.

I. REGULATORY STRENGTHENING

Support to the ERC largely addressed tariff training and hands-on assistance (see section 2, below). However, Pierce Atwood also assisted the ERC in other areas: in 2005, Pierce Atwood experts twice visited the ERC to train on licensing issues, working both one-on-one and in a workshop setting to review general licensing principles as well as specific draft licenses. In January 2007, Pierce Atwood helped prepare and participated in a workshop in Skopje on Supplier of Last Resort (SOLR) and ethics codes. The ERC's primary interest was SOLR, or more specifically, identification of the mechanisms needed to be included in the Macedonian legal and regulatory system to ensure that supply is provided to retail consumers in a manner consistent with EU requirements and objectives. The ERC sought guidance as to how to transition from a monopoly supply situation to a competitive market while protecting the consumer and securing supply from a public service obligation perspective. As follow-up, the ERC asked for (and received) comments to its ethical code and a paper identifying the specific SOLR issues that the ERC must address in its transition to market competition.

Pierce Atwood conducted workshops for the Macedonian commission on tariff methodologies, ethics codes, supplier of last resort, and licensing.

In September 2007, at the request of USAID, Pierce Atwood developed a draft alternative dispute resolution rule for the ERC, as required by the Law on Energy. The rule was drafted to: minimize the burden on ERC staff, while empowering the ERC to offer viable alternative dispute resolution options to judicial proceedings, where delays and significant litigation costs can undermine the efficiency of the energy sector; provide a simple and prompt process for consumer complaints against suppliers to ensure protection of consumer rights; provide a simple and prompt complaint process for commercial licensee and third-party access disputes; provide alternative dispute resolution tools for the ERC that are consistent with the controlling Macedonia Law on Energy and Mediation, while drawing from international best practices; and assure that the ERC can recover the incremental costs associated with administration of the rule.

2. TARIFF METHODOLOGY

In October 2004, Pierce Atwood conducted a successful, week-long tariff training on the tariff model it developed for the ERC, along with alternative methods for ratemaking and the regulator's role in reviewing electricity provider proposals pursuant to the tariff system. A key concern was that the ERC was having difficulty obtaining the necessary data from the utility, ESM, to implement the proposed model. Based on recommendations made by EAR, the ERC proposed a hybrid revenue and price cap methodology that required an initial setting of revenues (i.e., revenue requirement) and that would need to be significantly modified to take into account these factors and any other adjustments. Because of these differences, the ERC could not use the tariff methodology based on marginal costs that Pierce Atwood had proposed in 2002.

3. LICENSING

Pierce Atwood began concentrated work on licensing issues in February 2005. After meeting with representatives of the ERC, Pierce Atwood concluded that the existing Macedonian energy law needed to be changed to give the ERC more power in this area. An absence of discussion as to the ERC's licensing powers had been interpreted not to allow the ERC to issue licenses. Pierce Atwood finalized a Licensing Rule, but adoption of the Rule was delayed until Parliament passed a new Energy Law that would clarify the ERC's authority with respect to the adoption of licensing rules and set forth what licenses must contain and the rights of licensees, define the payment for the licensing procedure and identify the circumstances under which a license may be revoked.

In the meantime, Pierce Atwood continued reviewing draft licenses and annexes prepared by the ERC staff and conducting the three-day workshop referenced above. As elsewhere, use of a neighboring country's experience (here, Romania's) was a valuable tool in moving Macedonia forward; the ERC was interested in how a similar but more progressive country in the region had approached the issue, and Pierce Atwood was able to provide insight on the various components of the Romanian model and how these fit into a broader understanding of international best practices.

CONCLUSION

The work described in this Report represents only a portion of the support provided under this Task Order, but we hope it conveys a picture of the consistent presence, magnitude of information, and personal service provided to regulatory bodies in the SEE on USAID’s behalf in the seven years that Pierce Atwood has supported SEE regional energy market development. The attached Appendices outlining activities and deliverables likewise reflect a fraction of the daily interaction and advice sought and received. From a relatively bare legal and regulatory landscape to fully functioning and independent regulatory bodies and active regional institutions, the SEE’s energy framework has advanced significantly since 2000. The regulatory commissions are now equipped with the tools to operate as well-functioning energy regulators. They have received hands-on training in-country as well as exposure to international experience through model laws and regulatory documents, workshops, and regional meetings; they have drafted rules on practice and procedure, licensing, tariffs, and other operational issues; they have reviewed and processed licensing and tariff applications; and, more generally, they have fulfilled their responsibilities through effective and transparent processes and procedures. Pierce Atwood appreciates the opportunity to have been part of these important and successful changes in the SEE.



REGULATORY ASSISTANCE FOR SOUTHEAST EUROPEAN REGIONAL ELECTRICITY MARKET DEVELOPMENT

APPENDICES

November 30, 2007

This document was prepared for review by the United States Agency for International Development. It was prepared by Pierce Atwood LLP under Contract No. EEU-I-00-99-00029-00

APPENDIX A: TASK ORDER SUMMARY

ORIGINAL TASK ORDER (SEPT. 2000)

Term: 12 months, through August 31, 2001

LOE: Approximately 24 person-months of full-time and short-term US-based key personnel and 11 person-months of Third Country Nationals/Cooperating Country Nationals

Tasks:

- (1) Provide written and oral advice to Ministries and regulators in region on tariff, licensing, and market methodologies, consistent with EU Directives
- (2) Identify and analyze institutional and regulatory issues in development of regional market and trading system, considering existing national legislation and needed changes, tariff and pricing issues, open access, market protection and export promotion
- (3) Develop model electricity purchase/exchange contracts for potential common use in regional electricity market and provide training in essential aspects and negotiation of contracts
- (4) Conduct at least three workshops and two study trips on international and regional electricity regulation issues
- (5) Determine status of national grid code development and identify and analyze issues to be addressed in harmonizing power market operations in region, consistent with open access and EU Directives

Deliverables: In addition to initial work plan and this Final Report, deliverables (by Task) were:

- (1) At least 10 issue briefs
 - (2) Transmission study and report on common framework for regulation of cross-border transactions and use-of-network tariffs
 - (3) Model purchase and exchange contracts
 - (4) Workshop and study visit reports
 - (5) Grid code development report
-

MODIFICATION 1 (SEPT. 2001)

Term: Extended through December 31, 2002

LOE: An additional 83 person-months (approximate; includes Third Country Nationals/Cooperating Country Nationals and anticipated long-term resident advisors)

Tasks: Continuation of initial five tasks plus two new country-specific tasks:

- (6) *Croatia:* provide continued support to newly formed Energy Regulatory Commission (ERC) in preparation of critical secondary legislation to maximize its independence and authority; assist with organization and staffing of the agency, including drafting of charter; depending on government actions, locate long-term resident advisor to assist with development of licensing, tariff, public participation, and other documents; and assist with procurement of hardware and software for ERC
- (7) *Albania:* draft comprehensive electricity law and assist in obtaining enactment; develop secondary legislation; obtain resident advisor to assist Energy Regulatory Entity (ERE) in tariff methodologies, organization and staffing, licensing monitoring and enforcement, KESH commercialization (e.g., unbundling, efficiencies), customer service standards and environmental guidelines, competition, market structure and development, and privatization issues; support government implementation of Strategic Action Plan (developed by Pierce Atwood in first year of Task Order)

Deliverables: In addition to initial Task Order list, deliverables (by new Task) were:

- (6) *Croatia:* four reports (strengths and weaknesses of energy laws, needed secondary legislation, proposed plan for development of CERC, and existing and proposed tariff methodologies); staff training and support; and proposal for equipment procurement
- (7) *Albania:* detailed work plan; draft electricity law; 5 half-day public hearings on enumerated issues (tariff approval, consumer complaints/protection, licensing, approval of new plants, and environmental issues); a report on ERE structure, organization, and public interaction measures; a paper and an open forum on tariff methodologies; and quarterly progress reports on Strategic Action Plan implementation

MODIFICATION 2 (FEB. 2003)

Term: Extended through September 30, 2003 (and memorializes CTO Dec. 2002 letter extension of 60 days to March 1, 2003)

No scope changes

MODIFICATION 3 (APRIL 2003)

Incremental funding; no changes to term or scope of work

MODIFICATION 4 (SEPT. 2003)

Term: Extended through September 30, 2004

LOE: An additional 107 person-months (approximate; includes anticipated long-term resident advisors); total LOE to date = 4726, or approximately 225 person-months

Tasks: Expanded Tasks (6) and (7) and added two new Tasks:

- (6) *Croatia:* additional assistance to CERC in areas of grid code, licensing, connection charges, legislation, budgeting, and tariffs
- (7) *Albania:* build on previous reform by assisting with amendments on real estate and water rights; conducting study of cost of service and tariff methodologies; drafting proposed market rules; regulations for licensing IPPs; assistance on completing other draft market-related rules; and assist in obtaining full-time financial advisor to KESH

-
- (8) *Kosovo*: create roadmap and framework for private-sector management assistance to KEK, including assisting with Request for Proposal and evaluation and selection of management team; prepare related documents, including foundation documents, restructuring, Power Purchase Agreements, and supply agreements; draft energy laws and related regulations; assist in developing collection strategies (including incentive-based) and necessary regulations (e.g., meter reading, dispute resolution body); draft MOU between the Kosovo Police Service and Kosovo Trust Agency on collection judgments
 - (9) *Regional*: continued support for Athens Process via an update to previous benchmarking reports; technical analysis and discussions with CEER on development of regional regulatory standards; coordination with other contractors on the role of regulators vis-à-vis traders and brokers

Deliverables: No change to identified deliverables¹⁵

MODIFICATION 5 (MAY 2004)

Incremental funding; no changes to term or scope of work

MODIFICATION 6 (SEPT. 2004)

Term: Extended two years, through September 30, 2006

LOE: Added 139 person-months, for total of 7653 days, or approximately 364 person-months

Tasks: Expanded scope of Tasks 6-9 (Croatia, Albania, Kosovo, and Regional) and added specific Task for Macedonia, as follows:

- (6) *Croatia*: assist CERC with quality of service standards, intra-council relations, and accounting unbundling guidelines; assist Ministry of Economy with amendments to energy law; assist HEP with generation and other tariffs (including Performance Based Regulation)
- (7) *Albania*: continue building regulatory competence through assistance with draft regulations (see deliverables, below); assistance in conduct of public hearing on KESH standards of service; promote implementation of market model through comments on draft market and interconnection rules, harmonizing rules with regional electricity market; assist ERE with public hearings on licensing and other rules; build on prior studies to develop cost-of-service tariff methodologies and assist with other unbundled tariff issues (including transmission tariffs); and assist Ministry of Industry and Energy with other rules as requested
- (8) *Kosovo*: assist new regulatory body in performing its functions under new legal framework
- (9) *Regional*: assist SEEER on updating benchmarking report and follow-up on regional regulatory development standards; expand benchmarking to include regional action plan and recommended revisions to national legislation, among other issues
- (10) *Macedonia*: provide assistance in three areas – regulatory strengthening, tariff methodologies, and licensing. Focus on developing regulatory tools through training programs in fair hearing procedures, dispute resolution, rulemaking, tariff methodologies, and licensing, among others

Deliverables: Added following deliverables (by Task):

- (6) *Croatia*: draft of new (or amended) energy law; draft Cross-Border Transaction mechanism; final draft of generation tariff methodology (with excel spreadsheets); draft Performance Based Regulation model and related tariff issues for CERC; and final draft of structure and organization of CERC
 - (7) *Albania*: draft regulations on disposition of licensee facilities/assets, procedures for least-cost
-

¹⁵ See Appendix C for list of all deliverables, which encompasses those identified in the contract and more, including reports, memoranda, draft laws and secondary legislation, training materials, and other documentation reflecting completion of the expanded scope of work under the various Task Order modifications and approved work plans.

planning and review of investment plans (and criteria for same); draft customer service standards; review and comment on draft market rules and commercial code; depending on the Council of Ministers' actions, draft regulations on required reserves, security safety zones, and energy consumption in new buildings; final detailed study on cost-of-service and tariff rationalization and methodology; and assistance in drafting other market-related rules (grid and distribution codes, metering code)

- (8) *Kosovo*: support ERO in preparation and adoption of internal manual of operations, code of ethics, rules on licensing, pricing/tariffs, dispute settlement procedures, payment and disconnection, general conditions of supply, tariff and district heating tariff methodologies, and model forms for license applications and tariff approvals; develop implementation schedule consistent with law timeframes
- (9) *Regional*: final draft benchmarking report (2004); draft standards for regulatory development; paper on structure and function of regional regulatory committee; draft report on recommendation on donor regulatory assistance
- (10) *Macedonia*: Training Program for Cost of Service and Tariff Rationalization Methodology for ERC; final draft of TSO tariff methodology (including Excel spreadsheet); and detailed regulation covering licensing of generators and suppliers

MODIFICATION 7 (MAY 2005)

Incremental funding; no changes to term or scope of work

MODIFICATION 8 (SEPT. 2005)

Incremental funding; no changes to term or scope of work

MODIFICATION 9 (MARCH 2006)

Incremental funding; no changes to term or scope of work

MODIFICATION 10 (AUG. 2006)

Term: Extended through September 30, 2007

No changes to scope of work

APPENDIX B: ACTIVITIES BY TASK¹

TASK I: MARKET ADVICE AND ISSUE BRIEFS

Advising regulators and Ministry officials in the region, through issue briefs and meetings, on tariff, licensing, and market methodologies and rules, consistent with EU Directive 96/92²

- Met with government representatives, Ministry officials and regulators in Croatia, Macedonia, and Albania in October 2000 to understand the legal and regulatory framework already in place and to identify the issues specific to each of these countries
- Offered two presentations in Romania discussing the harmonization of national energy legislation to meet European Union requirements and regulatory issues stemming from efforts at privatization
- Drafted transmission and contract standardization papers describing steps required in pricing and purchase and sale exchanges to develop both internal and regional markets
- In conjunction with regulators and Ministry officials, created rules, regulations, and draft laws for regulatory agencies consistent with the rule of law, transparency, and open process in Albania, Bulgaria, Croatia, and Serbia
- Participated in the February 2003 Bulgaria Energy Forum and provided comments on the Bulgarian Energy Law; met with deputy ministers and other sector representatives and counterparts to assist in revising and commenting on the law
- In Serbia, advised both the Minister and CEO of the Power Company on the first phase of the restructuring program and the separation of non-core assets
- Traveled to Greece, July 17-19, 2003, to attend and present at the fifth SEEERF Working Group conference regarding regional market design and USAID's regulatory benchmarking project
- Participated in the CEER SEEERF Working Group in Rome (October 5-9, 2003); participated in discussions on draft benchmarking standards, market design, and regulatory developments to assist projects in the region
- Taught a course in January 2004 on "Training of Albanian Decision Makers and Energy Managers" on Energy Tariffs

¹ Placement of certain activities under particular tasks is somewhat arbitrary in that often topics of papers, workshops or direct advice covered several aspects of market development. Thus this list is by necessity illustrative in nature.

² See Tasks 6, 7, 8, and 10 for related activities in Croatia, Albania, Kosovo and Macedonia. Also note: Directive 2003/54/EC concerning common rules for the internal market in electricity; Directive 2003/55/EC concerning common rules for the internal market in natural gas; and the Regulation (EC) No. 1228/2003 on conditions for access to the network for cross-border exchanges in electricity were adopted in 2003. Pierce Atwood's activities subsequently conformed to the updated directives.

- Wrote a Memo on “Price Caps, Revenue Caps, and Other Tariff Approaches” for Albanian regulator
- Attended most Athens Forums held during the contract including: Rome, Italy (March 26-27, 2003); Sophia, Bulgaria (October 22-24, 2003); Athens, Greece (October 25-27, 2005); Skopje, Macedonia (June 9-10, 2005); Belgrade, Serbia (November 24-25, 2005); Athens, Greece (June 22-23, 2006); Athens, Greece (October 24-25, 2006) and Athens, Greece (April 24-25, 2007)
- Presented on numerous issues at the above forums, including: Regulatory Benchmarking Update: Snapshots of Developments in Regulatory Authorities in South East Europe (2005); 2005 Regulatory Benchmarking Report for South East Europe (2005); and the May 2007 Regulatory Reporting and Accounting Workshop (2007)
- Prepared, among others, the following papers: ENEL/KESH Tariff Concept Paper (July 18, 2001). Paper on Transmission Pricing in South Eastern Europe: Conclusions and Recommendations (September 2001); Standardization Of Power Purchasing Contracts In South Eastern Europe – A Tool To Advance The Creation Of Domestic And Regional Electricity Markets (September 2001); Memorandum on the Calculation of the Proposed Distribution Fee and the Distribution Component of the Proposed Retail Tariff in Croatia (August 2003); Regulatory Benchmarking Standards For South East Europe – Regional Electricity Market (October 2003); Report on Transmission Network Fees for Croatia (October 2003); Discussion Paper on the Guiding Principles and Issues in Formation of the South East European Regulators Board for Electricity and Gas (October 2004); Supplier of Last Resort: An Overview of its Implementation in ERRA Member States and Representative Countries in the EU (November 2005); Memorandum regarding Comments on ERO Rule on Authorization and potential procedures (March 2006); Price Regulation of Public Service Generation and Supply Under Croatian Law (April 2006); Rates of Return on Generation for Captive Customers (May 2006); Regulation of the Prices of Ancillary Services by National Energy Regulatory Authorities (May 2006)

TASK 2: ANALYSIS OF ENERGY REGULATORY ISSUES

Identification and analysis of key institutional and regulatory issues in the development of a regional trading and market system, including existing national legislation and necessary changes to facilitate trade; pricing and tariff issues; open access to transmission systems; and market protection and export promotion.

- Reviewed and prepared a paper commenting on the USAID-NARUC Export Import Working Group paper on electricity trade and the role of the regulator in September 2000
- On December 10, 2000, presented a program on harmonization of energy legislation to meet EU requirements before participants in the Balkan regulatory meeting in Romania
- The workshop in Zagreb, Croatia, held in May 2001, addressed regional trade and market systems, identifying how other regions have developed their markets, and identifying the issues that countries in the Balkans will need to confront and resolve

- Prepared the transmission and contract papers that specifically identify necessary and recommended steps to be taken nationally and regionally to advance a regional market; the secondary legislation efforts focused on these goals; the creation of an agency in Macedonia was an important initial step in market development; the grid code conference continued the dialogue begun during the May 2001 Zagreb conference on issues important to national and regional market development
- In Serbia, worked with the Ministry on energy law and design of Energy Regulating Agency
- In Bulgaria drafted a Concept Paper with work done to develop a new law; draft Energy Laws containing Pierce Atwood recommendations were delivered to the Minister
- Reviewed and summarized changes to the versions of the draft Bulgarian Energy and Energy Efficiency Act (EEEA) and prepared short informative memoranda to USAID identifying changes from the prior drafts and recommending revisions to strengthen the independence of the regulator
- Analyzed for USAID Romania's market-monitoring framework and provided ANRE legal documents that set forth that framework
- Participated in USAID meetings addressing market design issues for the region, including the SEEER Working Group 7th Meeting (February 2004) and 2nd Preparatory Meeting of SEE Regulators (May 2005)
- In Macedonia, provided a plan to calculate the unbundled transmission tariff based on the regulatory agency's request, and held discussions on future assistance to draft a licensing rule and licenses
- Drafted laws in Albania (2001-2006), Bulgaria (2001-2003), Croatia (2000-2005), Kosovo (2003-2007), Macedonia (2001-2005), and Serbia (2002)
- Drafted secondary legislation on Tariff Methodologies, Market Rules, and rules on Dispute Resolution, Practice and Procedure, General Conditions of Supply, Disconnection of Customers, Schedule of Fees, and Confidentiality of Information
- Prepared a memorandum outlining the general objectives and structure of a workshop on regulatory USOA
- Provided a summary of presentations at the ETSO Conference on Market Transparency in Brussels
- Prepared an abstract to a proposed White Paper on structuring data-access rules
- Provided comments on and suggested changes to the Draft Regional Electricity Market Monitoring Pilot Plan
- Provided comments on the applicability of Bulgaria's USoA in other parts of the SEE

TASK 3: MODEL CONTRACTS

Development of model electricity purchase/exchange contracts providing a common, more transparent and commercially acceptable basis for regional transactions.

- The May 2001 Conference on "Transmission, Pricing & Regional Electric Markets" addressed the issue of regional cooperation and provided some examples of model contracts and case studies, presenting the EEI model contract, along with Western European counterparts

- Provided the paper: The Standardization Of Power Purchasing Contracts In South Eastern Europe – A Tool To Advance The Creation Of Domestic And Regional Electricity Markets as follow-up from the May 2001 presentations on this issue in Croatia, using the EEL model contract and the EFECT Agreement as templates
- Provided model power contracts and related training to Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Macedonia, and Romania

TASK 4: WORKSHOPS

Three or more workshops and two study visits to focus on international and regional electricity regulation issues.

- Conducted a workshop on Energy Sector Strategic Development: An Outline of Strategic and Policy Options in Tirana, Albania in November 2000
- Conducted a regional workshop on “Transmission, Pricing, & Regional Electric Markets,” held in Zagreb, Croatia, May 7-10, 2001
- Conducted a regional workshop on “Grid Codes,” held in Bucharest, Romania, October 30-31, 2001 and developed a list of supplemental Grid Code Conference materials
- Sponsored attendance by 200 representatives from Albania, BiH, Bulgaria, Croatia, Macedonia, Romania, and Serbia to the SEEER Conference in Athens on the preparation of the Second South East Europe Electricity Market Forum
- Regional presentation in Romania in 2001 regarding the role of the regulator in recent regional laws
- Organized and coordinated the May 2007 Regulatory Reporting and Accounting Systems Workshop: South East Europe, held in Sofia, Bulgaria
- Conducted a follow-up regional USoA workshop in Tirana, Albania in September 2007

TASK 5: GRID CODES

Determination of status of national grid code development; identification and analysis of issues facing progress toward regional harmonization of power market operations, rules and grid code development among the countries in the region.

- Researched and reported on the status of national grid code development in the Balkan region, and discussed possibilities for developing regional power market harmonization with bilateral work groups in Macedonia, Croatia and Albania
- Ongoing one-on-one assistance in each country, particularly in Albania and Croatia, to facilitate development of national codes geared toward regional cooperation
- Conducted the Grid Code Workshop: Report of Activities and Future Steps in the Development of a Regional Electric Market in South Eastern Europe, and prepared a follow-up memorandum to the October 2001 conference, and a CD of supplemental materials
- Helped the Romanian regulator on the Commercial Code, Grid Code and market operations and rules in 2002

- Worked with the ERE Task Force and Ministry of Industry and Energy to identify best international practices in developing a grid code and in regard to questions pertaining to legal framework during the development of market rules

TASK 6: CROATIA

Legal and regulatory assistance, including (a) primary and secondary legislation; (b) development of regulatory agency; (c) licensing and tariff methodology assistance; (d) procurement/equipment; (e) grid code, licensing, connection charges, budgeting legislation, and additional tariff work.

- Drafted a priority task memo which focused on pricing, the CERC charter, CERC organizational issues, and market development
- Provided assistance to CERC on the charter, licensing issues, and the financing decree
- Prepared and submitted two draft decrees on license duration and conditions; assisted in the development of the legal and regulatory framework for the CERC and hands-on training, particularly with respect to licensing issues
- Completed Transmission Grid Code and draft Electricity Grid Code
- Conducted study tour to the Portuguese regulator
- Completed the Methodology for calculating HEP's Transmission Charges
- Assisted in CERC's development of rulebooks on advisory councils and information management and continued advisory role for newly formed task force on distribution fees
- Advised CERC on stranded costs
- Identified secondary legislation in Croatia to maximize CERC authority and competency in these areas, consistent with the EU Directive
- Advised on the development of a viable licensing and tariff structure for CERC
- Assisted in the development of a transmission fee methodology in Croatia and in development of rulebooks on information management for CERC; worked extensively with a newly formed taskforce on distribution fees and revised a draft transmission notebook
- Finalized the tariff project and presented to HEP a methodology and calculations for transmission, distribution and the remaining retail (end-user) components and completed tariff reports
- Conducted a three-day workshop for CERC on transmission and distribution tariffs for CERC
- Reviewed draft energy sector reform legislation and provided detailed notes outlining proposed revisions
- Assessed Croatian needs to meet EU Directive deadlines on opening market and feasibility of restructuring if a countrywide uniform tariff was required
- Advised the Ministry of Economy on the role of the System Operator versus the Market Operator and the role of the regulator with the two-step process
- Provided comments on the Electricity Market Act passed by Parliament in December 2004, assessing the Law with regard to European Union Directives and regulatory authority and autonomy

- Made a recommendation to the CERC on intra-council relations and processes for 2004
- Provided guidance on recommended changes to the regulatory body, and on the role of the market operator
- Analyzed data for the generation tariff, providing preliminary data to HEP
- Redrafted the Energy Services Act of 2002 as a 2004 Draft Energy Regulatory Law, and commented on the Energy Law, Law on Electricity Market, and Law on Regulation of Energy Activities
- Provided comments on the version of the Croatian Electricity Market Act passed by the Croatian Parliament in December 2004, assessing the Law with regard to European Union Directives and regulatory authority and autonomy
- Provided a memorandum and new organizational charts to CERC on model European energy regulators
- Developed draft rates of return on public service generation and advised on draft methodologies
- Researched and prepared a paper on regulated ancillary services pricing for HERA
- Met with HERA members and suggested improvements to the drafts of three separate tariff methodologies that are about to be finalized
- Presented a workshop for HERA on regulatory reporting and data access issues
- Worked with HERA staff on developing licensing procedures
- Conducted a USoA workshop in September 2007 (prior to regional workshop in Tirana)

TASK 7: ALBANIA

Assistance in legal and regulatory development, including (a) draft laws and secondary legislation; (b) tariff methodology and approval process; (c) organizational development, staffing and training; (d) licensing and commercial support, (e) customer service, social transition and environmental standards (f) competition, energy market development, and regional / international market integration; (g) strategic privatization and investment in the energy sector; (h) support SAP implementation; (i) build upon previous assistance reform.

- Led the Albanian task force through strategy sessions in which tariff and licensing issues, as well as market models, were discussed and debated; assigned the working groups issues for analysis and established timetable for progress
- Collected information about key issues and areas of concern directly from sector participants; prepared recommendations after analyzing market model issues and worked with the special power reform task force to incorporate appropriate recommendations in the final Strategic Action Plan
- Assistance in Albania on developing a legal framework consistent with EU and international norms; drafted primary laws (Power Sector Law and Energy Efficiency Act) and government policy statements

- Assessed the accounting functions and finalized a draft of a financial model to be included within the Action Plan
- Created model licenses and Rules of Practice and Procedure in Albania that focus on open process, transparency, rule of law and will act as a foundation and standard for purchase/exchange contracts
- Conducted a regulation and competition sessions of a Management Training Course for Albanian counterparts
- Training of Albanian decision-makers and energy managers on energy tariffs
- Documented and explained the key tenets of the EFET master power contract to members of the ERE and KESH
- Conducted seminars on structure and creation of power contracts and an overview of project finance as it relates to the Albanian energy sector
- Drafted Licenses for Construction and Installation of a Power Plant, Distribution, Transmission, and Generation
- Finalized a revised draft of the Concept Paper on Market Design for Albania and worked with Albanian counterparts on the proposed design
- Worked with the ERE to develop a priority-based work plan to include preparations of a grid code for the initial electricity market
- Worked with Albanian counterparts to outline, draft and revise the distribution code and worked with the ERE Task Force and Ministry of Industry and Energy to identify best international practices in developing a grid code
- Assisted KESH on the accounting transactions concerning the pending purchase of pilot projects, Elbasan, Skodra and Vlore
- Conducted the first workshop on strategies for energy sector reform in Albania
- Drafted preliminary calculations for transfer prices from generation to transmission, and transmission to distribution, and the development of transaction procedures for sales accounts within the internal accounting of KESH and for TSO tariffs
- Advised ERE on cash flow issues, export prices, national dispatch center and unbundling issues, and needed assistance to draft appropriate rules
- Advised ERE on developing secondary legislation for import, export and supply and for generation and distribution tariff calculation methodologies; and various codes for market development
- Assisted the ERE Task Force and Ministry of Industry and Energy regarding questions pertaining to legal framework during the development of market rules
- Provided a presentation to ERE on the value of a hybrid single buyer model and Transmission System and Market Operator; the issue of exports and how ERE will need to play a key role in assuring that exports are permitted; and issues related to establishing more than one distribution company
- In 2004, with the Task Force, prepared and facilitated the adoption of the Albanian Transitional Market Model by the Council of Ministers and presented the same at the Power Sector Donors' Meeting, incorporating comments of the World Bank, SEETEC and the European Commission
- Advised the ERE of Albania on draft license models for compliance with the 2003 Power Law

- Submitted a draft Policy Statement and six policy papers addressing competition, restructuring and unbundling, investment and privatization, legal and regulatory reforms, and institutional and organizational arrangements
- Provided a memo on the Albanian electricity market's current state and future plans for distribution to consultants and the Task Force team
- Developed a cost-based tariff transmission calculation and methodology for an unbundled Transmission System Market Operator
- Drafted provisions for license revocation procedures, as well as draft model licenses for generation, transmission, distribution, import and export
- Developed implementation plan with milestones for the Transitional Market Model, adoption and implementation of tariff rate methodologies, market rules, and grid code
- Evaluated Albania Procurement Regulations to determine whether prepared power purchasing regulations are consistent with those requirements
- Produced a first draft of the market rules for the ERE
- Assisted on the distribution metering codes
- Advised the ERE Licensing Department on regulatory and legal issues pertaining to KESH's application for a license for import and export activities
- Updated a comprehensive financial model for ERE determine revenue requirements and included a modified investment plan
- Completed the Tariff Calculation Model User Manual and conducted a training course on the approved public generating company tariff methodology, distribution use of network tariff methodology, and sales to captive customers tariff methodology
- At a workshop attended by Ministry and sector representatives, presented on the Transitional Market Model implementation process, potential inconsistencies in governing documents, essential elements of the framework for market design implementation and regional context of market design implementation
- Prepared a memorandum on inconsistencies among provisions of the Power Sector Law, Transitional Market Model and Market Rules and made comments to the draft power supply contracts for retail household and industrial customers prepared by KESH
- Commented on draft supply contracts for household and non-household final customers; the contract forms were ultimately approved by the ERE Board
- Commenced an analysis of collection and losses for KESH
- Provided comments on draft amendments to the Power Sector Law (PSL) prepared by ERE experts under the sub-Task Force on Harmonization of Legislation
- Provided sample rules on asset transfers and investment plans and discussed various approaches to treating the purchase price of assets in the rate base
- Prepared a draft regulation on investment programs of licensees as required by the PSL
- Met with the Task Force on the concession law and, because that law intersects with other primary and secondary legislation, prepared a memo with recommendations on harmonizing the legislation
- Worked on small hydro power production policy with the Ministry of Economy and the Small Hydropower Production (SHPP) Working Group
- Advised ERE on its responsibilities under Albania's new renewable energy agreement with Italy

- Recommended changes to the Albania Market Model (AMM) and produced several rounds of revisions to the AMM Addendum; presented a summary on the status of development of the AMM at the Donors Meeting in Albania; finalized the draft and circulated it to the Ministry, ERE members and the Working Group
- Discussed and commented upon a draft export license and general import-export issues, a draft regulation on transfer of assets and a draft regulation on investment planning
- Provided comments on ERE's draft Eligible Customer rule
- Provided advice on KESH's proposed amendments to the Public Procurement Law and recommended solutions that could address KESH's concerns
- Provided extensive comments on the IFC Tariff Report for KESH

TASK 8: KOSOVO

Assist Kosovo by providing expert energy advisory and legal services in support of KEK operational turn-around and restructuring; legal advice, drafting and working group commentary on energy sector law and related sector regulations and orders; interim regulations on meter reading, billing, collections, disconnections and related fees and penalties; draft Power Purchase Agreements or Supply Agreements; strategic advice on creating incentive-based system of past debt collection and revenue collection for KEK.

- Assisted in the preparation of a request for Expressions of Interest and the Turnaround Management (TAM) process for KEK and the development of an appropriate legal framework for the energy sector in Kosovo
- Provided comments to the Working Group of the Assembly on the drafts of the Law on Energy, Electricity Law and Law on the Energy Regulator, and worked to obtain consensus on and passage of the laws
- Advised UNMIK on market reform and KEK restructuring
- Advised and drafted agreements and contract provisions on funding, indemnification and limiting the liability of the winning management team
- Assisted in finalizing negotiations with a selected bidder and signing a two-year contract with an experienced energy company to provide comprehensive turn around management and internal restructuring services for KEK
- Mobilized a legal and technical team to assess coal-fired IPP potential within the country and provided high-level assessment and evaluation of the factors to consider for developing new power generation sources in Kosovo
- Advised Kosovo representatives concerning the creation of a viable legal and regulatory framework and provided comments on draft laws
- Worked with the newly appointed regulatory authority to draft a Code of Conduct and Ethics, and Statute of the ERO
- Worked with the ERO to identify new capacity procedures
- Assessed the institutional issues in Kosovo from the perspective of investment in new power facilities, and made preliminary recommendations

- Provided assistance, comments, and worked with the ERO to draft and finalize the Licensing Rule and Disconnection Rule
- Worked with the regulatory agency on new capacity licensing (permit granting)
- Assisted the regulators to revise the draft rule on conditions of supply
- Commented on the ERO's draft dispute resolution rule
- Delivered two presentations as part of a workshop discussing elements of public participation
- Commented on draft Energy Strategy and draft secondary legislation
- Advised and assisted in confirming ERO authority to conduct an authorization process for Kosovo A, and helping to develop a staged strategy, including redrafting of the Rule on Authorization
- Reviewed and commented on the Schedule of Fees and Rule on Pricing; prepared a memorandum discussing secondary legislation relating to the determination of confidential information
- Reviewed primary legislation, including the Law on Concessions and the draft Law on Mines and Minerals, with attention to issues that touch on Kosovo C, public participation and outreach and organizational strengthening
- Prepared a memorandum on incorporating public participation provisions in the draft rule on Principles of Calculation of Tariffs
- Provided written comments on Conduct of Public Hearing and Public Session
- Conducted workshop for ERO Board Members and staff on “Applying Regulatory Authority”
- Outlined problems and made recommendations regarding a Ministry of Energy and Mining plan to take over the authorization process for new generation
- Advised ERO Board Members on the relationship of licenses and renewable energy certificates of origin
- Advised Kosovo regulators on setting up green certification systems for Kosovo
- Provided an assessment of Regulatory Reporting and Accounting Systems in ERO
- Drafted a consolidated law on energy, combining the existing three laws and recommending changes
- Worked with the ERO and USAID to analyze the role of the ERO in licensing foreign bulk-power traders
- Met with USAID to discuss ERO's status and the recent pressure on ERO regarding its approval of tariff increases
- Developed plans for assistance on the burdensome Ferronikeli/KEK contract and other issues, consistent with legal and EU requirements

TASK 9: REGIONAL SUPPORT

Continue support for the Athens Process involving development of legal and regulatory framework for regional electricity trade and national market development and opening, including (a) revision of benchmarking report of May 2003; (b) technical analysis and discussion with CEER on the development of a standard for regulatory development in Southeast Europe; (c) preparation of options and analysis with respect to the regulators role vis-à-vis traders and brokers in the region and coordinate efforts with Hunton & Williams to develop a regional seminar on the Energy traders and Brokers in the SEE Regional Market.

- In 2003, 2004, and 2005, finalized with CEER, EMRA, RAE and the EU on benchmarking questionnaire methodology, distribution, coordination and reporting schedule; developed all regulatory benchmarking questionnaires and distributed them to the regulatory agencies in each of the surveyed countries; followed up with interviews and analyzed existing or pending legislation and practices in each country; and developed benchmarking reports
- Coordinated with CEER Working Group members to present the draft Regulatory Benchmarking Reports and data to the Athens Forum and to finalize the Report at the Permanent High Level Group meeting
- Presented a class on the concepts of benchmarking to the ERRA summer school in Budapest, Hungary
- Drafted standards which have now become the measures by which regulatory reforms in the region will be assessed
- At the January 2003 Athens conference, provided a template for benchmarking the regional progress to market development; assisted USAID in the benchmarking memorandum and distributed the questionnaire to representatives of various countries
- Finalized the Regulatory Benchmarking Standards and Regulatory Benchmarking Standards Concept Paper prepared for USAID – with regulatory market issues a key component of the draft standards; presented this work at the fifth SEEERF Working Group conference in Athens
- Presented a Discussion Paper at the Athens Forum concerning a Regional Regulatory Board; discussions with CEER and USAID resulted in joint agreement to collaborate on the development of the Board in 2005
- Reviewed a Charter provided by DG TREN to USAID and drafted comments
- Participated in the Technical Drafting Committee meeting to discuss the draft Internal Rules of Procedure for the ECRB
- Participated in the Second Preparatory Meeting of SEE regulators to finalize the draft Internal Rules of Procedure for the ECRB
- Assisted CEER WG SEEER in its preparations for PHLG and Ministerial meetings
- Attended CEER WG SEEER meetings in Athens, Budapest, Dubrovnik, Milan, Rome and Skopje
- Reviewed and commented on draft tariff benchmarking report and questionnaire
- Discussed the role of the Energy Community Secretariat with its new Interim Director

- Prepared a revised draft of ECRB Internal Rules of Procedure and a Work Programme for the ECRB
- Developed a draft structure and a surveying mechanism for monthly reporting, and a draft monthly report sample, and delivered the drafts to the WG Co-Chairs for comments and suggestions
- Prepared a draft Procedural Act on establishing the ECRB and traveled to Athens to discuss and receive comments on the draft
- Wrote a sample ECRB newsletter and gathered further comments on the country survey mechanism
- Participated in the ECRB Gas Working Group and presented a proposal to update the Gas Survey for 2007; developed a draft Terms of Reference for the Gas Survey update; attended the ECRB and Gas Working Group meetings in Athens, presenting on the revisions to the questionnaire for the updated Gas Survey
- Developed and conducted a 2007 benchmarking survey of gas regulation in the SEE and submitted a draft to the ECRB gas working group

TASK 10: FYR OF MACEDONIA

Regulatory strengthening/training; cost of service and tariff rationalization methodology; assistance on licensing issues.

- Finalization of the draft amendments to the Macedonian energy laws after communications with the Task force on tariff and licensing principles
- Assisted government handle data confidentiality issues in privatization process
- Submitted final reports on market design and tariff methodology in Macedonia and met with ministry officials and utility representatives to review data for use in tariff calculations
- Conducted a week-long training program for the Energy Regulatory Commission on the examination of the tariff system NERA developed, and the regulator's role in reviewing electricity provider proposals pursuant to the tariff system
- Advised on the law regarding dispute resolution procedures addressing the need to develop procedures that will have a significant impact on regulatory development
- Finalized market study and tariff design reports
- Worked with ERC on licensing rules and delivered a three-day training workshop for ERC representatives on licensing issues
- Reviewed the Macedonian energy law as it pertains to the regulatory agency to engage in review of construction of new capacity and licensing
- Developed a proposed work plan on SOLR issues and the Ethics Code and presented a workshop for the ERC on SOLR, ethics codes and tariffs
- Provided comments and recommended changes to the draft regulator Code of Conduct
- Developed a draft dispute resolution rule

APPENDIX C: DELIVERABLES

ALBANIA

1ST QUARTER: SEPTEMBER – NOVEMBER 2000

- 1.1. Memorandum re Strategy for Albania (October 27, 2000).
- 1.2. Agenda – Conference on Energy Sector Strategy for the Republic of Albania (November 16, 2000).
- 1.3. Workshop on Energy Sector Strategic Development – An Outline of Strategic and Policy Options – Pierce Atwood for USAID, presented to NEA, ENEL, the World Bank and other high-level counterparts (November 16, 2000).

2ND QUARTER: DECEMBER 2000 – FEBRUARY 2001

- 2.1. Albanian Task Force Meeting Agenda and Working Group Assignments (December 18, 2000).
- 2.2. Albania Power Sector Reform Task Force Strategic Action Plan (February 28, 2001).
 - a. List of Action Items
- 2.3. Trip Report – G. Amero in Albania, January 2-5, 2001 and 8-19, 2001.
- 2.4. Trip Report – J. Douglass in Albania, January 16-February 3, 2001.
- 2.5. Trip Report – G. Amero in Albania, February 5-16, 2001.

3RD QUARTER: MARCH – MAY 2001

- 3.1. *Albania's Power Sector, A Vision for the Future*, Presented in Albania (March 21, 2001).
- 3.2. Presentation on *Overview and Implementation of the Strategic Action Plan* for the International Donor's Meeting in Albania, April 26-27, 2001.
- 3.3. Trip Report – J. Douglass in Albania, February 17-March 2, 2001.
- 3.4. Trip Report – J. Gulliver in Albania, March 19-24, 2001.
- 3.5. Trip Report – G. Amero in Albania, March 13-30 and April 2-4, 2001.
- 3.6. Trip Report – J. Gulliver in Albania, April 24-28, 2001.

4TH QUARTER: JUNE – AUGUST 2001

- 4.1. Draft Outline of Comprehensive Energy Law (June 29, 2001).
- 4.2. Strategic Action Plan Implementation Status Table (July 17, 2001).
- 4.3. KESH Organizational Chart (July 17, 2001).
- 4.4. Tariff Working Group Minutes (July 18, 2001).
- 4.5. ENEL/KESH Tariff Concept Paper (July 18, 2001).
- 4.6. Concept Paper for the Development of an "Energy MBA" (August 10, 2001).
- 4.7. Draft of Proposed Albanian Energy Law (August 31, 2001).
- 4.8. Trip Report – G. Amero in Albania, April 22 – May 3, 2001.
- 4.9. Trip Report – J. Douglass in Albania, May 27 – June 9, 2001.
- 4.10. Trip Report – J. Douglass in Albania, July 16 – 26, 2001.

5TH QUARTER: SEPTEMBER – NOVEMBER 2001

- 5.1. Latest Version of Energy Law (October 5, 2007).
- 5.2. Albania Electric Sector Regulatory Reform and Utility Restructuring Work Plan (November 7, 2001).
- 5.3. Major Milestones for ERE Assistance (November 7, 2001).
- 5.4. Trip Report – G. Amero in Albania, September 23-29, 2001.
- 5.5. Trip Report – E. Masud in Albania, October 14-27, 2001.
- 5.6. Trip Report – G. Amero in Albania, October 15-26, 2001.

6TH QUARTER: DECEMBER 2001 – FEBRUARY 2002

- 6.1. Email from G. Amero to R. Rastogi with following attachments (January 25, 2002):
 - a. Draft Energy Policy Statement of Government of Albania
 - b. Draft Introducing Competition into the Albanian Electric Sector
 - c. Draft KESH Restructuring and Unbundling Draft
 - d. Draft KESH Investment and Privatization Draft
 - e. Draft Implementing Legal and Regulatory Reforms for the Albanian Electric Sector
 - f. Draft Institutional and Organizational Arrangements for Policy Implementation
- 6.2. Draft Policy Framework for Tariff Reform and Tariff Adjustment Strategy (January 28, 2002).
- 6.3. Draft Energy Policy Statement of Government of Albania (February 15, 2002).
- 6.4. Trip Report - G. Amero in Albania, December 3-11, 2001.

7TH QUARTER: MARCH – MAY 2002

- 7.1. Draft Energy Policy Statement of Government of Albania, March 2002 – red-lined (April 1, 2002).
- 7.2. Redline of Power Sector Policy Statement showing changes to Power Sector Policy Statement to reflect comments of the GoA and International Donors (April 5, 2002).
- 7.3. Power Sector Policy Statement (April 11, 2002).
- 7.4. Draft Electricity Reform Law (April 17, 2002).
- 7.5. Upcoming Tasks for Albanian Energy Sector Reform Project - Discussion Points: Current Objectives of the Albanian Energy Sector Reform Project (April 30, 2002).
- 7.6. USAID Power Sector Reform Implementation outline (May 1, 2002).
- 7.7. Electricity Reform Law (May 6, 2002).
- 7.8. ERE Rules of Practice and Procedure (May 23, 2002).
- 7.9. Trip Report - G. Amero in Albania, February 25-March 8, 2002.
- 7.10. Trip Report - G. Amero in Albania, March 17-22, 2002.
- 7.11. Trip Report - G. Amero in Albania, April 2-5, 2002.
- 7.12. Trip Report - J. Gulliver and G. Amero in Albania, April 27 – May 3, 2002.

8TH QUARTER: JUNE – AUGUST 2002

- 8.1. ERE Rules of Practice and Procedure (May 23, 2002).
- 8.2. Draft Power Sector Reform Law (May 28, 2002).
- 8.3. Draft Energy Policy Law (May 28, 2002).
- 8.4. Cover Letter to Minister Doda (May 29, 2002).
- 8.5. Draft ERE's Rules of Practice and Procedure (June 18, 2002).
- 8.6. Electric Regulatory Commission (ERC) Organization and Duties (June 20, 2002).
- 8.7. Policy Statement Milestone Schedule (June 2002).

- 8.8. Organization of the Electric Regulatory Commission (June 2002).
- 8.9. Job Descriptions for Commission Staff (June 2002).
- 8.10. "Least Cost Planning" Presentation (plus attachments) (June 2002).
- 8.11. Electricity Supply Contracts/Hearing Procedure (June 2002).
- 8.12. Cost-of-Service Tariff Calculation Example (June 2002).
- 8.13. Trip Report – G. Amero in Albania, May 21-30, 2002.
- 8.14. Trip Report – G. Amero in Albania, June 16-21, 2002.
- 8.15. Trip Report – E. Masud in Albania, May 26-July 26, 2002.

9TH QUARTER: SEPTEMBER – NOVEMBER 2002

- 9.1. Detailed Description of Tasks (Modules J, K and L) (September 2002).
- 9.2. License for Distribution of Electric Energy (September 2002).
- 9.3. License for Transmission Activity (September 2002).
- 9.4. License for Generation of Electricity (September 2002).
- 9.5. Draft Energy Policy Law (September 17, 2002).
- 9.6. Draft Power Sector Law (September 17, 2002).
- 9.7. Letter to Mr. Viktor Doda, Minister of Industry and Energy from Mr. Amero regarding redrafts of the two laws required for the implementation of the Power Sector Policy Statement (September 18, 2002).
- 9.8. PowerPoint presentation at the Management Training Course in Tirana on October 19, 2002 entitled "The Formation and Structure of a Corporation for Electricity Sector Reform" (October 19, 2002).
- 9.9. PowerPoint presentation at the Management Training Course in Tirana on October 19, 2002 entitled "Creating Anti-Monopoly Safeguards to Curb Market Abuses in a Competitive Electricity Sector." (October 19, 2002).
- 9.10. Presentation by Mr. Amero in Tirana entitled "Regulatory Transparency and Predictability: Cornerstones for (1) Attracting and Maintaining Investment and (2) Improving Service Reliability" (November 15, 2002).
- 9.11. Draft Regulation on Licensing Procedures (November 15, 2002).
- 9.12. Republic of Albania Assembly Draft Law on Energy Policy (November 19, 2002).
- 9.13. Memorandum by Pierce Atwood to Mr. Posner, USAID Tirana entitled "Northwest Regional Power, LLC Proposal" (November 20, 2002).
- 9.14. Trip Report – G. Amero in Albania, September 11-27, 2002.
- 9.15. Trip Report – A. Cote in Albania, October 9-21, 2002.
- 9.16. Trip Report – G. Amero in Albania, October 17-November 6, 2002.

10TH QUARTER: DECEMBER 2002 – FEBRUARY 2003

- 10.1. Draft Law on Power Sector (Red-line) (December 27, 2002).
- 10.2. Third Power Sector Action Plan 2003 – 2005 by KESH/ENEL (December 27, 2002).
- 10.3. Report: Distributed Resource Investment in Albania: Regulatory Options for Introducing Commercial Incentives and Promoting Solutions to Meeting Electricity Demand (January 2002).
- 10.4. PowerPoint Presentation: "The EFET Standard Power Contract" (February 20, 2003).
- 10.5. Trip Report – G. B. Schaeffer in Albania, November 24–December 14, 2002.
- 10.6. Trip Report – K. McDermott and C. Peterson in Albania, December 16-12, 2002.
- 10.7. Trip Report – J. Varholy in Albania, February 12-14, 2003.
- 10.8. Trip Report – A. Cote in Albania, January 14-24, 2003.

11TH QUARTER: MARCH – MAY 2003

- 11.1. Memo – Background Materials for USAID-Sponsored Market Reform Study to Assist the Albanian Task Force In Developing Market Rules and Related Codes (May 9, 2003).
 - a. Appendices to Memo
- 11.2. Latest draft of Power Sector Reform Law showing proposed parliamentary amendments (May 9, 2003).
- 11.3. Electricity Cost of Service Study – Draft (May 14, 2003).
- 11.4. Trip Report – G. Amero in Albania, February 24-March 1, 2003.
- 11.5. Trip Report – G. Amero in Albania, April 23–May 2, 2003.
- 11.6. Trip Report – G. B. Schaeffer in Albania, April 23-May 14, 2003.

12TH QUARTER: JUNE – AUGUST 2003

- 12.1. Power Sector Reform Law with virtually all Parliamentary Amendments – English Translation (June 11, 2003).
- 12.2. E-mail from G. Amero describing the appointment process to be followed by Parliament for ERE Members (June 19, 2003).
- 12.3. The Agenda of the Meeting of the Albania Task Force on Market (June 23, 2003).
- 12.4. National Energy Strategy of Albania, Prepared by National Agency of Energy and Ministry of Industry and Energy (July 2, 2003).
- 12.5. Report – Structure and Rules for the Albanian Electricity Market, prepared by Alex Papalexopoulos and Eddie Dedashti of EECO International for Pierce Atwood (August 2003).
- 12.6. Report – Albania: Electricity Cost of Service Study (August 2003).
- 12.7. Trip Report – G. Amero in Albania, June 16-24, 2003.
- 12.8. Trip Report – G. Amero in Albania, July 28-August 2, 2003.

13TH QUARTER: SEPTEMBER – NOVEMBER 2003

- 13.1. E-mail from Z. Kamberi to J. Heidarian reporting on SEETEC “brainstorming session” (September 12, 2003).
- 13.2. Albania: Electricity Cost of Service Study, Main Report (September 19, 2003).
- 13.3. Task Force Package:
 - a. Agenda
 - b. Information On Tasks Defined by 5th Meeting (*contained in 13.3.a. Agenda*)
 - c. Annual Report June 2002-July 2003, Power Sector Policy Statement
 - d. Monitoring Consolidated Matrix
 - e. Action Plan (Policy Statement Second Year; July 1, 2003 to June 30, 2004)
 - f. Real Estate Task Force Action Plan
 - g. Water Rights Task Force Action Plan
- 13.4. Letter to Minister Doda re KESH Compliance with Policy Statement (November 4, 2003).
 - a. Statement on the Progress of KESH Restructuring Process
- 13.5. Trip Report – G. Amero in Albania, September 14-24, 2003.
- 13.6. Trip Report – G. B. Schaeffer in Albania, September 28-October 16, 2003.
- 13.7. Trip Report – J. Douglass in Albania, October 23-26, 2003.
- 13.8. Trip Report – G. Amero in Albania, November 3-12, 2003.
- 13.9. Trip Report – G. B. Schaeffer in Albania, October 26-November 17, 2003.

14TH QUARTER: DECEMBER 2003 – FEBRUARY 2004

- 14.1. Draft Regulation on Licensing Procedures (December 2, 2003).
- 14.2. Electric Market Restructuring Proposal to USAID (January 12, 2004).
- 14.3. B. Hutchinson's course contents for "Training of Albanian Decision Makers and Energy Managers" on Energy Tariffs (January 2004):
 - a. Lesson 1: Tariff Setting Principles
 - b. Lesson 2: Theory of Marginal Costs Pricing
 - c. Lesson 3: Calculation of LPMC
 - d. Lesson 4: LPMC Case Study (contained in 13.3.c.)
 - e. Lesson 5: Tariff Structure and Rates
 - f. Lesson 6: Financial Aspects / Revenue Requirements
 - g. Lesson 7: Economic Regulation
 - h. Lesson 8: Taxes in the Energy Sector
 - i. Lesson 9: Electricity Tariffs
- 14.4. Email from G. Amero to J. Rabaglia and B. Primm re: ERE Appointments – Status (January 21, 2004).
- 14.5. Email from G. Amero to J. Heidarian re: Losses and Collections (January 22, 2004).
- 14.6. Email from G. Amero to J. Rabaglia and B. Primm re: ERE Appointments – Status (January 23, 2004).
- 14.7. Draft License – License for Construction and Installation of a Power Plant (January 2004).
- 14.8. Course Presentation – Legal Regulation of a Business Entrepreneurship (January 30, 2004).
- 14.9. Course Presentation – Development of Oil and Natural Gas Legal Framework (January 30, 2004).
- 14.10. Email from J. Gulliver to R. Ichord attaching the Concept Paper on Market Design for Albania and providing highlights of the paper (February 11, 2004).
- 14.11. Email submitting G. Amero's Trip Report of February 23-28, 2004 and attaching the following documents (March 1, 2004):
 - a. Revised Concept Paper for Albanian Transitional Market Model (February 18, 2004).
 - b. Draft letter to Task Force Members (February 2004).
 - c. ERE's Draft Rules of Practice and Procedure (January 20, 2004).
 - d. Draft Regulation on Licensing Procedures (January 5, 2004).
 - e. Draft License for Construction and Installation of a Power Plant (February 2004).
 - f. Draft Energy Efficiency Law (January 22, 2004).
- 14.12. Trip Report – G. B. Schaeffer in Albania, November 30-December 19, 2003.
- 14.13. Trip Report – G. Amero in Albania, January 18-24, 2004.
- 14.14. Trip Report – G. Amero in Albania, February 23-28, 2004.

15TH QUARTER: MARCH – MAY 2004

- 15.1. Presentation – Albania Transitional Market Model (TMM) (March 2004).
- 15.2. Schematics of KESH Proposed Restructuring (March 2004).
- 15.3. Memo Pierce Atwood to USAID – KESH – Multiple Distribution Companies (April 2, 2004).
- 15.4. Concept Paper for Albanian Transitional Market Model, revised and redlined reflecting World Bank comments (May 15, 2004).
- 15.5. Trip Report – G. Amero in Albania, March 8-19, 2004.
- 15.6. Trip Report – J. Gulliver in Albania, March 16-20, 2004.
- 15.7. Trip Report – G. Amero in Albania, April 26 – May 1, 2004.

16TH QUARTER: JUNE – AUGUST 2004

- 16.1. Energy Efficiency Law Draft Reflecting Ministerial comments (redlined) (June 2004).
- 16.2. *Relacion* On the Electricity Transitional Market Model (June 2004).
- 16.3. Concept Paper Adapted to Decree Format for Transmittal to Council of Ministers (redlined) (June 2004).
- 16.4. Letter to Pjeter Dema, Chairman of ERE, regarding Standardized PPA (June 22, 2004).
- 16.5. Draft Agreement Concerning Delivery and Acceptance of Electricity (June 2004).
- 16.6. Draft Report – A Transmission Tariff Methodology for Albania (July 2004).
- 16.7. Calculation of a proposed tariff for access to the transmission network of Albania (July 2004).
- 16.8. Presentation – Albania Transitional Market Model (TMM), Donors’ Meeting – Tirana (July 15, 2004).
- 16.9. KESH 2005-2007 Action Plan (August 2004).
- 16.10. Memo to Pjeter Dema, ERE Chairman – Electricity price review proposal for 2005 (August 2, 2004).
- 16.11. Draft Data Request for the Transmission Tariff Calculation (August 5, 2004).
- 16.12. Trip Report – G. Amero in Albania, June 16-25, 2004.
- 16.13. Trip Report – T. Ferris and C. Zimmermann in Albania, June 22-July 2, 2004.
- 16.14. Trip Report – G. B. Schaeffer in Albania, June 22-July 3, 2004.
- 16.15. Trip Report – J. Gulliver in Albania, July 14-16, 2004.
- 16.16. Trip Report – T. Ferris and C. Zimmermann in Albania, July 31 – August 9, 2004.
- 16.17. Trip Report – G. B. Schaeffer in Albania, August 3-13, 2004.

17TH QUARTER: SEPTEMBER – NOVEMBER 2004

- 17.1. Draft Amendment Power Sector Law (October 4, 2004).
- 17.2. Preliminary Draft Market Rules for Initial Electricity Market, Legal Structure Provisions (November 18, 2004).
- 17.3. Trip Report – G. Amero and T. Ferris in Albania, September 20-October 1, 2004.
- 17.4. Trip Report – G. B. Schaeffer in Albania, September 20-October 1, 2004.
- 17.5. Trip Report – T. Ferris in Albania, November 3-12, 2004.
- 17.6. Trip Report – G. Amero in Albania, November 10-19, 2004.

18TH QUARTER: DECEMBER 2004 – FEBRUARY 2005

- 18.1. Draft – Fifth KESH Power Sector Action Plan, 2005-2007 (December 2004).
- 18.2. ERE Staff Position Paper on Electricity Export/Import Activity According to the Transitory Market Model (December 9, 2004).
- 18.3. List of Secondary Legislation That Must be Approved by ERE Based on 2003 Power Sector Law and Results Status (January 2005).
- 18.4. Proposed Draft Amendments to 2003 Power Sector Law (January 15, 2005).
- 18.5. *Relacion* in support of proposed Amendments to Power Sector Law (January 2005).
- 18.6. Market Rules for Electricity Market, as adopted by ERE (January 25, 2005).
- 18.7. Trip Report – G. B. Schaeffer in Albania, December 9-17, 2004.
- 18.8. Trip Report – T. Ferris in Albania, December 12-18, 2004.

19TH QUARTER: MARCH – MAY 2005

- 19.1. Memo – Price Caps, Revenue Caps, and Other Tariff Approaches (March 2, 2005).
- 19.2. Presentation – Development of Albanian Distribution Code, February 28 – March 4, 2005.

- 19.3. Memorandum – Clarification of ERE request for technical assistance related to tariffs (March 3, 2005).
- 19.4. Memo from Pierce Atwood to ERE re: Darfo and Eligible Customer Status (March 16, 2005).
- 19.5. Outlines of Draft Distribution Code (March 18, 2005).
- 19.6. Draft Electric Metering Code (March 18, 2005).
- 19.7. Memo from C. Zimmerman – Generation tariff methodology for Albania (March 24, 2005).
- 19.8. Memo from C. Zimmerman – Outline of the Proposed Methodology for the Price of Electricity Sold by the Public Generating Company (March 25, 2005).
- 19.9. Memo – Implications of the ECSEE Treaty for Assistance to ERE (April 1, 2005).
- 19.10. Memo – Proposed Definition of Customer Groups (April 2, 2005).
- 19.11. Memo – Proposal for a Lifeline Equalization Fund Mechanism (April 2, 2005).
- 19.12. Draft Public Generating Company Tariff Calculation Methodology (April 4, 2005).
- 19.13. List of documents related to the PGC, distribution and sales tariff methodologies (April 2005).
- 19.14. Memo – Organizational Structures of Regulatory Authorities in the SEE & NIS (April 5, 2005).
 - a. Email with Charts attached to above memo
- 19.15. Presentation – Draft Albanian Distribution Code (April 8, 2005).
- 19.16. Memo – Terms Used in the Electricity Transmission Tariff Calculation Methodology (April 18, 2005).
- 19.17. Electricity Regulatory Entity – Electricity Distribution Tariff Calculation Methodology (April 19, 2005).
- 19.18. Draft Albanian Distribution Code (April 19, 2005).
- 19.19. Public Generating Company Tariff Model (April 19, 2005).
- 19.20. Distribution Use of Network Tariff (April 21, 2005).
- 19.21. Second Draft – Sales to Captive Customers: Tariff Calculation Methodology (April 28, 2005).
- 19.22. Memo – Next Steps Regarding the Equalizing Fund (May 2, 2005).
- 19.23. Public Generating Company Tariff Calculation Methodology, Third Draft (May 24, 2005).
- 19.24. Draft Agreement Concerning the Delivery and Acceptance of Electricity (May 26, 2005).
- 19.25. Trip Report – T. Ferris in Albania, February 26 – March 6, 2005.
- 19.26. Trip Report – J. Gulliver in Albania, February 27 - March 2, 2005.
- 19.27. Trip Report – C. Zimmermann in Albania, February 27 – March 6, 2005.
- 19.28. Trip Report – J. Ozolins in Albania, February 27 – March 6, 2005.
- 19.29. Trip Report – C. Zimmermann in Albania, March 29 – April 5, 2005.
- 19.30. Trip Report – J. Ozolins in Albania, April 3-9, 2005.
- 19.31. Trip Report – T. Ferris in Albania, April 2-9, 2005.
- 19.32. Trip Report – C. Zimmermann in Albania, May 22-27, 2005.
- 19.33. Trip Report – G. B. Schaeffer in Albania, May 22-27, 2005.

20TH QUARTER: JUNE – AUGUST 2005

- 20.1. Albania: Tariff Models – Main Report (June 3, 2005).
- 20.2. Final Draft – Sales to Captive Customers: Tariff Calculation Methodology (June 1, 2005).
- 20.3. Revised Connection Code (June 7, 2005).
- 20.4. Action Plan to Implement the Transitional Market Model for the Albanian Power Market (June 10, 2005).
- 20.5. Final Draft Distribution Code (redlined) (June 10, 2005).
- 20.6. Draft License for Electricity Supply (June 2005).
- 20.7. Draft Regulation of License Withdrawal Procedures (June 2005).
- 20.8. Tariff Calculation Models – A User Manual (June 17, 2005).
- 20.9. Agenda – Electricity Tariff Methodologies in Albania Training Course (June 27-28, 2005).
- 20.10. Presentation – Electricity Tariff Methodologies in Albania, Training Course (June 27-28, 2005).

- 20.11. Presentation – USAID Albania Transitional Market Model: Potential Inconsistencies in Governing Documents (July 14, 2005).
- 20.12. Presentation – USAID Albania Transitional Market Model: Responses to Current Questions/Concerns by TMM Participants (July 14, 2005)
- 20.13. Presentation – USAID Albania Transitional Market Model (TMM) – Implementation Workshop (July 14, 2005).
- 20.14. Implementation Workshop Agenda (July 14, 2005).
- 20.15. Proposal: Draft Action Plan for TMM Implementation (August 8, 2005).
- 20.16. E-Mail – T. Ferris to J. Heidarian: Plan for upcoming meetings of TMM Working Group (August 16, 2005).
- 20.17. PowerPoint: Procedures for Suspending-Withdrawing Licenses and Case Study (August 30, 2005).
- 20.18. Trip Report – T. Ferris in Albania, May 29 – June 4, 2005.
- 20.19. Trip Report – M. Bekker in Albania, May 29 – June 4, 2005.
- 20.20. Trip Report – J. Ozolins in Albania, June 5-9, 2005.
- 20.21. Trip Report – T. Ferris and C. Zimmermann in Albania, June 26-July 1, 2005.
- 20.22. Trip Report – J. Gulliver in Albania, July 13-16, 2005.

21ST QUARTER: SEPTEMBER – NOVEMBER 2005

- 21.1. Memo from J. Gulliver comparing Lahmeyer report findings with USAID program objectives (September 29, 2005).
- 21.2. Agenda – TMM Working Group Meetings (November 17-18, 2005).
- 21.3. Presentation – Albania TMM Action Plan Implementation Meetings (November 17-18, 2005).
- 21.4. Trip Report - C. Connors and M. Manicuta in Albania, September 11-15, 2005.
- 21.5. Trip Report - T. Ferris in Albania, September 13-17, 2005.
- 21.6. Trip Report - T. Ferris in Albania, November 13-19, 2005.

22ND QUARTER: DECEMBER 2005 – FEBRUARY 2006

- 22.1. Email to Dema re sample organizational charts for regulatory entities in Europe (December 6, 2005).
- 22.2. Final Draft of Sixth Power Sector Action Plan for KESH (January 25, 2006).
- 22.3. Agenda: Donor’s Meeting (January 31, 2006).
- 22.4. Memorandum from C. Connors to P. Dema re: Comments on ERE Organizational Structure (February 1, 2006).
- 22.5. Email P. Dema to C. Connors, J. Heidarian re: organizational chart, February 8, 2006, with attachment:
 - a. Organizational Chart of ERE for 2006
- 22.6. Trip Report - George Schaeffer in Albania, January 11-20, 2006.
- 22.7. Trip Report - T. Ferris in Albania, January 24-February 4, 2006.
- 22.8. Trip Report - G. Schaeffer in Albania, February 13-24, 2006.

23RD QUARTER: MARCH – MAY 2006

- 23.1. 2006 Tariff Review, G. B. Schaeffer (March 2006).
- 23.2. Comments of Deborah Shaw on Proposed Amendments to Power Sector Law (April 6, 2006).
- 23.3. Summary of FERC Orders Approving Sales of Generation Facilities (April 12, 2006).
- 23.4. Memo, Pierce Atwood, Comments of Deborah Shaw on Albania’s Concession Law (May 21, 2006).

23.5. Trip Report – D. Shaw in Albania, April 1-7, 2006.

24TH QUARTER: JUNE – AUGUST 2006

- 24.1. Revisions to Investment Planning Rule (June 14, 2006).
- 24.2. Presentation by D. Shaw, “Regulatory Transparency and Predictability” (May-June 2006).
- 24.3. Presentation by D. Shaw, “Essential Elements and Regulation of Power Purchase Agreements” (May-June 2006).
- 24.4. Memo by C. Connors and M. Manicuta on Albanian export licenses and energy swaps (June 27, 2006).
- 24.5. Memo by D. Shaw on EU and ECSEE renewable energy requirements and policies to promote renewable electricity (June 29, 2006).
- 24.6. Memorandum by J. Gulliver on Concession of Small Hydropower Projects (July 17, 2006).
- 24.7. Email with a Memorandum by J. Gulliver and Z. Kamberi on Disposition of Property from Albania office and a spreadsheet list of property (July 29, 2006).
- 24.8. Draft Policy Statement by J. Gulliver on Small Hydropower Project Development in Albania (Aug. 3, 2006).
- 24.9. Draft Regulation on Criteria for Granting and Revoking the Status of Eligible Customer (Aug. 18, 2006).
- 24.10. E-mail from J. Gulliver to USAID with comments on report listing required actions for KESH distribution company privatization (Aug. 22, 2006).
- 24.11. Trip Report, D. Shaw in Albania, June 11-16, 2006.
- 24.12. Trip Report, J. Gulliver in Albania, July 22-27, 2006.

25TH QUARTER: SEPTEMBER – NOVEMBER 2006

- 25.1. E-mail from J. Gulliver to USAID and others with comments, with the following attachment (September 5, 2006):
 - a. Draft Addendum to the Albania Market Model
- 25.2. Revised Addendum to TMM (September 13, 2006).
- 25.3. E-mail from C. Connors and M. Manicuta with a summary of comments on three draft regulations (September 28, 2006).
- 25.4. Slide presentation and schematics on Transitional Market Structure (October 2006).
- 25.5. Slide presentation on AMM revisions used to guide the Working Group discussions (October 2006).
- 25.6. Redline of Addendum to AMM Concept Paper to reflect comments by Z. Kamberi and Jim Schmidt (October 5, 2006).
- 25.7. E-mail from J. Gulliver to Z. Kamberi with comments and attaching draft PowerPoint presentation in preparation for meeting with ERE (October 10, 2006).
- 25.8. E-mail from J. Gulliver to J. Heidarian with comments and attaching the following (October 27, 2006):
 - a. Revised draft Albania Market Model
 - b. Memo explaining the changes
- 25.9. E-mail from J. Gulliver to J. Heidarian attaching (November 9, 2006):
 - a. Redlined version of AMM incorporating discussed changes
- 25.10. E-mail from J. Gulliver and T. Welch to Albania officials and others with comments and attaching rewritten draft of the AMM (November 9, 2006).
- 25.11. E-mail from T. Welch to Albania officials and others attaching a summary of changes made to the AMM in creating the AMM (November 15, 2006).

- 25.12. E-mail from T. Welch to J. Heidarian attaching draft PowerPoint on updated AMM to be presented to donors group (November 15, 2006).
- 25.13. Trip Report, C. Connors and M. Manicuta in Tirana, September 11-15.
- 25.14. Trip Report, J. Gulliver and T. Welch in Tirana, October 15-18, 2006, and October 14-20, 2006, respectively.

26TH QUARTER: DECEMBER 2006 – FEBRUARY 2007

- 26.1. PowerPoint Report on Updated AMM presented to Donors Meeting (November 30, 2006).
- 26.2. E-mail from J. Gulliver and T. Welch to AMM Working Group members attaching the letter to ERE Chairman Nepravishta and Deputy Minister Bojaxhi commenting on the draft AMM and the draft of the AMM (December 15, 2006).
- 26.3. T. Welch comments on latest version of Albania Market Model (February 20, 2007).
- 26.4. Trip Report, T. Welch in Tirana, November 28-December 2, 2006.

Remaining Albania assistance provided under USEA contract with USAID, Contract No. USEA/USAID-2007-407-07.

CROATIA

1ST QUARTER: SEPTEMBER – NOVEMBER 2000

- 1.1. "Preliminary Unbundling and Privatization Electric Sector Republic of Croatia," PPT presented at the Croatian Workshop (October 17, 2000).
- 1.2. "Discussion of Specific HEP Issues Submitted to USAID Team," PPT presented at the Croatian Workshop (October 17, 2000).
- 1.3. Memorandum – Illustrative Legislative and Regulatory Frameworks for Emerging Competitive Electric and Gas Markets, Pierce Atwood for Boris Maksijan (previously sent to B. Maksijan for comment on November 28, 2000).
- 1.4. Matrix of Electricity Laws (November 28, 2000).
- 1.5. Matrix of Gas Laws (November 28, 2000).
- 1.6. Trip Report – J. Gulliver and C. Connors in Zagreb, October 3-18, 2000.

2ND QUARTER: DECEMBER 2000 – FEBRUARY 2001

- 2.1. Memorandum by C. Connors and T. Matic commenting on draft Croatian Energy Law (December 28, 2000).
- 2.2. Memorandum by C. Connors and T. Matic commenting on draft Croatian Gas Law (December 29, 2000).
- 2.3. Memorandum by C. Connors and T. Matic commenting on draft Croatian Electricity Market Act (December 29, 2000).
- 2.4. Memorandum by C. Connors and T. Matic commenting on draft Croatian Regulatory Services Law (December 29, 2000).
- 2.5. Talking points for the March 1 meeting with U.S. Ambassador Dr. Granic, local Mission Director and Energy Institute (Undated).
- 2.6. Memorandum to P. Baldwin: Past and future tasks in the Croatian energy sector (February 28, 2001).
- 2.7. Memorandum/Agenda to Croatian Energy Institute (February 28, 2001).

- 2.8. Trip Report – C. Connors and J. Douglass in Zagreb, December 2-9, 2000.
- 2.9. Trip Report – C. Connors in Zagreb, February 24-March 3, 2001.

3RD QUARTER: MARCH – MAY 2001

- 3.1. Table of Contents and outline for Croatian Energy Charter (April 30, 2001).
- 3.2. Matrix summary of selected energy agency information (May 4, 2001).
- 3.3. Memorandum on Agency Qualifications (May 4, 2001).
- 3.4. PPT presentation on Regional Transmission Organizations by W. Froehlich of FERC for Pierce Atwood-sponsored Conference in Zagreb on Transmission, Pricing & Regional Electric Markets (May 8-10, 2001).
- 3.5. PPT presentation on “Transmission Organizations Worldwide & the Benefits of Regional Cooperation” by J. DeRosa of DeRosa Energy Consulting for Conference in Zagreb on Transmission, Pricing & Regional Electric Markets (May 8-10, 2001).
- 3.6. PPT presentation on “U.S. Power Markets: PJM Focus” by T. Gilbert of Exelon Energy for Conference in Zagreb on Transmission, Pricing & Regional Electric Markets (May 8-10, 2001).
- 3.7. PPT presentation on “Electricity Tariffs and Transmission Pricing” by T. Simpson and A. Subbiah of Nexant for Conference in Zagreb on Transmission, Pricing & Regional Electric Markets (May 8-10, 2001).
- 3.8. PPT presentation on “Transmission Pricing Principles and Theory” by T. Simpson and A. Subbiah of Nexant and K. McDermott of NERA for Conference in Zagreb on Transmission, Pricing & Regional Electric Markets (May 8-10, 2001).
- 3.9. PPT presentation on “Transmission Pricing and Open-Access Tariffs/Practical Examples” by T. Simpson and A. Subbiah of Nexant for Conference in Zagreb on Transmission, Pricing & Regional Electric Markets (May 8-10, 2001).
- 3.10. PPT presentation on “Transmission Costing and Pricing” by A. Subbiah of Nexant for Conference in Zagreb on Transmission, Pricing & Regional Electric Markets (May 8-10, 2001).
- 3.11. PPT presentation on “Standardized Power Contracts for Competitive Electricity Markets” by A. Katz of EEL for Conference in Zagreb on Transmission, Pricing & Regional Electric Markets (May 8-10, 2001).
- 3.12. PPT presentation on “Transmission Pricing: A Regulator’s Perspective” by K. McDermott of NERA for Conference in Zagreb on Transmission, Pricing & Regional Electric Markets (May 8-10, 2001).
- 3.13. PPT presentation on “Transmission Pricing Approaches” by K. McDermott of NERA for Conference in Zagreb on Transmission, Pricing & Regional Electric Markets (May 8-10, 2001).
- 3.14. PPT presentation on “Balancing Services in the Baltic Electricity Market” by C. Zimmermann of Nexant for Conference in Zagreb on Transmission, Pricing & Regional Electric Markets (May 8-10, 2001).
- 3.15. Trip Report – J. Gulliver and C. Connors in Zagreb, May 3-11, 2001.

4TH QUARTER: JUNE – AUGUST 2001

- 4.1. E-mail from J. Gulliver to R. Archer with comments on latest revisions to energy laws (June 4, 2001).
- 4.2. Chart titled “Structure of Gas Market Under the Draft Croatian Energy Laws” (June 2001).
- 4.3. Chart titled “The Structure of Government Regulation Over the Energy Sector Under the Draft Croatian Energy Laws” (June 2001).
- 4.4. Chart titled “Structure of Oil Market Under the Draft Croatian Energy Laws” (June 2001).
- 4.5. Chart titled “Structure of the Electricity Market Under the Draft Croatian Energy Laws” (June 2001).

- 4.6. Draft Croatian Charter (July 11, 2001).
- 4.7. Memorandum re Enacted Croatian Energy Laws, discussing contents of the laws and potential follow-up strategies (August 23, 2001).

5TH QUARTER: SEPTEMBER – NOVEMBER 2001

- 5.1. Memorandum re Questions about the enacted Energy Laws in Croatia (September 12, 2001).
- 5.2. Pierce Atwood Memorandum on Questions Regarding Law (September 12, 2001).
- 5.3. Memorandum from T. Matic answering Legal Questions (September 17, 2001).
- 5.4. Pierce Atwood Memorandum on Priority Tasks (September 22, 2001).
- 5.5. GoC list of secondary legislation to be prepared (September 27, 2001).
- 5.6. Review and comments on the Concession Act in Croatia (October 23, 2001).
- 5.7. Secondary Legislation in Croatia – summary of contents of priority (a) items (November 23, 2001).
- 5.8. Trip Report – C. Connors in Croatia, September 22-27, 2001.

6TH QUARTER: DECEMBER 2001 – FEBRUARY 2002

- 6.1. Trip Report – C. Connors in Croatia, January 21-26, 2002.

7TH QUARTER: MARCH – MAY 2002

- 7.1. Articles of Association of the Croatian Energy Regulatory Council (the Charter) (March 14, 2002).
- 7.2. Proposed Content of the Contract to be concluded between the Council for the Regulation of Energy Activities (principal) and “non profit legal entity (provider) prepared by Tin Matic (May 10, 2002).
- 7.3. Email between Cathy Connors and Michel Caubet re Caubet’s remarks on the Croatian Grid Code (May 11, 2002).
- 7.4. Bylaws of the council for the Regulation of the Energy Activities prepared by Tin Matic (May 12, 2002).
- 7.5. Power Point Presentation on Transmission Tariffs for a Liberalized Electricity Market in Croatia (May 14, 2002).
- 7.6. An outline entitled Transmission Tariffs for a Liberalized Electricity Market in Croatia (May 14, 2002).
- 7.7. Table of Contents for Draft Grid Code of the Croatian Transmission Network (May 23, 2002).
- 7.8. Juris Ozolin’s comments on the Croatian Grid Code (May 23, 2002).
- 7.9. Draft secondary legislation prepared by the Energy Institute incorporating recommendations from Gabor Szorenyi entitled Statute on Requirements for Performing Energy Activities and on the Register of Energy Licenses (May 23, 2002).
- 7.10. Proposed Local Area Network Scheme for the Commission with 5 proposed servers (May 23, 2002).
- 7.11. Proposed Local Area Network Scheme for the Commission with 2 proposed servers (May 23, 2002).
- 7.12. Trip Report - C. Zimmermann in Croatia, May 12-16, 2002.
- 7.13. Trip Report - C. Connors, G. Szorenyi & I. Traugott in Croatia, May 15-18, 2002.

8TH QUARTER: JUNE – AUGUST 2002

- 8.1. Memo to CERC from C. Connors re Conflict of Interest Agreements for CERC staff (June 10, 2002).
- 8.2. Data list to be collected (June 17, 2002).
- 8.3. Draft Rulebook on Procedure (June 27, 2002).
- 8.4. Suggestion for Organizational Structure and Management Plan for the Energy Regulatory Staff assisting, supporting the Energy Regulatory Council of Croatia (June 27-28, 2002).
- 8.5. Grid Code Presentation by Juris Ozolins in Zagreb (July 15, 2002).
- 8.6. Grid Code Presentation II by Juris Ozolins in Zagreb (July 16, 2002).
- 8.7. Rules of Procedure of the Council for Power Industry Management marked in red (July 17, 2002).
- 8.8. Electricity Transmission Tariffs in Europe: Implications for Croatia (July 20, 2002).
- 8.9. Memo from C. Zimmermann re Identification and Valuation of Transmission Assets (August 1, 2002).
- 8.10. Memo from C. Zimmermann re Definition of Customer Classes (August 2, 2002).
- 8.11. Memo from C. Zimmermann re Market Model (August 28, 2002).
- 8.12. Trip Report - C. Connors and G. Szorenyi in Croatia, June 25-29, 2002.
- 8.13. Trip Report - C. Zimmermann in Croatia, June 27-29, 2002.
- 8.14. Trip Report - I. Traugott and J. Ozolins in Croatia, July 13-17, 2002.

9TH QUARTER: SEPTEMBER – NOVEMBER 2002

- 9.1. Memorandum from C. Zimmermann regarding Task 5 – valuation of energy losses in the transmission network (September 2, 2002).
- 9.2. Memorandum from C. Zimmermann regarding Task 9 – ability of HEP transmission to cover its capital investment needs (September 20, 2002).
- 9.3. Memorandum from C. Zimmermann regarding Task 6 – Transmission Fees in Europe and spreadsheet of calculations (October 21, 2002).
- 9.4. Agenda for Croatian Study Tour/Workshop, held in Lisbon, Portugal (October 28 and October 29, 2002).
- 9.5. Draft Report on Transmission Network Fees for Croatia, prepared by C. Zimmermann (October 31, 2002).
- 9.6. Memo from C. Zimmermann and C. Connors re Task 16 – incentive regulation (October 31, 2002).
- 9.7. Minutes from Transmission Fee Working Group meeting (November 18-19, 2002).
- 9.8. Performance Based Regulation PowerPoint presentation by C. Zimmermann (November 19, 2002).
- 9.9. Transmission Network Fees PowerPoint presentation by C. Zimmermann (November 19, 2002).
- 9.10. Transmission Fee report prepared by C. Zimmermann (November 27, 2002).
- 9.11. Trip Report – I. Traugott in Portugal, October 27-30, 2002.

10TH QUARTER: DECEMBER 2002 – FEBRUARY 2003

- 10.1. Draft information gathering rulebook (January 31, 2003).
- 10.2. Draft transmission rulebook (January 31, 2003).
- 10.3. Draft distribution rulebook (January 31, 2003).
- 10.4. Memo on progress in the Croatian energy sector to 2005 (January 31, 2003).
- 10.5. Summary of legislation enacted by ministry on licensing (January 31, 2003).

- 10.6. Memo from C. Zimmermann re Task 6 Costs to be recovered in the distribution fee (February 19, 2003).
- 10.7. Memo from C. Zimmermann re Task 5 Comparison Among European Distribution Networks (February 20, 2003).
- 10.8. Trip Report – C. Connors and C. Zimmermann in Croatia, Greece and Macedonia, January 19-25, 2003.

11TH QUARTER: MARCH – MAY 2003

- 11.1. Memo from C. Zimmermann re RPI-X and timing of rate adjustments (March 6, 2003).
- 11.2. Memo from C. Zimmermann re data request regarding customer groups (April 1, 2003).
- 11.3. Memo to USAID re: situation in Croatia regarding electricity reform by the year 2006 (April 4, 2003).
- 11.4. Memorandum to CERC on stranded costs (April 4, 2003).
- 11.5. Memo from C. Zimmermann and C. Connors re Stranded Costs in Ireland (April 11, 2003).
- 11.6. Memo from C. Zimmermann re Valuation of energy losses in the distribution network (April 15, 2003).
- 11.7. Memo - Distribution fee components needed to cover capital investment needs (April 18, 2003).
- 11.8. Spreadsheet - Valuation of the assets of HEP Distribution at 31.12.2002 (April 18, 2003).
- 11.9. Memo - Proposed price formula for HEP Generation (April 28, 2003).
- 11.10. Trip Report – C. Connors and C. Zimmermann in Croatia, March 28-April 2, 2003.
- 11.11. Trip Report – C. Connors in Croatia, May 10-14, 2003.
- 11.12. Trip Report – C. Zimmermann in Croatia, May 27-31, 2003.

12TH QUARTER: JUNE – AUGUST 2003

- 12.1. Memorandum – Summary of ISMO Work (June 17, 2003).
- 12.2. Memorandum - Calculation of proposed distribution fees (August 6, 2003).

13TH QUARTER: SEPTEMBER – NOVEMBER 2003

- 13.1. Dr. Zimmermann's draft distribution report (September 5, 2003).
 - a. Accompanying end-user, CROISMO and generation excel sheets and memos
- 13.2. Calculation of the Components of the Retail Electric Tariff, Draft Report (October 3, 2003).
- 13.3. Methodology and Calculation of Distribution Fee (November 20, 2003).
- 13.4. Calculation of the Components of the Retail Electric Tariff (November 21, 2003).
- 13.5. Trip Report – C. Connors and C. Zimmermann in Croatia, September 14-18, 2003.
- 13.6. Trip Report – C. Connors and C. Zimmermann in Croatia, October 6-15, 2003.

14TH QUARTER: DECEMBER 2003 – FEBRUARY 2004

- 14.1. Agenda – AEP / HEP Partnership, Advisory Mission, Transmission Business Unit Development & Regulatory Subjects (January 26-30, 2004).
- 14.2. Draft Agenda – Transmission and Distribution Fee Workshop (February 4, 2004).
- 14.3. Trip Report – Catherine Connors in Croatia, December 9-12, 2003.

15TH QUARTER: MARCH – MAY 2004

- 15.1. Presentation – Transmission Investment Planning, Energy Institute (March 1-3, 2004).

- 15.2. Presentation – Transmission and Distribution Fee Workshop: Investment Planning (March 1-3, 2004).
- 15.3. Presentation – Transmission and Distribution Fee Workshop: Regulatory Process (March 1-3, 2004).
- 15.4. Presentation – Discussion on Different Issues Related to the Quality of Electricity and Gas Supply: The Hungarian Practice (And Some Comparison With Others) (March 11, 2004).
- 15.5. List of Resolutions, Guidelines, Reports and Papers related to the Quality of Service Provided by Licenses (March 23, 2004)
- 15.6. Memo – Intra-council relations and processes (April 15, 2004).
- 15.7. Trip Report – C. Connors and C. Zimmermann in Croatia, February 29 – March 4, 2004.
- 15.8. Trip Report – G. Szorenyi in Croatia, March 10-11, 2004.

16TH QUARTER: JUNE – AUGUST 2004

- 16.1. Comments on Existing Energy Laws – Issues Relating to the Regulatory Body (August 2004).
- 16.2. Memo - Regulatory Principles (August 18, 2004).
- 16.3. Trip Report – C. Connors in Croatia, June 26-30, 2004.
- 16.4. Trip Report – C. Connors in Croatia, August 22–27, 2004.

17TH QUARTER: SEPTEMBER – NOVEMBER 2004

- 17.1. Memo – Draft Regulatory Services Act (September 27, 2004).
 - a. Attached Draft Energy Regulatory Act
- 17.2. Memo – Comments to Energy Laws (Energy Law and Electricity Market Law) to J. Heidarian (October 18, 2004).
- 17.3. Memo – Comments on Energy Laws to B. Maksijan, Ministry of Economy (November 1, 2004).
 - a. Commented Energy Law
 - b. Commented Electricity Market Law
 - c. Commented Energy Activities Regulation Act
- 17.4. Trip Report – C. Zimmermann in Croatia, September 23-25, 2004.

18TH QUARTER: DECEMBER 2004 – FEBRUARY 2005

- 18.1. Comments on new Croatian Market Act (December 13, 2004).
- 18.2. Draft Report – Calculation of the Price of Electricity Generated and Purchased for Supply to Captive Customers of HEP (December 2004).
- 18.3. HEP Generation Dispatch Model calculations (December 2004).
- 18.4. Trip Report – C. Connors and C. Zimmermann in Croatia, February 19-23, 2005.

19TH QUARTER: MARCH – MAY 2005

- 19.1. Memo – 2004 Croatian Energy Laws (March 7, 2005).
- 19.2. Memo – Structure of Energy Department Within the Ministry (March 24, 2005).
- 19.3. Email regarding the Structure of Energy Department Within the Ministry (April 7, 2005).

20TH QUARTER: JUNE – AUGUST 2005

- 20.1. Memo – Croatian Energy Regulatory Agency – Examples and Suggestions for Organizational Structure (June 23, 2005).
- 20.2. Trip Report – C. Connors in Croatia, June 4-8, 2005.

21ST QUARTER: SEPTEMBER – NOVEMBER 2005

- 21.1. C. Connors email to J. Heidarian providing a short summary of CERA Charter (September 6, 2005).
- 21.2. Email C. Connors to Ljubica Cvenic, C. Zimmermann, J. Heidarian forwarding documents relating to meetings (October 7, 2005).
- 21.3. Memo from Pierce Atwood to Ž. Tomšić re: Additional information relating to structure of energy department within Ministry (October 11, 2005).
 - a. Attachment A: Org Charts
- 21.4. Email C. Connors to L. Cvenic, with attachment (October 18, 2005):
 - a. HEP-HROTE-HERA-USAID Tariff Project – Summary of Agreed upon Next Steps
- 21.5. Trip Report: C. Connors and C. Zimmermann in Croatia, October 11-15, 2005.

22ND QUARTER: DECEMBER 2005 – FEBRUARY 2006

- 22.1. Presentation by L. Cvenic, “Methodologies and the Calculation of Electricity Tariff Components” (November 17, 2005).
- 22.2. Email C. Connors to Srdan Žutobradic forwarding materials regarding tariff systems in France, Greece, and Italy, with attachments (February 16, 2006):
 - a. Memorandum by C. Zimmermann re: Electricity Prices and Tariffs in Italy, Greece, and France
 - b. “The Electricity Market Reform in Italy,” presentation by Luca Lo Schiavo, Autorità per l’energia elettrica e il gas, Italy, at the ERRA Workshop on Regulatory Monitoring of the Electricity Sector (Almaty, Kazakhstan January-February, 2006)
 - c. Regulatory Authority for Energy (Greece) 2005 Annual Report to the European Commission (July 2005)
 - d. CRE 2005 Activity Report, “Regulation of the Electricity Sector”
 - e. Autorità per l’energia elettrica e il gas, Annual Report To the European Commission on the State of the Services and on the Regulation of the Electricity and Gas Sectors (31 July 2005)
 - f. Piergiorgio Berra and Marco Delpero, Autorità per l’energia elettrica e il gas, “The New Electricity Tariffs System in Italy”, www.telmark.org/2002Sep/1-4_Berra.pdf
 - g. Data on Croatia, Greece, and Italy from the Data Annex to the CEER Regulatory Benchmarking Report for South East Europe 2005, with Data on France from the CEER Regulatory Benchmark Report 2005
- 22.3. Trip Report - C. Connors and C. Zimmermann in Croatia, February 20-23, 2006.

23RD QUARTER: MARCH – MAY 2006

- 23.1. Draft Paper: Price Regulation of Public Service Generation and Supply Under Croatian Law (April 5, 2006).
- 23.2. Paper: Rates of Return on Generation for Captive Customers (May 1, 2006).
- 23.3. Paper: Regulation of the Prices of Ancillary Services by National Energy Regulatory Authorities (May 3, 2006).
- 23.4. E-mail, Cathy Connors to J. Heidarian and Z. Grubisic-Cabo re meetings with HERA and HEP (May 17, 2006).
- 23.5. Trip Report – C. Zimmermann in Croatia, May 9-12, 2006.

24TH QUARTER: JUNE – AUGUST 2006

- 24.1. Memo by C. Connors re summary of C. Zimmermann tariff work in Croatia (June 12, 2006).
- 24.2. Memo by C. Connors re summary of Pierce Atwood activities in Croatia for past six to nine months and general status report (June 24, 2006).

25TH QUARTER: SEPTEMBER – NOVEMBER 2006

- 25.1. E-mail from C. Connors to Z. Grubisic-Cabo summarizing Pierce Atwood's work with HERA from April 1-June 30, 2006 (September 1, 2006).
- 25.2. E-mail from I. Bjork to J. Heidarian re tariff methodologies and setting up a meeting, along with a draft meeting agenda (September 20, 2006).
- 25.3. E-mail from I. Bjork to T. Galic providing list of discussion topics for upcoming meeting (September 29, 2006).
- 25.4. E-mail from I. Bjork to C. Connors and USAID summarizing meetings in Croatia and outlining requests for assistance from HERA (October 5, 2006).
- 25.5. E-mails from C. Connors to Z. Grubisic-Cabo re Pierce Atwood's past involvement in development of Croatia legislation and electricity laws (October 5-6, 2006).
- 25.6. Comments on HERA's draft transmission and distribution methodology (October 11, 2006).
- 25.7. E-mail from I. Bjork to HERA and USAID with comments on assistance requested by HERA and attaching a Pierce Atwood Memo with comments on HERA's draft generation and supply methodologies (October 13, 2006).
- 25.8. Trip Report - I. Bjork and C. Zimmermann in Croatia, October 2-4, 2006.

26TH QUARTER: DECEMBER 2006 – FEBRUARY 2007

- 26.1. C. Connors e-mail to J. Heidarian with comments and proposed topics for HERA workshop at end of month, after consultation with I. Bjork, T. Galic and T. Matic (January 23, 2007).
- 26.2. C. Connors PowerPoint presentation for workshop on "Regulatory Reporting and EU Guidance" (January 27, 2007).
- 26.3. C. Connors PowerPoint presentation for workshop on "Regulatory Reporting: Country Specific Reporting Requirements" (January 27, 2007).
- 26.4. T. Matic PowerPoint, "Gathering of Data and Documents Pursuant to Article 27 of Croatian Law on Regulation of Energy Activities" (January 27, 2007).
- 26.5. List of trading and supply licenses with electricity trade licensees circled (January 30, 2007).
- 26.6. Trip Report - I. Bjork and C. Connors in Croatia and Macedonia, January 28-February 2, 2007.

27TH QUARTER: MARCH – MAY 2007

- 27.1. C. Connors memo to J. Heidarian, M. Manicuta, and T. Matic re: Response to Requests for Assistance in the Area of Licensing (March 8, 2007).
 - a. Copies of key regulations and laws cited in the memorandum
- 27.2. C. Connors e-mail to B. Horacek re: proposed agenda for March 15 meeting (March 8, 2007).
- 27.3. T. Matic memorandum: The Process of the issuing of the licenses for energy activities pursuant to the existing Croatian regulation (in Croatian) (March 23, 2007).
- 27.4. M. Manicuta slides presented in Croatia and follow up Romanian licensing materials provided after the trip (March 23, 2007).
- 27.5. Email from C. Connors to B. Horacek attaching materials indicating how other regulators address the issues that would be discussed in the May meetings in Croatia (May 10, 2007).
 - a. Replacement Cost Asset Valuation and the Regulation of Energy Infrastructure Tariffs: Theory and Practice in Australia, David Johnstone, January 2003.

- b. Gas Pipeline Ratemaking at the Federal Energy Regulatory Commission, Robert H. Loeffler, June 2004
 - c. Methodology for Distribution Pricing and Distribution Price Control, December 2004
 - d. Cost of Capital in the Electricity Industry, Finance and Economics Network of Experts January 2000
 - e. RWE.com - Utilities - Gas - Downstream - Market Data
 - f. International comparison of WACC decisions, NECG, September 2003
 - g. An Overview of Ratemaking Presentation, Laura Cvengros, November 2004
 - h. Principles for Approval of Natural Gas Prices, Energy Market Inspectorate, 2003
 - i. Rate of Return: Regulation, Mark A. Jamison
 - j. Regulation of Electricity Distribution Business; Satu Viljainen I, Kaisa Tahvanainen, Jukka Lassila, Samuli Honkapuro and Jarmo Partanen
 - k. Report on the approach to setting the key parameters of the regulatory formula and prices for the second regulatory period in the gas industry, May 2005
 - l. Review of Rate of Return Methodologies and Practices, The Institute for Research into International Competitiveness, September 2003
 - m. The Weighted Average Cost of Capital (WACC) for the Tubridgi Pipeline System, September 2001
 - n. Use of benchmarking methods in Europe in the electricity distribution sector, Marie-Anne Plagnet
 - o. WACC computation- example
 - p. Westlaw Document with Tariff Cases
- 27.6. Power Point Presentation by R. Zarumba for Regulatory Meeting with HERA (May 29, 2007).
- 27.7. Excel spreadsheets providing a rate mitigation example for large investments (May 29, 2007).
- 27.8. List of questions for HERA for the Regulatory Meeting (May 29, 2007).
- 27.9. Trip Report - C. Connors and M. Manicuta in Croatia, March 14-16, 2007.
- 27.10. Trip Report - C. Connors and R. Zarumba in Croatia, May 15-19, 2007.

29TH QUARTER: SEPTEMBER 2007

- 29.1. Agenda for Workshop of the Role and Functions of the Transmission System Operator in a Competitive Market Environment (September 10-11, 2007).
- 29.2. Presentation by Mr. Welch for Workshop of the Role and Functions of the Transmission System Operator in a Competitive Market Environment (September 10-11, 2007).
- 29.3. Trip Report - T. Welch in Zagreb, Croatia, September 8-14, 2007.

KOSOVO

12TH QUARTER: JUNE – AUGUST 2003

- 12.1. Memo – Amended List of Potential Companies to Respond to the Request for EOI for the Operation and Management of KEK (August 12, 2003).
- 12.2. Request for Expression of Interest, Final (August 27, 2003).
- 12.3. Memo – To-do List for International Management and Law Reform Process (August 28, 2003).
- 12.4. Trip Report – J. Gulliver in Kosovo, July 6-11, 2003.

13TH QUARTER: SEPTEMBER – NOVEMBER 2003

- 13.1. Memo – Primary and Secondary Legislation; Overview of Elements (October 14, 2003).
- 13.2. Memo – Review of the Provisions of the Draft EU Laws, Focusing on the Regulatory Law; Incorporation of Additional Provisions from the USAID-Sponsored Draft (October 18, 2003).
- 13.3. Draft – Exemption from Instruction No. 2/1999 (November 3, 2003).
- 13.4. Overview of Schedule and Issues for TAM Process (November 3, 2003).
- 13.5. Memo – Energy legislative process – transferred or reserved power? (November 19, 2003).
- 13.6. Trip Report – J. Gulliver in Kosovo, September 29-October 1, 2003.
- 13.7. Trip Report – I. Bjork in Kosovo, October 29-31, 2003.
- 13.8. Trip Report – I. Bjork and J. Gulliver in Kosovo, November 15-20, 2003.

14TH QUARTER: DECEMBER 2003 – FEBRUARY 2004

- 14.1. Memo – Review of Draft Energy Law Package Presented by CRU (December 3, 2003).
- 14.2. Email – Issues raised by the TAM bidders (December 15, 2003).
- 14.3. Talking Points regarding funding the TAM process (December 12, 2003).
- 14.4. Emails to Liz Wickstrom regarding governance, the law drafting process, including advice regarding dispute resolution, tariffs, hearing processes and licenses (December 15-24, 2003).
- 14.5. Email – TAM Process (January 27, 2004).
- 14.6. Memo – Comments on the Kosovo Energy Package Draft Laws (February 3, 2004).
- 14.7. Revision of the PISG letter and comments (February 5, 2004).
- 14.8. Revisions to KTA draft letter and comments (February 6, 2004).
- 14.9. Draft clarification letter to bidders (February 6, 2004).
- 14.10. Revised Guarantee – KEK TAM (February 6, 2004).
- 14.11. Email – Energy Regulation (February 9, 2004).
- 14.12. Email – TAM and Laws (February 16, 2004).
- 14.13. Email – TAM Contract (March 1, 2004).
- 14.14. Email – Question on the Electricity Law (March 1, 2004).
- 14.15. Trip Report - J. Gulliver and I. Bjork in Kosovo, February 3-7, 2004.

15TH QUARTER: MARCH – MAY 2004

- 15.1. Memo – Comments on Package of Energy Laws, currently tabled by the Kosovo Assembly (March 18, 2004).
- 15.2. Trip Report – Jonathan Francis in Kosovo, March 9-20, 2004.
- 15.3. Trip Report – John Gulliver in Kosovo, April 4-9, 2004.
- 15.4. Trip Report – Jonathan Francis in Kosovo, April 4-8, 2004.
- 15.5. Trip Report – R. Russell in Kosovo, May 15 – 27, 2004.

16TH QUARTER: JUNE – AUGUST 2004

- 16.1. Memo – Pre-feasibility Study – Generating Facility (June 29, 2004).
- 16.2. Draft Executive Summary – Kosovo Energy Sector, Pre-Feasibility Assessment for Developing New Electric Generation Facilities (June 29, 2004).
- 16.3. Report – Opportunity In Kosovo For Independent Power Producers: Prefeasibility Study of Technical, Legal, and Regulatory Issues for A Lignite-Fired Power Plant (August 20, 2004).
- 16.4. Trip Report – B. Patel in Kosovo, June 7-16, 2004.

17TH QUARTER: SEPTEMBER – NOVEMBER 2004

- 17.1. Outline of Energy Sector Issues and Assistance by USAID/Pierce Atwood (September 14, 2004).
- 17.2. Draft Code of Conduct and Ethics – with tracking and comments (September 10, 2004).
- 17.3. Final Code of Conduct and Ethics (September 10, 2004).
- 17.4. Presentation – Preliminary Overview: Prefeasibility Study of Technical, Legal, and Regulatory Issues for a Lignite-Fired Power Plant (September 21, 2004).
- 17.5. Handout – Energy Sector Development Assistance (September 21, 2004).
- 17.6. Statute of the Energy Regulatory Office, clean version (October 5, 2004).
- 17.7. Opportunity in Kosovo for Independent Power Producers: Preliminary Overview of Legal, Regulatory and Technical Issues for a Lignite-Fired Power Plant (October 18, 2004).
- 17.8. Memo – Comments to the draft Rule on Terms and Conditions for Issuing, Modifying, Terminating and Withdrawing Licenses for Energy Activities in Kosovo (November 4, 2004).
- 17.9. Memo – to USAID on General Information regarding Disconnection Rules (November 8, 2004).
- 17.10. Comments to the new draft Rule on Licensing of Energy Activities in Kosovo (November 22, 2004).
- 17.11. Memo – To ERO on Open Questions Regarding the Authorization Process for New Capacity (November 26, 2004).
- 17.12. Revisions to Rule on Disconnection (November 30, 2004).
- 17.13. Trip Report – I. Bjork in Kosovo, September 12-15, 2004.
- 17.14. Trip Report – J. Gulliver in Kosovo, September 19-25, 2004.
- 17.15. Trip Report – I. Bjork in Kosovo, November 29 – December 1, 2004.

18TH QUARTER: DECEMBER 2004 – FEBRUARY 2005

- 18.1. Email – Proposed Organization Structure for New Mine and Power Station (December 2, 2004).
- 18.2. Email – Energy Law Process (December 3, 2004).
- 18.3. Licensing Application Attachments with Gabor Szoryeni's comments (December 10, 2004).
- 18.4. Email Discussion – Collective Disconnections (December 2-10, 2004).
- 18.5. Email – License Applications and Further Work by Pierce Atwood (December 10, 2004).
- 18.6. Final Disconnection and Reconnection Rule (January 6, 2005).
- 18.7. Presentation – on Supplier of Last Resort (February 7, 2005).
- 18.8. Rule on Licensing of Energy Activities in Kosovo, final (February 8, 2005).
- 18.9. Email – Comments and final changes on the Licensing Rule (February 9, 2005).
- 18.10. Email – Article on OFGEM and comments to draft Licensing Rule (February 9, 2005).
- 18.11. Email – Unbundling Requirements and EU Directives (February 10, 2005).
- 18.12. Email – Comments to the Licensing Rule in response to David Belin (February 11, 2005).
- 18.13. Email – Application form samples (February 17, 2005).
- 18.14. Email – Re JEO Task Force (February 21, 2005).
- 18.15. Email – Terminology in Draft Rules (February 22, 2005).
- 18.16. Draft Road Map for Authorization/Permit for construction of new energy facility (February 28, 2005).
- 18.17. Trip Report – I. Bjork and A. Vajdovich in Kosovo, January 31 – February 5, 2005.
- 18.18. Trip Report – G. Szorenyi in Kosovo, February 16-17, 2005.

19TH QUARTER: MARCH – MAY 2005

- 19.1. Email –Licensing Rule Attachment and new capacity (March 1, 2005).
- 19.2. Draft Licensing Rule with comments incorporated from Mr. Vajdovich and Mr. Szorenyi (March 1, 2005).

- 19.3. Kosovo Final Draft Attachment I to Licensing Rule (March 6, 2005).
- 19.4. Comments on Draft JEO and SRSG Establishing an UNMIK-PISG Task Force on Electricity Consumption and Revenue Collection (March 8, 2005).
- 19.5. Comments on Application for License for Energy Activity (March 9, 2005).
- 19.6. Outline for Conditions of Energy Supply (March 21, 2005).
- 19.7. Memo – Comments to Draft Conditions of Supply (March 29, 2005).
- 19.8. Connection Agreement Graph, attachment to comments to draft Conditions of Supply (March 29, 2005).
- 19.9. List of Provisions in the Energy Law relating to Conditions of Supply, attachment to comments to draft Conditions of Supply (March 29, 2005).
- 19.10. The Concept of the Guidelines of ERO (and the Minister of MEM) regarding the authorization procedures of new facilities (new generation facilities) regarding the criteria by which the ERO grants permits for these new facilities (for discussion purposes) (April 8, 2005).
- 19.11. Sample HEO Proposal on Joint Guidelines related to the system of procedures of the licensing of power plant establishment to the general rules of the tender procedure (April 8, 2005).
- 19.12. Email – from J. Gulliver re Kosovo follow up (April 14, 2005).
- 19.13. Memo – Comments to Dispute Resolution Draft Rule (April 20, 2005).
- 19.14. Email – Rule on Dispute Resolution, Further Comments (April 20, 2005).
- 19.15. General Conditions of Energy Supply, tracked changes (May 6, 2005).
- 19.16. Dispute Settlement Procedure in the Energy Sector (May 11, 2005).
- 19.17. General Conditions of Energy Supply and Annex, tracked (May 27, 2005).

20TH QUARTER: JUNE – AUGUST 2005

- 20.1. Email – Follow up on New Capacity Guidelines (June 3, 2005).
- 20.2. Draft Regulation Regarding the Procedure for Granting a Permit for Construction of New Generating Capacity (June 7, 2005).
- 20.3. Email – Comments on Dispute Resolution Rule (June 6, 2005).
- 20.4. Email – New/Existing Capacity – roles of Ministry and the ERO and obligations (June 14, 2005).
- 20.5. Email – Comments on Kosovo Strategy (June 14, 2005).
- 20.6. Email – New Capacity Regulation (June 19, 2004).
- 20.7. Email – Energy Strategy for Kosovo (June 21, 2005).
- 20.8. Energy Sector Priorities for USAID/Kosovo (June 30, 2005).
- 20.9. Email – Long-Term Power Purchase Agreements (July 8, 2005).
- 20.10. Proposal for a Road Map for Rehabilitation of the Existing Energy Facility (July 12, 2005).
- 20.11. Procedure for Authorization, tracked (July 12, 2005).
- 20.12. Email – Rehabilitation of Kosovo A authorization procedure (July 13, 2005).
- 20.13. Rule on Dispute Settlement Procedure in the Energy Sector, tracked changes (July 13, 2005).
- 20.14. Memo – from ERO regarding authorization procedure of Kosovo A (July 18, 2005).
- 20.15. E-mail: To EUMIK regarding part-time advisor assistance to ERO (August 24, 2005).
- 20.16. Trip Report – I. Bjork and J. Gulliver in Kosovo, June 26–30, 2005.

21ST QUARTER: SEPTEMBER – NOVEMBER 2005

- 21.1. Draft summary of questions for ERO related to the refurbishment of Kosovo A authorization procedure (Sept. 5, 2005).
- 21.2. Outline for discussion of ERO authorization approach and DSRSG presentation (Sept. 8, 2005).
- 21.3. Draft letter to DSRSG requesting specific actions (Sept. 16, 2005).
- 21.4. Email attaching R. Eachus Memo commenting on draft Rule on Schedule of Fees and cover letter (Sept. 26, 2005).

- 21.5. Ms. Bjork email to EUMIK re Schedule of Fees provisions (Sept. 28, 2005).
- 21.6. Comments on Draft Code of Conduct and Ethics sent to ERO Board (October 9, 2005).
- 21.7. Comments on Draft Rule on Schedule of Fees sent to ERO Board (October 10, 2005).
- 21.8. Comments on Draft Rule on General Conditions of Supply sent to ERO Board (October 13, 2005).
- 21.9. Memo summarizing concerns over the impact on public participation and transparency of the tariff review timelines and provisions for a licensee post-decision expert review included in the Draft Rule on Pricing (October 13, 2005).
- 21.10. Training workshop on “Considerations for Public Participation in Review of Tariffs” (October 16, 2005).
- 21.11. Comments on Draft Statute of ERO sent to ERO Board (October 17, 2005).
- 21.12. Comments on Draft Rule on General Conditions of Energy Supply (October 17, 2005).
- 21.13. Training workshop to ERO Board and staff on “Considerations for Conduct of Public Meetings and Hearings” (October 19, 2005).
- 21.14. Memo providing proposed Secondary Legislation on Determination of Confidential Information (October 20, 2005).
- 21.15. Email I. Bjork to P. Duffy re: achievements in Kosovo (October 28, 2005).
- 21.16. Draft Rule On General Conditions Of Energy Supply (November 7, 2005).
- 21.17. Email I. Bjork to M. Kostari, November 10, 2005, re: Draft Rule on General Conditions of Energy Supply (forwarded to P. Duffy, Nov 10, 2005).
- 21.18. Memorandum from R. Eachus to ERO re Incorporating Public Participation Provisions in Draft Rule on Pricing (November 17, 2005).
- 21.19. Trip Report – R. Eachus in Kosovo, August 28-September 11, 2005.
- 21.20. Trip Report – R. Eachus in Kosovo, October 4-25, 2005.

22ND QUARTER: DECEMBER 2005 – FEBRUARY 2006

- 22.1. Memorandum regarding bidding terms (“Outline of Tendering, EOI, and RFP processes”) (December 1, 2005).
- 22.2. Comments on Draft Rule on Authorization Procedure (December 1, 2005).
- 22.3. Email I. Bjork to P. Duffy Schedule of Publication / Adoption of Rules by the ERO (December 4, 2005).
- 22.4. Outline of tasks related to December 13 decision-making session (December 5, 2005).
- 22.5. Additional Clarifications on the memorandum regarding bidding terms (December 5, 2005).
- 22.6. Examples of regulatory authority in metering, billing and collection practices, prepared by R. Eachus for M. Kostari (December 6, 2005).
- 22.7. Review of Revised Draft Pricing Rule (v2.2) and Public Participation (December 6, 2005).
- 22.8. Materials presented at workshop on the Manual of Operations and on Public Outreach, (December 8, 2005):
 - a. Presentation, “Considerations for ERO Manual of Operations”
 - b. Presentation, “ERO Public Outreach: Goals and Options”
 - c. Training Workshop Report.
- 22.9. Pierce Atwood comments on Draft Statute and Code of Conduct and Ethics (December 9, 2005).
- 22.10. Pierce Atwood comments on Rule on Pricing (December 9, 2005).
- 22.11. Pierce Atwood comments on Draft Tariff Methodology for the Electricity Sector (December 9, 2005).
- 22.12. Comments on Revised Draft Rule on Schedule of Fees (as of 1 December 2005) (December 13, 2005).

- 22.13. PowerPoint presentation for Workshop on Draft Rule on Authorization, “Authorization Procedure for the Construction of New Electricity Generation Facility” (December 13, 2005).
- 22.14. Comparison Chart of Law on Regulator and Draft Rule on Authorization (December 13, 2005).
- 22.15. Summary of the December 13, 2005 Workshop on Authorization Procedure for the Construction of New Electricity Generation Facility
- 22.16. Pierce Atwood Comments on Rule on Disconnection of Customers (December 14, 2005).
- 22.17. Pierce Atwood Comments on Rule on General Conditions of Energy Supply (December 14, 2005).
- 22.18. Email I. Bjork to K. Yamashita, P. Duffy re USAID energy assistance in 2006 (December 15, 2005).
- 22.19. Working draft of revised Draft Rule on Authorization (Dec. 15 redraft of Nov. 25 version) (December 15, 2005).
- 22.20. Comments on Conduct of Public Hearing and Public Session (December 16, 2005).
- 22.21. Comments on Draft Rule on Authorization – next steps (December 16, 2005).
- 22.22. Pierce Atwood Comments on Rule of Licensing of Energy Activities in Kosovo (December 21, 2005).
- 22.23. Pierce Atwood Comments on Dispute Settlement Procedure in the Energy Sector (December 29, 2005).
- 22.24. Draft Work Plan for Anil Mishra for January-June 2006 (December 30, 2005).
- 22.25. Comments on Rule on Disconnection and Reconnection of Customers in Energy Sector In Kosovo (January 31, 2006).
- 22.26. Workshop Materials, “Applying Regulatory Authority,” (February 3, 2006):
 - a. PowerPoint Presentation, “Applying Regulatory Authority”
 - b. Pierce Atwood Training Workshop Report and participants list
- 22.27. Comments by A. Mishra on Draft Rule on Authorization Procedure (February 6, 2006).
- 22.28. Comments by A. Mishra and recommendations on proposed Rule on Licensing: Draft for Public Consultation (January 30, 2006).
- 22.29. Memo from A. Mishra to ERO on meeting with Ministry of Environment and Spatial Planning (February 1, 2006).
- 22.30. Memo from A. Mishra to ERO on the meeting with MEM on the issues related to the development of new generation capacity (February 7, 2006).
- 22.31. Email D. Shaw to P. Duffy re Authorization Rule and Plans (February 22, 2006).
- 22.32. Trip Report - A. Mishra in Kosovo, November 19-December 20, 2005.
- 22.33. Trip Report - R. Eachus in Kosovo, November 26-December 18, 2005.
- 22.34. Trip Report - D. Shaw in Kosovo, January 15-21, 2006.
- 22.35. Trip Report - R. Eachus in Kosovo, January 8-February 4, 2006.
- 22.36. Trip Report - A. Mishra in Kosovo, January 22-February 12, 2006.

23RD QUARTER: MARCH – MAY 2006

- 23.1. Comprehensive list of clearances required for approval and construction of a new generation facility in Kosovo (March 23, 2006).
- 23.2. Memo R. Eachus to ERO Board re: Rule on Authorization and potential procedures (March 20, 2006).
- 23.3. Email D. Shaw to A. Nagavci and M. Maturo regarding summary of provisions in the law concerning scope of ERO authority over new generation projects (April 11, 2006).
- 23.4. Email D. Shaw to A. Nagavci and M. Maturo regarding outline of report and initial draft for World Bank Meeting with attachment: Outline of Approval Process for New Generation under Current Legal/Regulatory Framework (April 17, 2006).

- 23.5. Draft Talking Points for ERO on proposed changes in Authorization Policy, R. Eachus (May 1, 2006).
- 23.6. Analysis, D. Shaw and R. Eachus, Comments on the Ministry's Proposed Amendments to Kosovo's Energy Laws Related to Authorization and Tendering for New Capacity (May 8, 2006).
- 23.7. Draft Outline of Existing Law Options for Kosovo C (May 9, 2006).
- 23.8. Proposal for Resolving Conflict Over Which Authority Should Issue a Tender for a Kosovo Lignite Project (May 15, 2006).
- 23.9. E-mail, D. Shaw to M. Maturo and S. Hester re Comments on MEM Policy (May 22, 2006).
- 23.10. Trip Report - R. Eachus in Kosovo, March 3-25, 2006.
- 23.11. Trip Report - A. Mishra in Kosovo, March 9-25, 2006.
- 23.12. Trip Report - D. Shaw in Kosovo, April 9-14, 2006.
- 23.13. Trip Report - R. Eachus in Kosovo, April 24-May 13, 2006.

24TH QUARTER: JUNE – AUGUST 2006

- 24.1. Comments by D. Shaw on draft Rules on Confidentiality (June 8, 2006).
- 24.2. Memorandum to the ERO Board on "Comments on Enforcement of ABC Compensation Policy" (June 29, 2006).
- 24.3. E-mail with R. Eachus observations on notice and conduct of the public meeting (June 29, 2006).
- 24.4. Trip Report - D. Shaw in Kosovo, June 18-21, 2006.
- 24.5. Trip Report - R. Eachus in Kosovo, June 9-July 1, 2006.

25TH QUARTER: SEPTEMBER – NOVEMBER 2006

- 25.1. E-mail from R. Eachus to Theranda Beqiri providing advice on application of the Law on Energy Regulator's articles on licensing to registration requirements for trader licenses (Sept. 19, 2006).
- 25.2. Memo by D. Shaw to M. Farmban at USAID and others on Status and Recommendations Concerning Kosovo's Energy Regulatory Office (Oct. 24, 2006).
- 25.3. E-mail from I. Bjork to S. Hester re: Work plan for Kosovo -- legal and regulatory barriers to data access (Nov. 30, 2006).

26TH QUARTER: DECEMBER 2006 – FEBRUARY 2007

- 26.1. I. Bjork e-mail to ERO members with comments and suggesting that two members attend the energy certificate conference (Feb. 21, 2007).
- 26.2. I. Bjork letter inviting two ERO members to energy certificate conference (Feb. 26, 2007).

27TH QUARTER: MARCH – MAY 2007

- 27.1. E-mail from I. Bjork to two Kosovo regulators with comments and attaching a Preliminary Memo on green certification systems for Kosovo (March 14, 2007).
- 27.2. E-mail from I. Bjork to S. Hester and A. Nagavci attaching preliminary memo to ERO on green energy systems (March 15, 2007).
- 27.3. Pre-Trip Inquiries for the Assessment of USoA and Licensee Reporting Requirement for the Kosovo ERO (April 26, 2007)
- 27.4. Memorandum by I. Bjork and D. Shaw: Proposed Amendments to Law on Energy, Law on Energy Regulator and Law on Public Financial Management and Accountability (May 3, 2007).

- 27.5. Memorandum by M. Delphia, I. Bjork and D. Shaw: Assessment of Regulatory Reporting and Accounting Systems in ERO (May 9, 2007).
- 27.6. Trip Report - I. Bjork in Brussels, Belgium, March 8-9, 2007.
- 27.7. Trip Report - D. Shaw in Kosovo, April 15-20, 2007.
- 27.8. Trip Report - M. Delphia in Kosovo, April 18-21, 2007.

28TH QUARTER: JUNE – AUGUST 2007

- 28.1. Email from I. Bjork to M. Trainor providing preliminary thoughts on proposed licensing assistance to ERO (June 13, 2007).
- 28.2. Email from I. Bjork to M. Trainor outlining preliminary concerns on the status of licensing at ERO (June 14, 2007).
- 28.3. Email from I. Bjork to M. Trainor forwarding an opinion by NERA on KEK trade licensing and a letter outlining ERO's thinking in regard to licensing issues (June 18, 2007).
- 28.4. Email from I. Bjork to M. Trainor forwarding a draft Note sent to KEK re: licensing issues (June 20, 2007).
- 28.5. Email from I. Bjork to M. Trainor providing update on status of ERO trade licensing issue and discussing upcoming TDY (June 20, 2007).
- 28.6. Email from I. Bjork to M. Trainor commenting on an updated version of a Note prepared by NERA in regard to ERO and KEK's power supply tender (June 28, 2007).
- 28.7. Email from I. Bjork to M. Trainor inquiring on upcoming TDY plans and reporting on a conversation with KEK legal counsel, Llyr Rowland (July 11, 2007).
- 28.8. Email from D. Shaw to M. Trainor regarding plan for upcoming assistance on the Ferronikeli/KEK contract and other issues (August 13, 2007).

29TH QUARTER: SEPTEMBER 2007

- 29.1. Memorandum by R. Eachus and D. Shaw re: Analysis and Recommendations Concerning Modification of Eligible Customer Contracts (September 28, 2007).
- 29.2. Consolidated Law on Energy with blue-lined changes and comments (October 3, 2007).
- 29.3. Consolidated Law on Energy with comments, clean version (October 3, 2007).
- 29.4. Trip Report - R. Eachus in Pristina, Kosovo, September 16-23, 2007.

MACEDONIA

1ST QUARTER: SEPTEMBER – NOVEMBER 2000

- I.1. "Lessons Learned for Macedonia from the Privatization Experience in Central and Eastern Europe and Eurasia to Date," presented in the NARUC-USEA workshop held in Skopje on October 12 – 13, 2000.

2ND QUARTER: DECEMBER 2000 – FEBRUARY 2001

- I.2. Two versions of the Draft Action Plan for Macedonia, submitted to Ministry.
 - a. January 30, 2001
 - b. February 1, 2001

3RD QUARTER: MARCH – MAY 2001

- 3.1. Memorandum on Creation of an Energy Regulator in Macedonia, submitted March 7 to the Macedonian Task Force and USAID (March 7, 2001).
 - a. Matrix of energy regulator laws.
- 3.2. Memorandum summarizing discussions with Macedonian Task Force regarding fulfilling the Action Plan, presented to R. Cvetkovic (April 3, 2001).
- 3.3. Proposed Draft Amendments to Energy Law to create a regulatory body, with comments (May 4, 2001).

4TH QUARTER: JUNE – AUGUST 2001

- 4.1. Draft Law on Second Amendments and Supplements to the Law on Energy (June 15, 2001).

6TH QUARTER: DECEMBER 2001 – FEBRUARY 2002

- 6.1. Trip Report – C. Connors in Croatia, Macedonia and Bulgaria, November 24-December 3, 2001.
- 6.2. Trip Report – C. Connors in Macedonia, February 18-22, 2002.

7TH QUARTER: MARCH – MAY 2002

- 7.1. Power Point presentation outline by NERA on market structure for ESM, the Ministry and the Meind Bank Consortium (May 7, 2002).
- 7.2. Four draft licenses for the Task Force, ESM and the Ministry (May 9, 2002).
- 7.3. Draft confidentiality agreements for the Ministry, ESM and the Meind Bank Consortium (May 13, 2002).
- 7.4. Trip Report – I. Traugott in Macedonia, May 6-10, 2002.

8TH QUARTER: JUNE – AUGUST 2002

- 8.1. Memorandum of Understanding Regarding Confidentiality (August 16, 2002).

9TH QUARTER: SEPTEMBER – NOVEMBER 2002

- 9.1. Draft of NERA Macedonia Report (November 19, 2002).
 - a. Volume I: Market Design
 - b. Volume II: Tariff Methodology
- 9.2. Draft of NERA Market Study Report on Macedonia (November 22, 2002).

10TH QUARTER: DECEMBER 2002 – FEBRUARY 2003

- 10.1. Review of State-Owned Enterprises Legislation (December 11, 2002).
- 10.2. PowerPoint - NERA presentation: Macedonian Electric Market Design (January 22, 2003).
- 10.3. PowerPoint - NERA presentation: Macedonian Electric Industry – Tariff Methods (January 22, 2003).
- 10.4. Restructuring Options for the Electric Sector in Macedonia: Tariff Methodology (February 18, 2003).
- 10.5. Restructuring Options for the Electric Sector in Macedonia: Market Design (February 18, 2003).
- 10.6. Trip Report – NERA in Macedonia, January 21-22, 2003.

17TH QUARTER: SEPTEMBER – NOVEMBER 2004

- 17.1. Agenda for Tariff Training (October 4-7, 2004).
- 17.2. Presentation – Pricing Electricity Service in Macedonia (October 4-7, 2004).
- 17.3. Outlines of Pricing Electricity Service in Macedonia Tariff Training (October 4-7, 2004):
 - a. Cross Board Trade Mechanisms and Policy
 - b. Pricing Electricity Service in Macedonia
 - c. Alternatives to Rate Return Regulation
- 17.4. Tariff Training Evaluation Forms completed by participants (October 8, 2004).
- 17.5. Memo – To USAID on Tariff assistance in FYR of Macedonia (November 11, 2004).
- 17.6. Memo to J. Heidarian – Comments on the Draft Macedonian Energy Law (November 24, 2004).
- 17.7. Draft Macedonian Energy Law with embedded comments (November 24, 2004).
- 17.8. Trip Report – K. McDermott and C. Peterson in Macedonia, October 3-7, 2004.
- 17.9. Trip Report – C. Connors in Macedonia, October 5-8, 2004.

18TH QUARTER: DECEMBER 2004 – FEBRUARY 2005

- 18.1. Email – Models / Samples Licensing Rules (January 12, 2005).
- 18.2. Trip Report – C. Connors and M. Manicuta in Macedonia, February 9-12, 2005.

19TH QUARTER: MARCH – MAY 2005

- 19.1. Presentation – Licensing Process and Content Case Study – Romania (May 23-26, 2005).
- 19.2. Presentation – Licensing Overview for ERC (May 23-26, 2005).
- 19.3. Presentation – Public Service Obligations in Romania (May 23-26, 2005).
- 19.4. Electricity Distribution and Supply Licenses' Conditions – Romania (May, 2005).
- 19.5. Rule Book on Conditions, Method and Procedures for Granting, Modification and Revocation of Energy License (May 31, 2005).
 - a. Attachment to the above
- 19.6. Trip Report – C. Connors and M. Manicuta in Macedonia, May 23-26, 2005.

20TH QUARTER: JUNE – AUGUST 2005

- 20.1. E-mail from C. Connors to J. Heidarian: Providing model codes of conduct and procedural rules (August 8, 2005).
- 20.2. Trip Report – I. Bjork in Macedonia, June 8-11, 2005.

22ND QUARTER: DECEMBER 2005 – FEBRUARY 2006

- 22.1. Memo from C. Connors to J. Heidarian re: Comments on portion of draft Macedonian law relating to the Regulatory Commission (December 5, 2005).
- 22.2. Memo from C. Connors to J. Heidarian re: Comments on Draft Macedonian energy law (December 12, 2005).
- 22.3. Email C. Connors to S. Ivanoski regarding sample codes of conduct and ethics, with attachments (February 1, 2006).

26TH QUARTER: DECEMBER 2006 – FEBRUARY 2007

- 26.1. C. Connors e-mail to R. Cvetkovic at ERC re visit to Macedonia for meetings on SOLR and Ethics Codes (January 5, 2007).
- 26.2. I. Bjork e-mail to R. Cvetkovic re details of plans for meetings on SOLR and Ethics Codes (January 15, 2007).
- 26.3. Draft ERC Code of Conduct (January 17, 2007).
- 26.4. I. Bjork e-mail to Aleksandra Tasevska-Cvetkovska at ERC re plans and presentations for meetings with ERC (January 23, 2007).
- 26.5. I. Bjork e-mail to A. Tasevska-Cvetkovska at ERC attaching English and Macedonian versions of two presentations on SOLR (January 30, 2007).
 - a. Pierce Atwood PowerPoint: "Supplier of Last Resort."
 - b. Pierce Atwood PowerPoint: "Supplier of Last Resort II."
- 26.6. Agenda for SOLR and Ethics Code meeting with ERC (January 31-February 2, 2007).
- 26.7. I. Bjork e-mail attaching Pierce Atwood comments and recommendations on draft ERC Code of Conduct (February 18, 2007).
- 26.8. Trip Report - I. Bjork and C. Connors in Croatia and Macedonia, January 28-February 2, 2007.

28TH QUARTER: JUNE – AUGUST 2007

- 28.1. Email from I. Bjork to S. Invanovski forwarding revised agenda for Croatia workshop (July 6, 2007).

29TH QUARTER: SEPTEMBER 2007

- 29.1. Letter from E. Butler to S. Ivanovski regarding draft Alternative Dispute Resolution Rule (October 4, 2007).
- 29.2. Draft Alternative Dispute Resolution Rule (October 4, 2007).
- 29.3. Commentary on the Draft Alternative Dispute Resolution Rule (October 4, 2007).

REGIONAL

IST QUARTER: SEPTEMBER – NOVEMBER 2000

- I.1. Comments on USAID-NARUC Import-Export Working Group paper on electricity trade and role of regulator (September 15, 2000).
- I.2. "Interface between the existing USAID Task Order and the EU Quickstart infrastructure studies until 2002" (November 4, 2000).

2ND QUARTER: DECEMBER 2000 – FEBRUARY 2001

- 2.1. "Harmonization of National Energy Legislation to Meet European Union Requirements" (presented in Romania on December 10, 2000).
- 2.2. "The Privatization Experience: Regulatory Issues" (presented in Romania on December 11, 2000).
- 2.3. Memorandum to Salman Zaheer of World Bank: Comments on the Current Draft Amendments to the Bulgarian Energy Law (February 9, 2001).

- 2.4. Memorandum to Salman Zaheer of World Bank: Bulgarian Energy and Energy Efficiency Act (February 28, 2001).
- 2.5. Proposed revisions to Bulgarian Energy and Energy Efficiency Law

3RD QUARTER: MARCH – MAY 2001

- 3.1. Conference materials from May 2001 Conference “*Transmission, Pricing & Regional Electric Markets*” in Croatia
 - a. Agenda
 - b. Conference papers and related documents
- 3.2. Trip Report – J. Gulliver and C. Connors from May 2001 Conference in Croatia

4TH QUARTER: JUNE – AUGUST 2001

- 4.1. Matrix entitled Survey of Regulatory Agencies – 1.
- 4.2. Matrix entitled Survey of Regulatory Agencies – 2.

5TH QUARTER: SEPTEMBER – NOVEMBER 2001

- 5.1. Paper on Transmission Pricing in South Eastern Europe: Conclusions and Recommendations (September 28, 2001).
- 5.2. Paper on Standardization Of Power Purchasing Contracts In South Eastern Europe – A Tool To Advance The Creation Of Domestic And Regional Electricity Markets (September 28, 2001).
- 5.3. Materials from Conference on “*Grid Codes*” in Romania, October 30-31, 2001.

6TH QUARTER: DECEMBER 2001 – FEBRUARY 2002

- 6.1. Grid Code Workshop follow-up Memorandum (December 2001).

7TH QUARTER: MARCH – MAY 2002

- 7.1. Draft Bulgarian outline re replacement law, with appendix of definitions (May 8, 2002).
- 7.2. Memorandum on outline of Bulgarian replacement law (May 13, 2002).
- 7.3. Bulgaria - Memorandum to working group in preparation for Concept Paper and setting the stage for the drafting process (May 30, 2002).

8TH QUARTER: JUNE – AUGUST 2002

- 8.1. Bulgaria - Memo in preparation for Concept Paper and setting the stage for the drafting process (June 10, 2002).
- 8.2. First draft Bulgarian Energy Efficiency Law (July 19, 2002).
- 8.3. Memo on Second draft Bulgarian Energy and Energy Efficiency Act (August 27, 2002).
- 8.4. Trip Report – Ms. Traugott in Romania, August 12-15, 2002.

9TH QUARTER: SEPTEMBER – NOVEMBER 2002

- 9.1. Second draft of the new Energy Law with Appendix (September 10, 2002).
- 9.2. Memorandum on Questions for the Working Group (September 18, 2002).
- 9.3. A transmittal letter, with attachments, from Mr. Gulliver to Minister Kovachev (October 7, 2002). Attachments included:

- a. A Summary Memorandum
 - b. Draft III of the Energy and Energy Efficiency Act with comments and Appendix
- 9.4. Preliminary Comments from the Black Sea Centre regarding the Summary Outline of the Draft EEEA (November 19, 2002).
- 9.5. Draft of Serbia Energy Law (November 13, 2002).

10TH QUARTER: DECEMBER 2002 – FEBRUARY 2003

- 10.1. Terms of Reference for the Establishment and Operation of the Serbian (Regulatory) Agency (February 5, 2003).
- 10.2. Memo – Comments on Current Draft – Bulgaria Energy Act (February 5, 2003).
- 10.3. Memo – Comments on Current Draft – Bulgaria Energy Act (February 11, 2003).
- 10.4. Summary of USAID/Pierce Atwood Comments on the January 25, 2003 Draft Bulgaria Energy Act (February 20, 2003).
- 10.5. Memo – Comparison of the Bulgarian Energy Law drafts dated January 25, 2003 and February 14, 2003 (February 25, 2003).
- 10.6. Regulatory Benchmarking Memorandum and Questionnaire distributed to the attendees of the 2nd Meeting of the SEEER Task Force (February 26, 2003).
- 10.7. Memo – Comments on Current Draft – Bulgaria Energy Act (February 28, 2003).

11TH QUARTER: MARCH – MAY 2003

- 11.1. Memo – Comments on Current Draft – Bulgaria Energy Act (March 11, 2003).
- 11.2. Power Point presentation on regulatory benchmarking (April 4, 2003).
- 11.3. Draft regulatory benchmarking report (April 16, 2003).
- 11.4. 4th South East Europe Energy Regulatory Meeting Benchmarking Report on Regulatory Development – Day 1 Benchmarking Presentation (May 5, 2003).
- 11.5. 4th South East Europe Energy Regulatory Meeting Benchmarking Report on Regulatory Development – Day 2 Benchmarking Presentation (May 6, 2003).
- 11.6. Memo – Bulgaria Draft Energy Law: Proposed Changes from the Council of Ministers Meeting of May 8, 2003 (May 13, 2003).
- 11.7. Memo - Recommendations Regarding Kosovo Electric Power Sector (May 16, 2003).
- 11.8. Memo – Bulgaria Draft Energy Law: Changes to the Draft Law, version dated May 15, 2003 (May 22, 2003).
- 11.9. Memo - Bulgaria Draft Energy Law: Current Draft (May 29, 2003).
- 11.10. Trip Report – C. Connors and C. Zimmermann in Italy, March 22-27, 2003.
- 11.11. Trip Report – Mr. Rad Simovic in Serbia, April 23 –May 7, 2003.
- 11.12. Trip Report – Mr. John Gulliver in Kosovo, May 5-8, 2003.
- 11.13. Trip Report – Ms. Catherine Connors in Hungary, May 3-7, 2003.

12TH QUARTER: JUNE – AUGUST 2003

- 12.1. Regulatory Benchmarking Standards: Possible Standards to be Reviewed and Commented upon by CEER WG SEEER, Prepared for USAID, Bureau for Europe and Eurasia by Pierce Atwood (July 2003).
- 12.2. Regulatory Benchmarking Standards Concept Paper, Prepared for USAID, Bureau for Europe and Eurasia by Pierce Atwood (July 2003).
- 12.3. Trip Report – Catherine Connors in Athens, Greece, July 17-20, 2003.

13TH QUARTER: SEPTEMBER – NOVEMBER 2003

- 13.1. CEER WG South East European Electricity Regulation Regulatory Benchmarking Standards Draft # 3A (three-tiered standards with comments) (October 1, 2003).
- 13.2. CEER WG South East European Electricity Regulation Regulatory Benchmarking Standards Draft #3B (reflects the two-tiered standards, in the structure recommended by RAE, with comments) (October 1, 2003).
- 13.3. CEER WG South East European Electricity Regulation Regulatory Benchmarking Standards Draft #3C (reflects the two-tiered standards, in the structure recommended by AEEG, with comments) (October 1, 2003).
- 13.4. Regulatory Benchmarking of the Countries of South East Europe – presentation by Catherine R. Connors to World Energy Forum (October 8, 2003).
- 13.5. Regulatory Benchmarking Standards for SEE-REM, CEER Position Paper (October 10, 2003).
- 13.6. CEER WG SEEER Discussion Paper – Regulatory Benchmarking Standards for SEE-REM (October 16, 2003).
- 13.7. CEER WG South East European Electricity Regulation – Regulatory Benchmarking Standards for South East Europe – Regional Electricity Market (October 28, 2003).

14TH QUARTER: DECEMBER 2003 – FEBRUARY 2004

- 14.1. Regulatory Benchmarking Questionnaire and Cover Letter (January 22, 2004).
- 14.2. Revised SEE-REM Regulatory Benchmarking Questionnaire for Review and cover letter (January 28, 2004).
- 14.3. Benchmarking Update and Questions (January 30, 2004).
- 14.4. Draft Regulatory Benchmarking Questionnaire (February 20, 2004).
- 14.5. Presentation – CEER WG SEEER Meeting, Athens (February 25, 2004).
- 14.6. Presentation – Next Steps on the Standard Market Design of the SE Europe Electricity Market, SEEER Working Group 7th Meeting, Athens (February 25, 2004).
- 14.7. Presentation – Recent Developments in the Regulatory Framework of EU and SEE, SEEER-Working Group 7th Meeting, Athens (February 25, 2004).
- 14.8. Email – Benchmarking Update (February 25, 2004).
- 14.9. Email – Benchmarking Update (February 28, 2004).
- 14.10. Revised SEE-REM Regulatory Benchmarking Questionnaire (March 1, 2004).

15TH QUARTER: MARCH – MAY 2004

- 15.1. Benchmarking Questionnaire distributed to: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, FYR of Macedonia, Greece, Hungary, Kosovo, Moldova, Romania, Serbia and Montenegro, Turkey (March 12, 2004).
- 15.2. Regulatory Benchmarking Report for the SEE MOU Signatory Parties and Observers, June 2004 – Draft Submitted to EMRA, AEEG & RAE for Review and Comment of Outline of Executive Summary and Analysis Sections (May 19, 2004)
- 15.3. Regulatory Benchmarking Report for the SEE MOU Signatory Parties and Observers, June 2004, Draft Distributed to Working Group Leaders for Comment (May 25, 2004).
- 15.4. Regulatory Benchmarking Report for the SEE MOU Signatory Parties and Observers, June 2004 – Preliminary Draft with Questions for Comment by CEER WG SEEER – Intro and Analysis Section (May 27, 2004).
- 15.5. Presentation – Regulatory Benchmarking – CEER Preparatory Meeting, Murat H. Erenel, prepared for June 2004, 3rd Energy Week, Athens Greece (May 27, 2004).

- 15.6. Presentation – Institutional Compliance: Regulatory Benchmarking Update, Murat H. Erenel, prepared for June 2004, 3rd Energy Week, Athens Greece (May 27, 2004).

16TH QUARTER: JUNE – AUGUST 2004

- 16.1. Analysis section of the Regulatory Benchmarking Report (June 22, 2004).
- 16.2. Presentation – Regulatory Benchmarking of Commissions (July 30, 2004).
- 16.3. Trip Report – Catherine Connors, Budapest, July 28 – August 1, 2004.

17TH QUARTER: SEPTEMBER – NOVEMBER 2004

- 17.1. Revised – Regulatory Benchmarking Report (September 1, 2004).
- 17.2. Final Regulatory Benchmarking Report (September 21, 2004).
- 17.3. Outline of Discussion Paper on the Guiding Principles and Issues in Formation of the South East European Regulatory Board (October 8, 2004).
- 17.4. CEER SEEER WG 2004 Regulatory Benchmarking Report, Final Version (October 8, 2004).
- 17.5. Presentation – Regulatory Benchmarking Report, Athens Energy Week Forum (October 2004)
- 17.6. Discussion Paper on the Guiding Principles and Issues in Formation of the South East European Regulatory Board (October 21, 2004).
- 17.7. Presentation – Formation of South East European Regulators Board (October, 2004).
- 17.8. Trip Report – Isabel Bjork and John Gulliver, Athens, Greece, October 25-27, 2004.

18TH QUARTER: DECEMBER 2004 – FEBRUARY 2005

- 18.1. Presentation Talking Points to USAID – Regulatory Benchmarking Follow Up for 2005 (January 2005).
- 18.2. Memo – Outline, Sample Documents and Associated Materials on the Regional Regulatory Board (February 18, 2005).
- 18.3. Email to ECRB – Outline for the Paper and First Draft Charter of the Energy Regulatory Board (February 25, 2005).
- 18.4. Trip Report – Isabel Bjork in Rome, Italy, February 3-5, 2005.

19TH QUARTER: MARCH – MAY 2005

- 19.1. Second Draft, Charter of the Energy Community Regulatory Board (March 8, 2005).
- 19.2. Draft Paper on the Energy Community Regulatory Board, with charts (March 9, 2005).
- 19.3. Preliminary Draft – Discussion Note on Functions of the Energy Community Regulatory Board, Circulated for Comment (March 21, 2005).
- 19.4. Email – Energy Community Regulatory Board draft Discussion Notes on Functions (March 23, 2005).
- 19.5. Amended Draft Discussion Note on Indicative Functions of The Energy Community Regulatory Board, redlined (March 24, 2005).
- 19.6. Benchmarking the NIS – What Can Be Achieved (March 27, 2005).
- 19.7. 2004 Regulatory Benchmarking Questionnaire, revised to clarify market monitoring questions (March 28, 2005).
- 19.8. 2004 Regulatory Benchmarking Report, modified with samples of the tables used in the data index (March 28, 2005).
- 19.9. Presentation – Paper and Presentation on Indicative Functions of the ECRB (March 29, 2005).
- 19.10. Draft Conclusions – Regulators Preparatory Meeting, Athens (March 31 and April 1, 2005).
- 19.11. Presentation – Regulatory Benchmarking of the NIS (April 13-14, 2005).

- 19.12. Revised Benchmarking Questionnaire (April 11, 2005).
- 19.13. Email – Follow up from April 22 meeting in Sofia on ECRB (April 22, 2005).
- 19.14. Draft Discussion Paper Outlining the Energy Community Regulatory Board, Internal Rules of Procedure, Revised with comments, Redlined (April 25, 2005).
- 19.15. The Energy Community Regulatory Board Internal Rules of Procedure, RAE's response, tracked Version 2.3 (May 5, 2005).
- 19.16. The Energy Community Regulatory Board Internal Rules of Procedure, Version 3 (May 6, 2005).
- 19.17. Email – ECRB Update (May 9, 2005).
- 19.18. The Energy Community Regulatory Board Internal Rules of Procedure, Version 3.1 (May 16, 2005).
- 19.19. Second Preparatory Meeting of the SEE Regulators, Registration Form (May 16, 2005).
- 19.20. Draft Agenda – Second Preparatory Meeting of the SEE Regulators (May 19-20, 2005).
- 19.21. The Energy Community Regulatory Board Internal Rules of Procedure, clean, Version 4 (May 17, 2005).
- 19.22. The Energy Community Regulatory Board Internal Rules of Procedure, tracked, Version 4 (May 17, 2005).
- 19.23. ECRB Internal Rules of Procedure Version 4: Outstanding Issues Prepared for Discussion in Sofia, May 19-20, 2005 (May 17, 2005).
- 19.24. Draft Agenda – 11th CEER WG SEEER Meeting (May 20, 2005).
- 19.25. Second Preparatory Meeting of the SEE Regulators – Draft Conclusions (May 23, 2005).
- 19.26. Key Agreements regarding ECRB draft Internal Rules from Second Preparatory Meeting of the SEE Regulators (May 23, 2005).
- 19.27. The Energy Community Regulatory Board Internal Rules of Procedure, tracked Version 5 compared to Version 4 (May 26, 2005).
- 19.28. Trip Report – Isabel Bjork, Athens Greece, March 30 – April 1, 2005.
- 19.29. Trip Report – Isabel Bjork, Budapest, Hungary, April 11-15, 2005.
- 19.30. Trip Report – Isabel Bjork, Sofia, Bulgaria, April 21-23, 2005.
- 19.31. Trip Report – Isabel Bjork, Sofia, Bulgaria, May 19-20, 2005.

20TH QUARTER: JUNE – AUGUST 2005

- 20.1. Sofia Conclusions of Forum Meeting May 19-20, 2005 (June 1, 2005).
- 20.2. Email – Notes for Forum and PowerPoint Presentation on Regulatory Benchmarking Update for the Forum (June 6, 2005).
- 20.3. Final Presentation – Regulatory Benchmarking Update: Snapshots of Developments in Regulatory Authorities in South East Europe, June 9-10, 2005 (June 6, 2005).
- 20.4. Final Presentation with Talking Points – Regulatory Benchmarking Update: Snapshots of Developments in Regulatory Authorities in South East Europe, June 9-10, 2005 (June 6, 2005).
- 20.5. Report to the Athens Forum (Skopje, 2005-5-31): Activities of the Interim Technical Drafting Committee for Internal Rules of Procedure of the ECRB (June 7, 2005).
- 20.6. Supplemental Questions for Regulatory Benchmarking of the SEE (2005) (July 29, 2005).
- 20.7. E-mail: The request and EPDK response to the revised supplemental questionnaire for 2005 benchmarking (Aug. 10, 2005).
- 20.8. Translation: Draft Greek law on liberalization of the natural gas market (August 16, 2005).
- 20.9. Questionnaire: Market monitoring responses from ERRA, 21 countries (August 2005).
- 20.10. Report: Draft annex portion of CIS benchmarking report (August 21, 2005).
- 20.11. Presentation: Power Point on benchmarking of ERRA members for ERRA Licensing/Competition Committee Meeting on September 5-6 (August 24, 2005).
- 20.12. Trip Report – Isabel Bjork, FYR of Macedonia, June 8-11, 2005.

21ST QUARTER: SEPTEMBER – NOVEMBER 2005

- 21.1. Ms. Bjork email to Turkey regulator with comments and attaching draft benchmarking report data annex to review (Sept. 8, 2005).
- 21.2. Ms. Bjork email to Greece, Turkey and Italy regulators re Hungary declining to participate in benchmarking (Sept. 23, 2005).
- 21.3. Ms. Bjork email to R. Ichord with comments and attaching draft analysis section of Benchmarking Report (Sept. 28, 2005).
- 21.4. Email C. Connors to R. Ichord re SEE Benchmarking data annex, with annex attached (October 4, 2005).
- 21.5. Email – I. Bjork to R. Archer, R. Ichord re: Revised Regulatory Benchmarking analysis, with revised Regulatory Benchmarking Report attached (October 10, 2005).
- 21.6. Revised Regulatory Benchmarking Report for South East Europe (October 13, 2005).
- 21.7. Email I. Bjork to M. Erenel, M. Thomadakis, F. Tambone, F. Gitona, F. Herdogan, C. Connors, R. Ichord re: regulatory benchmarking report and data annex and appendix I, with attachments (October 15, 2005):
 - a. Draft Data Annex provided to CEER WG SEEER, Institutional Compliance Task Force;
 - b. Regulatory Benchmarking Report for South East Europe (Draft, distributed to CEER WG SEEER;
 - c. Draft Appendix I – Applicable Energy Sector Primary Legislation – distributed to CEER WG SEEER 15 October 2005.
- 21.8. Revised Regulatory Benchmarking Report (October 22, 2005).
- 21.9. Final 2005 Benchmarking Report (October 25, 2005).
- 21.10. 2005 Regulatory Benchmarking Report for South East Europe 2005, as adopted by CEER (Nov 11, 2005).
- 21.11. Email R. Eachus to N. Frydas regarding “More clarification” (November 16 2005).
- 21.12. Email I. Bjork to R. Ichord with comments on “‘draft non-paper’ for donor discussion in Athens” (November 21, 2005).
- 21.13. Paper prepared by Catherine Connors and Isabel Bjork for ERRA, “Supplier of Last Resort: An Overview of Its Implementation in ERRA Member States and Representative Countries in the EU” (November 21, 2005).
- 21.14. Final Version of 2005 CEER Regulatory Benchmarking Report for South East Europe, as adopted by CEER, with Appendices and Data Annex (November 23, 2005).
- 21.15. PowerPoint Presentations and talking points on the 2005 Regulatory Benchmarking Report for South East Europe, presented by M. Erenel, EMRA, to the CEER WG SEEER and Athens Forum (November 24-25, 2005).
- 21.16. Email I. Bjork to R. Ichord et al. re Follow-up to Athens Forum (November 29, 2005).
- 21.17. Trip Report – Isabel Bjork Athens, Greece, October 3-8, 2005.
- 21.18. Trip Report – Isabel Bjork Belgrade, Serbia, Nov 23-25, 2005.

22ND QUARTER: DECEMBER 2005 – FEBRUARY 2006

- 22.1. Memorandum from C. Connors and I. Bjork to R. Ichord re: next steps on regional issues (December 5, 2005).
- 22.2. Email F. Tambone, re: meeting of the drafting committee for the ECRB internal rules, attaching the ECRB Internal Rules of Procedure, Version 5 (February 1, 2006).
- 22.3. Proposal for Regulatory Benchmarking: 2006 and 2007 (February 21, 2006).
- 22.4. Proposal from CEER WG SEEER to the PHLG: Regulatory Benchmarking: 2006 and 2007 (February 21, 2006).

- 22.5. Email C. Connors to R. Ichord re: tariff benchmarking Terms of Reference follow-up (February 22, 2006).
- 22.6. Email I. Bjork to T. Galic et al. re: ECRB documents, with attachments (February 22, 2006).
- 22.7. Email I. Bjork to R. Ichord re: Agenda for Donors meeting (February 23, 2006).
- 22.8. Email I. Bjork to R. Ichord forwarding email from F. Gitona re: Road map for regulatory Benchmarking/agreement by electronic procedure, with attachments (February 24, 2006).
- 22.9. Trip Report: I. Bjork in Milan, Italy, February 15-17, 2006.

23RD QUARTER: MARCH – MAY 2006

- 23.1. Email I. Bjork re: regulatory benchmarking work for 2006 (March 29, 2006).
- 23.2. E-mail, I. Bjork to R. Ichord re SEE regulatory benchmarking – 2006 & 2007, with attachments (May 2, 2006):
 - a. Final reporting structure (shell document provided by DGTREN/ERGEG to the countries for the regulators to use to create their country reports).
 - b. Shell tables (provided by DGTREN/ERGEG to the countries for the Commission to use in creating its 2005 Progress Report).
 - c. Country Summary from E-Control.
 - d. Country Summary from AEEG.
 - e. Progress Report on the sector for the EU 25, issued December 2005.
 - f. Annex to the Process Report (providing back up data), issued 2005.
- 23.3. E-mail, I. Bjork G. Koutsoukos re approach to SEE regulatory benchmarking – 2006 & 2007 (May 4, 2006).
- 23.4. E-mail, I. Bjork to R. Ichord re clarity on country progress reports (May 5, 2006).
- 23.5. Trip Report - I. Bjork in Croatia, March 26-29, 2006.
- 23.6. Trip Report - I. Bjork in Hungary, May 15-17, 2006.

24TH QUARTER: JUNE – AUGUST 2006

- 24.1. E-mail from I. Bjork to M. McKay re changes to tariff benchmarking report and Croatia information (June 1, 2006).
- 24.2. Memo from I. Bjork and C. Connors re future training and assistance on the implementation of a Uniform System of Accounts (June 7, 2006).
- 24.3. Memo from I. Bjork and C. Connors re plans for initiating monthly reporting (June 7, 2006).
- 24.4. E-mail from I. Bjork to R. Ichord with comments on attached SEETEC and Thomadakis presentations at EFET conference (June 8, 2006).
- 24.5. E-mail from I. Bjork to RAE regulators inviting comments on revised draft ECRB Internal Rules of Procedure (June 27, 2006), with these attachments:
 - a. Notes summarizing June 22, 2006, meeting at Athens Forum on the Formation of ECRB.
 - b. Redlined Version 5 of I. Bjork draft of ECRB Internal Rules of Procedure.
 - c. Clean Version 6 of I. Bjork draft of ECRB Internal Rules of Procedure.
- 24.6. E-mail from I. Bjork to RAE regulators inviting comments on her initial text of a draft ECRB Workplan (attached) from formation through 2006 (June 29, 2006).
- 24.7. E-mail from I. Bjork with comments and attaching a draft ECRB monthly report template (July 13, 2006).
- 24.8. E-mail from I. Bjork with comments and attaching a proposed ECRB work program from formation to end of 2006 (July 13, 2006).
- 24.9. E-mail from I. Bjork with comments on the draft country energy roadmap templates (July 14, 2006).

- 24.10. E-mail from I. Bjork with comments and attaching a draft ECRB monthly report with sample content (July 19, 2006).
- 24.11. E-mail from I. Bjork with comments on ECRB Procedural Act Development (July 27, 2006).
- 24.12. E-mail from I. Bjork to regulators re first set of questions and points on developing an ECRB Procedural Act (July 27, 2006).
- 24.13. E-mail from I. Bjork to R. Ichord with comments and attaching a draft Concept Paper and a further refined version of the draft Procedural Act. (Aug. 9, 2006).
- 24.14. E-mail from I. Bjork to R. Ichord attaching two final drafts of the Procedural Act, one annotated version with explanations and one without (Aug. 10, 2006).
- 24.15. E-mail from I. Bjork to C. Argyriou and others attaching draft Procedural Act (annotated) and inviting comments (Aug. 10, 2006).
- 24.16. Draft Concept Paper on USOA by I. Bjork and C. Connors (Aug. 23, 2006).
- 24.17. E-mail from I. Bjork to C. Argyriou following up on their conversation re E-Control comments on the draft Procedural Act, explaining how Pierce Atwood structured the draft, and attaching a draft ECRB procedural chart (Aug. 30, 2006).
- 24.18. E-mail from I. Bjork to R. Ichord with her comments on the attached response from Italy on the draft Procedural Act, and a Separate Act document addressing ECRB procedural issues prepared by five EU members participating in the Treaty (Aug. 30, 2006).
- 24.19. E-mail from I. Bjork to R. Ichord with her comments and attaching her e-mail follow-up to a phone call with F. Tambone on the Separate Act and Italy's comments on the draft Procedural Act (Aug. 31, 2006).
- 24.20. E-mail from I. Bjork to R. Ichord forwarding her response to B. Devlin on the delegation of powers document (Sept. 1, 2006).
- 24.21. Trip Report – I. Bjork in Athens, June 21-24, 2006.
- 24.22. Trip Report – I. Bjork in Athens, Aug. 2-3, 2006.

25TH QUARTER: SEPTEMBER – NOVEMBER 2006

- 25.1. E-mail from I. Bjork to R. Archer attaching J. Delphia's comments on the possibility of developing a generic USoA throughout the SEE (Sept. 6, 2006).
- 25.2. E-mail from I. Bjork to R. Archer attaching J. Delphia's Bulgaria example of why a generic USoA would be difficult (Sept. 6, 2006).
- 25.3. E-mail from I. Bjork to R. Archer attaching M. Hristova's comments on the draft USoA Concept Paper and her case study of use of a USoA by the Bulgaria regulator SEWRC (Sept. 6, 2006).
- 25.4. E-mail from I. Bjork to R. Ichord with comments and attaching a draft interim SEE newsletter for August and a link to a survey sample (Sept. 8, 2006).
- 25.5. E-mail from I. Bjork to Greece and Italy regulators suggesting distribution of the monthly reporting survey right away (Sept. 12, 2006).
- 25.6. E-mail from I. Bjork to Chryssa Argyriou with details on the effort to begin a monthly newsletter for the ECRB (Sept. 20, 2006).
- 25.7. E-mail from C. Connors to R. Ichord with comments on Romania's market-monitoring framework and attaching the ANRE legal documents that set forth that framework (Sept. 21, 2006).
- 25.8. E-mail from I. Bjork to R. Ichord relaying discussion with Energy Community Secretariat on status of the country road maps and national reports for regulators (Sept. 25, 2006).
- 25.9. E-mail from I. Bjork to R. Archer with comments on the Draft Regional Electricity Market Monitoring Pilot Plan (Oct. 19, 2006).
- 25.10. E-mail from I. Bjork to R. Archer with comments and attaching a mark-up of suggested changes to the Draft Regional Electricity Market Monitoring Pilot Plan (Oct. 20, 2006).

- 25.11. E-mail from I. Bjork to R. Ichord with comments and attaching the draft ECRB Internal Rules of Procedure and ERGEG's comments on the draft (Nov. 29, 2006).

26TH QUARTER: DECEMBER 2006 – FEBRUARY 2007

- 26.1. E-mail from I. Bjork to R. Archer summarizing the important points of the ETSO conference on market transparency and attaching the useful presentations from the conference (Dec. 4, 2006).
- 26.2. E-mail from I. Bjork to R. Archer attaching a Memo and draft agenda for the USoA workshop (Dec. 18, 2006).
- 26.3. I. Bjork e-mail to R. Archer and R. Ichord attaching revised Memo and agenda for Regulatory Reporting/USoA workshop (Jan. 23, 2006).
- 26.4. I. Bjork e-mail to R. Ichord with an update on ECRB activities preceding its first official meeting March 1 (Feb. 8, 2007).
- 26.5. I. Bjork e-mail to R. Ichord with comments and attaching an abstract on a proposed White Paper on access to data along with an estimated budget (Feb. 9, 2007).
- 26.6. I. Bjork e-mail to R. Ichord with comments on the attached documents from the ECRB on the Internal Rules, Work Program and agenda for the March 1 meeting (Feb. 21, 2007).

27TH QUARTER: MARCH – MAY 2007

- 27.1. E-mail from I. Bjork to USAID regarding Green certifications/guarantees of origin (March 14, 2007).
- 27.2. Email from I. Bjork to R. Archer attaching M. Delphia's Analysis of ECS Materials on Good Governance (April 4, 2007).
- 27.3. Email from I. Bjork to R. Archer with questions and a revised, final agenda for the Regulatory Reporting and Accounting Systems Workshop (April 9, 2007).
- 27.4. Power Point Presentation on the Regulatory Reporting and Accounting Systems Workshop for the Athens Forum (April 13, 2007).
- 27.5. Email from I. Bjork to M. Trainor and A. Nagavci attaching a report to ERO from M. Kostari on the certification conference she attended in Brussels (April 17, 2007).
- 27.6. Email from I. Bjork to I. Beleva attaching latest Agenda for the Regulatory Reporting and Accounting Systems Workshop and a template Power Point Presentation (April 27, 2007).
- 27.7. Email from I. Bjork to R. Archer summarizing the status of the USoA Conference and attaching the Agenda and a List of Participants (May 11, 2007).
- 27.8. Email from I. Bjork to R. Ichord regarding a possible update of the ECRB's Gas Survey, with tentative schedule (May 16, 2007).
- 27.9. USOA Conference Presentations (May 17-18, 2007):
- a. Data Requirements for Regulatory Activities, Michael Delphia
 - b. Lessons Learned from Implementing Regulatory Reporting, Michael Delphia
 - c. The Need for Energy Regulatory Reporting Procedures, Michael Delphia
 - d. Main Principles of the Uniform System of Accounts (USoA), Maya Hristova
 - e. Lessons Learned from the Regulatory Reporting and Accounting Experience in the Bulgarian Energy Sector, Maya Hristova
 - f. Assessing the USoA Effectiveness in Bulgaria in Relation with the National Accounting and Legal Requirements, Maya Hristova
 - g. EC assistance to Energy Regulators in SEE, Gligo Vukovic
 - h. Regulators' Presentations: 1. Albania, 2. Croatia, 3. Kosovo, 4. Macedonia, 5. Bosnia and Herzegovina (SERC), 6. Bosnia and Herzegovina (RSERC), 7. Bosnia and Herzegovina (FERC), 8. Serbia

- i. Utility's Perspective – involvement in creating regulatory reporting, implementation steps, Florin Gugu
 - j. Romanian Experience on Financial Regulatory Reporting, Bogdan Anton
- 27.10. USOA Conference Materials: Conference Summary, two short discussions of the status and needs of three of the commissions (May 20, 2007).
- 27.11. USoA recommendations for Bulgaria, emailed to the workshop participants (May 24, 2007).
- 27.12. Email from I. Bjork to R. Ichord summarizing the meeting in Istanbul regarding the update to the ECRB Gas Survey, attaching the final presentation; follow-up email attaching a relevant ERGEG questionnaire (May 30, 2007).
- 27.13. Email from I. Bjork to R. Archer forwarding comments on the USOA Conference from E. Basha of Albania's ERC (May 31, 2007).
- 27.14. Trip Report - I. Bjork in Athens, February 28-March 2, 2007.
- 27.15. Trip Report - I. Bjork in Athens, April 23-25, 2007.
- 27.16. Trip Report - T. Welch at the USoA Conference in Sofia, Bulgaria May 15-19, 2007.

28TH QUARTER: JUNE – AUGUST 2007

- 28.1. Email from I. Bjork to M. Thomadakis providing initial opinion on the revised questionnaire for gas survey work (June 5, 2007).
- 28.2. Email from I. Bjork to R. Archer re: Feedback on the USoA developed in Bulgaria and potential use elsewhere as a model (June 5, 2007).
- 28.3. First draft of revised questionnaire for gas survey update (June 6, 2007).
- 28.4. Email from I. Bjork to J. Weller and R. Ichord regarding a new Ministerial Measure for the ECRB (June 28, 2007).
- 28.5. Email from I. Bjork to M. Thomadakis providing the country-specific updated ECRB Gas Survey questionnaires and suggestions on how to proceed (June 28, 2007).
- 28.6. Draft Agenda for the Workshop on Uniform System of Accounts and Regulatory Reporting (June 29, 2007).
- 28.7. Email from I. Bjork to R. Archer and J. Heidarian re: USoA agenda for Croatia workshop (July 2, 2007).
- 28.8. Version 2 of the SEE gas market questionnaire incorporating comments received by ANRE, AERS and EMRA (July 2, 2007).
- 28.9. E-mail from I. Bjork to R. Ichord re: Draft Note for Discussion – Gas Regional Initiative for the Energy Community of South East Europe to be discussed at the 3rd GWG (July 4) and a relevant presentation (July 2, 2007).
- 28.10. E-mail from I. Bjork to R. Ichord re: Final Version of Best Practice Guidelines on the Protection of Vulnerable Household Customers from ECRB WG dated June 28, 2007 (July 2, 2007).
- 28.11. E-mail from I. Bjork to R. Ichord re: Draft Minutes of 2nd ECRB Meeting in Athens, Greece dated March 1, 2007, with attachment (July 2, 2007).
- 28.12. E-mail from I. Bjork to R. Ichord re: Serbia's model questionnaire and table of information for consumption in 2006, gained from the TSO, with attachments (July 2, 2007).
- 28.13. E-mail from I. Bjork to R. Ichord re: ECRB Gas Survey Follow-up for Romania, Serbia, Bosnia and Herzegovina, Austria, Kosovo, Slovenia, Macedonia, Italy, Hungary, Croatia, Bulgaria, and Turkey (July 6, 2007).
- 28.14. Email from I. Bjork to R. Ichord and J. Weller with initial comments from the ECRB Gas WG meeting (July 6, 2007).
- 28.15. Email from I. Bjork to M. Thomadakis re: ECRB Gas Questionnaire and 2003 Answers for Romania, Serbia, Bosnia and Herzegovina, Austria, Kosovo, Slovenia, Macedonia, Italy, Hungary, Croatia, Bulgaria, and Turkey, with attachments (July 6, 2007).

- 28.16. E-mail from I. Bjork to R. Ichord re: Draft for RAE – PowerPoint Presentation on gas survey at ECRB Meeting (July 6, 2007).
- 28.17. Email from I. Bjork to R. Ichord attaching background documents for the gas survey (July 30, 2007).
- 28.18. Revised questionnaire for 2007, and answers received from the following countries (August 9, 2007):
 - a. Albania; Austria; Croatia; Greece; Hungary; Kosovo; Macedonia; Romania; Serbia; Slovenia
- 28.19. Trip Report - I. Bjork in Athens, July 3-5, 2007.
- 28.20. Trip Report - I. Bjork in Athens, July 31-August 1, 2007.

29TH QUARTER: SEPTEMBER 2007

- 29.1. Email from I. Bjork to M. Thomadakis and B. Tubin attaching: a draft Gas Survey; a country by country set of tables on infrastructure, also in draft form; a country by country set of tables on the legal and regulatory framework, in draft form; and a draft Annex with all the answers to the questionnaires incorporated (September 4, 2007).
- 29.2. Email from I. Bjork to M. Thomadakis and V. Panousopoulos attaching a draft presentation for the Sept. 13 ECRB meeting in Belgrade (September 10, 2007).
- 29.3. Agenda for Workshop on Uniform System of Accounts and Regulatory Reporting (September 12-14, 2007).
- 29.4. Presentations by Mr. Welch, Ms. Hristova and Mr. Hutchinson from the Workshop on Uniform System of Accounts and Regulatory Reporting (September 12-14, 2007).
- 29.5. Participant list from Workshop on Uniform System of Accounts and Regulatory Reporting (September 12-14, 2007).
- 29.6. Email from I. Bjork to R. Ichord forwarding the Hungarian Energy Office's comments on the draft minutes of the 3rd ECRB Meeting in Athens (September 13, 2007).
- 29.7. Email from I. Bjork to R. Ichord summarizing key points of the EU's new energy package (September 20, 2007).
- 29.8. Email from I. Bjork to R. Ichord attaching a revision of the Gas Survey (September 20, 2007).
- 29.9. Email from I. Bjork to M. Thomadakis attaching a revision of the Gas Survey, based on comments received and revised Gas Survey tables (September 24, 2007).
- 29.10. Trip Report – T. Welch in Zagreb, Croatia, September 8-14, 2007.
- 29.11. Trip Report – C. Connors in Belgrade, Serbia, September 11-14, 2007.

MONTHLY INFORMATION STATUS REPORTS

2000

- 1. September 2000
- 2. October 2000
- 3. November 2000
- 4. December 2000

2001

- 1. January 2001

- 2. February 2001
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2002

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2006

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2007

1. January 2007
2. February 2007
3. March 2007
4. April 2007
5. May 2007
6. June 2007
7. July 2007
8. August 2007
9. September 2007

QUARTERLY PERFORMANCE REPORTS

1. 1st Quarterly Performance Report: September – November 2000
2. 2nd Quarterly Performance Report: December 2000 – February 2001
3. 3rd Quarterly Performance Report: March – May 2001
4. 4th Quarterly Performance Report: June – August 2001
5. 5th Quarterly Performance Report: September – November 2001
6. 6th Quarterly Performance Report: December 2001 – February 2002
7. 7th Quarterly Performance Report: March – May 2002
8. 8th Quarterly Performance Report: June – August 2002
9. 9th Quarterly Performance Report: September – November 2002
10. 10th Quarterly Performance Report: December 2002 – February 2003
11. 11th Quarterly Performance Report: March – May 2003
12. 12th Quarterly Performance Report: June – August 2003
13. 13th Quarterly Performance Report: September – November 2003
14. 14th Quarterly Performance Report: December 2003 – February 2004
15. 15th Quarterly Performance Report: March – May 2004
16. 16th Quarterly Performance Report: June – August 2004
17. 17th Quarterly Performance Report: September – November 2004
18. 18th Quarterly Performance Report: December 2004 – February 2005
19. 19th Quarterly Performance Report: March – May 2005
20. 20th Quarterly Performance Report: June – August 2005
21. 21st Quarterly Performance Report: September – November 2005
22. 22nd Quarterly Performance Report: December 2005 – February 2006
23. 23rd Quarterly Performance Report: March – May 2006
24. 24th Quarterly Performance Report: June – August 2006
25. 25th Quarterly Performance Report: September – November 2006
26. 26th Quarterly Performance Report: December 2006 – February 2007
27. 27th Quarterly Performance Report: March – May 2007
28. 28th Quarterly Performance Report: June – August 2007

SEMIANNUAL PERFORMANCE & FINANCIAL REPORTS

1. 1st Semiannual Performance & Financial Report, September 2000 – February 2001
2. 2nd Semiannual Performance & Financial Report, March 2001 – August 2001
3. 3rd Semiannual Performance & Financial Report, September 2001 – February 2002
4. 4th Semiannual Performance & Financial Report, March 2002 – August 2002
5. 5th Semiannual Performance & Financial Report, September 2002 – February 2003
6. 6th Semiannual Performance & Financial Report, March 2003 – August 2003
7. 7th Semiannual Performance & Financial Report, September 2003 – February 2004
8. 8th Semiannual Performance & Financial Report, March 2004 – August 2004
9. 9th Semiannual Performance & Financial Report, September 2004 – February 2005
10. 10th Semiannual Performance & Financial Report, March 2005 – August 2005
11. 11th Semiannual Performance & Financial Report, September 2005 – February 2006
12. 12th Semiannual Performance & Financial Report, March 2006 – August 2006
13. 13th Semiannual Performance & Financial Report, September 2006 – February 2007
14. 14th Semiannual Performance & Financial Report, March 2007 – August 2007

WORK PLANS

ALBANIA

1. Work Plan (December 26, 2000)
2. Phase 2 Work Plan (April 10, 2001)
3. Work Plan for September 2001 – September 2002 (July 19, 2001)
4. Work Plan (November 7, 2001)
5. Work Plan (Revised) (May 10, 2002)
6. Memo: Anticipated Tasks for January 2003 – December 2004 (July 22, 2002)
7. Work Plan for March 2003 – December 2004 (October 11, 2002)
8. Work Plan for March 2003 – December 2004 (January 28, 2003)
9. Work Plan for April 2003 – September 2003 (April 26, 2003)
10. Work Plan for March 2004 – September 2006 (May 6, 2004)
11. Work Plan for Development of the Initial Albania Market Rules and Grid Code (November 2004)
12. Work Plan (Revised) for October 2004 – September 2005 (November 30, 2004)
13. Work Plan (Revised) for February 2005 – September 2006 (February 1, 2005)
14. Work Plan for Development of Tariff Methodologies for Generation and for Distribution Company Sales to Captive Customers (March 4, 2005)
15. Work Plan for October 2005 – September 2006 (September 29, 2005)

CROATIA

1. Memo: Work Plan (February 15, 2002)
2. Work Plan: Transmission Network Fees for Croatia (June 28, 2002)
3. Work Plan Update: Transmission Network Fees for Croatia (9-10 September 2002)
4. Work Plan: Calculation of the HEP Distribution Network Fee (January 23, 2003)

5. Work Plan: ISMO tariff component and balance power pricing (April 8, 2003)
6. Work Plan Update: Calculation of the HEP Distribution Network Fee (May 19, 2003)
7. Scope of Work: Calculation of the Price of Electricity Generated and Purchased for Supply to Captive Customers of HEP (September 2004)

KOSOVO

1. Draft KEK TAM Workplan for March – April 2004 (March 15, 2004)
2. Workplan for Assistance to the Kosovo Regulator, the ERO (January 2005)
3. Work Plan: Part-Time Resident Advisor for September 2005 – June 2006 (September 2005)
4. Work Plan for January – July 2006 (December 2005)
5. Work Plan for December 2006 – May 2007 (November 30, 2006)

MACEDONIA

1. Work Plan for December 2001 – March 2002 (December 19, 2001)
2. Scope of Work for Assistance to the FYR of Macedonia Regulator (April 2, 2004)

REGIONAL

1. Work Plan (October 27, 2000)
2. Work Plan: Assistance to Republic of Serbia (June 1, 2001)
3. Work Plan for Romania (July 22, 2002)
4. Work Plan (September 4, 2002)
5. Country-Specific Work Plans for Request for Extension (December 2003)
6. Work Plan to Prepare Regulatory Benchmarking Report Applying CEER Standards (December 9, 2003)
7. Revised Scope of Work (September 2, 2004)

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