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Regulatory and Energy Assistance

Regulatory and Energy Assistance Project in Bosnia and Herzegovina (BiH) – REAP BiH

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Quarterly Progress Report

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Economic Restructuring Office

U.S. Agency for International Development

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I. EXECUTIVE SUMMARY

REAP continues to interact with the Entity regulators at their request and submits comments on their proposed rules (ENREG, the EC project, has yet to be approved to take over work with the regulators.). The Project also distributed to the Federation Ministry, Federation EPs and State Ministry in face-to-face meetings the REAP Draft Internal Action Plan that expands with detailed steps the Energy Community Road Map, requesting feedback. Finally, additional analytical work was completed with regard to the proposed amended Federation Electricity Law, including a simple table illustrating the difficulties with several amendments. This table can be utilized in lobbying efforts in the future. Public Outreach made several memorable project accomplishments this quarter: it completed its PR and Media Training for the FBiH Ministry and SERC; made a significant effort in advising on the organization and ensuring appropriate content of the ISO Dispatch Center opening event; and arranging the FBiH Parliament "Presentation of the Energy Sector." Public Outreach also prepared an excellent communication plan for circumspect pressure and lobbying with regard to the proposed amendments.

II. SUMMARY OF TECHNICAL ACTIVITIES AND OUTCOMES

A. Fully Integrated Energy Sector into the Regional Market and the EU

1. Creation of Legal and Regulatory Framework for Gas

Gas Expert Group. REAP attended a Gas Expert Group meeting held in the MOFTER offices to discuss the package that the team requested be sent to them by REAP that outlined several general options for formation of the TSO. There was clear consensus from all Members of the Group (including the observers from the RS) that agreement could be found somewhere in the structures laid out by REAP (i.e., voluntary organization, joint venture, or independent system operator formed by law) and the possible tasks for each structure outlined by REAP (potentially a stage one preparation of model operational rules and pro forma contracts in Stage One, with further possible tasks up to the level of system dispatch, provision of system services, long-term planning, but only if agreed by contractual agreement by all TSOs if in the joint venture format.) The RS left this meeting in general agreement but with the proviso that the representatives would need to consult the Ministry and Government about the RS position.

Gas Forum. REAP attended the Gas Forum in Maribor. Topics discussed at the Gas Forum that are of interest in Bosnia and Herzegovina is the NETS project (the MOL effort to create a regional transportation company), MOFTER's presentation among 6 others on the contracting parties' national investment programs, the report on the progress in the implementing the gas requirements of the *acquis communautaire* of the parties [only Montenegro and BiH are totally red, i.e., having accomplished nothing at all], and a report by the Energy Community Regulatory Board on the implementation of Regulation 1775 on third party access. Generally, the number of pending projects is increasing, with new ones being developed to fill in gaps. As a result, REAP researched and wrote a paper that listed the current European pipeline projects in play, their status, and obstacles to further development. USAID reacted favorably to the paper, and REAP translated the paper and sent it to the members of the Gas Working Group. One member suggested the addition of an analysis of the Adriatic-Ionian Pipeline and the Trans Adriatic Pipeline, which REAP will do in the near future.

2. Transformation of the ISO into a full Market Operator

ISO proposal to SERC to institute a market-based explicit auction method. REAP searched for the reason why ISO has been applying a pro-rata method, although the Road Map requests

each signatory of Energy Treaty to apply a market based explicit auction and found the following:

- The ISO applies a non-market based pro-rata methodology because SERC has not approved ISO's draft paper on explicit auction due to the fact that the required unanimity among the SERC commissioners has not been achieved.
- The following issues characterize a pro-rata method:
 - i. The pro-rata methodology does not cost users any money since it is a non-market-based, free-of-charge concept/solution.
 - ii. In case a user does not use its capacity that has already been allocated through the pro-rata methodology, a penalty applies.
 - iii. The ISO cannot calculate how much BiH has been losing by use of the non-market based pro-rata methodology instead of explicit auction methodology apply.
 - iv. The ISO is quite ready to apply the explicit auction methodology (software and procedure), once SERC approves its application.

Market Design Congestion Management. REAP prepared a paper on congestion management methodologies. The reason this paper was written was because of general confusion between explicit and implicit auctions and because of the length of time that the ISO's proposal for an explicit auction has been sitting in SERC. According to material from the last Athens Forum in May 2008, BiH is the last signatory to the Treaty to still be using a non-market-based congestion management method – pro rata allocation of interconnector capacity.

3. Unification of the Regulators

SERC Connection Rule. SERC issued a draft of the Connection Rule. A REAP analysis of the document indicated numerous problems with not only the substance of the rule but also its form (i.e., legal structure, consistency, etc.). As a result of such analysis, REAP submitted comments on the draft Connection Rule to SERC. REAP attended a public hearing on the Rule on Connection in Tuzla. The SERC introduced the rule at the hearing, noting that the rule had been in process for two years. Approval of a final version of the Connection Rule is still pending.

FERC Technical Hearing on Market Opening and Eligible Customers. FERC held a technical hearing with regard to market opening and eligible customers. REAP learned that FERC's idea is to force industrial customer to purchase percentages of load on the market. REAP sent comments on the topics of the technical hearing, stating that the conditions set forth in FERC's Rule on Eligible Customers for electricity market opening are not yet established; that forcing customers to go to the market is contrary to FERC's own rule.

FERC public hearing on the Regulatory Charts of Accounts. REAP attended the FERC public hearing on the regulatory chart of accounts. FERC developed this Draft Regulatory Chart of Accounts in consultation with the two EPs. The basis for the Draft Regulatory Chart of Accounts is a chart of accounts prescribed for companies operating in the territory of FBiH by the Association of accountants and auditors of FBiH and which is obligatory for public utilities in FBiH. Public utilities are obliged to maintain accounting for each licensed activity separated from other, non-core activities, in each separate organizational unit that is defined as a segment or segment element in the Draft Regulatory Chart of Accounts by licensed activities. FERC is planning to issue a Rule on Reporting that will contain multiple forms for reporting and it will be in compliance with the Draft Regulatory Chart of Accounts when adopted.

USAID/REAP meetings with FERC. USAID and REAP attended two meetings with FERC. Among other things, the privatization of Aluminij was discussed. The Federation Prime Minister and Minister responsible for energy asked FERC to give an explicit response to the

acceptability of the two proposed electricity pricing formulations from the consortia that are bidders for 88% of Aluminij. The FERC's response was carefully and well framed.

RSERC Draft Rule on Renewables. REAP reviewed the RSERC's Draft Rules on Qualified Generator and Support of Electric Power Generation from Renewables and Combined Generation of Heat and Electric Power, and drafted comments on the proposed rule. REAP attended the public hearing on the RSERC's draft Rule on Renewables. The RSERC Chairman introduced the hearing, stating that the draft is very important, maybe one of the most important documents in the jurisdiction of RSERC. He stated that the government policy determines how much electricity will be required to be generated by renewables.

Amendments to the Republika Srpska Electricity Law. The RS Electricity law was extensively amended (*Republika Srpska Official Gazette* 8/2008) for the sixth time in February of this year. REAP's opinion is that the changes to the law are extensive, particularly as regards connections and construction; overall, however, the amendments are positive and clarify the law.

Consultation with ENREG. Because REAP was invited to comment on the RSERC's renewable energy regulations, REAP consulted with the ENREG Project manager, who referred REAP to a gas expert on the team, to determine what the approach of ENREG has been to this issue so that REAP does not contradict ENREG in any way. The ENREG expert sent to REAP her presentations to FERC with regard to renewables and will review REAP's comments, if any.

B. Restructuring and Commercialization of Energy Companies

Internal Action Plan.

- *Meeting with MOFTER.* REAP met with MOFTER and presented the revised Internal Action Plan along with the Action Plan Implementation Schedule Gantt Chart. Both documents were very well accepted. MOFTER representatives said that they will carefully review the documents and will provide REAP with the comments, if any.
- *Meeting with EPBiH.* REAP met with EP BiH representatives to discuss the Internal Action Plan. EP BiH welcomes the USAID-REAP activities concerning the Road Map and Internal Action Plan and since EP BiH considers the Internal Action Plan and obligations from it as important issues, it will be discussed at the Management Team meeting. After the Management team meeting, EP BiH will send its official position and comments/suggestions with regard to IAP.
- *Meeting with ISO.* The ISO will analyze the Internal Action Plan and give its opinion and suggestions on the same. The part of Internal Action Plan which is related to design and establishment of the electricity market was especially emphasized as the concept of market will influence future investment activities of the ISO that were planned within the POWER IV Project.
- *Meeting with Directorate for European Integration.* The REAP project was introduced to the Directorate representative with the general REAP summary hand-out and then the Internal Action Plan was reviewed for her and submitted to her. She plans to forward the Internal Action Plan as soon as possible to the Director. REAP representatives expressed their readiness to cooperate with the Directorate so that the Internal Action Plan is approved and implemented.

Review of Amendments to the Federation Electricity Law. REAP completed the following work with regard to the efforts to prepare to work to avoid amendments to the Federation Electricity Law that would weaken the FERC. To that end:

- A legal memorandum was written that sets forth the legal basis for and against the three most critical issues regarding the preservation of the FERC's authorities, independence and autonomy:

- the requirement that FERC obtain the approval of the Ministry for the tariff methodology and all decisions on tariff proceedings; the general conditions of supply and the pricing methodology for coal;
 - The Electricity Directive allows for approval from another body of tariff methodology and tariff decisions, but not regarding general conditions. However, instituting this is contrary to the direction of the Third Liberalization Package, which works toward additional autonomy for regulators.
 - A serious inconsistency is created with the regulatory frameworks of the Republika Srpska and State.
- the establishment of a Complaint Council.
 - The provision violates the Electricity Directive in that the regulator's decision is suspended.
 - The Complaint Council creates a second, unnecessary bureaucratic layer. This is supposed to provide a second instance opportunity to appeal decisions of FERC, but the Federation Law on Administrative Procedure already provides this procedure from bodies that render first instance decisions like FERC.
 - A serious inconsistency is created with the regulatory frameworks of the Republika Srpska and State.
- the Government organizes renewables and cogeneration with a decree.
 - This new provision creates a serious internal consistency in the Law, contradicting not only two other provisions that specifically authorize FERC to regulate renewables and cogeneration but also is contrary to the overall structure of the electricity structure in the Federation, which gives jurisdiction over generation (all generation, including renewables and cogeneration to FERC.)

The legal memo addressed the legality, effectiveness, consistency with the direction of reform and the desired amendment or change.

- REAP talked to a representative of the Energy Community Secretariat regarding the provisions of the new Proposed Electricity Law. He stated that the Complaint Council came from Macedonia, which is the only country he knows that has a similar body.
- General Counsel of FERC performed research on Macedonia, Serbia and Croatia and shared it with REAP.
- REAP prepared a communication plan for circumspect pressure and lobbying with regard to the proposed amendments to the law.
- REAP prepared a summary of the Federation Parliamentary Procedure that provides that a Proposed Law (the form the most recent version of the Law is in, as told to REAP by FERC) can be reviewed in a House of Representatives session if submitted to the members more than 14 days before the date of review, after being reviewed by authorized bodies.

Analysis of the Federation Strategic Development Plan on Energy. REAP reviewed the Strategic Development Plan on the Energy Sector, which was given an initial nod by the Federation Parliament to initiate a public hearing process. The issues, such as ensuring implementation of the Energy Community Treaty; enacting a legal and regulatory framework for renewable sources; adoption of connection rules, etc., are not dealt with in depth, and the overall impression is that the document is political and is intended to justify the strategic partner project approach.

Analysis of the Hrvoje Pozar Energy Study for BiH: Electricity Generation: REAP reviewed the Final Draft Energy Study for BiH (the modules that REAP was most interested in) which was submitted as final report after three workshops and number of comments and suggestions submitted to the Institute Hrvoje Pozar by all power sector stakeholders. REAP found that the authors had presented a number of facts that decision makers/energy policy creators must take into consideration before they decide whether to build certain power plants or not. REAP found it to be very important that the authors had strongly recommended analyses of the

position of any new or rehabilitated power plant in the market/system/region are to be made in order to find out whether certain project is feasible or not. REAP met with the Hrvoje Pozar Institute in Zagreb. The current topics and open issues in the BiH energy sector were discussed, in particular the question of whether the recommended tariffs to cover the investment cost for new facilities in BiH power sector are sufficient was discussed in depth.

Status of Reform Analysis. REAP finished the first draft of a “Program to overcome current problems and meet Energy Treaty requirements.” This document is a first cut at suggesting short-term and medium- and long-term measures, basically outlining the current situation and its impact on the sector, the short term obstacles and elements that impact on the current normal functioning of the sector, along with other medium- and long-term impactful elements. In other words, this document is the beginning of a vision of what needs to be done to re-start the reform process.

FBiH Government Public Hearing on Strategic Plan. REAP attended the final public hearing session on the FBiH Strategic Plan on 6-10-08 in the Energoinvest building. There were no comments on the most critical issues in the document, which is the financing methodology of the projects. The methodology included in the strategic plan is a wish list rather than a realistic opportunity. The members of the expert group who worked on the preparation of the Strategic Plan requested the government to protect the proposed project from an authorization procedure approach to protect local natural resources. This is against EU Directive 2003/54 and the Energy Community Treaty.

Meeting with EPHZHB. USAID and REAP met with the new EPHZHB General Director, along with his entire new management team. Among others things, the following issues were discussed:

- *Restructuring.* The lack of amendments to the Public Enterprise Law to allow a parent and daughter companies has resulted in EP HZHB’s only meeting the requirements of the original Federation Action Plan. They are prepared to restructure further.
- *Tax Problem.* EP HZHB stated that a 1% charge is being levied on electricity imports in the amount of 5.7MM KM; this is contrary to the EU directives (Regulation 1228). REAP asked for a summary of the problem, and, when sent materials, USAID will use its tax contacts to determine what the situation is with regard to bringing the import of electricity in BiH into accord with EU practice.
- *REAP presented the Internal Action Plan,* and the General Director agreed to review the document and submit comments. REAP explained the upcoming market design effort.

Athens Forum. REAP attended the 12th Athens Forum, where the following conclusions were made:

- Generally, the pace of reform in the region has appreciably slowed down
- The general market concept is missing, and single wholesale regulated suppliers still exist.
- In most cases, DSOs are still bundled with the integrated utilities.
- Distribution codes are still under development.
- Regarding new generation capacity, authorization procedures are partially enforced and often applied in a nontransparent way, while tendering rules are scarce and often rely on parallel laws.
- Interestingly, only two regulators are permitted by law to impose penalties on those who do not comply with regulations.
- With regard to the regional electricity market, generally the market is far from being a reality in the region and on national levels.
- REAP found that in most cases the descriptions and next steps to be undertaken bore a remarkable resemblance to the REAP Internal Action Plan.

C. Broader Public Understanding of Specific Energy Sector Issues and Challenges

Cooperation with journalists. REAP received a letter from a journalist from Nezavisne Novine, who is actively covering the energy sector, in which the journalist expressed her gratitude to REAP for acting as a source of technical information and explaining how our readiness to provide information is of a great help in her covering the sector. The journalist is one of the journalists who attended REAP's trainings and briefings and who contacts us regularly.

PR and Media Training for FBiH Ministry and SERC. On May 20-21, 2008, REAP held a two-day PR and Media Training in Mostar, for a total of 13 staff members of the Federation BiH Ministry of Energy, Mining and Industry. A similar two-day PR and Media Training was held for SERC commissioners and staff in Tuzla on June 10 & 11, 2008. A total of 13 SERC members and staff attended the training, including the three commissioners. Following the SERC training in Tuzla, USAID REAP received a letter of appreciation from SERC, thanking the project for the training delivered.



REAP explaining communication in crisis at the SERC PR & Media Training in Tuzla



REAP conducting "selection of facts" exercise with the training attendees in Tuzla

Assistance to NGOs. REAP provided technical assistance to the Tuzla-based NGO "Center for Ecology and Energy" regarding their commentary on the Federation BiH Strategic Plan on the Electro-Energy Sector. REAP reviewed their material and provided brief comments on those aspects that would be part of the REAP scope of work in a way for them to improve their paper. On June 3, 2008, the Center representative attended a public discussion on the FBiH Strategic Plan in Tuzla and presented their comments.

Conference on Clean Energy and Transparency in Energy Policies on Balkans. On June 19, 2008, REAP attended the Conference on Clean Energy and Transparency in Energy Policies on Balkans, organized by the Open Society Fund, Heinrich Boll Stiftung and Center for Ecology and Energy from Tuzla, which is one of the REAP NGO partners. The main theme of the conference was the role and participation of the public/NGOs in an energy development process. Attending this conference emphasized the importance of working with NGOs in order to help them understand the big picture on the energy reform process and goals.

ISO Dispatch Center opening event. REAP invested a significant amount of time in assisting the ISO PR team with preparation for the ISO Dispatch Center opening event. This activity was targeted to building capacity within the ISO to organize events that require media attention, to prepare easy-to-understand public outreach materials, to prepare presentations and train how to present, to prepare material of interest for media representatives, but also to introduce the ISO to the media representatives which would help them establish a long-term regular communication with the public and stakeholders using this channel of communication. The ceremony took place on June 24, 2008, and was attended by some 40 representatives from

the sector, state ministries and international organizations. It was covered by several media representatives, including two TV crews. Importantly for REAP, the General Manger of ISO announced in his speech that a detailed plan for implementation of the Secretariat's Road Map is needed. The last part of the ceremony was the ISO presentation of the SCADA system, which was a great success, judging from the interest of the attendees. The event received significant coverage in both print and broadcast media.



ISO SCADA Technical Presentation



Hayat TV crew interviews Omer Hadzic

FBiH Parliament Presentation of the Energy Sector. A number of activities were carried out in the process of preparation for the FBiH Parliament Presentation of the Energy Sector. These included numerous meetings and preparatory sessions with the president of Committee for energy of the Federal parliament, with the Committee, Speaker of the FBiH House of Representatives, organizations that will be presenting to the Parliament - FERC, ISO, MOFTER, Transco. The purpose of the Presentation was help parliamentarians learn about the progress in the energy reform process as well as to hear first hand what each of these organizations is doing from its scope of work. REAP reviewed and edited presentations of those organizations and provided advice on how each could be improved. The final date was set to be July 15, 2008.

III. PROBLEM AREAS

- Expert Gas Working Group.
 - Because of the change of Ministers in the State and Republika Srpska Ministry, no meetings have occurred since April.
 - The RS agreed to certain reasonable conclusions, subject to confirmation by the Ministry. A meeting was had within the Ministry, including natural gas companies, a member of the regulator and members of the Ministry, but the minutes and conclusions have not been prepared.
- Market Design. Beginning in the Fall, work must begin on the market design for Bosnia and Herzegovina.

IV. THIRD QUARTER DELIVERABLES

Information delivered to USAID

- Minutes from the sixth Gas Expert Group meeting, dated 4-8-08, in English and local language.

- BH Gas technical conditions for delivery, measuring and calculation of gas, undated but translated 4-2-08, in English and local language.
- Regulatory procedures for building energy facilities in Serbia, in local and English language
- Excerpt from Transco Statute-convening the General Meeting of Transco, in English language only
- Article in SAN on Heco claims to stop Dodik, dated 4-22-08, in English and local language.
- Presentation MOFTER Kenjic re BiH Gas development, dated 4-16-08, in English only.
- Letter to EC, dated 2-27-08, in English and local language.
- SERC Rules on Connection draft, dated 4-9-08, in English and local language.
- Article from Nezavisne novine re Transco Tender, dated 5-7-08, in English and local language.
- ISO's Comments on SERC's Rule on Connection, dated 4-21-08, in English and local language.
- EP BiH's Comments on SERC's Rule on Connection, dated 4-29-08, in English and local language.
- Anticipated EPBiH organization chart, no date, in local language.
- Article on Vlado Maric resigning, AS newspaper, dated 5-13-08, in English and local language, in English and local language.
- Correspondence between FMERI, FERC, Glencore and the Privatization Agency, dated 5-29-08, in English and local language.
- Letter Transco FBiH Mgmt to Mgmt Board, dated 5-16-08, in English and local language.
- Press release Meeting Minister Puhalic and U.S. Ambassador, dated 4-21-08, in English and local language.
- 12th Athens Forum Conclusions – ESO, May 15-16, 2008, in English.
- Excerpt from the RS Government policy on energy, issued in December 2007, in English and local language.
- Explanation of Book of Rules and Decree on Renewables (RES), dated 4-18-08, in English only.
- RSERC Rules o Qualified Producers and Renewables, dated 4-18-08, in English only.
- RSERC Fee and Guaranteed Purchase Price Decision, dated 4-18-08, in English only.
- RSERC' Conclusion on Holding of Pubic Hearings for RES, dated 4-18-08, in English only.
- RS Electricity Law, Consolidated amendments, dated 4-08, in English and local language redline.
- Agenda for Conference on Clean Energy and Energy Policies, dated 6-19-08, in English and local language.
- EP Road Map Status, dated June 2008, in English and local language.
- Explanation of Book of Rules and Decree on RES, dated 4-18-08, in English and local language.
- RSERC Fee and Guaranteed Purchase Price Decision, dated 4-18-08 in English and local language.
- RSERC Rules on Qualified Producer and Renewables, dated 4-18-08, in English and local language.
- FBiH press report from the 59th Government Session, adopting draft amendments to the Electricity Law, dated 6-19-08, in English and local language.
- RSERC public notice on holding general hearing on Rule on Distribution Connection Fees, dated 6-16-08, in English and local language.
- Conclusions of HDZ Roundtable, dated 6-26-08, in English and local language.
- Draft Federation Amended Electricity Law, dated 5-5-08, in English and local language.
- SERC Transco Monitoring Report, dated 6-26-08, in English and local language.
- SERC Transco Monitoring Report Table of Documents, dated 6-26-08, in English and local language.

- Article on New Electricity Law -- Nezavisne Novine, dated 7-1-08, in English and local language.
- RSERC Draft Rule on Connection, dated 6-9-08, in English and local language.
- Appendix Draft Connection rule 6-08 in English
- FERC comments on regional and FBiH law 6-25-08, in English and local language

Deliverables

- Memorandum Markovic to Wilson on FBiH Report on Strategic development, dated 4-7-08, in English only.
- Summary top sheet of REAP's Transco reorganization analysis, dated 4-9-08, in English and local language.
- Minutes from Public Outreach meeting with ISO, dated 4-11-08, in English only.
- Bullet points on amendments to the FBiH Law on Electricity, dated 4-14-08, in English language only
- Talking points regarding RS Proposal for TRANSCO reorganization, dated 4-1-08, in English language only
- GAS Expert Group Talking Points, dated 4-14-08, in English language only
- Letter Rubina Cengic to REAP, dated 4-14-08, in local and English language
- Article from Dnevni Avaz regarding Elektroprenos, dated 4-12-08, local and English language in one document
- Energy Study Module 3, dated 04-17-08, in English language only
- List of Broadcast Media in BiH, dated 4-25-08, in local language only.
- List of Print Media and News Agencies in BiH, dated 4-25-08, in local language only.
- Memorandum from Markovic to Wilson Report on Hrvoje Pozar, dated 4-25-08, in English only.
- Memorandum Wilson to USAID on Glamocic meeting, dated 4-21-08, in English only.
- Minutes from REAP Public Outreach and ISO meeting, dated 4-25-08, in English only.
- REAP hand-out for Parliamentarians, half page, dated 4-21-08, in English and local language.
- REAP hand-out for Parliamentarians, one page, dated 4-21-08, in English and local language.
- Memorandum from Wilson to USAID Report on 2nd Gas Forum, dated 4-25-08, in English only.
- FERC Eligible Customer Rule Technical Hearing Proposals and Questions, dated 5-6-08, in English and local language.
- Report on FERC technical hearing Ms. Haveric and Mr. Nisic to Ms. Wilson, dated 5-6-08, in English only.
- Memorandum Ms. Becic to Ms. Wilson on pipeline projects in Europe, dated 5-7-08, in English only.
- REAP Comments on SERC draft Connection Rules, dated 5-2-08, in English and local language.
- REAP Comments on FERC eligible customer technical hearing, dated 5-6-08, in English and local language.
- Activity Plan for the Federation Parliament training/presentations, dated 5-15-08, in English.
- Minutes from the meeting of REAP Public Outreach with the ISO PR team, dated 5-15-08, in English only.
- Draft List of Tasks by REAP Public Outreach for the ISO PR team, dated 5-13-08, in English and local language.
- Minutes from the Public Outreach Team with the USAID CTO, dated 5-14-08, in English only.
- Press template from REAP to the ISO PR, dated 5-14-08, in English and local language.
- Letter REAP to Mr. Radojic requesting meeting, dated 5-19-08, in local language only.

- Letter REAP to Ms. Milekic's Office requesting meeting, dated 5-20-08, in local language only.
- Presentation on Internal Action Plan for EPBiH, dated 5-21-08, in English and local language.
- Talking points for meeting with EPBiH, dated 5-22-08, in English only.
- Report from REAP to USAID on the 12th Athens Forum, dated 5-20-08, in English only.
- Press template REAP Public Outreach to ISO Public Relations, dated 5-19-08, in English only.
- Text for invitations to FBiH Parliament presenters, generic, dated 5-28-08, in English and local language.
- Text for invitation to FBiH Parliament presenter MOFTER, dated 5-28-08, in English and local language.
- Press Template REAP PO for ISO PR, dated 5-19-08, in English
- Minutes from the meeting REAP Public Outreach with ISO PR team, dated 5-30-08, in English only.
- REAP Comments on RSERC Rule on Qualified Producers, dated 6-6-08, draft, in English only.
- REAP to ISO PR, Draft ISO Who We Are Pamphlet, dated 6-5-08, in English and local language.
- REAP to ISO PR, Opening Ceremony Draft Agenda, dated 6-5-08, in English and local language
- REAP to ISO PR, Opening Ceremony Draft Invitation to Speakers, dated 6-5-08, in English and local language.
- REAP to ISO PR, Opening Ceremony Draft Invitation, dated 6-5-08, in English and local language.
- REAP to NGO Center for Ecology and Energy, Comments on Commentary of FBiH Strategic Plan, dated 6-2-08, in English and local language.
- REAP Options Paper, dated 6-20-08, in English only.
- Workshop on CAO, RBM and ITC, dated 6-20-08, in English only
- Articles 21 and 37 from the new Federation Electricity Law Proposal, dated 6-20-08, in English only.
- Memo Ms. Haveric to Ms. Wilson on Structure of Different Commissions, dated 7-2-08, in English only.
- Legal Memo REAP to USAID re proposed amended Federation Electricity Law, dated 7-1-08, in English only.
- Memorandum REAP to USAID re consequences, dated 7-1-08, in English only.
- MOFTER Parliamentary Presentation edited by REAP - 7-1-08 local only.
- FERC Parliamentary Presentation edited by REAP - 7-1-08 local only.
- Paper on Congestion Management, dated 6-11-08, in English only.
- REAP final comments on RSERC Rule on Qualified Producers, dated 6-10-08, in English and local language.
- Annex 1 to the Plan for Training of FBiH Parliamentarians, dated 6-13-08, in English only.
- Cover letter to presenters, dated 6-12-08, in English and local language.
- ISO ceremony talking points for Omer Hadzic, dated 6-12-08, in English and local language.
- SERC letter to USAID-REAP re PO training, dated 6-11-08, in English and local language.
- Talking points for presenters to FBiH Parliament, dated 6-12-08, in English and local language.
- Note to presenters re presentations, dated 6-9-08, in English and local language.
- Note to MOFTER re presentation, dated 6-9-08, in English and local language.
- General presentation on energy sector reform for MOFTER, dated 6-9-08, in English and local language.

- Article in Oslobodjenje on ISO opening ceremony, dated 6-25-08 in English and local language.
- Communication Plan, dated 6-24-08, in English only.
- REAP internal presentation on market design, dated 6-20-08, in local language only.
- Summary of legislative procedure, dated 6-24-08, in English only.

V. ANTICIPATED ACTIVITIES FOR THE FOLLOWING QUARTER

REAP's technical team will continue to meet and work with our counterparts to advance reform in the electricity and gas sectors:

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

- Encourage the Expert Gas Law Working Group to address and compromise on the central issues regarding the development of a state gas law.
- In connection therewith, encourage the Federation to transform the Federation Government Decree on Gas into a Federation Gas Law and the RS to amend its law to accommodate the State regime.
- Assist RSERC in developing secondary legislation for gas.
- Encourage the ISO to involve itself in leadership of the market design process.
- Encourage the Ministries to assign task forces for the market effort.
- Internally prepare for market design efforts by researching how balancing markets have been successfully implemented in other parts of the world.
- Arrange for third party consultants on market design.

Implement the Action Plan

- Assist the implementation of Road Map objectives by obtaining feedback from the stakeholders who were given the Internal Action Plan.
- Encourage the adoption of an amended Federation Electricity Law that fully complies with the EU Directive and maintains the full jurisdictional duties of the regulatory commission.
- Encourage all three Ministries to devise a policy that will guide the regulators through both the Internal Action Plan based on the Secretariat Road Map and the market design process.

Broaden public understanding of the BiH energy sector issues and challenges.

- Continue the journalist trainings with regard to energy, with a focus on gas.
- Implement an ongoing lobby plan for Parliamentarians in the Federation to monitor and assist lobbying the amendments to the Electricity Law, protect the independence of the FERC, and encourage the development of a Federation Gas Law.
- Prepare and schedule the presentation of "Electricity Sector" presentations in the RS National Assembly and BiH Parliament.

VI. ADDITIONAL INFORMATION

A. Progress during the quarter v. scheduled

All scheduled activities during the quarter were completed.

B. Supporting Materials

Annex A includes (i) a task list from the Project Contract that shows accomplishments grouped under the appropriate task, and (ii) a task progress chart show activities completed, in process, or deferred during the quarter is included in Annex A. This is followed by a financial summary in Annex B, and a List of Staff in Annex C.

C. Staffing Status

No changes in staffing status.

ANNEX A

TASKS, ACHIEVEMENTS AND PLANS

Task 1: A fully integrated energy sector into the regional market and the EU.

Task 1.A. **Unification of the Regulators.** The contractor shall help create a single energy market throughout BiH regulated by a single integrated regulation.

Task 1.A.(i) Provide assistance to the existing regulators to further strengthen their principal functions of issuing licenses and tariffs;

A legal memorandum was written that set forth the legal basis for and against the three most critical issues regarding the preservation of the FERC's authorities, independence and autonomy in the new Draft FBiH Electricity Law and created a hand-out table of those three most critical issues. REAP talked to a representative of the Secretariat regarding the provisions of the new Proposed Electricity Law, prepared a communication plan for circumspect pressure and lobbying with regard to the proposed amendments to the law and prepared a summary of the Federation Parliamentary Procedure.

REAP submitted comments on the draft Connection Rule to SERC and attended a public hearing on the Rule on Connection in Tuzla.

FERC held a technical hearing with regard to market opening and eligible customers; REAP sent comments on the topics of the technical hearing, stating that forcing customers to go to the market is contrary to FERC's own rule;

Task 1.A.(ii) Draft amendments to the electricity law that are consistent with the unbundling of the existing company structure.

ENREG dependent.

Task 1.A.(iii) Draft necessary by-laws; and assist in their implementation to assist with the passage of the amendments to the electricity laws to enable unification of regulators; and

ENREG dependent.

Task 1.A.(iv) Once in place, assist the unified regulator to reconfigure itself – which would include organizational issues and the revision of all internal documents (Statute, Rules of Work, organization charts, internal financial procedures, and the like) as well as the Rules of Practice and Procedure, and assist the State Regulatory Commission (SERC) in its interactions with the Energy Regulators Regional Association (ERRA) in moving towards the single regulator.

ENREG dependent.

Task 1.B **Creation of the Legal and Regulatory Framework for Gas.** The contractor shall assist the state regulator to consolidate and incorporate the regulation of gas into its regime and to assemble a capable staff to support the gas sector.

Task 1.B.(i) Draft a state level gas law working with a Gas Working Group.

REAP attended the Gas Expert Group meeting held in the MOFTER offices to discuss the package sent to the team by REAP that outlined the general options for formation of the TSO. There was clear consensus from all Members of the Group that agreement could be found somewhere in the structures laid out by REAP; however, the RS representatives could not commit to any structure until checking with the Ministry and the Government. There were no more Expert Group meetings after that point during the quarter.

Task 1.B.(ii) Provide technical assistance to MOFTER to complete the enactment of the Gas Law;

Task 1.B.(iii) Draft foundation gas regulation documents and plan training on gas specific regulatory issues.

REAP agreed with RSERC that in the future in the Fall, 2008, it would assist it in addressing its issuance of secondary legislation in gas.

Task 1.B.(iv) Assist the state regulator to hold public hearings and issue rules for gas regulation, including such matters as the practice and procedure for establishing tariffs and the conditions for licenses, third party access, and market opening.

ENREG dependent.

Task 1.B.(v) Assist the state regulator to consolidate and incorporate the regulation of gas into its regime and to assemble a staff to support the gas sector; and

ENREG dependent.

Task 1.B.(vi) Assist the regulators in planning activities to require the appropriate and timely filings from all gas companies and ensure that concomitant changes called for in the law are made for the gas sector, as required.

ENREG dependent.

Task 1.C. **Transformation of the Independent System Operation (ISO) into a Full Market Operator for all of BiH.**

Task 1.C.(i) Assist the state regulator (SERC) in its approval of ISO activities to create the Market Operator function for balancing the market.

Task 1.C.(ii) Assist MOFTER in the ongoing efforts to formulate the Market Rules for the energy market (electricity and gas) and to help delineate the rules for a financial settlement system;

Task 1.C.(iii) Help revise the Grid Code; and

Task 1.C.(iv) Ensure that the appropriate market monitoring mechanisms are in place and being utilized to ensure that ISO governance is proper.

Task 1.D. **Broader Public Understanding of Specific Energy Sector Issues and Challenges.** The contractor shall develop and implement a program of public outreach and education efforts to develop broader understanding of the

energy sector, its needs, the challenges it faces, the major issues of the reform of this sector and what are the means needed to achieve them. Through a variety of efforts, e.g., short-term trainings, the project should strive to educate cabinet members and parliamentarians, both at the entity and state level, the media and the broader public. While serving as an educational effort, the aim is to help develop advocates for energy sector reform in these areas. This will require consultation and working closely with USAID Economic Reform Office CTOs, with parliaments, and the media.

- Task 1.D.(i) Support reform efforts surrounding the drafting and adoption of legislation and regulation for the unification of regulators. [On hold.](#)
- Task 1.D.(ii) Support the drafting of legislation and regulation supporting the state level gas law, and
- Task 1.D.(iii) Assist the state energy regulator to hold hearings and issue rules for gas regulation on topics such as tariff setting, conditions for licenses, and helping the regulators in developing and implementing requirements that the gas sector meetings the new requirements under the law on the gas sector. [On hold.](#)

Task 2. Restructuring and commercialization of energy companies.

- Task 2.A. **Implementation of the Action Plans.** The contractor shall assist with a number of actions to help facilitate action plan implementation. These shall include:

[REAP distributed its Internal Action Plan to the Federation and State Ministries responsible for energy, along with the two EPs in the Federation, and the ISO. All promised to provide comments on the proposed Internal Action Plan, which expands in detail the Energy Community BiH Road Map.](#)

- Task 2.A.(i) The formation of Headquarters functions in the EP companies.
- Task 2.A.(ii) Integration and coordination of the Federation coal Mine Action Plan with the Electricity Action Plans in preparation for the privatization of the thermal power plants along with the coal mines that support them.
- Task 2.A.(iii) Separation of the accounting of all of the daughter business units of the EPs.
- Task 2.A.(iv) Combination of certain of the generating companies and distribution companies into more efficient operating units as identified in the action plans.
- Task 2.A.(v) Incorporation of Holding Companies and the separate daughter companies as joint stock companies from the reconfigured EPs.
- Task 2.A.(vi) Transition to full cost-based tariffs for all of the new Joint Stock Companies; and
- Task 2.A. (vii) Preparation of the generation and distribution companies in BiH for privatization plus agreement with the Governments on social programs for redundant workers.

Task 2.B. Broader Public Understanding of Specific Energy Sector Issues and Challenges

The contractor shall develop and implement a program of public outreach and education efforts to develop broader understanding of the energy sector, its needs, the challenges it faces, educate entity and state level cabinet members and parliamentarians, the media and the broader public. This program will support the efforts to transform the ISO into a full market operator. It will also educate stakeholders and the public on the need for the privatization of the EPs, including the preparatory steps required to do so, i.e., the reorganization of EPs, the hiving off of EPs' daughter business units, the incorporate of Holding Companies, etc. While serving as a broad educational effort, the chief aim of this program will be to help develop advocates for energy sector reform in these specified areas. This will need to consult and work closely with USAID's Economic reform Office CTOs, with parliaments and the media.

Public Outreach made several memorable project accomplishments this quarter: it completed its PR and Media Training for the FBiH Ministry and SERC; made a significant effort in advising on the organization and ensuring appropriate content of the ISO Dispatch Center opening event; and arranged the FBiH Parliament "Presentation of the Energy Sector."

ANNEX A Cont'd

Task Progress Chart

ACTIVITIES & DELIVERABLES Scheduled For This Period	PROGRESS TO DATE		
	Completed	In Progress	Deferred
Contract signature and authorization to start work	•		
Inception meetings with USAID CTO, March; project briefing with USAID Mission BiH	•		
Install REAP systems and equipment in local office	•		
Introduce project to the stakeholders	•		
Review and finalize Annual Work Plan and PBMS with USAID; performance indicators with CTO	•		
PBMS and R-4 reporting to USAID	•		
Annual and Completion Reports	•		
Demobilization Plan			•
TO 1: BIH ENERGY SECTOR FULLY INTEGRATED INTO THE REGIONAL MARKET AND THE EU			
KRA 1 Creation of Legal and Regulatory Framework for Gas			
KRA 1.1 Legal gas framework creation			
KRA 1.1.1 Draft three gas laws	▪		
RS Draft Gas Law brought into substantial compliance with the EU Gas Directive.	•		
State Gas Law draft from previous project separated into draft Federation and State laws based on the electricity sector structure and to the extent possible, harmonized with the RS passed gas law.	•		
KRA 1.1.2 Introduce draft gas laws into three legislative bodies and work to assist their passage			
Assisted with revisions to the law when the individual Ministries put it into final format.		•	
Interacted as requested with the legislative committees responsible for an energy law, individual parliamentarians or party heads that desired information on the law.		•	
Reviewed as requested amendments from the committees and the plenary sessions from each House of the RS National Assembly and Federation and State Governments.		•	
Talking points, presentations and other lobby materials were prepared in conjunction with the REAP Public Outreach program to make the laws understandable for parliamentarians and the media, as well as the Ministries involved.		•	
KRA 1.2 Secondary gas legislation			
Advised regarding the amendment of the existing regulator formation documents to include jurisdiction over the gas sector.		•	
Advised and assisted with regard to appropriate regulations to be drafted by each regulator covering practice and procedural rules, tariff methodology, licensing rules, system operational rules, conditions of supply, third party access rules and uniform system of accounts;			•
Advised on design of coordinated format for drafting of the system			•

operational rules, conditions of supply, and submission to commissions for approval.

KRA 1.3 Gas license and tariff proceedings commenced and completed

According to REAP advice, regulators ordered commencement of interim licensing proceedings.

Regulated companies filed applications for interim licenses.

Interim licenses issued to natural gas undertakings.

Regulators ordered the commencement of initial tariff proceedings utilizing the uniform system of accounts.

Regulated undertakings filed applications for tariffs as ordered.

Decisions on tariffs were issued in all proceedings.

KRA 2 Transformation of ISO into a full MO after the Transition Phases of the internal BiH Market

KRA 2.1 Market Opening Plan

Held a large conference with presenters from the region that addresses fundamental market concepts.

Developed a market design to move from the current closed market to bilateral contracts and the balancing market, with gradual deregulation of generation, addressing the issue of export in a hydro-thermal generation market.

The market design clarified the party responsible for each step of market evolution and for market operation.

The market opening plan for both electricity and gas included a vulnerable customer plan.

A concerted lobby and communication effort for a vulnerable customer plan, directed to the RS Ministry of Economy, Energy and Development, Federation Ministry of Energy, Mining and Industry, MOFTER, the Entity Prime Ministers and Presidency, the legislative bodies, and the public as appropriate and necessary was effected.

The electricity market opening plan was built upon, and one was created for natural gas with detailed regulations for suppliers of last resort and customer switching.

A new Grid Code was developed by the ISO and approved by the State Electricity Regulatory Commission.

New Market Rules were developed by the ISO and approved by the State Electricity Regulatory Commission.

A tactical decision was made with the ISO, Technical Committee, regulator(s), and other stakeholders whether to develop new Market Rules for the balancing market as provided in KRA 3.8, or whether to evolve the Market Rules in two steps.

Support was given to the ISO in working with the Technical Committee on any revisions needed to the Grid Code and Market Rules.

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KRA 2.2 Market Monitoring

Developed practices and procedures for the ISO and the Regulatory Commission(s) to employ market monitoring for anticompetitive conduct/market power.

KRA 2.3 Grid Code and Market Rules

A new Grid Code was developed by the ISO and approved by the State Electricity Regulatory Commission.

New Market Rules were developed by the ISO and approved by the State Electricity Regulatory Commission.

A tactical decision was made with the ISO, Technical Committee, regulator(s), and other stakeholders whether to develop new Market Rules for the balancing market as provided in KRA 3.8, or whether to evolve the Market Rules in two steps.

Support was given to the ISO in working with the Technical Committee on any revisions needed to the Grid Code and Market Rules.

KRA 2.4 ISO and Transco governance for smooth operations

Reported with regard to the EU’s new energy directives’ direction to maximize the leverage of the ISO as the organization of the future, the alternative being the requirement to unbundled ownership of a TSO. This premise underlay and supported all activities of this KRA.

Areas where the Transmission Company, Elektroprivrede regulator(s), governments and other stakeholders do not accept the mandates of the Transco and ISO Laws were identified and those areas were included for consideration in the workshops identified in KRA 2.1.

The status and operability of the EBRD’s SCADA system installation and operation and the EBRD’s assessment of ISO operation were determined, along with the ISO’s and European Investment Bank (EIB) plan for funding of the ISO balancing market software and other software necessary for market monitoring, dispatch and other functions.

The regulatory filings of the ISO were reviewed, including the tariff filings, to determine if appropriate financial and legal support for tariff and any other requests had been included to enable SERC to afford nondiscriminatory support and all due consideration to the ISO to enable it to develop into a robust and functioning ISO that phases into the role of balancing market operator according to the ISO Law.

A financial plan was developed for the ISO’s next tariff proceeding to finance requirements for the future software and the ongoing training necessary for a robust ISO and balancing market operator.

Assisted with the compilation of the next ISO SERC tariff filing to assist with the inclusion of the appropriate legal and financial arguments to the regulatory commission to ensure legal and nondiscriminatory regulatory support to the ongoing development of this organization were agreed and approved.

KRA 2.5 Labeling sources of electricity

A suppliers’ labeling program developed and provided that enables customers to identify the characteristics of the electricity generated

REAP team gathered EU nuts and bolts practice and enlisted in-house experts for research. This information was passed to the regulators and other stakeholders for addressing in the technical or regulatory rules, and/or conditions of supply. The REAP team advised the regulators with regard to implementing this practice in its rules.

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KRA 2.6 Balancing market price methodology

An expert developed a price methodology for setting balancing market prices, which will govern the supply and purchase of electricity in the current non-liquid situation. The methodology was submitted by the ISO to the regulator and accepted thereafter.

Support was given to the ISO in working with the Technical Committee, if any, with regard to the balancing market price methodology.

Detailed workshops were arranged for the SERC and ISO with regard to implementation of the balancing market pricing methodology.

A workshop was arranged for the sector as a whole to explain the pricing methodology.

KRA 2.7 State Regulatory Commission MO Approval

Guidelines and draft procedures developed for the ISO to become a Market Operator in a procedure that complied with the ISO Law and any rules of the regulator.

Guidelines and draft procedures were provided to the state regulator regarding the approval of the ISO as a market operator.

The REAP Team submitted advice and assistance on recommended guidelines and procedures for the ISO to apply for the status of a balancing Market Operator.

Hands-on working meetings were held by the Chief of Party with the ISO and regulator(s) with regard to development of such guidelines and procedures.

KRA 2.8 Procedures for balancing market

Transparent, non-discriminatory and cost reflective mechanisms for balancing the market developed. Thereafter, they were approved by the regulator(s).

The decision regarding whether one or two sets of Market Rules would be developed determined whether both an interim and final set or only a final set of Market Rules were developed, the final set of Market Rules included the procedures for and operation of the mechanisms for the Balancing Market.

Support was given to the ISO in working with the Technical Committee and regulator on any drafting or revising of Market Rules.

Support was given to the ISO in creating a filing for approval of Market Rules that incorporated the procedures and mechanisms for market balancing, ensuring that the procedures were explained to the regulators (and public, since the filings are public) in an understandable way.

KRA 3 Unification of the Regulators

KRA 3.1 MOU for unification of the regulators

Developed a framework for an interim step to full unification that provides for more extensive interaction and cooperation between the three regulators.

Drafted a Memorandum of Understanding (MOU) to be signed by the Republika Srpska Ministry of Economy, Energy and Development, the Federation Ministry of Energy, Mining and Industry, and the Ministry of Foreign Trade and Economic Resources that memorializes closer

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Identified RS Government plan with regard to further re-organization of EPRS.

Provided advice and encouraged the unbundling of the Federation EPs and lobbied the Federation Government therefor.

Memorialized guidance on the development of accounting systems of the separate unbundled daughter companies.

Determined the three EPs' intentions with regard to recombining generation and distribution companies into more efficient units.

Provided assistance with regard to realization of the EPs' plans to rationalize unbundled companies.

KRA 1.2 Accounting Unbundling and Full Cost-Based Tariffs

Reviews provided of the current accounting system at present time in all three EPs, shares of liabilities and commercial relations within each company, if any.

Determined status of the Federation EPs' intentions with regard to unbundling and developing of their accounting systems.

Determined status of the WB Manitoba Hydro accounting system pilot projects that will enable accounting unbundling.

Determined plans and the timing of Entity Regulatory Commissions and EPs to develop DSOs.

The commencement of specific activities aimed at creating the DSOs in the near future encouraged.

The three regulatory commissions assisted and encouraged to establish their uniform system of account rules and enforce them.

The EPs capacity and capability to implement uniform and separate accounting system assessed.

Advice provided to EPs on capacity building with regard to separated accounting systems.

KRA 1.3 Integrate Coal Mine and Electricity Action Plans

Reviewed the Coal Mine Action Plan.

Determined the status of the Coal Mine AP and extent of harmonization with the electricity AP.

Analyzed the rationale and wisdom of the merger of coal mines into generation plans.

Analyzed a gap with regard to different commercial and legal status of coal mines in the Federation.

Assessed necessity of keeping or moving the regulation of coal prices into regulators.

Ensured that the International Community and ministries understand and assist with the plan to resolve potential problems with regard to different bodies in charge of regulation of coal and electricity prices.

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KRA 1.4 Training Programs for Redundant Employees

Policy options analyzed in the development of social programs for redundant employees made redundant because of efficiency streamlining measures as the unbundled EP companies are rationalized for current or future planned privatization,

Government’s intentions regarding the policy options determined,

Other countries’ experience with regard to redundancy programs communicated.

Appropriate training programs for redundant employees proposed.

Advice provided with regard to preparation of the EPs’ social programs for current or future streamlining that may render employees redundant.

Effected mobilization of REAP public outreach program with regard to better understanding the social program for persons made redundant by streamlining the EP unbundled companies.

KRA 1.5 Implementation of EU Environmental Directives

Status of environmental regulation in the Entities and the State level at present time determined.

Energy Community Treaty requirement assessed as well as the current legislation and rules applicable to new investments.

EC Directorate and SEE Energy Treaty Directorate consulted regarding plans to take appropriate steps to comply with the EnC Treaty.

Status of the EPs’ rules, practices and intentions with regard to such, current or future, requirements determined.

Advice and procedure developed for compliance with the EU Treaty environmental requirements.

KRA 1.6 Commercialization/Privatization of Generation and Distribution

The plans of the Entity Governments for commercialization of BiH generation and distribution determined.

Determined how the current privatization/commercialization investment plans are being framed and actualized.

Determined what plans of the Entity Governments are with regard to coal mines commercialization/ privatization if they have not been merged with EPs.

Other countries’ experience (transition countries, new EU member countries) with regard to commercialization/privatization communicated.

Plans for privatization co-created, whether immediate or future, with no definite implementation date but have a specific EU accepted structure that is transparent and organized.

TO 3 Cross Cutting Objective: Broaden public understanding of BiH energy sector issues and challenges

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reform sector which will use this knowledge to influence policy makers and encourage a more active citizen involvement in the decision making processes.

KRA 3.2 NGOs help advance energy sector

One-on-one work and joint effort provided with the selected NGOs on their mutual cooperation and the exchange of information related to the energy sector reform.

Developed a system of mutual information from the citizens to the regulators, the ISO and the decision makers, and cooperation with the media.

KRA 4: media Reports on Energy Reform

KRA 4.1 Journalists/Editors Understand Energy Reform

trainings conducted for journalist/editors regarding Legal and Regulatory steps that BiH should take to meet the Energy Community Treaty requirements, the function of the ISO, the function of the regulators and restructuring and preparation for the commercialization of energy companies

KRA 4.2 Media employ high professional standards

of trainings conducted for journalist in business and economy reporting, particularly in covering the energy sector.

KRA 4.3 Use research and expert sources

Meetings guided/organized and a collaborative relationship established between media outlets and professional research agencies and experts in the energy sector

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ANNEX C

REAP Staff

Name	Position	Start Date
Jane Wilson	<i>Chief of Party</i>	<i>March 14, 2007</i>
Ognjen Markovic	<i>Deputy Chief of Party</i>	<i>June 1, 2007</i>
Drazena Peranic	<i>Public outreach and communication specialist</i>	<i>April 9, 2007</i>
Nermin Nisic	<i>Public outreach and communication Assistant Specialist</i>	<i>August 1, 2007</i>
Alma Brkovic	<i>Office Manager/Translator</i>	<i>March 16, 2007</i>
Dzenita Becic	<i>Executive Assistant/Translator</i>	<i>April 9, 2007</i>
Elma Haveric	<i>Legislative and Regulatory Specialist</i>	<i>October 19, 2007</i>