



European Commission

TWINNING CONTRACT

Regulatory and Legal Capacity Strengthening of Natural Gas Regulation in NERC

Name of Beneficiary	National Electricity Regulatory Commission of Ukraine
Name of the Member State Partner	Italian Regulatory Authority for Electricity and Gas (AEEG)
In consortium with:	Romanian Energy Regulatory Authority (ANRE), Regulatory Authority for Energy of the Hellenic Republic (RAE); Hungarian Energy Office (HEO); Studiare Sviluppo (Mandated Body)

Dossier No.	UA08/PCA/EY/12
-------------	----------------

(for official use only)

TWINNING CONTRACT
[UA08/PCA/EY/12]

The European Commission, represented by the Commission of the European Communities, B-1049 Brussels, Belgium

of the one part,

and

the Italian Regulatory Authority for Electricity and Gas, with head office in Piazza Cavour 5, 20121 Milan Italy ("the Member State Partner" - MSP),

of the other part,

have agreed as follows:

Special Conditions

Article 1 - Purpose

- 1.1 The purpose of this contract is the award of a grant, consisting of reimbursement of expenditures, by the Contracting Authority for the implementation of the Action entitled: *Regulatory and Legal Capacity Strengthening of Natural Gas Regulation in NERC* ("the Action").
- 1.2 The Member State Partner (MSP) will be awarded the grant on the terms and conditions set out in this contract, which consists of these special conditions ("Special Conditions") and the annexes, which the MSP hereby declares it has noted and accepted.
- 1.3 The MSP accepts the grant and undertakes to carry out the Action under its own responsibility.
- 1.4 The final beneficiary of this operation will be: The National Electricity Regulatory Commission of Ukraine

Article 2 - Implementation period of the Action (legal duration)

- 2.1 This contract shall enter into force upon the date of notification by the Contracting Authority of the contract signed by all parties.
- 2.2 The implementation period of the Action (legal duration) shall start on the date mentioned in article 2.1

- 2.3 The Action's implementation period (legal duration), is 27 months. This period includes the implementation period (work plan) increased by three months for the starting up and closure of the Action

Article 3 - Financing the Action

- 3.1 The total cost of the Action eligible for financing by the Contracting Authority is estimated at € 1.200.000,00 [one million two hundred thousand euros], as set out in Annex A3.
- 3.2 The Contracting Authority undertakes to finance a maximum of € 1.200.000,00 [one million two hundred thousand euros]. The final amount shall be established in accordance with Article 17 of Annex A2 except where annex A7 applies. The Action is co-financed as per Annex A3 by the Final Recipient of the Action.

Article 4 - Technical and financial reporting and payment arrangements

- 4.1 Technical and financial reports shall be produced in support of payment requests, in compliance with Articles 2 and 15.1 of the General Conditions (Annex A2) using the relevant twinning templates.

In addition to these reports, the MSP will send additional interim reports in compliance with article 2.1 of the General Conditions (Annex A2) on a quarterly basis. The specific reporting procedure will follow the provisions spelled out in Annex A7 to this contract.

- 4.2 Payment will be made in accordance with Article 15 of Annex A2. Of the options referred to in Article 15.1, the following (Option 2) will apply:

First installment of pre-financing (80% of the part of the forecast budget for the first 12 months of implementation financed by the Contracting Authority):

€ 468.293,00 [four hundred and sixty eight thousand two hundred and ninety three Euros]

Further installment(s) of pre-financing:

€ 611.707,00 [six hundred and eleven thousand seven hundred and seven Euros]

Forecast final payment (minimum 10 %, subject to the provisions of Annex II):

€ 120.000,00 [one hundred and twenty thousand Euros].

Article 5 - Contact addresses

Any communication relating to this contract must be in writing, state the number and title of the Action and be sent to the following addresses:

For the Contracting Authority

Mr Jose Manuel PINTO TEIXEIRA
Head of Delegation
Delegation of the European Commission to Ukraine
10 Kruhlo-Universytetska Street
Kyiv 01024
Ukraine

Tel.: +380 (44) 390 80 10
Fax : +380 (44) 253 45 47
E-mail: delegation-ukraine@ec.europa.eu

Contact Person
Ms Olga SIMAK
Sector Manager
Delegation of the European Commission to Ukraine
10 Kruhlo-Universytetska Street
Kyiv 01024, Ukraine

Tel.: +380 (44) 390 80 10
Fax : +380 (44) 253 45 47
E-mail: Olga.SIMAK@ec.europa.eu

For the Final Recipient of the Action

Victor MERKUSHOV
Commissioner
National Electricity Regulatory Commission of Ukraine
19, Smolenska St.,
Kyiv 03680
Ukraine

Tel: +380 (44) 454 70 81
Fax: +380 (44) 241 90 49
e-mail: tsaplin@nerc.gov.ua

Contact person
Ms Svitlana Kozyrenko
Senior Specialist
Department of Strategic Planning and Energy Markets Development

National Electricity Regulatory Commission of Ukraine

19, Smolenska St.,
Kyiv 03680
Ukraine

Tel: +380 (44) 454 70 16

Fax: +380 (44) 454 70 72

e-mail: kozyrenko@nerc.gov.ua

For the Member State Partner

Mr Carlo CREA
Secretary General
Italian Regulatory Authority for Electricity and Gas,
Piazza Cavour 5,
20121 Milan
Italy

Tel: +39 02 655 65 280/201

Fax: +39 02 655 65 278

e-mail: CCREA@autorita.energia.it

Communications regarding invoices and other issues related to payments and administration should be sent to the Project Leader and copied to:

Studiare Sviluppo (Mandated Body)
Via Nazionale, 163
00184 - Roma
ITALY

Tel: +39 06 699 21 659

Fax: +39 06 699 22 173

e-mail: cdonadio@studiaresviluppo.it

A copy of the reports referred to in Article 4.1 must be sent to

Ms Tetyana KOVTUN
Director
Programme Administration Office (PAO)
Main Department of the Civil Service of Ukraine
15, Prorizna Str., Kiyv, 01031 Ukraine
Tel: +38 (044) 278 51 91
Fax: +38 (044) 278 36 22
e-mail: pao@center.gov.ua

Article 6 - Annexes

6.1 The following documents are annexed to these Special Conditions and form an integral part of the contract:

- Annex A1: Description of the Action (including Work Plan)
- Annex A2: General Conditions applicable to European Community-financed grant contracts for external Actions
- Annex A3: Budget for the Action (including co-financing part by the Final Recipient of the Action)
- Annex A4: Contract-award procedures
- Annex A5: Standard request for payment and financial identification form
- Annex A6: Expenditure verification report
- Annex A7: Special Financial Annex
- Annex A8: Mandates (if Member States have formed a consortium)
- Annex A9: Curriculum Vitae of NERC and MS Team Personnel

6.2 In the event of conflict between the provisions of the Annexes and those of the Special Conditions, the provisions of the Special Conditions shall take precedence.

Article 7 - Other specific conditions applying to the Action

7.1 The General Conditions are supplemented by the following:

7.1.1 The Member State Partner is referred to as the Beneficiary within the annexes A2 to A7 to this twinning contract. The word "NGOs" in article 1.3 is replaced by "MSP or designated Mandated Bodies".

7.1.2. The Action is co-financed as per annex A3 by the Final Recipient of the Action.

7.1.3 In article 7.1 of annex A2, 'Beneficiary' is replaced by 'the Final Recipient of the Action'.

7.2 The following derogations from the General Conditions shall apply:

7.2.1 By derogation from article 1.4 of the General Conditions (Annex A2) the Commission shall not endorse the Twinning Contracts relating to Twinning projects implemented in those beneficiary countries operating under the Extended Decentralised Implementation System.

7.2.2 The last sentence of article 2.3 of the General Conditions (Extension of the deadline for submission of the final report) shall not apply.

7.2.3 The provisions of Article 7.1 and 7.2 of the General Conditions (annex A2) are supplemented by the following: all rights to any work done by RTAs in

the performance of their duties become the property of the BC in question. The MSP and the Commission will be permitted to use the results of the work elsewhere by permission of the BC. Permission may only be refused where the proposed use is liable to prejudice the interests of the BC or the European Union, or where it is for commercial purposes.

- 7.2.4 By derogation from article 9.2 of the General conditions, changes to the Twinning work plan and budget shall be governed by the procedure spelled out in Special financial annex A7.
- 7.2.5 By derogation from Article 12.1 of the General conditions, either party (BC or MS) may terminate the Twinning Contract at any time by giving three months notice in writing to the other party, after having informed the Commission and the administrative office thereof. Failure of a party to fulfil any of its obligations under the Twinning Contract entitles the other party to terminate the Twinning Contract stating the grounds. If such a failure occurs, or for any other duly substantiated external reason, the Contracting Authority after agreement with the Commission (where the Commission is not the Contracting Authority) may also halt funding of the project by giving three months' notice in writing to the BC and MSP.
- 7.2.6 By derogation from Articles 13.3 and 13.4 of the General Conditions (Annex A2), the following procedure for settlement of disputes shall apply:
- The Parties shall endeavour to settle amicably any dispute or complaint relating to the interpretation, application or fulfilment of this Twinning Contract, including its existence, validity or termination. In default of amicable settlement, any Party may refer the matter to arbitration in accordance with the Permanent Court of Arbitration Optional Rules for Arbitration Involving International Organisations and States in force at the date of this Agreement.
- The language to be used in the arbitral proceedings shall be English, French or German. The appointing authority shall be the President of the Court of Justice of the European Communities following a written request submitted by either Party. The Arbitrator's decision shall be binding on all Parties and there shall be no appeal.
- 7.2.7 Eligible costs incurred by the MSP for this Twinning contract are defined in Annex A7. As such, if discrepancies appear between Article 14.2 of the General Conditions and Annex VII, the latter shall prevail.
- 7.2.8 Articles 14.4 and 14.5 of the General Conditions shall not apply.
- 7.2.9 The expenditure verification report of Article 15.6 is only required for the final payment. The auditor will be designated in accordance with the regulation prevailing for the MSP. The auditor will be duly notified to the Contracting Authority before the end of the contract.

7.2.10 A Privacy statement is publicly available on the twinning website at the following address:
http://ec.europa.eu/enlargement/twinning/index_en.htm. The information contained therein applies to this Twinning contract.

Done at Kyiv in four originals in English, one for each of the signatories of the contract, for the Final Recipient of the Action and the European Commission HQ.

For the Member State Partner

Mr Carlo CREA

Secretary General

Italian Regulatory Authority for Electricity and Gas

Signature,

Date,

For the Contracting Authority

Mr Jose Manuel PINTO TEIXEIRA

Head of Delegation

Delegation of the European Commission to Ukraine

Signature,

Date,

ANNEXES

- ANNEX A1:** Description of the action
- ANNEX A2:** General Conditions applicable to European Community-financed grant contracts for external actions
- ANNEX A3:** Budget template: Breakdown of costs
- ANNEX A4:** Contract Award Procedures
- ANNEX A5:** Request for payment for Twinning Contract European Community external actions
- ANNEX A6:** Model Expenditure Verification Report
- ANNEX A7:** Special Financial Annex
- ANNEX A8:** Mandate
- ANNEX A9:** Curriculum Vitae

ANNEX A1
DESCRIPTION OF THE ACTION



TWINNING WORKPLAN

The Beneficiary Institution of Ukraine (hereinafter referred to as the Beneficiary Institution) represented by the National Electricity Regulatory Commission in the person of Victor Merkushov

on the one part, and

The Administration of Italy (hereinafter referred to as the “Member State” or Italy), represented by the Italian Regulatory Authority for Electricity and Gas, in the person of Carlo Crea, Secretary General, acting also on behalf of the Consortium partners: the Romanian Energy Regulatory Authority (ANRE), the Regulatory Authority for Energy of the Hellenic Republic (RAE) and the Hungarian Energy Office (HEO) and Studiare Sviluppo Srl (Italy)

on the other part,

HAVE AGREED THE FOLLOWING WORK PLAN WHICH THEY UNDERTAKE TO IMPLEMENT JOINTLY:

TABLE OF CONTENTS

ARTICLE 1 BACKGROUND

- 1.1 Beneficiary Country Policy Developments in the Sector
- 1.2 Beneficiary institutions and other parties involved
- 1.3 Parallel or related projects in the field

ARTICLE 2 ACQUIS COMMUNAUTAIRE – PROJECT FICHE FIELD OF CO-OPERATION WITH THE EU

ARTICLE 3 MANDATORY RESULTS

ARTICLE 4 PROJECT COMPONENTS AND ACTIVITIES

- Component 1 Project Support and Language Training
- Component 2 Review and Harmonisation with EU Natural Gas Legislation
- Component 3 Fundamentals of Multi-Year Incentive Regulation and Benchmarking of Gas Distribution Businesses
- Component 4 Multi-Year Incentive Regulation and Benchmarking of Gas Distribution Businesses
- Component 5 Development of a Quality of Service/Supply Regulation for the Gas Distribution Businesses
- Component 6 Tariffs and Social Protection Transition Schemes Assessment
- Component 7 Selected Support in the Unbundling Process

ARTICLE 5 SCHEDULE OF ACTIVITIES

ARTICLE 6 RESOURCES

- 6.1 Human Resources
- 6.2 Material Resources
- 6.3 Indicative Budget

ARTICLE 7 MANAGEMENT AND MONITORING

- 7.1 Language
- 7.2 Project Steering Committee
- 7.3 Reporting

LIST OF ABBREVIATIONS

AEEG	ITALIAN REGULATORY AUTHORITY FOR ELECTRICITY AND GAS
ANRE	ROMANIAN ENERGY REGULATORY AUTHORITY
BC	BENEFICIARY COUNTRY
BCM	BILLION CUBIC METRES
BCPL	BENEFICIARY COUNTRY PROJECT LEADER
CAPM	CAPITAL ASSET PRICING MODEL
CEER	COUNCIL OF EUROPEAN ENERGY REGULATORS
CEO	CENTRAL EXECUTIVE OFFICER
CV	CURRICULUM VITAE
EC	EUROPEAN COMMISSION
ECSEE	ENERGY COMMUNITY OF SOUTH EASTERN EUROPE
ECT	ENERGY COMMUNITY TREATY
ENP	EUROPEAN NEIGHBOURHOOD POLICY
ERGEG	EUROPEAN REGULATORS' GROUP FOR ELECTRICITY AND GAS
EU	EUROPEAN UNION
GLAWG	GAS LEGAL APPROXIMATION WORKING GROUP
GRWG	GAS REGULATORY WORKING GROUP
HEO	HUNGARIAN ENERGY OFFICE
IEM	INTERNAL ENERGY MARKET
IQR	INTERIM QUARTERLY REPORT
ITO	IMPLEMENTATION OF TWINNING OPERATIONS IN UKRAINE
MS	MEMBER STATE
MSPL	MEMBER STATE PROJECT LEADER
NERC	NATIONAL ELECTRICITY REGULATORY COMMISSION OF UKRAINE
PAO	TWINNING PROGRAMME ADMINISTRATION OFFICE IN UKRAINE
PSC	PROJECT STEERING COMMITTEE
QPR	QUARTERLY PROGRESS REPORT
RAB	REGULATORY ASSET BASE
RAE	REGULATORY AUTHORITY FOR ENERGY OF THE HELLENIC REPUBLIC
RTA	RESIDENT TWINNING ADVISOR
STE	SHORT TERM EXPERT
STSV	STUDIARE SVILUPPO
TACIS	TECHNICAL ASSISTANCE TO THE COMMONWEALTH OF INDEPENDENT STATES
TSO	TRANSMISSION SYSTEM OPERATOR
WACC	WEIGHTED AVERAGE COST OF CAPITAL
WG	WORKING GROUP

ARTICLE 1

BACKGROUND

1.1 BC policy developments in the sector

Current organisation and functioning of the gas sector in Ukraine

Structure of the Gas sector

The most notable feature of the current structure of the gas sector is the dominance of a vertically integrated company (Naftogaz) which, through its subsidiaries and associate companies, is in control of most of the activities along the gas chain, ranging from exploration and production all the way through to supplies to the end customer. Naftogaz was reorganised as a joint stock company in 1998 whose shares are entirely owned by the State. The structure of the holding company is highly complex, involving both oil and gas operations. A number of affiliates handle the business, but overall operational, financial and asset management functions are largely vested in the holding company. Almost all of these companies are 100 % owned by Naftogaz.

Demand

Natural gas is the principal source of energy supplies in Ukraine, currently accounting for about 48 % of total primary energy supplies. The absolute level of consumption declined significantly after independence, from 97 BCM in 1993 to a minimum of 75 BCM in 2001, before beginning to increase again to 82 BCM in 2005 and beyond. Gas consumption has historically been concentrated in electricity generation and district heating (48 % in 2005). However, the share of gas consumed in final uses has increased significantly over the last 15 years (from 41 % in 1993 to 52 % in 2005). Most of the increase has been in the household sector (from 15 BCM in 1993 to 22 BCM in 2005) while consumption in industry has varied little around an average of 23 BCM over this period.

Domestic production

In 1975 Ukrainian gas production reached a maximum of 69 BCM, since then it has been steadily declining to 40 BCM already in 1985 and to below 20 BCM in the 1990s and beyond, and currently hovers around 19 BCM. Over 90% of the gas comes from the Dnieper-Donets basin in Eastern Ukraine and Ukrgasvydobuvannya is by far the largest producer (with 75% of domestic production). The main producing companies are Ukrgasvydobuvannya, Ukrnafta and, in Crimea, ChornomorNaftogas. All three companies are under 100 % Naftogaz ownership. The companies produced around 96% of domestic production with a small number of independent producers making up the rest.

Imports

Ukraine is the fourth largest importer of gas (excluding transit purposes) in the world. It has always relied heavily on imported gas to make up the difference between demand and domestic supplies. Due to reduced demand, imports as a fraction of total

consumption declined significantly from the maximum of over 80 % reached in the early 1990s but still account for about 70 % of total demand. Since January 2006 imports of gas have been underpinned by an arrangements agreed between Ukraine and Russia, the main supplier of gas, together with Turkmenistan, whereby gas was bought by RosUkrEnergO and sold by UkrGasEnergO to customers in Ukraine¹. A memorandum of understanding between Ukraine and Russia signed on October 2008 provided for a transition to direct relations between Gazprom and Naftogaz Ukrainy.

Storage

Ukraine has the largest storage facilities on the European continent. Around 34 BCM of gas can be stored in 13 underground storage facilities across four separate locations. The transportation company, UkrTransGas operates 12 facilities and ChornomorNaftogas operates one facility in Crimea. The storage facilities located in western Ukraine are used to service exports and UkrTransGas has previously tried to sell storage capacity to customers in France, Poland and Germany but without success. Tariffs for storage are now set at \$6.60/thousand cm comprising \$3.6 for storage, \$1.5 for injection and withdrawal. The main user of the Storage facilities is current Naftogaz, including Gazprom's transit.

Transmission

The two transmission companies are UkrTransgas and ChornomorNaftagas which operates only in Crimea. The transmission system comprises 37,600 km of pipelines and 72 compressor stations. The throughput capacity of gas pipelines is currently 290 BCM and 170 BCM at exit points including export terminals. The companies only operate the transmission pipelines as under law the pipelines are owned by the State and cannot be privatised. UkrTransgaz manages the overall operational dispatch of gas passing through Ukraine. The company employs around 28,000 staff. The transmission system is connected to Russia, Moldova, Belarus, Romania, Hungary, Slovakia and Poland as well as to the EU gas pipeline networks through these countries.

Transit

The transit of gas through the "Drujba" and other pipelines to Western Europe comprises pipelines running in parallel and multiple compressor stations making the system stable and reliable. However, the gas pipeline network is in poor condition with 66 % of pipelines between 10 and 30 years old and some 21% of pipelines over 30 years old. Gas enters from 12 entry points along Russian border and Belarus and exits through 10 exit points. In 2006, around 114 BCM were transported through the transit pipelines to Western Europe. Prior to 2005, a ten year contract from 2003 to 2013 between Naftogaz and Gazprom included a transit fee paid partly with gas for use in Ukraine (23-25 BCM) and partly in cash (about 10 % of the total). However, the fee in cash was never received by Naftogaz as it was considered to form part of the settlement of accumulated debt. Currently, the revised contract for the period 2005 – 2009 foresees a transit fee in cash of \$1.70 per thousand cm per 100 km distance, due to increase substantially in 2010.

¹ RosUkrEnergO is jointly owned by Gazprom and Ukrainian businessmen while UkrGasEnergO is jointly owned by RosUkrEnergO and Naftogaz.

Distribution

The distribution of gas is undertaken mainly by regional gas companies (Oblgaz). As for transmission pipelines, ownership of the pipelines lies with the State, although newly constructed pipelines can be privately owned. The Oblgaz operate local gas despatching and sales. There are currently 52 companies licensed to distribute gas (and oil). In 1998, Ukraine privatised most of its local gas distribution. Currently, ownership of the Oblgaz is about equally divided between the municipalities and private concerns. Naftogaz holds over 50% of shares in 19 Oblgaz and between 10-50% in 6 Oblgaz. Gas distribution networks amount to more than 300,000 km of pipelines and about 76% of towns and 32% of villages have access to natural gas supply.

Supply

Gas is supplied by both regulated and unregulated means with prices determined according to source of gas as well as final customer. Natural gas for households, budget institutions and organizations, district heating companies is supplied by the Oblgaz under licence from the NERC at regulated tariffs and prices. There are currently 52 licensees for regulated gas supplies.

Over 380 licenses have been issued by the NERC to trading and supply companies operating as unregulated suppliers to industrial customers. The largest of these, UkrغازEnergo, began supplying gas to the most lucrative industrial customers in early 2006 with imported gas, taking them away from the Naftogaz subsidiary, Gas of Ukraine. In January 2008, the NERC restricted the volume of gas supplied by UkrغازEnergo to 5,0 BCM per year in order to favour the supply of gas by independent suppliers. Nevertheless, Gas of Ukraine remains with the regulated and most unprofitable customers so that it is unable to recover its losses through sales to industry.

Prices and tariffs

The price of imported gas has in the past been substantially lower than EU market prices: US \$ 179,5/thousand cm at the border in 2008, compared with values in the order of US \$ 450 in the EU. In the new contract between Gazprom and Naftogas the price for 2009 has been set at US \$360/thousand cm, at a roughly 20 % discount to EU prices. The agreement foresees that full market prices will be paid beginning in 2010. The bulk of imported gas has been traditionally been sold to industrial companies able to pay these higher prices. Transmission and distribution tariffs, storage tariffs as well as those for supply to franchised customers are regulated by the NERC based on cost plus criteria. The final regulated price of gas charged to franchised customers is heavily subsidised. The Ministry of Fuel and Energy has estimated that, at the current artificially low regulated prices, Naftogas is providing implicit subsidies of some US \$ 1 billion per year. Its financial conditions are expected to deteriorate further with the loss of the more profitable industrial customers to Ukrغازenergo.

Status of Gas sector legislation

Existing legislation setting out the policies of the Gas sector include the Law on Oil and Gas (July 2001); the Law on Pipeline Transport (May 1996); the Law on Licensing Certain Types of Economic Activities (2000), the Law on Natural Monopolies (2000) and the Law on Protecting Economic Competition (2001). In early 2006, the Ministry of Fuel and Energy drafted a law on the natural gas market which focused on a path for the sector to become more competitive and to begin the process of approximating Ukrainian legislation with the EU Gas Directive 2003/55/EC.

More recently the Ukrainian Authorities have made major commitments to gas sector reform. Under the terms of the Joint Declaration made in Brussels on 23rd March 2009², the Ukrainian Prime Minister committed to "develop a Gas Sector Reform Programme by the end of 2009 at the latest, for the implementation of the gas sector reforms in 2010-2011 with deadlines that should match the commitments that will be entered into in the context of [...] Ukraine's accession to the Energy Community Treaty".

Gas sector regulation

The NERC receives its powers to regulate and monitor from the Presidential decrees, the Law on Natural Monopoly and other acts of legislation. It is a quasi-independent body which issues its own decisions. Pursuant to NERC Regulations approved by NERC Resolution no. 1662 of November 29.2007, decisions of the Commission are taken at open, closed and working meetings depending on the type of Resolution or Ordinance. However, the NERC is currently financed from the State budget and its powers are to some extent limited, with the Government having the final say over many aspects of regulation, particularly in the Gas sector. Over the last five years laws have been drafted to give the NERC more powers but they have all remained in draft form.

Organisationally, the NERC comprises a decision-making Commission of five members appointed by the Cabinet of Ministers (with six year periods of tenure, renewable only once). The Commission is supported by a working body of 412 technical and professional staff located in the central and 25 regional representative offices.

The NERC's regulatory responsibilities were widened to include regulation of the gas sector and oil products in 1997. More recently, the Budget law of January 2008 empowered the NERC to define final consumer prices in the domestic and public sectors. In the Summer of 2008 the NERC reorganised and strengthened its gas department to effectively deal with its responsibilities in this sector.

The main powers and duties of the NERC in relation to the gas sector regard:

- issue of licences for natural gas transportation via trunk pipelines, distribution, storage, supply at both regulated and non-regulated tariffs;
- monitoring compliance of the licence conditions of the Gas Companies;
- regulation of the tariffs for the gas trunk and distribution businesses;

² Joint EU-Ukraine International Investment Conference on the Modernisation of Ukraine's Gas Transit System.

- regulation of the storage tariffs for gas;
- gas pricing for domestic and public sectors.

NERC operates the transmission and distribution of gas under cost-plus or rate of return regulation using detailed line-by-line analysis. It does not set the transit price of gas which is subject to Intergovernmental Agreements and negotiations between Gazprom and other relevant parties.

Privatisation

Legislation on State property sets out a list of facilities that are not subject to privatisation. These include trunk transmission and distribution oil and gas pipelines, serving the needs of the state as a whole, and underground oil and gas storage facilities. Most of the Oblgaz companies holding distribution and supply licences for a regulated tariff are to a greater or lesser extent under private ownership, following their privatisation in 1998. Currently, there are no formal plans to privatise other state-owned businesses in the Gas Sector.

Reform programme

Reforms in the gas sector are urgently needed to address the widening gap between demand and available supplies. These stretch all the way from upstream oil and gas development to final consumption and include:

- streamlining the licensing and permitting process for oil and gas exploration and production;
- improving taxation and revenue sharing terms and conditions in oil and gas production;
- avoiding abuses of monopoly positions by clarifying and simplifying the rules for third party access to gas infrastructures;
- charging cost reflective prices and eliminating cross subsidies and subsidies in general;
- developing a clear strategy for moving towards market prices by enhancing competition;
- providing incentives for cost reductions and investments in infrastructure renewal and expansion.

The *Energy Strategy to 2030*, approved by the Cabinet of Ministers in March 2006, aims at doubling domestic gas production to 40 BCM while reducing demand by one third to less than 50 BCM. Without these and other reforms Ukraine can hardly be expected to reach these goals.

Issues addressed by the Project

In 2003 the second EU Gas Directive 2003/55/EC laid out the milestones to promote greater competition, innovation and ultimately more cost-reflective prices in the gas sector. The provisions comprise third party access to transmission and distribution

networks, legal and functional unbundling of transmission and distribution activities from supply and other commercial activities subject to competition on the market, the establishment of gas storage as a separately defined activity with negotiated or regulated third party access (later complemented by EU Regulation no 1775/2005), an accelerated timetable for complete market opening (the capacity of customers to choose their supplier) for all non household customers by July 2004 and for all customers (including households) by July 2007. It also strengthened the powers and duties of Regulatory Commissions to monitor competition in the gas market.

To accelerate the transition to competitive gas markets ERGEG, supported by the CEER, has sought over the last few years to promote cooperation between EU Regulators in order to speed up the unbundling of TSOs, create greater transparency in information handling and develop a framework to ensure fair and non-discriminatory access to network capacity as well as gas blending services. To this end it has and set up four Regional initiatives with the principal scope of accelerating the development of competition at a practical level through the promotion of liquid trading at and between gas hubs across the EU Member States.

Measured against this backdrop, Ukraine's gas sector has still a long way to go in practically all aspects of regulation: unbundling of the transport and distribution monopolies; access to the networks and to the storage facilities; market opening; efficient cost reflective tariffs and tariff structure; quality of supply. The main challenges to making headway in these fields are the resistance to change on the part of the entrenched gas sector companies and the low prices and tariffs paid by the household sector which are far from reflecting the real costs.

In this context, the Twinning Project aims at facilitate the NERC's contribution to the definition of the Gas Sector Reform Programme due by end of 2009, to the preparation of the revised gas sector law and in particular of the implementing measures falling under the competence of the Regulator.

1.2 Beneficiary institution

The Beneficiary Institution of the Twinning Project and final recipient of the action is the National Electricity Regulatory Commission, also responsible for the implementation of this project. The contact person is:

Mrs Svitlana Kozyrenko

Senior Specialist

Department of Strategic Planning and Energy Markets Development

National Electricity Regulatory Commission of Ukraine

Address: 19, Smolenska St.,

Kyiv, 03680

Ukraine

Tel: +380 44 454 70 16

Fax: +380 44 454 70 72

e-mail: kozyrenko@nerc.gov.ua

1.3 Parallel or related projects in the field

Ukraine has received technical assistance in energy sector regulation since the mid 1990s, mostly from multilateral donors EU TACIS and the World Bank but also from bilateral agreements with the United States (USAID), Canada and Japan. Most of this has been in electricity market restructuring and regulation. Only two projects, both financed under TACIS, dealt in any way with gas sector reform.

In 2002 the project **Europeaid 119460 /C/SV/UA** provided support over a 16 month period **to the Reform of Ukraine Gas Transit Network Operations - Phase III** (TACIS Regional Action Programme). This project involves a technical, financial and legal due diligence or review of the operation of the gas transit network. The Consultants were SWEDCO, Fichtner and Gaffney Cline among others.

In Jan 2003 - March 2005 the project **Europeaid 113551/C/SV/UA/9EU** provided **Support to the Strengthening of Energy Market Reform and Assessment of the Energy Sector Sustainability**. Consultants BCEOM (France), Franklin (France), Ademe (France), Exergia (Greece) advised both the MFE and NERC. The project focused the TA on NERC's use of tariff methodologies for transmission tariffs and cost allocation between distribution and supply, a best practice EU grid code, drafting amendments to law on Natural Monopoly, Regulation and a proposal for a Gas Law, improvements to NERC's website and a varied training programme (which included Study Tour to French Regulator). However, at NERC's request, work on the gas sector was wound down in 2004.

ARTICLE 2

ACQUIS COMMUNAUTAIRE – PROJECT FICHE FIELD OF CO-OPERATION WITH THE EU

The Partnership and Cooperation Agreement between the European Communities and their Member States and Ukraine (PCA) of 2004 stipulates that “Co-operation shall take place within the principles of the market economy and the European Energy Charter, against the background of progressive integration of the energy markets in Europe”. This co-operation includes among others the following areas:

- formulation of energy policy;
- improvement in management and regulation of the energy sector in line with a market economy;
- the introduction of a range of institutional, legal, fiscal and other conditions necessary to encourage increased energy trade and investment;
- management and technical training in the energy sector.

In 2003, within the context of EU enlargement, the EU adopted a new framework for its relations with its neighbours, including Ukraine, which materialized in 2004 in the European Neighbourhood Policy (ENP). The ENP aims at reinforcing ties with neighbouring and partner countries by fostering the political and economic reform process and promoting closer economic integration, legal and technical approximation and sustainable development.

In order to implement the ENP, an Action Plan was jointly adopted by the EU and Ukraine on the 21st February 2005. In this action plan Ukraine commits to:

- adopt an overall energy policy converging towards EU energy policy objectives;
- gradually converge towards the principles of the EU internal electricity and gas markets;
- make progress on the development of energy networks, the transit of natural gas, energy efficiency and the use of renewable energy sources, among others.

The Action Plan was subsequently followed up with a MOU in December 2005 in which both partners agreed to integrate the electricity and gas markets into the EU IEM through implementation of key elements of the *acquis communautaire* on energy, environment, competition and renewables, a level-playing field in terms of equivalent basic rules with respect to market access, infrastructure and opening, as well as compatible environmental and safety standards which facilitate electricity trade between the EU and Ukraine.

The Action Plan also included provisions regarding diversification of energy resources and security of supply, reform of electricity and gas tariffs and prices, measures to

ensure full payments for energy supplies, protection of vulnerable customers, increasing energy efficiency to abate demand, reduction of network losses, environmental safety and operational reliability.

It was also agreed that best endeavours would be made to achieve by the end of 2006:

- an Energy Regulatory Authority independent of the interests of the electricity and gas industry, having, as a minimum, the responsibilities referred to in the Electricity and Gas Directives;
- Electricity and Gas TSOs having the tasks referred to, and fulfilling the criteria contained in the relevant articles of the Electricity and Gas Directives with respect to their independence from other activities not related to transmission;
- the establishment of an interconnection between the UCTE system and the Ukrainian electricity grid system.

These actions were designed to bring the Ukrainian electricity and gas sectors closer towards a model compatible with the standard Regional Energy Market (REM) approach followed in the Athens Forum and the Energy Community of South Eastern Europe (ECSEE), which in turn complies with the market framework prevailing in the EU Internal Energy Market (IEM).

The Energy Community Treaty (ECT) entered into force on 1 July 2006. The general objective of the ECT is to create a stable regulatory and market framework in order to:

- Create an integrated energy market allowing for cross-border energy trade and linked to the EU market ;
- Enhance the security of supply;
- Attract investment in power generation and networks in order to ensure stable and continuous electricity supply;
- Improve the environmental situation in relation with energy supply.

In order to pursue these objectives, the main instrument of the ECT is the implementation of key parts of the EU *acquis communautaire*. Contracting parties have the obligation to implement these instruments within specific timeframes

Ukraine became an Observer to the ECT in November 2006, as a first step in applying for full membership. This process has evolved rapidly and first negotiation rounds were held in Vienna on 25 and 26 November 2008 concerning the accession of Ukraine (and the Republic of Moldova) to the ECT. Both countries demonstrated their strong willingness to join the Energy Community, to prepare for the implementation of the related EU legislation and to pursue the necessary reforms of their energy markets.

In compliance with its commitments within the ECT, Ukraine would be expected to adhere to the *Acquis communautaire* on Natural gas and Competition law.

With regard to Natural gas, the Contracting Parties must commit to transpose Directive 2003/55/EC into national legislation within one year of signing the ECT and to

complete the liberalisation process in the gas sector by January 2015³. The ECT in the gas sector also places an obligation on the Contracting Parties to implement Directive 2004/67/EC and Regulation 1775/2005 by 31 December 2009. These three legal instruments are briefly summarised in the following:

Directive 2003/55/EC concerning common rules for the internal market in natural gas, aims at creating a fully operational, liberalised and competitive EC wide internal gas market. Key provisions of this Directive are that from July 2007 all customers must be able to freely choose their suppliers, that distribution and transmission systems must be operated by legally and organisationally separate entities, and there must be non-discriminatory regulated (through approved published tariffs) third party access to transmission and distribution networks and to LNG facilities. The Directive requires interoperability of transmission and distribution systems, and for procedures to be adopted for access to storage facilities, line pack and ancillary services. Cost-reflective balancing mechanisms must be implemented to achieve liquid gas markets based on transparent market mechanisms. Independent regulatory authorities must be established with responsibility for ensuring effective competition and efficient functioning of the market. The Directive also requires active monitoring of security of supply issues, including level of future demand and supply, additional capacity, quality and level of networks maintenance, and measures to meet peak demand and shortfalls.

Directive 2004/67/EC concerning measures to safeguard security of natural gas supply, aims at ensuring an adequate level of security of gas supply, particularly in the event of a major supply disruption. The Directive defines the roles and responsibilities of the different gas market players, specifies minimum security of supply standards and obliges member states to ensure priority protection for supplies to households. It identifies the instruments that may be used to meet the standards including the development of liquid tradable gas markets, interruptible demand, enhanced cross-border capacities, diversification of supply sources, use of storage facilities and cooperation between system operators of neighbouring countries. Member states are expected to report to the Commission on the chosen security of supply measures and their impact and to improve and/or update national emergency measures.

Regulation no. 1775/2005 on conditions for access to the natural gas transmission networks sets the rules for access to natural gas transmission systems with a view to removing barriers to competition. The Regulation aims at setting transparency requirements for access to networks, at harmonising the principles of tariff determination, balancing rules, imbalance charges and capacity trading and establishing third party access services for capacity allocation and congestion management. Tariffs for access to networks must be cost reflective and transmission system operators must offer access services under equivalent contractual terms and conditions. Maximum system capacity must be made available to the market through transparent capacity allocation mechanisms and market mechanisms must be employed to deal with 'contractual congestion' and unused capacity. Balancing rules must be designed in a manner that reflects genuine system needs, while imbalance charges must be cost-

³ An analogous commitment regards Directive 2003/54/EC concerning the internal market in electricity.

reflective to the extent possible. Transmission system operators must take reasonable steps to allow capacity rights to be freely tradable. Finally, transmission system operators must make public detailed information regarding the services they offer, the relevant conditions, as well as technical information necessary for network users to gain effective network access.

The *Acquis communautaire* in Competition law must be implemented to the extent that trade in network energy between Contracting Parties is affected. The key elements of the *Acquis*, are embedded in the Treaty forming the EC, and are briefly summarised in the following:

Article 81 of the EC Treaty on Cartels prohibits all agreements, decisions and concerted practices which may affect trade between member states and which have as their object or effect the prevention, restriction or distortion of competition (e.g. price fixing, and production controls and limits).

Article 82 of the EC Treaty on Abuses of dominant position prohibits practices such as unfair trading, production limitations and dissimilar conditions for equivalent transactions.

Article 86(1) and (2) of the EC Treaty allows granting Exclusive rights for the delivery of services of 'general economic interest' to specific undertakings, so long as this is performed in compliance with competition rules (i.e. the provision of services is not undertaken in a manner that distorts competition for other non-exclusive services).

Article 87 of the EC Treaty on State aid prohibits member states to grant aid in any form whatever which distorts or threatens to distort competition by favouring certain undertakings or the production of certain goods, with the exception of situations that are otherwise provided for in the Treaty.

ARTICLE 3

MANDATORY RESULTS

The ultimate objective of the Twinning Project is to accompany the NERC in the development and implementation of international best practice in Gas sector regulation, consistent with progress in the EU Internal Energy Market and the *Acquis communautaire*.

More specifically, the basic Mandatory results to be achieved during the lifetime of the Project are as follows:

Mandatory result 1

Current regulations and norms are reviewed and assessed, where necessary amendments/new regulations are identified and developed into proposals aiming at achieving greater harmonisation with *Acquis communautaire* in the EU Internal Energy Market;

Mandatory result 2

The NERC management and staff attain the technical knowledge, adaptive skills and regulatory capabilities in the gas sector to allow implementation of unbundling concepts and monitoring practice throughout the gas sector business, incentive based tariffs, quality of service regulation, and cost reflective tariffs and prices, ensuring protection of weak and vulnerable customers.

Mandatory result 3

The NERC prepares a Draft Annual Monitoring Report in conformity with the provisions of Article 25 of Directive 2003/55/EC following best practice among European regulators.

The Twinning Partners have committed themselves to implementing a coherent set of Activities aiming at ensuring that the Mandatory results of the Project are achieved, are clearly discernible and take effect on the performance of the Beneficiary over the duration of the Twinning Project. To this end, they have agreed on the outputs to be delivered as a result of each Activity and on the need to ensure that they are well embedded in the logic of the intervention and institutional development framework, as outlined in the accompanying Logical Framework matrix.

Although in practice there are multiple interrelations between Mandatory Results and project Components and Activities, the following basic correspondence can be identified: Mandatory Result 1 with Component 2; Mandatory Result 2 with Components 3 to 7; Mandatory Result 3 with Activity 7.4 of Component 7.

LOGICAL FRAMEWORK MATRIX

**Regulatory and Legal Capacity Strengthening of Natural Gas Regulation in the National Electricity Regulatory Commission of Ukraine
UA08/PCA/EY/12 - Total Budget EUR 1,200,000.00**

<i>OVERALL OBJECTIVE</i>	<i>BENCHMARKS</i>	<i>SOURCES OF INFORMATION</i>	<i>ASSUMPTIONS</i>
<p>The establishment of a transparent, efficient and competitive Ukrainian Gas Market that functions in harmony with the <i>Acquis communautaire</i> of the EU Internal Gas Market.</p>	<p>Convergence of Ukrainian gas sector regulation with that of the EU. Competition within gas wholesale and retail supply. Price setting transparency.</p>	<p>Laws, decrees, regulations and other norms in the gas sector. Parliamentary and Government Reports on economic and social development in Ukraine. Official Reports from Ukrainian Authorities and International Organisations. Feedback from citizens. Independent publications on Gas Policy.</p>	<p></p>

PROJECT PURPOSE	BENCHMARKS	SOURCES OF INFORMATION	ASSUMPTIONS
<p>To enhance the knowledge, capabilities and skills of the NERC management and staff to enable them to address regulatory issues in the gas sector and develop primary and secondary legislation in coherence with EU legislation and best practice.</p>	<p>Effective implementation by the NERC of regulatory principles in line with the <i>Acquis communautaire</i> and EU best practice started by the end of the project.</p> <p>The technical capabilities and skills of the NERC in the gas sector regulation is significantly increased with specific reference to:</p> <ol style="list-style-type: none"> 1) incentive regulation of distribution tariffs; 2) quality of service regulation; 3) efficient allocation of costs with social protection of poor and vulnerable customers; 4) monitoring of the gas sector reform process. 	<p>Interim Quarterly Reports. Acts and Minutes of the PSC. Minutes of the Fortnightly meetings Final Report. Publications and reviews by international organisations. Independent publications and reviews.</p>	<p>The political environment allows the NERC to contribute to the reform process in gas sector regulation.</p> <p>Economic conditions in Ukraine do not create obstacles to the implementation of cost effective regulatory principles.</p> <p>Institutional impediments do not hinder the NERC's actions in the accomplishment of its regulatory duties in harmony with EU legislation and <i>Acquis communautaire</i>.</p> <p>Financing of the NERC is adequate to enable it to deliver its regulatory duties effectively. Effective and timely financial administration and strong Project back up on the part of the EC Delegation and PAO.</p>

MANDATORY RESULTS

RESULT NO. 1	BENCHMARKS	SOURCES OF INFORMATION	ASSUMPTIONS
<p>Current regulations and norms are reviewed and assessed, where necessary amendments/new regulations are identified and developed into proposals aiming at achieving greater harmonisation with <i>Acquis communautaire</i> in the EU Internal Energy Market.</p>	<p>Full familiarity of the NERC with the provisions of EU Gas sector legislation and regulation within the first three quarterly periods.</p> <p>Competence of the NERC to monitor the Gas sector reform process vis-à-vis its compatibility with EU legislation and the <i>Energy Acquis Communautaire</i> and to contribute to the preparation of the Gas sector law through observations and proposals throughout the project implementation.</p> <p>Enhanced ability of the NERC to identify implementing measures required to ensure effective application of the Gas sector law and to draft related regulations within its competences by the end of the project.</p>	<p>Mission Reports, Interim Quarterly Reports and Final Report.</p> <p>Minutes of the PSC and fortnightly Project meetings.</p> <p>Compliance tables identifying gaps and inconsistencies between Ukrainian and EU Gas sector legislation.</p> <p>Reports appraising the Gas sector law vis-à-vis its compatibility with EU legislation as it evolves through parliamentary proceedings.</p> <p>Report identifying key implementing measures within the competences of the NERC.</p> <p>Body of norms, laws and decrees in the gas sector issued during the course of the Project.</p> <p>Regulations on implementing measures within the competence of the NERC.</p> <p>Government documents and reports on legal and economic issues in the gas sector.</p> <p>Publications and reviews by international organisations.</p> <p>Reviews by national and international media.</p> <p>Specialised publications and reviews by independent institutions.</p>	<p>There is effective interaction of the NERC with the Task force on Gas sector legislation set up by the Ministry of Fuel and Energy and other related Parliamentary commissions.</p> <p>The Government and Parliamentary commissions effectively embark on gas sector reform as agreed in the Joint Declaration of March 23rd 2009 in the framework of Ukraine's accession to the Energy Community Treaty.</p> <p>The Government and Parliamentary commissions are open to observations and proposals from the NERC in relation to gas sector reform and legislation in line with EU <i>Aquis communautaire</i>.</p> <p>The NERC receives adequate financial support to enable it to carry out its regulatory mandate in the gas sector effectively.</p> <p>Economic conditions of Ukraine do not slow down or hinder gas sector reform towards greater liberalisation and competition.</p>

<i>RESULT NO. 2</i>	<i>BENCHMARKS</i>	<i>SOURCES OF INFORMATION</i>	<i>ASSUMPTIONS</i>
<p>The NERC management and staff attain the technical knowledge, adaptive skills and regulatory capabilities in the gas sector to allow implementation of unbundling concepts and monitoring practice throughout the gas sector business, incentive based tariffs, quality of service regulation, and cost reflective tariffs and prices, ensuring protection of weak and vulnerable customers.</p>	<p>During the project, a minimum of 20 NERC specialists are well trained in the technical aspects of gas sector regulation and are competent in developing:</p> <ul style="list-style-type: none"> - benchmarking techniques for the determination of efficiency parameters adapted to the gas distribution business in Ukraine; - multi-year price cap incentive regulation for tariff determination in the gas distribution sector; - quality of performance monitoring and regulation of gas distribution companies; - customer protection mechanisms coherent with public service obligations in the transition towards cost reflective gas distribution tariffs; - monitoring procedures and protocols for supervising the separation between the natural monopoly parts of the gas business from the potentially competitive parts. 	<p>Mission Reports and Interim Quarterly Reports and Final Report.</p> <p>Minutes of the PSC and the Fortnightly meetings.</p> <p>Evaluation of the GRWG members by the MS Team instructors.</p> <p>Reports of the NERC on Interim staff development with special regard to progress achieved by the gas sector regulatory specialists.</p>	<p>Adequate financial support from the State budget to enable the NERC to carry out its regulatory mandate in the gas sector effectively.</p> <p>Government measures do not discourage NERC Staff motivation and development.</p> <p>Economic conditions of Ukraine do not slow down or hinder gas sector reform towards greater liberalisation and competition.</p> <p>Cooperation of the distribution companies and other stakeholders in the data collection and Consultation processes.</p>

RESULT NO. 3	BENCHMARKS	SOURCES OF INFORMATION	ASSUMPTIONS
<p>The NERC prepares a Draft Annual Monitoring Report in conformity with the provisions of Article 25 of Directive 2003/55/EC following best practice among European regulators.</p>	<p>The NERC specialists are capable to autonomously update the ERGEG database on an ongoing basis and to prepare an annual draft Monitoring report in line with Article 25 of Directive 2003/55/EC.</p> <p>A first such Annual Monitoring Report is being prepared in 2010.</p>	<p>Mission Reports and Interim Quarterly Reports.</p> <p>Minutes of the PSC and the Fortnightly meetings.</p> <p>Database for the Monitoring Report using ERGEG data templates.</p> <p>Draft Monitoring Report for 2009</p>	<p>Collaboration of the gas industry, other market participants, the ministries, other State bodies and other stakeholders in the development of procedures for accessing relevant quantitative data and information and thereafter supplying the data in a timely and reliable way for the preparation of the ERGEG Database and national Report.</p>

COMPONENT 1: PROJECT SUPPORT AND LANGUAGE TRAINING		
Activities : see details in Article 4	Means/Inputs	Assumptions
<ul style="list-style-type: none"> - Activity 1.1: Project Organisation and Management - Activity 1.2: Opening and Closing Workshops - Activity 1.3: Language training 	<ul style="list-style-type: none"> - Short Term Experts (41 days in total, 15 missions) - One year language courses of two levels - Interpretation (2 days in total) - Translation (21 pages) 	

COMPONENT 2: REVIEW AND HARMONISATION WITH EU NATURAL GAS LEGISLATION

Activities : see details in Article 4	Means/Inputs	Assumptions
<ul style="list-style-type: none"> - Activity 2.1: MS Experience in implementation of EU Gas Legislation and Study Tours - Activity 2.2: Proposals for Harmonisation with EU Gas Sector Legislation - Activity 2.3: Database Library of EU Gas Legislation and Regulations 	<ul style="list-style-type: none"> - Short Term Experts (83 days in total, 30 missions). - Interpretation (10 days in total) - Translation (530 pages). - Study Tours (Greece, Italy). 	<p>Keen participation of key gas sector institutions and regulated industries in the Member States hosting the Study tours to provide the GRWG with a broad understanding of the implementation of the EU legal framework in the gas sector.</p> <p>Constructive interaction of the GLAWG with the Task force on Gas sector legislation set up by the Ministry of Fuel and Energy.</p> <p>Participation of key ministries and other stakeholders in the public discussion organised by the GLAWG.</p>

COMPONENT 3: FUNDAMENTALS OF MULTI-YEAR INCENTIVE REGULATION AND BENCHMARKING OF GAS DISTRIBUTION BUSINESSES		
Activities : see details in Article 4	Means/Inputs	Assumptions
<ul style="list-style-type: none"> - Activity 3.1: Training on Incentive Based Regulation and Benchmarking - Activity 3.2: Practical Applications in Member State Environments 	<ul style="list-style-type: none"> - Short Term Experts (43 days in total, 15 missions). - Translation (25 pages). 	<p>Availability of adequate information on incentive based regulation methods used in selected Member States other than the Partners.</p>

COMPONENT 4: MULTI-YEAR INCENTIVE REGULATION AND BENCHMARKING OF GAS DISTRIBUTION BUSINESSES

Activities : see details in Article 4	Means/Inputs	Assumptions
<ul style="list-style-type: none"> - Activity 4.1: Study Tour on Incentive Regulation and Benchmarking - Activity 4.2: Development of a Methodology for Incentive Regulation with Benchmarking for the Oblgaz - Activity 4.3: Consultation with the Oblgaz and other Principal Stakeholders 	<ul style="list-style-type: none"> - Short Term Experts (58 days in total, 20 missions) - Interpretation (10 days in total) - Translation (25 pages) - Study Tours (Hungary, Romania) 	<p>Keen participation of key gas sector institutions and regulated industries involved in the Member States hosting the Study tours to provide the GRWG with familiarity in the practical application of incentive regulation and benchmarking.</p> <p>Cooperation of the distribution companies and other stakeholders in the data collection and Consultation process.</p> <p>Participation of the Oblgaz and other principal stakeholders in the Consultation process.</p>

COMPONENT 5: DEVELOPMENT OF QUALITY OF SERVICE/SUPPLY REGULATION FOR THE GAS DISTRIBUTION BUSINESSES		
Activities : see details in Article 4	Means/Inputs	Assumptions
<ul style="list-style-type: none"> - Activity 5.1: Training on Quality of Supply Standards and Performance - Activity 5.2: Development of a Monitoring System for Quality of Supply in the Oblgaz - Activity 5.3: Identification of an Agenda for Quality of Service Regulation in the Oblgaz 	<ul style="list-style-type: none"> - Short Term Experts (57 days in total, 20 missions) - Translation (30 pages) 	<p>Cooperation of the distribution companies and other stakeholders in the data collection and Consultation process.</p> <p>Effective participation of the Oblgaz in the representative pilot application on quality of supply registration and monitoring.</p> <p>Availability of adequate data from the Ministries and other State bodies and stakeholders required in the creation and implementation of the Model for the evaluation of the costs of poor gas supply quality and related customer compensations in relation to overall and minimum quality standards.</p> <p>Effective participation of the Oblgaz and other principal stakeholders in meetings organised by the GRWG to obtain feedback on quality of supply monitoring and regulation proposed in the Agenda.</p>

COMPONENT 6: TARIFFS AND SOCIAL PROTECTION TRANSITION SCHEMES ASSESSMENT

Activities : see details in Article 4	Means/Inputs	Assumptions
<ul style="list-style-type: none"> - Activity 6.1: Social Protection Mechanisms in Ukraine and in the EU Member State Gas Sectors - Activity 6.2: Study Tour on Social Protection Schemes in the EU Member States - Activity 6.3 : Development of a Social Protection Cost Model - Activity 6.4: Workshop on Social Protection Transition Scenarios 	<ul style="list-style-type: none"> - Short Term Experts (51 days in total, 18 missions) - Interpretation (15 days in total) - Translation (45 pages) - Study Tour s (Hungary, Romania, Italy) 	<p>Availability of suitable information on the economic efficiency of social protection schemes in the gas distribution sector in Ukraine and EU Member States.</p> <p>Keen participation of key gas sector institutions, other State bodies and stakeholders involved in the Member States hosting the tours to provide the GRWG with familiarity in the practical application of social protection mechanisms aiming at cost reflective prices and tariffs.</p> <p>Availability of economic and social data from the ministries and statistical institutions and technical data from the Oblgaz required in the development of the Model on social protection mechanisms.</p> <p>Effective participation of all major stakeholders (the gas industry, representatives from the Ministries and other State institutions, Consumer associations, etc.) in the Workshop organised by the GRWG to illustrate and discuss the costs and benefits of different transition scenarios for social protection schemes with cost-reflective prices and tariffs.</p>

COMPONENT 7: SELECTED SUPPORT IN UNBUNDLING AND TRANSPARENCY

Activities : see details in Article 4	Means/Inputs	Assumptions
<ul style="list-style-type: none"> - Activity 7.1: Training on Unbundling of Activities in the Gas Sector - Activity 7.2: Regulatory Procedures in Accounting Unbundling in the Gas Distribution Businesses - Activity 7.3: Guidelines for Monitoring Unbundling in the Oblgaz - Activity 7.4: Preparation of a draft National Monitoring Report 	<ul style="list-style-type: none"> - Short Term Experts (86 days in total, 31 missions) - Translation (58 pages) 	<p>Cooperation of the distribution companies and other stakeholders in the data collection and Consultation regarding reporting of accounts and unbundling procedures.</p> <p>Collaboration of the Oblgaz in the representative Pilot application of accounting unbundling.</p> <p>Effective participation in the Workshop organised by the GRWG of the State institutions involved, the gas industries and other stakeholders to explore the powers and role of the NERC vis-à-vis other institutions in the implementation and monitoring of gas industry unbundling in Ukraine.</p> <p>Collaboration of the gas industry, the ministries and other State bodies and stakeholders in supplying the NERC Task Force with the data and other information required in the preparation of the national Reports in a timely and reliable way.</p> <p>Database for Ukraine’s gas sector using the ERGEG data templates.</p>

ARTICLE 4

TASKS AND INPUTS

The present section outlines for each Component of the Project, the nature and challenges of the issues addressed, the objective of the Component, the general approach adopted, the sequence of distinct Activities envisaged and for each Activity:

- title of the Activity;
- the Tasks included in the Activity;
- description of the working method;
- outputs of the Activity;
- contribution of the NERC Working Groups;
- the inputs in terms of number of STE and days on mission by the MS Team;
- other resources.

COMPONENT 1

PROJECT SUPPORT AND LANGUAGE TRAINING

The NERC has the strong capabilities required to implement the Twinning Project. It has been regulating the Ukrainian energy sector for over a decade. Though not fully independent from the Government and other State authorities, it has strong powers, capable specialists and good management. It has a good history of collaboration with energy specialists, economists and lawyers from other countries and international institutions. It is committed to harmonisation with EU style regulation in line with Ukrainian Government policy. It participates in EU wide regulatory forums.

These strengths are however partly offset by a historic focus on US style cost plus regulation based on detailed line by line analysis of costs. Also it lacks full independence in a number of key regulatory functions and is fully dependent on financing from the State budget. The potential for interacting with international expertise is limited by poor English and other EU language capabilities. Weak internal communication and dissemination mechanisms and the prevailing strong internal hierarchical order also risk reducing the benefits of the Project.

The Twinning Project will focus on the opportunities it provides for implementation of regulatory reform in the gas sector to bring it more in line with EU regulatory practices. More realistically, these opportunities are however frustrated by the Government stake in gas sector prospects and the interference from powerful industry organisations to lobby against regulatory decisions.

The principal objective of Component 1 is to strengthen the capability of the NERC Staff to achieve the objectives of the Twinning project together with the MS Team through common awareness of the regulatory issues in Ukraine's gas sector vis-à-vis the EU regulatory framework, a shared understanding of the Project goals and implementation strategy, English language proficiency and efficient coordination of activities, drawing also on the experience developed in the previous Twinning Project in the electricity sector. A key event is the Opening Workshop bringing together many of these aspects.

Estimated Total Input: 41 days on mission

Activity 1.1 Project Organisation and Management

1.1.1 Working method

Neither of the Activities 1.1 and 1.3 of the Twinning Fiche (respectively, Establishment of the Working Groups and Coordination and liaison with the Electricity Twinning Project) need to be undertaken within the Project⁴. In fact, the

⁴ The Activities have been renumbered with respect to original Project Fiche.

NERC Working groups (GLAWG and GRWG) were established prior to signing of the Twinning Contract and inception of activities. Also, coordination and liaison with the Electricity Twinning Project, expressly included as Activity 1.3 of the Twinning Fiche, is unnecessary since the Member State Partner (AEEG) is the same for both Twinning Projects. Nevertheless, reference to the previous experience will be made in the second day of the Opening Workshop, highlighting on specific aspects of Project organisation and management, to ensure that the new members of the NERC Staff and the MS Team benefit as much as possible from the experience developed in the Electricity Twinning Project⁵.

The Project will be managed locally by the RTA and RTA Counterpart who will be jointly responsible for coordinating the activities of the NERC Working Groups with the MS Team. This will be undertaken through fortnightly meetings chaired by the RTA and the RTA Counterpart, focussing on the state of advancement of project activities and involving key Working group members. MS Experts acting as Component coordinators will also take part in these meetings if and when their participation is deemed essential by the RTA and RTA Counterpart for the solution of specific problems. These meetings are useful also because they provide cohesion between participants and motivation on a common purpose. Meetings between the RTA and the RTA Counterpart can take place at any time but formal meetings with Working group members should be held to the extent possible on a regular (as a rule, at least monthly) basis. Minutes of the meetings in English and Ukrainian will be kept and circulated to all members of each relevant Working group within a week of the meeting.

1.1.2 Outputs of the Activity

A well defined and functioning organisation for efficient coordination between the NERC Working Groups and the MS Team. Minutes of the fortnightly meetings.

1.1.3 Resources

STE Input: 16 days on mission
Number of missions: 6
Other: None.

1.1.4 Contribution of the NERC

Organisation of the Working Groups and participation of the WG members in the fortnightly meetings and discussion sessions.

Activity 1.2 Opening and Closing Workshops

1.2.1 Working method

⁵ An important carryover from the previous Twinning Project will be the uniform sequential approach to the development of individual Components. Specifically this always starts with training of the NERC Staff, followed in order by: review of the Ukrainian context, legislation and regulatory norms; development of technical aspects; preparation of proposals; consultation with principal stakeholders; final review.

Opening Workshop

The Opening Workshop will be organised as a two day Workshop consisting of four sessions.

The first two sessions are expected to take up the whole of the first day and will be designed to deal with legal, regulatory and market developments, policy trends and issues in the Ukrainian and, respectively, EU Gas markets. Although the subjects to be presented and discussed will focus on the seven Project Components, the Opening Workshop has the broader objective of providing:

- the MS Team with a preliminary understanding of the structure, functioning and regulation of the Ukrainian gas market;
- the NERC Working Groups with a preliminary understanding of the EU regulatory framework in the gas sector and its application in EU Member States;

with reference to all aspects of the gas chain from production, through, transport and storage, all the way down to supply, wholesale and retail sales, so as to allow a mutually comprehensive exchange of information and sharing of experience on gas sector operation and regulatory reform.

In the third session, on the following day, the MS Team will provide a sufficiently detailed presentation of the Twinning Project Components and Activities so that all Working group Members are fully aware of the objectives of each Component, of their tasks and the contribution expected from the GLAWG and the GRWG. Each of the Project Components and Activities will be illustrated in turn by the MS Coordinators and opened to discussion with the NERC Working Groups.

As already anticipated under Activity 1.1, the fourth and final session is dedicated to the organisation and functioning of the Twinning Project. The session is dedicated to explaining the organisation of the Project and coordination between the NERC and MS Teams, stressing that this is a Twinning Project in which the MS and BC Teams work together on common objectives and not a technical consultancy of the MS Experts to the Beneficiary.

Closing Workshop

The Closing Workshop, concluding the Twinning Project, is planned as a one day event with the principal aim of bringing together all elements of the Project to arrive at an overall evaluation of the results of its implementation, as seen from the independent viewpoints of both MS and BC participants.

Summary presentations will be made by the both the MS and BC participants on each of the Components, highlighting on the background conditions, the original scope of each Component, the problems encountered during implementation, adaptations to the original Work Plan, key results and overall concrete achievements.

The Follow up discussions will also address the legacy of the Twinning Project in terms of institutional capacity building at the NERC in the light of the overall objective of harmonisation with EU legislation and *Acquis communautaire*.

1.2.2 Outputs of the Activity

The main output of the Opening Workshop is common awareness within the NERC Working Groups and the MS Team of the regulatory issues in Ukraine's gas sector vis-à-vis the EU regulatory framework and a shared understanding of the Project goals and implementation strategy.

The main output of the Closing Workshop is a mutual understanding of the achievements of the Twinning Project and an identification of the road ahead.

The tangible outputs are the electronic records of the presentations and the Workshop proceedings prepared by the RTA and RTA Counterpart.

1.2.3 Resources

STE Input:	22 days on mission
Number of missions:	8
Other:	Simultaneous translation services

1.2.4 Contribution of the NERC

Organisation of the Workshops, preparation of the NERC presentations, participation of the NERC Working Groups and other Staff members, participation in preliminary follow up discussions on the Project Components.

Activity 1.3 Language Training

1.3.1 Working method

Improved literacy in basic English of the Working Groups will be achieved through a 12 month language course provided by an accredited language training institute based in Kyiv. The Language Training institute will be certified as meeting the required competencies for training Ukrainian staff in the "full immersion" method. It will provide training aids and audiovisuals and issue a training achievement certificate to all participants at the end of the course. Classes will be held on NERC premises. Two groups will be formed according to the WG members' level and proficiency in English. Training will commence as soon as feasible (possibly within one month) after inception of the Project.

Basic English language training will be complemented by a number of lectures on gas sector terminology provided directly by the MS Team, since language schools do not generally have this experience.

Every effort will be made by the MS Team to increasingly put into practice use of the English language with the WG members as the Course proceeds.

1.3.2 Outputs of the Activity

Capability of GLAWG and GRWG members to undertake straightforward conversations in English with the MS Team.

1.3.3 Resources

STE Input: 3 days on mission
Number of missions: 1
Other: Language training course

1.3.4 Contribution of the NERC

Assiduous participation of the NERC WG members in the language training sessions and availability to converse in English at every opportunity.

COMPONENT 2

REVIEW AND HARMONISATION WITH EU NATURAL GAS LEGISLATION

Existing legislation setting out gas sector policies include the Law on Pipeline Transport (1996), the Law on Licensing of Economic Activities (2000), the Law on Natural Monopolies (2000), the Law on Oil and Gas (2001) and the Law on Protecting Economic Competition (2001). In 2006, the Ministry of Fuel and Energy drafted a law on the natural gas market which focused on achieving greater competition and on the process of approximation of Ukrainian to EU gas sector legislation. The law however remains in draft form.

A preliminary evaluation of the regulatory environment in the Ukrainian natural gas sector indicates considerable divergence from EU legislation and regulatory best practice. The production, transport and supply companies established under Naftogaz are legally and functionally unbundled from one another⁶. However, Naftogaz is a majority shareholder in over half of the 53 Oblgaz companies. Moreover, existing legislation does not provide for market opening of any kind, even in the future. Local supply and distribution are bundled within the Oblgaz. Gas tariffs for transmission, distribution and supply are currently disciplined by cost plus forms of regulation not necessarily aiming at reflecting efficient costs.

The NERC's regulatory responsibilities were widened to include the oil and gas sectors in 1998. However, given these circumstances, its experience in gas sector regulation has been relatively limited. In the absence of a competitive gas market, NERC's main duties focus on the issue of licences, regulation of tariffs for transport, storage, distribution and supply and on the supervision of licensed activities

In light of the above, the challenge and principal objective of Component 2 is therefore to assist the NERC to become fully familiar with the provisions of EU Gas sector legislation and regulation and to strengthen its capability to monitor the Gas sector reform process, currently underway and due to be completed by the end of 2009, and the draft Gas sector law vis-à-vis its compatibility with EU legislation and the *Energy Acquis Communautaire*.

Estimated Total Input: 83 days on mission

Activity 2.1 MS Experience in Implementing EU Gas Legislation and Study Tour

2.1.1 Working method

⁶ This not the case for the smaller transport company, Chernomornaftogas, which is vertically integrated into the holding company.

To provide a solid factual background, Activities in Component 2 will commence with a three day Training Course on EU legislation and gas sector regulation, including a comparative review of implementation in the different Member states. The Study tour can be planned at any time, but will be held preferably after completion of the Training Course, so that the GLAWG have a better grasp of the concepts and problems involved in transposing EU legislation, in preparation for Activity 2.2. Depending on specific needs of the NERC, further one day Seminars will be held by the MS Team after the Study tour, focussing on specific aspects of implementation of EU legislative principles.

Training course on EU Gas sector regulation

This will be designed to provide a preview of EU Gas sector legislation and regulation in preparation for the Study tour. The course will cover all aspects of gas sector regulation from production, through transport and storage, down to wholesale supply and retail sales and will provide a broad comparative examination of implementation in the EU Member States over the last decade. Some emphasis will also be given to the *Acquis Communautaire* in competition law with reference to distortion of competition, abuse of dominant position, government support such as subsidies, etc. More specifically, the Course will focus on:

- the Gas Directive 2003/55/EC;
- EC Explanatory Notes supporting the approximation to the Gas Directive 2003/55/EC;
- Regulation no. 1775/2005 on conditions for access to the Gas Transmission networks;

with specific emphasis on the monitoring role and competences of Energy Regulators as established in article 25 of the Gas Directive.

Also specific Seminars will be provided by the MS Team on implementation of the Directive and Regulations in their home country.

Study tours

The Study tours to Greece and Italy will be undertaken by the GLAWG and will focus on the role and experience of the Regulator in adapting to EU legislation in the respective countries, highlighting on examples of key recent decisions taken by the Regulators. The MS Team will provide the GLAWG with suitable background material in preparation for the Study tour, including principle laws and regulations.

2.1.2 Outputs of the Activity

Adequate understanding by the GLAWG of the role and responsibilities of the Regulator in the legal framework of the EU energy sector. Sufficient familiarity of the GLAWG with EU legislation to manage implementation of the related concepts into Ukrainian law and to execute regulatory powers in compliance with EU standards. MS Team Report on the Study tours.

2.1.3 Resources

STE Input: 13 days on mission

Number of missions: 5
Other: None

2.1.4 Contribution of the NERC

Participation in the Training Course and in the Study tour. Preparation of a brief but comprehensive Report on the findings in the Study tours.

Activity 2.2 Proposals for Harmonisation with EU Gas Sector Legislation
--

2.2.1 Working method

The MS Team will work with the GLAWG to identify legislative changes required to achieve a suitable degree of harmonisation between Ukrainian and EU gas sector regulation as part of the Gas sector reform process. Activities will highlight on the implementing measures falling under the responsibility of the NERC, but will also cover all aspects of gas sector reform in line with EU legislation and regulation.

The Activity is divided into five distinct tasks: screening of existing Ukrainian gas sector legislation; identification of amendments required to harmonise with EU legislation; appraisal of the Gas sector law as it evolves in the parliamentary process; identification of implementing measures under the competence of the NERC; drafting of implementing measures.

Screening of Ukrainian gas sector legislation

The MS Team and the GLAWG will cooperate to develop Compliance tables and a Compliance Report identifying gaps and inconsistencies of Ukrainian gas sector legislation with respect to the principles of the EU Gas Directive 2003/55/EC. The task will be completed by an internal Forum with key representatives of the NERC Departments, to discuss and comment on the findings and to evaluate the scope for eliminating or reducing the gaps within the existing legislative framework.

Identification of amendments to gas sector legislation

Based on the Report on compliance with EU gas sector legislation and on the outcome of the Internal Forum, the MS Team and the GLAWG will identify principal areas of Ukrainian gas sector legislation requiring amendment to bring it more in line with EU legislation. The task will be completed with a public discussion of the proposed legislative changes involving [key](#) stakeholders.

Appraisal of the Gas sector law

The MS Team will assist the GLAWG in monitoring the Gas sector reform process and the draft Gas sector law vis-à-vis its compatibility with EU legislation and in representing its conclusions to the Task force on Gas sector legislation set up by the Ministry of Fuel and Energy.

Identification of implementing measures

The MS Team and the GLAWG will identify the implementing measures that are under the responsibility of the NERC based on its existing regulatory mandate and powers and on its responsibilities within the context of EU regulation.

Drafting of implementing measures

The MS Team and the GLAWG will prepare drafts of key implementing measures to be used as a basis for NERC regulations.

2.2.2 Outputs of the Activity

Compliance tables and a Compliance Report identifying gaps and inconsistencies in existing Ukrainian Gas sector legislation with respect to EU legislation. Appraisals of the evolving Gas sector law with respect to these gaps and inconsistencies. Implementing measures under the NERC's responsibilities. Draft of key implementing measures.

2.2.3 Resources

STE Input:	57 days on mission
Number of missions:	20
Other:	None

2.2.4 Contribution of the NERC

Close cooperation with the MS Team in the preparation of the Compliance tables and in the review of the Compliance Report. Active participation in the preparation of the appraisal reports to the task force established by the Ministry of Fuel and Energy. Organisation of the public discussion with principal stakeholders. Preparation of the Draft implementing measures.

Activity 2.3 Database Library of EU Gas Legislation and Regulations
--

2.3.1 Working method

This activity will be given great emphasis right from the start of the Project in order to expose the GRWG to EU legislation and related documentation in the gas sector as early as possible. This will include EU energy policy documents, primary and secondary legislation, international trading and tariff regimes CEER and ERGEG publications and any other relevant documentation. The MS Team will contribute to the identification of the documents for the Database library and, depending on the needs of the GRWG, will hold a number of Seminars aiming at illustrating and discussing the contents of selected documents, highlighting on the issues related to the existing and prospective situation in Ukraine.

It is expected that 20 to 30 documents will be translated in the course of the Project. If this is undertaken by the resident interpreter/translator then, based on prior experience in the Electricity Project, it will be necessary to hire an assistant with adequately strong translating capabilities, as well as a full time translator/interpreter.

The documents will be loaded temporarily on the Project Internet site and later published on the NERC Internet site and, if available, its Intranet site.

2.3.2 Outputs of the Activity

Ukrainian translation of 20 to 30 documents relevant to EU natural gas legislation and regulation and reports on international gas trading and tariffs. Their availability on the NERC Internet or Intranet site. Seminars on specific aspects of Gas sector legislation and regulation.

2.3.3 Resources

STE Input:	13 days on mission
Number of missions:	5
Other:	External translation services

2.3.4 Contribution of the NERC

Consultation of and familiarity with the translated documentation. Participation in the Seminar sessions on specific aspects EU gas sector legislation and regulation.

COMPONENT 3

FUNDAMENTALS OF MULTI-YEAR INCENTIVE REGULATION AND BENCHMARKING OF GAS DISTRIBUTION BUSINESSES

Incentive regulation is increasingly being adopted by EU Regulators and is supported within the ECSEE and IEM as a means of promoting increases in efficiency at the same time as stimulating investments and encouraging a gradual and socially acceptable path towards removal of cross subsidies.

The costs which firms are allowed to recover are built up from their operating costs and a depreciation allowance, representing the amortisation of their past investment, and a fair return on new investments. While this may all seem straightforward, the application of incentive regulation requires a thorough understanding of the underlying methodological principles and of the practical problems of implementation to specific situations. With incentive regulation, three aspects are particularly sensitive in the determination of allowed revenues: the firm's regulated asset base, its cost of capital, the efficiency factors included in the operating costs to stimulate cost reductions.

The aim and principal objective of the Component is To strengthen the NERC's understanding of the theory and practice of incentive regulation and the application of benchmarking techniques to identify the parameters to apply in incentive regulation of Ukraine's gas distribution sector. To this end it will address all the major aspects of incentive regulation including the definition of the regulatory asset base (RAB) and capital expenditures, the weighted average cost of capital (WACC) and allowed rate of return, the application of benchmarking techniques to determine the operating costs, and the efficiency coefficients (X factors or price caps).

In order to grasp the underlying concepts in a practical way, emphasis will be given to specific examples of practical application of incentive regulation taken from a suitable number of representative EU Member States.

Estimated Total Input: 43 man days

Activity 3.1 Training on Incentive Based Regulation and Benchmarking

3.1.1 Working method

The Training Course will underscore the advantages of incentive based regulation as against traditional cost of service regulation. It will last four full days and provide a broad examination of theoretical aspects of incentive regulation as well as give substance to these through a number of practical examples. In principle, the morning session will be dedicated to theoretical aspects and the afternoon to numerical exercises

on real cases. The MS Team will complete the Activity with the preparation of a Reference Handbook with material covering both the theoretical aspects and the numerical exercises. The course will address the following major aspects of incentive based regulation: the regulatory asset base (RAB) and capital expenditures; the weighted average cost of capital (WACC) and allowed rate of return; benchmarking applications to determine operating costs and efficiency factors; the application of benchmarking techniques to define regulatory parameters.

Regulatory Asset Base

The course will underline the importance that the RAB be aligned with the market value of the assets in order that the resulting tariffs encourage efficient use of gas distribution infrastructure. It will examine and compare the various approaches to determining efficient RAB with specific reference to: the use of replacement costs in relation to the book value, considering depreciation methods and technological progress; the use of historic costs for existing assets to dampen the risks of stranding some of the firm's assets; the use of discounted cash flow valuations and other methods. Emphasis will be given to the applicability of the various approaches to the availability of suitable and reliable data.

Cost of capital

The course will examine and compare the different approaches used to determine the cost of capital, including the Capital Asset Pricing Model (CAPM), the Dividend Growth Model (DGM), the Arbitrage Model (APM) and simple benchmarking to external indicators. The different approaches will be evaluated also in terms of their applicability in Ukraine with particular reference to the availability of data.

Benchmarking techniques

The MS Team will provide training on the use of different benchmarking techniques (including principally DEA, SFA and COLS) to the definition of parameters for incentive regulation in the Oblgaz. The training course will evaluate the use of the different techniques in relation to the availability of data from the Oblgaz and examine the sensitivity of the distribution tariff to assess the feasibility of their practical application.

Operating costs and efficiency factors

The course will centre on the determination of efficient paths for operating costs used in the regulatory formula. Both bottom up and top down approaches, focussing respectively on the cost elements of individual firms and on benchmarking with other comparable firms, will be examined in relation to their applicability and reliability for determining efficient cost paths. Particular emphasis will be given to the determination of the X - efficiency factors (price caps).

3.1.2 Outputs of the Activity

A Reference Handbook of incentive based regulation prepared by the MS Team, with the practical applications developed during the course. Basic understanding on the part of the GRWG members of the concepts behind incentive based regulation.

3.1.3 Resources

STE Input: 26 days on mission
Number of missions: 9
Other: None

3.1.4 Contribution of the NERC

Dedicated participation of the GWRG in the Training Course, including the implementation of numerical exercises.

Activity 3.2 Practical Applications in EU Member State Environments
--

3.2.1 Working method

The emphasis of this Activity will be on in depth research and analysis on the approaches to incentive regulation applied in different Member States. As an essential follow up of the training process, the MS Team will provide guidance and assistance throughout the Activity on research to be undertaken primarily by the GRWG on the approach used in different Member States for determining the RAB, the WACC, incentives applied to the rate of return to promote capital expenditures, efficiency in operating costs. The MS Team will also assist the GRWG in research on the use of both parametric and non-parametric approaches to benchmarking of distribution companies in EU Member States. The Activity will be completed with a joint Report, prepared by the MS Team and the NERC Working Group, providing a comparative analysis of incentive based regulation applied in selected Member States. The MS Team will also provide Seminars with presentations of incentive regulation in their home countries.

3.2.2 Outputs of the Activity

Report containing a comparative analysis of incentive based regulation methods used in selected EU Member States. Electronic records of Seminar presentations.

3.2.3 Resources

STE Input: 17 days on mission
Number of missions: 6
Other: None

3.2.4 Contribution of the NERC

In depth research and analysis of approaches use in selected Member States.
Contribution to the preparation the Report.

COMPONENT 4

MULTI-YEAR INCENTIVE REGULATION AND BENCHMARKING OF GAS DISTRIBUTION BUSINESSES

Currently the NERC sets gas transport, storage and distribution tariffs using cost plus or rate of return regulation, which does not provide incentives for reducing costs and no attempt has been made in practice to adopt incentive regulation. In the absence of effective competition in the supply of gas to end use customers, the only way to stimulate cost reductions is to implement forms of regulation providing incentives to improve operating and investment efficiency.

Incentive style regulation sets allowed tariffs for a number of years ahead (typically 3 to 5 years) based on forecasts of future costs including an allowance for expected efficiency improvements. If the licensee is able to reduce actual costs below the regulated levels then it is allowed to retain the additional profits until the next price review, giving it an incentive to look for cost reductions through improvements in efficiency. Incentive regulation avoids the burdensome review of tariffs once every year, sometimes even several times during the course of a year, and above all provides licensees with a degree of stability and certainty sufficient to promote investments.

Such an approach is already underway in the regulation of the Oblenergo in the electricity sector. However, the gas distribution sector appears to be more challenging because of its stronger vertical integration into the other parts of the gas monopoly and consequent reluctance on the part of the Oblgaz to introduce greater transparency in their tariff mechanisms. Another significant problem is that few distribution companies have suitable economic and accounting data dating back for longer than five years with which to determine the regulated rate of return. For the bulk of the Oblgaz the only way to identify the regulatory parameters required to stimulate cost reductions is through the application of benchmarking techniques.

This Component builds on the capabilities and knowledge developed in Component 3. Its aim and principal objective is to support the NERC in the transition from cost of service regulation of the gas distribution sector towards multi-year price cap incentive regulation and in the use of benchmarking techniques for the determination of the efficiency parameters. To this end it starts with an examination of the method of tariff setting currently in force and the changes required in the application of the allowed revenue precepts of incentive regulation; the required data are identified and gathered from the Oblgaz and applied to define the regulatory parameters; the incentive regulation model is then developed and used to define an Agenda for the introduction of incentive regulation in Ukraine.

The Component also addresses the governing concepts and principal issues in tariff design for the purpose of recovering the allowed revenues from the different customer classes in an efficient and equitable way. These will be examined in greater depth in

relation to the social protection tariff model developed in Component 6 and in the Study tours of both Components 4 and 6.

Estimated Total Input: 58 man days

Activity 4.1 Study Tour on Incentive Regulation and Benchmarking

4.1.1 Working method

While Component 3 focused on the theoretical background, numerical exercises and on a general comparison of the parameters used in incentive regulation in EU Member States, the Study tour will concentrate on the practical application in two countries (Romania and Hungary), highlighting both the methodology, the results obtained and adaptations of the methodology over time. The Study tour is designed to provide the basis for the subsequent application of incentive regulation and benchmarking to Ukraine's Oblgaz and is therefore best designed to precede other work undertaken in Component 4. The MS Team will provide the GRWG with suitable background material in preparation for the Study tour, including principle laws and regulations.

4.1.2 Outputs of the Activity

Comprehensive Study tours designed to provide the GRWG with familiarity in the practical application of incentive regulation and benchmarking. A brief Report prepared by the MS Team outlining the meetings held and subjects addressed in the Study tours.

4.1.3 Resources

STE Input: 0 days on mission
Number of missions: 0
Other: Simultaneous interpretation

4.1.4 Contribution of the NERC

Participation in the Study tours. Preparation of a brief Report on the findings in the Study tours.

Activity 4.2 Development of a Methodology for Incentive Regulation with Benchmarking for the Oblgaz

4.2.1 Working method

This Activity is a natural follow up of the Training Course of Component 3, applying the theoretical concepts, principles and the practical examples developed in this Component to the Ukrainian environment. It consists of five essentially consecutive tasks: description of the review process to be applied in the definition of the allowed revenues; the development of the technical and economic databases required in the implementation of incentive based regulation; the application of benchmarking

techniques for the definition of the regulatory parameters; the construction of the incentive regulation model; the identification of an agenda for the introduction of incentive regulation of Oblgaz activities.

Allowed revenue review process

This Activity will start with an assessment of the current system of tariff and price regulation used by the NERC and proceed with a description of the allowed revenue review process targeted by incentive regulation.

Development of technical and economic Data Bases

The implementation of incentive based tariffs requires availability of consistent accounting data, particularly of unbundled balance sheets and profit and loss accounts. Use of benchmarking methods requires availability of data on technical parameters that drive capital and operating costs. The MS Team will work jointly with the GRWG to explore data availability for the practical application of incentive based regulation and benchmarking in the Oblgaz. They will prepare templates for data collection and analysis and then organise data bases for a suitably large number of Oblgaz.

Application of benchmarking to incentive based regulation

The MS Team will work jointly with the GRWG to evaluate the applicability of different benchmarking techniques (DEA, SFA, COLS, MOLS, TFP, etc.) to derive the parameters to be used in multi-year incentive regulation in the Oblgaz.

Multi-year incentive regulation model and tariff design

The MS Team will work jointly with the GRWG to develop a multi-year incentive regulation model integrating the most appropriate benchmarking techniques and using the concepts developed in component 3. In parallel, steps will be taken to develop alternative options for tariff design for implementation in the Oblgaz, taking into account the industrial, commercial, employment and social impacts of the proposed new tariff system.

Agenda for introducing incentive regulation

The transition from cost of service to incentive regulation is not an overnight process but needs to suitably unfold over time, realistically taking into account all significant economic and social constraints. As a first step in this process the GRWG and the MS Team will work together to identify the critical points in the transition from the current system of tariff and price regulation of Oblgaz activities and to devise suitable solutions for application in the first regulatory period.

4.2.2 Outputs of the Activity

Report prepared by the MS Team on the current approach to Oblgaz tariff and price regulation. Preparation of Data collection templates for all data required in the application of benchmarking techniques and incentive regulation. Organisation of a Data base for the initial application to the first regulatory period. Application of a suitable benchmarking technique to the definition of regulatory parameters. Construction of a Worksheet Model for incentive regulation of the Oblgaz. Definition of

an Agenda for the transition from the current cost of service regulation to incentive regulation, identifying the best timing of the first regulatory period.

4.2.3 Resources

STE Input: 49 days on mission
Number of missions: 17
Other: None

4.2.4 Contribution of the NERC

Assistance to the MS Team in understanding the existing system of tariff and price regulation of Oblgaz activities. Contribution to the definition of data templates and database required for the initial application to the first regulatory period. Joint activities with the MS Team in the application of benchmarking techniques and definition of the regulatory parameters to be used in the first regulatory period. Contribution to the construction of the incentive regulation model. Contribution to the identification of the Agenda.

Activity 4.3 Consultation with the Oblgaz and other Principal Stakeholders

4.3.1 Working method

The GRWG will involve the Oblgaz continually during the course of Activity 4.2: to inform the companies on the new approach to regulation; to obtain feedback on critical issues in its application; above all to define the data necessary to set up the regulatory process and to secure its correct application. It is expected that three key meetings will also be held with principal stakeholders, including consumer associations as well as the Oblgaz. The first of these will be held early on during the course of activities, to obtain useful inputs from all parties concerned, the second when the regulatory procedure and review process is relatively well established, to identify possible perfections, the last at the very end, to expand on the final results.

4.3.2 Outputs of the Activity

Reports on the Consultation with the Oblgaz and other stakeholders to present and obtain feedback on the new regulatory approach, to set up the required data base and to secure its correct application.

4.3.3 Resources

STE Input: 9 days on mission
Number of missions: 3
Other: Simultaneous interpretation

4.3.4 Contribution of the NERC

Organisation and management of the meetings with the Oblgaz and principal Stakeholders. Preparation of Reports on the Consultation meetings.

COMPONENT 5

DEVELOPMENT OF A QUALITY OF SERVICE/SUPPLY REGULATION FOR THE GAS DISTRIBUTION BUSINESSES

The NERC is well aware of the risk that the pursuit of efficiency and cost reductions may be undertaken at the expense of quality of service and has given increasing priority to the issue over the last few years in the electricity sector. Incentive regulation should not be implemented in the absence of a parallel well designed quality of service programme to guarantee protection of consumers from inferior quality, and even hazardous operating conditions, caused by companies aiming at savings in operating costs to meet price cap targets without gains in efficiency.

EU Regulators are increasingly introducing two types of quality regulation standards. These involve the development of specific standards of service which are guaranteed to individual customers and of minimum average overall standards which refer to all customers served by the network. The regulators establish targets for licensees and make an assessment of performance on an annual basis. The actual performance of the licensee targets are compared with the standards and published on websites.

Increasingly, financial awards and penalties, defined in relation to overall standards, are being applied to licensees who respectively improve on these targets or fail to meet them. Compensations are also increasingly applied directly to individual customers who are provided services below specific standards. Integration of quality of service regulation into incentive based distribution tariffs is also being more frequently adopted. All of these advances require availability of a robust data monitoring and reporting programme. Another significant problem to application of quality of service regulation in the gas distribution sector regards the powers of the NERC to set standards and to impose customer compensations for non compliance.

The focus and principal objective of this Component is to support the NERC in the development of a Pilot project for monitoring the quality of performance of gas distribution companies and developing an Agenda for quality of service regulation, including the a methodology for determining customer compensations.

Estimated Total Input: 57 man days

Activity 5.1 Training on Quality of Supply Standards and Performance

5.1.1 Working method

The MS Team will provide the GRWG with basic and in depth training on Quality of service regulation by means of a Basic Course and a number of focussed Seminars. The

Training programme will cover the following topics: concepts of technical and commercial quality in the gas sector; minimum guaranteed standards and overall average licensee standards; safety standards; performance targets; compensation for non compliance; the promotion of quality of service improvements through the application of awards and penalties for licensees; regulatory framework and models adopted by regulators of EU Member states; quality of service indicators; data collection, computation and reporting of quality of service; monitoring systems implemented in the EU.

Each of the four Partner authorities will make a Seminar presentation of Quality of service monitoring and regulation in their country. Over an above this, the MS Team will provide guidance and contacts to the GRWG to undertake research in quality of supply regulation in other countries, with particular focus on the Member States, through Internet and other published sources of information. Use will also be made of the Quality of Service Handbook prepared by the CEER.

5.1.2 Outputs of the Activity

Electronic records of the course and Seminar presentations. Report providing a comparative analysis of quality of service regulation in the gas sectors of EU member states.

5.1.3 Resources

STE Input: 11 days on mission
Number of missions: 4
Other: None

5.1.4 Contribution of the NERC

Participation in the Training programme and in the Seminars. Research on quality of supply regulation in other countries. Contribution to the preparation of the comparative analysis of quality of service regulation in the gas sectors of EU member states.

Activity 5.2 Development of a Monitoring System for Quality of Supply in the Oblgaz
--

5.2.1 Working method

The overall objective of the Activity will be achieved in five basis steps: assessment of quality of supply monitoring and regulation in current day practice in Ukraine; development of procedures for monitoring gas supply quality; pilot application of quality of gas supply monitoring; development of a model for the evaluation of the costs to customers of malfunctions and poor quality in the distribution of gas supplies; development of a methodology for the determination of customer compensations for poor gas supply quality and malfunctions.

Assessment of quality of supply monitoring in the gas distribution sector

The MS Team will work with the GRWG to assess quality of supply and the status of quality of supply monitoring in current day practice in Ukraine, identifying the principal issues in both technical and commercial quality.

Procedures for monitoring quality of gas supplies

Based on this preliminary evaluation, the MS Team and the GRWG will identify the most important indicators of quality of supply requiring to be monitored, prepare templates for their routine registration and establish reporting procedures. This Activity will be completed early on in the Twinning Programme in order that sufficient time will be available for the implementation of pilot applications to the Oblgaz.

Pilot application of quality of gas supply monitoring

The NERC is expected to undertake at least two or three rounds of quality of supply measurements during the course of the first five quarters of Project development so that sufficiently reliable data will be available from a representative number of Oblgaz to draw conclusions on quality of supply standards. The MS Team will assist the NERC in verifying the quality, reliability and comparability of the collected data.

Model for evaluating the costs of poor gas supply quality

Different aspects relating to the economics of poor quality gas supplies will be examined including damages caused by gas supply failures, the costs of additional storage capacity development, consumer willingness to pay for improved service, etc. The MS Team and the GRWG will collaborate to create the model placing emphasis on such quality factors as gas pressure levels and variations, heat content, metering defects, leakages and other gas safety indicators that may be identified as being important in Ukraine. The creation of the model is relatively independent of the Pilot application and can take place in parallel to this, drawing on experience developed in other countries.

Proposals for determining customer compensations

The level of customer compensations will be determined based on the results of the model, taking into account both overall and minimum levels of quality of supply in the gas distribution sector, developed following the Pilot application.

5.2.2 Outputs of the Activity

Report on the status of quality of supply monitoring in current day practice in Ukraine.
Reporting forms for the routine registration of quality of supply indicators.
Identification of overall and minimum quality of supply standards. Model for the evaluation of the costs to customers of poor gas supply quality. Proposals for determining customer compensations in relation to overall and minimum quality standards.

5.2.3 Resources

STE Input:	37 days on mission
Number of missions:	13
Other:	None

5.2.4 Contribution of the NERC

Collaboration in preparation of the Report on quality of supply monitoring in current day practice. Contribution to the preparation of templates for quality of supply registration. Execution of the Pilot application on quality of supply registration in a representative number of Oblgaz. Joint activities aiming at the creation of the Model for the evaluation of the customers costs of poor gas supply quality. Evaluation of customer compensations in relation to overall and minimum quality standards.

Activity 5.3 Identification of an Agenda for Quality of Service Regulation in the Oblgaz

5.3.1 Working method

The GRWG will involve the Oblgaz continually during the course of Activity 5.2: to inform the companies on quality of supply monitoring and regulation; to obtain feedback on critical issues; above all to define the data necessary to set up the regulatory process and to secure its correct application. It is expected that key meetings, in the form of Workshops and Seminars, will also be held with principal stakeholders, including consumer associations as well as the Oblgaz. These will aim at obtaining useful inputs from all parties concerned and at identifying improvements to the regulatory process.

5.3.2 Outputs of the Activity

Meetings with the Oblgaz and other stakeholders to present and obtain feedback on quality of supply monitoring and regulation. Focussed meetings with the Oblgaz to set up the required data base. Reports summarising the results of the Consultation process.

5.3.3 Resources

STE Input:	9 days on mission
Number of missions:	3
Other:	None

5.3.4 Contribution of the NERC

Organisation and management of the meetings with the Oblgaz and principal Stakeholders. Preparation of Reports on the Consultation meetings.

COMPONENT 6

TARIFFS AND SOCIAL PROTECTION TRANSITION SCHEMES ASSESSMENT

Efficient allocation of resources requires that tariffs charged to the different users of the gas distribution network reflect the costs effectively caused by them. Network charges in Ukraine cannot be said to be designed with a view to efficient allocation of resources. They are lower for residential than industrial customers, uniform across the networks of individual distribution companies and applied solely on an average unit charge basis.

Cross-subsidies have historically been common in most EU countries as a means of addressing concerns about the affordability of energy supplies for poorer customers. However, customers charged more than the costs of supply tend to look for cheaper alternatives than gas from the mains, while customers charged less than their costs of supply tend to increase consumption to levels which the network eventually is unable to support. Distribution companies are therefore disinclined to expand their networks if the tariffs paid by new customers do not cover the full costs of connecting them.

Generalised cross-subsidies are increasingly being eliminated within EU Member States in favour of more efficient mechanisms that reflect actual costs of network operation for consumers as a whole at the same time as guaranteeing affordable energy supplies for vulnerable customers. These include basically three approaches: rising block tariffs, where charges are inversely related to level of consumption so that vulnerable customers with lower consumption are subsidised by the bulk of consumers; voucher mechanisms, where the poorer households receive subsidies to cover part of their gas purchase costs; income-related payments, where poorer households receive increased welfare payments, but are free to decide whether to use these to purchase additional gas supplies or for other purposes.

The objective of this Component is to strengthen the NERC's understanding and capabilities in the sphere of public service obligations in relation to the evaluation of customer protection mechanisms, in the light of EU experience in the transition towards cost reflective gas distribution tariffs. The challenge is to identify the most appropriate mechanism for funding the costs of social protection in Ukraine, choosing between subsidies sourced from general tax revenues and from within the industry itself by applying higher tariffs to the bulk of consumers. The Component aims at evaluating the costs of the existing social protection scheme to the Ukrainian economy and to the various customer classes vis-à-vis the costs of alternative social protection schemes and provide recommendations for the efficient transition towards cost-reflective tariffs.

Estimated Total Input: 51 man days

Activity 6.1 Social Protection Mechanisms in Ukraine and in the EU Member State Gas Sectors

6.1.1 Working method

The MS Team will work jointly with the GRWG to research on social protection schemes in the Gas distribution sector and draft a Report elaborating on the schemes currently operating in Ukraine's gas distribution sector in comparison with those used in the gas sectors of different EU Member States. The Report will focus particularly on the efficiency of EU Member State social protection schemes in terms of tariff design to achieve cost reflective prices and removal of cross subsidies in their Gas distribution sectors.

6.1.2 Outputs of the Activity

Report providing a comparative analysis of social protection schemes in the gas distribution sector in Ukraine and in EU Member States.

6.1.3 Resources

STE Input: 19 days on mission
Number of missions: 7
Other: None

6.1.4 Contribution of the NERC

Contribution to researching information on the economic efficiency of social protection schemes in the gas distribution sector in Ukraine and EU Member States and to the preparation of the corresponding Report.

Activity 6.2 Study Tours on Social Protection Schemes in the EU Member States

6.2.1 Working method

The Study tours are best undertaken after the analysis of Social Protection Mechanisms in Ukraine and in the EU Member State Gas sectors and before the development of the worksheet Model on social protection costs. They will focus on a review of gas tariff structures and mechanisms in three EU Member States (Italy, Romania and Hungary) which have successfully implemented cost reflective tariffs and efficient social protection schemes and examine the process of transition from the original conditions, highlighting on its economic costs and benefits. The MS Team will provide the GRWG with suitable background material in preparation for the Study tour, including principle laws and regulations.

6.2.2 Outputs of the Activity

Comprehensive Study tours designed to provide the GRWG with familiarity with social protection schemes aiming at cost reflective prices and tariffs. A brief Report prepared by the MS Team outlining the meetings held and subjects addressed in the Study tours.

6.2.3 Resources

STE Input: 0 days on mission
Number of missions: 0
Other: None

6.2.4 Contribution of the NERC

Participation in the Study tour. Preparation of a brief Report on the findings in the Study tours.

Activity 6.3 Development of a Social Protection Cost Model

6.3.1 Working method

The MS Team will work with the GRWG to develop a Worksheet Model for investigating the general economic implications of different social protection schemes, specifically targeted to the transition towards cost reflective gas distribution prices and tariffs. The model will be so conceived as to allow comparison between funding of social protection mechanisms from levies on all gas customers and through cross subsidisation between different consumer categories, as well as intermediate forms of funding. To the extent possible the model will also investigate funding from general tax revenues. The model will be used to determine the net costs of existing social protection schemes in gas distribution compared to alternative and more cost reflective options and to identify alternative scenarios minimising overall transition costs while protecting poor and vulnerable customers. The Activity will be completed by a Report on the Model and the scenario analyses.

6.3.2 Outputs of the Activity

Worksheet Model for investigating the general economic implications of different social protection schemes. Report on alternative scenarios for the transition to cost reflective social protection schemes for poor and vulnerable customers.

6.3.3 Resources

STE Input: 26 days on mission
Number of missions: 9
Other: None

6.3.4 Contribution of the NERC

Contribution to the development of the model concept and identification of the numerical coefficients used in the Model and to drive the scenarios. Identification of alternative scenarios for the transition to cost reflective social protection schemes and contribution to the preparation of the Report.

Activity 6.4 Workshop on Social Protection Transition Scenarios

6.4.1 Working method

The NERC will hold a one day Workshop with invitations to all major stakeholders (the Gas industry, representatives from the Ministries and other State institutions, Consumer associations, etc.) and to the EC Delegation in which the GRWG and the MS Team discuss the costs and benefits of different transition scenarios for social protection schemes with cost-reflective prices and tariffs. The results of the Workshop will be condensed in a Report to the NERC providing concrete recommendations aiming at improving the cost effectiveness of the existing social protection set-up in the gas sector.

6.4.2 Outputs of the Activity

A Report with concrete recommendations to the NERC on the transition to social protection schemes with cost reflective prices and tariffs.

6.4.3 Resources

STE Input:	6 days on mission
Number of missions:	2
Other:	Simultaneous interpretation

6.4.4 Contribution of the NERC

Organisation of the Workshop. Contribution to the preparation of the Report with recommendations on social protection schemes in the gas distribution sector.

COMPONENT 7

SELECTED SUPPORT IN UNBUNDLING AND TRANSPARENCY

EU Regulators are required to ensure non-discriminatory access to gas networks and to this end they are called to guarantee effective separation of the natural monopoly parts of the business (transmission, storage and distribution) from the potentially competitive parts (supply). Effective separation of these activities allows elimination of cross subsidisation between activities and better identification of the costs to include in the tariffs, leading to greater efficiency and transparency of operations.

Having separate licences and tariffs for different activities is not sufficient to comply with EU Directive 2003/55/CE. In order to comply with the Directive, gas companies would need to have separately audited financial accounts for each business activity as well as separate management and independent decision-making capabilities, preferably in legally separate businesses. Given the high degree of Naftogas ownership, the issue of unbundling in Ukraine's gas sector is not separable from the more general problem of ownership structure and management.

According to Directive 2003/55/EC, Oblgaz are classified as vertically integrated companies, since they perform both the functions of distribution and supply. A form of accounting unbundling is already undertaken by the Oblgaz in relation to tariff updating. However, most of the data collected by the NERC is in the form of consolidated balance sheets with a degree of aggregation which is too great to allow effective separation between the different activities and elimination of cross subsidisation. Major problems regard the separation of gas distribution from supply and the different cost allocation procedures applied by the Oblenergo. The Component develops and implements methods for allocating costs uniformly and reliably between the distribution and supply concerns (and any other undertaken by the companies).

The Component has the threefold objective of supporting the NERC in: developing a uniform procedure for unbundling of accounts between distribution and supply; improving its capacity to effectively monitor the separation between the natural monopoly parts of the gas business and the potentially competitive parts; applying Article 25 of Directive 2003/55/EC regarding the role of the Regulator in monitoring the transparency of operations and market performance with specific reference to unbundling, access to networks and storage, regulatory performance, competition issues, efficient functioning of the market and security of supply.

Estimated Total Input: 86 man days

Activity 7.1 Training on Unbundling of Activities in the Gas Sector

7.1.1 Working method

The MS Team will provide the GRWG with basic training on unbundling concepts as envisaged in the EU Directives, through a Basic Course and a number of Focussed Seminars on the application of unbundling principles in the countries of the MS Team. The course will cover all major unbundling concepts including: the definition of “control” in EU merger regulation; the concept of independence of transmission and distribution from other activities of vertically integrated undertakings; cross subsidisation between transmission, distribution, storage and supply; unbundling requirements in EU Directives 1998/30/EC and 2003/55/EC and exemptions for DSOs; accounting, functional and legal unbundling; management separation and decision making rights in functional unbundling; examples of applications and survey of best practice in EU markets; data requirements and monitoring of unbundling and regulatory reporting.

The concepts will be illustrated with reference to the implementation of the EU Directives in the EU Member States with a more detailed focus on their application in the countries of the MS Team. The importance of effective unbundling will be examined in relation to pipeline access and the successful implementation of network codes.

7.1.2 Outputs of the Activity

Basic understanding and competence on the part of the GRWG members of the concepts behind unbundling and methods of implementation. Seminars on the application of unbundling principles in the countries of the MS Team.

7.1.3 Resources

STE Input: 14 days on mission
Number of missions: 5
Other: None

7.1.4 Contribution of the NERC

Dedicated participation of the GWRG in the Training Course and Seminars.

Activity 7.2 Regulatory Procedures in Accounting Unbundling in the Gas Distribution Business

7.2.1 Working method

The MS Team will work with the GRWG, in cooperation with the Oblgaz, to develop a methodology for the transparent allocation of costs and revenues between distribution and supply and any other activity undertaken by the companies. This includes four basic tasks: analysis of accounting schemes currently used by the Oblgaz; preparation of templates for reporting the unbundled costs and revenues of Oblgaz activities; Pilot application of the templates to a representative number of

Oblgaz; preparation of recommendations on the introduction of procedures for unbundling the revenues and costs of Oblgaz activities.

Analysis of accounting methods in current use

The MS Team assisted by the GRWG will undertake a critical examination of the Oblgaz balance sheets and industrial accounting data with the principle purpose of understanding the suitability of methods of cost and revenue allocation between the different activities undertaken by the companies.

Templates for reporting the unbundled costs and revenues of Oblgaz activities

On this basis the MS Team and GRWG will proceed to develop templates for the collection of accounting data separating the costs and revenues of the different activities and to prepare an Instruction Manual to assist the Oblgaz in compiling the data forms correctly and in a uniform manner.

Pilot application to a representative number of Oblgaz

The forms prepared in the previous task will be issued by the NERC to a representative number of Oblgaz to verify their applicability and adapted where necessary, based also on Consultations with the companies.

Recommendations on unbundling procedures

The recommendations to the NERC Commission on the introduction of accounting unbundling will be prepared jointly by the MS Team and the GRWG taking into account the endowment of the Oblgaz with accounting software.

7.2.2 Outputs of the Activity

Report with a critical examination of accounting techniques and methods of cost and revenue allocation between the different activities. Templates for the separation of cost and revenue data. Pilot application of the templates on a representative sample of Oblgaz. Recommendations to the NERC Commission on the introduction of accounting unbundling.

7.2.3 Resources

STE Input:	24 days on mission
Number of missions:	8
Other:	None

7.2.4 Contribution of the NERC

Assistance to the MS Team in understanding reporting of accounts and unbundling procedures undertaken by the Oblgaz. Contribution to the preparation of data collection templates for accounting unbundling. Implementation of a Pilot application to a selected number of representative Oblgaz. Preparation with the MS Team of recommendations on the introduction of accounting unbundling of costs and revenues.

Activity 7.3 Guidelines for Monitoring Unbundling in the Oblgaz

7.3.1 Working method

The Activity consists of two principal tasks: examination of the powers of the NERC in the unbundling of the Oblgaz activities; recommendations on unbundling of gas sector activities.

Powers of the NERC in the unbundling of Oblgaz activities

The MS Team will work with the GRWG and GLAWG to assess the powers and potential role of the NERC in the implementation of more advanced unbundling options for the Oblgaz with specific emphasis on functional and legal unbundling, giving due consideration to the existing legal framework, ownership regime, fiscal and other aspects. The assessment will explore such technical and economic issues as the allocation of assets between the unbundled companies, the practical implementation and costs of the unbundling process, legal and other aspects. Due regard will also be given to the potential role of the NERC in monitoring compliance of the Oblgaz with legislation and regulations aiming at unbundling the natural monopoly parts of the gas business (transport and distribution) from the potentially competitive parts (storage, wholesale supply and retail sales). Special emphasis will be given to unbundling in relation to the role of the NERC in monitoring access to networks. The task will be completed with a Report analysing the unbundling environment in the Ukraine gas industry and examining the powers and role of the NERC in the implementation and monitoring of unbundling.

Recommendations on unbundling

The Activity will be completed by a one day Workshop with invitations to all major stakeholders (the Gas industry, representatives from the Ministries and other State institutions, Consumer associations, etc.) and to the EC Delegation in which the GLAWG, the GRWG and the MS Team present the legal basis and the practical implementation of the unbundling process in the EU Member States together with their conclusions and recommendations on an unbundling road map for the Ukrainian gas industry. The task will be completed with the preparation of a Report providing recommendations to this effect.

7.3.2 Outputs of the Activity

Report analysing the unbundling environment in the Ukraine gas industry and examining the powers and role of the NERC in the implementation and monitoring of unbundling. Workshop on unbundling prospects and recommendations in the Ukraine gas business. Report providing recommendations on an unbundling road map for the Ukrainian gas industry.

7.3.3 Resources

STE Input:	29 days on mission
Number of missions:	10
Other:	Simultaneous interpretation

7.3.4 Contribution of the NERC

Joint activities with the MS Team to investigate the powers and role of the NERC in gas industry unbundling. Organisation of and active participation in the Workshop on unbundling. Contribution to the preparation of the final Report with recommendations on an unbundling road map for the Ukraine gas sector.

Activity 7.4 Preparation of a Draft National Monitoring Report

7.4.1 Working method

The Activity consists of three principal tasks: guidance on the preparation of the National Report in the light of the provisions of Article 25 of Directive 2003/55/EC; assistance in the organisation of the ERGEG Database; review of the Draft Ukrainian Monitoring Report.

Guidance on the Preparation of the National Reports

The MS Team will provide guidance to the NERC Task force on the objectives of the National Monitoring Report and on its structure and contents based on a detailed examination of the 2009 edition of the Instructions prepared by ERGEG. They will furthermore provide a description of their experience in preparing their respective National Reports in separate Seminars.

Assistance in the organisation of the ERGEG Database

The MS Team will provide counsel to the NERC Task force in the organisation of the ERGEG Database with particular regard to the identification of the indicators required to monitor the status of unbundling between the natural monopoly and potentially competitive parts of the business, access to networks and storage, regulatory performance, competition issues, efficient functioning of the market and security of supply, etc.

Review of the Draft Ukrainian Report

The MS Team will advise the NERC Task force on the preparation of the Ukrainian National Report and will review and comment the successive Drafts of the Report prepared by the NERC.

7.4.2 Outputs of the Activity

A NERC Task force responsible for the preparation of a Ukrainian Monitoring Report. Data base of indicators complying with the requirements of the National Report. Draft of a National Report for Ukraine.

7.4.3 Resources

STE Input: 19 days on mission
Number of missions: 8
Other:

7.4.4 Contribution of the NERC

Establishment of a NERC Task force to cope with the preparation of the monitoring report. Development of procedures for accessing relevant data and documents from the ministries, energy industries and other market participants. Preparation of a draft Monitoring Report.

ARTICLE 5

SCHEDULE OF ACTIVITIES

The Preliminary Schedule outlined in this section assumes a start up period of one month from the date of notification by the Contracting Authority, an implementation period of 24 months and a final two months for closure of the Action. The Schedule reflects the Work Plan outlined in Article 4. For each Component, it indicates the estimated duration and timing of each Activity and of each Task composing the Activity, starting from the first month of implementation, as well as the STE contribution in terms of days on mission in Kyiv.

The Schedule will be reviewed and refined on a quarterly basis with the BC Counterpart, based on actual achievements, on greater information and in depth analysis of the issues, and on external events not directly under the control of the MS Team.

Formal reporting of Project development will be undertaken following the indications specified in Article 7.3 which summarises the procedures outlined in Point 6.4.2 of the Twinning Manual. The Interim Quarterly Reports will be produced as soon as possible in the month following the corresponding quarter (highlighted in light blue in the Preliminary Schedule).

Overall Project monitoring will also be undertaken on a three month basis in meetings to be agreed by the MS and BC Project Leaders with the EC Delegation, the PAO and ITO as soon as possible after transmission of the IQRs.

PRELIMINARY SCHEDULE OF ACTIVITIES (WITH STE INPUT IN DAYS ON MISSION)

	Q-1	Q-2	Q-3	Q-4	Q-5	Q-6	Q-7	Q-8
COMPONENT 1 Project Support and Language Training	41							
Activity 1.1 Project Organisation and Management	16							
Activity 1.2 Opening Workshop	22							
Activity 1.3 Language training	3							
COMPONENT 2 Review and Harmonisation with EU Natural Gas Legislation	83							
Activity 2.1 Implementation of EU Gas sector legislation and Study tour	13							
Task 2.1.a - Training Course on EU Gas sector regulation	13							
Task 2.1.b - Study tours	0							
Activity 2.2 Harmonisation with EU Gas sector legislation	57							
Task 2.2.a - Screening of Ukrainian gas sector legislation	11							
Task 2.2.b - Identification of amendments to gas sector legislation	14							
Task 2.2.c - Appraisal of the Gas sector law	12							
Task 2.2.d - Identification of implementing measures	11							
Task 2.2.e - Drafting of implementing measures	9							
Activity 2.3 Database Library of EU Gas Legislation and Regulations	13							
COMPONENT 3 Fundamentals of Multi-Year Incentive Regulation and Benchmarking	43							
Activity 3.1 Training on incentive based regulation and benchmarking	26							
Activity 3.2 Practical applications in EU Member State environments	17							
COMPONENT 4 Multi-Year Incentive Regulation and Benchmarking of Gas Distribution	58							
Activity 4.1 Study tour on incentive regulation and benchmarking	0							
Activity 4.2 Methodology for incentive regulation with benchmarking in the Oblgaz	49							
Task 4.2.a - Allowed revenue review process	5							
Task 4.2.b - Development of technical and economic Data Bases	10							
Task 4.2.c - Application of benchmarking to incentive based regulation	12							
Task 4.2.d - Multi-year incentive regulation model and tariff design	14							
Task 4.2.e - Agenda for introducing incentive regulation	8							
Activity 4.3 Consultation with the Oblgaz and other principal stakeholders	9							
COMPONENT 5 Development of Quality of Service/Supply Regulation in Gas Distribution	57							
Activity 5.1 Training on Quality of supply standards and performance	11							
Activity 5.2 Monitoring system for Quality of supply in the Oblgaz	37							
Task 5.2.a - Assessment of quality of supply monitoring in the gas distribution sector	8							
Task 5.2.b - Procedures for monitoring quality of gas supplies	7							
Task 5.2.c - Pilot application of quality of gas supply monitoring	8							
Task 5.2.d - Model for evaluating the costs of poor gas supply quality	10							
Task 5.2.e - Methodology for determining customer compensations	4							
Activity 5.3 Agenda for Quality of service regulation in the Oblgaz	9							
COMPONENT 6 Tariffs and Social Protection Transition Schemes Assessment	51							
Activity 6.1 Social protection mechanisms in Ukraine and in EU Member State Gas sectors	19							
Activity 6.2 Study tour on Social protection schemes in the EU Member States	0							
Activity 6.3 Development of a Social protection cost model	26							
Activity 6.4 Workshop on Social protection transition scenarios	6							
COMPONENT 7 Selected Support in Unbundling and Transparency	86							
Activity 7.1 Training on unbundling of activities in the Gas sector	14							
Activity 7.2 Regulatory procedures in accounting unbundling in gas distribution	24							
Task 7.2.a - Analysis of accounting methods in current use	6							
Task 7.2.b - Templates for cost and revenue allocation of Oblgaz activities	6							
Task 7.2.c - Pilot application to a representative number of Oblgaz	8							
Task 7.2.d - Recommendations on unbundling procedures	4							
Activity 7.3 Guidelines for monitoring unbundling in the Oblgaz	29							
Task 7.3.a - Powers of the NERC in unbundling Oblgaz activities	23							
Task 7.3.b - Recommendations on unbundling	6							
Activity 7.4 Preparation of a national monitoring report	19							
Task 7.4.a - Guidance on the Preparation of the National Reports	6							
Task 7.4.b - Assistance in the organisation of the ERGEG Database	7							
Task 7.4.c - Review of the Draft Ukrainian Report	6							

ARTICLE 6

RESOURCES

6.1 Human resources

6.1.1 Member States

The Consortium implementing the Twinning Project is composed of the following MS institutions:

- the *Italian Regulatory Authority for Electricity and Gas (AEEG)*, Leading Consortium Partner, will have the overall responsibility for implementation of the Project and will provide specific leadership in Components 1 and 5;
- the *Romanian Energy Regulatory Authority (ANRE)*, Junior Consortium Partner, will provide specific leadership in Components 4 and 6;
- the *Regulatory Authority for Energy of the Hellenic Republic (RAE)*, Junior Consortium Partner, will provide specific leadership in Components 2 and 7;
- the *Hungarian Energy Office (HEO)*, Junior Consortium Partner, will provide specific leadership in Component 3;
- *Studiare Sviluppo, (STSV)*, Junior Consortium Partner, will provide administrative and logistic assistance to implementation of the Project.

The MS Team involved in the implementation of the Twinning Project consists of the Project Leader and Resident Twinning Advisor, the Component Coordinators (Key Short Term Experts), the other Short Term Experts (STE). The following identifies the human resources filling these positions and provides a description of the tasks performed by them. A brief description of the role and tasks of the Project Office personnel is also included.

a) Project Leader

The Member State Project Leader (MSPL) will be Mr Carlo CREA. Mr Crea is currently with the Italian Energy Regulator (AEEG) where he has held the position of Secretary General since 2005. Mr Crea holds a Master Degree in Law and has more than 20 years of experience in energy sector activities. He holds an important track record in public administration as Government official in the Ministry of Interior, Oil Division legal advisor at the Ministry of Industry and Trade, Executive for Foreign Affairs Division at General Directorate of Energy Sources in the Ministry of Industry. He also achieved strong management and industry experience as Head of International Affairs in the Italian Transmission System Operator (then GRTN), and as Director of European Institutional Relations and assistant to the CEO at EDISON SPA. He has also held the

position of Project Leader in the TACIS financed Twinning Project “Regulatory and Legal Capacity Strengthening of Energy Regulation in NERC of Ukraine”.

b) Resident Twinning Advisor

The Resident Twinning Advisor (RTA) will be Ms Lemlem SAID ISSA. Ms Said Issa holds B.Sc and M.Sc. degrees in Business Administration and International Affairs, and has completed PhD courses in Development Economics. She has over fifteen years experience as Energy Economist and Regulation Expert in implementing EU energy sector regulations. Ms Said Issa has worked on institution building projects financed by the EBRD, the World Bank and EU funds TACIS, PHARE and CARDS. She has worked in the international co-operation division of the Italian Transmission System Operator where she coordinated policy and regulatory exchanges with neighbouring countries, participating in a variety of activities including the establishment of the Energy Community in South East Europe (ECSEE) aimed at harmonisation with EU energy sector legislation and best practice. She has close to five years of professional experience in the CIS and transition economies having managed a project in Russia prior to her appointment as RTA for the Twinning Project with the NERC in the electricity sector. She has also participated in setting up the INOGATE establishment in Ukraine, aimed at creating a network of activities among the Caspian countries for developing financial oil & gas pipeline projects.

In her function as RTA, Ms Said Issa is resident in Ukraine for the 24 month duration of the project. Her principal function is local coordination of Twinning Project activities, interfacing with both the MS and BC Project Leaders, her BC Counterpart, the members of the BC Working Groups and of the MS Team. Together with the BC Counterpart she is responsible for organising the missions of the MS Team and the meetings with the BC Working Groups. She follows the execution of all Project activities, drafts the Interim Quarterly Reports and Final Report and more generally guarantees fulfilment of Twinning Manual procedures on the local scale. Beyond this, the RTA is responsible for ascertaining coordination with other projects relevant for the implementation of the EU-Ukrainian Partnership and Association Agreement, locally implemented and funded by other donors, with the primary objective of avoiding overlapping of interventions and misuse of funds.

c) Component Coordinators

Development of the 7 Project Components will be conducted under the technical leadership of seven Key STE (one per Component). Each of the Key STE will be responsible for the technical and scientific coordination of his respective Component. The Key STE are identified as follows:

Component 1:	Oliviero BERNARDINI (AEEG)
Component 2:	Gerasimov AVLONITIS (RAE)
Component 3:	Zoltánné Edit FARKAS (HEO)
Component 4:	Otilia Radica MARIN (ANRE)
Component 5:	Sergio ASCARI (AEEG)
Component 6:	Maria Cristina TODERAS (ANRE)
Component 7:	Alexia TROKOUDI (RAE)

d) Short Term Experts

A total of 44 Short Term Experts are currently listed to engage in Project activities. A brief description of their professional background and career details is provided in the table at the end of this section. Supplementary MS Experts can be made available as required to implement the Project.

e) Project Office Personnel

The Project Office benefits from the services of two Assistants: the first for the execution of secretarial services, the second for translation and interpretation.

First Assistant

The RTA Assistant will be selected by the RTA in consultation with the NERC, according to the procedures defined in the Twinning Manual (in particular Article 5.9).

The Assistant to the RTA should fulfil following requirements:

- Ukrainian and/or Russian mother tongue;
- good knowledge of the English language;
- computer literacy (MS Office; Internet; e-mail etc.);
- familiarity with energy sector;
- previous experience in a similar position.

She/he will be recruited for 24 months and paid from the Project Budget. She/he shall not have had any contractual relation with the NERC in the 6 months prior to appointment. Her/his CV will be provided to the Contracting Authority when available.

The tasks of the Assistant will be assigned exclusively by the RTA. The Assistant's primary task is to support the RTA and other project experts in their day-to-day activities as Project secretary, translator and interpreter. Based on her/his capabilities she/he will also contribute to the more technical aspects of Project management. More specifically, the role of the RTA Assistant will be the following:

- to provide general support to the RTA in terms of office management, record keeping, correspondence;
- to assist the RTA in guaranteeing adherence to the Project Schedule and updating it as decided by the Project Steering Committee or when necessary to meet short term logistic requirements;
- to assist the RTA in drafting the minutes of the Project Steering Committee meetings and other Project meetings and any other material related to the Project in Ukrainian and MS languages;
- to translate documents made available or produced in the course of project implementation (internal notes, reports, consultation documents, guidelines, draft NERC rulings, amendments to draft laws, etc.) from English to Ukrainian and vice versa;

- to assist the RTA in the organisation of the Training Programme, STE missions, Study Tours and meetings;
- to assist the RTA in the organisation of STE assignments and meetings as well as Project related missions of the PL and other MS Partner staff;
- to support the RTA in developing and maintaining working contacts and relations with the NERC staff involved in the Twinning Project and with personnel from other Ukrainian institutions;
- to provide necessary support in the organization of seminars and meetings in the BC (preparation of invitation letters and documents, etc.);
- other tasks (e.g. internet research, summarizing of information, etc.).

Second Assistant

The Budget in Annex A3 includes a second Assistant to the RTA dedicated solely to translation and interpreting services, including translation of manuals, documents, guidelines, slides and all training material into Ukrainian. This is justified by the fact that, based on experience in the Twinning Project on electricity, practically none of the NERC staff speak English and language is therefore a major obstacle to the efficient implementation of project activities. An assistant with the primary function of carrying out secretarial activities for the Project Office is insufficient to deal with the volume of work developed by 400 days of EU expert missions. A total of 400 days over a period of 24 months of project activity corresponds to an average of one expert present on NERC premises every day. However, parallel meetings are likely to be quite frequent and two or even three EU experts working on different project Components or Activities are likely to be present on the same day and will not be able to do very much if they are not simultaneously assisted by an interpreter. Moreover two interpreters will sometimes be necessary for seminars and workshops to provide simultaneous interpretation, facilitating discussion and debates.

Depending on the volume of material to be translated and on the overlapping of activities, even a Second Assistant may at times be insufficient to guarantee timely availability of documentation in English and in Ukrainian. For this reason the Budget includes an allowance for external translations. These resources will be utilised only if the Assistants to the RTA are unable to meet the required translation deadlines.

6.1.2 Beneficiary Country

a) Project Leader

The Beneficiary Country Project Leader (BCPL) will be Mr Viktor MERKUSHOV. Mr Merkushov is member of the NERC Commission, with responsibilities in supervision of regulation and pricing in the oil and gas sector. He has a degree in Technical sciences and has held management positions in diverse Ukrainian mechanical engineering companies prior to achieving administrative responsibilities in local government and political functions as Commissioner in the Law and order Commission of the Verhovna Rada and in the State Energy Saving Committee of Ukraine.

b) RTA Counterpart

The Beneficiary Country RTA Counterpart will be Mr Valeriy TSAPLIN. Mr Tsaplin holds a degree in Engineering with specialisation in metal sciences and an MA in Economics. Prior to his appointment at the NERC, he was Senior engineer in the Coal Energy Technology Centre of the Ukrainian National Academy of Sciences. At the NERC he is Head of the Department of Strategic Planning and Energy Markets Development, where he also manages the NERC's involvement in international activities.

c) NERC Working Groups

The NERC Working Groups have been established in preparation for project implementation. It is expected that a total of about 20 NERC Staff will be involved in the Twinning Project of which about 5 in the GLAWG and 15 in the GRWG. Their CVs are included in Annex A9 of the Contract.

6.1.3 Curriculum vitae

The CVs of all the experts involved in the management and execution of the Twinning Project are included in Annex A9. A brief description of the MS and BC Project leaders, of the RTA and the RTA Counterpart, of the MS Short Term Experts and of the members of the NERC Working Groups with their professional background and career details is provided at the end of this section.

6.3 Material Resources

The beneficiary country commits itself to cover the costs of the following provisions:

- Adequately equipped office space for the RTA and the RTA assistant for the entire duration of their secondment.
- Adequate conditions for the STEs to perform their work while on mission to the BC.
- Training and conference venues, costs of coffee breaks, as well as presentation equipment;
- Equipment for interpretation.

6.3 Indicative Budget

The total budget is Euro **1.200.000,00**. The detailed breakdown of the costs is provided in Annex A3.

DESCRIPTION OF THE MS PROJECT LEADER, OF THE RTA AND OF THE SHORT TERM EXPERTS

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Foreign languages
Antonio ALTROCCHI	Italian	Quality Management Master, <i>Consorzio Universitario in Ingegneria della Qualità</i> (QUALITAL), Pisa, Italy	Regulation and control of gas services quality	Officer	Italian Regulatory Authority for Electricity and Gas (AEEG)	17		English (VG)
Gabriela ANDRIUCĂ	Romanian	Master International Relations and European Integration, National School of Political and Administrative Studies Bucharest, Romania	National and European Gas energy regulation; Transposing EU relevant legislation into national legislation; consultancy to market participants with regard to the implementation of relevant Romanian legislation	Head of Gas market rules Unit	Romanian Energy Regulatory Authority (ANRE)	7		English (E) French (E) Italian (G)
Gabriela ANTONEL	Italian	Degree in Economics, Bocconi University, Milan, Italy	Energy market liberalization and Industrial economics	Head of Documentation Unit	Italian regulatory Authority for Electricity and Gas (AEEG)	18		English (G) French (E)
Zsuzsanna Veronica ARADI	Hungarian	Master of Science in Business and Economics (majoring in Finance), University of Pécs, Hungary	Transportation tariffs and import price calculation in incentive based regulation	Gas price analyst	Hungarian Energy Office (HEO)	3		English (VG)
Sergio ASCARI	Italian	M. Sc. (Econ), University of York, U.K.	Energy regulation; Gas economic regulation; International Co-operation and Technical Assistance; Energy-Environmental interactions; Solid Waste Policy	Senior Consultant	Ref. – <i>Ricerche per l'economia e la finanza</i> , Italy	27	Austria Belgium Czech – Republic Lithuania Turkey	English (VG) German (G) French (G) Turkish (G)
Miltiadis ASLANOGLU	Greek	M.Sc. in Applied Economics & Finance, Athens University of Economics and	Markets restructuring, Markets design, markets economics and financing, Competition, Tariffs, Trading activities.	Head of Markets Monitoring and Competition Unit	Regulatory Authority for Energy (RAE),	10	UK	English (E) French (W)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Foreign languages
		Business (AUER), Greece			Greece			
Gerasimos AVLONITIS	Greek	Master of Science (MSc) and Diploma of Imperial College (DIC), Petroleum Engineering, Imperial College London, U:K:	Market restructuring; market design; regulation of natural monopolies; tariffs	Head of Energy Systems Analysis Department	Regulatory Authority for Energy (RAE), Greece	10	UK	English (E) French (B)
Gian Paolo BASTIA	Italian	Degree in Political Science and Economics, University of Bologna, Italy	Accounting methods and practices; administrative standards of the regulated companies; industrial accounting; organisation and management in utility industries; unbundling and reporting for the Regulatory compliance	Expert	<i>Studiare Sviluppo</i> , R.I.E., NOMISMA Italy Local and central government bodies,	38	Czech – Republic, Ukraine	English (G)
Oliviero BERNARDINI	Italian	Ph.D. in Chemical Physics, Harvard University, Cambridge, Massachusetts, USA	Energy regulation; energy policy; energy economics; energy technology R&D; energy markets; energy enterprise management	Senior Staff of the Strategies, Research and Documentation Department	Italian Regulatory Authority for Electricity and Gas (AEEG)	40	Byelorussia Russia Ukraine Central and South America Albania Ethiopia, etc.	English (E) French (VG) Spanish (VG) German (G) Russian (B)
Anton BOGDAN	Romanian	Master in Electrical Engineering, Politehnica University; Master in Management, Academy of Economic Studies, Bucharest	Economic and financial analysis of energy companies, natural gas tariffs.	Staff expert	Romanian Energy Regulatory Authority (ANRE)	17		English (G) French (VG)
Roberto CHIEPPA	Italian	Degree in Law, University of Rome, Italy	Antitrust law	Judge	Italian Council of State	20		English (G)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Foreign languages
Carla Lucia CORSI	Italian	Master Degree in Management and Economics of Energy and the Environment, Eni Corporate University, Italy	Logistical operations; natural gas transportation and storage; natural gas distribution operations and marketing	Official at Quality and Consumers Affairs Department	Italian Regulatory Authority for Electricity and Gas (AEEG)	10		English (VG)
Carlo CREA	Italian	Degree in Law, University of Naples, Italy	Energy Sector both in top level public and private management; public affair and Institutional relations; knowledge of EU system, Institutions and rules; national/international Energy regulation	Secretary General	Italian Regulatory Authority for Electricity and Gas (AEEG)	24	Belgium Spain Ukraine	English (VG) French (G)
Anikó CSÖREG	Hungarian	Specialist in EC law, Pázmány Péter University, Budapest, Hungary	Complaints handling, approving standard service agreements, participation in reporting on rules, other tasks in the field of consumer protection	Leading Senior Adviser	Hungarian Energy Office (HEO)	3		English (G)
Marco DELPERO	Italian	Degree in business economics, Turin University, Italy	Gas and electricity distribution tariffs; Gas distribution regulation; Implementation of unbundling rules	Head of gas and electricity distribution tariff department	Italian Regulatory Authority for Electricity and Gas (AEEG)	25		English (E) French (VG) German (E) Russian (B)
Miranda DIANA	Italian	Master's degree in Economics and Management of Public Utilities, Bocconi University, Italy	International energy cooperation; Institutional relations; European Union policies	Consultant	Italian Regulatory Authority for Electricity and Gas (AEEG)	3		English (G) French (G)
Cristina DONADIO	Italian	First Class Honours Degree in International Political Science, <i>Università Statale di Milano</i> , Italy	EU-funded Institutional Capacity Building projects in select Phare, Cards, Tacis, and MEDA countries; Economic and Social Cohesion	Senior Project Manager, International Division	<i>Studiare Sviluppo</i> , Italy	14	Belgium Poland Ukraine	English (E) French (E) German (VG) Russian (G) Spanish (G)
Zoltán/Édit FARKAS	Hungarian	Engineering industry economic engineer, Budapest University of Technology and	Incentive based gas price regulation	Head of Gas Pricing Department	Hungarian Energy Office (HEO)	18		English (G)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Foreign languages
		Economics, Hungary						
Agnes FUCHS	Hungarian	Economist (MSc) and Specialised Translator in German, Faculty of Business and Economics of the University of Pecs, Hungary	Gas prices	General Economic Analyst	Hungarian Energy Office (HEO)	1		English (VG) German (E)
Ilaria GALIMBERTI	Italian	Degree in Social and Economic Disciplines, Bocconi University, Milan, Italy	International and European Legislation in the energy sector, industrial and international economics	Officer	Italian regulatory Authority for Electricity and Gas (AEEG)	24	UK	English (E) French (E)
Evangelia GAZI	Greek	PhD Chemical Engineering	Regulation of energy markets, market design, international benchmarking analyses, reporting to international agencies	President's Office	Regulatory Authority for Energy (RAE), Greece	17	USA	English, French
Alberto GROSSI	Italian	Master Degree in Business Administration, MIP – Politecnico di Milano, Italy	Energy regulation; quality of service regulation in electricity and gas sector	Director of Quality and Consumers Affairs Department	Italian Regulatory Authority for Electricity and Gas (AEEG)	25		English (E) French (W)
Orsolya HALMAI	Hungarian	Computer Engineering, University of Pannonia, Hungary	Data Analysis	Information Organizer	Hungarian Energy Office	1		English (E)
Nicolae IONUT DUMITRESCU	Romanian	Master of International Relations and European Integration, National School of Political Studies and Public Administration, Romania	Elaborating and monitoring the implementation of secondary legislation regarding commercial aspects: setting framework contracts, performance standards, Network Code	Head of Methodologies, Contracts Office	Romanian Energy Regulatory Authority (ANRE)	8		English (VG)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Foreign languages
Konstantinos KANELLOPOULOS	Greek	Postgraduate Diploma Course, Fluid mechanics, Turbomachinery, Compressor design, Von Karman Institute, Belgium	Electricity: Capacity assurance mechanism, CHP, long term energy planning, power station licensing requirements. Gas: Security of supply, LNG TPA schemes. Environment : EU ETS, Energy efficiency.	Markets Monitoring and Competition Unit	Regulatory Authority for Energy (RAE), Greece	10	Belgium France Italy Spain	English (E) French (G) Spanish (B) Italian (VG) German (B)
Csaba KOVÁCS	Hungarian	M. Sc. In Economics, University of Economic Sciences and Public Administration, Budapest	Accounting, cost analysis, stranded costs, state aid issues, tariffs.	Head of Department of Economic Research and Environmental Protection	Hungarian Energy Office (HEO)	9		English (VG) German (G) Spanish (F)
Demetrius LELOVITIS	Greek	Doctorate candidate, LL.M. in International Commercial Law, Democritus University of Thrace, Greece	European energy markets regulation; Expert knowledge of investment and competition law in the energy sector ; energy policy assessment , international benchmarking analyses ; amicable resolution of energy disputes	Legal Expert – International Affairs Unit	Regulatory Authority for Energy (RAE), Greece	8	Belgium	English (E), German (G)
Luca LO SCHIAVO	Italian	Degree in Engineering of Industrial Technologies (Management engineering), <i>Politecnico di Milano</i>	Management engineering; Comparative Public Policies Analysis; Quality of service regulation	Deputy Director of Quality and Consumer Affairs Department	Italian Regulatory Authority for Electricity and Gas (AEEG)	23	Ukraine	English (VG), French (G)
Otilia Rodica MARIN	Romanian	Doctor in Engineering Science, Politehnica University, Bucharest	Planning, economic and financial analysis of networks, network tariffs.	Director Department of Network Tariffs	Romanian Energy Regulatory Authority (ANRE)	17		English (VG)
Irene MASETTI	Italian	Master in Regulation and antitrust of public utilities, University of Rome “Tor Vergata”, Italy	European Community Law; Public Law; energy regulation	Officer	Italian Regulatory Authority for Electricity and Gas (AEEG)	3	Ukraine	English (G) French (G)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Foreign languages
Fiorentina MIHAILESCU	Romanian	Engineering Degree, Politehnica University, Bucharest	Grid code, network planning and tariffs	Senior Staff Expert	Romanian Energy Regulatory Authority (ANRE)	40		English (G) French (G) Russian (B)
Aggeliki MOURTZIKOU	Greek	MA in Science, Technology and Public Policy BSc in Chemical Engineering	Terms and tariffs for access to gas networks, gas market monitoring, petroleum stockholding, financing of energy projects, technology best practices for the natural gas industry	Natural Gas/Petroleum Expert	Regulatory Authority for Energy (RAE), Greece	15	Estonia Slovakia USA	English, (E) French (B)
Adrienn NYESTE	Hungarian	Master of Science in Business and Economics, University of Miskolc, Hungary	Incentive based regulation; Distribution tariff regulation by benchmarking	Gas price analyst	Hungarian Energy Office (HEO)	3		English (VG) German (B)
Anastasia PAPAIOANNOU	Greek	MSc Environmental Technology and Energy Policy, Imperial College, University of London, U.K.	Market analysis and economics; pricing regulation	Tariffs and Market Expert, Market Monitoring and Competition Unit	Regulatory Authority for Energy (RAE), Greece	14	Bulgaria Cyprus Egypt Montenegro Spain UK Ukraine	English (VG) French (G) Spanish (B)
Michele PASSARO	Italian	PhD on Constitutional Law, University of Bologna, Italy	Expert in Constitutional and Administrative Law; legal and administrative assistance	Head of Proceedings and Investigation Unit	Italian Regulatory Authority for Electricity and Gas (AEEG)	16		English (G) French (G) Spanish (VG)
Chiara PETRUZZO	Italian	PhD candidate on European Competition Law, University of Naples (Italy) in cooperation with University of Strasbourg, France	European Community Law	Legal consultancy – agent	Italian Regulatory Authority for Electricity and Gas (AEEG)	11	France Luxemburg	English (VG) French (E)
Mirela PLESCA	Romanian	Bachelor's degree in Engineering and Master's degree in Management of	Coordination of international and EU regulatory activities and application of Acquis communautaire. Gas sector	Director for Strategies and Programmes	Romanian Energy Regulatory Authority	19		English (VG) French (G) Spanish (G)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Foreign languages
		natural resources from Polytechnic University of Bucharest.	engineering.		(ANRE)			
Alberto POTOTSCHNIG	Italian	M.Sc. in Econometrics and Mathematical Economics, London School of Economics, University of London, U.K.	Economic regulation; utility sector reform and market design	CEO, Partner and Executive Consultant	Mercados – Energy Markets International, Spain	23	Albania Spain Turkey United – Kingdom	English (E) French (G)
Victorel Florin RĂDOI	Romanian	Graduation certificate in <i>High Performance Management</i> , SC CODECS SA	Judicial and natural gas market regulations	Director of the Commercial Regulations Division	Romanian Energy Regulatory Authority (ANRE)	7		English (G)
Pippo RANCI	Italian	MA at the University of Michigan, U.S.A.	Energy Regulation; Energy markets; Economic Policy	Professor of Business Ethics	<i>Università Cattolica</i> , Milan	45		English (VG) French (VG)
Lemlem SAID ISSA	Italian	Ph.D. courses & Masters Degree, International Business, Management and Marketing, Political Science and Development Economics, Texas Tech University	Energy de-regulation and liberalization, Power sector review & reform, Public/Private Partnerships; Project Management of Infrastructure projects in energy & transport, Privatization Strategy, Technical Co-operation implementation	RTA, EU ENP-TACIS project to support the National Energy Regulatory Commission of Ukraine (electricity sector)	MS Project Consortium on behalf of the EU Commission	31	Czech R. Slovak R. Albania Balkan region Hungary Romania Russia Slovenia □craine	Amharic (VG) Arabic (W) English (VG) French (VG) Portuguese (G) Spanish (G) Russian (W) Tigrinya (VG)
Aikaterini SARDI	Greek	PhD Fluid Mechanics and Combustion, Imperial College London, U.K.	Natural gas system operation code, LNG market, quality issues, remote areas energy planning, emissions trading, technical knowledge on low carbon power generation, RES, emission abatement.	Senior Expert, System Analysis Unit, Environment and Customer Protection Unit	Regulatory Authority for Energy (RAE), Greece	17	Japan U.K.	English (VG) French (G) German (B)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Foreign languages
Francesco SCLAFANI	Italian	State Lawyer, Degree in Law, <i>Università la Sapienza</i> , Rome, Italy	Administrative Law	Director of the Legislation and Legal Counsel Department	Italian Regulatory Authority for Electricity and Gas (AEEG)	21		English (VG)
Cristian SELAVĂRDEANU	Romanian	Master's Degree in International trade and tourism, Academy of Economic Studies – Bucharest, Romania	Consulting activities for designing privatization strategies for various Romanian companies; Implementation of PHARE technical assistance programs within ANRE; national and European energy regulation	Head of Programmes Office	Romanian Energy Regulatory Authority (ANRE)	11		English (VG)
Konstantinos STAMATIS	Greek	MA Money Banking & Finance, Middlesex University, London, U.K.	Regulation of gas distribution companies, regulation of monopolistic activities, gas market monitoring.	Natural Gas Expert	Regulatory Authority for Energy (RAE), Greece	11		English (E) French (B)
Judit SZEKERES	Hungarian	Master of International Relations and Economics, Corvinus University of Budapest, Hungary	Gas prices	Analyst at the field of gas industry	Hungarian Energy Office (HEO)	3		English (VG) French (E) German (W)
Fabio TAMBONE	Italian	Executive MBA, MIP school of management, <i>Politecnico di Milano</i> , Italy	Energy regulation; Institutional relations	Head of international institutional relations	Italian Regulatory Authority for Electricity and Gas (AEEG)	14	Belgium USA	English (VG) French (VG) Spanish (W)
Michael THOMADAKIS	Greek	Mechanical Engineer Ph. D., National Technical University of Athens, Greece	Regulation of energy markets, gas transportation tariffs, gas supply chain, administration of supply contracts, including storage and LNG, regulatory development and international regulatory relations	Vice President	Regulatory Authority for Energy (RAE), Greece	22		English (E) French (B)
Maria Cristina TODERAS	Romanian	Master of Finance, Academy for Economics and Finances; European Studies and Law,	Economics and finances of energy market operators.	Director of gas market monitoring	Romanian Energy Regulatory Authority	12	USA	English (VG) Spanish (G)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Foreign languages
		Bucharest University,			(ANRE)			
Alexia TROKOUDI	Greek	Master in Commercial-Banking Law (LLM), University Of Bristol, UK	EU energy legislation; unbundling; composition of primary and secondary legislation; energy markets restructuring and regulation	Head of Legal Department	Regulatory Authority for Energy (RAE), Greece	14		English (E)
António Jorge Viegas de VASCONCELOS	Portuguese and Italian	Degree in Electrotechnical Engineering, Porto University	Electricity market; renewable energies	Partner	NovEnergia	27	Germany	English (E) French (E) German (VG) Italian (E)
Lila VASSILAKI	Greek	Letters and Law Master in European Community Law, University of Bristol, U.K.	Energy market regulation, EU law, Composition of energy primary and secondary legislation	Legal Department	Regulatory Authority for Energy (RAE), Greece	15		English (VG) French (G)
Laura ZANETTINI	Italian	Researcher in Administrative Law, Luiss Guido Carli University, Italy	Administrative Law, Competition and Economic Regulation	Legal Advisor in Administrative Law and Economic Regulation	Italian Regulatory Authority for Electricity and Gas (AEEG)	4		English (VG) French (W)

DESCRIPTION OF THE BC PROJECT LEADER, OF THE RTA COUNTERPART AND OF THE BC WORKING GROUP MEMBERS

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Languages
Olena BONDARENKO	Ukrainian	Master Degree in Economics, National Technical University of Ukraine "Kyiv Polytechnic Institute"	Tariff Regulation Incentive based regulation; benchmarking Accounting;	Senior specialist of Strategic Planning and Energy Markets Development Department	National Electricity Regulatory Commission (NERC)	2		English (VG) German (W)
Viktoria DUDCHENKO	Ukrainian	Master Degree in Law, Kyiv Institute of Management and IT at National Aviation University	Knowledge of rule-making techniques; procedural law; law of substance	Head of division of Legal Department	National Electricity Regulatory Commission (NERC)	10		English (W)
Roman KAPLYUCHENKO	Ukrainian	Kyiv International Institute of market relationship and entrepreneurship, Master Degree in Economics	Regulation of gas distribution companies; Tariff setting in the oil & gas sector	Deputy Head of Department of Price and Tariff policy in Oil and Gas Sector	NERC	5		English (W)
Maria KOVALETS	Ukrainian	Master of Science in Economics and Management, Kyiv National Economic University named after V. Get'man	Regulation of gas distribution companies, gas market monitoring.	Head of division of department of oil and gas sector regulation	National Electricity Regulatory Commission (NERC)	11		English (W)
Andriy KOZHEVNYKOV	Ukrainian	Master of Finance (2005), Dnipropetrovsk State Financial Academy, Ukraine Program for Masters in Public Administration (2008-2011)	National Gas energy regulation; technical expertise for investment; monitoring of information in Oil and Gas Associate;	Head of Sector of technical expertise for Tariff Methodology/Calculation and Monitoring Department of Price and Tariff	NERC	4	Gas Working Group of Energy Community (one of representative from NERC)	English (W)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Languages
		National Academy of Public Administration, the President of Ukraine		policy in Oil and Gas Sector of NERC				
Svitlana KOZYRENKO	Ukrainian	Specialist in Ukrainian Language and Literature and English, Pedagogical Institute of Kryviy Rig	Project management International relations	Senior specialist of Strategic Planning and Energy Markets Development Department	National Electricity Regulatory Commission (NERC)	3		English (VG)
Oksana KRIVENKO	Ukrainian	Kyiv National Economics University named after Vadim Hetman, Economy and Management Faculty Master of Business Administration, Bachelor in Economics	Regulation of gas distribution companies; Tariff setting in the oil & gas sector	Deputy Head, Department of Price and Tariff policy in Oil and Gas Associate	NERC	8		English (G)
Viktor MERKUSHOV	Ukrainian	Engineer Candidate in Technical Sciences	Regulation and pricing policy in the oil and gas sector	Commissioner	NERC	35		Russian (G) English (W)
Viktoria MOROZOVA	Ukrainian	Master Degree in Law, Kyiv National University named after T.Shevchenko	Energy market regulation; Ukrainian law, Development of primary and secondary energy legislation	Head of Legal Department	National Electricity Regulatory Commission (NERC)	9		English (W)
Svytlana MYKHAILOVSKA	Ukrainian	Taras Shevchenko National University Of Kyiv Master Degree in Economics	Elaborating calculation methods for prices and tariffs in the natural gas sector;	Head of Sector, Department of Price and Tariff policy in Oil and Gas Sector of NERC	NERC	7		German (B)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Languages
Lidiya NASALSKA	Ukrainian	Bachelor in ecology, NTUU Kyiv Polytechnical Institute	natural gas market regulations	Chief specialist of department of oil and gas sector regulation	National Electricity Regulatory Commission (NERC)	2		English (G)
Anna POTRAVKA	Ukrainian	Kyiv National Economics University named after Vadim Hetman, Economy and Management Faculty Master of Arts in [receives] Economics	Twinning Project management. International relations. Tariff setting in the oil & gas sector	Head Specialist, Sector for tariff methodology, calculation and monitoring, Department for pricing and tariff policy in the oil and gas sector	NERC	2		English (VG), German(W)
Serhiy ROMANOV	Ukrainian	Master Degree in Law Kyiv institute of Internal Affairs	Regulation of gas distribution companies, gas market monitoring.	Chief specialist of department of oil and gas sector regulation	National Electricity Regulatory Commission (NERC)	4		English (B)
Tetyana RYABUHA	Ukrainian	Master Degree in Law, Kyiv Pedagogic institute	Gas sector legislation; Regulation of gas distribution companies, gas market monitoring.	Head of Department of oil and gas sector regulation	National Electricity Regulatory Commission (NERC)	15	-	English (B)
Inna RYBACHEK	Ukrainian	Master Degree in Law, Kyiv National University named after T.Shevchenko	Knowledge of rule-making techniques; procedural law; law of substance	Senior specialist – legal counsel	National Electricity Regulatory Commission (NERC)	2		English (VG)
Olena SAVCHENKO	Ukrainian	Master Degree in Law, Kyiv National University named after T.Shevchenko,	Natural gas market regulations	Senior specialist of department of oil and gas sector	National Electricity Regulatory Commission	6		English (G)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Languages
		Institute of intellectual property and law		regulation	(NERC)			
Volodymyr SEMENETS	Ukrainian	National Technical University of Ukraine "Kyiv Polytechnic Institute", Engineer	Regulation of gas distribution companies; Tariff setting in the oil & gas sector	Head, Department of Price and Tariff policy in Oil and Gas Associate	National Electricity Regulatory Commission (NERC)	11		
Anna SHYINKARENKO	Ukrainian	Academy of labour and social relations of federation labour union of Ukraine, bachelor of Economics	Tariff setting in the oil & gas sector	Leading Specialist, Sector for tariff methodology, calculation and monitoring, Department for pricing and tariff policy in the oil and gas sector	NERC	1		English (B)
Iryna SIDOMON	Ukrainian	Specialist in management of energy, NTUU Kyiv Polytechnical Institute	Regulation of gas distribution companies, gas market monitoring.	Senior specialist of department of oil and gas sector regulation	National Electricity Regulatory Commission (NERC)	2		English (W)
Valentyna TSAPENKO	Ukrainian	Master Degree in Economics, Kyiv National Economic University named after Vadim Hetman	Tariff Regulation Incentive based regulation; benchmarking Accounting;	Specialist of Strategic Planning and Energy Markets Development Department	National Electricity Regulatory Commission (NERC)	1	-	English (G)
Valeriy TSAPLIN	Ukrainian	Engineer in Physics of Metals Master of Arts in Economics	Economic and financial analysis of energy companies and markets Incentive regulation and benchmarking	Head, Department of Strategic Planning and Energy Market Development	NERC	24	United States, EU Countries	English (G)
Myhaylo	Ukrainian	Master Degree	Quality of service regulation	Chief specialist	National	1		English (B)

DRAFT OF JULY 27TH 2009

Name	Nationality	Education	Specialist knowledge	Present position	Employer	Years of experience	Experience abroad	Languages
VERBYTSKYI		National Technical University of Ukraine "Kyiv Polytechnic Institute"		of Strategic Planning and Energy Markets Development Department	Electricity Regulatory Commission (NERC)			

ARTICLE 7

MANAGEMENT AND MONITORING

7.1. Language

The official language of the project will be English. All formal communication between the Beneficiary and the MS Partner will be in the English language, with translation to and from Ukrainian when necessary. All formal reports produced by the MS Team will be in English. Translation to Ukrainian will be undertaken for the Quarterly Interim Reports, the Minutes of the Steering Committee meetings and, when required, for the minutes of other Project meetings. Documentation produced in the course of Project execution (internal notes, reports, consultation documents, guidelines, draft NERC rulings, amendments to draft laws, etc.) will be translated to and from English and Ukrainian as required and if necessary for the efficient functioning of the Project.

7.2. Project Steering Committee

The Project Steering Committee (PSC) will have the overall supervision and control of the quality and timely achievement of mandatory results. The PSC will be coordinated by the BC and MS Project leaders and will meet regularly in Ukraine every three months to review progress in Project implementation, verify the achievement of the outputs and mandatory results and discuss actions to be undertaken in the following quarter. The Project Steering Committee will also discuss the draft of the quarterly report submitted to it beforehand, recommend corrections.

Official minutes of the PSC meetings, prepared by the RTA and the Ukrainian RTA Counterpart, will be kept in both English and Ukrainian.

The Steering Committee members will include the project leaders, the RTA, the Contracting Authority, the PAO and where applicable, representatives of the administrative office. The responsibility for the organisation of the Project Steering Committee meeting lies with both Project Leaders.

7.3 Reporting

Every three months, the MS Project Leader in co-operation with the BC Project Leader will submit Interim Quarterly Reports to the EC Delegation, and the PAO as instructed in Article 6.4 of the Twinning Manual. Each report will cover the preceding three month period calculated from the date of notification of endorsement of the contract by the Contracting Authority. The IQRs will be prepared under the RTA's responsibility, based on the MS Team's assessment of progress and on the Project Reports prepared by the MS Team, the GLAWG and the GRWG on the same three month basis. They will be prepared in conformity with the template detailed in Annex C4 to the Twinning Manual.

The IQRs will be distributed to the Project Steering Committee suitably in advance of its quarterly meetings. The first report will be due in the fourth month counting from the date of notification of endorsement of the Twinning Contract by the Contracting Authority. It is understood that failure to submit satisfactory reports in time may lead to the decision to suspend EU financing for the Project.

Official Minutes of the Steering Committee Meetings will be prepared by the RTA in both English and Ukrainian and made available to all parties involved within 15 days of the meetings.

During the final month of the Twinning Project, the MS and BC Project Leaders will jointly prepare, co-sign and submit to the EC Delegation and to the PAO a final report.

The Final Report will be accompanied by an Audit Certificate.

For the administration of the Beneficiary Country

Mr Victor Merkushov, Commissioner, National Electricity Regulatory Commission of Ukraine

signature

date

For the administration of the Member State

Mr Carlo Crea, Secretary General, Italian Regulatory Authority for Electricity and Gas

signature

date

ANNEX A2
**General Conditions applicable to European Community-financed grant
contracts for external actions**

CONTENTS : General and administrative provisions

ARTICLE 1 - GENERAL OBLIGATIONS	21
ARTICLE 2 - OBLIGATION TO PROVIDE INFORMATION AND FINANCIAL AND NARRATIVE REPORTS	21
ARTICLE 3 - LIABILITY	22
ARTICLE 4 - CONFLICT OF INTERESTS	23
ARTICLE 5 - CONFIDENTIALITY	23
ARTICLE 6 - VISIBILITY	23
ARTICLE 7 - OWNERSHIP/USE OF RESULTS AND EQUIPMENT	23
ARTICLE 8 – EVALUATION/MONITORING OF THE ACTION	24
ARTICLE 9 - AMENDMENT OF THE CONTRACT	24
ARTICLE 10 - ASSIGNMENT	25
ARTICLE 11 - IMPLEMENTATION PERIOD OF THE ACTION, EXTENSION, SUSPENSION, FORCE MAJEURE AND END DATE	25
ARTICLE 12 - TERMINATION OF THE CONTRACT	26
ARTICLE 13 - APPLICABLE LAW AND DISPUTE SETTLEMENT	27
ARTICLE 14 - ELIGIBLE COSTS	28
ARTICLE 15 - PAYMENT AND INTEREST ON LATE PAYMENT	29
ARTICLE 16 - ACCOUNTS AND TECHNICAL AND FINANCIAL CHECKS	33
ARTICLE 17 - FINAL AMOUNT OF FINANCING BY THE CONTRACTING AUTHORITY	34
ARTICLE 18 - RECOVERY	35

GENERAL AND ADMINISTRATIVE PROVISIONS

Article 1 - General obligations

- 1.1. The Beneficiary shall implement the Action under his own responsibility and in accordance with the Description of the Action in Annex A1 with a view to achieving the objectives laid down therein.
- 1.2. The Beneficiary shall implement the Action with the requisite care, efficiency, transparency and diligence, in line with best practice in the field concerned and in compliance with this Contract.

For this purpose the Beneficiary shall mobilise all the financial, human and material resources required for full implementation of the Action as specified in the Description of the Action.

- 1.3. The Beneficiary shall act alone or in partnership with one or more NGOs or other bodies identified in the Description of the Action. He may subcontract a limited portion of the Action. The bulk of the Action must, however, be undertaken by the Beneficiary and, where applicable, his partners.

Partners take part in the implementation of the Action, and the costs they incur are eligible in the same way as those incurred by the Beneficiary.

If implementation of the Action involves the conclusion of contracts by the Beneficiary, the contract-award procedures and rules of nationality and origin set out in Annex A4 shall apply.

The Contracting Authority does not acknowledge any contractual link between itself and the Beneficiary's partner(s) or subcontractors. The Beneficiary alone shall be accountable to the Contracting Authority for the implementation of the Action. He shall undertake that the conditions applicable to him under Articles 1,3,4,5,6,7,8,10,14,16 and 17 shall also apply to his partners, and those applicable under Articles 1,3,4,5,6,8 and 16 to all his contractors. He shall include provisions to that effect as appropriate in his contracts with them.

- 1.4. The Beneficiary and the Contracting Authority are the only parties (the "Parties") to this Contract. Where the European Commission is not the Contracting Authority, it is not Party to this Contract, which confers on it only the rights and obligations explicitly mentioned therein. Nevertheless it shall endorse the Contract to ensure the financing of the Contracting Authority's grant from the European Communities' budget¹, and the provisions in this Contract on visibility shall apply accordingly.

Article 2 - Obligation to provide information and financial and narrative reports

- 2.1. The Beneficiary must provide the Contracting Authority with all required information on the implementation of the Action. To that end, the Beneficiary must draw up interim reports and a final report. These reports shall consist of a narrative section and a financial section and shall conform to the model in Annex C4. They shall cover the Action as a whole, regardless of which part of it is financed by the Contracting Authority. Each report must provide a full account of all aspects of the Action's implementation for the period covered. A list detailing each item of expenditure incurred in the period covered by the report, and indicating for each its title, amount, relevant heading in the Budget of the Action and the reference of the justifying document, is annexed to it. The proofs of the transfers of ownership referred to in Art 0 are also annexed to the final report.
- 2.2. The Contracting Authority may request additional information at any time and that information must be supplied within 30 days of the request.
- 2.3. The reports shall be drafted in the language of the Contract. They shall be submitted to the Contracting Authority at the following intervals:

¹ Where a grant is financed by the European Development Fund, any mention of Community financing must be understood as referring to European Development Fund financing.

if payments are made in accordance with option 1 or option 3 of Article 15.1: a single final report shall be forwarded no later than three months after the implementation period as defined in Article 2 of the Special Conditions;

if payments are made in accordance with option 2 of Article 15.1:

- an interim report must accompany every request for payment;
- the final report shall be forwarded no later than three months after the implementation period as defined in Article 2 of the Special Conditions.

The deadline for submission of the final report is extended to six months where the Beneficiary does not have its headquarters in the country where the Action is implemented.

- 2.4. Any additional reporting requirement will be set out in the Special Conditions.
- 2.5. If the Beneficiary fails to supply the Contracting Authority with a final report by the final report deadline laid down in Article 2.3 and fails to furnish an acceptable and sufficient written explanation of the reasons why he is unable to comply with this obligation, the Contracting Authority may terminate the Contract in accordance with Article 12.2 a) and recover the amounts already paid and not substantiated.

Furthermore, where payments are made in accordance with option 2 of Article 15.1 and the Beneficiary fails to present an interim report and a request for payment by the end of each twelve-month period following the date laid down in Article 2.2 of the Special Conditions, the Beneficiary must inform the Contracting Authority of the reasons why he is unable to do so, and provide a summary of progress in the Action. If the Beneficiary fails to comply with this obligation, the Contracting Authority may terminate the Contract in accordance with Article 12.2 a) and recover the amounts already paid and not substantiated.

Article 3 - Liability

- 3.1. The Contracting Authority cannot under any circumstances or for any reason whatsoever be held liable for damage or injury sustained by the staff or property of the Beneficiary while the Action is being carried out or as a consequence of the Action. The Contracting Authority cannot therefore accept any claim for compensation or increases in payment in connection with such damage or injury.
- 3.2. The Beneficiary shall assume sole liability towards third parties, including liability for damage or injury of any kind sustained by them while the Action is being carried out or as a consequence of the Action. The Beneficiary shall discharge the Contracting Authority of all liability arising from any claim or action brought as a result of an infringement by the Beneficiary or the Beneficiary's employees or individuals for whom those employees are responsible of rules or regulations, or as a result of violation of a third party's rights.

Article 4 - Conflict of interests

The Beneficiary undertakes to take all necessary precautions to avoid conflicts of interests and shall inform the Contracting Authority without delay of any situation constituting or likely to lead to any such conflict.

There is a conflict of interests where the impartial and objective exercise of the functions of any person under this Contract is compromised for reasons involving family, emotional life, political or national affinity, economic interest or any other shared interest with another person.

Article 5 - Confidentiality

Subject to Article 16, the Contracting Authority and the Beneficiary undertake to preserve the confidentiality of any document, information or other material communicated to them in confidence until at least seven years after the final payment. Where the European Commission is not the Contracting Authority it shall still have access to all documents communicated to the Contracting Authority and will maintain the same confidentiality.

Article 6 - Visibility

- 6.1. Unless the European Commission agrees or requests otherwise, the Beneficiary must take all necessary steps to publicise the fact that the European Union has financed or cofinanced the Action. Such measures must comply with the relevant rules on the visibility of external actions laid down and published by the Commission.
- 6.2. In particular, the Beneficiary shall mention the Action and the European Union's financial contribution in information given to the final recipients of the Action, in its internal and annual reports, and in any dealings with the media. It shall display the EU logo wherever appropriate.
- 6.3. Any notice or publication by the Beneficiary concerning the Action, including those given at a conference or seminar, must specify that the Action has received EU funding. Any publication by the Beneficiary, in whatever form and by whatever medium, including the internet, must include the following statement: *“This document has been produced with the financial assistance of the European Union. The contents of this document are the sole responsibility of < Beneficiary's name > and can under no circumstances be regarded as reflecting the position of the European Union.”*
- 6.4. The Beneficiary authorises the Contracting Authority and the European Commission (where it is not the Contracting Authority) to publish his name and address, the purpose of the grant, the maximum amount of the grant and rate of funding of the Action's eligible costs, as laid down in the Article 3.2 of the Special Conditions. A derogation from publication of this information may be granted if it could endanger the Beneficiary or harm his commercial interests.

Article 7 - Ownership/use of results and equipment

- 7.1. Ownership of, and title and intellectual and industrial property rights to, the Action's results, reports and other documents relating to it shall be vested in the Beneficiary.
- 7.2. Notwithstanding the provisions of Article 7.1 and subject to Article 5, the Beneficiary grants the Contracting Authority (and the European Commission where it is not the Contracting Authority) the right to use freely and as it sees fit all documents deriving from the Action, whatever their form, provided it does not thereby breach existing industrial and intellectual property rights.
- 7.3. Where the Beneficiary does not have its headquarters in the country where the Action is implemented and unless otherwise specified in the Special Conditions, the equipment, vehicles and supplies paid for by the Budget for the Action must be transferred to any local partners of the Beneficiary and/or the final recipients of the Action, at the latest by the end of the implementation of the Action. Copies of the proofs of transfers of equipments and vehicles, the purchase cost of which was more than 5 000 euros per item, must be attached to the final report. Such proofs must be kept for control in all other cases.

Article 8 – Evaluation/monitoring of the Action

- 8.1. If the Commission carries out an interim or ex post evaluation or a monitoring mission, the Beneficiary shall undertake to provide it and/or the persons authorised by it with any document or information which will assist with the evaluation or monitoring mission, and grant them the access rights described in Article 16.2.

- 8.2. If either Party (or the European Commission) carries out or commissions an evaluation in the course of the Action, it must provide the other Party and the European Commission (or the Parties) with a copy of the evaluation report.

Article 9 - Amendment of the Contract

- 9.1. Any amendment to the Contract, including the annexes thereto, must be set out in writing in an addendum.

If an amendment is requested by the Beneficiary, he must submit that request to the Contracting Authority one month before the date on which the amendment should enter into force, unless there are special circumstances duly substantiated by the Beneficiary and accepted by the Contracting Authority.

- 9.2. However, where the amendment to the Budget or Description of the Action does not affect the basic purpose of the Action and the financial impact is limited to a transfer between items within the same main budget heading, or a transfer between main budget headings involving a variation of 15% or less of the amount originally entered (or as modified by addendum) under each relevant main heading for eligible costs, the Beneficiary may apply the amendment and inform the Contracting Authority accordingly in writing. This method may not be used to amend the headings for administrative costs or the contingency reserve.

Changes of address, changes of bank account and changes of auditor may simply be notified, although this does not stop the Contracting Authority from opposing the Beneficiary's choice of bank account or auditor.

The Contracting Authority reserves the right to require that the auditor referred to in Article 5.2 of the Special Conditions be replaced if considerations which were unknown when the Contract was signed cast doubt on the auditor's independence or professional standards.

- 9.3. An addendum may not have the purpose or the effect of making changes to the Contract that would call into question the grant award decision or be contrary to the equal treatment of applicants. The maximum grant referred to in Article 3.2 of the Special Conditions may not be increased.

Article 10 - Assignment

The Contract and the payments attached to it may not be assigned to a third party in any manner whatsoever without the prior written consent of the Contracting Authority.

Article 11 - Implementation period of the Action, extension, suspension, force majeure and end date

- 11.1. The implementation period of the Action is laid down in Article 2 of the Special Conditions. The Beneficiary must inform the Contracting Authority without delay of any circumstances likely to hamper or delay the implementation of the Action. The Beneficiary may request an extension of the Action's implementation period no later than one month before it ends. The request must be accompanied by all the supporting evidence needed for its appraisal.
- 11.2. The Beneficiary may suspend implementation of all or part of the Action if circumstances (chiefly force majeure) make it too difficult or dangerous to continue. The Beneficiary must inform the Contracting Authority without delay and provide all the necessary details. Each Party may terminate the Contract in accordance with Article 12.1. If the Contract is not terminated, the Beneficiary shall endeavour to minimise the time of its suspension and shall resume implementation once circumstances allow, and shall inform the Contracting Authority accordingly.
- 11.3. The Contracting Authority may request the Beneficiary to suspend implementation of all or part of the Action if circumstances (chiefly force majeure) make it too difficult or dangerous to continue. Each Party may terminate the Contract in accordance with Article 12.1. If the Contract is not terminated,

the Beneficiary shall endeavour to minimise the time of its suspension and shall resume implementation once circumstances allow, after obtaining the prior written approval of the Contracting Authority.

- 11.4. The implementation period of the Action shall be extended by a period equivalent to the length of suspension, without prejudice to any amendment to the Contract that may be necessary to adapt the Action to the new implementing conditions.
- 11.5. Force majeure shall mean any unforeseeable exceptional situation or event beyond the parties' control which prevents either of them from fulfilling any of their contractual obligations, is not attributable to error or negligence on their part (or the part of their contractors, agents or employees), and proves insurmountable in spite of all due diligence. Defects in equipment or material or delays in making them available, labour disputes, strikes or financial difficulties cannot be invoked as force majeure. A Party shall not be held in breach of its contractual obligations if it is prevented from fulfilling them by force majeure. Without prejudice to Articles 11.2 and 11.3, the Party faced with force majeure shall inform the other Party without delay, stating the nature, probable duration and foreseeable effects of the problem, and take any measure to minimise possible damage.
- 11.6. The payment obligations of the European Community under this Contract shall end 18 months after the implementation period laid down in Article 2 of the Special Conditions, unless the Contract is terminated under Article 12.

The Contracting Authority shall notify the Beneficiary of any postponement of the end date.

Article 12 - Termination of the Contract

- 12.1. If a Party believes that the Contract can no longer be executed effectively or appropriately, it shall consult the other Party. Failing agreement on a solution, either Party may terminate the Contract by serving two months' written notice, without being required to pay compensation.
- 12.2. The Contracting Authority may terminate the Contract, without giving notice and without paying compensation of any kind, where the Beneficiary:
- a) fails, without justification, to fulfil any of the obligations incumbent on him and, after being given notice by letter to comply with those obligations, still fails to do so or to furnish a satisfactory explanation within 30 days of sending of the letter;
 - b) is bankrupt or being wound up, is having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning those matters or is in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
 - c) has been convicted of an offence concerning professional conduct by a judgement which has the force of res judicata or is guilty of grave professional misconduct proven by any justified means;
 - d) engages in any act of fraud or corruption or is involved in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests: this also applies to the partners, contractors and agents of the Beneficiary;
 - e) changes legal personality, unless an addendum recording that fact is drawn up;
 - f) does not comply with Articles 4, 10 and 16;
 - g) makes false or incomplete statements to obtain the grant provided for in the Contract or provides reports that do not reflect reality.

- 12.3. In the event of termination the Beneficiary shall be entitled to payment of the grant only for the part of the Action carried out, excluding costs connected with current commitments that would be implemented after termination. For this purpose the Beneficiary shall introduce a payment request and a final report in accordance with Article 2.
- 12.4. However, in the event of wrongful termination of the Contract by the Beneficiary under Article 12.1 and in the cases specified in points d), e) and g) of Article 12.2, the Contracting Authority may request full or partial repayment of sums already paid from the grant, in proportion to the gravity of the failings in question and after allowing the Beneficiary to submit his observations.
- 12.5. Prior to, or instead of, terminating the Contract as provided for in this Article, the Contracting Authority may suspend payments as a precautionary measure without prior notice.
- 12.6. This Contract shall be terminated automatically if it has not given rise to any payment by the Contracting Authority within three years of its signature.

Article 13 - Applicable law and dispute settlement

- 13.1. This Contract shall be governed by the law of the Contracting Authority or, where the Contracting Authority is the European Commission, by Belgian law.
- 13.2. The Parties shall do everything possible to settle amicably any dispute arising between them during implementation of this Contract. To that end, they shall communicate their positions and any solution that they consider possible in writing, and meet each other at either's request. A Party must reply to a request for an amicable settlement within 30 days. Once this period has expired, or if the attempt to reach amicable settlement has not produced agreement within 120 days of the first request, each Party may notify the other that it considers the procedure to have failed.
- 13.3. In the event of failure to reach an amicable agreement, the dispute may by common agreement of the Parties be submitted to the conciliation of the European Commission if it is not the Contracting Authority. If no settlement is reached within 120 days of the opening of the conciliation procedure, each Party may notify the other that it considers the procedure to have failed.
- 13.4. In the event of failure of the above procedures, each Party may submit the dispute to the courts of the country of the Contracting Authority, or to the Brussels courts where the Contracting Authority is the European Commission.

FINANCIAL PROVISIONS

Article 14 - Eligible costs

14.1. To be considered eligible as direct costs of the Action, costs must:

- be necessary for carrying out the Action, be provided for in the Contract and comply with the principles of sound financial management, in particular value for money and cost-effectiveness;
- have actually been incurred by the Beneficiary or his partners during the implementation period of the Action as defined in Article 2 of the Special Conditions; this does not affect the eligibility of costs of preparing the final report and as the case may be of the final expenditure verification and final evaluation;

Are considered to have been incurred during the implementation period of the Action the costs of goods/services/works used/provided/delivered during the implementation period of the Action. The relevant contracts may have been awarded by the Beneficiary or his partners before the implementation period of the Action started, provided the provisions of Annex A4 were respected. Such costs must be paid for before the final report is finalised.

- be recorded in the accounts or tax documents of the Beneficiary or his partners and be identifiable, verifiable and backed by originals of supporting evidence.

14.2. Subject to the above and where relevant to the provisions of Annex A4 being respected, the following direct costs of the Beneficiary and his partners shall be eligible:

- the cost of staff assigned to the Action, corresponding to actual salaries plus social security charges and other remuneration-related costs; salaries and costs must not exceed those normally borne by the Beneficiary or his partners, as the case may be, unless it is justified by showing that it is essential to carry out the action;
- travel and subsistence costs for staff and other persons taking part in the Action, provided they do not exceed those normally borne by the Beneficiary or his partners, as the case may be. Any flat-rate reimbursement of the subsistence costs must not exceed the rates set out in Annex A3, which correspond to the scales published by the European Commission at the time of signing this contract;
- purchase or rental costs for equipment and supplies (new or used) specifically for the purposes of the Action, and costs of services, provided they correspond to market rates;
- costs of consumables;
- subcontracting expenditure;
- costs deriving directly from the requirements of the Contract (dissemination of information, evaluation specific to the Action, audits, translation, reproduction, insurance, etc.) including financial service costs (in particular the cost of transfers and financial guarantees);

14.3. A contingency reserve not exceeding 5 % of the direct eligible costs may be included in the Budget of the Action. It can be used only with the prior written authorisation of the Contracting Authority

14.4. A lump sum not exceeding 7% of the total amount of eligible costs of the Action may be claimed as indirect costs to cover the administrative overheads incurred by the Beneficiary for the Action.

Indirect costs are ineligible if the Beneficiary receives in other respects an operating grant from the European Commission.

This Article 14.4 does not apply in the case of an operating grant.

- 14.5. Any contributions in kind made by the Beneficiary, his partners or any other source, which must be listed separately at Annex A3, do not represent actual expenditure and are not eligible costs. They may not be treated as cofinancing by the Beneficiary. The cost of staff assigned to the Action is not a contribution in kind and may be considered as cofinancing in the Budget of the Action when paid by the Beneficiary or his partners.

However, the Beneficiary undertakes to make such contributions as stipulated in the Description of the Action.

- 14.6. The following costs shall not be considered eligible:

- debts and provisions for losses or debts;
- interest owed;
- items already financed in another framework;
- purchases of land or buildings, except where necessary for the direct implementation of the Action, in which case ownership must be transferred to the final beneficiaries and/or local partners, at the latest at the end of the action;
- currency exchange losses;
- taxes, including VAT, unless the Beneficiary (or, where applicable, his partners) cannot reclaim and the applicable regulations authorise coverage of taxes;
- credits to third parties.

Article 15 - Payment and interest on late payment

- 15.1. Payment procedures are set out in Article 4 of the Special Conditions and correspond to one of the three options below:

Option 1: Actions with an implementation period not exceeding 12 months or where the financing provided by the Contracting Authority does not exceed EUR 100 000

The Contracting Authority will pay the grant to the Beneficiary in the following manner:

- pre-financing of 80% of the sum referred to in Article 3.2 of the Special Conditions within 45 days of receipt by the Contracting Authority of :
 - the Contract signed by both parties,
 - a request for payment conforming to the model attached at Annex A5, and
 - a financial guarantee if required under Article 15.7;
- the balance within 45 days of the Contracting Authority approving the final report in accordance with Article 15.2, accompanied by a request for payment of the balance conforming to the model in Annex A5.

Option 2: Actions with an implementation period of more than 12 months and where the financing provided by the Contracting Authority is more than EUR 100 000

The Contracting Authority shall pay the grant to the Beneficiary in the following manner:

- an initial pre-financing instalment of 80% of that part of the estimated budget for the first 12 months financed by the Contracting Authority, as specified in Article 4 of the Special Conditions, within 45 days of receipt by the Contracting Authority of :
 - the Contract signed by both Parties,
 - a request for payment conforming to the model in Annex A5, and
 - a financial guarantee if required under Article15.7;
- further pre-financing instalments of the amount specified in Article 4 of the Special Conditions and designed to normally cover the Beneficiary's financing needs for each twelve month period of implementation of the Action, within 45 days of the Contracting Authority approving an interim report in accordance with Article15.2, accompanied by:
 - a request for payment conforming to the model in Annex A5,
 - an expenditure verification report if required under Article15.6,
 - a financial guarantee if required under Article15.7;
- the balance within 45 days of the Contracting Authority approving the final report in accordance with Article15.2, accompanied by:
 - a request for payment of the balance conforming to the model in Annex A5,
 - an expenditure verification report in accordance with Article15.6.

Further pre-financing may only be given if the part of the expenditure actually incurred which is financed by the Contracting Authority (by applying the percentage set out in Article 3.2 of the Special Conditions) stands at 70% at least of the previous payment (and at 100% of any previous payments) as supported by the corresponding interim report and, where applicable, by an expenditure verification report as specified in Article15.6. The sum total of pre-financing under the Contract may not exceed 90% of the amount referred to in Article 3.2 of the Special Conditions.

Option 3: All Actions

The grant shall be paid to the Beneficiary by the Contracting Authority in one payment within 45 days of the Contracting Authority approving the final report in accordance with Article 15.2, accompanied by:

- a request for payment of the balance conforming to the model in Annex A5,
- an expenditure verification report if required under Article 15.6.

15.2. Any report shall be considered approved if there is no written reply from the Contracting Authority within 45 days of its receipt accompanied by the required documents.

The Contracting Authority may suspend the time-limit for approval of a report by notifying the Beneficiary that the report cannot be approved and that it finds it necessary to carry out additional checks. In such cases, the Contracting Authority may request clarification, alteration or additional information, which must be produced within 30 days of the request. The time-limit starts running again on the date the required information is received.

Reports shall be presented in accordance with Article 2.

15.3. The time-limit of 45 days for payment referred to in Article 15.1 above shall expire on the date on which the Contracting Authority's account is debited. Without prejudice to Article 12.5, the Contracting Authority may suspend this time-limit by notifying the Beneficiary that the request for payment is inadmissible, either because the amount in question is not due or because proper supporting documents have not been supplied or it thinks it necessary to conduct further checks, including on-the-spot checks, to make sure that the expenditure is eligible. The time-limit for payment shall start running again on the date on which a correctly formulated request for payment is recorded.

15.4. Once the time-limit referred to above has expired, the Beneficiary - unless the Beneficiary is a government department or public body in a Community Member State - may, within two months of receipt of the late payment, claim default interest:

- at the rediscount rate applied by the central bank of the country of the Contracting Authority if payments are in the currency of that country;
- at the rate applied by the European Central Bank to its main refinancing transactions in euro, as published in the Official Journal of the European Union, C series, if payments are in euro,

on the first day of the month in which the time-limit expired, plus three and a half percentage points. The interest shall be payable for the time elapsed between the expiry of the payment deadline (exclusive) and the date on which the Contracting Authority's account is debited (inclusive). This interest is not considered income for the purposes of Article 17.3. Any partial payments shall first cover the default interest thus established.

15.5. All references to days in this article 15 are to calendar days.

15.6. A report on the verification of the Action's expenditure, produced by an approved auditor who is a member of an internationally recognised supervisory body for statutory auditing, shall be attached to:

- any request for a further pre-financing payment if the sum total of the earlier and the new pre-financing payments exceeds EUR 750 000;
- any request for payment of the balance in the case of a grant of more than EUR 100 000.
- any request for payment of over EUR 100 000 for the financial year, in the case of an operating grant

The auditor examines whether the costs declared by the Beneficiary are real, exact and eligible in accordance with the Contract and issues an expenditure verification report conforming to the model in Annex A6.

The Beneficiary grants the auditor all access rights mentioned in Article 16.2.

The expenditure verification report accompanying a request for payment of the balance covers all expenditures not covered by any previous expenditure verification report.

Based on the expenditure verification report the Contracting Authority determines the total amount of eligible expenditure which may be deducted from the sum total of pre-financing under the Contract (clearance).

Where the Beneficiary is a government department or a public body of a Member State of the European Community, the Contracting Authority may exempt it from the expenditure verification requirement.

- 15.7. If the sum total of pre-financing paid and not cleared at any point in time under the Contract is more than 80% of the Contract amount, its payment must be fully covered by a financial guarantee. Where the Beneficiary is a non governmental organisation, such guarantee is requested if the sum total of pre-financing paid and not cleared at any point in time under the Contract is more than EUR 1 million or 90% of the Contract amount. The financial guarantee must be denominated in euro, conforming to the model in Annex VIII of the standard grant contract and, unless the Contracting Authority otherwise agrees, provided by an approved bank or financial institution established in one of the Member States of the European Community. This guarantee shall remain in force until its release by the Contracting Authority when the total amount of pre-financing under the Contract is once again less than EUR 1 million or after payment of the balance.

This provision shall not apply if the Beneficiary is a government department or public body of a European Community Member State.

- 15.8. The payments owed by the Contracting Authority shall be made to the bank account or sub-account referred to in the financial identification form in Annex A5, which identifies the funds paid by the Contracting Authority and allows to calculate the interests produced by such funds.
- 15.9. The Contracting Authority shall make payments in the currency of the country to which it belongs or in euro, in accordance with the Special Conditions. In the latter case, any conversion into euro of the real costs borne in other currencies shall be done at the rate made up by the average of the rates published in InforEuro for the months covered by the relevant report, unless otherwise provided in the Special Conditions.

In the event of an exceptional exchange-rate fluctuation, the Parties shall consult each other with a view to restructuring the Action in order to lessen the impact of such a fluctuation. Where necessary, the Contracting Authority may take additional measures.

- 15.10. Any interest or equivalent benefits accruing from pre-financing paid by the Contracting Authority to the Beneficiary shall be mentioned in the interim and final reports and refunded to the Contracting Authority at its request, in accordance with Article 18. They are not taken into account when calculating the sum total of pre-financing under the Contract.

Article 16 - Accounts and technical and financial checks

- 16.1. The Beneficiary shall keep accurate and regular accounts of the implementation of the action using an appropriate accounting and double-entry book-keeping system. These systems may either be an integrated part of the Beneficiary's regular system or an adjunct to that system. This system shall be run in accordance with the accounting and bookkeeping policies and rules that apply in the country concerned. Accounts and expenditure relating to the Action must be easily identifiable and

verifiable. This can be done by using separate accounts for the Action concerned or by ensuring that expenditure for the action concerned can be easily identified and traced to and within the Beneficiary's accounting and bookkeeping systems. Accounts must provide details of interest accruing on funds paid by the Contracting Authority.

The Beneficiary shall ensure that the Financial Report (both interim and final) as required under Article 2 can be properly and easily reconciled to the Beneficiary's accounting and bookkeeping system and to the underlying accounting and other relevant records. For this purpose the Beneficiary shall prepare and keep appropriate reconciliations, supporting schedules, analyses and breakdowns for inspection and verification.

- 16.2. The Beneficiary will allow the European Commission, the European Anti-Fraud Office, the European Court of Auditors and any external auditor carrying out verifications as required per Article 15.6 to verify, by examining the documents or by means of on-the-spot checks, the implementation of the Action and conduct a full audit, if necessary, on the basis of supporting documents for the accounts, accounting documents and any other document relevant to the financing of the Action. These inspections may take place up to 7 years after the payment of the balance.

Furthermore, the Beneficiary will allow the European Anti-Fraud Office and any external auditor carrying out verifications as required per Article 15.6 to carry out checks and verification on the spot in accordance with the procedures set out in the European Community legislation for the protection of the financial interests of the European Communities against fraud and other irregularities

To this end, the Beneficiary undertakes to give appropriate access to staff or agents of the European Commission, of the European Anti-Fraud Office and of the European Court of Auditors as well as to any external auditor carrying out verifications as required per Article 15.6 to the sites and locations at which the Action is implemented, including its information systems, as well as all documents and databases concerning the technical and financial management of the Action and to take all steps to facilitate their work. Access given to agents of the European Commission, European Anti-Fraud Office and the European Court of Auditors and to any external auditor carrying out verifications as required per Article 15.6 shall be on the basis of confidentiality with respect to third parties, without prejudice to the obligations of public law to which they are subject. Documents must be easily accessible and filed so as to facilitate their examination and the Beneficiary must inform the Contracting Authority of their precise location.

The Contractor guarantees that the rights of the European Commission, of the European Anti-Fraud Office and of the European Court of Auditors as well as of any external auditor carrying out verifications as required per Article 15.6 to carry out audits, checks and verification will be equally applicable, under the same conditions and according to the same rules as those set out in this Article 16, to the Beneficiary's partners and contractors. Where a partner or contractor is an international organisation, any verification agreement concluded between such organisation and the European Commission applies.

- 16.3. In addition to the reports mentioned in article 2, the documents referred to in Article 16.2 include:

- Accounting records (computerised or manual) from the Beneficiary's accounting system such as general ledger, sub ledgers and payroll accounts, fixed assets registers and other relevant accounting information;
- Proof of procurement procedures such as tendering documents, bids from tenderers and evaluation reports;
- Proof of commitments such as contracts and order forms;
- Proof of delivery of services such as approved reports, time sheets, transport tickets (including boarding passes), proof of attending seminars, conferences and training courses (including relevant documentation and material obtained, certificates), etc;

- Proof of receipt of goods such as delivery slips from suppliers;
- Proof of completion of works, such as acceptance certificates;
- Proof of purchase such as invoices and receipts. If supplies come from the Beneficiary's stocks, invoices shall reflect the price paid at the time of purchase;
- Proof of payment such as bank statements, debit notices, proof of settlement by the contractor;
- For fuel and oil expenses, a summary list of the distance covered, the average consumption of the vehicles used, fuel costs and maintenance costs;
- Staff and payroll records such as contracts, salary statements, time sheets. For local staff recruited on fixed-term contracts, details of remuneration paid, duly substantiated by the person in charge locally, broken down into gross salary, social security charges, insurance and net salary. For expatriate and/or European-based staff (if the action is implemented in Europe) analyses and breakdowns of expenditure per month of actual work; assessed on the basis of unit prices per verifiable block of time worked and broken down into gross salary, social security charges, insurance and net salary.

Article 17 - Final amount of financing by the Contracting Authority

- 17.1. The total amount to be paid by the Contracting Authority to the Beneficiary may not exceed the maximum grant laid down in Article 3.2 of the Special Conditions, even if the total of actual eligible expenditure exceeds the estimated total budget set out in Annex A3.
- 17.2. If the eligible costs at the end of the Action are less than the estimated total cost referred to in Article 3.1 of the Special Conditions, the Contracting Authority's contribution shall be limited to the amount obtained by applying the percentage laid down in Article 3.2 of the Special Conditions to the actual eligible costs approved by the Contracting Authority.
- 17.3. The Beneficiary accepts that the grant can under no circumstances result in a profit for himself and that it must be limited to the amount required to balance income and expenditure for the Action. Profit shall be defined as:
- In the case of a grant for an Action, a surplus of receipts over the costs of the Action in question when the request is made for payment of the balance. However, in the case of Actions designed specifically to strengthen the financial capacity of the Beneficiary, it is distribution to the members making up the beneficiary body of the surplus revenue resulting from its activity leading to their personal enrichment.
 - In the case of an operating grant, a surplus balance on the operating budget of the Beneficiary.

These provisions shall not apply to study, research or training scholarships paid to natural persons, nor in the case of prizes awarded following contests.

- 17.4. In addition and without prejudice to the right to terminate the Contract in accordance with Article 12.2, the Contracting Authority may, by a duly reasoned decision, if the Action is not implemented or is implemented poorly, partially or late, reduce the grant initially provided for in line with the actual implementation of the Action on the terms laid down in this Contract.

Article 18 - Recovery

- 18.1. The Beneficiary undertakes to repay any amounts paid in excess of the final amount due to the Contracting Authority within 45 days of receiving a request to do so.

- 18.2. Should the Beneficiary fail to make repayment within the deadline set by the Contracting Authority, the Contracting Authority may (unless the Beneficiary is a government department or public body of a Member State of the Community) increase the amounts due by adding interest:
- at the rediscount rate applied by the central bank of the country of the Contracting Authority if payments are in the currency of that country;
 - at the rate applied by the European Central Bank to its main refinancing transactions in euro where payments are in euro,
- on the first day of the month in which the time-limit expired, plus three and a half percentage points. The default interest shall be incurred over the time which elapses between the date of the payment deadline set by the Contracting Authority (exclusive), and the date on which payment is actually made (inclusive). Any partial payments shall first cover the interest thus established.
- 18.3. Amounts to be repaid to the Contracting Authority may be offset against amounts of any kind due to the Beneficiary. This shall not affect the Parties' right to agree on payment in instalments. Where necessary the European Community may as a donor subrogate itself to the Contracting Authority.
- 18.4. Bank charges incurred by the repayment of amounts due to the Contracting Authority shall be borne entirely by the Beneficiary.



ANNEX A3

Budget

The Administration of Ukraine (hereinafter referred to as the Beneficiary Country) represented by the

National Electricity Regulatory Commission

of the one part,

and the Administration of Italy (hereinafter referred to as the Member State) represented by the

Italian Regulatory Authority for Electricity and Gas

of the other part

HAVE AGREED ON THE FOLLOWING BUDGET:

BUDGET TEMPLATE: BREAKDOWN OF COSTS

For the administration of the Member State

Mr Carlo Crea, Secretary General, Italian Regulatory Authority for Electricity and Gas

[signature]

[date]

For the administration of the BC

Mr Victor Merkuhov, Commissioner, National Electricity Regulatory Commission of Ukraine

[signature]

[date]

For IPA, Work plan to be initialled by the administrative office/ EC Delegation/ EAR

Actions to be undertaken under the Twinning project	Responsibility (tick as appropriate)		Cost			
	BC	MS	Unit cost	No of units	Total MS cost	BC Co-financing
1. Resident Twinning Advisor Remuneration (24 months)						
Basic salary and non wage labour costs		x	10.300	24,0	247.200	
6% of salary and non-wage labour costs		x			14.832	
Total RTA remuneration					262.032	
2. Resident Twinning Advisor Allowances						
Daily allowances (50%)		x	140	730,0	102.200	
Allowances for RTA for first 30 days		x	280	30,0	8.400	
Health and accident insurance for RTA		x	200	24,0	4.800	
Accommodation (see appropriate ceiling for each BC)		x	2.000	23,0	46.000	
Estate Agent's Fee		x	2.000	1,0	2.000	
Travel to and from place of duty – RTA		x	650	2,0	1.300	
Monthly allowance for special economically priced return		x	650	22,0	14.300	
Excess baggage (max 50 kg for 2 trips)		x	1.600	2,0	3.200	
Total RTA Allowances					182.200	
3. RTA Training						
Return fare Brussels		x	500	1,0	500	
3 per diems BE		x	232	3,0	696	
Total RTA Training					1.196	
4. RTA Assistants						
Assistant salary		x	900	24,0	21.600	
Assistant Interpreter /Translator		x	1.500	24,0	36.000	
Total RTA Assistant Costs					57.600	
5. Project Preparation *						
PL Leader fees		x	250			
'Project Management Costs'		x	375			
RTA fees		x	450			
'Project Management Costs'		x	675			
Per diems		x	280			
Air tickets		x	650			
Total Preparation Costs						
6. Project Co-ordination Costs						
Participation of PL in PSC meetings		x				
Fees		x	250	13,0	3.250	
'Project Management Costs'		x	375	13,0	4.875	
Per diems		x	280	16,0	4.480	
Airfare		x	650	8,0	5.200	
Visibility costs		x			5.000	
Audit certificate costs		x			4.000	
Total Project Co-ordination Costs					26.805	
Total BC Co-financing						
PROJECT ACTIVITIES						
7. COMPONENT 1: Project Support and Language Training						
Activity 1.1 Project Organisation and Management						
Expert fees Civil Servants BERNARDINI, DIANA		x	250	9,0	2.250	
'Project Management Costs'		x	375	9,0	3.375	
Expert fees Class 2 mandated Body Experts - DONADIO		x	350	7,0	2.450	
'Project Management Costs'		x	525	7,0	3.675	
Per diems		x	280	19,0	5.320	
Air tickets		x	650	6,0	3.900	
Activity 1.2 Opening and Closing Workshops						
Expert fees Civil Servants BERNARDINI, CORSI, DIANA, GROSSI, MASETTI, PETRUZZO, SCLAFANI, MARIN, PLESCA, SELAVĂRDEANU, TODERAS, FARKAS, NYESTE		x	250	12,0	3.000	
'Project Management Costs'		x	375	12,0	4.500	
Expert fees Class 2 Mandated Body Experts - ASCARI, AVLONITIS, BASTIA, TROKOUDI		x	350	8,0	2.800	
'Project Management Costs'		x	525	8,0	4.200	
Expert fees Class 3 Mandated Body Experts - THOMADAKIS		x	450	2,0	900	
'Project Management Costs'		x	675	2,0	1.350	
Per diems		x	280	26,0	7.280	
Air tickets		x	650	8,0	5.200	
Translation of relevant documents (15 pages)		x	10	15,0	150	
Simultaneous Interpretation		x	600	2	1.200	
Activity 1.3 Language training						
Expert fees Civil Servants		x	250	3,0	750	
'Project Management Costs'		x	375	3,0	1.125	
Per diems		x	280	4,0	1.120	
Air tickets		x	650	1,0	650	
Translation of relevant documents (6 pages)		x	10	6,0	60	
Language School (Course for 15 months for 2 levels)		x	1.450	15,0	21.750	
Total Component 1					77.005	
Total BC Co-financing						
COMPONENT 2: Review and Harmonisation with EU Natural Gas Legislation						
Activity 2.1 MS Experience in Implementing of EU Gas Legislation and Study Tour						

Expert fees Civil Servants MASETTI, PETRUZZO, PASSARO, SCLAFANI, RADOI, ANDRIUCA, FARKAS, NYESTE, BERNARDINI		x	250	5,0	1.250
'Project Management Costs'		x	375	5,0	1.875
Expert fees Class 1 Mandated Body Experts - LELOVITIS		x	250	2,0	500
'Project Management Costs'		x	375	2,0	750
Expert fees Class 2 Mandated Body Experts - AVLONITIS, TROKOUDI		x	350	6,0	2.100
'Project Management Costs'		x	525	6,0	3.150
Per diems		x	280	16,0	4.480
Air tickets		x	650	5,0	3.250
Meeting venue and equipment		x			
Translation of relevant documents (70 pages)		x	10	70,0	700
Study visit to Italy					
A one-week study tour to Italy for 5 BC staff					
Per diems for BC participants (5 persons x 5 nights)		x	230	25,0	5.750
Air tickets + visas for BC participants		x	650	5,0	3.250
Incidental costs (at 10 per participant/day)		x	10	20,0	200
Air tickets + visas for Assistant Interpreter		x	650	1,0	650
Per diems Assistant Interpreter		x	230	5,0	1.150
Study visit to Greece					
A one-week study tour to Greece for 5 BC staff					
Per diems for BC participants (5 persons x 5 nights)		x	222	25,0	5.550
Air tickets + visas for BC participants		x	650	5,0	3.250
Incidental costs (at 10 per participant/day)		x	10	20,0	200
Air ticket + visa Assistant Interpreter		x	650	1,0	650
Per diems Assistant Interpreter		x	222	5,0	1.110
Activity 2.2 Proposals for Harmonisation with EU Gas Sector Legislation					
Expert fees Civil Servants MASETTI, PETRUZZO, PASSARO, SCLAFANI, RADOI, ANDRIUCA, BERNARDINI		x	250	21,0	5.250
'Project Management Costs'		x	375	21,0	7.875
Expert fees Class 1 Mandated Body Experts - LELOVITIS		x	250	14,0	3.500
'Project Management Costs'		x	375	14,0	5.250
Expert fees Class 2 Mandated Body Experts - AVLONITIS, KANELLOPOULOS, MOURTZIKOU, SARDI, STAMATIS, TROKOUDI, VASILIAKI		x	350	22,0	7.700
'Project Management Costs'		x	525	22,0	11.550
Per diems		x	280	68,0	19.040
Air tickets		x	650	20,0	13.000
Meeting venue and equipment		x			
Translation of relevant documents (70 pages)		x	10	70,0	700
Activity 2.3 Database Library of EU Gas Legislation and Regulations					
Expert fees Civil Servants BERNARDINI, RADOI, ANDRIUCA		x	250	5,0	1.250
'Project Management Costs'		x	375	5,0	1.875
Expert fees Class 1 Mandated Body Experts - LELOVITIS		x	250	3,0	750
'Project Management Costs'		x	375	3,0	1.125
Expert fees Class 3 Mandated Body Experts - RANCI, DE VASCONCELOS		x	450	5,0	2.250
'Project Management Costs'		x	675	5,0	3.375
Per diems		x	280	16,0	4.480
Air tickets		x	650	5,0	3.250
Meeting venue and equipment		x			
Translation of relevant documents (390 pages)		x	10	390,0	3.900
Total Component 2					135.935
Total BC Co-financing					
COMPONENT 3: Fundamentals of Multi-Year Incentive and Benchmarking of Gas Distribution Businesses					
Activity 3.1 Training on Incentive Based Regulation and Benchmarking					
Expert fees Civil Servants DELPERO, SELAVARDEANU, ARADI, FARKAS, FUCHS, KOVÁCS, NYESTE		x	250	19,0	4.750
'Project Management Costs'		x	375	19,0	7.125
Expert fees Class 2 Mandated Body Experts - ASCARI, ASLANOGLU, PAPAIOANNOU		x	350	7,0	2.450
'Project Management Costs'		x	525	7,0	3.675
Per diems		x	280	31,0	8.680
Air tickets		x	650	9,0	5.850
Benchmarking software		x	2.200	1,0	2.200
Meeting venue and equipment		x			
Translation of relevant documents (10 pages)		x	10	10,0	100
Activity 3.2 Practical Applications in Member State Environments					
Expert fees Civil Servants ASCARI, DELPERO, SELAVARDEANU, ARADI, FARKAS, FUCHS, KOVÁCS, NYESTE		x	250	12,0	3.000
'Project Management Costs'		x	375	12,0	4.500
Expert fees Class 2 Mandated Body Experts - ASCARI, PAPAIOANNOU		x	350	5,0	1.750
'Project Management Costs'		x	525	5,0	2.625
Per diems		x	280	20,0	5.600

Air tickets		x	650	6,0	3.900
Meeting venue and equipment	x				
Translation of relevant documents (15 pages)		x	10	15,0	150
Total Component 3					56.355
Total BC Co-financing					
COMPONENT 4: Multi-Year Incentive Regulation and Benchmarking of Gas Distribution Businesses					
Activity 4.1 Study Tour on Incentive Regulation and Benchmarking					
Study visits to Hungary and Romania					
Two one-week Study Visits for 5 BC staff					
Per diems for BC participants (5 persons x 5 nights x 2 visits)		x	222	50,0	11.100
Air tickets + visas for BC participants		x	650	10,0	6.500
Incidental costs (at 10 per participant/day)		x	10	40,0	400
Air tickets + visas for Assistant Interpreter x 2 visits		x	650	2,0	1.300
Per diems for Assistant Interpreter x 2 visits		x	222	10,0	2.220
Activity 4.2 Development of a Methodology for Incentive Regulation with Benchmarking for the Oblgaz					
Expert fees Civil Servants DELPERO, MARIN, MIHAILESCU, SELAVARDEANU, TODERAS, ARADI, FARKAS, NYESTE, SZEKERES		x	250	42,0	10.500
'Project Management Costs'		x	375	42,0	15.750
Expert fees Class 2 Mandated Body Experts - ASCARI		x	350	7,0	2.450
'Project Management Costs'		x	525	7,0	3.675
Per diems		x	280	59,0	16.520
Air tickets		x	650	17,0	11.050
Meeting venue and equipment	x				
Translation of relevant documents (15 pages)		x	10	15,0	150
Activity 4.3 Consultation with the Oblgaz and other Principal Stakeholders					
Expert fees Civil Servants DELPERO, MARIN, MIHAILESCU, SELAVARDEANU, TODERAS, ARADI, FARKAS, NYESTE, SZEKERES		x	250	7,0	1.750
'Project Management Costs'		x	375	7,0	2.625
Expert fees Class 2 Mandated Body Experts - ASCARI		x	350	2,0	700
'Project Management Costs'		x	525	2,0	1.050
Per diems		x	280	11,0	3.080
Air tickets		x	650	3,0	1.950
Meeting venue and equipment	x				
Translation of relevant documents (10 pages)		x	10	10,0	100
Total Component 4					92.870
Total BC Co-financing					
COMPONENT 5: Development of Quality of Service/Supply Regulation for the Gas Distribution Businesses					
Activity 5.1 Training on Quality of Supply Standards and Performance					
Expert fees Civil Servants ALTROCCHI, BERNARDINI, CORSI, GROSSI, DUMITRESCU,		x	250	7,0	1.750
'Project Management Costs'		x	375	7,0	2.625
Expert fees Class 2 Mandated Body Experts - ASCARI, STAMATIS		x	350	4,0	1.400
'Project Management Costs'		x	525	4,0	2.100
Per diems		x	280	13,0	3.640
Air tickets		x	650	4,0	2.600
Meeting venue and equipment	x				
Translation of relevant documents (10 pages)		x	10	10,0	100
Activity 5.2 Development of a Monitoring System for Quality of Supply in the Oblgaz					
Expert fees Civil Servants ALTROCCHI, BERNARDINI, CORSI, GROSSI, DUMITRESCU		x	250	24,0	6.000
'Project Management Costs'		x	375	24,0	9.000
Expert fees Class 2 Mandated Body Experts - ASCARI		x	350	13,0	4.550
'Project Management Costs'		x	525	13,0	6.825
Per diems		x	280	44,0	12.320
Air tickets		x	650	13,0	8.450
Meeting venue and equipment	x				
Activity 5.3 Identification of an Agenda for Quality of Service Regulation in the Oblgaz					
Expert fees Civil Servants ALTROCCHI, BERNARDINI, CORSI, GROSSI, DUMITRESCU		x	250	6,0	1.500
'Project Management Costs'		x	375	6,0	2.250
Expert fees Class 2 Mandated Body Experts - ASCARI		x	350	3,0	1.050
'Project Management Costs'		x	525	3,0	1.575
Per diems		x	280	11,0	3.080
Air tickets		x	650	3,0	1.950
Meeting venue and equipment	x				
Translation of relevant documents (20 pages)		x	10	20,0	200
Total Component 5					72.965
Total BC Co-financing					
COMPONENT 6: Tariffs and Social Protection Transition Schemes Assessment					
Activity 6.1 Social Protection Mechanisms in Ukraine and in the EU Member State Gas Sectors					
Expert fees Civil Servants DIANA, MASETTI, BOGDAN, MARIN, TODERAS, CSÓREG, FARKAS, NYESTE		x	250	19,0	4.750
'Project Management Costs'		x	375	19,0	7.125

Per diems		x	280	23,0	6.440
Air tickets		x	650	7,0	4.550
Meeting venue and equipment	x				
Translation of relevant documents (15 pages)		x	10	15,0	150
Activity 6.2 Study Tour on Social Protection Schemes in the EU Member States					
Study visit to Hungary and Romania					
Two one-week Study visits for 5 BC staff					
Per diems for BC participants (5 persons x 5 nights x 2 visits)		x	222	50,0	11.100
Air tickets + visas for BC participants		x	650	10,0	6.500
Incidental costs (at 10 per participant/day)		x	10	40,0	400
Air tickets + visas for Assistant Interpreter x 2 visits		x	650	2,0	1.300
Per diems for Assistant Interpreter x 2 visits		x	222	10,0	2.220
Study visit to Italy					
A one-week Study tour for 5 BC staff					
Per diems for BC participants (5 persons x 5 nights)		x	230	25,0	5.750
Air tickets + visas for BC participants		x	650	5,0	3.250
Incidental costs (at 10 per participant/day)		x	10	20,0	200
Air tickets + visas for Assistant Interpreter		x	650	1,0	650
Per diems for Assistant Interpreter		x	230	5,0	1.150
Activity 6.3 Development of a Social Protection Cost Model					
Expert fees Civil Servants DIANA, MASETTI, BOGDAN, MARIN, TODERAS		x	250	26,0	6.500
'Project Management Costs'		x	375	26,0	9.750
Per diems		x	280	31,0	8.680
Air tickets		x	650	9,0	5.850
Meeting venue and equipment	x				
Translation of relevant documents (10 pages)		x	10	10,0	100
Activity 6.4 Workshop on Social Protection Transition Scenarios					
Expert fees Civil Servants DIANA, MASETTI, BOGDAN, MARIN, TODERAS		x	250	6,0	1.500
'Project Management Costs'		x	375	6,0	2.250
Per diems		x	280	7,0	1.960
Air tickets		x	650	2,0	1.300
Meeting venue and equipment	x				
Translation of relevant documents (20 pages)		x	10	20,0	200
Total Component 6					93.625
Total BC Co-financing					
COMPONENT 7: Selected Support in the Unbundling Process					
Activity 7.1 Training on Unbundling of Activities in the Gas Sector					
Expert fees Civil Servants PLESCA, SELAVĂRDEANU		x	250	2,0	500
'Project Management Costs'		x	375	2,0	750
Expert fees Class 1 Mandated Body Experts - LELOVITIS		x	250	4,0	1.000
'Project Management Costs'		x	375	4,0	1.500
Expert fees Class 2 Mandated Body Experts - BASTIA, ASLANOGLU, AVLONITIS, PAPAIOANNOU, TROKOU DI		x	350	8,0	2.800
'Project Management Costs'		x	525	8,0	4.200
Per diems		x	280	17,0	4.760
Air tickets		x	650	5,0	3.250
Meeting venue and equipment	x				
Translation of relevant documents (20 pages)		x	10	20,0	200
Activity 7.2 Regulatory Procedures in Accounting Unbundling in the Gas Distribution Businesses					
Expert fees Civil Servants BERNARDINI		x	250	10,0	2.500
'Project Management Costs'		x	375	10,0	3.750
Expert fees Class 2 Mandated Body Experts - BASTIA		x	350	14,0	4.900
'Project Management Costs'		x	525	14,0	7.350
Per diems		x	280	29,0	8.120
Air tickets		x	650	8,0	5.200
Meeting venue and equipment	x				
Translation of relevant documents (13 pages)		x	10	13,0	130
Activity 7.3 Guidelines for Monitoring Unbundling in the Oblgaz					
Expert fees Civil Servants MASETTI, PETRUZZO, SCLAFANI, ZANETTINI		x	250	6,0	1.500
'Project Management Costs'		x	375	6,0	2.250
Expert fees Class 1 Mandated Body Experts - LELOVITIS		x	250	7,0	1.750
'Project Management Costs'		x	375	7,0	2.625
Expert fees Class 2 Mandated Body Experts - ASLANOGLU, AVLONITIS, TROKOU DI, VASILIAKI		x	350	16,0	5.600
'Project Management Costs'		x	525	16,0	8.400
Per diems		x	280	35,0	9.800
Air tickets		x	650	10,0	6.500
Meeting venue and equipment	x				
Translation of relevant documents (15 pages)		x	10	15,0	150
Activity 7.4 Preparation of a draft National Monitoring Report					
Expert fees Civil Servants ANTONEL, BERNARDINI, GALIMBERTI, PLESCA, SELAVĂRDEANU, HALMAI		x	250	18,0	4.500
'Project Management Costs'		x	375	18,0	6.750

ANNEX A4

CONTRACT AWARD PROCEDURES

In principle, Twinning projects are exclusively based on the transfer of **public sector expertise** and know-how to the beneficiary administration with a view to achieving a mandatory result. This entails that private sector input in the format of equipment or private sector services will only be required **in exceptional cases**, subject to due justification, and limited to the overall ceiling of €5.000 in the case of equipment and to €5000 per budget item in case of services (see sections 5.10 and 5.11).

Twining projects are in other words self-contained projects centred around public sector co-operation.

In line with the provisions of Section 6.8 of the practical guide (subcontracting in grants), the exceptionally required private sector inputs are in principle tendered **by the MS partner**, which applies the provisions included in Annex A4 to each Twinning contract .

An overview of the applicable rules:

Supply of goods

up to 5.000€per twinning project single tender by MS Project Leader

Examples: small equipment to ensure smooth implementation of the project (e.g. laboratory consumables or small measuring equipment)

Procedure: Direct award allowed, invoice included in the framework of quarterly financial report.

over 5.000€per Twinning project :

Such investment **CANNOT** be financed by the Twinning budget. It can be mentioned *pro memoria* in the breakdown of cost only to signify the commitment of the BC that the relevant equipment will be available at that time of the work programme for the project.

Examples: equipment to measure air quality control, veterinary control materials.

Supply of services

up to 5.000€per budget item : single tender by Member state project Leader

Examples: travel costs, translation and interpretation services, software, training material, expert private sector inputs to training.

Procedure: MS Project Leader responsible for procurement and contracting.

Above 5.000€per budget item : Subcontracting by Member State Partner subject to the provisions of the Annex A4 of the contract

Given (1) the fact that in some instances the Member State twinning partner is a public sector body not allowed to engage in commercial contracts and (2) the exceptional nature of private sector inputs, the Member State partner may ask the Administrative Office in a Beneficiary Country to manage the exceptionally requested private sector inputs (services above 5.000€) on its behalf. This may be appropriate especially where the contracting entails VAT charges which cannot be handled by the Member state partner. Examples of possible subcontracting: translation and interpretation services, software, training material, expert private sector inputs to training.

If the Member State partner avails of such assistance , amounts for private sector inputs above the ceiling of 5000€for supply of services will be contracted separately by the AO and will be included in the budget (Annex A3) of the Twinning Agreement with an annotation making clear that they will be contracted by the AO.

In this case, payments due to the Member State partner will obviously not include the private sector sub contracts entered into by the Administrative Office. See Section 7.2 for the payment procedure.

In any case, both the MS project leaders and, if applicable, the AO will apply the Practical Guide to govern the private sector sub-contracting.

DETAILED CONTRACT AWARD PROCEDURES

1. General principles

If the implementation of an Action requires procurement by the Beneficiary, the contract must be awarded to the most economically advantageous tender (ie, the tender offering the best price-quality ratio), in accordance with the principles of transparency and fair competition for potential contractors and taking care to avoid any conflicts of interest.

To this end, the Beneficiary must comply with the rules set out in sections 2 to 7 below, subject to section 8.

In the event of failure to comply with the rules referred to above, expenditure on the operations in question is not eligible for Community financing.

The Commission will carry out ex post checks on beneficiaries' compliance with the rules.

The provisions of this Annex apply mutatis mutandis to contracts to be concluded by the Beneficiary's partners.

2. Eligibility for contracts

2.1. The nationality rule

Participation in tender procedures administered by the Beneficiary is open on equal terms to all natural and legal persons of the Member States and the States and territories of regions expressly covered and/or allowed by the Financial Regulation, the Regulations on access to Community external assistance, the basic legislation or other instruments governing the aid programme under which the grant is being financed. Tenderers must state, in the tender, the country of which they are nationals by presenting the usual proof of nationality under their national legislation.

This rule does not apply to the experts proposed by service providers taking part in tender procedures or service contracts financed by the grant.

2.2. The rule of origin

If the Regulations on access to Community external assistance, the basic act or the other instruments applicable to the programme under which the grant is financed contain rules of origin for supplies acquired by the Beneficiary in the context of the grant, the tenderer must state the origin of supplies. Contractors must present a certificate of origin to the Beneficiary no later than when the first invoice is presented, for equipments and vehicles of a unit cost on purchase of more than 5000 euro. The certificate of origin must be made out by the competent authorities of the country of origin of the supplies or supplier and must comply with the international agreements to which that country is a signatory or to the relevant Community legislation if it is an EU Member State.

Where the Regulations on access to Community external assistance, the basic act or other instruments applicable to the programme under which the grant is financed do not contain rules of origin for supplies acquired by the Beneficiary in the context of the grant, the origin of those supplies is free and no certificate of origin is required.

2.3. Exceptions to the rules on nationality and origin

Where an agreement on widening the market for procurement of goods or services applies, the procurement contracts must also be open to nationals of other countries under the conditions laid down in that agreement. In addition, in duly substantiated exceptional cases, the Commission may allow nationals of countries other than those referred to in section 2.1 to tender for contracts (or supplies of goods originating in such countries) on the basis of the specific conditions laid down in the Regulations on access to Community external assistance, the basic act or other instrument governing the programme under which the grant is financed.

2.4. Grounds for exclusion from participation in procurement

Candidates or tenderers will be excluded from participation in a procurement procedure if:

- (1) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- (2) they have been convicted of an offence concerning their professional conduct by a judgment which has the force of *res judicata*;
- (3) they have been guilty of grave professional misconduct proven by any means which the Beneficiary can justify;
- (4) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the Beneficiary or those of the country where the contract is to be performed;
- (5) they have been the subject of a judgment which has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- (6) following another procurement procedure or grant award procedure financed by the Community budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.

Candidates or tenderers must certify that they are not in one of the situations listed above.

2.5. Exclusion from award of contracts

Contracts may not be awarded to candidates or tenderers which, during the procurement procedure:

- (a) are subject to a conflict of interests;
- (b) are guilty of misrepresentation in supplying the information required by the Beneficiary as a condition of participation in the contract procedure or fail to supply this information.

3. Rules common to all tender procedures

The tender documents must be drafted in accordance with best international practice. If they do not have their own documents, grant beneficiaries may use the models (in particular the tender dossier) published on the European Commission's web site relating to external actions. The European Commission will not publish the tender documents established by the Beneficiary.

The time-limits for receipt of tenders and requests to participate must be long enough to allow interested parties a reasonable and appropriate period to prepare and submit their tenders.

All requests to participate and tenders declared as satisfying the requirements must be evaluated and ranked by an evaluation committee on the basis of the exclusion, selection and award criteria announced in advance. This committee must have an odd number of members, at least three, with all the technical and administrative capacities necessary to give an informed opinion on the tenders.

4. Rules applicable to service contracts

4.1. Contracts of €200 000 or more

Service contracts worth EUR 200 000 or more must be awarded by means of an international restricted tender procedure following publication of a procurement notice.

The procurement notice is to be published in all appropriate media, in particular on the Beneficiary's web site, in the international press and the national press of the country in which the Action is being carried out, or in other specialist periodicals. It must state the number of candidates which will be invited to submit tenders. This will be within a range of four to eight candidates, and must be sufficient to ensure genuine competition.

All would-be service providers fulfilling the conditions referred to in section 2 may ask to participate but only candidates satisfying the published selection criteria and invited in writing by the Beneficiary may submit a tender.

4.2. Contracts under €200 000

Service contracts worth less than EUR 200 000 must be awarded by means of a negotiated procedure without publication, in which the Beneficiary consults at least three service providers of its choice and negotiates the terms of the contract with one or more of them.

For services of a value of EUR 5 000 or less, the Beneficiary may place orders on the basis of a single tender.

5. Rules applicable to supply contracts

5.1. Contracts of €150 000 or more

Supply contracts worth EUR 150 000 or more must be awarded by means of an international open tender procedure following publication of a procurement notice.

The procurement notice is to be published in all appropriate media, in particular on the Beneficiary's web site, in the international press and the national press of the country in which the Action is being carried out, or in other specialist periodicals.

Any would-be supplier which fulfils the conditions referred to in section 2 may submit a tender.

5.2. Contracts between €30 000 and €150 000

Such contracts are awarded by means of an open tender procedure published locally: the procurement notice is published in all appropriate media but only in the country in which the Action is being carried out.

A local open tender procedure must provide other eligible suppliers with the same opportunities as local firms.

5.3. Contracts under €30 000

Supply contracts worth less than EUR 30 000 must be awarded by means of a negotiated procedure without publication, in which the Beneficiary consults at least three suppliers of its choice and negotiates the terms of the contract with one or more of them.

For supplies of a value of EUR 5 000 or less, the Beneficiary may place orders on the basis of a single tender.

6. Rules applicable to works contracts

6.1. Contracts of €5 000 000 or more

Works contracts worth EUR 5 000 000 or more must be awarded by means of an international open tender procedure following publication of a procurement notice.

The procurement notice is to be published in all appropriate media, in particular on the Beneficiary's web site, in the international press and the national press of the country in which the Action is being carried out, or in other specialist periodicals.

Any contractor which fulfils the conditions referred to in section 2 may submit a tender.

6.2. Contracts of between €300 000 and €5 000 000

Such contracts are awarded by means of an open tender procedure published locally: the procurement notice is published in all appropriate media but only in the country in which the Action is being carried out.

A local open tender procedure must provide other eligible contractors with the same opportunities as local firms.

6.3. Contracts under €300 000

Works contracts worth less than EUR 300 000 must be awarded by means of a negotiated procedure without publication, in which the Beneficiary consults at least three contractors of its choice and negotiates the terms of the contract with one or more of them.

For works of a value of EUR 5 000 or less, the Beneficiary may place orders on the basis of a single tender.

7. Use of the negotiated procedure

The Beneficiary may use the negotiated procedure on the basis of a single tender in the following cases:

- (a) where, for reasons of extreme urgency brought about by events which the Beneficiary could not have foreseen and which can in no way be attributed to him, the time-limit for the procedures referred to in sections 3 to 6 cannot be kept. The circumstances invoked to justify extreme urgency must in no way be attributable to the Beneficiary.

Actions carried out in crisis situations identified by the Commission are considered to satisfy the test of extreme urgency. The Commission will inform the Beneficiary if a crisis situation exists and when it comes to an end.

- (b) where the services are entrusted to public-sector bodies or to non-profit institutions or associations and relate to activities of an institutional nature or designed to provide assistance to peoples in the social field;
- (c) where contracts extend activities already under way which are not included in the main contract but which, because of unforeseen circumstances, have become necessary to perform the contract, or which consist of the repetition of similar services entrusted to the contractor providing services under the initial contract;
- (d) for additional deliveries by the original supplier intended either as a partial replacement of normal supplies or installations or as the extension of existing supplies or installations, where a change of supplier would oblige the Beneficiary to acquire equipment having different technical characteristics which would result in either incompatibility or disproportionate technical difficulties in operation and maintenance;
- (e) for additional works not included in the initial contract concluded which have, through unforeseen circumstances, become necessary for carrying out the works;
- (f) where the tender procedure has been unsuccessful, that is where no qualitatively and/or financially worthwhile tender has been received. In such cases, after cancelling the tender procedure, the Beneficiary may negotiate with one or more tenderers of its choice, from among those that took part in the tender procedure, provided that the initial terms of the tender procedure are not substantially altered;
- (g) where the contract concerned follows a contest and must, under the rules applying, be awarded to the winner of the contest or to one of the winners of the contest, in which case, all winners shall be invited to participate in the negotiations;
- (h) where, for technical reasons, or for reasons connected with the protection of exclusive rights, the contract can be awarded only to a particular service provider;
- (i) where warranted by the nature or particular characteristics of the supplies, for example, where performance of the contract is exclusively reserved for the holders of patents or licences to use patents;
- (j) where the orders are placed with a humanitarian central buying office, recognised as such by the relevant service of the European Commission;
- (k) for the issue of the expenditure verification report and the financial guarantee where they are required under the Contract.

8. Special cases

8.1. Co-financing

Where:

- the Action is cofinanced by several donors and
- one of the other donors, whose contribution to the total cost of the Action is greater than that of the Commission, imposes procurement rules on the Beneficiary that differ from those set out in sections 3 to7,

the Beneficiary may apply the rules imposed by the other donor. In all cases, the general principles and rules on nationality and origin set out in sections 1 and 2 still apply.

8.2. Public administrations of the Member States

Where the Beneficiary or a partner is a contracting authority and/or a contracting entity within the meaning of the Community Directives applicable to procurement procedures, it must apply the relevant provisions of those texts, in preference to the rules set out in 3 to7. In all cases, the general principles and rules on nationality and origin set out in 2 still apply.

8.3. International Organisations

Where a partner is an international organisation, it applies its own procurement rules if they offer guarantees equivalent to internationally accepted standards. If they don't or in specific cases, the Commission and the Beneficiary agree on the use of other procurement procedures which offer such guarantees. In all cases the general principles and rules on nationality and origin set out in point 2 still apply, in particular those expressly provided for concerning the international organisations in the Regulations on access to Community external assistance.

8.4. Central Buying Offices

Where the Beneficiary uses a central buying office as service provider, he selects it in conformity with the procedures set out above for service contracts.

A central buying office for the purpose of point 7 (j) is a non-profit making, autonomous and professional structure, specialised in the technical and commercial management of supplies.

This central buying office applies the rules imposed on the Beneficiary. Where it is a humanitarian central buying office recognised as such by the relevant service of the European Commission, it applies the rules agreed upon at the time of its approval, subject to the rules on nationality and origin set out in point 2 above.

ANNEX A5
Request for payment for Twinning Contract
European Community external actions

[Date of the request for payment]

For the attention of
[address of the Contracting Authority]
*[Financial unit indicated in the Contract]*¹

Reference number of the Twinning Contract: ...
Title of the Twinning Contract: ...
Name and address of the Beneficiary: ...
Request for payment number: ...
Period covered by the request for payment: ...

Dear Sir/Madam,

I hereby request *[a pre-financing payment/a further pre-financing payment/payment of the balance]*² under the Twinning Contract mentioned above.

The amount requested is *[as indicated in Article 4(2) of the Special Conditions of the Contract/the following: ...]*.³

Please find attached the following supporting documents:

- *signed Twinning Contract (for the first pre-financing payment)*
- *expenditure verification report if required by Article 15.6 of the General Conditions of the Contract*
- *financial guarantee if required by Article 15.7 of the General Conditions of the Contract*
- *technical and financial interim report (for further pre-financing payments)*
- *final implementation report (for payment of the balance)*.⁴

The amount certified by the audit report to be deducted from the sum total of pre-financing under the Twinning contract is the following: ...

The payment should be made to the following bank account: ...⁵

Yours faithfully,

[signature]

¹ if the Contracting Authority is a headquarters service of the European Commission. Please do not forget to send a copy of this letter to the management unit and if appropriate to the Commission delegation mentioned in Article 5(1) of the Special Conditions of the Contract.

² Delete the two options which do not apply.

³ Delete the option which does not apply.

⁴ Delete the items which do not apply.

⁵ Give the account number shown on the financial identification form annexed to the Contract.

FINANCIAL IDENTIFICATION

UA08/PCA/EY/12

ACCOUNT HOLDER

NAME	S T U D I A R E S V I L U P P O S R L	
ADDRESS	V I A N A Z I O N A L E 1 6 3	
TOWN/CITY	R O M E	POST CODE 0 0 1 8 4
COUNTRY	I T A L Y	VAT NUMBER 0 7 4 4 4 8 3 1 0 0 7
CONTACT PERSON	P A O L O P A S S A R O	
TELEPHONE	0 0 3 9 0 6 6 9 9 2 1 6 5 9	FAX + 3 9 0 6 6 9 9 2 2 1 7 3
E-MAIL	P P A S S A R O @ S T U D I A R E S V I L U P P O . I T	

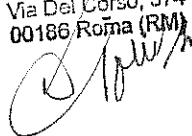
BANK

BANK NAME	U N I C R E D I T B A N C A D I R O M A	
BRANCH ADDRESS	V I A D E L C O R S O 3 7 4	
	A G . R O M A S E D E 7 4 5	
TOWN/CITY	R O M E	POST CODE 0 0 1 8 7
COUNTRY	I T A L Y	
ACCOUNT NUMBER	0 0 0 4 0 1 1 5 6 9 5 9	
IBAN	I T 6 1 0 0 3 0 0 2 0 3 2 4 5 0 0 0 4 0 1 1 5 6 9 5 9	
SWIFT	B R O M I T R 1 7 4 5	

REMARKS:

BANK STAMP + SIGNATURE of BANK REPRESENTATIVE:
(Both Obligatory)

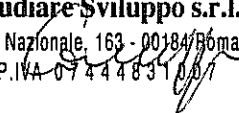
UniCredit Banca di Roma
ROMA VIA DEL CORSO "C"
Via Del Corso, 374
00186 Roma (RM)



DATE + SIGNATURE of ACCOUNT HOLDER:
(Obligatory)

28 May 2009

Studiare Sviluppo s.r.l.
Via Nazionale, 163 - 00184/Roma
P.IVA 07444831007



ANNEX A6 MODEL EXPENDITURE VERIFICATION REPORT

TABLE OF CONTENTS

1.

1. TERMS OF REFERENCE FOR AN EXPENDITURE VERIFICATION OF A TWINNING CONTRACT 2

Annex 1: Information about the Subject of the Expenditure Verification 4

Annex 2: Scope of Work – Procedures to be performed 6

2. REPORT OF FACTUAL FINDINGS FOR AN EXPENDITURE VERIFICATION OF A TWINNING CONTRACT 10

Point 1 should be completed by the Member State Partner (MSP) and be agreed with the Auditor

Point 2 should be provided by the Auditor

1. Terms of Reference for an Expenditure Verification of a Twinning contract

The following are the terms of reference ('ToR') on which <name of the Member State Partner (MSP)> 'the Member State Partner (MSP)' agrees to engage < name of the audit firm> 'the Auditor' to perform an expenditure verification and to report in connection with an Institution Building Twinning contract financed by Community funds <reference of the Twinning contract> (the 'Twinning contract'). Where in these ToR the 'Contracting Authority' is mentioned this refers to <the European Commission or name of another contracting authority> which has signed the Twinning contract with the Member State Partner (MSP) and is providing the funding. The Contracting Authority is not a party to this engagement.

1.1 Responsibilities of the Parties to the Engagement

'The Member State Partner (MSP)' refers to the Member State administration that is receiving the Twinning funding and that has signed the Twinning contract with the Contracting Authority.

- The Member State Partner (MSP) is responsible for providing a Financial Report for the Action financed by the Twinning contract and for ensuring that this Financial Report can be properly reconciled to the Member State Partner (MSP)'s accounting and bookkeeping system and to the underlying accounts and records.
- The Member State Partner (MSP) accepts that the ability of the Auditor to perform the procedures required by this engagement effectively depends upon the Member State Partner (MSP), and as the case may be his partners, providing full and free access to the Member State Partner (MSP)'s staff and its accounting and other relevant records.

'The Auditor' refers to the Auditor who is responsible for performing the agreed-upon procedures as specified in these ToR, and for submitting a report of factual findings to the Member State Partner (MSP).

- [Option 1: delete if not applicable] The Auditor is a member of <specify the name of the national accounting or auditing body or institution of which the Auditor is a member> which in turn is a member of the International Federation of Accountants (IFAC).
- [Option 2: delete if not applicable] The Auditor is a member of <specify the name of the national accounting or auditing body or institution of which the auditor is a member>. Although this organisation is not member of the IFAC, the Auditor commits himself to undertake this engagement in accordance with applicable IFAC standards and ethics.

1.2 Subject of the Engagement

The subject of this engagement is the Financial Report in connection with the Twinning contract for the period covering <dd Month yyyy to dd Month yyyy>. The information, both financial and non-financial, which is subject to verification by the Auditor, is all information which makes it possible to verify that the expenditure claimed by the Member State Partner (MSP) in the Financial Report has occurred, and is accurate and eligible. Annex 1 to these ToR contains an overview of key information about the Twinning contract and the action concerned.

1.3 Reason for the Engagement

The Member State Partner (MSP) is required to submit to the Contracting Authority an expenditure verification report produced by an external auditor in support of the payment requested by the Member State Partner (MSP) under Article 15 of the General Conditions of the Twinning contract. The Authorising Officer of the Contracting Authority requires this report as he makes the payment of expenditure requested by the Member State Partner (MSP) conditional on the factual findings of this report.

1.4 Engagement Type and Objective

This constitutes an engagement to perform specific agreed-upon procedures regarding an expenditure verification of a European Community financed Twinning contract. The objective of this expenditure verification is for the Auditor to verify that the expenditure claimed by the Member State Partner (MSP) in the Financial Report for the action financed under the Twinning contract has occurred ('reality'), is accurate ('exact') and eligible and to submit to the Member State Partner (MSP) a report of factual findings with regard to the agreed-upon procedures performed. Eligibility means that the funds provided by the grant have

been spent in accordance with the terms and conditions of the Twinning contract, the Common Twinning Manual, and other relevant regulations and provisions.

As this engagement is not an assurance engagement, the Auditor does not provide an audit opinion and expresses no assurance. The Contracting Authority derives its assurance by drawing its own conclusions from the factual findings reported by the Auditor on the Financial Report and the payment request of the Member State Partner (MSP) relating thereto.

1.5 Scope of Work

1.5.1 The Auditor shall undertake this engagement in accordance with these ToR and:

- in accordance with the International Standard on Related Services ('ISRS') 4400 *Engagements to perform Agreed-upon Procedures regarding Financial Information* as promulgated by the IFAC;
- in compliance with the *Code of Ethics for Professional Accountants* issued by the IFAC. Although ISRS 4400 provides that independence is not a requirement for agreed-upon procedures engagements, the Contracting Authority requires that the auditor also complies with the independence requirements of the *Code of Ethics for Professional Accountants*.

1.5.2 The Terms and Conditions of the Twinning contract

The Auditor verifies that the funds provided by the grant were spent in accordance with the terms and conditions of the Twinning contract as required under Article 1.2 of the Special Conditions of the Twinning contract.

1.5.3 Planning, procedures, documentation and evidence

The Auditor should plan the work so that effective expenditure verification can be performed. For this purpose he performs the procedures specified in Annex 2 of these ToR ('Scope of Work – Procedures to be performed') and he uses the evidence obtained from these procedures as the basis for the report of factual findings. The Auditor should document matters which are important in providing evidence to support the report of factual findings, and evidence that the work was carried out in accordance with ISRS 4400 and these ToR.

1.6 Reporting

The report on this expenditure verification should describe the purpose and the agreed-upon procedures of the engagement in sufficient detail in order to enable the Member State Partner (MSP) and the Contracting Authority to understand the nature and extent of the procedures performed by the Auditor. Use of the reporting format attached as Annex A7 of the General Conditions is compulsory.

1.7 Other Terms

[The Member State Partner (MSP) and the Auditor can use this section to agree other specific terms such as Auditor's fees, out of pocket expenses and liability provisions]

Annex 1: Information about the Subject of the Expenditure Verification

[The table below should be completed by the Member State Partner (MSP) and be attached as Annex 1 to the terms of reference for use by the Auditor.]

Information about the Subject of the Expenditure Verification	
Reference number and date of the Twinning contract	< Contracting Authority's reference of the Twinning contract>
Twining contract title	
Country	
Member State Partner (MSP)	< full name and address of the Member State Partner (MSP) as per the Twinning contract>
Budget line Twinning contract	< Contracting Authority reference of the budget line and Commission reference where the Contracting Authority is not the Commission >
Source of funding programme	
Steering Committee opinion – date	
Start date of the Action	
End date of the Action	
Total cost of the Action	<amount in Art. 3.1 of the Special Conditions of the Twinning contract>
Grant maximum amount	<amount in Art. 3.2 of the Special Conditions of the Twinning contract>
Total amount received to date by the Member State Partner (MSP) from Contracting Authority	< Total amount received as per dd.mm.yyyy>
Total amount of the payment request	< provide the total amount requested for payment as per Annex V of the General Conditions for Twinning contracts (Request for payment for a Twinning contract) >
Contracting Authority	[Provide the name, position/title, phone and E-mail of the contact person at the Contracting Authority. <i>Only to be completed if the Contracting Authority is not the Commission.</i>]
European Commission	< provide the name, position/title, phone and E-mail of the contact person in the Delegation of the Commission in the country concerned, or if applicable at Headquarters>

Auditor

< Name and address of the audit firm and names/positions of the auditors>

--

Annex 2: Scope of Work – Procedures to be performed

The Auditor designs and carries out his verification work programme in accordance with the objective and scope of this engagement and the procedures to be performed as specified below. When performing these procedures the Auditor may apply techniques such as inquiry and analysis, (re)computation, comparison, other clerical accuracy checks, observation, inspection of records and documents, inspection of assets and obtaining confirmations.

The Auditor obtains sufficient appropriate verification evidence from these procedures to be able to draw up a report of factual findings. For this purpose the Auditor can refer to the guidance provided by International Standard on Auditing 500 “Audit Evidence” and in particular by the paragraphs relating to ‘sufficient appropriate audit evidence’. The Auditor exercises professional judgment as to what is sufficient appropriate verification evidence where he believes that the guidance provided by ISA 500, the terms and conditions of the Twinning contract and the ToR for this engagement are not sufficient.

The General Conditions of the Twinning contract (‘General Conditions’) and notably Article 16.3 thereof provide an indicative list of the types and nature of evidence that the Auditor may often find in expenditure verifications. This may vary depending on the nature of the expenditure and the practices in the country concerned.

1 Obtaining a sufficient Understanding of the Action and of the Terms and Conditions of the Twinning contract

The Auditor obtains a sufficient understanding of the terms and conditions of the Twinning contract by reviewing the Twinning contract and its annexes and other relevant information, including the regularly updated Common Twinning Manual available on the Commission’s internet, and by inquiry of the Member State Partner (MSP). The Auditor ensures that he obtains a copy of the original Twinning contract (signed by the Member State Partner (MSP) and the Contracting Authority) with its annexes. The Auditor obtains and reviews copies of the < interim/final> Narrative Report (Annex A6 of the Twinning contract).

The Auditor pays particular attention to Annex A1 of the Twinning contract, which contains the Description of the Action, Annex A2 (General Conditions) and Annex A4, which provides the relevant rules for procurement (including nationality and origin rules) by grant beneficiaries in the context of Twinning. Failure to comply with these rules makes expenditure ineligible for Community financing. These procurement rules apply to all Twinning contracts but depending on the legal basis for the Twinning contract (for example TACIS, ALA and Food Aid) nationality and origin rules may vary. The Auditor should ensure with the Member State Partner (MSP) that the applicable nationality and origin rules are identified and understood. Applicable rules of nationality and origin are set out, for each legal basis, in Annex A2 to the Practical Guide¹ to contract procedures for external actions of the European Communities. If the Auditor finds that the terms and conditions to be verified are not sufficiently clear he should request clarification from the Member State Partner (MSP).

2 Procedures to verify the Eligibility of Expenditure Claimed by the Member State Partner (MSP) in the Financial Report for the Action

2.1 General Procedures

2.1.1 The Auditor verifies that the Financial Report complies with the conditions of the Twinning contract notably with Article 2 of the General Conditions (including format and language).

2.1.2 The Auditor examines whether the Member State Partner (MSP) has complied with the rules for accounting and record keeping of the Twinning contract notably with Article 16 of the General Conditions. The purpose of this is:

- To assess whether an efficient and effective expenditure verification of the Financial Report is feasible; and

¹ See http://europa.eu.int/comm/europeaid/tender/gestion/index_en.htm

- To report important exceptions and weaknesses with regard to accounting, record keeping and documentation requirements so that the Member State Partner (MSP) can undertake follow-up measures for correction and improvement for the remaining implementation period of the Action.

2.1.3 The Auditor reconciles the information in the Financial Report to the Member State Partner (MSP)'s accounting system and records (e.g. trial balance, general ledger accounts, sub ledgers etc.).

2.1.4 The Auditor verifies that the correct exchange rates have been applied for currency conversions where applicable and in accordance with the conditions of the Twinning contract notably Article 15.9 of the General Conditions.

2.2 Conformity of Expenditure with the Budget and Analytical Review

The Auditor carries out an analytical review of the expenditure headings in the Financial Report and:

- verifies that the budget in the Financial Report corresponds with the Budget of the Twinning contract (authenticity and authorisation of the initial Budget) and that the expenditure incurred was foreseen in the budget of the Twinning contract.
- verifies that the total amount claimed for payment by the Member State Partner (MSP) does not exceed the maximum grant laid down in Article 3.2 of the Special Conditions of the Twinning contract.
- verifies that any amendments to the Budget of the Twinning contract comply with the conditions for such amendments (including where applicable the requirement for an addendum to the Twinning contract) as set out in the Special and General Conditions and in the Common Twinning Manual.
- verifies that the conditions for profit in Article 17.3 of the General Conditions and in section 5.8 of the Common Twinning Manual were respected.

2.3 Selecting Expenditure for Verification

2.3.1 Expenditure Headings, Subheadings and Items

The expenditure claimed by the Member State Partner (MSP) in the Financial Report is presented as recommended in the standard template for the Twinning final report, annex C10 to the Common Twinning Manual. Expenditure headings can be broken down into expenditure subheadings.

Expenditure subheadings can in principle be broken down into individual expenditure items or classes of expenditure items with the same or similar characteristics. The form and nature of the supporting evidence (e.g. a payment, a contract, an invoice etc) and the way expenditure is recorded (i.e. journal entries) vary with the type and nature of the expenditure and the underlying actions or transactions. However, in all cases expenditure items reflect the accounting (or financial) value of underlying actions or transactions no matter the type and nature of the action or transaction concerned.

2.3.2 Selecting Expenditure Items

Value should be the primary factor used by the Auditor to select expenditure items or classes of expenditure items for verification. The Auditor selects high value expenditure items to ensure an appropriate coverage of expenditure.

Moreover, the Auditor uses his judgment to select specific expenditure items or classes of expenditure items. The Auditor may use factors such as his knowledge of the action and the characteristics of the expenditure categories, classes and items being verified such as for example expenditure items that are unusual or inherently risky or error prone.

2.4 Verification of Expenditure

The Auditor verifies the expenditure and reports all the exceptions resulting from this verification. Verification exceptions are all verification deviations found when performing the procedures set out in this Annex. In all cases the Auditor assesses the (estimated) financial impact of exceptions in terms of ineligible expenditure. For example: if the Auditor finds an exception with regard to procurement rules he assesses to which extent this exception has led to ineligible expenditure. The Auditor reports all exceptions found including the ones of which he cannot measure the financial impact. Having selected the expenditure items the Auditor verifies them by testing for the criteria set out below.

2.4.1 Eligibility of Direct Costs

The Auditor verifies the eligibility of direct costs with the terms and conditions of the Twinning contract notably Article 14 of the General Conditions. He verifies that these costs:

- are necessary for carrying out the action. In other words the Auditor verifies that expenditure for a transaction or action has been incurred for the intended purpose of the action and that it has been necessary for the activities and objectives of the action. The Auditor further verifies that the direct costs are provided for in the Twinning contract Budget and comply with the principles of sound financial management, in particular value for money and cost effectiveness;
- have actually been incurred by the Member State Partner (MSP) or his partners during the implementation period of the Action as defined in Article 14.1 of the General Conditions;
- are recorded in the accounts of the Member State Partner (MSP) and are identifiable, verifiable and substantiated by originals of supporting evidence.

The Auditor also considers non-eligible costs as described in Article 14.6 of the General Conditions. In this respect the Auditor verifies in particular whether expenditure includes certain taxes, including VAT. If this is the case the Auditor verifies whether the Member State Partner (MSP) (or, where applicable the partners) cannot reclaim these taxes and whether the applicable regulations, rules and practices in the country concerned allow the coverage of these taxes in the expenditure.

2.4.2 Accuracy and Recording

The Auditor verifies that expenditure for a transaction or action has been accurately and properly recorded in the Member State Partner (MSP)'s accounting system and the Financial Report and that it is supported by appropriate evidence and supporting documents. This includes proper valuation and the use of correct exchange rates.

2.4.3 Classification

The Auditor verifies that expenditure for a transaction or action has been classified under the correct heading and subheading of the Financial Report.

2.4.4 Reality (occurrence / existence)

The Auditor exercises professional judgment to obtain sufficient appropriate verification evidence as to whether the expenditure has occurred (reality and quality of the expenditure) and - where applicable - assets exist. The Auditor verifies the reality and quality of the expenditure for a transaction or action by examining proof of work done, goods received or services rendered on a timely basis, at acceptable and agreed quality and at reasonable prices or costs.

2.4.5 Compliance with Procurement, Nationality and Origin Rules

The Auditor examines which procurement, nationality and origin rules apply for a certain expenditure heading, subheading, a class of expenditure items or an expenditure item. The Auditor verifies whether the Member State Partner (MSP) has complied with such rules and whether the expenditure concerned is eligible. Where the Auditor finds issues of non-compliance with procurement rules, he reports the nature of such events as well as their financial impact in terms of ineligible expenditure.

2.4.6 Twinning management costs

The Auditor verifies that the Twinning management costs comply with the requirements as set forth in the Special Conditions of the Twinning contract and in section 5.8 of the Common Twinning Manual.

2.4.7 Contingencies

The Auditor verifies that contingencies do not exceed 2.5% of the total eligible costs (direct and indirect) of the Action (sections 5.6.3 of the Common Twinning Manual).

2.5 Verification Coverage of Expenditure

The Auditor applies the principles and criteria set out below when planning and performing the procedures for expenditure verification of Sections 2.3 and 2.4 above. This allows the Auditor to rationalise his verification work.

Verification by the Auditor and verification coverage of expenditure items does not necessarily mean a complete and exhaustive verification of all the expenditure items that are included in a specific expenditure heading or subheading. The Auditor should ensure a systematic and representative verification but depending on certain conditions (see further below) the Auditor may obtain satisfactory verification results for an expenditure heading or subheading by looking at a limited number of selected expenditure items.

The Auditor may apply statistical sampling techniques for the verification of one or more expenditure headings or subheadings of the Financial Report. For this purpose the Auditor examines whether the 'populations' (i.e. expenditure subheading or classes of expenditure items within an expenditure subheading) are suitable and sufficiently large (i.e. they should be made up of a large amount of items) for effective statistical sampling. This enables the Auditor to obtain and evaluate verification evidence to form a conclusion on the total of the population from which the sample is drawn. The Auditor may refer to IFAC International Standard on Auditing 530 'Audit sampling and other selective testing procedures' for guidance.

2.5.1 Expenditure Coverage Ratio ('ECR')

The Expenditure Coverage Ratio ('ECR') represents the total amount of expenditure verified by the Auditor expressed as a percentage of the total amount of expenditure reported by the Member State Partner (MSP) in the Financial Report and claimed by the Member State Partner (MSP) for deduction from the total sum of pre-financing under the Twinning contract. This amount is reported in Annex V of the Twinning contract. The Auditor ensures that the overall ECR is at least **65%**. The Auditor selects expenditure items (see Section 2.3.2). If he finds an exception rate of less than 10% of the total amount of expenditure verified (i.e. 6,5 %) the Auditor finalises verification procedures and continues with reporting. If the exception rate found is higher than 10% the Auditor extends verification procedures until the ECR is at least **85%**. The Auditor then finalises verification procedures and continues with reporting regardless of the total exception rate found.

The Auditor ensures that the **ECR for each expenditure heading and subheading** in the Financial Report is at least **10%**.

2.6 Verification of Revenues of the Action

The Auditor verifies that revenues (including inter alia grants and funding received from other donors and revenue generated by the Member State Partner (MSP) in the context of the action) have been appropriately allocated to the action subject of the Twinning contract and correctly disclosed in the Financial Report. As this engagement is not an audit the Auditor is not requested to assess the completeness of revenues.

2. Report of Factual Findings for an Expenditure Verification of a Twinning contract

To be printed on letterhead paper of the Auditor

<Name of contact person(s)>, < Position>

< Member State Partner (MSP)'s name >

<Address>

<dd Month yyyy>

Dear <Name of contact person(s)>

In accordance with our contract dated <dd Month yyyy> with <name of the Member State Partner (MSP)> “the Member State Partner (MSP)” and the terms of reference attached thereto (Annex 1 of this report), we provide our Report of Factual Findings (“the Report”), with respect to the accompanying Financial Report you provided for the period covering <dd Month yyyy - dd Month yyyy> (Annex 2 of the Report). You requested certain procedures to be carried out in connection with the Twinning contract concerning [*Twining reference number*], the ‘Twining contract’. The Report consists of this letter and the Report details set out in Chapters 1 and 2.

Objective

Our engagement was an engagement to perform agreed-upon procedures regarding the expenditure verification of the Twinning contract between you and < the European Commission or the name of another contracting authority> the ‘Contracting Authority’. It involved performing certain specified procedures, the results of which the Contracting Authority uses to draw conclusions from the procedures performed by us.

The objective of this expenditure verification is for the Auditor to verify that the expenditure claimed by the Member State Partner (MSP) in the Financial Report for the action financed by the Twinning contract has occurred (‘reality’), is accurate (‘exact’) and eligible and to submit to the Member State Partner (MSP) the report with regard to the agreed-upon procedures performed . Eligibility means that the funds provided by the grant were spent in accordance with the terms and conditions of the Twinning contract, the Common Twinning Manual and the other relevant regulations and provisions.

Scope of Work

Our engagement was undertaken in accordance with:

- the terms of reference in Annex 1 to this Report and:
- International Standard on Related Services (‘ISRS’) 4400 *Engagements to perform Agreed-upon Procedures regarding Financial Information* as promulgated by the International Federation of Accountants (‘IFAC');
- the *Code of Ethics for Professional Accountants* issued by the IFAC. Although ISRS 4400 provides that independence is not a requirement for agreed-upon procedures engagements, the Contracting Authority requires that the auditor also complies with the independence requirements of the *Code of Ethics for Professional Accountants*;

As requested, we have only performed the procedures set out in the terms of reference for this engagement and we have reported our factual findings on those procedures in Chapter 3 of this Report.

The scope of these agreed upon procedures has been determined solely by the Contracting Authority and the procedures were performed solely to assist the Contracting Authority in evaluating whether the expenditure claimed by the Member State Partner (MSP) in the accompanying Financial Report has occurred (‘reality’), is accurate (‘exact’) and eligible.

Because the procedures performed by us did not constitute either an audit or a review made in accordance with International Standards on Auditing or International Standards on Review Engagements, we do not express any assurance on the accompanying Financial Report.

Had we performed additional procedures or had we performed an audit or review of the financial statements of the Member State Partner (MSP) in accordance with International Standards on Auditing, other matters might have come to our attention that would have been reported to you.

Sources of Information

The Report sets out information provided to us by the management of the Member State Partner (MSP) in response to specific questions or as obtained and extracted from the Member State Partner (MSP)'s information and accounting systems. In addition we received verbal representations from the Member State Partner (MSP)'s management which we did not obtain in writing [delete if received in written form.]

Factual Findings

The total expenditure which is the subject of this expenditure verification amounts to <xxxxxx> €

The Expenditure Coverage Ratio is <xx%>. This ratio represents the total amount of expenditure verified by us expressed as a percentage of the total expenditure which has been subject of this expenditure verification. The latter amount is equal to the total amount of expenditure reported by the Member State Partner (MSP) in the Financial Report (Annex 2) and claimed by the Member State Partner (MSP) for deduction from the total sum of prefinancing under the Twinning contract as per the Member State Partner (MSP)'s Request for Payment of <dd Month yyyy>.

Based on the agreed-upon procedures that we performed we found that expenditure amounting to <xxxx> € is not eligible. The details of our factual findings including a summary table of the expenditure that is not eligible are presented in Chapter 2 of this Report.

Use of this Report

This Report is solely for the purpose set forth in the above objective.

This report is prepared solely for the confidential use of the Member State Partner (MSP) and the Contracting Authority and solely for the purpose of submission to the Contracting Authority in connection with the requirements as set out in Article 15 of the General Conditions of the Twinning contract. This report may not be relied upon by the Member State Partner (MSP) or by the Contracting Authority for any other purpose, nor may it be distributed to any other parties. The Contracting Authority may only disclose this Report to others who have regulatory rights of access to it in particular the European Commission [*Delete if the Commission is the Contracting Authority*], the European Anti Fraud Office and the European Court of Auditors.

This Report relates only to the Financial Report specified above and does not extend to any financial statements of the Member State Partner (MSP).

We look forward to discussing our Report with you and would be pleased to provide any further information or assistance which may be required.

Yours sincerely

<dd Month yyyy>

<Name of the Auditor>

Report Details

Chapter 1 Information about the Twinning contract and the Action

[Chapter 1 should include a description of the Action concerned and the Twinning contract, the Member State Partner (MSP)/ implementing structure and key financial/budget information. The Auditor should also present here the table with 'Information about the subject of the Expenditure Verification' as attached by the Member State Partner (MSP) to the ToR. The information in this table should be verified by the Auditor]

Chapter 2 Procedures Performed and Factual Findings

We have performed the procedures as agreed upon in the terms of reference for an expenditure verification of the Twinning contract concerning < title and number of the action/contract> (see Annex 1). The factual findings of these procedures are set out under the headings below.

[Describe the results of procedures performed. Use supporting schedules as Appendices to the Report, if applicable.]

[Insert (if any): Details of exceptions:.....]

- 1 Obtaining a sufficient Understanding of the Action and of the terms and conditions of the Twinning contract
- 2 Procedures to verify the Eligibility of Expenditure claimed by the Member State Partner (MSP) in the Financial Report for the Action
 - 2.1 General Procedures
 - 2.2 Conformity of Expenditure with the Budget and Analytical Review
 - 2.3 Selecting Expenditure for Verification
 - 2.4 Verification of Expenditure
 - 2.4.1 Eligibility of Direct Costs
 - 2.4.2 Accuracy and recording
 - 2.4.3. Classification
 - 2.4.4 Reality (Occurrence / existence)
 - 2.4.5 Compliance with procurement, nationality and origin rules
 - 2.4.6 Twinning management costs
 - 2.4.7 Contingencies
 - 2.5 Verification Coverage of Expenditure
 - 2.5.1 Expenditure Coverage Ratio ('ECR').
 - 2.5.2 Sufficient spread of the ECR over expenditure categories.
 - 2.6 Verification of Revenues of the Action

Annex 1 Terms of Reference

Annex 2 Financial Report as provided by the Member State Partner (MSP)

ANNEX A7

Special Financial Annex

1. The Project Budget (Annex A3 to the Twinning Contract)

All Twinning contracts comprise a Twinning work plan, accompanied by a detailed budget, respectively annexes I and III to the Twinning contract. Expenditures listed in the budget must correspond to the activities listed in the Twinning work plan.*

All activities foreseen in the framework of the Twinning project, irrespective of whether they are carried out under the responsibility of the BC or of the MS, should be listed. The only activities to which a sum is allocated in the budget are those for which financing is allowed from the EU programme, and those for which co-financing from the BC is provided.

2. Changes to a Twinning Contract

The work plan of a Twinning project needs to be prepared and agreed in detail before the twinning project is launched, in order to provide objective grounds for the funding requested. However, in practice, with many different activities taking place, a Twinning project is subject to all sorts of unforeseen events and may need to be adjusted in the course of implementation. A certain degree of flexibility is therefore necessary. Although **there should be no change to the mandatory results defined in the work plan the means of achieving these may be adapted to circumstances.**

Twining contract modifications can only be made within the period of implementation of the Contract. The modifications will only apply to subsequent implementation and cannot apply retroactively.

It is hereby reminded that the breakdown of costs in a Twinning budget (Annex A3) follows the logic of the work plan (Annex A1) (RTA, delivery of a seminar, expert mission on a particular topic, elaboration of training material, etc.). In other terms, the budget must follow an activity based budget format and under normal circumstances any change in the work plan will entail a corresponding change in the budget.

The following section therefore firstly details (1) the requirements for all changes to a Twinning Contract and thereafter (2) the more specific rules regarding budgetary changes.

(1) Changes in General

* Not applicable to Twinning Light.

Two procedures shall apply:

A. Addenda

Substantial changes to the Twinning Contract are to be formalised in an formal written addendum to the contract signed by both MS administration and BC administration and they require the prior approval of AO (Twinning under IPA/ EDIS and ENPI in decentralised management), Commission Delegation / EAR (Twinning under IPA before EDIS) and (Twinning under ENPI, in a centralised management framework).

The following changes to a Twinning Contract thus require a formal addendum:

- **For IPA:** *the Acquis Communautaire related to the project* / **For ENPI:** the relevant field of co-operation with the EU and the Acquis Communautaire related to the project. (Article 2 of the Work plan)
- Mandatory results (Article 3 of the Work plan)
- MS administration involved in the Twinning project as mentioned in Article 5 of the Twinning Contract
- Implementation period of the Action. (Article 2 of the Twinning Contract)
- Definition of the mandatory results and the benchmarks to be achieved (Articles 3 and 4 of the Work plan). (Please note that for changes concerning the means used for implementation, the time schedule and dates, and the identity of non-key MS' short term experts an addendum is not needed).
- Identity of the MS and BC Project Leaders, the RTA and the main MS short-term experts (Article 6 of the Work plan)
- Interruption or termination of the Twinning contract before completion
- Suspending the funding or lifting the suspension of funding for a twinning project
- *Major reallocations beyond 15% of the total Twinning Budget (see below)

Under IPA, including Transition Facility, the binding opinion of the Steering Committee at Headquarters shall be requested on the above mentioned proposed changes except for the change of the BC Project Leader or the main MS short term experts.

B. Side letters

If the change sought does not concern one of the points listed above, side letters suffice where there are :

- Changes which do not affect the basic purpose of the project as explained above;

* The overall budget for a Twinning project cannot be increased.

- *Reallocations below 15% of the total Twinning budget

The two Project Leaders (MS and BC) can autonomously and jointly decide on a side letter, provided the principles under 6.6.1 as well as the Twinning rules are respected. They formalise the change in the form of a side letter to the Twinning Contract, which lays down the change. MS PL can delegate RTA to sign side letters on his/her behalf.

The notifications must be made by a secure means of communication, so that dispatch can be proven in the event of dispute.

<i>Side Letters (Administrative Orders) to be notified to:</i>	<i>IPA before EDIS</i>	<i>IPA under EDIS</i>	<i>ENPI (Centralised)</i>	<i>ENPI (Decentralised)</i>
<i>COMMISSION – DELEGATION/ EAR</i>	<i>X</i>		<i>X</i>	<i>Copy</i>
<i>ADMINISTRATIVE OFFICE</i>	<i>X copy for CFCU</i>	<i>X</i>	<i>Copy</i>	<i>X</i>

The Twinning Contract is considered to have been changed on the date of the latest notification. **Changes must be notified before their implementation, even if it is only the day before.** A side letter (administrative order), is not an addendum in legal terms. **Costs for changes notified after their implementation cannot be reimbursed.**

Minor changes such as changes of address, changes of bank account and changes of auditor may simply be notified and signed by the two Project Leaders (Ms and BC), although this shall not affect the Contracting Authority's right to question the signatory Member State's choice of bank account or auditor.

(2) Changes with budgetary impact

The following principles apply to all budgetary changes whatever their impact:

- The overall budget for a Twinning project cannot be increased, and so an activity must be reduced or cancelled first in order to finance a new one;
- The unit costs (fees, daily allowances, etc.) must respect the rates set in this manual; Each Twinning project must include a full-time Resident Twinning Advisor, resident in the BC for a minimum of 12 consecutive months. Transfers of budgetary resources may not jeopardise this requirement.
- Introduction of a new activity must be justified by showing that it will be of real use in achieving the mandatory results targeted by the Twinning Contract; the mere availability of funds (following savings under or cancellation of activities originally foreseen) is not sufficient to justify the financing of new activities.
- Twinning Contracts can only be modified within the life time of the Contract. Modifications cannot be done retroactively. The budget should officially be reallocated before the new activity can be implemented. Activities implemented before being officially entered into the budget will not be financed.

Specific budgetary changes through addenda:

Budgetary changes are summed up after each side letter. Once the total amount of modifications reaches 15% of the total budget, any further modification (independent of its size) to the Twinning budget should be done via an addendum to the Twinning Contract, including full approval of all the signatories of the contract and approval by AO (ENPI decentralised management and IPA under EDIS) or by Commission / EAR (ENPI centralised management and IPA before EDIS).

Specific budgetary changes through Side letters:

- As long as the budgetary reallocations of appropriations remain under 15% of the total budget for the Twinning project, the changes are effected through a side letter.

This means that the distinction previously made between budget transfers inside and between budget components is no longer relevant. All budgetary changes through side letters are summed until the threshold of 15% of the total Twinning budget is reached. As from this moment, all budget modifications require an addendum.

Region	Signatures of the Addenda	Addenda to be submitted to:	Who decides what?	Approval of the addendum
<p align="center">IPA before EDIS</p>	<p>The addendum is drafted and signed by the signatories of the Twinning Contract: the signatories of the Twinning Contract can delegate authority to the Project Leaders to sign any addenda on their behalf. MS PL can delegate RTA to sign side letters on his/her behalf</p>	<p>The Addendum is submitted to the EC Delegation /EAR and the CFCU</p>	<p>The EC Delegation is entitled to agree or refuse endorsement of addenda on behalf of the Commission. It must request a binding opinion from Commission Headquarters before agreeing addenda concerning:</p> <ul style="list-style-type: none"> <input type="checkbox"/> interrupting or ending a Twinning Contract before completion. <input type="checkbox"/> Suspending the funding or lifting suspense of funding for a project <input type="checkbox"/> changing the mandatory result targeted by the Twinning Contract, <input type="checkbox"/> replacing the MS administration or mandated body initially responsible for the Twinning Contract, <input type="checkbox"/> removing or adding partner MS, <input type="checkbox"/> replacing the MS Project Leader, <input type="checkbox"/> replacing an RTA. <input type="checkbox"/> changing legal duration. <p>Addenda drawn up to effect budgetary changes once the 15% budgetary threshold is reached, should be approved by the Commission (Delegation) / EAR without referral to the Steering Committee at Headquarters.</p>	<p>If the Commission agrees, the Delegation requests the written approval of the CFCU / signature and notifies both Project Leaders with the text of their addendum bearing the signed acceptance of the CFCU and the Delegation. The addenda are drawn up in four copies: One for each administrative partner, one for the Commission and one for the CFCU. The addendum is considered as valid on the date of this notification.</p>
<p align="center">IPA under EDIS</p>	<p>The addendum is drafted and signed by the signatories of the Twinning Contract: the signatories of the Twinning Contract can delegate authority to the Project Leaders to sign any addenda on their behalf. MS PL can delegate RTA to sign side letters on his/her behalf</p>	<p>The Addendum is submitted to the Administrative Office</p>	<p>The Administrative Office is entitled to agree or refuse endorsement of addenda. It must request the binding opinion of the Commission Headquarters before agreeing addenda concerning:</p> <ul style="list-style-type: none"> <input type="checkbox"/> interrupting or ending a Twinning Contract before completion. <input type="checkbox"/> Suspending the funding or lifting suspense of funding for a project <input type="checkbox"/> changing the mandatory result targeted by the Twinning Contract, <input type="checkbox"/> replacing the MS administration or mandated body initially responsible for the Twinning Contract, <input type="checkbox"/> removing or adding partner MS, <input type="checkbox"/> replacing the MS Project Leader, <input type="checkbox"/> replacing an RTA. <input type="checkbox"/> changing legal duration. <p>Addenda drawn up to effect budgetary changes once the 15% budgetary threshold is reached, should be approved by the AO, without referral to the Steering Committee at Headquarters</p>	<p>The Administrative Office sends to both Project Leaders the text of their request bearing the signed acceptance of the Administrative Office. The addendum is considered as valid on the date of this notification</p>
<p align="center">ENPI</p>	<p>The addendum is drafted and signed by the signatories of the Twinning Contract the signatories of the Twinning Contract can delegate authority to the Project Leaders to sign any addenda on their behalf. MS PL can delegate RTA to sign side letters on his/her behalf</p>	<p>The Addendum is submitted for approval to the Contracting Authority with a copy to the EC Delegation (decentralized) or to the AO (centralized).</p>	<p>The Contracting Authority is entitled to agree or refuse signature of the addendum. The Commission is entitled to agree or refuse endorsement of the addendum.</p>	<p>Once the addendum is approved, signed and endorsed, the Contracting Authority notifies both Project Leaders with the text of their addendum bearing the signed acceptance of the AO or the Commission. Addenda are drawn up in four copies: One for each administrative partner, one for the AO and one for the Commission. Commission Headquarters will always be sent a copy of the addendum. The addendum is considered as valid on the date of this notification.</p>

3. Eligible costs

3.1. Preparatory costs *

In the framework of a Twinning light contract, the reimbursement of preparatory costs is not eligible.

3.1.1. Reimbursement of Costs arising during the Preparation of the Twinning Contract and Twinning Work Plan / Budget

(1):

Only costs incurred by the designated main and junior partner MS Project Leaders and/or RTA (no other experts authorised) can be reimbursed

(2):

A. For IPA: Preparatory costs can be reimbursed for a period of maximum six months starting as from the date of the official notification of selection up to the submission of the final draft Twinning Contract for Steering Committee consultation at Commission Headquarters.

B. For ENPI: Preparatory costs can be reimbursed when incurred within a period of maximum six months starting as from the date of the official notification of selection up to the signature of the Twinning Contract. The time span between the reception date of the first consolidated draft contract in Brussels and the date of dispatch of the first consolidated reply by Brussels services is excluded from this six months period.

For all twinning schemes (IPA including Transition Facility, and ENPI) up to 30 days will not be counted against the 6-month-period to ensure that Member States will not be penalised when the drafting of the twinning contract takes place in July and/or August.

(3):

The above mentioned six month's period must be included in the time span starting with the adoption of the relevant Financing Decision until the contracting deadline.

(4):

Preparation of the Twinning Contract within the six months as defined above must lead to the effective signature notification and implementation of the Twinning project. There can be no partial recovery of the preparatory costs.

If the Twinning partners fail to terminate the preparation of the Twinning Contract within the six months' period as defined above, they will lose all preparatory expenses.

The Commission reserves the right to shorten the aforementioned period of 6 months in view of specific circumstances.

* Not applicable to Twinning Light

Rates according to the staff category are chargeable, subject to the following ceilings:

For Twinning Contracts up to and including 1 M€:	up to 6 trips to the BC Fees for up to 20 working days in the BC Corresponding 'project management costs' compensation for work outside the BC Per diem allowance for days in the BC
For Twinning Contracts over 1 M€:	up to 9 trips to the BC Fees for up to 30 working days in the BC Corresponding 'project management costs' compensation for work outside the BC Per diem allowance for days in the BC

Actual payment is subject to notification of endorsement/signature of final approval of the Twinning Contract by the Commission/AO.

Costs may be reported as part of the first interim quarterly report for the Twinning project.

3.1.2. Training of RTAs*

RTAs are invited by the Commission to attend a two-day training seminar at the Commission Headquarters in Brussels. Costs for travel and per diems (according to the rules laid down in section 2.3 of this Annex) to attend this training must be included in the budget of the Twinning Contract (Annex A3). This item may be charged either to inception costs, in addition to the ceilings for preparing the Twinning Contract (see above the preceding section) or to project implementation costs, depending on when the RTA attends the training. Attendance before taking up duties in the BC is preferable.

Actual payment is subject to notification of endorsement/signature of final approval of the Twinning Contract by the Commission/AO.

3.2. Reimbursement of Staff Cost

3.2.1. Staff Categories and rates of reimbursement

Employment status and corresponding rate of reimbursement

1. As a **rule**, MS experts (RTA and experts undertaking short and medium duration missions) will be **civil servants** (see sections 3.2.2 and 3.2.3)
2. For RTAs **emanating from a mandated body**, the reimbursement of salary will be based on the person's actual salary plus non-wage labour costs, without any profit margin. For short and medium duration missions, please refer to section 5.4 for the respective rates.
3. **Temporary public employees** may exceptionally be hired by MS administrations or mandated bodies, if there are not enough civil servants available to act as experts in Twinning projects. These experts, temporarily recruited by the administration, may only act on its behalf provided they have the necessary experience and are not subject to any conflict of interests. The contract between such experts and the recruiting administration or mandated body must clearly integrate

the expert into the contracting organisation, identify the person to whom they report and who is responsible for their backup, thus attributing full responsibility for the quality of their services.

If they are contracted by an administration, reimbursement for their remuneration will be the same as for a civil servant of comparable competence and seniority.

If a mandated body contracts them, reimbursement will be based on the rate for a comparable expert from the same body.

4. **Recently retired experts** (maximum two years ago) may be reactivated as temporary public agents, either by administrations or mandated bodies. Like non-statutory civil servants, they must be linked to the body responsible for a Twinning project by a contract. Reimbursement for their salary will be based on the above principles for temporary public employees.

Where national legislation provides for deduction of the pension amount from a public sector salary, the project will only reimburse actual salary expenditure of the contractor.

3.2.2. Remuneration of the Resident Twinning Advisor (RTA)*

In the framework of a Twinning light project, there is no RTA.

The RTA is remunerated by his/her home administration or mandated body in the MS concerned throughout the entire period of his/her secondment.

The payroll institution of the RTA is entitled to reimbursement of an amount equivalent to what s/he would have received, had s/he continued to work in his/her home administration (not abroad), including related and/or connected non-wage labor costs, plus an additional 6% of the whole amount to cover the extra cost of a replacement. The amount for reimbursement must be included in the budget, and must be based on verifiable evidence.

Private sector RTAs, i.e. selected experts who are not public sector employees, must have signed a fixed-term contract with an administration or mandated body in the MS, which seconds them to the Twinning project on the same terms as civil servants. If they are hired by an administration their remuneration must be aligned to that of civil servants of the same level and experience. If they are hired by a mandated body, their remuneration must be aligned to that of the permanent staff of the same level and experience. All their other costs will be covered by the project as though they were civil servants from the MS.

RTAs receive, where appropriate (and provided they have a rank equivalent to an university level and have a good knowledge of the Community working language (English, French or German) widely spoken in the administration of the BC) an additional flat-rate allowance equal to the difference between the gross annual salary (less family allowances) paid by his/her employer plus the subsistence allowance paid by the Commission and the basic salary payable to an official being equivalent to his/her rank.

RTAs receive additional allowances and reimbursement of costs including: a subsistence allowance, reimbursement for housing, health and accident insurance, school fees, travel and removal costs. These costs arising from the RTA's secondment, be they allowances or statutory reimbursements, are borne by EU funding according to a scale applying to all MS, as detailed in the following sections.

* Not applicable to Twinning Light

In addition, RTAs receive, throughout the period of their secondment, a subsistence allowance equal to 50% of the per diem rates in the BC. **The applicable rates are fixed at the time of the signature of the Twinning Contract for its entire duration. They are not subject to revision during the lifetime of the project**

All costs related to the RTA must be quantified and included in the project budget.

3.2.2.1. Housing

RTAs are expected to find housing and register with the authorities without assistance from the Commission. In practice, however, it is likely that RTAs will be able to obtain advice from their own embassies, Commission Delegations/Representations and the BC administrations for which they will be working.

RTAs are reimbursed for their housing expenses in BC within limits set in each BC. These limits are calculated on the basis of family size and average rent paid for equivalent housing for Commission staff on posting to the delegation in the relevant BC.

Hotel accommodation

For the period during which the permanently rented accommodation for the RTA is not yet accessible, s/he will be entitled to an additional per diem allowing for a stay in a hotel. Entitlement to this allowance is subject to the presentation of a hotel invoice.

RTAs are entitled to stay in hotel accommodation for up to 30 days, whilst looking for permanent accommodation. This period may be extended subject to prior approval by the administrative office/Commission.

During this period, the RTA receives his/her standard subsistence allowance, and will also receive an additional 100% per diem, which is intended to cover his/her hotel and living costs. Each person accompanying the RTA (i.e. spouse and dependent children) will receive a 50% per diem during this period to cover hotel and living costs. The claim for these extra per diem allowances must be substantiated by a hotel invoice.

Permanent accommodation

A single person or a couple is entitled to two bedrooms. For each child they are entitled to one additional room. Where a family includes more than two children, the need for the fifth and any subsequent bedrooms must be justified to the administrative office/Commission.

Prices in the BC will vary according to local market conditions, but RTAs are expected to seek value for money in the accommodation they select and to be reasonable in their expectations. The accommodation selected may be furnished or unfurnished, but the RTA may find there are considerable practical benefits in renting furnished accommodation.

The RTA will receive guidance as to the acceptable rental costs for different sizes of accommodation either from the Commission or from the administrative office. These guidelines will follow international standards and indicate the upper and lower margins (“bands”) of acceptable rents for the respective BC.

No prior approval for signing a contract within the indicated bands is required. RTAs should therefore select accommodation in accordance with these pre-approved rates. Rental amounts in excess of the approved “bands” will need to be separately justified and require prior approval from

the administrative office/Commission. This will be granted only in exceptional circumstances. Housing costs will be reimbursed according to actual rental costs. The use of housing agencies is permitted; agency fees up to a maximum of two months' rent will be reimbursed.

Only the basic rental cost is reimbursed. Rental deposits, household insurance and utilities costs such as water, telephone, gas, electricity, etc are the responsibility of the RTA, as are cleaning and other domestic services. No payments for accommodation can be made if the rental costs exceed the amounts indicated above and have not been approved by the administrative office/Commission. Nor will any retroactive payments be made. Reimbursements are based on receipts for actual payments.

3.2.2.2. Health Insurance

RTAs are obliged to contract insurance coverage, for themselves and their accompanying family members, for health care costs arising from accident or illness throughout the entire period of their secondment. The costs for such insurance are reimbursed by the project for up to €200./adult/month and €100/child/month. It is the responsibility of the MS Project Leader to ensure that the RTA is adequately insured.

Where there is a bilateral agreement for social security coverage between the MS of origin and the host BC, RTAs are obliged to make use of its provisions.

Complementary coverage for costs not covered under the bilateral agreement and for emergency repatriation in case of accident or severe illness may be charged to the project within the same ceilings as above.

Where there is no bilateral agreement on social security, the project will reimburse full coverage for health insurance covering care costs due to sickness or accident, including emergency repatriation within the limits as above.

The insurance coverage reimbursed by the project will not include capital indemnity in case of death or invalidity due to accident or illness. It is understood that such coverage is provided by the MS employer.

The following is a list of items recommended to be included in the policy:

- full coverage for health care costs due to sickness and accident
(in-patient and emergency out-patient)
- emergency repatriation from the country of the RTA's assignment
- transportation to the medical centre
- sending of a doctor
- emergency dental care costs
- in case of death, repatriation of the body to the country of origin.

3.2.2.3. Schooling fees

School fees eligible for reimbursement by the project are those incurred from the first year in which schooling would be available free of charge in the home country to the last year of the child's secondary education, the duration of this period to be in accordance with the education system in the RTA's home country. Fees will vary according to the age of the child. Childcare costs are not eligible for reimbursement. Schooling is defined as a minimum of 16 hours of teaching per week, for a minimum period of 3 consecutive months.

Fees eligible for reimbursement are the following: enrolment fees, exam fees, transport to and from school which is provided by the school and is itemised in the school fees, and the cost of books and other material required for participation in compulsory classes. Costs, which are not covered, include, for example, private transport to and from school, school meals, uniforms, after-school music or other extra-curricular classes and activities.

This means that where a school makes a separate charge for materials required in a compulsory class, including music, art or sports classes, these costs will be reimbursed, whereas the cost of non-compulsory school trips or after-school classes will not be met.

School fees will be reimbursed up to a ceiling of 12,000€ per child per academic year. Fees above this amount may be reimbursed on a case-by-case basis and require prior approval from the administrative office/Commission. Grounds for approval of higher fees might be: age of the child; comparable fees in international schools in the same city; lack of alternative educational options in the same city.

The RTA can claim reimbursement only for the school fees of a 'dependent child', i.e. his/her or his/her spouse's legitimate, natural, adopted or foster child, who is actually being maintained by him/her and who moves with him/her to the country of his/her posting. This definition also applies to a child for whom an application for adoption has been lodged and the adoption procedure started. Boarding school fees in the country of origin may be charged only in very exceptional cases, and is subject to prior approval from the administrative office/Commission.

Reimbursement will be based on itemised bills.

The RTA must also provide the following information, in a document duly certified by the educational establishment in question:

- first name and family name of each child
- the sum incurred per child
- the date on which payment was made by the RTA
- the currency in which payment was made
- the relevant academic year and the period covered (month, term, semester)

3.2.2.4. Travel Costs

a) Personal travel costs to and from the BC at the beginning and at the end of the Twinning Project

RTAs will be reimbursed the cost of an economy air ticket for themselves and family members accompanying them on their mission, or a first class train ticket, whichever is more appropriate and economically advantageous. If the RTA travels by car, an official quote for one of these options must be obtained from a travel agency.

RTAs are entitled to reimbursement of travel expenses:

- (a) for him/herself:

- From his/her place of recruitment to his/her place of employment at the Beginning of the period of secondment;
 - From his/her place of employment to his/her place of recruitment at the end of the period of secondment.
- (b) for the spouse and dependent children
- From the place of recruitment to the place of employment when removal takes place;
 - From the place of employment to the place of recruitment at the end of the period of secondment.

For the purpose of these rules, the place of recruitment will be the place where the RTA performed his/her duties prior to secondment; the place of employment will be the place in which the BC administration to which s/he is assigned is located.

b) Annual leave

The RTA and accompanying family will be reimbursed the cost of an annual trip home. RTAs will be reimbursed the cost of a special economically priced return air ticket (standard economy ticket, if special economically priced ticket not available for the length of stay required) or train ticket for themselves and family members according to the same rules as described under the preceding section.

c) Monthly travel allowance

Only applicable if no removal of personal belongings or any other costs related to accompanying family members are charged to the project

If the RTA has moved without spouse and/or children, and has not been reimbursed for the removal of personal effects, household contents or personal vehicle to the BC, s/he will be entitled to an allowance amounting to the price of a return ticket for each month of his/her secondment.

This flat-rate payment will be based on the cost of a first-class rail fare or of a special economically priced air ticket, whichever is appropriate and economically more advantageous. The rate applied will be that in force on 1 January of the current year, quoted by a reputable travel agency.

Where a whole month is not worked, the amount will be calculated in proportion to the number of days worked.

The RTA is not entitled to an extra allowance for annual leave.

d) Proof of travel

Original proofs of travel must be provided according to national MS rules, as a matter of course in order for reimbursement to be made. The only two exceptions are

- a) the monthly travel allowance for RTAs who do not claim any removal costs or costs for family members and

b) for travel by personal car and under the sole responsibility of the driver which is reimbursed according to the rules defined above.

3.2.2.5. Removal Costs

a) General provisions

The RTA may choose to travel with the minimum of personal belongings (no charge to the project), or charge the removal of a selection of personal effects (minimum secondment 1 year) or of his/her entire household contents (for secondments of minimum 2 years) to the project. S/he is responsible for organising his/her removal and should attempt to do so in the most economical way. The guidelines for removals presuppose one complete removal, rather than a series of smaller moves, which will be more costly. In all cases, the route selected must be the most common, most economical and shortest one.

It is the responsibility of the RTA to organise the removal so that storage costs in the BC are avoided. The project will not cover any costs arising from storage in customs warehouses. The RTA must, of course, respect the customs regulations of the host country, subject to some exemptions (see point 3.2.2.7).

b) Option 1: Removal of personal effects only (minimum secondment 1 year)

The RTA may charge to the project the costs of moving his/her personal effects (clothes, books, stereo equipment, microwave oven, washing machine, television, video etc) to the BC. S/he will be reimbursed for transport of freight up to the following limits (packaging weight is already included in the figures below):

RTA	780 kg
Spouse	390 kg
Each child	195 kg

The actual cost of transportation will be reimbursed. (See section on “quotes” below.) Note that quotes based on volume will not be accepted.

Any personal effects exceeding the above limits will be paid for by the RTA. This also applies to the insurance for the excess.

The costs for storage in the MS (transport to and from place of storage, insurance and rent) for furniture which is not moved may be charged to the project. This is limited to a maximum volume of 60m³. Two quotes from different carriers must be obtained. The actual cost of storage will be reimbursed. (See section on “quotes” below.) Any personal effects exceeding the above limit will be paid for by the RTA. This also applies to the insurance for the excess.

c) Option 2: Removal of complete household contents to the BC (minimum secondment 2 years)

An RTA, seconded for at least 2 years and for whom the distance between the place of recruitment and duty is at least 50km, may charge the costs for the removal of his/her household contents to the BC, i.e. his/her personal effects, plus household furniture and furnishings, to the project. The move must take place no later than six months after taking up duty.

In this case, s/he is entitled to reimbursement of the cost of transport of up to 60m³ of freight. The actual cost of transportation will be reimbursed. (See section on “quotes” below.) The quote should preferably be ‘door-to-door’.

d) Air vs. Surface Transport

The RTA may choose to send all or some of his/her belongings by surface transport, rather than by air, provided the resulting costs do not exceed air transport costs. S/he must obtain two quotes from different carriers. The route selected must be the most common, most economic and shortest one.

e) Cost of Excess Baggage

The costs for excess baggage up to 50kg, if this consists of books, papers, equipment etc. required for work purposes, may be charged to the project in connection with the first trip to the BC, when taking up duty, as well as at the end of the project.

f) Transport of Personal Vehicle

The project may reimburse the cost of **surface** transport of a personal vehicle which the RTA owns at the time of secondment. Two quotes must be obtained from carriers. These should preferably quote costs of door-to-door delivery, including insurance. It is the RTA’s sole responsibility to comply with any regulations associated with importing, exporting and registering a personal vehicle.

g) Quotes

In all cases (i.e. for removals of personal effects, household contents, personal vehicle and storage costs), the expert must obtain at least **two** quotes. These should preferably be for ‘door-to-door’ delivery.

h) Insurance

The project may cover ‘all risk’ insurance costs for the transport of personal effects, household contents, and vehicles, as well as for items in storage. Insurance may be contracted with the removal/storage firm, or directly with an insurance company. Premiums are limited as follows:
0.625% - 1.25% of the value of personal effects transported by air
1.25% - 2.5% of the value of personal effects transported by sea
1.25% - 2.5% of the value of a vehicle transported by road or sea

Where the RTA chooses to move his/her entire household contents, the maximum insured value authorised to be charged to the project is 150.000 Euro.

Note:

The Resident Twinning Adviser must observe the national tax legislation of his/her home country with regard to income earned during the period of secondment in the beneficiary host country.

The possible exemptions from customs duties, import duties, taxes and other fiscal charges for the RTA are governed by the Financing Agreement for the project in question signed between the Commission and the BC.

3.2.3. Project Leader, Short & Medium Term Expert Inputs

3.2.3.1. Missions of civil servants

The EU will finance the cost of short and medium term MS missions in the framework of the project. The contribution of each short or medium term expert to project activities must be specified in the Twinning work plan.

Mission expenses (transport, per diem, etc) will be reimbursed in accordance with section 2.3. Visits of MS management and support staff to the BC cannot be separately covered by the project's budget. The financial contribution of the EU programme to the staff costs of short and medium-term missions is **250€/day for civil servants or acting civil servants**.

MISSIONS OF STAFF FROM MANDATED BODIES:

Definition of three expert categories and their respective rates of reimbursement

Class 1 expert: Rate of reimbursement per day worked in BC: 250€

Personal experience in the implementation of institutional aspects targeted by the Twinning project: minimum 3 years, preferably 5 to 8 years

Class 2 senior expert: Rate of reimbursement per day worked in BC: 350€

Personal experience in the implementation of institutional aspects targeted by the Twinning project: minimum 8 years, preferably up to 15 years.

Capacity to demonstrate innovative approach by abstracting from own experience and adapting to the needs, constraints and culture of the beneficiary. Experience in co-operation with non-EU countries. Capacity to communicate in one of the Community languages widely spoken in the administration of the BC.

Class 3 special counsellor: Rate of reimbursement per day worked in BC: 450€

Personal experience in the implementation of institutional aspects targeted by the Twinning project: minimum 15 years, preferably up to 20 years.

In addition to the above and to the qualifications expected of senior experts, special counsellors will be past or present holders of a high-level post (junior minister, head of a government department or head or chairman of a public or private sector body with a record of government work, or equivalent).

Exception

Mandated bodies able to provide evidence that they cannot cover their staff's real costs with the standard rates of reimbursement may apply for authorisation to charge up to a maximum of 100€ more for each category of experts. These rates must be reflected in the detailed budget and have been approved before presenting proposals to ensure full transparency. These requests must be supported by detailed documentary evidence on real salary costs.

Explanatory comments regarding classification of experts

For the purpose of classifying experts assigned to Twinning projects all factors will be considered together; a shortfall on one criterion may be offset by outstanding qualifications on another. In case of divergence of opinion, the Commission has the final say regarding expert classification.

Class 3 (special counsellors) is strictly reserved for individuals with exceptional experience, whose contribution to the Twinning project justifies the high rating and associated costs. In order to qualify a staff member as a Class 3 expert, not only the number of years of experience, but also the other requirements stated above must apply.

The working days invoiced will be equal to the days actually spent on co-operation (excluding travelling time and weekends). The per diems, on the other hand, will correspond to the number of nights spent in situ on the basis of the actual arrival and departure dates, adjusted to meet working requirements. If the use of a reduced rate air fare requires an additional overnight stay, the traveller is entitled to the corresponding per diem payment, provided it is not in excess of the saving on the air fare.

Inputs in the MS Home Administration or mandated body

For tasks performed outside the BC for the benefit of the Twinning project by MS civil servants or mandated body experts, the financial contribution to the home administration or mandated body will be the 'Twinning Management Costs' detailed under section 3.6 of this Annex.

3.3. Travel & Per Diem

3.3.1. Travel

- The basic rules for travel are: economy class air fare or first class train ticket, whichever is more appropriate and economically advantageous;
- Travel by car is reimbursed according to the basic rules above, except where neither air, nor rail transport is available or appropriate. In that case, it is reimbursed at a rate of 0.25 Euro/km, regardless of whether the car used is private or rented or a taxi. Where several experts jointly make use of a car, the reimbursement will be made only once.
- Travel costs are always considered to be reimbursable costs, estimated in the budget and invoiced at the actually incurred rate;
- Whatever the solution chosen (car, plane, train, rented minibus, etc...) the solution must be financially sound and economically advantageous.
- The only exception is the monthly travel ticket allowance paid to RTAs under certain circumstances (see section 3.2.2.4.c of this Annex), which is calculated at the beginning of the project and is automatically paid monthly without proof of travel.

For travel by plane the cheapest possible tariff should be applied. If an overnight stay between a Saturday and Sunday is possible, the use of special economically priced tickets is mandatory. If the use of a reduced rate air fare requires an additional overnight stay, the traveller is entitled to the corresponding daily allowance payment (per diem), provided it is not in excess of the saving on the air fare. Where the use of a special economically priced ticket is not possible, a standard economy ticket should be used instead.

Transport to and from the airport is generally considered city transport and thus covered by the per diem allowance. Exception is granted for flight departures before 7.00 and arrivals after 22.00 hours, in which case a taxi fare may be charged separately. Where inter-city travel is required to reach the airport, the rules for travel by train apply.

City and airport transport is considered to be covered by the per diem allowance.

Local travel for the MS experts (RTA and short/medium duration missions) in the BC, but outside the capital, must be specified and budgeted separately. Whenever possible, the use of public transport is mandatory. If the only practical alternative is the use of a private or rented car, the indemnity as per above should be charged.

Short-term experts or RTAs travelling by car do so under their own responsibility. Reimbursement of costs is always based on the above rules.

Costs for travel by BC officials from their capitals to a MS or between MS, e.g. in the framework of study visits, may be eligible for funding under CARDS and ENPI. The same applies to travel by BC staff within a MS, unless these costs fall under the per diem allowance.

3.3.2. Per Diem (for short term experts and RTAs on mission outside BC)

MS experts are entitled to an allowance (per diem) when operating in the BC. It is intended to cover hotel, food and local transportation costs (city and airport transfer). The current rate published by the Europe Aid Co-operation Office on their website (http://europe.eu.int/comm/europeaid/index_en.htm) at the time of the mission applies. **The rate can therefore vary over the lifetime of the project, depending on the moment when the mission takes place.**

The basis for calculation of the number of per diems is the number of **nights spent away from the home base (no half per diems)**. These rates are maximum rates, lower rates can be agreed with the MS.

BC staff travelling to a MS in the framework of a Twinning project are entitled to per diems according to the same rules.

3.4. Training and Seminars

3.4.1. Training in the BC

Eligible costs for training activity in the BC are mainly staff inputs by public officials and mandated body experts from MS. The provisions for short and medium term missions govern their expert fees. The cost of MS experts who will be working in the BC capital anyway, regardless of whether a specific seminar takes place or not, should not be entered in the seminar budget. This would apply, for example, to short-term experts who will be carrying out various tasks in the BC, one of which might be to speak at a seminar. S/he will not be entitled to additional fees or per diems, in excess of what has already been budgeted, for doing so. Other costs might relate to provision of:

- training documentation;
- interpretation (see section 3.7. of this annex);
- transport for on-site visits, etc;
- infrastructure facilities – in normal circumstances, it is expected that the BC will bear the costs for providing a suitable venue/equipment for training in the BC. In exceptional circumstances, where this is impossible, the respective EU programme will provide funding to cover fully justified expenses.

If any part of the training is sub-contracted to the private sector, the respective MS/administrative office will apply the relevant procurement procedures (see section 3.9. of this annex). If the training takes place in the BC, the BC will cover all costs, including transport and per diems for its own staff.

3.4.2. Study visits in the MS and Trainee/internships for BC officials in MS Partner Administration

When planning study visits in the MS partner administration, the twinning partners are urged to take into due account the following principles which may be further detailed by the Contracting Authority .

Some of these principles can be listed as follows :

- Cost effectiveness and sound financial management
- Direct link between the objectives laid down in the PF and the study visits planned
- Direct relevance for the participating BC officials and for the mandatory results of the Twinning project

- Adequate and intensive follow-up of the study visits
- Adequate evaluation by the BC participants and direct involvement of the BC participants in the activities undertaken in the framework of those study visits

Moreover, the MS Twinning partner may propose a limited number of administrative internships in its own administration for certain selected BC officials. Such an initiative may indeed contribute to the further reinforcement of the structural between the respective administrations involved in the Twinning project.

Costs for travel by BC officials from their capitals to a MS or between MS, e.g. in the framework of study visits, may be eligible for funding except for Twinning projects in Candidate Countries and New Member States where such costs are not eligible. Costs for travel by BC officials **within** a MS are eligible for reimbursement for Twinning projects in Candidate Countries, New Member States and Neighbouring countries.

Per Diem allowances for BC trainees are eligible for funding through the project in all countries. They are intended to cover costs for food, overnight accommodation and local (in-town) transportation. For traineeships of more than 2 months the per diem allowance rate is reduced by 30% as of the 3rd month.

Certain dedicated MS training institutions delivering intensive highly specialised training operate on a fee basis for any trainee; such fees may be charged to the project. If these fees include accommodation or/and meals the per diem paid to the participants will be adapted accordingly.

Costs for expert fees of MS experts (including transport, per diem, expert fees) accompanying study visits cannot be charged to the project separately, but are deemed to be included in the 'twinning management costs' compensation as detailed under section 5.8.. Small incidental costs may be charged to the budget with a lump sum (maximum 10€ per trainee per day) and invoiced without supporting evidence.

3.5. 'Twinning Management Costs'

The breakdown of costs (detailed in Annex A3 (Budget) to the Twinning Contract) may not include expert fees or other any fees for work performed outside the BC, no matter what its nature (e.g. preparation or follow-up of mission, accompaniment of study visit, delivery of seminar in MS, co-ordination, logistical management [accounts] overheads and other incidental costs).

In its place, and as a global contribution to the costs arising from the responsibility of preparing and implementing a Twinning project, the fee for short and medium-term expertise of any kind (including the Project Leader) delivered in the BC is increased by a compensation of **150% for Twinning management costs**.

This amount is added to expert fees for each activity in the BC. The MS organisation in charge of the Twinning project may dispose of it for any costs arising in the MS in connection with the project and overhead costs.

Since Twinning Contracts are modelled on grant contracts, they are subject to the overall requirement that they may not yield a profit for the implementing MS partner (public administration or mandated body).

The twinning management costs compensation is invariably invoiced by and paid to the MS Project Leader in conjunction with the expert fees for short-term experts working in the BC. The Project Leader uses and distributes it as s/he sees fit.

Where several MS are involved in a project, the Project Leader may make available the full or a proportion of the "twinning management costs compensation" to the partner MS providing short term experts and recipient of the funds for their services. Generally, the lead MS Twinning partner will retain a proportion ranging from 10-20% of the "Twinning management costs compensation" to cover the additional costs for its leadership. **It is important for the good implementation of the project that the consortium agreement between the lead MS and other MS partners lays down the precise modalities in this respect.** The members of the consortium elaborate this agreement independently without any advice or interference from their BC partners or Commission services.

For every item in the budget concerning expert fees for work performed in the BC, the immediately following item in the same activity will be entitled 'twinning management costs compensation' and quantified at 150% of the preceding item. The amount in the budget is indicative and actual payment will be based on the real amount of fees for days actually worked in the BC.

3.6. Intangible supplies and provision of services

Such items as development of computer software, provision of documentation, translation of texts, private interpreters and similar fall under this category and should feature in the detailed breakdown of costs. (See section 3.9. For the provision of translation and interpretation refer to next section 3.7.).

3.7. Translation and Interpretation

The RTA should have a full-time project assistant for the purposes of translation, interpretation on a daily basis and general project duties at his/her disposal. In most cases the costs for hiring an assistant have to be included in the project budget. Only in very exceptional cases should the

requirement for an assistant be waived. Note that project assistants remunerated by the project may **not** have or recently (past 6 months) have had any contractual relation with the beneficiary administration.

The recruitment of a suitable project assistant may commence before signature of the Twinning Contract and particulars inserted in the Twinning work plan. A minimum of 3 candidates must be assessed/interviewed.

BC might want to consider ‘seconding’ the project assistant from their own administration rather than recruiting a new one. In that case, salary costs will not be covered by the Twinning Contract. The advantage of this solution is to have a project assistant with ‘in house’ knowledge rather than an outsider.

While it is presumed that the BC bears all its other own costs incurred in connection with the Twinning project, an exception can be made for costs for translation and interpretation. Costs for these services should be budgeted in relation to each activity for which they are required, respecting the ceiling of 5.000€ per budget item in case of services.

Translation costs must be charged at the BC rate. Interpretation costs may be charged at the rate corresponding to the place of the event. For events scheduled to take place in the MS, it may be more advantageous to hire BC staff (even after taking into account travel and per diem costs). Project partners are strongly encouraged to seek value for money.

As regarding translation, if its volume is considerable, the option of hiring a translator can be envisaged for reasons of cost-effectiveness.

3.8. Equipment

3.8.1. Large Scale Equipment

Reference to equipment necessary for the implementation of the Twinning project must be mentioned in the Twinning work plan. However, it will not be financed by the Twinning budget but may possibly be financed through EC funded supply contracts.

It is the BC's responsibility to secure financing from a source of its choice. Procurement rules for such equipment will follow the rules of the relevant donor.

If applicable, the BC's procurement procedures must, however, be reliable enough to ensure that the equipment is available when needed so as not to jeopardise the implementation of the Twinning project.

3.8.2. Office Equipment and supplies

From the day of the RTA's arrival, the BC Twinning partner is entirely responsible for providing all office equipment to ensure effective working conditions for the project and, in particular, the RTA.

The budget of Twinning projects cannot fund desktops, laptops, mobile, phones, faxes, scanners, CD-burners, etc.

In very exceptional cases and subject to due written justification, small items of essential supplies (e.g. small laboratory testing consumables or equipment) for a total cost of not more than 5000€ may be procured to ensure that the implementation of the project can proceed smoothly. The contracting Authority will assess the proposed expenditure restrictively, in light of its knowledge of the BC possibilities and on a case by case basis.

Any equipment purchased with project funds will become the property of the BC at the end of the project. Purchases must be transparent and open to the purchase of goods of eligible origin under the respective EU programme.

3.9. Private Sector Inputs

3.9.1. Tendering, procurement and contracting

In principle, Twinning projects are exclusively based on the transfer of **public sector expertise** and know-how to the beneficiary administration with a view to achieving a mandatory result. This entails that private sector input in the format of equipment or private sector services will only be required **in exceptional cases**, subject to due justification, and limited to the overall ceiling of €5.000 in the case of equipment and to €5000 per budget item in case of services (see sections 5.10,5.11 and 5.12).

Twining projects are in other words self-contained projects centered around public sector co-operation.

In line with the provisions of Section 6.8 of the Practical Guide to Contract procedures for EC external actions (subcontracting in grants), the exceptionally required private sector inputs are in principle tendered **by the MS partner**, which applies the provisions included in Annex A4 the each Twinning contract .

An overview of the applicable rules:

A. Supply of goods

A.1. up to 5.000€ per twinning project : MS Project Leader responsible for procurement and contracting

Procedure: Direct award allowed following the MS own tendering procedures (single tender), invoice included in the framework of quarterly financial report.

Examples: small equipment to ensure smooth implementation of the project (e.g. laboratory consumables or small measuring equipment)

A.2. over 5.000€ per Twinning project:

Such investment **CANNOT** be financed by the Twinning budget. It can be mentioned *pro memoria* in the breakdown of cost only to signify the commitment of the BC that the relevant equipment will be available at that time of the work programme for the project.

Examples: equipment to measure air quality control, veterinary control materials.

B. Supply of services

B.1. up to 5.000€ per budget item : MS Project Leader responsible for procurement and contracting.

Procedure: Direct award allowed following the MS own tendering procedures (single tender)

Examples: supply of travel services, translation and interpretation services, software, training material, expert private sector inputs to training.

B.2. above 5.000€ per budget item : MS Project Leader responsible for procurement and contracting.

Procedure: Contracting by Member State Partner subject to the provisions of Annex A4 of the contract.

Given (1) the fact that in some instances the MS twinning partner is a public sector body not allowed to engage in commercial contracts and (2) the exceptional nature of private sector inputs, the Member State partner may ask the AO in a BC to manage the exceptionally requested private sector inputs (services above 5.000€) on its behalf. This may be appropriate especially where the contracting entails VAT charges which cannot be handled by the MS partner.

Examples of possible subcontracting: translation and interpretation services, software, training material, expert private sector inputs to training.

If the MS partner avails of such assistance , amounts for private sector inputs above the ceiling of 5000€ for supply of services will be contracted separately by the AO and will be included in the budget (Annex A3) of the Twinning Contract with an annotation making clear that they will be contracted by the AO.

In this case, payments due to the MS partner will obviously not include the private sector sub contracts entered into by the AO. See Section 7.2 for the payment procedure.

In any case, both the MS project leaders and, if applicable, the AO will apply the Practical Guide to govern the private sector sub-contracting.

3.9.2. Private Sector Sub-Contractors

Where a MS is otherwise unable to carry out an activity necessary to the implementation of the Twinning project and provides adequate certification to that effect, the Twinning Contract and Twinning work plan may provide for that activity to be subcontracted to the private sector. This might apply, for example, to software design, where private sector specialist input could be vital to the project's success. MS are not allowed to subcontract key activities of the project, which are the prerogative of the public sector actors of the MS selected.

All services that are to be contracted by the administrative office or by the Member State partners (as specified under section 7.6) should be detailed in the project budget, with an annotation making clear by which authorities they will be contracted.

Private sector experts included in Twinning contracts under the above circumstances should be budgeted based on their fees (invoices) and are not eligible for “twinning management cost” compensation in the budget.

- The Project Leaders of the Twinning project must comply with the procedures set out in section 7.6. concerning the selection of sub-contractors and, in particular, competitive tendering. Annex A4 to each Twinning Contract sets out the applicable procedures.
- The MS Project Leader must ensure that all supporting documents for invoices are kept for audit purposes.

4. Twinning Costs not covered by the EU

1. **All Twinning projects will be co-financed by the BC.** The direct and indirect cost of the BC administration, civil servants and national private experts working for the project is borne by that BC.
2. For Twinning projects in Candidate Countries and New Member States costs for travel by BC officials from their capitals to a MS or between MS (e.g. in the framework of study visits) costs are not eligible. In other Twinning projects such costs may be eligible¹.
3. Costs for large-scale equipment that is mentioned as a necessary element for the success of the project cannot be covered by the Twinning Contract budget (see section 5.11). The BC further provides the experts sent by the MS with the requisite facilities for professional use free of charge, which are thus not eligible for funding by the respective EU programme:
 - adequately equipped office space,
 - telephone,
 - email services,
 - fax,
 - photocopiers,
 - computer,
 - internet access,
 - secretarial support,
 - access to information.
4. Costs for indirect taxes (VAT) cannot be covered by Community funds unless the MS Twinning Partner cannot otherwise reclaim it and the applicable regulation authorises such coverage. See article 14.6 of the General Conditions (Annex A2 to the Twinning contract). For VAT on expenses in the BC, some beneficiary countries have a mechanism in place with the local Ministry of Finance to address the issue. MS Twinning partners are advised to make careful enquiries before engaging in any purchases, which are likely to involve VAT costs or any other taxes.
5. Expert Fees or any other expenses for MS input performed outside the BC since such costs are deemed to be covered by the twinning management compensation.

EU funds will not be used to fund BC running costs. For the sake of long-term sustainability and in order to ensure that systems are established which are commensurate with BC future funding capacity, BCs are expected to commit their own resources to Twinning projects. See also Section 9.2 on Sustainability

¹ For Twinning projects in Candidate Countries and New Member States costs for travel by BC officials **within** a MS are on the other hand eligible for reimbursement.

5. Reporting requirements

5.1. Reporting requirements for standard Twinning projects

Proper project reporting is essential to ensure effective follow-up of project implementation, to properly evaluate the results and ensure high quality for the current and future projects.

Project reports should focus on the Twinning project but also place the contract in the context of related activities within the same project and/or sector. Twinning reports should be a basis for inputs to sectoral or programme level monitoring reports, in particular highlighting issues that cannot be solved at the level of the Twinning project. The MS Project Leader must draw up **Interim Quarterly Reports** and a **Final Report and he/she will be responsible for submitting them to the concerned authority**. The BC Project Leader will be fully involved in this process and should be given adequate time to put forward comments. S/he must also co-sign each report before it is submitted.

These reports shall consist of a content section and a financial section. Reports will be drafted by the MS Project Leader and will be first submitted to the counterpart BC Project Leader for comments (if any) and co-signature prior to formal submission to the designated authority (see below). These reports will reflect not only the Project Leader's own opinion on the progress of the Twinning project, but should also be based on and reflect the information contained in the reports provided to him/her by the RTA, the BC and other sources (i.e. short term experts, organisation of training and seminars, etc.) It is vital that the BC is fully involved in the preparation of each report, in order to ensure a comprehensive insight into project progress.

The reports should be submitted to:

<i>Reports to be submitted to:</i>	<i>IPA before EDIS</i>	<i>IPA under EDIS</i>	<i>ENPI (Centralised)</i>	<i>ENPI (Decentralised)</i>
<i>COMMISSION</i>	<i>X</i>		<i>X</i>	<i>Copy</i>
<i>ADMINISTRATIVE OFFICE</i>	<i>X (CFU)</i>	<i>X</i>	<i>Copy</i>	<i>X</i>

- Reports must contain, as a minimum, the information detailed below. Reports must also be submitted on time as specified below. If minimum reporting requirements are not met, the designated authority as described above, reserves the right to review or suspend funding of a Twinning project (prior approval of this decision by the Commission is needed in all cases). Absence of feedback within 45 days of presentation of reports is considered to signify tacit approval.

Templates are provided in Annex C4 to this manual.

5.1.1. Interim Quarterly Reports

Throughout the entire Twinning project, **at three-monthly intervals** starting with the date of notification of signature/ endorsement, the Project Leaders will prepare **interim quarterly reports**. The first interim quarterly report will most often refer to less than three months' of the actual

project implementation, since the arrival of the RTA in the BC and the beginning of the work schedule rarely coincide with the date of notification.

Interim quarterly reports will be due during the month following the quarter under consideration. The first interim quarterly report will be due in the fourth month after the date on which partners are notified of endorsement/signature of the Twinning Contract.

The interim quarterly reports must:

1. Describe progress achieved in the implementation of the Twinning project during the period under consideration, making direct reference to the timetables and benchmarks as set out in the Twinning Work Plan and highlighting any previously unforeseen activities or activities that have been cancelled.
2. Update on the general environment for project implementation.
3. Update on the assumption and risks for project implementation.
4. Make an overall evaluation of the progress achieved, including an explicit judgement on the likelihood of fully completing the project within the remaining time scale and budget.
5. Provide Recommendations.

The financial part of the interim reports, must document the actual expenditure in relation to budgeted expenditure.

5.1.2. Final Report

The MS and BC Project Leaders will jointly prepare, co-sign and submit to the designated authority a final report.

The final report shall be forwarded no later than three months after the implementation period as defined in article 2 of the General Conditions of the Twinning Contract.

The final report shall be forwarded no later than three months after the implementation period as defined in article 2 of the General Conditions of the Twinning Contract. This means that the final report and final invoice have to be submitted at the latest during the final month before the end of the Implementation period of the Action.

It will include:

- Executive summary of the Twinning project;
- Background information: Description of the original situation in the relevant area of the BC administration before the project, indicating the gaps that the project was to address. Listing of objectives, purpose and mandatory results of the project.
- Implementation process: developments outside the project and project developments;
- Achievement of mandatory results: If these have not been achieved, a detailed explanation must be given on the underlying reasons. An action plan to complete the project must be submitted;

- Analysis of the long-term impact of the project, its sustainable results and identification of potential relevant follow-up actions, if applicable;
- Information on the steps taken to ensure the visibility of EU financing;
- Conclusions, recommendations, including lessons to be learned for future Twinning projects.
- Proof of transfers of ownership (if applicable) and a final statement of all eligible costs of the Twinning project, plus a full summary statement of the Twinning project's income and expenditure and payments received.

The final financial report must be accompanied by an expenditure verification report from a recognised, independent auditor, following the template in Annex A6 to the Twinning Contract. If the MS fails to supply the Contracting Authority with a final report by the final report deadline as here above specified and fails to furnish an acceptable and sufficient written explanation of the reasons why it is unable to comply with this obligation, the Contracting Authority may terminate the Twinning Contract.

5.2. Reporting requirements for Twinning light projects

There will be at least a start-up report covering the first two months of the contract (submitted during the third month), plus a final report (templates as for standard Twinning). They must be endorsed and countersigned by the beneficiary, who may make additional comments.

The reports will be submitted as indicated in section 6.4.

**ANNEX A8
MANDATE**

The undersigned, on behalf of the administration of the Junior MS partner, the Energy Regulatory Authority (ANRE) of Romania, agrees to implement the actions assigned to him/his organisation in the Twinning Contract. He mandates Mr. Carlo Crea, MS Project Leader, to take full responsibility for the implementation of the said Contract, to make all commitments and take all decisions on his behalf in the interests of the successful conclusion of the entire project, and with due respect to the consortium agreement concluded by its members

Petru LIFICIU
President
Romanian Energy Regulatory Authority
3 Constantin Nacu St.
Bucharest - 2
Romania

Date: 30.07.2009



Carlo Crea
Secretary General, Italian Regulatory Authority for Electricity
and Gas



**ANNEX A8
MANDATE**

The undersigned, on behalf of the administration of the Junior MS partner, the Regulatory Authority for Energy of the Hellenic Republic (RAE) agrees to implement the actions assigned to him/his organisation in the Twinning Contract. He mandates Mr. Carlo Crea, MS Project Leader, to take full responsibility for the implementation of the said Contract, to make all commitments and take all decisions on his behalf in the interests of the successful conclusion of the entire project, and with due respect to the consortium agreement concluded by its members.

Michael Thomadakis
Vice-President
Regulatory Authority for Energy of the Hellenic Republic
132, Pireos Street
11854 Athens
Greece

Date: 03.07.2009




Carlo Crea
Secretary General, Italian Regulatory Authority for Electricity
and Gas



**ANNEX A8
MANDATE**

The undersigned, on behalf of the administration of the Junior MS partner, the Hungarian Energy Office (HEO) agrees to implement the actions assigned to him/his organisation in the Twinning Contract. He mandates Mr. Carlo Crea, MS Project Leader, to take full responsibility for the implementation of the said Contract, to make all commitments and take all decisions on his behalf in the interests of the successful conclusion of the entire project, and with due respect to the consortium agreement concluded by its members


Horvath J. Ferenc
President
Hungarian Energy Office
Köztársaság tér 7
H-1081 Budapest
Hungary



Date: 29 June 2009

Carlo Crea
Secretary General, Italian Regulatory Authority for Electricity
and Gas




ANNEX A9

**CURRICULUM VITAE
OF NERC AND MS TEAM PERSONNEL**

LIST OF NERC AND MS TEAM PERSONNEL

Antonio ALTROCCHI	4
Gabriela ANDRIUCĂ	6
Gabriella ANTONEL	10
Zsuzsanna Veronika ARADI	13
Sergio ASCARI	16
Miltiadis ASLANOGLU	20
Gerasimos AVLONITIS	22
Gian Paolo BASTIA	25
Oliviero BERNARDINI	28
Anton BOGDAN	37
Olena BONDARENKO	40
Roberto CHIEPPA	42
Carla Lucia CORSI	44
Carlo CREA	46
Aniko CSÖREG	50
Marco DELPERO	52
Miranda DIANA	56
Cristina DONADIO	58
Viktoria DUDCHENKO	62
Zoltán/Édit FARKAS	64
Agnes FUCHS	67
Ilaria GALIMBERTI	69
Evangelia GAZI	71
Alberto GROSSI	74
Ms. Orsolya HALMAI	77
Nicolae Dumitrescu IONUT	79
Kostas KANELLOPOULOS	82
Roman KAPLYUCHENKO	85
Csaba KOVÁCS	87
Maria KOVALETS	89
Andriy KOZHEVNYKOV	91
Svitlana KOZYRENKO	93
Oksana KRIVENKO	95
Demetrius L. LELOVITIS	97
Luca LO SCHIAVO	102
Otilia Rodica MARIN	105
Irene MASETTI	107
Viktor MERKUSHOV	109
Florentina MIHĂILESCU	112
Viktoriya MOROZOVA	114
Angeliki MOURTZIKOU	116
Svitlana MYKHAILOVSKA	120
Lidiya NASAL'SKAYA	122
Adrienn NYESTE	125
Anastasia PAPAIOANNOU	128
Michele PASSARO	134
Chiara PETRUZZO	136
Mirela PLESCA	139
Alberto POTOTSCHNIG	143
Anna POTRAVKA	147
Victorel Florin RĂDOI	149
Pippo RANCI	152

Serhiy ROMANOV	154
Inna RYBACHEK	156
Tetyana RYBUHA	158
Lemlem SAID ISSA	160
Katerina SARDI	166
Helen SAVCHENKO	173
Francesco SCLAFANI	175
Cristian SELAVĂRDEANU	178
Volodymyr SEMENETS	181
Anna SHYNKARENKO	183
Iryna SIDOMON	185
Konstantinos (Kostas) STAMATIS	187
Judit SZEKERES	190
Fabio TAMBONE	193
Michael THOMADAKIS	195
Maria Cristina TODERAS	198
Alexia TROKOUDI	201
Valentyna TSAPENKO	205
Valeriy TSAPLIN	207
António Jorge viegas de VASCONCELOS	211
Lila VASSILAKI	215
Verbytskyi MYHAYLO	217
Laura ZANETTINI	219



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Antonio ALTROCCHI**

Address(es) C/o Autorità per l'energia elettrica e il gas, Piazza Cavour 5, 20121 Milano, Italy

Telephone(s) + 39 0265565313-263

Fax(es) + 39 0265565230

E-mail aaltrocchi@autorita.energia.it

Nationality Italian

Date of birth 10th September 1967

Gender male

Desired employment / Occupational field

Energy

Work experience

Dates 30th December 2002 – present

Occupation or position held Official at the Italian Regulatory Authority for Electricity and Gas

Main activities and responsibilities Regulation and control of gas services quality

- definition of national resolutions in the field of commercial quality, safety and quality of gas applicable to the national chain of the gas sector (transport, storage, distribution, sale);
- monitoring of the implementation of the resolutions by operators and management of related information flows;
- relationships with organizations and technical associations in the gas sector in regard to the quality of service.

Name and address of employer Autorità per l'energia elettrica e il gas, Piazza Cavour 5, 20121 Milano, Italy

Type of business or sector National independent regulatory authority for electricity and gas

Dates 1st September 1992 – 29th December 2002

Occupation or position held Different positions

Main activities and responsibilities 1999 - 2002: Central Technical Services (Quality, safety and environment Department):

- design and Implementation of Quality System (for Italian and foreign sites) and integration with management systems for environment, safety and health;
- obtaining and maintaining of ISO 9001 certification (1994 version and Vision 2000) for business areas and technical specialist services;
- planning and implementation of systems for the measurement of customer satisfaction;
- internal and external auditing;
- evaluation of strategic suppliers quality management systems.

1996 – 1998 Project Task Force

- management of tenders and contracts.

1992 - 1996 Staff of Procurement Department

- executive reporting;
- planning of supply;
- process analysis and definition of operational procedures for qualification of suppliers, procurement activities and quality control;
- definition of requirements and procedures for procurement activities consistent with the European Community Directives;
- auditing on tenders key aspects.

Name and address of employer: Eni Group – San Donato Milanese (MI)

Type of business or sector: Energy

Education and training

Dates: 1999

Title of qualification awarded: Quality Management Master (1000 hours)

Name and type of organisation providing education and training: Consorzio Universitario in Ingegneria della Qualità (QUALITAL) – Pisa - Italy

Dates: 1992

Title of qualification awarded: Five-year university degree in Engineering (economic and managerial address)

Name and type of organisation providing education and training: Politecnico University – Milano - Italy

Other qualifications awarded

- 2003: CEER training course for energy regulators - European University Institute – Florence – Italy,
- 1999: examination enabling to the role of Quality Systems auditor,
- 1992: examination enabling to the profession of engineer.

Personal skills and competences

Mother tongue(s): Italian

Other language(s): English

Self-assessment
European level ()*

Understanding		Speaking		Writing					
Listening		Reading		Spoken interaction		Spoken production			
	B2		C1		C1		B2		B2

(*) Common European Framework of Reference for Languages

Computer skills and competences: Habitual use of the main office software

Additional information

- April 2001 - July 2002: Member of Scientific Committee of the Quality Management University Consortium (QUALITAL) – Pisa - Italy,
- teacher and thesis rapporteur in 2000 and 2001 QUALITAL Master,
- lecturer in training courses and speaker at conferences.



Europass Curriculum Vitae

Personal information

First name(s) /Surname(s) **Gabriela ANDRIUCĂ**
Address(es) Strada Camil Ressu nr. 23, Bloc 55, Scara 3, Etaj 8, Apartament 122, Bucuresti, Romania
Telephone(s) 0040 31 422 48 30 Mobile 0040 745 501 975
E-mail(s) gabrielaandriuca@yahoo.com
gandriuca@anrgn.ro
Nationality Romanian
Date of birth 25 March 1975
Gender Female

Desired employment / Occupational field

EU/Energy affairs

Work experience

Dates 01 October 2007 →
Occupation or position held **Head of Gas market rules Unit**
Main activities and responsibilities
— In charge with the management of the Office dealing with elaboration of gas market rules
— Drafting specific regulations (regarding market liberalization, market monitoring, functioning of the market operator, etc.), as well as other rules needed for the organization, functioning and development of the Romanian gas market with a view aiming at approximating the Romanian regulatory framework to the *acquis communautaire* and best practices in the European Union (EU) and integrating Romania's gas market into regional and EU internal market
— Transposing EU relevant legislation into national legislation
— Providing consultancy to market participants with regard to the implementation of relevant Romanian legislation
Name and address of employer **Romanian Energy Regulatory Authority**
Soseaua Cotroceni No. 4, Bucuresti, Romania
Type of business or sector Public administration, Energy Regulation
Dates 15 August 2005 → 01 October 2007
Occupation or position held **Economist within the Strategy, Programmes Department**
Main activities and responsibilities
— Monitoring and reporting on the fulfillment of obligations arising from EU accession negotiations, and EU membership, incumbent on Romanian gas regulator
— Drafting proposals for gaining EU financing
— Contributing to performing projects developed in cooperation with EU or international partners
— Analysis of EU policies in the gas field and of correspondent Romanian strategies and coordinating the drafting of the Romanian gas regulator's position to EU policies and initiatives

Name and address of employer	Romania's Natural Gas Regulatory Authority, merged in May 2007 with the Romanian electricity regulator to set up the Romanian Energy Regulatory Authority Soseaua Cotroceni No. 4, Bucuresti, Romania
Type of business or sector	Public administration, Energy Regulation
Dates	01 September 2003 - 15 August 2005
Occupation or position held	Advisor on European integration affairs for the Ministry of Economy and Trade
Main activities and responsibilities	<ul style="list-style-type: none"> — Contributing to the preparations for Romania's accession to the EU as regards the Energy chapter, including acting as an interface between the Romanian specialists working in this field and the EU/Member States representatives — Coordinating the transposition into Romanian legislation of the energy acquis — Drawing up supporting negotiation and monitoring documents for the Energy chapter, as well as participating to the regular EU-Romania institutional dialogue — Contributing to the dissemination to the Romanian public of relevant information on Romania's accession negotiation for the Energy chapter by drawing up press releases
Name and address of employer	Ministry of European Integration Strada Apolodor nr. 17, Bucuresti, Romania
Type of business or sector	Public administration, European integration
Dates	01 August 2002 - 01 September 2003
Occupation or position held	Expert on Romania's EU accession affairs
Main activities and responsibilities	<ul style="list-style-type: none"> — Participating in the EU negotiation process related to chapter 14 – Energy and the fulfillment of the functioning market economy criterion — Contributing to the correct transposition into Romanian legislation of the related Acquis communautaire — Contributing to drafting EU negotiation supporting documents — Contributing to regular and ad-hoc reporting on energy and other related issues — Ensuring the dialogue with the European Commission — Carrying out analysis on Romania's and EU's energy policy — Co-operation with other institutions in the negotiation process
Name and address of employer	Ministry of Industry and Resources renamed Ministry of Economy and Trade Calea Victoriei No. 152, Bucuresti, Romania
Type of business or sector	Public administration, European integration
Education and training	
Dates	01 October 2000 - 15 July 2002
Title of qualification awarded	Graduate from Postgraduate Academic Studies in International Relations and European Integration
Principal subjects / occupational skills covered	International Relations; European Studies ; EU Law; Geopolitics
Name and type of organisation providing education and training	National School of Political and Administrative Studies Bucuresti, Romania Faculty of International Relations and European Integration
Level in national or international classification	Master

Dates	01 October 1998 - 10 June 1999									
Title of qualification awarded	Graduate from Elaborated Studies in European Trade									
Principal subjects / occupational skills covered	European Economics; European Studies									
Name and type of organisation providing education and training	University "Al.I.Cuza" of Iasi, Romania Faculty of Economics									
Level in national or international classification	Master									
Dates	01 October 1994 - 05 September 1998									
Title of qualification awarded	Licence Diploma									
Principal subjects / occupational skills covered	Economics; World Economics; International Trade; International Business Law									
Name and type of organisation providing education and training	University "Al.I.Cuza" of Iasi Faculty of Economics									
Level in national or international classification	Bachelor									
Training	Certificate for proficiency in English for Business issued by the Romanian Centre for International Trade									
	Certificate issued by the National Institute for Administration in Romania for graduating the training programme on "Negotiating Abilities in the Process of Romania's Accession to the European Union"									
	Certificate issued by the National Institute for Administration in Romania for graduating the training programme on "Financial Assistance Granted to Romania as of 1 January 2007"									
	Certificate issued by the National Institute for Administration in Romania for graduating the training programme in French language on "Project Management"									
	Diploma issued by the Central European University (CEU) and Energy Regulators Energy Association (ERRA) for graduating the International Summer School On Energy Regulatory Practices (July 24-28, Budapest)									
Personal skills and competences										
Mother tongue(s)	Romanian									
Other language(s)										
Self-assessment										
<i>European level (*)</i>										
English										
French										
Italian										
	(*) <i>Common European Framework of Reference (CEF) level</i>									

Social skills and competences	<p>My work on EU accession negotiations meant working closely with all Romanian institutions involved in this process, as well as with the European Commission's experts. Also participating to the regular EU-Romania institutional dialogue, as well as to the consultations held with experts from EU Member States helped me improve my social skills in a multicultural environment.</p> <p>The position held so far within the Romanian energy regulator involved working closely with Romanian, European and international institutions dealing with energy-related issues. Also my responsibilities concerning drafting and development of projects with European or international partners involved a close cooperation with the technical staff within our institution in drafting the related projects and with our partners in developing these projects.</p>
Organisational skills and competences	<p>Working for an institution that coordinates the accession negotiations for 3 negotiation chapters helped me acquire co-ordination and organisational skills. Preparing the negotiation supporting documents, as well as the participation in the regular EU-Romania institutional dialogue (Association Subcommittees and Association Committees) implied participating to the co-ordination of all institutions involved in the process.</p> <p>Also contributing to the preparations for Romania's accession to the European Union implied acting as an interface between the Romanian specialists and the EU/Member States experts by organising and taking part in technical consultations. Being able to help with the organisation of such events required considerable organizational skills and helped me further improve these abilities.</p> <p>My activity related to EU and international affairs within Romania's gas Regulator involved contributing to the coordination of projects developed with European or international partners.</p> <p>As of 1 October 2007 I hold a management position within the Romanian energy regulator, as Head of <i>Gas market rules</i> Unit.</p>
Computer skills and competences	<p>Very good command of Microsoft Office TM tools (Word TM, Excel TM and PowerPoint TM) and very good acquaintance with Internet acquired thorough work.</p>



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Gabriella ANTONEL**
Address(es)
Telephone(s) +39-(0)2-65565.238
Fax(es) +39-(0)2-65565.273
E-mail gantonel@autorita.energia.it
Nationality Italian
Date of birth April 13, 1965
Gender Female

Mobile:

Desired employment / Occupational field

Work experience

Dates Since 1998
Occupation or position held Head of Documentation Unit (since 2004)
Main activities and responsibilities Annual Report; web based survey on regulated markets; information on the supply of the services; main features of energy market liberalization; library.
Name and address of employer **Autorità per l'energia elettrica e il gas**
Type of business or sector Regulation in energy sector
Dates 1992-1998
Occupation or position held Research Fellow
Main activities and responsibilities Tailor made research and consulting services, independent observatories, training and support for decision making in the fields of economics, finance, organization and human resources.
Name and address of employer **Istituto per la Ricerca Sociale (IRS) in Milan**
Type of business or sector Research and consulting
Dates 1991-1992
Occupation or position held Research Assistant
Main activities and responsibilities Research on Industrial economics
Name and address of employer **Centre of Research on Innovation and Internationalization at Bocconi University in Milan**
Type of business or sector Research

Education and training

Dates 1991
Title of qualification awarded Degree in Economics
Principal subjects/occupational skills covered Industrial economics, Industrial organization, Innovation, Technological Competitiveness
Name and type of organisation providing education and training Bocconi University, Milan

Level in national or international classification	
Dates	June 1999
Title of qualification awarded	
Principal subjects/occupational skills covered	"Understanding A Liberalised Gas Business - Markets, Open Access and Impact of Regulation"
Name and type of organisation providing education and training	College of Petroleum and Energy Studies, Oxford (UK)
Level in national or international classification	
Dates	September 1993
Title of qualification awarded	
Principal subjects/occupational skills covered	Summer School in Econometrics
Name and type of organisation providing education and training	Centro Interuniversitario di Econometria (CIDE)
Level in national or international classification	
Dates	April 1993
Title of qualification awarded	
Principal subjects/occupational skills covered	Fortran Language
Name and type of organisation providing education and training	Cattolica University, Milan
Level in national or international classification	

Personal skills and competences

Mother tongue(s) **Italian**

Other language(s)

Self-assessment

European level ()*

English

French

Understanding		Speaking		Writing	
Listening	Reading	Spoken interaction	Spoken production		
B2	B2	B2	B2	B1	
C1	C1	C1	C1	C1	

(*) *Common European Framework of Reference for Languages*

Social skills and competences

Organisational skills and competences

Technical skills and competences Use of the main statistical and econometric softwares

Computer skills and competences Full computer literacy

Artistic skills and competences

Other skills and competences

Driving licence

Additional information

Publications, newspaper articles and reports.

Annexes



Europass Curriculum Vitae



Personal information

First name(s) / Surname(s) **Zsuzsanna Veronika ARADI**
Address(es) 8, Vércse utca, 2623, Kismaros, Hungary
Telephone(s) (+36) 1-459-7742 Mobile: (+36) 70-611-5984
Fax(es) (+36) 1-459-7880
E-mail aradizs@eh.gov.hu
Nationality Hungarian
Date of birth 6 June 1980
Gender Female

Desired employment / Occupational field Short term expert in Tacis Twinning Project on Gas in Ukraine

Work experience

Dates Since 13 March 2006
Occupation or position held Economic Analyst in Gas Pricing
Main activities and responsibilities include:
* Participating in the elaboration of the new Natural Gas Act
* Participating in price preparation of the licenses (regarding mainly the calculations of import prices and indexes needed for the maintenance of the tariff system)
* Conducting price revision procedures
* Taking part in the preparation of the coming asset and cost review
* Analysing the Financial Model of transmission pipeline-/interconnector investments
* Developing the system of connection charges
* Preparing Annual Reports to the EU
* Participating in the work of European regulatory bodies (CEER, ERGEG)
Name and address of employer **Hungarian Energy Office**, Gas Pricing Department, 1081 Budapest, Köztársaság tér 8.
Type of business or sector Public Sector

Dates 17 November 2003 – 13 March 2006
Main activities and responsibilities include:
* Coordinating Fiscalis Programme (that helps Member States work more closely together against tax and customs fraud, through improved electronic systems for information exchange between national administrations, co-operation in investigations, training seminars for customs and tax officials and experts and the exchanges of officials between national administrations)
* Filing customers' request and interpreting legal provisions with regard to value added tax
* Delivering expert opinion on legislative proposals
Name and address of employer **Hungarian Ministry of Finance**, VAT Department, 1051 Budapest, József nádor tér 4-6.
Type of business or sector Public Sector

Education and training

Dates 22-23 May 2008

Title of the seminar	The New Legislative Framework on EU Energy Policy
Principal subjects/occupational skills covered	European Energy Policy Third Liberalization Package to ensure completion of internal market for electricity and gas Energy efficiency, conservation, sustainability (including also topics of security of supply and renewable energy)
Name and type of organisation providing education and training	European Institute of Public Administration
Dates	3-4 December 2007
Title of the seminar	EU Gas Market Liberalization
Principal subjects/occupational skills covered	Supply, demand and infrastructure overview Political and regulatory framework Analysis of European (key) markets; competitive analysis Emission trading
Name and type of organisation providing education and training	MJMEnergy Ltd.
Dates	13-16 March 2006
Title of the seminar	Tariff/Pricing Training Course
Principal subjects/occupational skills covered	Economics of price regulation The role and objectives of tariff planning Calculating the revenue requirement Monitoring the needs for assessing the necessary data for rate setting Pricing of network access Tariff design Tariff impact of weather-corrected gas demand estimations Different methods of incentive regulation Social and environmental aspects of energy policy decisions
Name and type of organisation providing education and training	ERRA (co-hosted by NARUC)
Dates	2005
Title of the seminar	Comitology in the European Union
Name and type of organisation providing education and training	European Institute of Public Administration
Dates	1998-2003
Title of the qualification awarded	Master of Science in Business and Economics (majoring in Finance)
Name and type of organisation providing education and training	University of Pécs, Faculty of Economics majoring in Finance, Pécs, Hungary
Level in national or international classification	high
Dates	August - December 2002
Title of the qualification	One semester in a Socrates Erasmus scholarship
Name and type of organisation providing education and training	Jönköping International Business School, Jönköping, Sweden
Personal skills and competences	
Mother tongue(s)	Hungarian
Other language(s)	

Self-assessment <i>European level (*)</i>	Understanding		Speaking		Writing
	Listening	Reading	Spoken interaction	Spoken production	
	English	Independent user (B2)	Proficient user (C1)	Proficient user (C1)	Proficient user (C1)
German	Basic user (A2)	Basic user (A2)	Basic user (A1)	Basic user (A1)	Basic user (A1)

(*) *Common European Framework of Reference for Languages*

Social skills and competences	<p>Good communication (skills gained through my work, through liaising with industry partners Good ability to adapt multicultural environments, gained though my studying abroad Team-player Problem-solving attitude Reliability, flexibility, creativity</p>
Organisational skills and competences	<p>Leadership (currently responsible for a youth-group of 20 people) Sense of organization (experience in voluntary work, organizing conference and camps) Experience in project management (through Euro Tour Program (ETNA), Warsaw, Poland)</p>
Computer skills and competences	<p>Advanced user experience with: Programs of Microsoft Office, Internet (ECDL) through my work Basic knowledge of graphic design applications through leisure activities</p>
Artistic skills and competences	<p>Singing in a choir Painting in free time</p>
Other skills and competences	<p>Scouting, traveling, learning about different cultures, and their languages Sports: hiking, canoe-tours, cycling-tours, caving</p>
Driving licence	<p>Clean Driver's License, Category B</p>



Curriculum Vitae

Personal information

First name(s) / Surname(s) **Sergio ASCARI**

Address(es) Via Crema 25, 20135 Milan, Italy

Telephone(s) +39 02 55 18 50 47 (home) +39 02 43 44 10 29 +39 335 80 44 089 (mobile)
(business)

Fax(es) +39 02 43 44 10 27

E-mail sascari@ref-online.it; sergio_ascari@hotmail.com

Nationality Italian

Date of birth 11.10.1958

Gender Male

Work experience

Dates Since Feb. 2009

Occupation or position held Senior Consultant

Main activities and responsibilities Gas Markets Expert involved in Consultancy and Research project

Name and address of employer Ref. – Ricerche per l'economia e la finanza

Type of business or sector Consultancy and Research - Energy

Dates May 2007 – to April 2009

Occupation or position held Expert on Energy tariffs and pricing

Main activities and responsibilities Key expert in Twinning Project UA/2006/PCA/EY/02

Name and address of employer Studiare Sviluppo, Via Nazionale 163, 00184 Roma

Type of business or sector EC Twinning on regulation of electricity market in Ukraine

Dates Oct. 2007 – Feb. 2009

Occupation or position held Regulatory Gas Expert

Main activities and responsibilities Supports the Regulatory Board of the Energy Community (of South East Europe), by developing Position Papers, proposing and organising the activities of the Gas and Customers' Affairs Working Groups, and supporting Regulatory agencies of the Energy Community Contracting Parties.

Name and address of employer Energy Community Secretariat, Am Hof 4, 1010 Vienna, Austria

Type of business or sector Electricity and Gas

Dates July 2006 – Oct. 2007

Occupation or position held Expert

Main activities and responsibilities Developed studies on Gas Transmission pricing at international level; Assessment of European Union support policies to the energy market in Serbia, Montenegro and Kosovo; the Italian ISO experience and electricity tariffs

Name and address of employer AEEG, Italy

Type of business or sector Electricity and Gas

Dates Feb. 2006 – current (part time job)

Occupation or position held Lecturer

Main activities and responsibilities	Lectures on Gas networks, in several courses on Energy Regulation
Name and address of employer	Florence School of Regulation, European University Institute, Florence, Italy
Type of business or sector	Natural Gas
Dates	June 2007 – current (part time job)
Occupation or position held	Short term expert
Main activities and responsibilities	Key expert in charge of Component 3 “Multi-Year Incentive-Based Regulation and Benchmarking”. Development of analysis and proposals for electricity distribution tariffs, within a Twinning project with the National Energy Regulatory Commission of Ukraine:
Name and address of employer	Studiare Sviluppo Srl, Rome, Italy
Type of business or sector	Electricity
Dates	May 2002 – July 2006
Occupation or position held	Senior Officer
Main activities and responsibilities	Twinning Project with the Energy Regulatory Office of the Czech Republic: analysis and proposal on gas tariff issues; project co-ordination. Establishment of the Brussels Office of the Council of European Energy Regulators and outline of its procedures. Support to Working Groups in charge of Natural Gas, Renewable Energy and Energy Statistics. Development of the Guidelines of Good Practice for Gas Transmission System Operators and for TPA to storage and flexibility services. (Sept. 2002 – Apr. 2003) Twinning Project with the National Control Commission on Energy and Prices of Lithuania: analysis and proposal on gas tariff issues; project co-ordination. Study on the Natural Gas Market in South East Europe. Establishment of a Gas Regulatory Group and outline of the Guidelines on Gas Infrastructure Investment Regulation (2003-2005). Twinning Project with the Energy Market Regulatory Authority of Turkey: gas tariff issues; project co-ordination. Pre-accession advisor of the Twinning Project in Ankara, July 2004-Nov. 2005. Support to the External Relations Office in the drafting of Communication material and in the organisation of public events.
Name and address of employer	Regulatory Authority for Electricity and Gas (AEEG), Milan, Italy - External Relations Office
Type of business or sector	Electricity and Gas
Dates	Jan. 1998 – June 2001
Occupation or position held	Head of Natural Gas Economic Regulation
Main activities and responsibilities	Development of a new natural gas distribution tariff regulation Development of a new natural gas transportation tariff regulation
Name and address of employer	Regulatory Authority for Electricity and Gas (AEEG), Milan, Italy - Natural Gas Department
Type of business or sector	Natural Gas
Dates	Jan. 1998 – December 1999 (part time)
Occupation or position held	Head of the Environmental Unit
Main activities and responsibilities	Preliminary inquiry on Enel’s strategy to achieve the objectives of the large combustion plant directives. Analysis of policies to prevent adverse impact of electro-magnetic fields from electricity transmission and distribution and their impact on tariffs.
Name and address of employer	Regulatory Authority for Electricity and Gas (AEEG), Milan, Italy
Type of business or sector	Electricity and Gas
Dates	Apr. 1994 – Dec. 1997
Occupation or position held	Lecturer and senior Researcher

Main activities and responsibilities	Assistant lecturer in Public Sector Economics. Development of Research projects: <ul style="list-style-type: none"> - Evaluation of the external costs of energy production (within the ExternE Project of the European Commission/DG XII) - Studies for a fiscal reform project: water and solid waste sectors (on behalf of the Ministry of Finances) - Analysis and evaluation of the environmental impact of waste collection and disposal (multi-client project). - Evaluation of the health damages of urban air pollution (on behalf of Fondazione Lombardia per l'Ambiente) - Development of research objectives and methodological framework in the field of small scale production of energy (on behalf of Fondazione Rosselli, for European Commission, DG XVII) - Solid waste market and economics: Environmental policy and competition issues (on behalf of the Italian Competition and Market Authority)
Name and address of employer	University of Pavia, Department of Public and Land Economics, Pavia, Italy
Type of business or sector	Public finance. Environment. Energy
Dates	Mar. 1988 – Apr. 1994
Occupation or position held	Lecturer and senior Researcher
Main activities and responsibilities	Assistant lecturer in Energy economics. Lecturer in Political Economy and in Environmental economics Development of Research projects: <ul style="list-style-type: none"> - Generation and Disposal of Industrial Solid Wastes in Italy - An entrepreneurial model of National Park (on behalf of the Ministry of the Environment) - Reform of regulation and tariffs of sanitation and waste disposal services in Italy (multi client project) - Evaluation of the external costs of energy production (within the ExternE Project of the European Commission/DG XII)
Name and address of employer	Institute of Energy economics, Bocconi University, Milan, Italy
Type of business or sector	Environment. Energy
Dates	May 1982 – Sept 1984 and Nov. 1985 – Feb. 1988
Occupation or position held	Assistant Lecturer and junior Researcher
Main activities and responsibilities	Assistant lecturer in Energy economics. Development of Research projects: <ul style="list-style-type: none"> - Market development and regulation of the natural gas - Study for a reform of natural gas distribution tariffs (On behalf of the Federation of Gas and Water Utilities) - Optimal energy pricing as an energy policy tool (On behalf of the National Research Council)
Name and address of employer	Institute of Energy economics, Bocconi University, Milan, Italy
Type of business or sector	Energy
Education and training	
Dates	Oct. 1984 – Oct. 1985
Title of qualification awarded	M. Sc. (Master of Science)
Principal subjects/occupational skills covered	Economics
Name and type of organisation providing education and training	University of York, United Kingdom
Dates	Nov. 1977 – Mar. 1982

Title of qualification awarded Degree (Laurea)
 Principal subjects/occupational skills covered Economics
 Name and type of organisation providing education and training University of Pavia, Italy

Personal skills and competences

Mother tongue(s) Italian

Other language(s)

Self-assessment

European level ()*

English

German

French

Turkish

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Proficient	C1	Proficient	C2	Proficient	C2	Proficient	C2	Proficient
A2	Basic	A2	Basic	A2	Basic	A2	Basic	A2	Basic
B1	Independent	B1	Independent	A2	Basic	A2	Basic	A2	Basic
A2	Basic	A2	Basic	A2	Basic	A2	Basic	A2	Basic

() Common European Framework of Reference for Languages*

Organisational skills and competences

Co-ordination of small teams (Up to 4-5 collaborators).
 Planning and organisation of Conferences and public events at both national and international level

Technical skills and competences

Mathematical modelling for application to energy economics.
 Use of legal language for regulatory purposes

Computer skills and competences

MS Office, Open Office for word processing, calculation, presentations, basic database.
 Econometric and programming language (Fortran) and packages (TSP/Eviews)



Europass Curriculum Vitae

Personal information

First name / Surname **Miltiadis ASLANOGLOU**
Address Panepistimiou 69, 105 64 Athens, Greece
Telephone +30 210 3727480
Fax +30 210 3255460
E-mail maslanoglou@rae.gr
Nationality Greek
Date of birth October 6, 1969
Gender Male

Work experience

Dates	May 2002 – to date
Occupation or position held	Head of Market Monitoring and Competition Department
Main activities and responsibilities	<ul style="list-style-type: none">• Responsible for the daily evaluation of the gas book, and all related financial products.• Evaluation of all related information, price curves, and market data for the accurate marking to the market.• Follow up of various structured products (index base, daily strips etc.), cross commodities, cross border commodities.• Monitoring company's compliance to UK and European trading arrangements.
Name and address of employer	Regulatory Authority for Energy, Athens, Greece
Dates	Nov 2001 – May 2002
Occupation or position held	Senior Risk Analyst, Gas Book
Main activities and responsibilities	<ul style="list-style-type: none">• K Responsible for the daily evaluation of the gas book, and all related financial products.• Evaluation of all related information, price curves, and market data for the accurate marking to the market.• Follow up of various structured products (index base, daily strips etc.), cross commodities, cross border commodities.• Monitoring company's compliance to UK and European trading arrangements.
Name and address of employer	EL PASO Europe Limited, London, UK
Dates	Jul 1998 – Aug 2000
Occupation or position held	Gas Demand Forecast and Industrial & Commercial Portfolio Risk Analyst
Main activities and responsibilities	<ul style="list-style-type: none">• Responsible for the gas supply in short/medium term basis. Supporting trading position for marketing dept. Spot market – balancing market trading.• Responsible for the economic assessment of the Industrial & Commercial portfolio. Evaluate gross margin based on weather scenarios, variable transportation costs. Short and long term planning, budgeting and future price scenarios. Calculation of value at risk based on gas supplies and expected demand.• Develop the methodology and related software for the economic evaluation of the gas portfolio, based on market moves and weather scenarios. The effect of weather on daily gas demand was studied during the M.Sc. thesis, in collaboration with TGM.

- Determine favourable categories of customers based on their profile, estimate the risk, advising sales department.
- Participate in major IT projects; developing portfolio management, forecast and transportation cost models.
- TGM's Representative in the Demand Estimation Sub-Committee (DESC) nominated by the Gas Forum.

Name and address of employer **TOTALFINAELF S.A., Total Gas Marketing Ltd. (TGM), London, UK**

Education and training

Dates 2004 - 2005
 Title of qualification awarded M.Sc. in Applied Economics & Finance (Strategic Decision focus)
 Name and type of organisation providing education and training Athens University of Economics and Business (AUEB)
 Level in national or international classification MSc

Dates 1997-1998
 Title of qualification awarded MSc Environmental Technology and Energy Policy
 Name and type of organisation providing education and training Imperial College, University of London, UK
 Level in national or international classification MSc

Dates 1988 - 1995
 Title of qualification awarded Diploma Engineering
 Name and type of organisation providing education and training School of Engineering, Department of Mechanical Engineering, Aristotle University of Thessaloniki, Greece
 Level in national or international classification Meng

Personal skills and competences

Mother tongue(s) **Greek**

Other language(s)

Self-assessment
European level ()*

English

French

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
B1	Independent User	B2	Independent User	A2	Basic User	A2	Basic User	A2	Basic User

() Common European Framework of Reference for Languages*

Organisational skills and competences

Technical skills and competences

Computer skills and competences

Driving licence

Extensive experience in modelling energy markets

Excellent command of major software tools, including spreadsheets and word processing as well as excellent command of Internet

Thessaloniki, Greece, 1988



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Gerasimos AVLONITIS**
Address(es) 69, Panepistimiou, 10564, Athens, Greece
Telephone(s) +0302103727400 Mobile: +0306974933336
Fax(es) +0302103255460
E-mail avlonitis@rae.gr
Nationality Greek
Date of birth 26 April 1970
Gender Male

Desired employment / Occupational field **STE3 / STE8 for the EU TACIS Twinning Project No UA08/PCA/EY/12: "Regulatory and Legal Capacity Strengthening of Natural Gas Regulation in NERC (Ukraine)"**

Work experience

Dates May 2002-present
Occupation or position held Head of Energy Systems Analysis Department
Main activities and responsibilities Energy Systems Analysis Department is dealing with the regulation of the natural gas and oil markets as well as the transmission and distribution business of the electricity market. Reporting directly to the Board of the Regulatory Authority for Energy (RAE), the position involves the supervision and coordination of two teams of average 5 members each in the oil/gas and electricity sectors respectively, in carrying out every day tasks of the Authority, preparing and submitting to the Board draft Decisions and Proposals for approval as well as preparing reports and studies in the respective fields. Main activities in the gas sector include:

- RAE's Proposal for the Liberalisation of the Natural Gas Market in Greece: In the light of Directive 2003/55/EC, the project involved the development of a market model (unbundling of the incumbent, eligibility build-up, TPA rules, authorization of activities, treatment of new investments, tariffication principles) and drafting of the full legal framework (law and regulations). The project constituted the proposal of RAE to the Greek Government for the liberalisation of the natural gas market and served as the basis for the relevant law ratified by the Greek Parliament in December 2005 (Law 3428/2005).
- RAE's proposal regarding the gas system TPA tariffs. The project involved review of the tariff methodologies proposed by the TSO, development of a complete tariff calculation model and consultation with the TSO, Ministry of Development and market participants in order to finalise RAE's proposal. Tariffs were approved by the Ministry of Development in March 2006.
- Regulatory oversight of the three Gas Distribution Companies (GDCs) in the Greek territory. The task includes day-to-day interaction with the GDCs regarding control of compliance with the obligation of the respective (concession) licenses, end-user tariff regulation and development plans approval.
- Representation of RAE to the Gas Working Group and Gas Focus Group of the Council of European Energy Regulators (CEER) and European Regulators Group for Electricity and Gas (ERGEG), respectively.

Name and address of employer Regulatory Authority for Energy
69, Panepistimiou, 10564, Athens, Greece
Type of business or sector Regulation of gas and power markets

Dates	November 1999 – April 2002
Occupation or position held	Business Development, Natural Gas and Electricity
Main activities and responsibilities	Responsible for monitoring the European gas and power sectors (regulatory framework, prices, technology evolution), carrying out technical and economic evaluation of pipeline, underground gas storage and compression station projects as well as for Independent Power Producer (IPP) and cogeneration projects in Greece and the Balkans region. Main activities included: <ul style="list-style-type: none"> • Development of the business plan for three gas-fired IPP projects, currently under development in Greece • Analysis of gas transportation tariffs in Greece and Europe. • Simulation of the Greek gas transmission system (pipeline capacity, network expansion, sensitivity studies). • Negotiation of pricing and take-or-pay terms of the long-term gas supply contract of the company with OAO Gazexport.
Name and address of employer	Prometheus Gas S.A. 209, Kifissias, 15124, Maroussi, Greece
Type of business or sector	Gas and Power Markets
Dates	September 1997 to March 1998
Occupation or position held	Military Service: Chemical Engineer
Main activities and responsibilities	Main duties included the carrying out and evaluation of engine-oil and gear-oil spectrographic tests and the periodical quality testing of fuel reserves.
Dates	February 1996 to June 1997
Occupation or position held	Consulting Petroleum Engineer
Main activities and responsibilities	<ul style="list-style-type: none"> • Managing the engineering team and acting as an interface with the Software Development Group for a \$2m gas and oil production optimisation project in Maracaibo, for the Venezuelan State Oil Company (PDVSA). • Chief engineer for modelling, troubleshooting and debottlenecking of the surface network of a 100-well oilfield in Qatar, Middle East. • Optimisation of the use of jet-pumps in an onshore oilfield in Colombia, South America. Deliverables included 4-day training of client's engineers in theory and use of the software.
Name and address of employer	Edinburgh Petroleum Services Ltd, Research Park, Riccarton, Edinburgh, EH14 4AP
Type of business or sector	Oil and Gas Exploration and Production / Consulting
Dates	October 1995 to February 1996
Occupation or position held	Petroleum Engineer
Main activities and responsibilities	Contract-based employment for the engineering testing of the latest release of the Eclipse Reservoir Simulator suite of software. Reporting to the Software Support Manager, the key-points of the position included detailed testing of new software options under realistic engineering conditions and continuous interaction with the Software Development Group.
Name and address of employer	Schlumberger Geoquest Reservoir Technologies Ltd (UK)
Type of business or sector	Oil and Gas Exploration and Production / Software
Education and training	
Dates	October 1994 to September 1995
Title of qualification awarded	Master of Science (MSc) and Diploma of Imperial College (DIC)
Principal subjects/occupational skills covered	Petroleum Engineering

Name and type of organisation providing education and training	Imperial College London (UK)				
Level in national or international classification	ISCED 5A				
Dates	October 1988 to February 1994				
Title of qualification awarded	Master of Science (MSc)				
Principal subjects/occupational skills covered	Chemical Engineering				
Name and type of organisation providing education and training	National Technical University of Athens (Greece)				
Level in national or international classification	ISCED 5A				
Personal skills and competences					
Mother tongue(s)	Greek				
Other language(s)					
Self-assessment	Understanding		Speaking		Writing
<i>European level (*)</i>	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
French	A1	A1	A1	A1	A1
	<i>(*) Common European Framework of Reference for Languages</i>				
Social skills and competences	Ability to communicate and convey ideas in multi-national teams through extensive international work experience in diverse cultural environments.				
Organisational skills and competences	Experience in accomplishing projects individually within strict deadlines, obtained through consulting work, as well as organising, assigning and supervising the work of a team, obtained through current employment.				
Technical skills and competences	<p>Understanding of the whole gas value-chain through professional experience in both the upstream and downstream sectors of the industry.</p> <p>Extensive, hands-on experience on regulatory practices and models for the organisation of the gas industry in emerging markets. This includes comprehension of the complexities and challenges of the unbundling process, the rules of access to gas infrastructures including tariff setting, the regulation of final-user (distribution) gas tariffs and the monitoring and supervision of tariff application in the context of a liberalized market.</p> <p>Working knowledge of gas pricing formulas in long-term gas supply contracts.</p>				
Computer skills and competences	Good command of Microsoft Office suite of tools, basic programming knowledge in Visual Basic, specialized software: gas pipeline (Pipeline Studio), oil and gas production and reservoir simulators ECLIPSE Reservoir Engineering Software.				
Other skills and competences	Training experience through: (a) Delivery of training courses to diverse client audiences in the framework of consulting services (b) Ad-hoc visiting lectures in the National Technical University of Athens (regulatory issues, organisation of the gas industry) (c) Delivery of two 4-day training courses on gas tariffs and regulation in the Syria and Egypt organised by the European Commission's Delegation in Syria.				
Driving licence	Greek Driving License, Category B.				
Additional information	Member of the Technical Chamber of Greece and the Society of Petroleum Engineers.				



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Gian Paolo BASTIA**

Address(es) Home: Via Bambagioli 8 – 40136 Bologna
Office: Via Andrea da Faenza 25/2 – 40129 Bologna

Telephone(s) +39 – 051 – 580850 Mobile: +39 – 339 – 2324054
+39 – 051 – 5883399

Fax(es) +39 – 051 – 5883399

E-mail powerteam@fastwebnet.it

Nationality Italian

Date of birth 13-03-1947

Gender Male

Desired employment / Occupational field

Work experience

Dates	May 2007 – to April 2009
Occupation or position held	Expert on unbundling of energy sector activities
Main activities and responsibilities	Key expert in Twinning Project UA/2006/PCA/EY/02
Name and address of employer	Studiare Sviluppo, Via Nazionale 163, 00184 Roma
Type of business or sector	EC Twinning on regulation of electricity market in Ukraine
Dates	July 2002 to date
Occupation or position held	Consultant
Main activities and responsibilities	
Name and address of employer	Local and central government bodies, R.I.E., NOMISMA, energy companies and multi utilities (Bologna – Italy)
Type of business or sector	Energy and public services area
Dates	July 1999 to 2002
Occupation or position held	Consultant
Main activities and responsibilities	
Name and address of employer	Italian Authority of Electricity and Gas (Milano – Italy)
Type of business or sector	Administrative-accounting unbundling of gas and electricity companies
Dates	August 1990 - April 1999
Occupation or position held	Administrative – Financial Director and Controller

Main activities and responsibilities
 Name and address of employer META Spa (Municipal utility)
 Type of business or sector Electricity, gas, water and public health

Dates 1971 to 1990
 Occupation or position held Administrative – Financial Manager

Main activities and responsibilities
 Name and address of employer Several important Italian and International Companies (Italy)
 Type of business or sector

Education and training

Dates November 1970 – October 1971
 Title of qualification awarded Master in Business Administration
 Principal subjects/occupational skills covered

Name and type of organisation providing education and training C.U.O.A. – Business School (University of Padua)
 Level in national or international classification University
 Dates 1966 -1970
 Title of qualification awarded Degree in Political Science
 Principal subjects/occupational skills covered Economics branch

Name and type of organisation providing education and training University of Bologna
 Level in national or international classification 110/110 (Supervisor prof. Romano Prodi)

Personal skills and competences

Mother tongue(s) Italian

Other language(s)

Self-assessment

European level ()*

English

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
B1	Good	C1	Very good	B2	Good	B1	Fair	A2	Reasonable

(*) *Common European Framework of Reference for Languages*

Social skills and competences Organisation and participation in Workshops and conferences

Organisational skills and competences Experience with the energy regulator of Ukraine acquired in the accounting unbundling activities of the Twinning Project "Regulatory and Legal Capacity Strengthening of Energy Regulation in NERC".

Technical skills and competences Expert in the administrative-accounting systems and standards of the regulated companies (unbundling and reporting for the Regulatory Authority)

Computer skills and competences General computer literacy including Microsoft Word, Excel, PowerPoint

Artistic skills and competences

Other skills and competences

Driving licence Category B

Additional information Membership in professional bodies: Registro dei Revisori Contabili (Register of Accountants)

Annexes



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Oliviero BERNARDINI**
Address(es) Piazza Cavour 5, 20121, Milano Italy
Telephone(s) +39 – 02 – 65565220
Fax(es) +39 – 02 – 65565273
E-mail obernardini@autorita.energia.it
Nationality Italian
Date of birth 15 March 1941
Gender Male

Desired employment / Occupational field

Short term expert and Technical coordinator

Work experience

Dates	May 1997 to the present
Occupation or position held	Senior Staff of the Strategies, Research and Documentation Department
Main activities and responsibilities	Management of international Projects Support in the Preparation of the Annual Report to Government and Parliament. Preparation of Reports to the EU Commission on Italian electricity and gas markets and security of supplies; Data surveys on market opening, energy suppliers and trading. Support in the implementation of the Gas directive. Support in the opening of the electricity and gas market.
Name and address of employer	Italian Regulatory Authority for Electricity and Gas (AEEG), Milano, Italy
Type of business or sector	Energy regulation
Dates	February 1982 to April 1997
Occupation or position held	Head, Energy Projects and Consulting Division
Main activities and responsibilities	Management of technical assistance to governments and energy agencies
Name and address of employer	CESEN (ANSALDO Group), Genova, Italy
Type of business or sector	Energy engineering and consulting
Dates	September 1972 to January 1982
Occupation or position held	Staff member, Technology Forecasting and Assessment Division
Main activities and responsibilities	Assessment of energy technologies and forecasting of energy systems
Name and address of employer	Montedison, Milano, Italy
Type of business or sector	Chemicals and energy
Dates	September 1969 to August 1972
Occupation or position held	Process engineer
Main activities and responsibilities	Design of chemical engineering plants

Name and address of employer Snam Progetti, Milano, Italy
 Type of business or sector Engineering

Education and training

Dates September 1965 to September 1967
 Title of qualification awarded Ph. D. in Chemical Physics
 Principal subjects/occupational skills covered Physics and Chemistry of the upper atmosphere
 Name and type of organisation providing education and training Harvard University, Cambridge, Massachusetts, USA
 Level in national or international classification University

Dates September 1960 to September 1965
 Title of qualification awarded B. Sc. And M. Sc. In Mathematics and Chemistry
 Principal subjects/occupational skills covered Basic Chemistry, Physics and Mathematics
 Name and type of organisation providing education and training Carleton University, Ottawa, Canada
 Level in national or international classification University

Dates September 1957 to September 1972
 Title of qualification awarded Degree in Industrial Chemistry
 Principal subjects/occupational skills covered Industrial chemistry
 Name and type of organisation providing education and training Rome, University, Rome, Italy
 Level in national or international classification University

Personal skills and competences

Mother tongue(s) **Italian**

Other language(s)

Self-assessment
European level ()*

English
French
Spanish
German
Russian

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Excellent	C2	Excellent	C2	Excellent	C2	Excellent	C2	Excellent
C1	Good	C2	Excellent	C1	Good	C1	Good	C1	Good
C1	Good	C2	Excellent	C1	Good	C1	Good	C1	Good
B1	Fair	C1	Good	A2	Reasonable	A2	Reasonable	B1	Fair
A2	Sufficient	B2	Reasonable	B1	Fair	A1	Minimal	A1	Minimal

(*) *Common European Framework of Reference for Languages*

Social skills and competences Normal skills acquired in the management of social relations over 35 years of work as head of departments and interdisciplinary groups, in both internal and external dealings, in both national and international contexts.

Organisational skills and competences	<p>Experience in the management of Consulting groups (up to as many as 30 Staff members while at CESEN; 10 Staff members at AEEG)</p> <p>Interdisciplinary experience acquired at the International Institute of Applied Systems Analysis (between 1974 and 77).</p> <p>Experience with the energy regulator of Ukraine acquired as Technical coordinator of the Twinning Project "Regulatory and Legal Capacity Strengthening of Energy Regulation in NERC".</p>
Technical skills and competences	<p>Longstanding experience in the management of large and complex energy Projects in over 10 countries including Russia, Ukraine, Albania, Central America, Ethiopia, Colombia.</p> <p>Experience in laboratory research acquired at Harvard and Carleton Universities and at the Stanford Research Institute.</p>
Computer skills and competences	Basic computer programmes of the Microsoft series
Artistic skills and competences	Drawing and painting
Other skills and competences	Long distance running
Driving licence	Category B
Additional information	Author of various books and numerous reports and journal articles on energy projects, policy, planning and regulation
Annexes	List of Reports, Books and Journal Publications

PUBLICATIONS AND REPORTS

Reflections on Half a Century of Energy and Environment Forecasts¹, ENERGIA, 2006, no. 2, p. 36.

Technical Challenges and Normative constraints on Oil and Gas Development in Italy², ENERGIA, 2003, no. 4, p. 72.

Regulation and Market Power in the Californian Electricity Crisis³, ENERGIA, 2001, no. 2, p. 16.

Gas Distribution in Local Networks in Italy on the Eve of Liberalisation⁴, with T. Di Marzio, Quaderni dell'Autorità, June 2001.

Italian Energy Forecasts from the Oil Mirage to the Challenges of the Environment⁵, ENERGIA, 2000, no. 3, 16.

Energy Scenarios for Italy: the Next Two Decades⁶, ENERGIA, 1996, no. 2, p. 30.

A Medium Term View of European Energy Perspectives⁷, ENERGIA, 1996, no. 1, p.10.

Europe and the European Region: the Medium Term View, with S. Garribba and G. Tosato, to be presented at the HIGH LEVEL EXPERT SEMINAR ON LONG-TERM ENERGY PROJECTIONS AND SCENARIOS FOR EUROPE, Bologna, February 2 1996.

New Directives for Italian Energy Policy⁸, with R. Galli, S. Garribba and G. Tosato, ENEA Report to the Italian Ministry of Industry, December 1995.

The CURECA Programme: a Working Plan for the Diffusion of Energy Efficiency in the Developing Countries⁹, ENERGIA, 1995, no. 3, p.48.

The Market for Agricultural Machinery and Food Processing Equipment in Russia, Ukraine and Belarus, with L. Andrada, G. Duchèsne and I. Sharovatova, Report to the European Commission, June 1995.

An Overview of Energy Consumption in Central America and the Potential for Energy Savings¹⁰, Boletín Trimestral no. 1, CURECA, November, 1994.

Manual for Energy Audits in the Industrial, Commercial and Services Sectors¹¹, with M. Santizo, ICAITI and CURECA, September 1994.

Manual for Energy Audits in the Transport Sector¹², with M. Santizo, ICAITI and CURECA, September 1994.

Evaluation of the JOULE Programme 1989 - 92, with R. H. Booth, U. Meyer-Henius, H. Nuesser, R. H. Williams, D. Pereira de Moura, Report to the European Commission, 1994.

Albania Energy Report and Energy Policy Framework, Reports to the European Commission and to the Albanian National Committee of Energy, June 1994.

¹Original in Italian: Riflessioni su Mezzo Secolo di Previsioni Energetiche e Ambientali.

²Original in Italian: Il Futuro dell'Upstream Nazionale tra Sfide Tecnologiche e Vincoli Normativi.

³Original in Italian: Regolazione e Potere di Mercato nella Crisi Elettrica Californiana.

⁴Original in Italian: La Distribuzione del Gas a Mezzo Reti Urbane in Italia: Analisi del Settore alla Vigilia della Liberalizzazione.

⁵Original in Italian: Le Previsioni Energetiche in Italia dal Miraggio Petrolifero alle Sfide Ambientali.

⁶Original in Italian: Il Futuro dell'Energia in Italia tra Errori di Previsione e Falsi Obiettivi.

⁷Original in Italian: Le Prospettive Energetiche Europee in una Visione di Medio Termine.

⁸Original in Italian: Principi ed Elementi per una Politica Energetica Nazionale.

⁹Original in Italian: Il Programma CURECA: un Modello per la Diffusione del Risparmio Energetico nei Paesi in Via di Sviluppo.

¹⁰Original in Spanish: Cuadro del Consumo Energético en Centroamerica y Potencial de Ahorro Energético.

¹¹Original in Spanish: Manual para Diagnósticos Energéticos en el Sector Industrial, Comercial y de Servicios.

¹²Original in Spanish: Manual para Diagnósticos Energéticos en el Sector Transporte.

Dematerialisation: Long-Term Trends in the Intensity of Use of Materials and Energy, with R. Galli, FUTURES, May 1993, p. 431.

The Astronomic Costs of CO₂ Stabilisation¹³, L'IMPRESA, 1992, no. 3, p. 60.

The Training of Human Resources in Italy's Contribution to the Transfer of Energy Technology, 15th World Energy Congress, Madrid, September 1992.

Economic Analysis of the Camotán y Orégano Hydroelectric Project¹⁴, Report to the World Bank, April 1992.

Agricultural Credit in the Region of Sedhiou¹⁵, Report to Ministero Affari Esteri and Senegal Ministry of Agriculture, 1992.

Prefeasibility Studies for Local and Regional Energy Projects in the Basilicata, Calabria, Campania, Puglia e Sardegna Regions¹⁶, with L. Andrada, S. Campana and L. Mora, VALOREN, Reports to ENEL, 20 vol., January 1992.

The Thermal Solar Electric Market in the Mediterranean Basin and the Opportunities in the Field of Parabolic Mirror Technologies¹⁷, with L. Andrada and L. Mora, Report to ANSALDO, December 1992

The Economic and Social Implications of Italian Energy and Climate Policy, in GLOBAL CHANGE, Proceedings of the First DEMETRA Meeting on CLIMATE VARIABILITY AND GLOBAL CHANGE, Chianciano, October 1991.

Design and Implementation of a Permanent Energy Observatory in the Piemonte Region¹⁸, with L. Andrada, S. Campana and M. Fabianelli, Report to ENEA and Regione Piemonte, May 1991.

The Potential for Reducing Greenhouse Gas Emissions from the Combustion of Fossil Fuels in Italy¹⁹, ENERGIA, 1990, no. 4, p.50.

Nuclear Energy Development: between Forecasting Errors and Real Needs, ECONOMIA DELLE FONTI DI ENERGIA, n. 40, 1990.

The Socio-Economic and Energy Development Aspects of the Hawaii Geothermal Cable Project, Report to ENEL and Hawaii Department of Business and Economic Development, October 1990.

The Potential for Reducing Carbon Emission from Fossil Fuel Combustion in Italy to

the Year 2030, presented to the ENERGY AND INDUSTRY SUB-GROUP OF THE INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE, Paris, September 1990.

Electricity Demand in Italy: Three Rules for Amateur Forecasters²⁰, with R. Frigerio, ENERGIA, 1989, no. 2, p.68.

A Comprehensive Technical and Economic Planning Framework for Energy Development in Sicily²¹, with L. Andrada, R. Frigerio and S. Campana, Report to the Ente Siciliano per la Promozione Industriale (ESPI), 9 vol., 1989.

Social and Economic Impact on the Sicilian Local and Regional Economy of the Installation of a Coal Power Plant at Gela²², with L. Andrada, S. Campana and M. Fabianelli, Report to the Ente Siciliano per la Promozione Industriale (ESPI), 6 vol., 1989.

Industrial Alliances and Consultant Engineers²³, L'IMPRESA, 1989, no. 2, p. 55.

Economic Benefits of the Environmental Rehabilitation of the Val Bormida²⁴, with L. Bodda, Report to ANSALDO and the Italian Ministry of the Environment, December 1988.

¹³Original in Italian: Costi Astronomici per Stabilizzare la CO₂.

¹⁴Original in Spanish: Análisis Económico del Proyecto Hidroeléctrico de Camotán y Orégano.

¹⁵Original in French: Le Crédit Agricole dans la Région de Sedhiou.

¹⁶Original in Italian: Indagini e Studi per l'Elaborazione di Programmi Energetici Locali e Regionali: Regioni Basilicata, Calabria, Campania, Puglia e Sardegna.

¹⁷Original in Italian: Il Mercato del Solare Termoelettrico nel Bacino del Mediterraneo e le Opportunità nel Campo delle Tecnologie a Specchi Parabolici.

¹⁸Original in Italian: Realizzazione di un Osservatorio Permanente sull'Energia per la Regione Piemonte.

¹⁹Original in Italian: Il Potenziale di Riduzione delle Emissioni di Gas di Serra dalla Combustione di Fonti Fossili in Italia.

²⁰Original in Italian: Le Tre Regole Fai-da-Te per la Previsione dell'Energia Elettrica.

²¹Original in Italian: Elementi di Supporto alla Pianificazione Energetica Regionale.

²²Original in Italian: L'Impatto Socio-Economico sull'Economia Regionale dell'Installazione di una Centrale a Carbone nell'Area di Gela.

²³Original in Italian: Le Alleanze Latenti delle Società di Ingegneria.

- Evaluation of Future Water Requirements in the Val Bormida Area**²⁵, Report to ANSALDO and the Italian Ministry of the Environment, October 1988.
- Energy in the Developing Countries: a Problem of Global Dimensions**²⁶, ENERGIA, 1988, no. 3, p. 42.
- The Scope for Economic Analysis in the Assessment of Environmental Impacts**²⁷, with L. Bodda, in LA VALUTAZIONE DI IMPATTO AMBIENTALE: IL RUOLO DEGLI INGEGNERI, Palermo, July 1988.
- Energy and the Lesser Developed Countries: the Emergence of a Global Development Problem**, Proceedings of the INTERNATIONAL CONFERENCE ON ENERGY OPTIONS AND THE RURAL SECTOR IN DEVELOPING COUNTRIES, Bologna, June, 1988.
- Information Systems for Energy Planning and Management**, in ENERGY PLANNING: MODELS, INFORMATION SYSTEMS, RESEARCH AND DEVELOPMENT, ERG Review Series, Editor Ashok V. Desai, International Development Research Centre, Wiley Eastern, New Delhi, 1988.
- A Physical and Economic Planning Framework for Wood Energy Supply and Demand Management**, Proceedings of the INTERNATIONAL SEMINAR ON PLANNING PROGRAMMES FOR WOOD BASED ENERGY, FAO, Viterbo, October, 1987.
- Market Study for the Development of 2 - 3 MW Gas Turbines**²⁸, with L. Andrada, Report to ANSALDO, July 1987.
- A Critique of Italian Energy Policies**²⁹, with R. Galli, ENERGIA, 1987, no. 1, p. 2.
- A Framework Study for the Energy Master Plan of Ethiopia**, General Editor, Report to Ministero Affari Esteri and Ethiopian National Energy Committee, 41 vol., December 1986.
- Identification of Solar Power Projects for the Dahlak Islands**, Report to Ministero Affari Esteri and Ethiopian National Energy Committee, August 1986.
- Information Systems for Energy Planning and Management**³⁰, ENERGIA, 1986, no. 2, p. 64.
- The Addis Ababa Energy System: an Assessment of Alternative Options**, with L. Andrada and M. Fabianelli, Report to Ministero Affari Esteri and Ethiopian National Energy Committee, May 1986.
- An Energy Forecasting Model for Ethiopia**, with S. Campana and R. Frigerio, Report to Ministero Affari Esteri and Ethiopian National Energy Committee, February 1986.
- The Rural/Urban Household Energy Survey of Ethiopia**, with P. Foti and R. Frigerio, Report to Ministero Affari Esteri and Ethiopian National Energy Committee, September 1985.
- Evaluation of the Social and Economic Impact of the Installation of a Nuclear Power Plant in Java**, with S. Campana and M. Fabianelli, Report to BATAN and ANSALDO, 3 vol., July 1985.
- Ethiopian Energy Markets in Relation to the Local Economies and the Environment**³¹, with P. Foti and R. Frigerio, ENERGIA DOMANI, 1985, no. 48, p. 25.
- Rural and Renewable Energy Development Study in Kalimantan**, with L. Andrada, T. Campbell, P. Foti and J. Weingart, Report to the Asian Development Bank and Direktorat Jenderal Listrik, 5 vol., November 1985.
- Scope and Limits to Energy Planning in the Developing Countries**³², ENERGIA, 1984, no. 3, p. 56.

²⁴Original in Italian: Beneficio Economico del Risanamento Ambientale della Val Bormida.

²⁵Original in Italian: Valutazione del Fabbisogno Idrico della Val Bormida.

²⁶Original in Italian: Energia e Paesi in Via di Sviluppo: un Problema di Sviluppo Globale.

²⁷Original in Italian: L'Analisi Economica nella Valutazione dell'Impatto Ambientale.

²⁸Original in Italian: Studio di Mercato per lo Sviluppo di Turbine a Gas da 2 e 3 MW.

²⁹Original in Italian: Appunti per Una Politica Energetica.

³⁰Original in Italian: I Sistemi Informativi per la Pianificazione e la Gestione dell'Energia.

³¹Original in Italian: Il Mercato delle Fonti e degli Usi di Energia nei Paesi in Via di Sviluppo in Relazione agli Assetti Economici ed Ambientali: il Caso dell'Etiopia.

³²Original in Italian: Obiettivi e Limiti della Pianificazione Energetica nei Paesi in Via di Sviluppo.

Coal in Developing Countries: Problems and Prospects, in ENERGY FOR SURVIVAL AND DEVELOPMENT, Pontificia Academia Scientiarum, 1984.

A Regional and Local Energy Forecasting Model for the Italian Industrial Sector³³, with S. Campana, ISTITUTO DI ECONOMIA DELLE FONTI DI ENERGIA, June 1984.

Energy and Water Development in the Islands of San Andres and Providencia³⁴, with L. Andrada, Report to Ministero Affari Esteri and Corporación Eléctrica de la Costa Atlántica, April 1984.

Energy Consumption and Supply Patterns in Five Ethiopian Cities, with R. Frigerio and M. Fabianelli, Report to Ministero Affari Esteri and Ethiopian National Energy Committee, March 1984.

The Circumstantial Nature of Italian Energy Policy and the Slow Down in Nuclear Development³⁵, ENERGIA, 1983, no. 3, p. 14.

Surveys of Energy Demand in 30 Towns of the Colombian National Territories³⁶, with L. Andrada and L. Bodda, Report to Ministero Affari Esteri and Instituto Colombiano de Electricidad, November 1983.

The Increasing Distance of Our Energy Supply Sources³⁷, IL SABATO, August 20, 1983.

Theory and Practice of Local Energy Planning in the Context of Evolving Regional Systems, Proceedings of the SIES CONFERENCE ON RURAL ENERGY, Bogotá, July 1983.

Considerations on the Rural/Urban Dimension in Planning for Energy in the Developing Countries, in NATIONAL ENERGY PLANNING AND MANAGEMENT IN THE DEVELOPING COUNTRIES, Reidel Publishing Co., 1983.

Local Energy Systems in Ethiopia, in Proceedings of the 1st INTERNATIONAL CONFERENCE ON ENERGY AND AGRICULTURE, Milano, February 1983.

The Quantitative Approach to Energy Policy Making³⁸, ENERGIA DOMANI, 1983, no. 31/32, p. 1.

Energy Consumption Patterns in 16 Rural Settlements of Jamaica, with V. Bruzzo, Report to Ministero Affari Esteri and Planning Institute of Jamaica, December 1982.

Manual for Ethiopian Energy Enumerators, Report to Ministero Affari Esteri and Ethiopian National Energy Committee, September 1982.

Italian Energy Supplies in the 1980s and the Increasing Role of Renewable Energy Sources³⁹, with P. Foti, TREND, June 1982.

A Compendium of Final Energy Consumption in the Italian Industrial Sector⁴⁰, ISTITUTO DI ECONOMIA DELLE FONTI DI ENERGIA, March 1982.

Energy Savings in Italy 1972 - 80: Between Myths and Realities⁴¹, with P. Foti, ENERGIA, 1982, no. 1, p. 40.

A Forecasting Model for Energy Policy Analysis and Planning in Kenya, with L. Andrada, Report to the European Commission, 4 vol., December 1981.

An Evaluation of Suppressed Energy Demand and Energy Development Plan for the City of Leticia⁴², with P. Foti, Report to Ministero Affari Esteri and Instituto Colombiano de Electricidad, 2 vol., November 1981.

³³Original in Italian: Modello di Previsione della Domanda di Energia sul Territorio.

³⁴Original in Spanish: Desarrollo de Energía y Agua en las Islas de San Andres y Providencia.

³⁵Original in Italian: Il Carattere Congiunturale della Pianificazione Energetica e il Ritardo Nucleare in Italia.

³⁶Original in Spanish: Encuestas sobre la Demanda de Energía en 30 Sitios de los Territorios Nacionales de Colombia.

³⁷Original in Italian: Energia: la Pescheremo Lontano Lontano.

³⁸Original in Italian: Problemi e Pratica dell'Analisi Quantitativa delle Politiche Energetiche.

³⁹Original in Italian: Problemi di Approvvigionamento Energetico in Italia negli Anni '80 e i Crescenti Spazi per l'Energia Rinnovabile.

⁴⁰Original in Italian: I Consumi Energetici Settoriali.

⁴¹Original in Italian: Il Risparmio Energetico in Italia 1972 - 80: Realtà e Illusioni.

⁴²Original in Spanish: Evaluación de la Demanda Reprimida y Plan de Desarrollo Energético en la Ciudad de Leticia.

A General Systems Approach to Energy Planning in Developing Countries: Basic Needs as Opposed to Borrowed Values, presented at the 1st Colombian - Italian Seminar, Bogotá, October 1981.

A Coupled Macroeconomic and Energy Model for the Assessment of Indonesia's Long-Term Energy Future⁴³, with L. Bodda and A. Ninni, *ECONOMIA DELLE FONTI DI ENERGIA*, 1981, no. 15, p. 119.

An Analysis of Fuel Substitution and Pricing Policies in Panama⁴⁴, with L. Andrada, Report to Instituto de Recursos Hidroeléctricos and the World Bank, 3 vol., September 1981.

Energy Supply and Demand Analysis, in PREFEASIBILITY STUDY FOR THE EGYPTIAN RENEWABLE ENERGY DEVELOPMENT ORGANISATION (EREDO), with P. Foti, Report to the European Commission and the Qattara Hydro and Renewable Energy Projects Authority, July 1981.

The Urban Determinants of Economic Growth and Energy Demand, *ECONOMIA DELLE FONTI DI ENERGIA*, 1981, no. 13, p. 119.

The Logistics of Coal Supply and Marketing in Italy in the 1980s⁴⁵, in *ENERGIA*, 1981, no. 1, p. 40.

A Soft Energy Scenario for Italy Beyond the Year 1990⁴⁶, FONDAZIONE AGNELLI, 1981.

Indonesia Energy Demand and Supply Options, with L. Bodda, S. Garribba, A. Ninni et al., Report to Ministero Affari Esteri and BATAN, September 1980.

Energy and Mobility in the Transition from Oil⁴⁷, with S. Vaccà, in Proceedings of the XXXVIIth CONFERENCE ON TRAFFIC AND MOBILITY, Stresa, September, 1980.

A Low Energy Growth Scenario for the Year 2030, with U. Colombo, in *MANKIND AND ENERGY: NEEDS, RESOURCES, HOPES*, Pontificia Academia Scientiarum, Vatican City, June 1980.

The Coal Challenge: the WOCOL Study on the Problems and Perspectives for Coal Development in Italy⁴⁸, with M. Colitti, U. Colombo and E. Nardelli, ETAS Libri, 1980.

Analysis of World Coal Prospects, with M. Gallagher, in *COAL BRIDGE TO THE FUTURE*, Ballinger, 1980

Coal Prospects in Italy, with E. Nardelli, in *FUTURE COAL PROSPECTS: COUNTRY AND REGIONAL ASSESSMENTS*, Ballinger, 1980.

Energy and the Limits to Growth⁴⁹, in *GLI ANNI '70 E L'EREDITÀ DEI LIMITI DELLO SVILUPPO*, Milano, December 1979.

Petroleum Fuels Demand in Italy in the Medium Term Perspective⁵⁰, in Proceedings of the Conference LA RAFFINAZIONE NEGLI ANNI OTTANTA, Milano, December 1979.

ENEL's 7 % Rule Needs to be Updated⁵¹, *MONDO ECONOMICO*, July 14 1979.

A Low Energy Growth 2030 Scenario and the Perspectives for Western Europe, with U. Colombo, *EC PANEL ON LOW ENERGY GROWTH*, Bruxelles, 1979.

The Systemic Origins of Future Energy Crises⁵², *ECONOMIA DELLE FONTI DI ENERGIA*, 1979, no. 9, p. 163.

A Note on the Italian Situation, with U. Colombo, prepared for the *EC PANEL ON LOW ENERGY GROWTH*, November 1978.

⁴³Original in Italian: Problemi di Analisi e Pianificazione Energetica in un Paese in Via di Sviluppo: il Caso dell'Indonesia.

⁴⁴Original in Spanish: Análisis de la Substitución de Energéticos y Política de Precios en Panama.

⁴⁵Original in Italian: I Problemi Logistici e di Mercato dell'Approvvigionamento del Carbone in Italia negli Anni '80.

⁴⁶Original in Italian: Uno Scenario Energetico Dolce per l'Italia degli Anni 2000.

⁴⁷Original in Italian: Energia e Mobilità nella Nuova Era della Transizione dal Petrolio.

⁴⁸Original in Italian: La Scommessa Carbone: lo Studio WOCOL sulle Prospettive e Problematiche del Carbone in Italia.

⁴⁹Original in Italian: L'Energia e i Limiti dello Sviluppo.

⁵⁰Original in Italian: La Composizione dei Consumi Nazionali di Prodotti Petroliferi nelle Prospettive di Medio Periodo.

⁵¹Original in Italian: Non Tiene la Legge del 7 %.

⁵²Original in Italian: Le Origini Sistemiche delle Crisi Energetiche Future.

Structure and Technology as Determinants of Energy Demand in Post World War II Italy, in Proceedings of the WORKSHOP ON ENERGY SUPPLY AND DEMAND, OECD, Paris, 1978.

Higher Fuel Prices Help Energy Savings⁵³, in UMSCHAU IN WISSENSCHAFT UND TECHNIK, June 1978, p. 337.

Final Energy Demand in Italy⁵⁴, in LO SCENARIO ENERGETICO, L'Impresa, 1978, no. 3, p. 235.

Methods and Models in the Field of Energy/Environment Management in Italy, in Proceedings of the Conference on MANAGEMENT OF REGIONAL ENERGY/ ENVIRONMENT SYSTEMS, IIASA, 1978.

The Role of Prices in Energy Savings⁵⁵, in Proceedings of the Conference ENERGIA PER LO SVILUPPO, Firenze, May, 1978.

The WAES Report on Energy Strategies: International Energy Perspectives and Considerations for Italian Energy Policy⁵⁶, with U. Colombo, Proceedings of the Conference ENERGIA, ECONOMIA E AMBIENTE, Palermo, March 28 - 29, 1978.

Energy Scenarios for the Lombardy Region: the Role of Energy Savings and Renewables⁵⁷, in ECONOMIA E TERRITORIO, 1978, no. 16/17, p.12.

The WAES - Italy Report: Alternative Options for a National Energy Policy⁵⁸, with U. Colombo, R. Galli and W. Mebane, Franco Angeli, Milano, 1978.

Italian Energy Demand Forecasts in an International Context⁵⁹, with U. Colombo, INGEGNERIA NUCLEARE, 1978, no. 1, p. 11.

Energy Demand Forecasts⁶⁰, with U. Colombo, R. Galli and W. Mebane, in É POSSIBILE, IN ITALIA, UNA POLITICA DELL'ENERGIA?, edited by E. Gerelli e L. Bernardi, Franco Angeli, Milano, 1977.

A Forecasting Study for Energy Demand in Italy⁶¹, with U. Colombo, R. Galli and W. Mebane, in PROBLEMI CONNESSI CON L'UTILIZZAZIONE PACIFICA DELL'ENERGIA NUCLEARE, Accademia Nazionale dei Lincei, 1977.

The Italian Energy Balance, with W. Mebane and R. Galli, in ENERGY SUPPLY DEMAND INTEGRATIONS TO THE YEAR 2000, MIT Press, 1977.

Energy Supplies in Italy, with W. Mebane and R. Galli, in ENERGY SUPPLY TO THE YEAR 2000: GLOBAL AND NATIONAL STUDIES, MIT Press, 1977;

Energy Demand in Italy, with W. Mebane and R. Galli, in ENERGY DEMAND STUDIES: MAJOR CONSUMING COUNTRIES, MIT Press, 1976

The Waste Minimising Economy: a Consideration of Set-Up Problems on the Production Side, IIASA MONOGRAPHS, 1974.

The Bariloche World Model as an Infeasibility Study, IIASA MONOGRAPHS, 1974.

Heterogeneous Isomerisation of Ethylene Oxide to Acetaldehyde, with E. A. Cherniak, CANADIAN JOURNAL OF CHEMISTRY, 1973, no. 51, p.1371.

Collision Spectroscopy of the System Li_2^+ , with W. Aberth, D. Coffey, D. C. Lorents and R. E. Olson, PHYSICAL REVIEW LETTERS, 1970, no. 24, p. 345.

⁵³Original in German: Höhere Brennstoffpreise Helfen Energie Sparen.

⁵⁴Original in Italian: La Domanda Finale di Energia in Italia.

⁵⁵Original in Italian: Ruolo del Prezzo per il Risparmio Energetico.

⁵⁶Original in Italian: Lo Studio WAES sulle Strategie Energetiche: Conclusioni a Livello Internazionale e qualche Considerazione sulla Politica Energetica Italiana.

⁵⁷Original in Italian: Scenari Energetici per la Lombardia: Risparmi e Fonti Alternative.

⁵⁸Original in Italian: Il Rapporto WAES Italia: le Alternative Strategiche per una Politica dell'Energia.

⁵⁹Original in Italian: Proiezioni Energetiche Italiane a Lungo Termine in un Contesto Internazionale.

⁶⁰Original in Italian: Previsioni sui Consumi di Energia.

⁶¹Original in Italian: Studio Previsionale sul Fabbisogno Energetico in Italia.



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **BOGDAN / ANTON**
Address(es) 12 Padesu Str., Bl.10, Ap.26, sector 4, Bucharest, Romania
Telephone(s) +4 021 32 78 121 Mobile: +4 0722.700.235
E-mail b_anton@anre.ro
Nationality Romanian
Date of birth 31st January 1968
Gender Male

Desired employment / Occupational field

Work experience

Dates	2000 to present
Occupation or position held	Expert
Main activities and responsibilities	<p>2009 – Operating Costs Analysis Division (Natural Gas Tariffs and Prices Department)</p> <ul style="list-style-type: none">- Analyzing and monitoring the operating costs and tariffs of the companies in the Natural Gas sector; <p>2005-2008 – Annual Reports Analysis Division (Electricity Tariffs and Prices Department)</p> <ul style="list-style-type: none">- Drawing-up the annual reporting procedures for the companies from the energy sector (the Licensees);- Analyzing and monitoring the technical and financial performances of the Licensees;- Preparing annual reports, using the financial and activity indicators.- Performed training for electricity sector staff in the field of annual financial and performance reports; <p>2002-2005 – Economic Analysis Department</p> <ul style="list-style-type: none">- Analyzing the new investment projects in the energy sector, especially power generation projects (energy efficiency, renewables and co-generation investments);- Performing inspection, guidance and control activities with focus on the guidance of the companies, in implementing the regulations issued by ANRE; <p>2000-2002 –Licenses and Authorization Department in the Electricity sector</p> <ul style="list-style-type: none">- Analyzing the documentation and preparing reports for licenses, permits and authorizations granting, for the companies from the Romanian electricity and heat sector
Name and address of employer	Romanian Energy Regulatory Authority (ANRE), 3 Constantin Nacu Str, Bucharest, RO-020995, Romania
Type of business or sector	Energy sector
Dates	1992-2000

Occupation or position held | Scientific Researcher

Main activities and responsibilities | - Managing the projects from the design concept stage to the final product; assisted design staff in certification and testing of the new prototypes of electrical equipment using power devices;
- Calibrated electrical equipment for testing procedures and prepared reports for test and certification activities;
- Performed training for employees according to Quality Management standard requirements.

Name and address of employer | **S.C. ICPE-SAERP S.A. Bucharest – Electrical Power Drives and Equipments Company**
313 Splaiul Unirii, Bucharest, Romania

Type of business or sector | Research and Production sector (in Energy field)

Education and training

Dates | 2004-2005 course: “Efficiency and Risk of the Companies”,

Title of qualification awarded | Diploma post-graduate

Principal subjects/occupational skills covered | - Economic efficiency (investment indicators, investment strategies, feasibility studies)
- Analysis of the company activities in the competition conditions

Name and type of organisation providing education and training | Academy of Economic Studies Bucharest, Romania

Level in national or international classification | higher education

Dates | 1993-1998

Title of qualification awarded | **Master of Degree in Management of the Company**

Principal subjects/occupational skills covered | - Management
- Economic Analysis
- Human Resources

Name and type of organisation providing education and training | Academy of Economic Studies Bucharest, Romania

Level in national or international classification | higher education

Dates | 1987-1992

Title of qualification awarded | Master of Degree in Electrical Engineering

Principal subjects/occupational skills covered | - Electrical drives
- Electrical appliances
- Power electric equipments

Name and type of organisation providing education and training | “Politehnica” University Bucharest, Romania
Faculty of Electrotechnics

Level in national or international classification | higher education

Personal skills and competences

Mother tongue(s) | **Romanian**

Other language(s)

Self-assessment
European level ()*

English

French

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Very Good	C1	Very Good	B2	Good	B2	Good	B1	Good
C2	Very Good	C2	Very Good	C1	Very Good	C1	Very Good	C1	Very Good

(*) *Common European Framework of Reference for Languages*

Social skills and competences	Ability to work in collaboration with others to achieve goals; Excellent communication skills; Easily establishing good working relations within multi-national groups; Hard worker, able to work on independent projects or as a team member.
Organisational skills and competences	Ability to suggest and implement continual improvements; Ability to effectively prioritize and manage various tasks; Excellent problem solving and analytical skills.
Technical skills and competences	An eye for detail and an analytical mind; An understanding of functional business processes and how these can be optimized with technology Co-author of the Patent: “Drive equipment using chopper with GTO-Thyristor for ASTRA-IKARUS trolley-busses”.
Computer skills and competences	Strong skills in Windows ‘95, ‘98, 2000, NT;XP; Microsoft Office (Word; Excel);
Artistic skills and competences	Graduate of the School of Popular Art Bucharest - classic guitar
Other skills and competences	1997 - AGIR (The General Association of the Engineers from Romania) First Prize for electrical engineering activity.
Driving licence	Driver’s license, B category .
Additional information	2007-2008 participate with presentations to the „ Regional Workshop on Uniform System of Accounts and Regulatory Reporting ”, organized by National Association of Regulatory Utility Commissioners (NARUC), Pierce Atwood LLP Attorneys at Law and co-hosted by U.S. Agency for International Development (USAID), in: Sofia-Bulgaria; Budapest- Hungary and Bucharest- Romania.

Annexes



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Olena BONDARENKO**
Address(es) 9B, Prospect L. Kurbasa, apt.106, Kyiv, Ukraine
Telephone(s) (+38-044)4547016 **Mobile:** (remove if not relevant, see instructions)
Fax(es)
E-mail Bondarenko@nerc.gov.ua
Nationality Ukrainian
Date of birth 25.09.1985
Gender Female

Desired employment / Occupational field

Work experience

Dates August 2007 - to date
Occupation or position held Senior Specialist of Strategic Planning and Energy Markets Development Department
Main activities and responsibilities Regulation of natural monopolies, incentive regulation, benchmarking, accounting
Name and address of employer National Electricity Regulatory Commission of Ukraine
 19, Smolenska, 03680 Kyiv (Ukraine)
Type of business or sector Electricity and gas sector regulation

Education and training

Dates 09/2002 - 06/2007
Title of qualification awarded Master degree in Economics and Management
Principal subjects/occupational skills covered Management of foreign economy activity, Project Analysis, Enterprise Potential: Formation and Assessment, Planning and Control on the Enterprise, Motivation of Economical Decisions, Business Strategy, Cost Management, Industrial Engineering, Economics of Enterprises, Accounting, Management, Finances of Enterprises
Name and type of organisation providing education and training National Technical University of Ukraine "Kyiv Polytechnic Institute"
Level in national or international classification ISCED 5

Personal skills and competences

Mother tongue(s) **Ukrainian and Russian**

Other language(s)

Self-assessment
European level ()*

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	

**English
Language**

C1	Proficient user	C1	Proficient user	C1	Proficient user	B2	Independent user	B2	Independent user

Social skills and competences
Computer skills and competences

Team spirit, good ability to adapt to multicultural environments, good communication skills
Competent with most MS Office programs (PowerPoint, Excel and Word) and Internet software packages, Efficiency/productivity analysis (DEA, SFA) software.



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)	Roberto CHIEPPA	
Address(es)	Largo Sommavilla 13/c - 38035 Moena (TN) Italy	
Telephone(s)	+39-0462 - 574288	Mobile: (remove if not relevant, see instructions)
Fax(es)	+39-0462 - 574288	
E-mail	r.chieppa@giustizia-amministrativa.it	
Nationality	Italian	
Date of birth	February 21, 1966	
Gender	M	

Work experience

Dates	Since February 2000
Occupation or position held	Judge
Main activities and responsibilities	Judge of the sixth section of Council of State
Name and address of employer	Council of State – Rome (Italy)
Type of business or sector	competent for antitrust lawsuits
Dates	From February 1998 to January 2000
Occupation or position held	Judge
Main activities and responsibilities	
Name and address of employer	Regional Administrative Tribunal – Brescia (Italy)
Type of business or sector	
Dates	From December 1997 to February 1998
Occupation or position held	Judge
Main activities and responsibilities	
Name and address of employer	Court of Auditors – Rome (Italy)
Type of business or sector	
Dates	From November 1991 to December 1997
Occupation or position held	Judge
Main activities and responsibilities	
Name and address of employer	Tribunal (Sicily and Trentino)
Type of business or sector	Civil and criminal courts
Dates	From October 1989 to November 1991
Occupation or position held	Officer
Main activities and responsibilities	
Name and address of employer	Home Office Department (Rome and Trento)

Type of business or sector

Education and training

Dates from 1984 to 1988

Title of qualification awarded Degree in Law

Principal subjects/occupational skills covered

Name and type of organisation providing education and training University of Rome (Italy), Faculty of Law

Level in national or international classification 110/110 cum laude

Personal skills and competences

Mother tongue(s) Italian

Other language(s)

Self-assessment

European level ()*

English

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Good	C2	Very good	C1	Good	C1	Good	B2	Fair

() Common European Framework of Reference for Languages*

Computer skills and competences

Computer literacy (Microsoft office, Internet, Excel, and others)

Artistic skills and competences

Other skills and competences

- Founder and director of the law review: Diritto e formazione and the internet website www.lexfor.it;
- Law teacher in University course and other kind of course;

Driving licence

Category B

Additional information

Writer of many publication on the subject of antitrust oversight, such as Jurisdictional control over the decision of the antitrust authorities, in Antitrust between EC Law and National Law, 2005

Annexes



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Carla Lucia CORSI**
Telephone(s) +39.0265565.313 - 263
Fax(es) +39.0265565.230
E-mail ccorsi@autorita.energia.it
Nationality Italian
Date of birth 20 August 1971
Gender Female

Desired employment / Occupational field **STE6 - Gas Quality Regulation Expert for the EU TACIS Twinning Project No UA08/PCA/EY/12**

Work experience

Dates	December 2005 – present
Occupation or position held	Official at Quality and Consumers Affairs Department
Main activities and responsibilities	Gas Service Quality
Name and address of employer	Italian Regulatory Authority for Electricity and Gas
Type of business or sector	Public administration, Energy Regulation
Dates	June 2002 – December 2005
Occupation or position held	Natural Gas Logistics Manager
Main activities and responsibilities	Responsible for logistical operations, scheduling and balancing (natural gas transportation and storage) and providing support to the Senior Director for the aspects connected with the natural gas distribution operations and marketing
Name and address of employer	Enova S.r.l.
Type of business or sector	Natural Gas Shipping, Distribution and Commercial Operations
Dates	July 1999 – June 2002
Occupation or position held	Change Management Project Leader
Main activities and responsibilities	Responsible for change management activities required for the successful implementation of a series of technology projects, always in the energy sector and for Eni Companies (the position involves the supervision and coordination of a team consists of more than 10 members), and providing support to the Program Manger
Name and address of employer	ENIDATA S.p.A. (currently ENI S.p.A. – IT Department)
Type of business or sector	Energy

Education and training

Dates Septmber 1998 – June 1999
Title of qualification awarded Master Degree in Management and Economics of Energy and the Environment - MEDEA

Principal subjects/occupational skills covered	Energy Industry Economics, Business Administration, Corporate Finance, Utility Regulation and so on. In addition to the specialty courses in the last phase, students are engaged in some project works in co-operation with Eni Companies. Moreover "Business game" is developed by students in order to become familiar with fundamental issues of strategic planning in the Oil Sector.
Name and type of organisation providing education and training	Scuola Superiore Enrico Mattei (Eni Corporate University - ENI S.p.A.)
Title of qualification awarded	Degree in Chemical Engineering (degree score: 110/110)
Principal subjects/occupational skills covered	In the same year, I achieved the Engineer Diploma to practice the Profession of Engineer (score 120/120)
Name and type of organisation providing education and training	University of L'Aquila - Italy
Dates	January 1997 – June 1997
Title of qualification awarded	Erasmus Project
Principal subjects/occupational skills covered	Studies on the kinetics of zinc stripping for the Zn/H ₂ SO ₄ /D ₂ EHPA/n-heptane system which is being considered as a Recommended System by the European Federation of Chemical Engineering (EFCE) Working Party on Distillation, Absorption and Extraction. Published work: CORSI, C., GNAGNARELLI, G., SLATER M.J., VEGLIO' F., A study of zinc stripping for the system Zn/H ₂ SO ₄ /D ₂ EHPA/n-heptane in a Hancil constant interface cell and a rotating disc contactor, <i>Hydrometallurgy</i> , 50 (1998), 125-141.
Name and type of organisation providing education and training	Department of Chemical Engineering - University of Bradford U.K.

Personal skills and competences

Mother tongue(s) **Italian**

Other language(s)

Self-assessment

European level ()*

English

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Proficient User	C1	Proficient User	C1	Proficient User	C1	Proficient User	B2	Independent User

(*) *Common European Framework of Reference for Languages*

Computer skills and competences Very good command of Microsoft Office TM tools, Internet Explorer and Microcal Origin
Specialized Software: E4C Forecaster (by i4C), Caminus Pipeline/Altra Web (by Caminus), PM/PS/MM of SAP (release 4.0B e 4.6C)



Europass Curriculum Vitae



Personal information

First name(s) / Surname(s) **Carlo CREA**

Address(es) Via dei Crociferi, 19 00187 Rome

Telephone(s) +39 06 69791427 Mobile: +39 348 3996116

Fax(es) +39 0669791444

E-mail ccrea@autorita.energia.it

Nationality Italian

Date of birth 18th March 1958

Gender

Work experience

Dates From 2005

Occupation or position held Secretary General

Main activities and responsibilities Support to the Board Members.
Head of International and National Institutional Relations.
From 2007 Project Leader of Twinning Electricity Project with Ukraine

Name and address of employer The Italian Regulatory Authority for Electricity and Gas

Type of business or sector Energy regulation

Dates 2001-2005

Occupation or position held Head of International Affairs

Main activities and responsibilities

Name and address of employer GRTN (Italian independent system operator)

Type of business or sector

Dates 1999-2000

Occupation or position held Assistant to CEO

Main activities and responsibilities

Name and address of employer EDISON SpA

Type of business or sector

Dates 1996-1999

Occupation or position held Director of European Institutional Relations

Main activities and responsibilities

Name and address of employer EDISON SpA

Type of business or sector

Dates	1994-1996
Occupation or position held	Trainer
Main activities and responsibilities	Trainer in the European Energetic Issues Course
Name and address of employer	SIOI (Italian Society for International Organization)
Type of business or sector	
Dates	1996
Occupation or position held	Expert
Main activities and responsibilities	Expert for the Italian Delegation at the Valencia Italian Ans Spanish Summit
Name and address of employer	Italian Government
Type of business or sector	
Dates	1995-1996
Occupation or position held	Member of the task force
Main activities and responsibilities	Member of the task force of the Italian Presidency to the European Commission
Name and address of employer	Italian Presidency
Type of business or sector	
Dates	1993
Occupation or position held	Expert member
Main activities and responsibilities	Expert member in the Structural Funds and Energy Work Group
Name and address of employer	Ministry of Economy
Type of business or sector	
Dates	1990-1996
Occupation or position held	Executive for Foreign Affairs
Main activities and responsibilities	
Name and address of employer	Division of General Directorate of Energy Sources, Italian Ministry of Industry and Trade
Type of business or sector	
Dates	1988-1989
Occupation or position held	Legal advisor
Main activities and responsibilities	
Name and address of employer	Oil Division, Italian Ministry of Industry and Trade
Type of business or sector	
Dates	1985-1987
Occupation or position held	Government official
Main activities and responsibilities	
Name and address of employer	Italian Ministry of the Interior
Type of business or sector	
Education and training	
Dates	2000
Title of qualification awarded	Course in Strategic Market
Principal subjects/occupational skills covered	
Name and type of organisation providing education and training	SDA Bocconi
Level in national or international classification	

Dates 1989
 Title of qualification awarded Course in International Cooperation
 Principal subjects/occupational skills covered
 Name and type of organisation providing education and training Advanced school of Public Administration.
 Level in national or international classification

Dates 1984
 Title of qualification awarded Attorney-at-law
 Principal subjects/occupational skills covered
 Name and type of organisation providing education and training
 Level in national or international classification

Dates 1984
 Title of qualification awarded Post graduate course in civil and commercial law
 Principal subjects/occupational skills covered
 Name and type of organisation providing education and training University of Naples
 Level in national or international classification

Dates 1980
 Title of qualification awarded First Class Degree in Law
 Principal subjects/occupational skills covered
 Name and type of organisation providing education and training University of Naples
 Level in national or international classification

Personal skills and competences

Mother tongue(s) **Italian**

Other language(s)

Self-assessment

European level ()*

Language

Language

		Understanding		Speaking		Writing	
		Listening	Reading	Spoken interaction	Spoken production		
EN	5	5	5	5	5	5	
FR	5	4	5	5	5	3	

() Common European Framework of Reference for Languages*

Organisational skills and competences Strong experience in the Energy Sector both in top level public and private management; wide International exposure; strong public affair and relations skills; very good academic background; deep knowledge of EU system, Institutions and rules; intense experience and knowledge, both at national/international level, of Energy regulation

Computer skills and competences General computer literacy including Microsoft Word, Excel, Power Point

Additional information

Italian representative for the European Commission Working Group (Thermie Committee, Alternener Committee, Energy Group Committee);
representative in the Energy Committee of UN;
representative in the Oil Planning Committee for NATO



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Aniko CSÖREG**
Address(es) 11, Bocskai utca, 5300, Karcag, Hungary
Telephone(s) +36 1 459-7841
Fax(es) +36 1 459 7739
E-mail csorega@eh.gov.hu
Nationality Hungarian
Date of birth 09/08/1972
Gender female

Mobile:

Occupational field **lawyer**

Work experience

Dates	2007-
Occupation or position held	Leading Senior Adviser
Main activities and responsibilities	complaints handling, approving standard service agreements, participation in reporting on rules, other tasks in the field of consumer protection
Name and address of employer	Hungarian Energy Office, 7, Köztársaság tér, 1081, Budapest, Hungary
Type of business or sector	public administration
Dates	2006/2007 -
Occupation or position held	Leading Senior Adviser Deputy Head of Department, irregularities officer
Main activities and responsibilities	complaints handling, approving standard service agreements, participation in reporting on rules, other tasks in the field of consumer protection Complaints handling, approving standard service agreements, participation in reporting on rules, other tasks in the field of consumer protection. Co-ordination and implementation of the rules and procedures of the overall monitoring process of ESF funded activities under the Human Resources Development Operational Programme.
Name and address of employer	National Employment Office, 7, Kálvária tér, 1089, Budapest, Hungary Hungarian Energy Office, 7, Köztársaság tér, 1081, Budapest, Hungary
Type of business or sector	public administration public administration
Dates	1997-2001
Occupation or position held	Legal Adviser
Main activities and responsibilities	complaints handling, representing the Inspectorate in court
Name and address of employer	General Inspectorate for Consumer Protection, 6, József krt., 1081, Budapest, Hungary
Type of business or sector	public administration

Education and training

Dates **2000-2002**
 Title of qualification awarded **Specialist in EC law**
 Principal subjects/occupational skills covered **EU law, criminal law, administrative law, law of constitution, financial law, international law**
 Name and type of organisation providing education and training **Pázmány Péter University, Budapest**

Dates **2000-1997**
 Title of qualification awarded **Special examination in law**

Dates **1991-1997**
 Title of qualification awarded **lawyer**
 Principal subjects/occupational skills covered **civil law, criminal law, administrative law, law of constitution, financial law, international law**
 Name and type of organisation providing education and training **József Attila University, Szeged**

Personal skills and competences

Mother tongue(s) **Hungarian**

Other language(s) **English, French**

Self-assessment
European level ()*

English

French

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
B2 Independent user	B2 Independent user	B1 Independent user	B2 Independent user	B2 Independent user
A2 Basic user	A2 Basic user	A1 Basic user	A2 Basic user	A2 Basic user

() Common European Framework of Reference for Languages*

Social skills and competences **Team spirit, good ability to adapt to multicultural environments, good communication skills**

Organisational skills and competences **Good experience in project or team management, leadership**

Computer skills and competences **Good command of MS Office tools (Word, Excel, PowerPoint), and acquaintance with Internet**

Driving licence **Category "B"**



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Marco DELPERO**

Address(es) Via Bramafam 20
11100 Aosta
Italia

Telephone(s) +39 02 65 565 261 Mobile: + 39 334 244262

Nationality Italian

Date of birth 20 April 1964

Work experience

Dates 2008-2009

Occupation or position held Head of gas and electricity distribution tariff department

Main activities and responsibilities Design of the rules for the third regulatory period of gas distribution tariffs (2009-2012). Preparing consultation papers, participating to focus groups and seminars with regulated companies and consumers. Cost analysis. Tariff setting. Preparing final decision. Participation as speaker to seminar on gas and electricity distribution tariffs

Name and address of employer Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5

Type of business or sector Regulatory authority

Principal subjects/occupational skills covered Regulation; Regulatory economics; Economics of electricity and gas distribution; Accounting; Tariff setting; Preparation of documents and reports; Staff coordination; Cost allocation methodology

Dates 2007

Occupation or position held Officer – Tariff Department

Main activities and responsibilities Regulating small isolated island. Cooperation with the staff working for the design of the third electricity distribution and transmission regulatory period. Analysis of incentive scheme for nuclear decommissioning. Tariff setting for the third regulatory period.

Name and address of employer Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5

Type of business or sector Regulatory authority

Principal subjects/occupational skills covered Regulation; Regulatory economics; Economics of electricity and gas distribution; Economics of nuclear decommissioning; Accounting; Tariff setting; Preparation of documents and reports

Name and type of organisation providing education and training Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5

Dates 2004 – 2007

Occupation or position held Head of commercial operations department

Main activities and responsibilities Managing commercial operations, billing, meter reading, regulatory affairs and general manager assistance. Functional project manager in a project to implement a new billing system. Participating to seminars and meetings. Public relations with foreign delegations

Name and address of employer Deval Spa – Aosta, Via Festaz, 42

Type of business or sector Electricity distribution

Principal subjects/occupational skills covered	Commercial Operations; Billing and metering; Applied economics of electricity distribution; Regulatory affairs; Managing staff; Functional project management
Dates	2002-2004
Occupation or position held	Head of Electricity Tariff department
Main activities and responsibilities	Designing the rules for the second regulatory period (2004-2007) of electricity transmission and distribution tariffs. Cost analysis. Tariff setting. Preparation of consultation papers and redaction of final decision. Staff coordination.
Name and address of employer	Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5
Type of business or sector	Regulatory Authority
Principal subjects/occupational skills covered	Regulation; Regulatory economics; Economics of electricity networks; Accounting; Tariff setting; Preparation of documents and reports; cost allocation methodology
Dates	1999-2002
Occupation or position held	Officer in the Electricity Tariff department
Main activities and responsibilities	Working for the design and implementation of the first regulatory period (2000-2004) of electricity and distribution tariffs; tariff regulation of electricity distribution in small isolated islands; implementation of unbundling rules. Cost and financial analysis.
Name and address of employer	Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5
Type of business or sector	Regulatory Authority
Principal subjects/occupational skills covered	Regulation; Regulatory economics; Economics of electricity networks; Accounting; Tariff setting; Preparation of documents and reports; cost allocation methodology
Dates	1998-1999
Occupation or position held	Officer in the Electricity Markets department
Main activities and responsibilities	Preparing activity unbundling directive; tariff regulation of electricity distribution in small isolated islands; stranded costs evaluation.
Name and address of employer	Autorità per l'energia elettrica e il gas – Milano, Piazza Cavour, 5
Type of business or sector	Regulatory Authority
Principal subjects/occupational skills covered	Regulation; Regulatory economics; Economics of electricity networks; Accounting; Tariff setting; Preparation of documents and reports; Stranded cost evaluation
Dates	1998
Occupation or position held	Head of cost controlling department
Main activities and responsibilities	Managing budgeting, cost controlling and strategic planning. Regulatory affairs. Public relations with foreign delegations.
Name and address of employer	Azienda energetica municipale , Torino, Via Bertola, 48
Type of business or sector	Electricity production, transmission and distribution. District heating.
Principal subjects/occupational skills covered	Cost controlling; budgeting; economics of production and distribution of electricity and district heating; regulatory affairs; accounting; managing staff preparation of reports; cost allocation methodology
Dates	1993-1998
Occupation or position held	Head of Internal Auditing department
Main activities and responsibilities	Responsible for the project to implement and develop internal auditing in the company. Managing internal audits. Regulatory affairs. Public relations with foreign delegations.
Name and address of employer	Azienda energetica municipale , Torino, Via Bertola, 48
Type of business or sector	Electricity production, transmission and distribution. District heating.
Principal subjects/occupational skills covered	Internal auditing; accounting; economics of production and distribution of electricity and district heating; regulatory affairs; managing staff; preparation of reports;
Dates	1991-1993
Occupation or position held	Assistant
Main activities and responsibilities	Studies on electricity tariff and on electricity market design; cost analysis of CHP; consultancies for associated companies on questions related to electricity tariffs, financial and accounting matters; electricity distribution cost analysis. Public relations with foreign delegations.
Name and address of employer	Federelettrica – Roma, Via Cola di Rienzo, 80
Type of business or sector	Local electricity producers and distributors association.

Principal subjects/occupational skills covered Electricity Tariffs; economics of electricity production and distribution; accounting; regulatory affairs

Dates 1989-1991

Occupation or position held Finance Director Assistant

Main activities and responsibilities Financial analysis of investments in hydroelectric and thermoelectric power plants; DCF investment modelling; cost accounting analysis. Public relation with foreign delegation

Name and address of employer Azienda energetica municipale , Torino, Via Bertola, 48

Type of business or sector Electricity production, transmission and distribution. District heating.

Principal subjects/occupational skills covered Finance, accounting; tariffs; economics of electricity distribution and production; DCF models

Dates 1984-1989

Occupation or position held Accountant at the Electricity Billing Department

Main activities and responsibilities Customer accounting and billing

Name and address of employer Azienda energetica municipale , Torino, Via Bertola, 48

Type of business or sector Electricity production, transmission and distribution.

Principal subjects/occupational skills covered Billing and commercial operations

Education and training

Dates 1989

Title of qualification awarded Laurea in economia e commercio

Principal subjects/occupational skills covered Economics; Accounting; Finance; Cost controlling; Law

Name and type of organisation providing education and training Università di Torino

Self-assessment
European level ()*

		Understanding		Speaking		Writing	
		Listening	Reading	Spoken interaction	Spoken production		
Italian		C2	C2	C2	C2		C2
English		C1	C2	C1	C1		C1
German		C1	C2	C1	C1		C1
French		C1	C2	B2	B2		B2
Russian		A2	A2	A2	A2		A2

(*) *Common European Framework of Reference for Languages*

Social skills and competences Good capability to establish friendly reserved relationship with people

Organisational skills and competences Good capability to coordinate staff;

Technical skills and competences Good analysis and synthesis capability; Problem solving approach; Orientation to objective; Ability to present written and spoken reports; Tariff setting; Gas distribution regulation, Electricity distribution and transmission regulation; Implementation of unbundling rules; Stranded costs evaluation; Cost controlling; Internal Auditing; Project management; Financial Analysis.

Computer skills and competences Ordinary word, excel and power point use
Basic understanding of data base organisation

Additional information

2004 – Short term expert for electricity tariffs and unbundling by the Twinning project in Lithuania
2003 – Member of the Electricity Tariff Harmonisation Task Force – Council of European Energy Regulators;
2003 – Member of the Working Group – International Price Comparisons – Council of European Energy Regulators;
2002 – Co-author with P. Berra of a paper on Electricity tariff regulation in Italy presented at the Kingston University in September 2002;
2002 – Visiting Lecturer at the Master della concorrenza e della regolazione delle Public Utilities – Università degli Studi di Roma (Tor Vergata)
2002 – Member of the G Harmonisation Working Group – Council of European Energy Regulators;
1997-1998 – President of the Electricity Tariff Working Group – CEDEC (European confederation of local energy distribution companies) – co-author of the final paper – F. Boschi, L. Catutelle, G. De Block, M. Delpero, W. Ohlms, D. Ponce, N. Silvestro, K. Zimmermann “Market Models and transmission grid access”, CEDEC Bruxelles October 1998
1990-1997 – Member of the Electricity Tariff Working Group – CEDEC - Co-author of the final reports presented in year 1990 - Aachen, 1992 – Paris, 1994 - Bruxelles
1993-1997 – Member of different Federelettrica working groups on electricity tariffs; co-author of a report on quality of services issues presented in 1993 at the Annual Congress of the Italian Electric Association



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Miranda DIANA**
Address(es) 23, Santa Maria Bambina, 20066, Melzo (Milan), Italy
Telephone(s) 00 39 02 65565 250
Fax(es) 00 39 02 65565 342
E-mail mdiana@autorita.energia.it
Nationality Italian
Date of birth 18/11/1980
Gender female

Work experience

Dates From the 23 July 2006 to the present
Occupation or position held Consultant at the International Institutional Unit
Main activities and responsibilities

- support for the creation and implementation of MEDREG (Association of the Mediterranean Regulators for Electricity and Gas)
- AEEG's Communication Officer for the ECRB (Energy Community Regulatory Board)
- organisation and participation at meetings with other regulatory Authorities and international energy stakeholders
- assistance to the head of unit in the coordination of AEEG international activities

Name and address of employer Italian Regulatory Authority for Electricity and Gas, piazza Cavour 5, 20121 Milan, Italy
Type of business or sector Energy regulation

Education and training

Dates January – December 2006
Title of qualification awarded Master's degree in Economics and Management of Public Utilities
Principal subjects/occupational skills covered Management of Public Utilities
Name and type of organisation providing education and training Bocconi University (Milan, Italy)

Dates 19 April 2005
Title of qualification awarded University degree in Political Science
Principal subjects/occupational skills covered International Economics, European Union politics
Name and type of organisation providing education and training University of Turin (Italy)

Personal skills and competences

Mother tongue(s) **Italian**

Other language(s)

Self-assessment

European level ()*

English

French

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
B2	Good	C1	Very good	B2	Good	B2	Good	C1	Very Good
C2	Excellent	C2	Excellent	B2	Good	B2	Good	B1	Fair

() Common European Framework of Reference for Languages*

Social skills and competences

Team spirit; very good ability to adapt to multicultural environments; ability to work in situation of stress

Organisational skills and competences

Managing of administrative, organizational and financial aspects of MEDREG; coordination of AEEG participants in the MEDREG and ECRB working groups; organization of meetings. Voluntary work: Public assistance association "Sicilia Soccorso" (1997-1999)

Technical skills and competences

Experience in the international cooperation

Computer skills and competences

Good command of Microsoft Office tools (word, Excel, Power Point)

Other skills and competences

I like reading, cinema, travelling and experiencing different cultures; Interest for international relationships and the European Union

Driving licence

Category B

Additional information

- Intensive courses: "Economics and Law" (5-9 Sept. 2005) and "Integration and Institutions in an enlarged Europe" (24-25 Oct. 2003), International Politics Studies Institute (ISPI), Milan-Italy
- English courses in USA: Miami (July 2004) and New York (July - August 2005)
- Achievement of the DELF (Diplôme d'études en Langue Française) first degree (June 2003)



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Cristina DONADIO**
E-mail cdonadio@studiaresviluppo.it
Nationality Italian
Date of birth 21/12/1969
Gender F

Desired employment / Occupational field

Work experience

Dates	07/2005 -
Occupation or position held	Senior Project Manager, International Division
Main activities and responsibilities	Responsible for designing bilateral Capacity Building cooperation and managing EU-funded Institutional Capacity Building projects in select Phare, Cards, Tacis, and MEDA countries. Designed, managed and coordinated institutional capacity building projects in Ukraine, Romania, Poland, Turkey, Bulgaria, Morocco and Egypt funded respectively by the European Commission Phare, Tacis and Meda programmes, and by the Italian Government.
Name and address of employer	Studiare Sviluppo, Via Nazionale 163, I-00184 Rome
Type of business or sector	In-house agency for international institutional cooperation of the Italian Government (Ministry of Economy and Finance)
Dates	05/2005 – 06/2004 – 06/2003
Occupation or position held	Expert evaluator
Main activities and responsibilities	Independent external assessor
Name and address of employer	EC EuropeAid
Type of business or sector	Assessment and evaluation on behalf of EC of TACIS IBPP (Institutional Building Partnership Programme) Grant Schemes
Dates	1/10/04-31/12/04
Occupation or position held	Task Manager
Main activities and responsibilities	Sector Expert, Economic and Social Cohesion
Name and address of employer	EC Delegation to Poland
Type of business or sector	Sector Expert – Task Manager in Economic and Social Cohesion area. Evaluator of Institutional Capacity Building projects funded by the EC - Phare Programme in Poland in the area of Economic and Social Cohesion
Dates	05/04 -09/04
Occupation or position held	Principal trainer
Main activities and responsibilities	Trainer for cycle of capacity training workshops in Serbia, Montenegro, Bosnia Herzegovina, Croatia
Name and address of employer	EC EuropeAid

Type of business or sector	Trainer for cycle of capacity training workshops for newly formed services for European Integration across Western Balkans on EU decision-making and policies, accession mechanisms and negotiation techniques on behalf of European Commission, funded by the CARDS Regional Programme
Dates	08/2001-01/2004
Occupation or position held	Director - Civil Society Programme
Main activities and responsibilities	Team Leader and Key Expert
Name and address of employer	European Commission (DG ELARG) through European Movement Cyprus Council
Type of business or sector	Directed €2.5 Million Programme, aimed at development of civil society and reconciliation between the various communities. 75 projects supported overall. Tasks: <ul style="list-style-type: none"> - Set up and managed the Programme. - Developed contacts with civil society organisations, key actors and international donors; - Carried out consultations with all stake holders, needs assessment and mapping - Developed and set out strategy for implementation in consultation with EC and Implementing Authority - Liaising and reporting to EC Delegation and European Commission - Co-ordination with international donors - Developed guidelines and Programme documentation compliant with EU rules and procedures - Launched call for proposals - Delivered large number of training workshops to applicants regarding the EU, project cycle management and EU rules and procedures - Provided technical assistance to beneficiaries and civil society organisations on sound project design and project management throughout entire duration of Programme - Evaluation of proposals, contracting, monitoring, implementation and financial control - Headed team of five in two offices across the Cyprus divide, recruited and trained appositely.
Dates	05/1995 - 03/1999
Occupation or position held	Senior Associate (99-97), Associate (97-96), Executive (96-95)
Main activities and responsibilities	Tasks: <ul style="list-style-type: none"> - Provided advice on political strategy, with analysis of current EU policies and future trends in key policy areas: Energy, Environment, and Telecoms - Co-ordinated pan-European services and campaigns for clients and agency network; - Full cycle project management for pan-European projects. <p>Clients:</p> <ul style="list-style-type: none"> - Multinationals, Governments, European Commission.
Name and address of employer	APCO Europe, 130 Rue du Trône, Brussels
Type of business or sector	Leading international public affairs consultancy
Education and training	
Dates	10/91-06/92
Title of qualification awarded	Honours Certificate
Principal subjects/occupational skills covered	International Law and Law of International Organisations
Name and type of organisation providing education and training	SIOI – Italian Society for International Organisations
Level in national or international classification	
Dates	10/88 to 03/95
Title of qualification awarded	First Class Honours Degree in International Political Science

Principal subjects/occupational skills covered EC Law, International Law

Name and type of organisation providing education and training Università Statale di Milano - Faculty of Political Science

Level in national or international classification Degree

Dates 10/92 to 03/93

Title of qualification awarded Research scholarship.

Principal subjects/occupational skills covered Perspectives for economic relations between the EC and CIS countries, esp. Russia

Name and type of organisation providing education and training Lomonosov State University (MGU), Moscow

Dates 10/92 to 03/93

Title of qualification awarded Honors Diploma

Principal subjects/occupational skills covered History of European Political Ideas

Name and type of organisation providing education and training Université d'Aix-Marseille III, Aix en Provence, France

Personal skills and competences

Mother tongue(s) **Italian**

Self-assessment
European level ()*

Understanding		Speaking		Writing	
Listening	Reading	Spoken interaction	Spoken production		
English	C2	C2	C2	C2	C2
French	C2	C2	C1	C1	C1
German	C1	C1	B2	B2	B2
Russian	B2	B1	B2	B1	B1
Spanish	C1	C1	B1	B1	B1

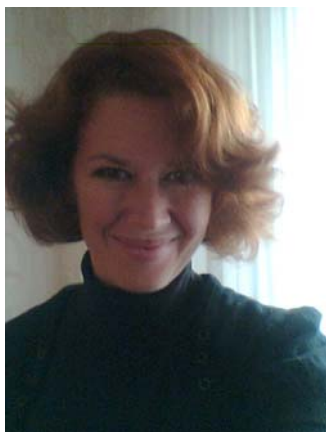
Social skills and competences Excellent ability to work in multi-cultural environments, gained through extensive work experience abroad, team spirit.

Organisational skills and competences Excellent leadership, team management and organisational skills

<p>Technical skills and competences</p>	<ul style="list-style-type: none"> • design and management of information and communication actions, including awareness campaigns, on behalf of the European Commission (Civil Society Programme, Phare Information Programme) and private and public clients across Europe; • Strong experience in designing and managing capacity building initiatives in TACIS and MEDA countries (ENPI), as well as in Phare and CARDS countries (IPA); • Sound understanding of mechanisms required to design and implement capacity development support; • Extensive training experience in decision-making within the European Union, and EU policies for decision makers in EU Candidate Countries; • Solid experience as trainer to civil servants and economic operators; • Extensive experience of management and evaluation of EU external assistance programs and projects: <ul style="list-style-type: none"> - Since 2001 independent expert evaluator for EU TACIS, PHARE, and CARDS Programmes; - Director, EU Civil Society Programme Cyprus (2001-2004) - set up, designed and implemented EU-funded program aimed at reconciliation and development of civil society structures, culture and organisations on both sides of the divide in Cyprus; - Task Manager, Social and Economic Cohesion - EC Delegation in Poland (2004). • Extensive training experience on Project Cycle Management (PCM) for operators and project managers.
<p>Computer skills and competences</p>	<p>Advanced expertise of MS Word, Excel, PowerPoint, Visio</p>



Europass Curriculum Vitae



Personal information

First name(s) / Surname(s)

Viktoria DUDCHENKO

Address(es)

6a , str. Vyshnyakivska, apt. 39, Kyiv, Ukraine

Telephone(s)

(+38-044)5657954

Mobile: (remove if not relevant, see instructions)

Fax(es)

E-mail

Dudchenko@nerc.gov.ua

Nationality

Ukrainian

Date of birth

20/06/1973

Gender

Female

Desired employment / Occupational field

Work experience

12 year

Dates

October 1997 to date

Occupation or position held

Head of Section in Legal Department

Main activities and responsibilities

lawyer

Name and address of employer

National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

Electricity and gas sector regulation

Education and training

Dates

09/2003 - 06/2008

Title of qualification awarded

Specialist

Principal subjects/occupational skills covered
 Name and type of organisation providing education and training
 Level in national or international classification

Law
 Kyiv Institute of Information Technology
 ISCED 5

Personal skills and competences

Legislation; electricity and gas markets regulation; adaptation of Ukrainian legislation to EU legislation

Mother tongue(s)

Ukrainian

Other language(s)

English, Russian

Self-assessment
European level ()*

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
Independent user	Proficient user	Independent user	Independent user	Independent user

English

Language



Europass Curriculum Vitae



Personal information

First name(s) / Surname(s) **Zoltánné/Edit FARKAS**

Telephone(s) _____ Mobile: +36 30 525 2558

Fax(es) +36 1 459 7880

E-mail farkase@eh.gov.hu

Nationality Hungarian

Gender female

Desired employment / Occupational field

Work experience

Dates	Since 2005
Occupation or position held	Head of Gas Pricing Department
Main activities and responsibilities	Developing concepts concerning natural gas, tariff systems, cost revisions. Following up the economic situation of natural gas industry. Collecting, analysing proposals concerning natural gas price and tariff-systems. Developing regulations concerning gas companies records and accounting systems. Organising and directing the IT supporting work concerning price preparations.
Name and address of employer	Hungarian Energy Office, 7 th Köztársaság tér, 1081, Budapest, Hungary
Type of business or sector	State administration, energy issues
Dates	1994-2005
Occupation or position held	Natural gas expert
Name and address of employer	Hungarian Energy Office, 7 th Köztársaság tér, 1081, Budapest, Hungary
Type of business or sector	State administration, energy issues
Dates	1990-1994
Occupation or position held	Price analyst
Name and address of employer	Ministry of Industry and Trade; Energy Pricing Department
Type of business or sector	State administration, energy issues
Dates	1987-1990
Occupation or position held	light industry economist
Name and address of employer	National Planning Office
Type of business or sector	public servant

Dates 1982-1987
 Occupation or position held Dye and chemicals economic technician, lab director
 Name and address of employer Textile Manufacture of Kispest
 Type of business or sector Light industry

Education and training

Dates 2003
 Title of qualification awarded Natural Gas Strategy Course
 Name and type of organisation providing education and training Energy Delta Institute (founded by University of Groningen and Gasuni)

Dates 1991
 Title of qualification awarded Tax adviser
 Level in national or international classification high

Dates 1989
 Name and type of organisation providing education and training Budapest University of Technology and Economics
 Title of qualification awarded Engineering industry economic engineer; branch/major: IT
 Level in national or international classification high

Dates 1982
 Name and type of organisation providing education and training Budapest University of Technology and Economics
 Title of qualification awarded Chemical engineer
 Level in national or international classification high

Personal skills and competences

Mother tongue(s) **Hungarian**

Self-assessment <i>European level (*)</i>	Understanding		Speaking		Writing	
	Listening	Reading	Spoken interaction	Spoken production		
English	B2	B2	B2	B2	B2	

(*) *Common European Framework of Reference for Languages*

Social skills and competences leader personality with honouring others, (I really think others as very valuable persons)
 Problem-solving attitude, communication in stress
 Reliability, flexibility, creativity

Organisational skills and competences Leadership (previously young groups, now adult group)
 Sense of organization, conferences,

Computer skills and competences Advanced user experience with: Programs of Microsoft Office, Internet (ECDL)

Artistic skills and competences Organizing creative courses (polimer clay, beads, glass, ceramic paintings, etc...)

Other skills and competences	swimming, singing
Driving licence	Category B
Additional information	Several publications and studies Numerous presentations both at national and international forums



Europass Curriculum Vitae



Personal information

First name(s) / Surname(s) **Agnes FUCHS**
Address(es) 66. Szabo Istvan street, 7628 Pecs, Hungary
Telephone(s) +36 1 459 7838 Mobile:
Fax(es)
E-mail fuchsa@eh.gov.hu
Nationality Hungarian
Date of birth 14. November 1983
Gender Female

Desired employment / Occupational field

Short term expert in Tacis Twinning Project on Gas in Ukraine

Work experience

Dates Since 12th January 2008
Occupation or position held General Economic Analyst
Main activities and responsibilities Preparing and co-ordination of the approach in the field Return of investments and Asset revaluation
Taking part in the editing and controlling of the gas price database
The representation of the Hungarian Energy office in international works and relations concerning system usage
Actualizing the homepage regarding the Department
Name and address of employer Hungarian Energy Office (Gas Pricing Department), 7. Köztársaság tér 1081 Budapest, Hungary
Type of business or sector Public sector

Education and training

Dates 2002-2008
Title of qualification awarded Economist (MSc) and Specialised Translator in German
Principal subjects/occupational skills covered Management, Marketing, Taxing, Finance, Microeconomics, Macroeconomics, Accounting, Human Resource Management, Economic Law, Bank management, Business English, Statistics
Name and type of organisation providing education and training Faculty of Business and Economics of the University of Pecs (Hungary), Majoring in Regional Policy of EU and Hungary
Level in national or international classification high

Dates 2007 Summer semester
 Title of qualification awarded Erasmus Scholarship
 Principal subjects/occupational skills covered Marketing, German Philology
 Name and type of organisation providing education and training Freie University of Berlin (Germany)
 Level in national or international classification high

Personal skills and competences

Mother tongue(s) **Hungarian**

Other language(s)

Self-assessment
European level ()*

German

English

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient User	C2	Proficient User	C2	Proficient User	C2	Proficient User	C2	Proficient User
B1	Independent User	B2	Independent User	B2	Independent User	B1	Independent User	B2	Independent User

() Common European Framework of Reference for Languages*

Social skills and competences Reliable, patient, creative, Team-player but can work on my own
 Computer skills and competences Windows XP and applications:
 Microsoft Office™ Tools (Word™, PowerPoint™, Excel™, Access™, Outlook™),
 Acrobat Reader™, Photo Shop™
 Artistic skills and competences Playing the Piano, singing
 Driving licence Clean, category B

Annexes



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Ilaria GALIMBERTI**

Address(es) Via Filippo Carcano 4 – 20149 Milano

Telephone(s) 0245480951 Mobile:

Fax(es)

E-mail igalimberti@autorita.energia.it

Nationality Italian

Date of birth 22nd April 1959

Gender Feminine

Work experience

Dates Since 1997

Occupation or position held Officer, Research, Strategy and Documentation Department, Documentation Unit (previously External Affairs Department, in charge of International relations Unit)

Main activities and responsibilities International and European Legislation in the energy sector
Annual Reporting
Relations with the associations of European Regulators (previously External Communication and International relations)

Name and address of employer **Autorità per l'energia elettrica e il gas**

Type of business or sector Regulation of the energy sector

Dates 1994-1997

Occupation or position held Manager

Main activities and responsibilities Publishing and editing of international economic and social surveys and scenario for national economic operators

Name and address of employer **SSI -Studio Ambrosetti srl - Milan**

Type of business or sector Specialized publishing and consultancy

Dates 1985-1994

Occupation or position held Research assistant in economic research projects

Main activities and responsibilities **Participation and co-ordination of different research projects on issues related to:**
- **Industrial economics and UE integration**
- **International economics and Italian competitiveness**
Economics of technological innovation

Name and address of employer I.R.S. (Milan)
E.N.E.A. (Rome)
S.P.R.U. -University of Brighton (UK)
IRPET (Florence)

Type of business or sector Research in Industrial Economics

Education and training

Dates 1978-1995

Title of qualification awarded Degree in Social and Economic Disciplines
Principal subjects/occupational skills covered International economics and trade
Name and type of organisation providing education and training Università Bocconi - Milan
Level in national or international classification University Degree
Dates 1987-1993
Title of qualification awarded Doctorate in Science policy
Principal subjects/occupational skills covered Economics of innovation/ diffusion of biotechnology innovations in the chemical industry
Name and type of organisation providing education and training **S.P.R.U.**
Science Policy Research Unit University of Sussex
Level in national or international classification Doctorate

Personal skills and competences

Mother tongue(s) **Italian**

Other language(s)

Self-assessment

European level ()*

English

French

Understanding		Speaking		Writing			
Listening		Reading		Spoken interaction		Spoken production	
	C2		C2		C2		C2
	C2		C2		C2		C2

() Common European Framework of Reference for Languages*

Social skills and competences

Organisational skills and competences

Coordination of Working Groups

Technical skills and competences

Communication

Computer skills and competences

Full computer literacy

Artistic skills and competences

Dance and sculpture

Other skills and competences

Driving licence

Yes

Additional information

Numerous reports and publications in a variety of fields.

Annexes



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Evangelia GAZI**

Address(es) 132 Piraeus Street, 11854 Athens, Greece

Telephone(s) +30 210 3727495 Mobile: +30 6978803730

Fax(es) + 30 210 3255460

E-mail egazi@rae.gr

Nationality Greek

Date of birth 18-01-1968

Gender Female

Occupational field **Regulation of the Energy Sector**

Work experience

Dates	Since May 2008
Occupation or position held	Energy Expert, Member of the Scientific Secretariat of the Greek Regulatory Authority, appointed at the President's Office.
Main activities and responsibilities	Acting as a link between the Authority's Board and the Scientific Secretariat, overseeing of the incoming requests for delegation to the experts and coordination of daily operation; authoring of the Regulator's annual National Report to the European Commission and the Annual Proceedings; reporting to international Agencies regarding the gas and electricity markets in Greece.
Name and address of employer	Regulatory Authority for Energy (RAE), 132 Piraeus Street, 11854 Athens, Greece
Type of business or sector	Energy regulation
Dates	From March 2003 to April 2008
Occupation or position held	Technical Manager
Main activities and responsibilities	Project management and technical consulting in various engineering projects, development of simulation platforms for technical projects.
Name and address of employer	Dreamtech Information Systems and Networks Ltd, 17 Gounaropoulou str, 15771 Athens, Greece
Type of business or sector	Engineering Consulting
Dates	From January 1999 to July 2001
Occupation or position held	Technical Consultant
Main activities and responsibilities	Member of the consortium for the development of simulators of two power plants of the incumbent electric company (PPC SA)
Name and address of employer	SPEC Process Services S.A., 79 Patission street, Athens, Greece
Type of business or sector	Engineering Consulting
Dates	From November 1995 to April 1998
Occupation or position held	Research Associate (Post-Doctoral)
Main activities and responsibilities	Research in Environmental and Toxicology Modeling and Simulation
Name and address of employer	Chemical Industry Institute of Toxicology, Research Triangle Park, NC, USA
Type of business or sector	Applied Research

Education and training

Dates	From October 1985 to July 1990
Title of qualification awarded	Chemical Engineering Degree (Diploma)
Principal subjects/occupational skills covered	Mathematics, Physics, Thermodynamics, Fluid Mechanics, Computer Programming, Operational Research, Computer-aided Design, Optimization, Process Control
Name and type of organisation providing education and training	National Technical University of Athens (NTUA)
Level in national or international classification	National: Diploma, International: ISCED 5A
Dates	From September 1990 to May 1992
Title of qualification awarded	Master of Science in Chemical Engineering (M.S.E.)
Principal subjects/occupational skills covered	Advanced Process Control
Name and type of organisation providing education and training	University of Pennsylvania, Philadelphia, USA
Level in national or international classification	National: Master of Science, International: ISCED 5A
Dates	From September 1990 to September 1995
Title of qualification awarded	Doctor of Philosophy (PhD)
Principal subjects/occupational skills covered	Process Design, Simulation and Control
Name and type of organisation providing education and training	University of Pennsylvania, Philadelphia, USA
Level in national or international classification	National: Doctor of Philosophy, International: ISCED 6

Personal skills and competences

Mother tongue(s) **Greek** (if relevant add other mother tongue(s), see instructions)

Other language(s) **English, French, Spanish, German**

Self-assessment
European level ()*

English

French

Spanish

German

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Proficient User	C1	Proficient User	C1	Proficient User	C1	Proficient User	C1	Proficient User
B1	Independent User	B1	Independent User	B1	Independent User	B1	Independent User	B1	Independent User
B1	Independent User	B1	Independent User	B1	Independent User	B1	Independent User	B1	Independent User
A2	Basic User	A2	Basic User	A2	Basic User	A2	Basic User	A2	Basic User

(*) *Common European Framework of Reference for Languages*

Social skills and competences

- Good ability to adopt in multicultural environment, as well as good communication skills, obtained through work and training in multicultural environment for over 10 years
- Team spirit

Organisational skills and competences

- More than 10 years work as a project manager, managing small teams of scientists and overseeing large engineering projects.

Technical skills and competences

- Experience in energy regulation, of both the electricity and gas sector
- Good knowledge of the natural gas industry.

Computer skills and competences	<ul style="list-style-type: none"> - Proficient computer user and programmer; professional experience on software development - Excellent command in Microsoft Office (Word, Excel, Access, Powerpoint) - Extensive experience in computer-aided design for engineering systems
Other skills and competences	<ul style="list-style-type: none"> - Proficient teaching experience: 5-year teaching experience on Process Design and Control, University of Pennsylvania undergraduate program
Additional information	<ul style="list-style-type: none"> - Academic distinctions and prizes: Scholarships for outstanding performance during all 5 years of undergraduate studies; Tuition-waiver plus full fellowship throughout the post-graduate studies; Distinction by the Greek Engineering Chamber for academic excellence (1988-1990); Prize for best engineering student by private foundation (1988-1989) - Publications: participated as the principal author and/or co-author in publications in 9 scientific peer-reviewed journals and 8 conference proceedings. - Technical and Scientific Organizations: Member of the Technical Chamber of Greece, since 1990; Member of the IEEE (1990-1996); Member of the American Institute of Chemical Engineers (1990-2000)



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Alberto GROSSI**

Telephone(s) +39.0265565.313 - 263 Mobile: +39.3357465846

Fax(es) +39.0265565.230

E-mail agrossi@autorita.energia.it

Nationality Italian

Date of birth 24 September 1958

Gender Male

Desired employment / Occupational field

STE6 - Gas Quality Regulation Expert for the EU TACIS Twinning Project No UA08/PCA/EY/12

Work experience

Dates	1998 – present
Occupation or position held	2007 - 2008 Quality and Consumers Affairs Department Director
Main activities and responsibilities	2000 – 2006: Head of Gas Service Quality Unit
Name and address of employer	Italian Regulatory Authority for Electricity and Gas
Type of business or sector	Public administration, Energy Regulation
Dates	1994 – 1998
Occupation or position held	Commercial Operations Manager
Main activities and responsibilities	<ul style="list-style-type: none">• Responsible for marketing• Providing the criteria, the conditions, the terms and the procedure connected with natural gas concessions and service agreements
Name and address of employer	Camuzzi Gazometri S.p.A. (currently Enel S.p.A.)
Type of business or sector	Natural Gas
Dates	1991 – 1994
Occupation or position held	Head of natural gas system tariffs Office
Main activities and responsibilities	Elaborating and monitoring prices and tariffs for natural gas activities and providing support to the General Director
Name and address of employer	Metano Città S.p.A. (Snam S.p.A., currently ENI S.p.A. – G&P Department)
Type of business or sector	Natural Gas
Dates	1989 – 1991
Occupation or position held	Commercial Operations Manager
Main activities and responsibilities	Responsible for cogeneration plants and heat management
Name and address of employer	Diana S.p.A.
Type of business or sector	Energy
Dates	1987 – 1988
Occupation or position held	Marketing Manager

Main activities and responsibilities Responsible for the Italian market
 Name and address of employer SEALOL Srl – EG & G CORPORATION
 Type of business or sector Aeronautic
 Dates 1985 – 1987
 Occupation or position held Marketing and Sales Manager

Main activities and responsibilities Responsible for the Italian gas natural market
 Name and address of employer Metano Città S.p.A. (Snam S.p.A., currently ENI S.p.A. – G&P Department)
 Type of business or sector Natural Gas
 Dates 1984 – 1985
 Occupation or position held Official

Main activities and responsibilities Providing support to the Food Refinery General Director
 Name and address of employer VAN DEN BERGH – UNILIT S.p.A.
 Type of business or sector Chemical/Food

Education and training

Dates 2001
 Title of qualification awarded Master Degree in Master of Business Administration
 Principal subjects/occupational skills covered I developed a study about the liberalization of the UK energy market and business plan of a new electric and natural gas trader
 Name and type of organisation providing education and training MIP – Politecnico di Milano

Dates 1997
 Title of qualification awarded Standardization UNI – EN – ISO 9000
 Name and type of organisation providing education and training Galgano

Dates 1993
 Title of qualification awarded Financial and Management Accounting
 Name and type of organisation providing education and training International Association of Financial Engineers- IAFE (Milan)

Dates 1986
 Title of qualification awarded Commercial and Technical Operations Course
 Name and type of organisation providing education and training International Association of Financial Engineers- IAFE (Milan)

Dates 1983
 Title of qualification awarded Degree in Mechanical Engineering (degree score: 110/110 with honours)
 Name and type of organisation providing education and training Politecnico di Milano

Personal skills and competences

Mother tongue(s) **Italian**

Other language(s)

Self-assessment

Understanding	Speaking	Writing
---------------	----------	---------

<i>European level (*)</i>		Listening		Reading		Spoken interaction		Spoken production		
English	C2	Proficient User	C2	Proficient User	C2	Proficient User	C2	Proficient User	C2	Proficient User
French	A1	Basic User	A1	Basic User	A1	Basic User	A1	Basic User	A1	Basic User

() Common European Framework of Reference for Languages*

Computer skills and competences Very good command of Microsoft Office TM tools (Word, Excel, Power Point, Front Page and Access) and Internet Explorer



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Ms. Orsolya HALMAI**

Address(es) 12 Szenttamás Street, 1145 Budapest, HUNGARY

Telephone(s) +36-1-459-7831 Mobile: +36-30-256-6376

Fax(es) +36-1-459-7790

E-mail halmaio@eh.gov.hu; halmaio@freemail.hu

Nationality Hungarian

Date of birth 18.03.1979

Gender Female

Desired employment / Occupational field Short term expert in Tacis Twinning Project on Gas in Ukraine

Work experience

Dates 01. 2008 - ...

Occupation or position held Information Organizer

Main activities and responsibilities preparation of the annual National Report, the HEO's annual report to our Government, and the HEO's annual publication, supervision and analysis of the data submitted by the licensees

Name and address of employer Hungarian Energy Office, 7 Köztársaság Square, 1081 Budapest, HUNGARY

Type of business or sector Public Administration

Education and training

Date 2006 - ...

Title of qualification awarded Computer Engineering

Principal subjects/occupational skills covered

Name and type of organisation providing education and training University of Pannonia

Level in national or international classification BSc

Date 1997 – 2000
 Title of qualification awarded Public Administrator
 Principal subjects/occupational skills covered
 Name and type of organisation providing education and training Corvinus University of Budapest
 Level in national or international classification BSc

Personal skills and competences

Mother tongue(s) **Hungarian**

Other language(s)

Self-assessment

European level ()*

English

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
C1	B2	C1	C1	C1

(*) *Common European Framework of Reference for Languages*

Social skills and competences good communication skills
 team spirit
 ability to adapt easily to the given circumstances

Computer skills and competences programming in C, C++, C#, Java, HTML languages
 advanced skills of graphic design applications (Adobe InDesign, Photoshop, Illustrator)

Artistic skills and competences playing the piano and the guitar

Other skills and competences swimming, mountainbiking

Driving licence Category B



Europass Curriculum Vitae



Personal information

Surname(s) / First name(s) **Nicolae Dumitrescu IONUT**
Address(es) No. 21, Av. Traian Vasile, Bucharest, Romania
Telephone(s) Mobile 004 0741105044
E-mail dumitrescuionut@yahoo.com
Nationality Romanian
Date of birth 24.10.1976

Desired employment **Multinational Company**

Work experience

Dates

Occupation or position held	Head Office of Methodologies, Contracts Office – Commercial Regulation Department
Main activities and responsibilities	Elaborating and monitoring the implementation of secondary legislation regarding commercial aspects: setting framework contracts, performance standards, Network Code Supervising the activity of public and private companies acting in the natural gas field Participating at mediation meetings with public and private companies in order to help them to conclude contracts between the parties Activity reporting and forecasting based on performance indicators Performing and monitoring controls on processes run by public and private entities Providing consultancy on process redesign and implementation Maintaining business contacts and relationships with similar national/European institutions Representing Romania at international conferences, attending trainings programs on liberalization of central and eastern European energy markets in Austria and Hungary Attending workshops and brainstorming sessions organized by European Group of Regulators for Energy and Gas, in Belgium, in order to elaborate best practices propositions on price and contracts transparency Offering tailored support and guidance in implementing regional initiatives and best practices at local level

Name and address of employer	National Regulatory Authority in Natural Gas Sector 2001 – 2007
Period	Romanian Energy Regulatory Authority 2007 - present
Type of business or sector	Public Authority in the Energy Sector
Occupation or position held	Economist
Main activities and responsibilities	Selling and negotiating contracts Activity was to a higher extend based on targets achievement Networking with companies listed on Bucharest Stock Exchange and Rasdaq market
Name and address of employer	Regisco SA
Type of business or sector	Stock market business
Occupation or position held	Insurances Agent
Main activities and responsibilities	Negotiating and concluding insurance contracts with individuals and private companies Keeping records and installments track of insurance policies and reporting results
Name and address of employer	Astra Insurance
Type of business or sector	Insurances

Education and training

Period	2007-2008
Title of qualification awarded	Certificate
Principal subjects/occupational skills covered	High Performance Management, Finance Management, Clients Relationships Management
Name and type of organisation providing education and training	Codecs & OU Business School, UK
Level in national or international classification	Post Graduate
Period	2004-2005
Title of qualification awarded	Master of International Relations and European Integration
Principal subjects/occupational skills covered	European Integration / International Relations
Name and type of organisation providing education and training	National School of Political Studies and Public Administration
Level in national or international classification	Post Graduate
Title of qualification awarded	1995-2000 Bachelor of Science – Economics
Principal subjects/occupational skills covered	Public Finance, Insurance, Capital markets and others
Name and type of organisation providing education and training	Titu Maiorescu University – Faculty of Finance and Banks - graduate at Economic Studies Academy of Bucharest (university degree)
Level in national or international classification	(university degree, see instructions)

Personal skills and competences

	Strong economical knowledge (both covering Romanian and International standards) Sound business and commercial awareness Specific knowledge applied for the energy sector Very good understanding of the European Integration context and process, including: European institutions structure and role; steps and framework of the EU integration process Good knowledge of relevant energy legislation in respect of EU integration process		
Mother tongue(s)	Romanian		
Other language(s) Self-assessment	Understanding	Speaking	Writing

	Listening	Reading	Spoken interaction	Spoken production	
English	Very good	Very Good	Good	Good	Good
Social skills and competences	<p>Participating in twinning projects with similar institutions within EU member states allowed me to get a better grasp of the European context and environment and asses their applicability to the Romanian market</p> <p>Maintaining relationships with local private and public institutions helped me understand the dynamics of Romanian energy market and the needs and challenges faced throughout the EU integration process – from the point of view of the Romanian institutions</p> <p>During the last three years I developed a lot my social and interpersonal skills, through understanding the benefits of collaboration, communication and teamwork at the work place</p>				
Organisational skills and competences	<p>- job planning, monitoring achievement of objectives, results oriented, meeting deadlines (time management), keeping records of relevant info activities</p> <p>Projects I was involved in required clear and analytical thinking, witch I highly developed</p>				
Computer skills and competences	Microsoft Office (Word, Excel, Power Point, Outlook) – Internet Browsers				
Artistic skills and competences	Sports and leisure activities (ski, tennis, basketball)				
Driving licence	Yes – B category, from 1997				

Curriculum Vitae

Personal information

First name Surname **Kostas KANELLOPOULOS**

Address 38 Griva Str , Athens, Greece, 152 33

Telephones 210 6843237 Mobile 6944 289779

E-mail bmwpelecan@yahoo.gr

Nationality Hellenic

Date of birth 30/5/1973

Gender Male

Work experience

Dates	1/10/2004-today
Occupation or position held	Specialized Scientific Personnel in the energy systems analysis and the market & competition units working on Power & Gas-related issues, member of technology and environment team.
Main activities and responsibilities	Providing support on technical and technological issues to different teams within RAE, in order to support Board decision-making on regulatory issues. Work consisted of the following: 1) Primary data analysis and advice on: cogeneration issues particularly regarding directive 2004/8/EC, thermal powerplant operation, EU ETS and CO ₂ emissions from the power sector, power-plant O&M costs, a new LNG terminal for Crete. 2) Legislation drafting & Market design: HTSO capacity tenders design, LNG third party access scheme design. Guidelines for assessing the energy efficiency of cogeneration projects. 3) Report drafting: Thermal power station operation analysis based on hourly real data on Crete, analysis of the need for applying pressure & temperature compensation to small customer metered gas, security of supply of natural gas (under way). 4) Generation license applications: Examination of technical and environmental aspects of applications. Cogeneration energy balance data checks to verify conformity with 2004/8/EC directive. 5) Council of European energy regulators (CEER): member of the CAC (Calculation of available capacity) and GCA (Gas Capacity Allocation) task forces.
Name and address of employer	Regulatory Authority for Energy (RAE), Panepistimiou 69, 10564 Athens, Greece.
Type of business or sector	Energy Market Monitoring & Regulation.
Dates	15/12/2003-30/9/2004
Occupation or position held	Mechanical engineer in charge of topping and bottoming cycle main equipment of Lavrion V CCGT unit under construction for PPC.
Main activities and responsibilities	Responsible for gas compressor, Turbines, steam cycle systems / design, excluding the HRSG, and HVAC systems during the engineering phase of Lavrion V 377MW CCGT. The job involved cooperating with Empresarios Agrupados S.A., the entity responsible for the detailed engineering of the powertrain and GE (the supplier) among others, in order to ensure conformity with PPC requirements.
Name and address of employer	METKA SA, Marinou Antypa 11, 14121 N. Iraklio, Greece
Type of business or sector	Power Plant Engineering, Procurement and Construction projects.
Dates	1/9/2003-14/12/2003
Occupation or position held	Mechanical engineer.

Main activities and responsibilities	1) Preparation of technical documentation for the installation permit of the then under development, and now under construction power station at Thisvi in cooperation with Technometriki. 2) Development of software that simulates the operation of CCGT– power plants involving rigorous thermodynamic calculations.
Name and address of employer	Self employed – Technometriki, Perikleous 25A, 15561, Holargos, Greece
Type of business or sector	Engineering / software development
Dates	1/10/2001-30/7/2003
Occupation or position held	Project development Engineer.
Main activities and responsibilities	Responsible for generating technical feed data for various power projects under development. Preliminary design of various combined heat and power projects. Preparation of technical section of the company’s offer to the BOO tender for a 120MW Powerplant in Rhodes. Modelling of powerplant dispatching.
Name and address of employer	HE&D SA , 25 Ermou Str., 145 64 Kifissia ,Greece.
Type of business or sector	Business development of Power and Environmental projects.
Dates	29/05/1999-14/5/2001
Occupation or position held	Trainee in Italcementi Group’s programme for new engineers. New Works engineer in Halyps Cement Plant.
Main activities and responsibilities	During the first year I received theoretical and on job training at 6 cement plants in Italy and France, within the “Italcementi Group young engineer program”, on all cement production processes, including heat and mass balances and cement mill efficiency evaluation. During the second year I was responsible for the design, procurement and implementation of new works in Halyps Cement Plant. Projects included various filter installations and upgrades, retro-fitting of IKN KIDS in Kiln cooler, upgrade of kiln pneumatic feeding.
Name and address of employer	Halyps Building Materials SA , 17 th km Athens – Koritnhos National road, Greece.
Type of business or sector	Cement and building materials production.
Dates	Summer 1994
Occupation or position held	Trainee
Main activities and responsibilities	Received training on CATIA design software.
Name and address of employer	GAMESA AERONAUTICA
Type of business or sector	Aerospace component manufacturing.
Dates	Summer 1993
Occupation or position held	Trainee
Main activities and responsibilities	Received training on Injection molding and extrusion of plastic parts for the automotive industry.
Name and address of employer	LE PROFIL
Type of business or sector	Vehicle component manufacturing.

Education and training

Dates	October 1996 – July 1997
Title of qualification awarded	Von Karman Institute Postgraduate Diploma Course.
Principal subjects/occupational skills covered	Fluid mechanics, Turbomachinery, Compressor design.
Name and type of organisation providing education and training	Von Karman Institute for Fluid Mechanics , 72 Chaussie de Waterloo, B -1640 Rhode St. Genése, Belgium.
Dates	October 1991 – September 1996
Title of qualification awarded	Mechanical Engineering (Dipl Ing).
Principal subjects/occupational skills covered	Mechanical Engineering with specialization in Aeronautical engineering – propulsion.

Name and type of organisation providing education and training

National Technical University of Athens.

Personal skills and competences

Mother tongue

Greek

Other languages

Self-assessment

European level ()*

English

Italian

French

Spanish

German

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
	C2		C2		C2		C2		C2
	C1		C1		C1		C1		C1
	B1		B2		B1		B2		B1
	A2		A2		A1		A2		A1
	A1		A1		A1		A1		A1

() Common European Framework of Reference for Languages*

Organisational skills and competences

Ability to work within a team.

Technical skills and competences

Required generating capacity estimation using probabilistic methods, electricity market simulation, 1D thermodynamic calculations of GT / steam cycle components, neural networks.

Computer skills and competences

Office, Matlab, Object oriented programming, Visual Studio & VBA, Fortran, CATIA, WASP IV, Pipeline studio.

Hobbies

Tennis, swimming, motorcycles



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)

Roman KAPLYUCHENKO

Address(es) 19, Smolenska St. Kyiv, Ukraine 03680

Telephone(s) (+38-044)- 4547024

Fax(es) (+38-044)- 2419024

E-mail Kaplyuchenko@nerc.gov.ua

Nationality UKRAINIAN

Date of birth 28/01/1981

Gender Male

Work experience

Dates August 2005 to date

Occupation or position held Deputy Head of Sector, Department of Pricing policy in oil and gas complex
Main activities and responsibilities activities that include price policy in the oil and gas sector

Name and address of employer National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

Dates September 2004 – April 2005

Occupation or position held Specialist
Main activities and responsibilities activities that include servicing credits

Name and address of employer PrivatBank, Boyarka - Ukraine

Type of business or sector

Dates March 2003 – September 2004

Occupation or position held specialist
Main activities and responsibilities activities that include servicing computer software

Name and address of employer Fastiv Social Fund , Fastiv - Ukraine

Type of business or sector

Education and training

Dates Sept 1998 to June 2003

Title of qualification awarded | Master Degree in Economics

Principal subjects/occupational skills covered | Economics

Name and type of organisation providing education and training | Kyiv International Institute of market relationship and entrepreneurship

Level in national or international classification

Personal skills and competences

Mother tongue(s) | Ukrainian, Russian

Other language(s)
Self-assessment
European level ()*

English (W)

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	

English

() Common European Framework of Reference for Languages*

Computer skills and competences | General computer literacy including Microsoft Word, Excel, PowerPoint



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)	Csaba KOVÁCS	
Address(es)	7 Festetics 1087 Budapest, Hungary	
Telephone(s)	+36-1-459-7747	Mobile: +36-30-397-9611
Fax(es)		
E-mail	kovacs@eh.gov.hu	
Nationality	Hungarian	
Date of birth	16/10/1975	
Gender	Male	

Work experience

Dates	Dec 2003-	
Occupation or position held	Head of Department of Economic Research and Environmental Protection	
Main activities and responsibilities	market monitoring, significant market power regulation, stranded cost calculation, state aid issues, tariff setting, cost analyses, CO2 allocation, feed-in tariffs, green electricity	
Name and address of employer	Hungarian Energy Office, 1081-Budapest, Köztársaság tér 7. Hungary	
Type of business or sector	energy regulation (public administration)	
Dates	Jan 2001-	
Occupation or position held	Financial analyst	
Main activities and responsibilities	annual reports of Licensees, balance sheets, profit and loss accounts, cash-flow etc.	
Name and address of employer	Hungarian Energy Office, 1081-Budapest, Köztársaság tér 7. Hungary	
Type of business or sector	energy regulation (public administration)	
Dates	Dec 2000	
Occupation or position held	Economist (Department of Electricity Licensing)	
Main activities and responsibilities	financial/economic part of licensing	
Name and address of employer	Hungarian Energy Office, 1081-Budapest, Köztársaság tér 7. Hungary	
Type of business or sector	energy regulation (public administration)	

Education and training

Dates	2000	
Title of qualification awarded	M. Sc. in Economics	
Principal subjects/occupational skills covered	special field: accounting	
Name and type of organisation providing education and training	University of Economic Sciences and Public Administration (Budapest)	

Level in national or international classification

Personal skills and competences

Mother tongue(s) **Hungarian**

Other language(s)

Self-assessment

European level ()*

English

Spanish

German

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
	B2		B2		B2		B2		B2
	B1		B1		A2		A2		A2
	B2		B1		A2		A2		A2

() Common European Framework of Reference for Languages*

Computer skills and competences Windows, Word, Excel, Power Point

Driving licence Category A and B



Europass Curriculum Vitae

Insert photograph. Remove heading if not relevant (see instructions)

Personal information

First name(s) / Surname(s)

Maria KOVALETS

Address(es)

Telephone(s)

(+38-044)454 70 66

Mobile:

(remove if not relevant, see instructions)

Fax(es)

(+38-044)241 90 27

E-mail

Shidlukh@nerc.gov.ua

Nationality

Ukrainian

Date of birth

01/09/1978

Gender

Female

Desired employment / Occupational field

Work experience

12 year

Dates

2001-2009 in NERC

Occupation or position held

Head of Gas market development and payment issues Section at Oil and Gas complex regulation Department

Main activities and responsibilities

Analysis of key financial-economic indicators of licensed activities of natural monopolies and the cost of service for transportation of natural gas distribution pipelines; analysis of state of payments for Gas supply and gas distribution companies (state of consumers payments in the corresponding period, characteristics of consumers receivables); calculation of standards for allocations of funds from licensees special treatment account (people and budget) and design decisions, analysis of movements of funds on special treatment account and status of settlements, the development of regulations on the licensing conditions for economic activities associated with storage, transportation, distribution and supply of natural gas, oil and petroleum products, the development and changes to the Laws of Ukraine in gas market, preparation of materials for holding international meetings, meetings, seminars and conferences on issues of regulation in the oil and gas complex

Name and address of employer

National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

Oil and Gas

Education and training

1995-2000 Kyiv National Economic University named after Vadim Getman

2001-2003 Kyiv National Economic University named after Vadim Getman

2003-2007 Scientific-research financial institute under Ministry of Finances of Ukraine

Dates

Title of qualification awarded	BA - Economics Teacher Specialist - Economist Master - Economist (State Department) Post-graduate department of Pedagogy and Psychology																				
Principal subjects/occupational skills covered	financial and economic sphere																				
Name and type of organisation providing education and training	Kyiv National Economic University named after Vadim Getman Kyiv National Economic University named after Vadim Getman Scientific-research financial institute under Ministry of Finances of Ukraine																				
Level in national or international classification																					
Personal skills and competences																					
Mother tongue(s)	Ukrainian and Russian																				
Other language(s)	English																				
Self-assessment <i>European level (*)</i>	<table border="1"> <thead> <tr> <th colspan="2">Understanding</th> <th colspan="2">Speaking</th> <th>Writing</th> </tr> <tr> <th>Listening</th> <th>Reading</th> <th>Spoken interaction</th> <th>Spoken production</th> <th></th> </tr> </thead> <tbody> <tr> <td>B</td> <td>B</td> <td>B</td> <td>B</td> <td>BI</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Understanding		Speaking		Writing	Listening	Reading	Spoken interaction	Spoken production		B	B	B	B	BI					
Understanding		Speaking		Writing																	
Listening	Reading	Spoken interaction	Spoken production																		
B	B	B	B	BI																	
English Language																					
Social skills and competences	Ability to provide clear information, experience communicating with people of different ages and different social status, skills in the field of psychology and communication																				
Organisational skills and competences	A good leader, the ability to organize and manage work process, work individually and in teams																				
Computer skills and competences	Competent with most MS Office																				
Artistic skills and competences	Graduated from music school, piano																				
Other skills and competences	The ability to quickly and competently perform tasks, quickly perceive unknown information, learn new																				
Additional information	Honest, decent, hard-working, competent, persistent, responsible employee																				



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)	Andriy KOZHEVNYKOV		
Address(es)			
Telephone(s)	(+38-044)4544864	Mobile:	+38-050-911-76-04
E-mail	kozhevnikov@nerc.gov.ua		
Nationality	Ukrainian		
Date of birth	18/10/1983		
Gender	Male		

Desired employment / Occupational field

Work experience

Dates	2005-- to date
Occupation or position held	Head of Sector of technical expertise of Tariff methodology, calculation and monitoring, Department of Pricing policy in oil and gas complex
Main activities and responsibilities	
Name and address of employer	National Electricity Regulatory Commission of Ukraine (NERC), 19 Smolenska, 03680, Kyiv, Ukraine
Type of business or sector	Civil servant

Education and training

Dates	2000-2005
Title of qualification awarded	Master of Finance
Principal subjects/occupational skills covered	"State Finance"
Name and type of organisation providing education and training	Dnipropetrovsk State Financial Academy, Ukraine
Level in national or international classification	ISCED 5

Dates	2008-2011																														
Title of qualification awarded	Program for Masters in Public Administration																														
Principal subjects/occupational skills covered	"Public Administration"																														
Name and type of organisation providing education and training	National Academy of Public Administration, the President of Ukraine																														
Level in national or international classification	ISCED 5																														
Personal skills and competences																															
Mother tongue(s)	Ukrainian																														
Other language(s)																															
Self-assessment																															
<i>European level (*)</i>																															
English																															
	<table border="1"> <thead> <tr> <th colspan="4">Understanding</th> <th colspan="4">Speaking</th> <th colspan="2">Writing</th> </tr> <tr> <th colspan="2">Listening</th> <th colspan="2">Reading</th> <th colspan="2">Spoken interaction</th> <th colspan="2">Spoken production</th> <th colspan="2"></th> </tr> </thead> <tbody> <tr> <td>2</td> <td>Independent User</td> <td>2</td> <td>Proficient User</td> <td>2</td> <td>Basic User</td> <td>2</td> <td>Independent User</td> <td>2</td> <td>Independent User</td> </tr> </tbody> </table>	Understanding				Speaking				Writing		Listening		Reading		Spoken interaction		Spoken production				2	Independent User	2	Proficient User	2	Basic User	2	Independent User	2	Independent User
Understanding				Speaking				Writing																							
Listening		Reading		Spoken interaction		Spoken production																									
2	Independent User	2	Proficient User	2	Basic User	2	Independent User	2	Independent User																						
	<i>(*) Common European Framework of Reference for Languages</i>																														
Social skills and competences	Communication, teamwork, cooperative and conflict resolution skills																														
Organisational skills and competences	Competent in the use of the instruments of democratic governance in national and local government and in cooperation with Europe.																														
Technical skills and competences																															
Computer skills and competences	Competent with Microsoft Office programmes.																														
Artistic skills and competences																															
Other skills and competences	Certificate in Public Administration. Certificate in Energetics.																														
Driving licence	I am a holder of a Ukrainian drivers licence. Category B vehicle.																														
Additional information	Contact persons, references available upon request.																														



Europass Curriculum Vitae

Insert photograph. Remove heading if not relevant (see instructions)

Personal information

First name(s) / Surname(s)

Svitlana KOZYRENKO

Address(es)

22a, Prospect Vatutina, apt.138, Kyiv, Ukraine

Telephone(s)

(+38-044)4547016

Mobile: (remove if not relevant, see instructions)

Fax(es)

E-mail

Kozyrenko@nerc.gov.ua

Nationality

Ukrainian

Date of birth

28/04/1984

Gender

Female

Desired employment / Occupational field

Work experience

Dates

August 2005 - to date

Occupation or position held

Senior Specialist of Strategic Planning and Energy Markets Development Department

Main activities and responsibilities

International relations, Project management

Name and address of employer

National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

Electricity and gas sector regulation

Education and training

Dates

09/2000 - 06/2005

Title of qualification awarded

Specialist in Ukrainian language and literature and English

Principal subjects/occupational skills covered

Management of foreign economy activity, Project Analysis, Enterprise Potential: Formation and Assessment, Planning and Control on the Enterprise, Motivation of Economical Decisions, Business Strategy, Cost Management, Industrial Engineering, Economics of Enterprises, Accounting, Management, Finances of Enterprises

Name and type of organisation providing education and training

Pedagogical University of Kryviy Rig

Level in national or international classification

ISCED 5

Personal skills and competences

Mother tongue(s)

Ukrainian and Russian

Other language(s)

Self-assessment

European level ()*

English

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Proficient user	C1	Proficient user	C1	Proficient user	B2	Independent user	B2	Independent user

Language

--	--	--	--	--	--	--	--	--	--

Social skills and competences

Team spirit, good ability to adapt to multicultural environments, good communication skills

Computer skills and competences

Competent with most MS Office programs (PowerPoint, Excel and Word) and Internet software packages, Efficiency/productivity analysis (DEA, SFA) software.



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Oksana KRIVENKO**
Address(es) vul. Smolens'ka 19, 03680 Kyiv Ukraine
Telephone(s) (+38-044) 4544863
Fax(es) (+38-044)2419024
E-mail Krivenko@nerc.gov.ua

Nationality UKRAINIAN

Date of birth 16/09/1974

Gender Female

Work experience

Dates June 2001 to date
Occupation or position held Deputy Head, Department of Pricing policy in oil and gas complex
Main activities and responsibilities activities that include
 Regulation and tariff and pricing policy in the oil and gas sector

Name and address of employer National Electricity Regulatory Commission of Ukraine
 19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

Education and training

Dates Sept 1991 to June 1996
Title of qualification awarded Master of Business Administration, Bachelor in Economics
Principal subjects/occupational skills covered Economy and Management Faculty

Name and type of organisation providing education and training Kyiv National Economics University named after Vadim Hetman,

Level in national or international classification

Personal skills and competences

Mother tongue(s) Ukrainian, Russian

Other language(s) **English (G)**

Self-assessment	Understanding	Speaking	Writing
------------------------	----------------------	-----------------	----------------

European level ()*

English

Listening	Reading	Spoken interaction	Spoken production	

() Common European Framework of Reference for Languages*

Computer skills and competences

General computer literacy including Microsoft Word, Excel, PowerPoint



Europass Curriculum Vitae

Personal information

First name / Surname **Demetrius L. LELOVITIS**
Address Panepistimiou 69, 105 64 Athens, Greece
Telephone +30 210 3727468
Fax +30 210 3255460
E-mail lelovitis@rae.gr

Nationality Hellenic

Date of birth November 12, 1973

Gender Male

Work experience

Dates	January 2006 – present
Occupation or position held	Legal Expert- Energy Planning & International Affairs
Main activities and responsibilities	International energy law and policy / international relations and representation of Greece in the European regulatory bodies and international organizations / Advisory work on European energy law and policy / Energy Community of South - East Europe : institutional design and function.
Type of business or sector	Governmental Body - (Independent Administrative Authority)
Dates	1/3/2005 - 15/12/2005
Occupation or position held	Expert in Energy and Trade - Directorate of Energy Efficiency and Investment
Main activities and responsibilities	Study of the investment climate and liberalisation status of the energy markets in selected OECD countries in the constituency of the Energy Charter Treaty ; special focus on the EU energy policy and the policy-transfer potential / structural reforms in the transition economies - Contribution to the overall mission and activities of the of the Energy Charter Secretariat.
Name and address of employer	ENERGY CHARTER SECRETARIAT
Type of business or sector	Boulevard de la Woluwe 56, B-1200 Brussels, Belgium Tel: (+32-2) 775.98.00 Fax: (+32-2) 775.98.01 Website: http://www.encharter.org International Organisation
Dates	10/9/2003 - 30/3/2005
Occupation or position held	Legal Adviser : Policy analysis and research / Energy law drafting
Main activities and responsibilities	- Working under the programme " <i>Applying European emissions trading and renewable energy support mechanisms in the Greek electricity sector (ETRES)</i> " - [LIFE 03 ENV/GR/00021] -Implementation of the EC Energy law and policy -Revision and Drafting of the Greek primary and secondary energy legislation ; Reporting on the liberalization of the Greek Energy Sector.

Name and address of employer	REGULATORY AUTHORITY FOR ENERGY , Greece - (RAE), 69 Panepistimiou Avenue, Athens, Greece , Website: http:// www.rae.gr
Type of business or sector	Governmental Body - (Independent Administrative Authority)
Dates	1/1/2005 - 29/6/2005
Occupation or position held	Legal Counsel – Energy Consultant
Main activities and responsibilities	Implementation of the EU energy <i>aquis</i> by the United Nations Interim Administration Mission in Kosovo : introducing basic concepts of energy market reform according to the European standards ; preparation of reports and background papers on energy market liberalization and regulatory reform in the energy industry of the region ; Legal drafting – setting-up of the secondary energy market legislation.
Name and address of employer	EXERGIA ENERGY AND ENVIRONMENTAL CONSULTANTS, 64, Louise Riencourt Athens Str., Greece, Website: http://www.exergia.gr
Type of business or sector	Private sector - Energy consultants
Dates	Since 1/8/2001
Occupation or position held	Lawyer
Main activities and responsibilities	Civil and Commercial litigation; drawing-up civil proceedings and extra-judicial transactions; General Civil Practice, Competition Law; Corporate and Commercial Law; Patent and Trade Marks Law. Counseling on regulatory requirements and approvals associated with entering the Greek electricity market.
Name and address of employer	ATHENS BAR ASSOCIATION 60 Academias Str., Athens, 106 79, Greece, Website: http:// www.dsa.gr
Type of business or sector	Private sector
Education and training	
Dates	Oct 2008 – present
Title of qualification to be awarded	Doctorate candidate
Principal subjects	Unbundling in the European Energy Sector
Name and type of organisation providing education and training	DEMOCRITIAN UNIVERSITY OF THRACE , Faculty of Law, Komotini, Greece
Dates	10/10/2002 - 9/9/2003
Title of qualification awarded	Master of Laws (LL.M) , International Commercial Law
Principal subjects	Commercial Conflict of Laws ; Intellectual Property and the European Single Market ; International Regulation of Companies ; From Single Market to Economic Constitution; Contracts for the Carriage of Goods by Sea ; Issues and Procedures of European Competition Law ; International Corporate Insolvency.
Name and type of organisation providing education and training	Honors : Distinction mark on LL.M dissertation under the title: <i>“Liberalisation of the Utilities Sector in Europe and Convergence of Competition and Single Market Provisions: The Paradigm of the Energy Sector in the light of the recent developments ”</i> . UNIVERSITY OF LEICESTER , Faculty of Law, University Road, Leicester LE1 7RH, U.K.

Dates	9/1993 - 9/1999
Title of qualification awarded	Law Degree (Ptychion)
Principal subjects	Corporate and Commercial Law; Civil Law and Civil Procedure; Administrative and Constitutional Law; Criminal Law and Criminal Procedure ; EU and International Law (48 courses)
Name and type of organisation providing education and training	ARISTOTLE UNIVERSITY OF THESSALONIKI , Faculty of Law, Thessalonica, Greece

Personal skills and competences																																	
Mother tongue(s)	Greek Greek																																
Other language(s)																																	
Self-assessment																																	
<i>European level (*)</i>																																	
English	<table border="1"> <thead> <tr> <th colspan="2">Understanding</th> <th colspan="4">Speaking</th> <th colspan="2">Writing</th> </tr> <tr> <th colspan="2">Understanding</th> <th colspan="4">Speaking</th> <th colspan="2">Writing</th> </tr> <tr> <th>Listening</th> <th>Reading</th> <th colspan="2">Spoken interaction</th> <th colspan="2">Spoken production</th> <th colspan="2"></th> </tr> </thead> <tbody> <tr> <td>C2 Proficient user</td> <td>C2 Proficient user</td> <td>C2 Proficient user</td> <td>C2 Proficient user</td> <td>C2 Proficient user</td> <td>C2 Proficient user</td> <td>C2 Proficient user</td> <td>C2</td> </tr> </tbody> </table>	Understanding		Speaking				Writing		Understanding		Speaking				Writing		Listening	Reading	Spoken interaction		Spoken production				C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user	C2
Understanding		Speaking				Writing																											
Understanding		Speaking				Writing																											
Listening	Reading	Spoken interaction		Spoken production																													
C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user	C2																										
German	<table border="1"> <tbody> <tr> <td>B2</td> <td>B1</td> <td colspan="2">B2</td> <td colspan="2">B1</td> <td></td> <td>A2</td> </tr> <tr> <td>B2 Independent User</td> <td>B1 Independent User</td> <td colspan="2">B2 Independent User</td> <td colspan="2">B1 Basic User</td> <td></td> <td>B1 Basic User</td> </tr> </tbody> </table> <p>(*) Common European Framework of Reference for Languages</p>	B2	B1	B2		B1			A2	B2 Independent User	B1 Independent User	B2 Independent User		B1 Basic User			B1 Basic User																
B2	B1	B2		B1			A2																										
B2 Independent User	B1 Independent User	B2 Independent User		B1 Basic User			B1 Basic User																										
Social skills and competences	<ul style="list-style-type: none"> - Excellent interpersonal and verbal communication skills developed through a wide ranged activity of legal advisory; daily hearings' activity in Courts and Tribunals; presentations at both professional and academic level - Diverse professional background , (international institution, private sector, public sector) and experiences (regulation, policy-making and litigation experience) 																																
Organisational skills and competences	- Flexibility of academic and practical reasoning, ability to collect evidence and conduct research at a high level gained from involvement in studies, presentations, reports, teaching and active participation at the pre-legislative stage of national and international law-making.																																
Computer skills and competences	Competent in legal office management programmers ; Certified knowledge of Microsoft Office; Experienced in legal and academic databases research																																
Other skills and competences	<ul style="list-style-type: none"> - Excellent written communication skills gained from legal and consultancy services - Advocacy skills refined through professional experiences as a private lawyer, consultant to governmental and international bodies. Experienced in the area of inter-governmental co-operation, towards the achievement of political consensus on sensitive policy issues 																																

<p>Professional Affiliations - Scientific Activity</p> <p>Dates Position held</p> <p>Main activities and responsibilities</p> <p>Academic Institution</p>	<p>1/1/2004 - present Visiting Lecturer – European Group of Public Law</p> <p>- Organize research and specific study on themes of interest in the process of European integration, organize curricula in teaching of public law at European universities .</p> <p>- Lecturer, University of Bahçesehir, European Public Law and European Integration Master Program, Delivering the seminars and lectures on “History of European integration since World War II” within the frame of Master’s Degree on European Public Law and European Integration, (Istanbul, 2007).</p> <p>- Teaching EU Law at the KIKONES II programme, (advanced courses in International and European law for students from the Black Sea and Balkan Areas), organized by the European Public Law Center (EPLC), under the auspices of the Hellenic Ministry of Foreign Affairs (Maroneia, Greece, 2008).</p> <p>EUROPEAN PUBLIC LAW CENTER , www.eplc.gr, The European Group of Public Law</p>
<p>Name and address of Professional Associations</p>	<p>- Athens Bar Association, 60 Academias Str., Athens, 106 79, Greece.</p> <p>- Union of Greek Civil Lawyers, 33 Ippokratous Str, Athens, 106 80, Greece.</p> <p>- International Bar Association, (Easter European Forum, UK Energy Lawyers’ Group), 271 Regent Street, London W1B 2AQ, United Kingdom.</p> <p>- Hellenic Environmental Law Society, 83 Theologou Str, Athens, 157 73, Greece.</p> <p>- European Public Law Center, 16 Achaiou Street, 10675 Athens – Greece</p>

ANNEX : Recent Papers

- The changing conception of Governance within the European polycentric decision-making system: the transformation of the European polity to a new vision of popular democracy”.
- “Europeanization of the Public Sphere: The new tools of Governance allowing for the delivery of Public Services through competitive markets”.*
[Lecture papers delivered at the 2004 Study Session of the Academy of European Public Law, Legrena, Athens, 22 Sep. 2004].
- *“The Independent Authorities as a new model of Public Governance”* [Paper delivered at the Round Table Seminar on market regulation, National School of Public Administration of Greece - 7 Oct. 2004].
 - *“CO2 Capture and Storage: The European and International legal framework”*, Proceedings of the Sequestration Conference, Athens Chamber of Commerce and Industry, 20 Jan. 2005 .
 - *“The Water Directive and legal implications for the energy sector : A new legal framework for hydropower?”*, Proceedings of the Round Table on the Water Framework Directive, European Public Law Centre, Athens, Feb. 2005 .
 - *“New Gas Infrastructure Investment Regulation in the Energy Community”*, Proceedings of the 8th World Energy Council Regional Energy Forum, Neptun-Olimp, Romania, 14 June 2006.
 - *“The Energy Community under the light of the EU integration theories”*, International Economic Relations & Diplomacy Journal, December 2007.
 - *“Transformation of domestic policies in the Western Balkans through the partial adaptation of the EU legal aquis : The Energy Community as a sector-specific integration model”*, (joint paper with Dr. Stelios Alifantis), Proceedings of the Conference organized by the Wilson Center, entitled : *“Greece, the Western Balkans and the European Union”*, Thessaloniki 2007.
 - *“The Revythoussa LNG terminal : Facts and Implications “*, Proceedings of the 9th World Energy Council Regional Energy Forum, Neptun-Olimp, Romania, 15-19 June 2008.
 - *“The Framework of Regulatory Cooperation in the Community : Analysis and Prospects”*, *Energy and Law*, 2008 A, June 2008.
 - *“The Myth of the Russian Energy Threat”*, International Economic Relations & Diplomacy Journal, July – August 2008.



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Luca LO SCHIAVO**
Address(es) Via Angelo Inganni 78, 20147 Milano (Italy)
Telephone(s) +39.02.65565.263-313 Mobile: +39.335.7465841
Fax(es) +39.02.65565.230
E-mail lloschiavo@autorita.energia.it
Nationality Italy
Date of birth 26 August 1961
Gender Male

Work experience

Dates 1997-today
Occupation or position held Deputy director of Service Quality and Consumer Affairs Department,
Main activities and responsibilities Quality of service regulation (mainly electricity)
Further, from 1999 to 2001 Assistant to the AEEG President for Internal Organization and Planning
Name and address of employer Autorità per l'energia elettrica e il gas (AEEG), piazza Cavour 5, Milano (Italy)
Type of business or sector Public sector

Dates 1994-1997
Occupation or position held Deputy director of "Cento progetti al servizio dei cittadini" (a quality award program)
Main activities and responsibilities Evaluation and diffusion of service quality best practices among public administrations
Name and address of employer Presidenza del Consiglio dei ministri, Dipartimento della funzione pubblica (upon project contract)
Type of business or sector Public sector

Dates 1986-1994
Occupation or position held Management consultant,
Main activities and responsibilities Consultant on project management, strategic and management control, service quality, innovation and organisational issues
Name and address of employer Main consultancy companies (MAIN Management e innovazione, 1986-1990; Gramma qualità e innovazione, 1999-1994; Consiel, upon single contracts, 1994-1996)
Type of business or sector Private and public sector

Education and training

Dates 1986
Title of qualification awarded Degree in Engineering of Industrial Technologies, Specialisation in "Ingegneria delle Tecnologie industriali" (Management engineering)
Principal subjects/occupational skills covered Organisational and economic issues in industry and government

Name and type of organisation providing education and training | Politecnico di Milano

Personal skills and competences

Mother tongue(s) | **Italian**

Other language(s) | **English, French**

		Understanding		Speaking				Writing		
		Listening		Reading		Spoken interaction		Spoken production		
Language	4	English	5	English	4	English	4	English	4	English
Language	4	Français	4	Français	3	Français	2	Français	2	Français

(*):increasing competence from 1 to 5

Organisational skills and competences

Member of CEER (Council of European Energy Regulators) Electricity Quality of Supply task Force
 Participation into institutional working groups organized by the Dept. of Public Function on issue related to quality standards and public services, drafting of the discipline of Citizen's Charters
 Participation to international seminars on issues related to the change of the PA and the regulation of quality standards
 Research activity on issues related to Quality of service and evaluation of the efficiency of the public sector

Computer skills and competences

Complete computer literacy (i)

Driving licence

Yes (automobiles)

Additional information

Married, 1 daughter (born 2001)

Annexes

List of most relevant international publications attached items attached.

ATTACHMENT

LIST OF MOST RELEVANT INTERNATIONAL PUBLICATION

- E. Fumagalli, L. Lo Schiavo, F. Delestre, Service quality regulation in Electricity distribution and retail, Springer, 2007
- V. Ajodhia, L. Lo Schiavo, R. Malaman (2006), "Quality regulation of electricity distribution in Italy: an evaluation study". *Energy Policy*, 34 (2006) 1478–1486
- R. Malaman, L. Lo Schiavo (2006), "Improving continuity of electricity supply through economic incentive regulation in Italy", in: U. Hammer, M. Roggenkamp (eds.), *European Energy Law Report III*, Intersentia (Antwerpen-Oxford) 2006, 111-126.
- Fumagalli, E., Lo Schiavo, L., Salvati, S., Secchi, P., (2006). Statistical identification of major event days: an application to continuity of supply regulation in Italy. *IEEE Transactions on Power Deliver*, Vol. 21, n. 2, 761-767.
- A. Bertazzi, E. Fumagalli, L. Lo Schiavo (2005), "The use of customer outage cost surveys in policy decision-making: the Italian experience in regulating quality of electricity supply". *Proceedings of CIRED 2005*, Turin (Italy), Session 6, n. 300.
- L. Lo Schiavo, R. Malaman, F. Villa (2005), "Continuity of electricity supply regulation driven by economic incentives: does it work? The Italian experience", *Proceedings of CIRED 2005*, Turin (Italy), Session 2, n. 152.
- CEER, Task Force on Quality of Electricity Supply (2005),. Third Benchmarking Report on Quality of Electricity Supply, 2005. Available from www.ceer.eu.org.
- L. Lo Schiavo, R. Malaman (2003) "Regulation and Incentives for Improving Continuity of Supply: the Experience of Italy and a Comparison with Other EU Countries" *Proceedings of CIGRE/IEEE Symposium on Quality and Security of Electric Power Delivery Systems*, Montreal (Canada) 8-10 October 2003.
- CEER., Working Group on Quality of Supply (2003), Second Benchmarking Report on Quality of Electricity Supply, 2003. Available from www.ceer.eu.org.
- CEER, Working Group on Quality of Supply (2001), Quality of Electricity Supply: Initial Benchmarking on Actual Levels, Standards and Regulatory Strategies, 2001. Available from www.ceer.eu.org.
- L. Lo Schiavo (2000), Quality standards in the public sector, *Public Administration*, n.3, 2000, 679-698



Europass Curriculum Vitae

Insert photograph (Not necessary). Remove heading if not relevant (see instructions)

Personal information

First name(s) / Surname(s)

Otilia Rodica / MARIN

Address(es)

3, Constantin Nacu street, 020995, Bucharest, Romania

Telephone(s)

00 40 3278 118

Mobile: 00 40 728 628 634

Fax(es)

E-mail

omarin@anre.ro

Nationality

Romanian

Date of birth

June 15, 1969

Gender

female

Desired employment / Occupational field

Coordinator of task

Work experience

Dates

February 2006

Occupation or position held

Director of Network Tariffs Department

Main activities and responsibilities

Coordination activity for establishing the tariffs methodology and the tariffs related to network operators

Name and address of employer

Romanian Energy Regulatory Authority, 3, Constantin Nacu street, 020995, Bucharest, Romania

Type of business or sector

Electricity Sector

Dates

June 2005

Occupation or position held

Energy System Planner

Main activities and responsibilities

Coordination of Energy System Studies for different IAEA's Member States

Name and address of employer

International Atomic Energy Agency, Wagramer Strasse 5, A-1400 Vienna, Austria

Type of business or sector

Energy Sector

Dates

February 2000

Occupation or position held

Electricity System Planner, senior engineer

Main activities and responsibilities

Electricity System Development Studies, including tariffs analyses

Name and address of employer

National Company Transelectrica, Armand Calinescu street, Bucuresti, Romania

Type of business or sector

Electricity Sector

Dates

October 1992

Occupation or position held

Electricity and Heat System Planner, senior engineer

Main activities and responsibilities

Electricity and Heat System Development Studies

Name and address of employer

Institute of Power Studies and Design, 1 Lacul Tei street, Bucuresti, Romania

Type of business or sector

Electricity and Heat Sector

Education and training

Dates

2001

Title of qualification awarded

Doctor in engineering science

Principal subjects/occupational skills covered Contribution to the development of electricity system for a sustainable development of the society

Name and type of organisation providing education and training Politehnica University, Bucharest, Romania

Level in national or international classification

Dates 1992

Title of qualification awarded engineer

Name and type of organisation providing education and training Politehnica University (Energetic University), Bucharest, Romania

Dates 1992

Title of qualification awarded Different Certificates from training courses for technical and economical analyses, programs for modelling the energy system etc.

Personal skills and competences

Mother tongue(s) **Romanian**

Other language(s) **English**

Self-assessment

European level ()*

English

Language

Understanding		Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production	
	Very good		Very good		Very good		Very good

(*) *Common European Framework of Reference for Languages*

Social skills and competences

Organisational skills and competences

After year 2000, lecturer at different courses organised by IAEA in Austria, Italy and USA, Transelectrica SA and Center for professional qualification in Bucharest and Constanta, Romania

Technical skills and competences

Chairman of different sections of International Conferences over the world, author and co-author of over 50 papers presented in different conferences in Romania, Moldavia, Germany, Italy, Lithuania, Finland, Portugal, Bulgaria, USA, India, Japan or published in Romanian or International Journals, guest editor of Business Strategy and the Environment Journal etc.

Computer skills and competences

Yes

Artistic skills and competences

Violin

Other skills and competences

Driving licence

B

Additional information

Annexes



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Irene MASETTI**
Address(es) 19, VIA ROSA GUARNIERI CARDUCCI, 00145, ROME, ITALY
Telephone(s) +39/06/69791409
Fax(es) +39/06/69791464
E-mail imasetti@autorita.energia.it
Nationality ITALIAN
Date of birth 12/01/1980
Gender FEMALE

Work experience

- 1.** Dates January 2007 to date
Occupation or position held Officer
Main activities and responsibilities
 - legal adviser on international issues;
 - dealing with the Secretariat of category associations CEER and ERGEG, with other Regulators;
 - managing bilateral contracts and EU funding twinning projects with extra EU countries such as Albania and Ukraine for the harmonization of legislation ;
 - relations with EC and other donors for project funding;
 - maintaining contacts with representatives of EU institutions and other EU and non EU Regulatory Authorities/Ministries.Name and address of employer Autorità per l'energia elettrica e il gas (AEEG)
Type of business or sector International Institutional Relation Unit
- 2.** Dates From June 2004 to June 2006
Occupation or position held Lawyer and legal adviser
Main activities and responsibilities Civil and Administrative practice focused on the Public Action law.
Name and address of employer Legal Office of the City of Rome
Type of business or sector Legal Office
- 3.** Dates From March 2006 to date
Occupation or position held Researcher
Main activities and responsibilities Study and research on *"Discipline of Networks in the Italian Energy System"*.
Name and address of employer University of Rome "La Sapienza"
Type of business or sector Public Law

Education and training

- 1.** Dates From: 02 / 2006 to: 05 / 2007
Title of qualification awarded Master in Regulation and antitrust of public utilities

Principal subjects/occupational skills covered Regulation and antitrust of public utilities (energy, transport, TLC, postal services..)

Name and type of organisation providing education and training University of Rome "Tor Vergata"

2. Dates From: 11 / 1998 to: 05 / 2004

Title of qualification awarded Degree in Law awarded at Rome University "La Sapienza"

Principal subjects/occupational skills covered International law, EU law, roman law, economics, public law, civil law, criminal law, criminal and civil procedure.

Name and type of organisation providing education and training University of Rome "La Sapienza"

Personal skills and competences

Mother tongue(s) **ITALIAN**

Other language(s) English, French

Self-assessment
European level ()*

English

French

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
B2	B2	B2	B2	B2
B1	B2	B2	B2	B2

(*) *Common European Framework of Reference for Languages*

Social skills and competences Working in multicultural environments, taking relations with people and institutions, knowing new cultures and different ways of living

Organisational skills and competences Team spirit, problem solving, administration of projects

Technical skills and competences Legal and regulatory skills

Computer skills and competences Good experience with Internet, Windows 2008/xp, Microsoft Office.

Driving licence Yes, for driving car and motorcycles



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Viktor MERKUSHOV**
Address(es) vul. Smolens'ka 19, 03680 Kyiv Ukraine
Telephone(s) 38044- 2419003
Fax(es)
E-mail merkushov@nerc.gov.ua
Nationality UKRAINIAN
Date of birth 30-07-1949
Gender Male

Work experience

Dates	January 2006 to date August 2001- July 2004
Occupation or position held	Commissioner
Main activities and responsibilities	Supervision of NERC's activities that include Regulation and pricing policy in the oil and gas sector
Name and address of employer	National Electricity Regulatory Commission, Kyiv - Ukraine
Type of business or sector	
Dates	June 1998 to June 2001
Occupation or position held	Chairman of the Committee
Main activities and responsibilities	
Name and address of employer	State Energy saving committee of Ukraine, Kyiv - Ukraine
Type of business or sector	
Dates	June 1994- May 1998
Occupation or position held	Commissioner
Main activities and responsibilities	
Name and address of employer	Law and Order Commission of the Verhovna Rada of Ukraine, Kyiv - Ukraine
Type of business or sector	
Dates	April 1993 to June 1994
Occupation or position held	Head of the Executive Committee of Dnipropetrovsk
Main activities and responsibilities	

Name and address of employer	Executive Committee of Dnipropetrovsk, Dnipropetrovsk - Ukraine
Type of business or sector	
Dates	November 1991 to April 1993
Occupation or position held	Director
Main activities and responsibilities	
Name and address of employer	"Meta LTD", Kyiv - Ukraine
Type of business or sector	
Dates	August 1991 to October 1991
Occupation or position held	Deputy director
Main activities and responsibilities	
Name and address of employer	Small-scale enterprise "Technology Mining Bureau", Kyiv - Ukraine
Type of business or sector	
Dates	September 1985 to August 1991
Occupation or position held	Deputy Head
Main activities and responsibilities	
Name and address of employer	Executive Committee of Kirov District of Dnipropetrovsk, Dnipropetrovsk - Ukraine
Type of business or sector	
Dates	August 1985 to September 1985
Occupation or position held	Acting Deputy Chief
Main activities and responsibilities	
Name and address of employer	Diesel locomotive repair plant of Dnipropetrovsk, Dnipropetrovsk - Ukraine
Type of business or sector	
Dates	September 1983 to August 1985
Occupation or position held	Trainee
Main activities and responsibilities	
Name and address of employer	The Highest Party school of CC Communist Party of Ukraine, Dnipropetrovsk - Ukraine
Type of business or sector	
Dates	September 1980 to August 1983
Occupation or position held	Secretary of Party Committee
Main activities and responsibilities	
Name and address of employer	Railway-carriage repair works, Dnipropetrovsk - Ukraine
Type of business or sector	
Dates	September 1973 to September 1980
Occupation or position held	Chief of Research bureau, Deputy Chief
Main activities and responsibilities	
Name and address of employer	Railway-carriage repair works, Dnipropetrovsk - Ukraine
Type of business or sector	

Education and training

Dates Sept 1968 to June 1973
 Title of qualification awarded Candidate of technical science, 2000
 Principal subjects/occupational skills covered Communication engineer-mechanic
 Name and type of organisation providing education and training Dnipropetrovsk Railway Transport Engineering Institute (Ukraine)
 Level in national or international classification

Personal skills and competences

Mother tongue(s) Ukrainian, Russian

Other language(s) **English**

Self-assessment
European level ()*

English

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
A2	Waystage	B1	Threshold	A2	Waystage	A2	Waystage	A1	Breakthrough

() Common European Framework of Reference for Languages*

Computer skills and competences General computer literacy including Microsoft Word, Excel, PowerPoint

EUROPEAN CURRICULUM VITAE FORMAT



PERSONAL INFORMATION

Name **Florentina MIHĂILESCU**
Address **ROMANIA, Bucharest, 25 Cercelus str.**
Telephone **+40 21 3 271 0 94 – home, +40 21 3 032 583 - office**
Fax **+40 21 3 032 538 - office**
E-mail **fmihailescu@anre.ro**

Nationality **Romanian**
Date of birth **1946, February 26**

WORK EXPERIENCE

- Dates (from – to) **1968-1995**
- Name and address of employer **ISPE**
- Type of business or sector **Studies in the field of electricity**
- Occupation or position held **Project or dept. chief**
- Main activities and responsibilities **Medium and long term development of Transmission Network**
- Dates (from – to) **1995-2001**
- Name and address of employer **CONEL-GSCI**
- Type of business or sector **Research and Studies in the field of electricity**
- Occupation or position held **Dept. chief**
- Main activities and responsibilities **Medium and long term development of Power System**
- Dates (from – to) **2001-2003**
- Name and address of employer **TRANSELECTRICA**
- Type of business or sector **Transmission Grid Company**
- Occupation or position held **Project or dept. chief**
- Main activities and responsibilities **Medium and long term development of Transmission Network and Transmission Tariffs**
- Dates (from – to) **2004-2009**
- Name and address of employer **ANRE**
- Type of business or sector **Romanian National Regulatory Authority**
- Occupation or position held **Expert**
- Main activities and responsibilities **Grid Code and Transmission Planning and Tariff methodology**

EDUCATION AND TRAINING

- Dates (from – to)
- Name and type of organisation providing education and training **Romanian Politechnical University, 3 courses in the field of technical-economic analyses, AQ, Load Flow**
- USAID – SUA , 2 courses in the field of Electricity Market and Transmission Tariffs**

**PERSONAL SKILLS
AND COMPETENCES**

*Acquired in the course of life and career
but not necessarily covered by formal
certificates and diplomas.*

MOTHER TONGUE

Romanian

OTHER LANGUAGES

- Reading skills
- Writing skills
- Verbal skills

[Indicate level: excellent, **good**, basic.] English

[Indicate level: excellent, **good**, basic.] French

[Indicate level: excellent, good, **basic**.] Russian

**SOCIAL SKILLS
AND COMPETENCES**

*Living and working with other people, in
multicultural environments, in positions
where communication is important and
situations where teamwork is essential
(for example culture and sports), etc.*

[Describe these competences and indicate where they were acquired.]

- Two month in Germany-Frankfurt, Lahmayer Consultant Company for carry out the development bulk Power System study (1995)

- **Ex. COMECON**: Romanian representative to Permanente Commission for Electricity (1980-1989)

- **SETSO** (South East Transmission & System Operators) organization in the frame of **ATHEN'S FORUM** (2001-2004): ITC (Inter TSO's Compensation mechanism for Cross Border Trade)

**ORGANISATIONAL SKILLS
AND COMPETENCES**

*Coordination and administration of
people, projects and budgets; at work, in
voluntary work (for example culture and
sports) and at home, etc.*

- project chief in the field of Romanian Power System interconnections with neighboring countries, synchronous operation of Romanian Power System with UCTE

- department chief, leading activities in the field of: network(steady state and technical-economic analyses) and power plant development

- department chief, leading activities in the field of long term development of Transmission Network and Transmission Service tariffs

**TECHNICAL SKILLS
AND COMPETENCES**

*With computers, specific kinds of
equipment, machinery, etc.*

With computers: Word, Power Point, Excel

DRIVING LICENCE(S)

Yes, from 1972

Europass Curriculum Vitae



Personal information

First name(s) / Surname(s) **Viktoriya MOROZOVA**
Address(es) 14, str. Strokacha apt. 3, Kiev
Telephone(s) (+38-044)4547009 (+38-044)4547009 (+38-044)4547009
Fax(es) (+38-044)2419039
E-mail morozova@nerc.gov.ua
Nationality Ukraine
Date of birth 26/02/1970
Gender Female

Desired employment / Occupational field

Work experience

Dates 9
 13/09/1999
Occupation or position held Head of the Law department
Main activities and responsibilities Legal maintenance of the NERC's activity
Name and address of employer National Electricity Regulatory Commission of Ukraine
 19, Smolenska, 03680 Kyiv (Ukraine)
Type of business or sector State regulation of the activity of subjects of natural monopolies

Education and training

Dates 2001
Title of qualification awarded Specialist's degree in law
Principal subjects/occupational skills covered Knowledge of the legislation
Name and type of organisation providing education and training Kyiv National University named after T. Shevchenko
Level in national or international classification ISCED 5

Personal skills and competences

Preparing amendments for the improving of the legislation in the energy sector and giving explanation about their application
 Drafting of the normative acts according to the Ukrainian legislation.
 Organization of claim and legal work.

Mother tongue(s)

Ukrainian and Russian

Other language(s)

English (with dictionary)

Self-assessment

European level ()*

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C 1	Proficient user	C 1	Proficient user	C 1	Proficient user	B 2	Independent user	B 2	Independent user

English

Language

Social skills and competences

Team spirit, good ability to adapt to multicultural environments, good communication skills

Computer skills and competences

Competent with most MS Office programs (PowerPoint, Excel and Word) and Internet software packages, Efficiency/productivity analysis (DEA, SFA) software.



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Angeliki MOURTZIKOU**
Address(es) Panepistimiou 69, 105 64 Athens, Greece
Telephone(s) (30) 21 03 72 7024 Mobile: (30) 69 74 58 71 31
Fax(es) (30) 21 03 25 5460
E-mail(s) amourtzikou@rae.gr
Nationality Greek
Date of birth May 14, 1970
Gender Female

Work experience

Dates	17/6/2008 – to date
Occupation or position held	Energy Systems Analysis Department/Member of the natural gas team of experts
Main activities and responsibilities	<ul style="list-style-type: none">• Review and drafting of secondary legislation regarding the functioning of the natural gas market in Greece including the supply code, the licensing regulation and the network code• Monitoring the implementation of the terms and tariffs for access to gas networks and the provision of balancing services• Participation in several task forces of the European Regulators Group, including the gas network markets and gas transmission tariff task forces• Preparation of the tariff regulation which lays down the methodology used to calculate tariffs for regulated activities• Collection and processing of information from companies in the oil and gas sector and monitoring the publication of all appropriate information by the gas network operator
Name and address of employer	Regulatory Authority for Energy, Athens, Greece
Type of business or sector	Regulatory Authority
Dates	01/12/2003 → 16/6/2008
Occupation or position held	Project Officer in the financing of Electricity and Renewable Energy Projects co-funded by the E.U.
Main activities and responsibilities	<ul style="list-style-type: none">• Contributed to the publication and publicity of calls for EU-funded projects.• Evaluated proposals of energy infrastructure projects, including interconnections of Greek islands to the mainland system, electricity networks upgrade and improvement and renewable energy projects on islands.• Reviewed and evaluated progress reports, payments, and implementation of the projects.• Reviewed tender documents of final beneficiaries.• Trained final beneficiaries on the use of programme monitoring tools.
Name and address of employer	Managing Authority for the Operational Programme Competitiveness/Ministry of Development, Athens, Greece
Type of business or sector	Government Authority
Dates	18/04/2001 - 14/11/2003
Occupation or position held	Consultant (2001-2002) Senior Consultant (2002-2003)

Main activities and responsibilities	<p>Key member of the Energy and Infrastructure team responsible for energy projects concerning regulatory support, pricing, tariff setting, reorganization and business process design, and privatization matters</p> <ul style="list-style-type: none"> Managed the design and development of a compulsory oil stockholding regulation including issues related to emergency action planning during petroleum crises (Regulatory Authority for Energy – Compulsory Oil Stockholding). Conducted a thorough review on the structure and types of retail electricity tariffs applicable in major European countries to ascertain the main tariff components applicable for retail tariffs in Greece (Public Power Corporation of Greece-Electricity Tariffs Study). Member of the team to advise DEPA on the pricing principles and tariff setting methodology for gas and to review the ministerial decree for tariff setting (Public Gas Corporation/DEPA – Gas Pricing and Tariff Study). Member of the KANTOR team to perform a benchmarking analysis of EPA’s processes against a European Best Practice sample, to redesign the business processes to support better performance and to provide recommendations on reorganization matters (Gas Distribution Company of Attiki/EPA - Reorganisation and Business Process Redesign). Worked with international district heating associations to assess the application of district heating systems under private management in Estonia and Slovakia and ascertain the effects of the recently privatized district heating companies to consumer’s satisfaction (The World Bank - District Heating Survey in the Slovak Republic and Estonia). Member of the Kantor team, in cooperation with the U.K. office of Knight Piesold, to undertake a tariff study for ascertaining the structure and level of tariffs for water and sewerage services (Athens Water and Sewerage Company/EYDAP – Tariff Study). Reviewed and evaluated energy regulatory models in the EU and non-EU countries to prepare internal methodology on regulatory models. Member of the consortium of consultants to provide services to ETA, a full owner of the Hellenic Casino of Parnitha (H.C.P S.A.), regarding the selection of a strategic investor to acquire part of H.C.P.’s share capital as well as to undertake its management (Hellenic Tourist Properties/ETA, Support to the Hellenic Casino of Parnitha S.A. (H.C.P.) privatization procedure).
Name and address of employer	KANTOR Management Consultants S.A., Athens, Greece
Type of business or sector	Natural Gas, Oil, Electricity, Water and Sewerage / Consulting
Dates	02/09/1997 - 31/12/2000
Occupation or position held	Associate (1997-1999) Senior Associate (1999-2000)
Main activities and responsibilities	<p>Key member of the Fuels Group responsible for energy projects concerning energy efficient technology evaluation and transfer expertise, auditing services, regulatory analysis, and environmental and public policy issue analysis and reporting.</p> <p>U.S. Department of Energy (U.S. DOE) - Office of Strategic Petroleum Reserve (SPR)</p> <ul style="list-style-type: none"> Worked with the World Oil Refining and Logistics Demand (WORLD) model to determine the oil market effects of the 1st quarter 2000 crude oil disruptions on a worldwide scale. Managed the design and development of a uniform, user-friendly, and documented database for DOE’s North American Crude Oil Demand Model (NACOD). Reviewed and reported on the air-related and safety-related Federal and State regulations that may be applicable to an emergency draw down of the SPR. <p>U.S. Environmental Protection Agency (U.S. EPA)</p> <ul style="list-style-type: none"> Natural Gas Star Program - Supported Federal agencies and private sector clients in developing and implementing technology transfer initiatives within the natural gas industry and reporting on the emission reduction practices of the industry Common Sense Initiative/Government Sector-Based Assistance Program - Provided technical assistance to a refinery multi-stakeholder group, on the development of efficient and environmentally promising technologies and the regulatory agenda required for their application. Authored the first compendium of sensing technologies to be used for fugitive emissions detection. State Gasoline Production and Properties Task - Applied ICF’s proprietary refinery yield model to estimate both summer and winter conventional and reformulated gasoline production

by state.

American Petroleum Institute (API)

- Completed cost-effectiveness analysis of future regulatory requirements for the U.S. petroleum industry, both upstream and downstream.
- Designed and developed a web based chemical emission estimation and reporting system (Toxics Release Inventory-TRI) for oil and gas exploration facilities in the U.S.
- Member of a team to assess the emissions and associated risks from commercial oil and gas waste management operations in the U.S.

BP

- Member of a multi-national consulting team (KPMG, DNV and ICF) to audit BP's global downstream, upstream, and chemical operations for greenhouse gas emissions.

Private Client

- Worked with a team of gas and electricity market experts to assess the degree of electricity and gas deregulation in Canada and identify investment opportunities for a private client.

In-house projects

- Member of an in-house team to update and develop costing and environmental modules for GSAM, ICF's gas supply, transportation, and pricing model.
- Trained consultants on the development of data management tools

Name and address of employer ICF Consulting S.A./Fairfax, Virginia, U.S.A.

Type of business or sector Oil and Natural Gas / Consulting

Education and training

Dates 25/08/1995 - 15/05/1997

Title of qualification awarded Master of Arts in Science, Technology and Public Policy

Principal subjects / occupational skills covered Environmental policy and economics, technology creation and diffusion, operations research, science and technology policy

Name and type of organisation providing education and training The George Washington University/Elliott School of International Affairs, Washington, D.C., U.S.A.

Level in national or international classification ISCED 6

Dates 03/10/1988 - 10/02/1994

Title of qualification awarded Bachelor of Science in Chemical Engineering

Principal subjects / occupational skills covered Chemical processes, environmental issues, operations research, market research, economics of the industries

Name and type of organisation providing education and training National Technical University of Athens/Department of Chemical Engineering, Athens, Greece

Level in national or international classification ISCED 5

Personal skills and competences

Mother tongue(s) **Greek**

Other language(s)

Self-assessment

European level ()*

English

French

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C1	Proficient user
A2	Basic User	B1	Independent user	A2	Basic User	A2	Basic User	A2	Basic User

(*) Common European Framework of Reference (CEF) level

Social skills and competences	Listening and negotiation (facilitated the working procedures of multi-stakeholder groups), team work (volunteered for the Athens 2004 Olympic Games, member of a basketball team), intercultural skills/working in multinational environments
Organisational skills and competences	Planning ahead, creating detailed daily schedules, listing priorities and goals , organizing extra curricular activities
Computer skills and competences	Database management (MS-Access), desktop publishing (MS-Word, WordPerfect, MS-PowerPoint), policy analysis and modeling (Visual Basic, Dynamo, MS-Excel), project management (MS-Project)
Artistic skills and competences	Playing the piano (12 years of advanced studies in music)
Additional information	<p>Professional Education Programs/Training</p> <ul style="list-style-type: none"> • Oil and Gas Market Analysis Programme, International Business House, London, U.K.- Received certificate of ICE Education, December 2008 • Economics and Regulation course organized by RAE and the University of Economics in Athens, in collaboration with C. Crampes of the University of Toulouse, September 2008 • Training courses on EU-related programme management issues (evaluation of proposals, data reporting, procedural issues on completion of projects) organized by the Hellenic Management Association – Received certificates of attendance, 2004-2008 • Training courses on EU Structural Funds and EU Rules and Regulations regarding the implementation of programmes funded by the EU, organized by the Centre of International and European Economic Law/Unit of public tender and contract monitoring, 2004-2008 - Received certificates of attendance, 2004-2008 • Benefit-Cost Analysis for Environmental, Health, and Safety Regulations, Harvard School of Public Health, Boston, MA., USA - Received Certificate of Attendance and two Continuing Education Units (CEUs), April 1998 <p>Publications</p> <ul style="list-style-type: none"> • W.I. Willis, A. Mourtzikou, K.E. Roth, T. Johnson, study of Cancer Risk Potential from Commercial Exploration and Production Waste Management Facilities in Louisiana, presented at the 6th International Petroleum Environmental Conference, Houston, Texas, November 1999 • W.I. Willis, G.E. Smith, A. Mourtzikou, K.E. Roth, An Alternative to TRI: A community Right-to-know System for Oklahoma's E&P Industry, SPE 52699, presented at the 1999 SPE/EPA Exploration and Production Environmental Conference, Austin, Texas, March 1999 • A. Mourtzikou, Technology Update, presented at the EPA's Common Sense Initiative Equipment Leaks Project, Dallas, Texas, January 1998 <p>Research Experience</p> <ul style="list-style-type: none"> • GW Center for International Science and Technology Policy, Washington D.C., 1995-1997 <ul style="list-style-type: none"> ✓ Conducted statistical analyses of data for book on U.S. joint ventures to identify the determinants of inter-firm cooperation in R&D ✓ Conducted an extensive review of the National Institutes of Health "Return-On-Investment" literature to determine the social returns of NASA's Life Sciences research ✓ International Environmental Policy Analysis (Central America) – Member of a team to travel in Costa Rica, the Virgin Islands, and Mexico to meet with environmental experts from these countries and assess the state of environmental policy institutional support and implementation. • National Technical University of Athens (NTUA) Industrial and Energy Economics Lab, 1994-1995 <ul style="list-style-type: none"> ✓ OECD Industry Analysis/Worked closely with the OECD Directorate for Industry, Energy, and Technology to compile and statistically analyze Greek industry data to be incorporated into OECD's databases. ✓ Trade Specialization in CEC / Completed a four-month assignment for the Greek Ministry of Foreign Affairs to collect and analyze data on the trade specialization of Central/Eastern European countries (Czech Republic, Slovak Republic, Poland) and examine the impact on Greek trade patterns • National Technical University of Athens (NTUA) Process and Product Development Division, 1994-1995 <ul style="list-style-type: none"> ✓ Edited and translated (from French to Greek) existing methodology to evaluate the feasibility and sustainability of biomass production/utilization systems



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)

Svitlana MYKHAILOVSKA

Address(es) 19, Smolenska St. Kyiv, Ukraine 03680
Telephone(s) (+38-044) 4547064
Fax(es) (+38-044)2419024
E-mail Mykhailovska@nerc.gov.ua

Nationality UKRAINIAN

Date of birth 08/03/1962

Gender Female

Work experience

Dates	2002 to date
Occupation or position held	Head of Sector, Department of Pricing policy in oil and gas complex
Main activities and responsibilities	activities that include price policy in the oil and gas sector
Name and address of employer	National Electricity Regulatory Commission of Ukraine 19, Smolenska, 03680 Kyiv (Ukraine)
Type of business or sector	
Dates	2001 - 2002
Occupation or position held	Specialist
Main activities and responsibilities	activities that include servicing legal entities
Name and address of employer	Nadra Bank, Kyiv - Ukraine
Type of business or sector	
Dates	1992 - 2001
Occupation or position held	Chief specialist
Main activities and responsibilities	activities that include servicing legal entities
Name and address of employer	Ukraina Bank, Kyiv - Ukraine
Type of business or sector	
Dates	1985 – 1992
Occupation or position held	Engineer

Main activities and responsibilities activities that include working out experimental equipment

Name and address of employer Soviet Research Institute of Gas Transmission, Kyiv - Ukraine

Type of business or sector

Dates 1980 – 1985

Occupation or position held Engineer

Main activities and responsibilities activities that include working out experimental equipment

Name and address of employer Soviet Gas Project, Kyiv - Ukraine

Type of business or sector

Education and training

Dates Sept 1980 to June 1986

Title of qualification awarded Master Degree in Economics

Principal subjects/occupational skills covered Economics

Name and type of organisation providing education and training Taras Shevchenko National University Of Kyiv

Level in national or international classification

Personal skills and competences

Mother tongue(s) Ukrainian, Russian

Other language(s)
Self-assessment
European level ()*

German (B)

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	

German

() Common European Framework of Reference for Languages*

Computer skills and competences General computer literacy including Microsoft Word, Excel, PowerPoint



**Europass
Curriculum Vitae**

Personal information

First name(s) / Surname(s)	Lidiya NASAL'SKAYA		
Address(es)	3 Kovpaka str., Apt 67, Kiev, Ukraine 03150		
Telephone(s)	(+38-044)4547174	Mobile:	+38 067 281 22 21
Fax(es)	(+38-044)2419027		
E-mail	Nasalska@nerc.gov.ua		
Nationality	Ukrainian		
Date of birth	24/12/1985		
Gender	female		

Desired employment / Occupational field

Work experience

Dates	1/12/2008 - NCER
Occupation or position held	Leading expert of department of Oil and Gas complex regulation
Main activities and responsibilities	Processing of statistical data at the state of calculations of gas consumers with suppliers organizations
Name and address of employer	National Electricity Regulatory Commission of Ukraine 19, Smolenska, 03680 Kyiv (Ukraine)
Type of business or sector	Gas and oil

Education and training

	<p>Dates</p> <p>June, 1998 – finished musician school, dancing class.</p> <p>June, 2003 – finished providing general education school with a technical bias in Fastov, Kyiv region, got a gold medal.</p> <p>June, 2003 – entered in NTUU «Kyiv polytechnic institute» on a faculty «Institute of energymanagement and energy-savings», speciality is engineering ecology.</p> <p>June, 2007 – got a degree «Bachelor in ecology», NTUU «Kyiv polytechnic institute»</p> <p>January 2009 – completed English course, the Green Forest School, Kyiv</p> <p>February 2009 - completed English course organised by The British Council Ukraine on behalf of the Delegation of the European Commission to Ukraine</p>																								
<p>Title of qualification awarded</p>	<p>Got a Gold medal after school, Diploma of “Bachelor in ecology” Certificate #1022 (English course, level Upper-Intermediate, grade B) Certificate (English course, Level B1)</p>																								
<p>Principal subjects/occupational skills covered</p>	<p>1993 – 2003 General Education School, Fastov Technical subjects (exact sciences: maths, physics, chemistry, computer science etc.), the humanities (Ukrainian and foreign literature, geographic, Ukrainian language, Russian, English, history etc.)</p> <p>2003 – 2007 NTUU “KPI” Engineering subjects (drawing, engineering ecology, modelling of natural processes, equipment of heating plants and hydroelectric power stations, construction of different buildings etc.) Philosophy, social ecology, general economy, history, English language, geology, land-surveying etc.</p> <p>September 2008 – February 2009, Green Forest School, Kyiv English Language (level Upper-Intermediate, grade B)</p> <p>December 2008 – January 2009, the British Council, NERC, Kyiv English Language (Level B)</p>																								
<p>Name and type of organisation providing education and training</p>	<p>General Education School #9, Fastov, Kyiv region NTUU “KPI” Green Forest School The British Council in Ukraine</p>																								
<p>Personal skills and competences</p> <p>Mother tongue(s)</p> <p>Other language(s)</p> <p>Self-assessment <i>European level (*)</i></p> <p>Ukrainian, Russian</p> <p>English</p>	<p>Ukrainian, Russian</p> <p>English</p> <table border="1" data-bbox="507 1742 1513 1937"> <thead> <tr> <th colspan="2">Understanding</th> <th colspan="2">Speaking</th> <th colspan="2">Writing</th> </tr> <tr> <th>Listening</th> <th>Reading</th> <th>Spoken interaction</th> <th>Spoken production</th> <th colspan="2"></th> </tr> </thead> <tbody> <tr> <td>Free (A)</td> <td>Free(A)</td> <td>Free (A)</td> <td>Free (A)</td> <td colspan="2">Free (A)</td> </tr> <tr> <td>B</td> <td>B</td> <td>B</td> <td>B</td> <td colspan="2">B</td> </tr> </tbody> </table> <p>(*) <i>Common European Framework of Reference for Languages</i></p>	Understanding		Speaking		Writing		Listening	Reading	Spoken interaction	Spoken production			Free (A)	Free(A)	Free (A)	Free (A)	Free (A)		B	B	B	B	B	
Understanding		Speaking		Writing																					
Listening	Reading	Spoken interaction	Spoken production																						
Free (A)	Free(A)	Free (A)	Free (A)	Free (A)																					
B	B	B	B	B																					

Social skills and competences	Work as trade-union official (during 5 years) and leader (1 year) of student's group, NTUU "KPI"
Organisational skills and competences	Practical experience of organization school evenings, a proven ability to work independently or as a part of a team, General Education School, Fastov; NTUU "KPI"
Computer skills and competences	Competent user of Microsoft Office
Artistic skills and competences	Dancing skills, Gelmyaziv Musician School, Cherkassy Region
Other skills and competences	Excellent spoken and written communication skills, School&University Proven ability to endure a big loading at the sport trainings, Capoeira school, Kyiv
Driving licence	Driving licence for vehicle which have 8 sits in total (category B)
Additional information	A highly motivated and responsible, quickly study all, analytical turn of mind, executive, conscientious, enthusiastic, exact, suitable for working in team.



Europass Curriculum Vitae



Personal information

First name(s) / Surname(s)	Adrienn NYESTE
Address(es)	54/2, Kossuth Ferenc utca, 2700, Cegléd, Hungary
Telephone(s)	Mobile: +36 70 408 4549
Fax(es)	
E-mail	nyestea@eh.gov.hu
Nationality	Hungarian
Date of birth	28.01.1981
Gender	female

Desired employment / Occupational field **Short term expert in Tacis Twinning Project on Gas in Ukraine**

Work experience

Dates	Since 1 st September 2006
Occupation or position held	Analyst at the field of gas industry

Main activities and responsibilities	<ul style="list-style-type: none"> ⇒ Modelling of price-regulation issues. ⇒ The representation of the Hungarian Energy office in international works and relations concerning regional gas tariffs. ⇒ Examination of introducing regional gas distribution tariffs. ⇒ Controlling and developing the gas system usage tariff system. ⇒ Follow up the national and international happenings and results of gas market liberalization. ⇒ Taking part in the preparation of the coming asset and cost review. ⇒ Participating in the work of European regulatory bodies (CEER, ERGEG) ⇒ Participating in price preparation of the licenses.
	Achievements: <ul style="list-style-type: none"> ⇒ Good overview of the Hungarian and EU energy (mainly gas) sector - economic, legal and technical aspects ⇒ Experience in cost and efficiency analysis of companies ⇒ Improved analytical and modelling skills ⇒ Improved data handling and data analysing skills ⇒ Experience in communicating and liaising with industry partners ⇒ Working effectively in a team
Name and address of employer	Hungarian Energy Office, Gas Pricing Department, 8. Köztársaság tér, 1081, Budapest, Hungary
Type of business or sector	State administration, energy issues
Dates	1 st August 2003 – 31 st August 2006
Occupation or position held	Teacher
Main activities and responsibilities	As a teacher in a secondary technical school, I taught the following subjects: <ul style="list-style-type: none"> ⇒ Microeconomics ⇒ Macroeconomics ⇒ Economic law ⇒ Etiquette ⇒ Modelling of running an enterprise (student's enterprise) ⇒ Marketing
Name and address of employer	Economic and IT Secondary School of Cegléd; 32. Kossuth Ferenc utca, 2700, Cegléd, Hungary
Type of business or sector	Education
Education and training	
Dates	2007-2008
Title of qualification awarded	Regulator of energy utilities
Principal subjects/occupational skills covered	Regulation of electricity and gas companies: <ul style="list-style-type: none"> ⇒ Regulatory economics ⇒ Price regulation ⇒ Quality of service ⇒ Environmental issues in energy systems ⇒ Legal issues in energy regulatory commissions
Name and type of organisation providing education and training	Florence School of Regulation Residential and E-Learning Course on Regulation of Energy Utilities
Dates	2007
Title of qualification awarded	E-Learning Course on Price Regulation and Tariffs
Principal subjects/occupational skills covered	<ul style="list-style-type: none"> ⇒ Financial analysis of firms and setting revenue requirement ⇒ Economics of tariff Design ⇒ Tariff structures and pricing access to electricity networks ⇒ Incentive regulation ⇒ Social impacts of energy policy decisions
Name and type of organisation providing education and training	ERRA Energy Regulators Regional Association

Dates 2004-2006
 Title of qualification awarded Master of Science in Business and Economics
 Name and type of organisation providing education and training University of Miskolc, Faculty of Economics, Majoring in finance and accountancy; Miskolc, Hungary
 Level in national or international classification high

Dates 2000-2003
 Title of qualification awarded Certificated Economist
 Name and type of organisation providing education and training Eszterházy Károly College, Faculty of Economics, Majoring in enterprises; Eger, Hungary
 Level in national or international classification high

Personal skills and competences

Mother tongue(s) **Hungarian**

Other language(s)

Self-assessment

European level ()*

English

German

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
Independent user (B2)	Proficient user (C1)	Independent user (B2)	Proficient user (C1)	Proficient user (C1)
Basic user (A1)	Basic user (A1)	Basic user (A1)	Basic user (A1)	Basic user (A1)

() Common European Framework of Reference for Languages*

Social skills and competences Organised person
 End-oriented work capacity
 Problem solving attitude
 Responsibility, self-respect and self reliance
 Strong referential values of fairness, equity and dignity
 Ability to establish and maintain good working relations with people of different national and cultural background

Organisational skills and competences Good in training other people (I gained experience at my previous work and during voluntary works)
 Excellent leading teams and projects (I was responsible for youth groups for 6 years)
 Good respecting deadlines in projects
 Good in solving problems

Technical skills and competences Good mixing technologies for solving problems

Computer skills and competences **Editing:** Microsoft Word, Microsoft PowerPoint
Databases: Microsoft Office Excel
PC Operation Systems: Windows XP
Networking: OutlookExpress, MicrosoftOutlook

Artistic skills and competences Classical music: piano.
 Singing in choir

Other skills and competences Scouting, travelling, sports (hiking, table tennis, cycling tours), interested in different cultures

Driving licence Clean Driver's License, Category B, acquired 1999



Europass Curriculum Vitae

Personal information

First name / Surname **Anastasia PAPAIOANNOU**
Address Panepistimiou 69, 105 64 Athens, Greece
Telephone +30 210 3727496
Fax +30 210 3255460
E-mail apapa@rae.gr
Nationality Greek
Date of birth June 8, 1970
Gender Female

Work experience

Dates **June 2008 – to date**
Occupation or position held Market Monitoring and Competition Department
Main activities and responsibilities Regulated tariff analysis and methodologies, Public Service Obligations, preparation of codes and code amendments in relation to market operation, settlement and supply activities
Name and address of employer Regulatory Authority for Energy, Athens, Greece

Dates **October 2003 – April 2008**
Occupation or position held Senior Consultant
Main activities and responsibilities Key member of the Energy and Infrastructure (ENI) team responsible for energy projects, specialised in pricing and regulation matters. See selected projects below:

Europeaid/ Egyptian Electricity Regulatory Authority, Cairo (2008)
The Institutional Capacity Building of The Egyptian Electric Utility and Consumer Protection Regulatory Authority (EEUCPRA)
Electricity Market and Tariff Expert. Activities included: review of EEUCPRA practices in terms of pricing in the electricity sector, cost of service model and company performance monitoring, review of current capacity within the EEUCPRA for price regulation, report and training in international best practice in tariff regulation, report with recommendations and identification of the need for further technical assistance in the area of market and tariff regulation, preparation of a high level road map.

World Bank/ National Energy Regulatory Commission (Beneficiary), Ukraine (2007)
Wholesale Electricity Market Concept Implementation Project
Electricity Market Expert. Technical assistance in the implementation of the Wholesale Electricity Market Concept (WEM Concept) which envisages the transition from the existing WEM pool/single buyer market to a bilateral contract and balancing market (BCBM). Tasks included the analysis of the costs of supply and the implications of those costs for transitional steps of the wholesale market.

Regulatory Authority for Energy, Greece (2007-2008)
Long-run marginal costs of generation, transmission and distribution in the electricity sector
KANTOR Project Manager, Electricity expert. The project had the following objectives: to provide RAE with the required knowledge base and tools in order to fulfil its responsibilities for the regulation of electricity tariffs in Greece, to provide a proposal for the modification of the tariff system based on which the regulated power utilities should design and submit their tariffs to RAE for approval and to devise a mechanism for the electricity tariff adjustment that should be flexible and adaptable to the changing fuel and electricity prices under the competitive market.

EU Delegation to Syria Greece/ Syria (2006)**Support for Sector Policies: Electricity -Study of Electricity Tariffs**

KANTOR Project Manager of this Framework Contract project in Syria. The project included three elements: a Tariff Study, the design an Automatic Tariff Adjustment Mechanism (ATAM) and training on tariff-setting methodology in accordance with international practice.

EU Tacis 2005**IFI Technical Assistance Support Fund for facilitating investments in energy projects**

KANTOR Project Manager, Market Expert. The project was designed as a facility under the INOGATE Programme, to provide assistance to EBRD and other IFIs for developing bankable projects in the oil, gas, electricity and energy savings sectors in 6 countries: Ukraine, Moldova, Belarus, Azerbaijan, Armenia and Georgia and neighbouring countries.

EAR Europeaid Montenegro (2005-2006)**Assistance to Energy Regulatory Agency of Montenegro for Tariff review**

Data analyst- modeller of the assignment commissioned to KANTOR to provide support to ERA to review the tariff application made by the electricity utility EPCG, based on the tariff regulation issued by ERA. The specific activities undertaken included the following: Hands-on support throughout the tariff review process. Review of the energy law and tariff regulation and recommendations on areas for improvement. Review of the tariff application including the data submitted by EPCG. Review of the detailed calculations for revenue requirements and tariff levels. Review of the asset valuation report Preparation of a DCF valuation model to be used by ERA staff. Analysis of whether the costs given for cost of operation, depreciation, and return on investment for each category of tariffs were justified. Recommendations for actions to be taken by ERA in terms of the tariff review and cost levels to accept. Training

Raiffeisen Montenegro (2005)**Investigation into the issue of whether a long term power purchase agreement between the Government of Montenegro and the buyer of the TPP Pljevlja contradicts the Athens Memorandum**

Electricity Market Expert. The project included: Review of the Athens Memorandum, related Athens process Working Group and Forum material and other related material on the specific aforementioned issue. Review of the Montenegro Energy Law on the specific aforementioned issue. Review of the EU position on PPAs. Output of discussions on the specific aforementioned issue with relevant officials in Montenegro (ERA, Ministry). Presentation of key findings on the specific aforementioned issue and relevant conclusions for eligibility and prerequisites for Montenegro PPA

DEPA Greece (2005-2008)**Financial Advisory Services for the Establishment of the New Gas Distribution Companies**

KANTOR Project Manager, Energy Market Expert. KANTOR, in association with Alpha Bank, a leading Greek Investment Bank, assisted DEPA in the design and project management of an international tender to attract investors to participate in 3 new Gas Distribution Companies (EPAs). The team's role included the financial modeling of the new EPAs, the determination and structure of financing for the new EPAs, applications and negotiation with EU on issues relating to state aid and derogation from the Gas Directive, as well as the design of the tender process and preparation of tender documents.

EU Tacis (Greece/ Russia) (2005)**EU-Russia Energy Dialogue**

KANTOR Internal project manager of this assignment, involving KANTOR, in collaboration with BCEOM (leader) and PB advising the European Commission to progress the ongoing EU-Russia Energy Dialogue – Harmonisation of the Russian Energy Policies with the EU. The project supported the elaboration of state policy in Russia to improve the investment climate in the energy market, particularly with respect to the protection of investments, and improve security and safety of energy infrastructure

Greek Steel Company (Halyvourgia Thessalias) (2004)**Assistance in preparations for the forthcoming Emissions Trading Scheme**

Work included review of the framework for emissions trading (EU Directive, procedures, trading options, CDM and JI), status of National allocation Plans, assessment of the impact for industrial players, analysis of the process and calculations of CO2 emissions, review of the proposed NAP for

Greece and lobbying for a better allocation of allowances for Halvourgia Thessalias

Cyprus Energy Regulatory Authority (2004)

Review of proposed trading and settlement rules

Regulatory and electricity market expert. The review included a critique of the proposed trading arrangements in terms of their appropriateness for the electricity market in Cyprus, their conformity with relevant EU and Cypriot legislation, simplicity, user-friendliness and potential acceptability by market participants

Public Power Corporation of Greece (2004)

Regulatory and market advice in relation to the sale of seven distribution companies in Bulgaria

Regulatory and electricity market expert. KANTOR supported PPC in their analysis of the seven electricity distribution companies in Bulgaria. Work involved review of the regulatory framework including new energy law, proposed market structure, licensing and tariff regulation, demand and tariff projections

HTSO (2003)

Development of HR management system

Part of the KANTOR team developing the general HR rules and policies and job descriptions

Public Power Corporation of Greece (2003)

Electricity Tariffs Study

Regulatory and tariff expert. Development of electricity tariffs for eligible and non-eligible customers connected to the high-, medium- and low voltage network. Provision of advice concerning the transition from the current tariffs to the new ones

Name and address of employer

KANTOR Management Consultants S.A., Vissarionos 1 & Omirou, Athens, Greece

Dates

November 1995 – July 2003

Occupation or position held

Consultant (1995-1998), Senior Consultant (1998-2003)

Main activities and responsibilities

- Commercial, but also policy, strategic and regulatory issues surrounding energy markets, with particular expertise in electricity markets
- Modelling wholesale electricity markets in a number of European countries, including analysis of future supply and demand, generator market power, regulation and competition by new entry
- Particular responsibility for price projections and market expertise in England and Wales and Spain
- Valuation of existing generation assets for potential acquisitions
- Assessment of potential electricity market revenues and risk in new power station and interconnector developments for the project developers and financiers
- Renewable energy issues, including government policies, support mechanisms, financing, planning and connection issues, contractual arrangements, embedded generation benefits

Various clients

Wholesale electricity price risk in new power station developments and M&A activity in E&W
Led work advising the banks on the prospects for coal fired power stations including Eggborough, Fiddler's Ferry and Ferrybridge. This required projection of demand and supply, costs and revenues under various views of the future, assessment of gaseous emission limitations on running hours and understanding of coal supply issues.

Large eligible electricity consumer, UK

Analysis supporting the negotiation of the electricity supply contract of a large industrial customer in the UK

ENEL

Advice regarding the acquisition of the Viesgo assets in Spain

Various clients (ENRON, Union Fenosa, ENEL, International Power, BP Espana, ESBI, MVV, etc)

Wholesale electricity price risk in new power station developments and M&A activity in Spain

Involvement in the Spanish market included working closely with a Spanish company, developing independent price projections for new entrants and evaluating the potential for wind generation in Spain related to the acquisition of existing assets

Renewable energy developers, Greece

Market study including price projections of the liberalising Greek market for two renewable energy developers

North Sea Interconnector Partners

North Sea Interconnector between E&W and Norway

Valuation of the potential trading margin and additional revenue from ancillary services and the balancing mechanism.

DTI, UK

Overseas incentives and financial mechanisms for commercial renewable energy projects for the UK Department of Trade and Industry (DTI).

EU, DGXVII

Connection and use of system policies of EU member countries for renewable embedded generators, for DGXVII of the European Commission

EU, Altener project

The contractual arrangements for the supply of short rotation coppice as a fuel for power generation in the UK.

ILEX/ Oxford University Department of Continuing Professional Development

Course on Principles and Practice of Competitive Electricity Markets

Coordinated on behalf of ILEX and lectured on Wholesale Electricity Markets

Name and address of employer ILEX Energy Consulting, King Charles House, park End Street, Oxford, UK

Education and training

Dates **September 1994 – September 1995**

Title of qualification awarded MSc Environmental Technology and Energy Policy

Name and type of organisation providing education and training Imperial College, University of London, UK

Level in national or international classification MSc

Dates **1988 - 1993**

Title of qualification awarded BSc Physics

Name and type of organisation providing education and training Department of Physics, National and Capodistrian University of Athens, Greece

Level in national or international classification BSc

Personal skills and competences

Mother tongue(s) **Greek**

Other language(s)

Self-assessment
European level ()*

English

French

Spanish

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
B1	Independent User	B2	Independent User	B1	Independent User	B1	Independent User	B1	Independent User
B1	Independent User	B1	Independent User	A2	Basic User	A2	Basic User	A2	Basic User

(*) *Common European Framework of Reference for Languages*

Social skills and competences	<p>Work experience abroad and in consultancy project teams, extensive travelling and volunteer work in marine expeditions have led to a high level of social skills including:</p> <ul style="list-style-type: none">• team spirit;• good ability to adapt to multicultural environments;• good communication skills.
Organisational skills and competences	<p>Strong organisational skills and experience in project management through consulting work</p>
Technical skills and competences	<p>Technical skills and competences in the energy sector</p> <p>Extensive experience in modelling electricity markets</p> <p>Certified Internal Auditor for ISO 9001:2000. Quality Manager at KANTOR Management Consultants (2006-2008)</p>
Computer skills and competences	<p>Excellent command of major software tools, including spreadsheets and word processing as well as excellent command of Internet</p>
Other skills and competences	<p>Anastasia has a first degree in Physics and an MSc in Environmental Technology specialising in Energy Policy. In June 2008, she joined the market Monitoring and Competition Department of the Greek Regulatory Authority for Energy after more than 12 years experience in energy consulting in the UK, Greece and other EU member states, the Balkans, Ukraine and Egypt. She holds sound professional experience in various aspects of the electricity and gas supply industries as well as in renewable energy policy.</p> <p>At Oxford-based ILEX Energy Consulting, she was one of the leading consultants assessing wholesale electricity price risk in new power station developments and mergers and acquisitions, for project developers and banks. At KANTOR Management Consultants in Athens, Greece, she worked on several key projects: Wholesale Electricity Market Concept Implementation Project in Ukraine, Technical Assistance to the Energy Regulatory Authority of Egypt, Assistance to Energy Regulatory Office of Montenegro for electricity tariff review, Financial Advisory Services for the Establishment of the New Gas Distribution Companies in Greece, Long-Run Marginal Costs of electricity in Greece for the Regulatory Authority for Energy, Syrian Electricity Tariffs Study, Support to the EU-Russia Energy Dialogue, IFI Technical Assistance Support Fund for facilitating investments in energy projects, Strategy for participation in the EU Emissions Trading Scheme for a Greek steel manufacturer, Design of final customer tariffs for the Greek Public Power Corporation PPC, Analysis of the regulatory framework in the Bulgarian electricity market for the PPC including price regulation, Review of electricity trading and settlement rules in Cyprus for the Cyprus Energy Regulator CERA, and HR systems for the Transmission System Operator of Greece.</p>
Driving licence	<p>Athens, Greece, 1990</p>
Additional information	<p>Training courses:</p> <ul style="list-style-type: none">• Electricity Generation and Supply Market course, PowerInk, UK, 1996• WEFA Fuel Forecasting Seminars (participated as presenter in 1998)• Spanish Electricity Market course, OMEL, Spain, 2000• Principles and Practice of Competitive Electricity Markets, ILEX and Oxford University, UK (participated as presenter in 2003)• Various KANTOR Management Consultants courses on consulting skills, business writing, project management, etc• Economics and Regulation course organized for RAE by the University of Economics in Athens and in collaboration with C. Crampes of the Un. of Toulouse, September 2008 <p>Marine conservation expedition volunteer (scuba diver) for Coral Cay Conservation (UK)</p> <ul style="list-style-type: none">• Perhentian Islands, Malaysia, August 2003• Danjugan, Philippines, February 1999

Volunteer for WWF Greece, Athens, Greece 1993-1994

Experience in private tutoring in physics, mathematics and chemistry

Research experience at National Observatory, Athens, Greece, 1992-1994

University thesis and subsequent research under the supervision of Dr.N.Sakelariou



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Michele PASSARO**
Address(es) Viale Marche, 99 Milano
Telephone(s) Mobile: 3357464223
Fax(es) +390265565302
E-mail mpassaro@autorita.energia.it

Nationality Italian

Date of birth 19th August 1965

Gender Masculine

Work experience

Dates From January 2007
Occupation or position held Head of Proceedings and Investigation Unit
Main activities and responsibilities Studying files, writing reports, deliberation projects, advices and procedural consultancy.
Name and address of employer Autorità per l'energia elettrica e il gas
Type of business or sector Energy – Public Administration

Work experience

Dates From August 1998 to December 2006
Occupation or position held Head of Litigation and Arbitration Unit
Main activities and responsibilities Studying files, writing reports and legal defence for the Authority in all matters related to judicial cases
Name and address of employer Autorità per l'energia elettrica e il gas
Type of business or sector Energy – Public Administration

Work experience

Dates From August 1996 to July 1998
Occupation or position held Staff member, Public Works Department
Main activities and responsibilities Legal and administrative assistance for all tasks related to the work of the Department
Name and address of employer Pisa Municipality
Type of business or sector Public Administration

Work experience

Dates From August 1996 to July 1997
Occupation or position held Staff member
Main activities and responsibilities Legal and administrative assistance
Name and address of employer Pisa Municipality– Major Office
Type of business or sector Public Administration

Work experience

Dates	From 1993 to 1995
Occupation or position held	Compulsory legal training to qualify as a lawyer. Relevant fields of work: administrative, banking, public utilities.
Main activities and responsibilities	Dealing with legal files, writing defence for private parties, representing clients, assisting to public hearings.
Name and address of employer	Law firm
Type of business or sector	Legal

Education and training

Dates	From 1993 to 1996
Title of qualification awarded	Phd on Constitutional Law. Thesis : "The independent Authorities"
Name and type of organisation providing education and training	Bologna University, Bologna, Italy
Dates	1996
Title of qualification awarded	Qualified Lawyer
Name and type of organisation providing education and training	Admitted to Florence Bar (Italy)
Dates	1992
Title of qualification awarded	Master on Parliament Law
Name and type of organisation providing education and training	Florence University, Florence, Italy
Dates	From 1985 to 1990
Title of qualification awarded	Degree in Law (summa cum laude)
Principal subjects/occupational skills covered	Pisa University, Pisa, Italy

Personal skills and competences

Mother tongue **Italian**

Other language

Self-assessment

European level ()*

Spanish

English

French

Understanding		Speaking		Writing	
Listening	Reading	Spoken interaction	Spoken production		
4	4	4	4	4	
3	3	3	3	3	
3	3	3	3	3	

() Common European Framework of Reference for Languages*

Technical skills and competences Expert in Constitutional and Administrative Law

Computer skills and competences Computer literacy including Microsoft Word, Excel, Powerpoint, Access

Driving licence B



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Chiara PETRUZZO**

Address(es) Via Lecco n. 7, 20100 Milan, Italy

Telephone(s) 00390265565379 Mobile: 00393934006136

Fax(es) 00390265565302

E-mail cpetruzzo@autorita.energia.it

Nationality italian

Date of birth 25/04/1974

Gender female

Work experience

Dates June 2006/ongoing

Occupation or position held Legal consultancy - agent

Main activities and responsibilities Drafting legal opinions, dealing with international legal issues about energy, participating in European working groups etc.
Participation in the Twinning Project in Ukraine Regulatory and Legal Capacity Strengthening of Energy Regulation in NERC

Name and address of employer Autorità per l'energia elettrica e il gas , Piazza Cavour n. 5, Milan, Italy

Type of business or sector Energy law

Work experience

Dates February 2005/December 2005

Occupation or position held Assistant in Common Market Law

Main activities and responsibilities Teaching and tutoring (working language: French)

Name and address of employer University of Strasbourg (Faculty of Law) and Institut des Hautes Etudes Européennes , Strasbourg (F)

Type of business or sector University teaching

Work experience

Dates January 2003/December 2003

Occupation or position held lawyer

Main activities and responsibilities Compulsory legal training to qualify as a lawyer. Relevant fields of work: Civil and administrative law. Dealing with legal files, writing defense of private parties, representing clients before courts, assisting to public hearings

Name and address of employer Private Law firm, Avellino (I)

Type of business or sector Administrative and civil law

Work experience

Dates January 2001/December 2002
Occupation or position held Legal trainee
Main activities and responsibilities Compulsory legal training at the institution defending public administrations in all judicial proceedings. Relevant fields of work: civil and administrative law. Dealing with legal files, writing legal reports, assisting to public hearings, research in different legal fields
Name and address of employer Avvocatura Distrettuale dello Stato, via Diaz, Naples (I)
Type of business or sector Administrative and civil law

Work experience

Dates February 2001/June 2001
Occupation or position held Expert on EU funds
Main activities and responsibilities Legal consultant on EU funds delivered on relevant regional projects and interpreting activity (French/Italian)
Name and address of employer Conform spa, Avellino (I)
Type of business or sector Advising company

Work experience

Dates March 2000/July 2000
Occupation or position held Legal trainee
Main activities and responsibilities Studying files, writing conclusions and judgements projects
Name and address of employer Court of Justice of European Communities, Luxembourg
Type of business or sector European Judge

Work experience

Dates January 1998/October 1998
Occupation or position held Contract agent
Main activities and responsibilities Checking student's tests by pc
Name and address of employer Università degli studi di Bologna, Bologna, (I)
Type of business or sector Legal Computing Service

Education and training

Dates May 2004/ongoing
Title of qualification awarded Not yet awarded (doctor)
Principal subjects/occupational skills covered Phd candidate on European Competition Law. Supervisors: Prof. Gautier (in France) and Prof. Sico (in Italy)
Name and type of organisation providing education and training University of Naples (Italy) in cooperation with University of Strasbourg (France)

Education and training

Dates April 2003
Title of qualification awarded Qualified Lawyer

Principal subjects/occupational skills covered | Legal training on different issues

Name and type of organisation providing education and training | Private law firm, European Judge, Avvocatura Distrettuale dello Stato di Napoli (see work experience)

Education and training

Dates | October 1999/October 2000

Title of qualification awarded | Diplôme d'Etudes Supérieures Spécialisées en Contentieux Communautaire (LLM on European Community Proceedings)

Principal subjects/occupational skills covered | EU law, EU proceedings

Name and type of organisation providing education and training | University of Luxembourg

Personal skills and competences

Mother tongue(s) | Italian

Other language(s) | English, French

Self-assessment

European level ()*

Language

Language

	Understanding		Speaking		Writing	
	Listening	Reading	Spoken interaction	Spoken production		
E	5	5	4	5	5	
F	5	5	5	5	5	

(*) *Common European Framework of Reference for Languages*

Other skills and competences | general computer literacy including Microsoft Word, Excel, Powerpoint

Additional information

Assistant at Naples University (Faculty of law: EU and international law)

Relevant international seminars attended:

July 1999 : Collège d'Etudes Fédéralistes, Ateliers du Fédéralisme: "Fédéralisme et Construction Européenne", Aosta (Italy)

September 1999: Centre International de Formation Européenne, "Europe in the world", Berlin (Germany)



Europass Curriculum Vitae

Insert photograph (Not necessary). Remove heading if not relevant (see instructions)

Personal information

First name(s) / Surname(s)

Mirela PLESCA

Telephone(s)

+40 21 303 38 05

Mobile: +40.730.089.403

Fax(es)

+40 21 303 38 08

E-mail

mplesca@anrgn.ro, mirela_ph@yahoo.com

Nationality

Romanian

Date of birth

7th of May 1966

Gender

female

Work experience

Dates

May 2007 - present

Occupation or position held

Director for Strategy and Programmes within the National Authority for Energy (A.N.R.E.) - Bucharest

Main activities and responsibilities

The main activity consists in managing the implementation of the European technical assistance programmes (Phare 2005, Transition Facility) within the authority and coordinating the implementation of the the European acquis into the national energy regulations.

Name and address of employer

ANRE – Romanian Energy Regulatory Authority, Bucharest, 3 Constantin Nacu St., Sector 2

Type of business or sector

Public institution – energy regulation

Dates

April 2003 – May 2007

Occupation or position held

Director for Strategy, Development and Programmes within the former Romanian National Natural Gas Regulatory Authority (A.N.R.G.N.) - Bucharest

Main activities and responsibilities

-Strengthening the internal and international cooperation regarding the participation of ANRGN's team within committees, working groups, conferences and seminars organized by European Commission, CEER, ERGEG, ERRA, Athens Process, etc.

-Organizing meetings with the natural gas consumers' associations, public institutions involved in the relation with consumers, as well with the licensed operators for the gas sector.

-Coordinating programs with international bodies and organizations - PHARE (2000, 2003, 2004), USAID (PRIDE, REP-3), PAL II program (World Bank)

-Coordinating the IT support, the management of ANRGN database

Name and address of employer

Romanian National Natural Gas Regulatory Authority (A.N.R.G.N.) – Bucharest (namely ANRE after 2007) – 4 Cotroceni street, Bucharest, sector 6

Type of business or sector

Public institution - gas regulation

Dates

2000 – April 2003

Occupation or position held	Deputy Head of International Relations Office within S.C. DISTRIGAZ SUD S.A. Bucharest
Main activities and responsibilities	Member of the Project Management Unit for implementing the World Bank Projects 3,4,5/99 regarding the rehabilitation of the gas distribution pipelene systems
Name and address of employer	S.C. DISTRIGAZ SUD S.A. Bucharest – No. 4-6 Marasesti Bld., Bucharest sector 4
Type of business or sector	Gas distribution company
Dates	1993 - 2000
Occupation or position held	Engineer – Technical Office
Main activities and responsibilities	Approval of technical documentations for gas distribution companies projects.
Name and address of employer	ROMGAZ RA Bucharest Gas Distribution – No. 4-6 Marasesti Bld., Bucharest s.4
Type of business or sector	Gas distribution company
Dates	1992 -1993
Occupation or position held	Engineer – Design Office
Main activities and responsibilities	Design of gas pipelines systems for distribution company
Name and address of employer	ROMGAZ Bucharest Gas Distribution – No. 4-6 Marasesti Bld., Bucharest s.4
Type of business or sector	Gas distribution company
Dates	1990 -1992
Occupation or position held	Engineer – Technical Office
Main activities and responsibilities	Energy analysis of the power plant parameters
Name and address of employer	RENEL – CET Giurgiu
Type of business or sector	Power plant in cogeneration in Giurgiu town
Education and training	
Dates	November 2007 – May 2008
Title of qualification awarded	Graduate
Principal subjects/occupational skills covered	Project management
Name and type of organisation providing education and training	CODECS Romania Open University
Dates	April 2007
Title of qualification awarded	Participant
Principal subjects/occupational skills covered	2 weeks study tour to USA energy authorities and companies (FERC, WB, EPA, etc.) in Washington
Name and type of organisation providing education and training	USAID – Romanian Energy Programme - 3
Dates	July 2005
Title of qualification awarded	Diploma
Principal subjects/occupational skills covered	International Summer School On Energy Regulatory Practices
Name and type of organisation providing education and training	ERRA and Central European University (CEU) - Budapest
Dates	March - July 2005
Title of qualification awarded	Diploma

Principal subjects/occupational skills covered	Training course regarding <i>General Aspects of E.U. Affairs. Regional Development and Cohesion Policy</i>				
Name and type of organisation providing education and training	Romanian European Institute - Bucharest				
Dates	June 2004				
Title of qualification awarded	Diploma				
Principal subjects/occupational skills covered	Training course regarding <i>E.U. Funding at your Fingertips</i>				
Name and type of organisation providing education and training	European Centre for Public Affairs - Brussels				
Dates	2005-2007				
Title of qualification awarded	Master's Degree				
Principal subjects/occupational skills covered	Management of Natural Resources. Environmental Economics Program				
Name and type of organisation providing education and training	University Politehnica of Bucharest UNESCO Chair on Engineering Sciences – Energy – Environment Programme				
Dates	1985–1990				
Title of qualification awarded	Bachelor's Degree				
Principal subjects/occupational skills covered	Thermoenergetics Engineer				
Name and type of organisation providing education and training	University Politehnica of Bucharest Power Engineering Faculty				
Personal skills and competences					
Mother tongue(s)	Romanian				
Other language(s)	English, Spanish, French				
Self-assessment	Understanding		Speaking		Writing
<i>European level (*)</i>	Listening	Reading	Spoken interaction	Spoken production	
English	Very good	Very good	Very good	Very good	Very good
Spanish	good	good	good	good	good
French	Very good	Very good	good	good	good
<i>(*) Common European Framework of Reference for Languages</i>					
Social skills and competences	Communicative, excellent coordinator and organizer for conferences, exchange of best practices programmes and implementation of the European projects.				
Organisational skills and competences	- Gas Programme coordinator for the Romanian National Committee of the World Energy Council - Coordinator for the Oil and Gas section within the Regional Energy Forum – Neptune FOREN 2006, 2008 and 2010				
Technical skills and competences	<ul style="list-style-type: none"> • Experience in implementing PHARE, USAID, World Bank projects • 19 years experience in Romanian Energy Sector • Good knowledge of Romanian legislation and EU acquis in gas sector 				
Computer skills and competences	Computer literate - WINDOWS, MSOffice, Microsoft Office Project				

Driving licence	B category, since 1997
Additional information	<p>Member of the International Strategy Group, FIERN, ENP - CEER and GWG –ECRB.</p> <ul style="list-style-type: none">- Excellency Diploma granted in 2004 by the Romanian National Committee of the World Energy Council ;- Medal of Honor granted in 2006 by the Romanian National Committee of the World Energy Council for organising the Oil and Gas Section within the Regional Energy Forum – Neptune FOREN 2006.



Europass
Curriculum Vitae

Personal information

First name(s) / Surname(s) **Alberto POTOTSCHNIG**
 Address(es) C/ Orense nº 34-8 Floor Edificio Iberia Mart II 28020 Madrid
 Fax(es) (+34) 91 570 35 00
 E-mail apototschnig@mercadosemi.es
 Nationality Italian
 Date of birth 06 July 1960
 Gender Male

Work experience

01/2006 - Present: Madrid, Spain - Mercados - Energy Markets International.
 CEO, Partner and Executive Consultant.
09/2000 - 12/2005: Rome, Italy -Terna, Rete Elettrica Nazionale Spa (until 11/2005: GRTN, Italian Independent System Operator)
 Manager. Economic regulation.
09/2000 - 10/2003: Rome, Italy - GME, Italian Electricity Market Operator.
 CEO. Electricity market design and implementation.
04/1997 - 09/2000: Milan, Italy - Italian Energy Regulatory Authority.
 Head of the Electricity Tariff Division and Director of the Electricity Area. Economic and technical regulation of the electricity sector.
09/1989 - 03/1997: London, UK - London Economics.
 Director, Industry and Finance Team. Economic, strategic and regulatory consultancy. Also co-Head of the Environmental Economics Team.
09/1986 - 07/1987: Milan, Italy - Università Commerciale Luigi Bocconi.
 Teaching and research assistant. Financial Economics research and Economics teaching.

Education and training

1987-1989: M.Sc. in Econometrics and Mathematical Economics, London School of Economics, University of London . Degree awarded with Mark of Distinction. (Equivalent to Master in the U.S.)
1979 - 1986: B.S. in Political Economy, Università Commerciale "Luigi Bocconi", Milan, Italy (Equivalent to a MSc degree in the U.S.).
1989 - 1990: Executive Programme in Investment Management, London School of Economics.

Personal skills and competences

Mother Tongue

Italian

European level (*)	Understanding				Speaking				Writing	
	Listening		Reading		Spoken interaction		Spoken production			
English	C2	Excellent	C2	Excellent	C2	Excellent	C2	Excellent	C2	Excellent
Spanish	B2	Good	B2	Good	B2	Good	B2	Good	B1	Fair

(*) Common European Framework of Reference for Languages

Technical skills and competences

Key Qualifications:
 Alberto Pototschnig is an economist and econometrician by training with fifteen years of experience

in the field of economic regulation, utility sector reform and market design. He worked for the Italian Transmission Operator from 2000 to 2003, where he was responsible for designing option for incentive-based regulation of transmission activities. As CEO, he led the newly established Italian Electricity Market Operator, GME in 2003, and developed the market rules, procedures and designed and implemented the IT market platform, both for the market and for the Green Certificates market. Alberto is fluent in Italian and English and has a working knowledge of Spanish.

Between 1997 and 2000 he served at the Italian Energy Regulatory Authority, initially as Head of the Electricity Tariff Division and later as Director of the Electricity Area, reporting directly to the Chairman of the Authority. In this capacity, he led a team of 18 and had overall responsibility for the development of proposals on new technical and economic regulation for the electricity sector - including tariff for franchise customers, wheeling and use-of-system charges for eligible customers, grid code, market design - to be submitted to the Regulatory Commission for approval. He was also responsible for monitoring and enforcing compliance of electricity companies with current regulation and for representing the Italian Regulatory Authority at EU-level working groups on electricity regulation and market design.

In the 1990s, he worked for more than seven years for the UK-based economic consulting firm, London Economics, being responsible or participating in a number of energy and other utility sector projects, in Europe, Central Asia and Australia.

Alberto Pototschnig currently also acts as Adviser to the Director of the Florence School of Regulation, a joint initiative of the CEER – Council of European Energy Regulators and of the Robert Schuman Centre for Advanced Studies of the European University Institute in Florence, where he regularly teaches on utility regulation and market design in the energy sector.

Significant assignments:

* **Albania** - KESH sh.a. (Albanian Power Corporation) - Consultancy services for technical assistance in improvement of procurement procedure for electricity imports (10/25/2006-12/31/2006). The objectives of the project are to review the existing procedures for purchasing imported electricity and make recommendations for improvements in order to reduce the time needed to arrange for purchases, minimize the costs of imported electricity, assure reliable supplies of imports, and ensure that purchases procedures are simple, efficient and transparent

* **Albania** - Design and implementation of a Training Program for the Energy Transmission System Operator of Albania (2006). Within a USAID technical and financial support to the Albanian power sector, Alberto designed and implemented a one week training course to representatives from the Albanian power sector (the Transmission System Operator, the Electricity Regulatory Entity and the Ministry of Economy and Energy). The course focused on the practical aspects of market oriented electricity transmission policy and its practical procedures in the framework of the reform process in the Albanian power sector.

* **EU** - Study on the impact of the 2004 enlargement of the European Union in the area of energy. The purpose of the study is to quantify and evaluate the impact of the 2004 enlargement on the European energy market. The study focuses on the effects in the field of the internal electricity and gas market, the use of renewable energy sources, and efforts to increase energy efficiency. (2006-2007)

* **EU** - Strategic Assistance to a European Trade Association (2006) Definition of a strategy with respect to a number of relevant issues related to the development of the Internal Electricity Market, and prepared the corresponding Position Papers.

* **EU** - Confidential - The implementation of a European system for the promotion of the use of renewable energy (12/4/2007-2/4/2008). The objectives are to assist the client in the understanding of the EU guarantees of origin policy and its impact in the deployment of renewable energy through the EU-27.

* **EU-Italy** - Scenarios for a Greater Integration of Environmental Policies at the European Level (3/08/2007 – 31/01/2008). The objectives are to assist the client in the understanding of the EU environmental policies' interrelations in order to obtain a clear picture of the forthcoming energy scenarios for strategic decisions.

* **International - Asian Development Bank - Indefinite Delivery Contract for Pricing Agents: Price Valuation of Clean Development Mechanism Project-Specific Certified Emission Reductions (21/05/2008- 20/05/2009)**. The Asian Development Bank (ADB) has been active in promoting clean energy initiatives to minimize adverse local, regional, and global impacts. To this end, ADB has initiated the clean energy and environment program (CEEP) to increase the number of clean energy projects in the Asia Pacific region. One of the key components of the CEEP is the carbon market initiative (CMI), which provides technical support and up-front financing for clean energy projects with greenhouse gas (GHG) mitigation benefits. One of the components of the CMI is a project co-financing facility, the Asia Pacific Carbon Fund (APCF). This fund provides "up front" co-

financing against the purchase of future Certified Emission Reductions (CERs) generated by eligible projects. An important component of each commercial transaction of the APCF is the process of calculating and agreeing the price paid by the APCF for CERs with transaction counterparts utilizing the expertise of independent market pricing commentators (Pricing Agents).

* **Italy** - Gruppo Ferrovie dello Stato SpA (Italian railway carrier) - Assistance to Ferrovie dello Stato in regulatory issues and energy procurement in the Italian electricity market (11/16/2007-2/28/2008). The consultant advised Ferrovie dello Stato (operator of the Italian railway network) on the following issues within the liberalization process of the Italian electricity market:

- tariff regime and liberalization of the power market
- strategies for energy procurement in the liberalized market
- options for alternative uses of the Group's electricity network and economic valuation
- assessment of energy saving and efficiency programs

* **Italy** - Process of definition of the National Plan of Italian Allocation for period 2008-2012. Client: Edison Spa. (2006)

* **Italy** - Assistance in the definition of the national emissions allocation plan for the period 2008-2012. Provided advisory services to Assoelettrica in two major areas: revision and comparative analysis of other EU Member States' emissions allocation plans and advice in the definition of the strategic positioning of the Italian power industry as regards the allocation of emissions quota. (2006)

* **Italy** - Assessment of Allowed Revenues (2006) Assisted an Italian electricity company in re-assessing revenue entitlements following a decision of the Italian Administrative Tribunal.

* **Italy** - Economic regulation of Grid Companies (2003 - 2005) At GRTN, the Italian Independent System Operator, he is responsible for developing options for the economic regulation of the future Italian Grid Company, which will emerge from the merger of GRTN with the Enel Group's Transmission Asset Owner Terna.

* **Italy** - Establishment of the Italian Power Exchange (2000 - 2003)

Acting as CEO of GME, the Italian Electricity Market Operator, he was responsible for developing the rules, procedures and financial and contractual framework for the Power Exchange and for the Green Certificates Market and for the design and implementation of the IT platform. He was also responsible for recruiting the necessary personnel and structuring the processes and the internal organisation of Company.

* **Italy** - Electricity Sector Regulation (1997 - 2000)

As Head of the Electricity Area at the Italian Energy Regulatory Authority, he had overall responsibility for the development of proposals on new technical and economic regulation for the electricity sector. He was also responsible for monitoring and enforcing compliance of electricity companies with current regulation and for representing the Italian Regulatory Authority at EU-level working groups on electricity regulation.

* **Italy** - Electricity Sector Reform (1995)

Acting as Project Manager, he assisted the Italian Minister of Industry on the design of the Italian Electricity Sector reform and the privatisation of the State-owned energy company Enel. The work involved proposing options for the future organisational structure of the sector, detailing the role of new institutions and identifying the contractual and regulatory implications of the reform.

* **Jordan** - Training course: Distribution and Transmission Tariff Setting (2006) Project director of the training program to the ERC technical and economic staff, the MEMR, EDCO, IDECO, JEPCO and NEPCO.

* **Russia & Central Independent States** - Design of a model and rules for the CIS (Commonwealth of Independent States) market of electricity (capacity) and other products and ancillary services (2006)

Regulatory and Tariff expert in the World Bank project to assist RAO UESR in defining its position as regards the formation and functioning of the CIS common electricity market with regard to the existing specifics of the reform of the electricity market in the Russian Federation and other CIS member states.

* **Spain** - Simulation of the operation of the wholesale market of Spanish electricity for period 2008-2012. Client: CO2 Spain. (2006-2007)

* **Spain** -Evaluation for Unión Fenosa of the new bilateral contract regulation for distribution companies in the peninsular territory. (2006)

* **Turkey** - *Confidential* - Assistance to a private investor during the privatization process of the power distribution industry in Turkey (2008).

* **United Kingdom** - Electricity Regulation (1993 - 1994)

As a Senior Analyst at London Economics, he participated in a project assisting Offer, the Office of Electricity Regulation, in determining whether the Regional Electricity Companies were purchasing electricity economically. In particular, he was responsible for identifying the optimal contract portfolio strategies for the RECs and comparing these with their actual behaviour. This work led Offer to conclude that there was no firm evidence that the RECs were implementing a purchasing strategy

Computer skills and competences	<p>which violated the economic purchasing obligation contained in the licence</p> <p>Software Skills: Good knowledge and substantial experience in the use of a number of statistical and mathematical software packages (TSP, BMDP, SPSS, Microfit, Matlab).</p>
Other skills and competences	
Additional information	<p>"The Impact of Global Warming Control Policies on Australia Industry" (with N.C. Owen and Z.Biro), London Economics, London, 1992.</p> <p>The Potential Role of Market Mechanisms in the Control of Acid Rain" (with N.C. Owen and Z.Biro), Department of the Environment Research Series. HMSO, 1992.</p> <p>Economic Instruments for the Control of Acid Rain in Britain" in F. Forsund and G. Klaassen (eds.), Economic Instruments for Air Pollution Control, Kluwer Academic Publishers, Dordrecht, the Netherlands, 1995</p> <p>"Energy Use, Air Pollution and Environmental Policy in Krakow: Can Economic Incentives Really Help?" (with S. Adamson, R. Bates and R. Laslett), World Bank Technical Paper, Energy Series, The World Bank, Washington D.C. 1996</p>



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Anna POTRAVKA**
Address(es) vul. Smolens'ka 19, 03680 Kyiv Ukraine
Telephone(s) (+38-044)4547075
Fax(es) (+38-044) 2419024
E-mail Potravka@nerc.gov.ua
Nationality UKRAINIAN
Date of birth 05/05/1983
Gender Female

Work experience

Dates March 2007 to date
Occupation or position held Head Specialist, Sector for tariff methodology, calculation and monitoring, Department of Pricing policy in oil and gas complex
Main activities and responsibilities activities that include
Regulation and tariff policy in the oil and gas sector
Name and address of employer National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)
Type of business or sector

Education and training

Dates Sept 2000 to June 2006
Title of qualification awarded Master of Arts in Economics
Principal subjects/occupational skills covered Economy and Management Faculty
Name and type of organisation providing education and training Kyiv National Economics University in the name of Vadim Hetman(Ukraine)
Level in national or international classification

Personal skills and competences

Mother tongue(s) Ukrainian, Russian
Other language(s) **English (VG)**

Self-assessment
European level (*)

English

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	

(*) Common European Framework of Reference for Languages

Computer skills and competences

General computer literacy including Microsoft Word, Excel, PowerPoint



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Victorel Florin RĂDOI**
Address(es) Bucharest, Romania
Telephone(s) 004 0730 089 425
004 0722 628 724
E-mail florin_radoi@yahoo.com; radoif@anrgn.ro
Nationality Romanian
Date of birth 03 December 1977
Gender Male

Work experience

Dates **August 2007 →**
Occupation or position held **Director of the *Commercial Regulations Division***
Main activities and responsibilities
— Leading the elaboration of primary legislation and its submission for approval to competent authorities, as well as elaboration of secondary natural gas-related legislation
— Representing Romanian Energy Regulatory Authority's interests to public administration bodies, as well as to other administrative or legal bodies
— Participating in conferences/seminars in order to support and develop the Energy Regulator's activity, as well as represent it to EU specialised institutions
Name and address of employer **Romanian Energy Regulatory Authority (ANRE)**
Soseaua Cotroceni No. 4, Bucuresti, Romania
Type of business or sector Regulation of the gas market – competitive and regulated segments of the market, as well as regulation of gas contracts
Dates **March 2006 → August 2007**
Occupation or position held **Head of *Gas Market Regulation / Gas Market Rules Unit***
Main activities and responsibilities
— Elaboration and promotion of natural gas-related secondary legislation, as well as of primary legislation
— Representing Romanian Energy Regulatory Authority's interests to public administration bodies
— Secretary of the Regulatory Committee and of the Advisory Body of the Romanian Gas Regulator
— Drafting opinions relating to various issues impacting on the gas sector
— Responsible for the implementation within the Gas Regulator of Law No. 52/2003 concerning transparency in public administration's decision making process
— Participating in conferences/seminars in order to develop the Gas Regulator's activity
Name and address of employer **Romania's Natural Gas Regulatory Authority (ANRGN), merged in May 2007 with the Romanian electricity regulator to set up the Romanian Energy Regulatory Authority (ANRE)**
Soseaua Cotroceni No. 4, Bucuresti, Romania
Type of business or sector Regulation of the gas market
Dates **December 2001 → February 2006**
Occupation or position held **Legal Advisor within the Legal and Claims Department**

Main activities and responsibilities	<ul style="list-style-type: none"> – Elaboration and promotion of natural gas-related secondary legislation, as well as of primary legislation – Representing Gas Regulator's interests in court and to public administration bodies – Participating in public purchases – Providing for the secretariat of Gas Regulator's Regulatory Committee and Advisory Body – Settling administrative complaints and appeals – Drafting opinions and legal reports relating to various issues impacting on the gas sector – Verification and approval of reports substantiating the granting of gas authorizations and licenses – Responsible for the implementation with the Gas Regulator of Law No. 52/2003 concerning transparency in public administrations' decision making process
Name and address of employer	Romania's Natural Gas Regulatory Authority (ANRGN) Soseaua Cotroceni No. 4, Bucuresti, Romania
Type of business or sector	Legal activity concerning the regulation of the gas sector
Dates	June 2001 → December 2001
Occupation or position held	Legal Advisor
Main activities and responsibilities	– Transposition into Romanian legislation of Directive 98/30/EC (subsequently repealed by Directive 2003/55/EC) concerning common rules for the internal market in natural gas
Name and address of employer	Consulectra GmbH Germany
Type of business or sector	Phare Project RO 9805-01-01-01" Assistance in establishment of the Romanian Natural Gas Regulatory Authority", developed by the Romanian Government (i.e. Ministry of Industry and Resources)
Education and training	
Dates	May-July 2008
Title of qualification awarded	Graduation certificate in <i>High Performance Management</i>
Name and type of organisation providing education and training	SC CODECS SA
Dates	May-July 2008
Title of qualification awarded	Graduation certificate in <i>Financial Management</i>
Name and type of organisation providing education and training	SC CODECS SA
Dates	November 2005
Title of qualification awarded	Graduation certificate in <i>European integration</i>
Name and type of organisation providing education and training	Ministry of Administration and Internal Affairs – National Institute of Administration
Dates	2003 - 2005
Title of qualification awarded	Master in <i>Business Administration</i>
Name and type of organisation providing education and training	Academy of Economic Studies – Faculty of Commerce
Dates	December 2004
Title of qualification awarded	Graduation certificate in <i>Transparency in communication with citizens</i>
Name and type of organisation providing education and training	Ministry of Administration and Internal Affairs – National Institute of Administration
Dates	May 2004
Title of qualification awarded	Graduation certificate in <i>Legal technique</i>
Name and type of organisation providing education and training	Ministry of Administration and Internal Affairs – National Institute of Administration
Dates	2002 - 2003
Title of qualification awarded	Postgraduate studies in <i>Private Law</i>

Name and type of organisation providing education and training	University of Bucharest – Faculty of Law
Dates	1996 - 2000
Title of qualification awarded	Licence Diploma in <i>Law</i>
Name and type of organisation providing education and training	Faculty of Law and Administrative Sciences, Bucharest
Dates	1992 - 1996
Title of qualification awarded	Baccalaureate Diploma
Name and type of organisation providing education and training	Urziceni High School, Mathematics-Physics
Personal skills and competences	
Mother tongue(s)	Romanian
Other language(s)	English
	<i>Reading:</i> Very good <i>Writing:</i> Good <i>Speaking:</i> Good
Social skills and competences	Sociable, dynamic, enthusiast Responsive, Perseverant, consistent Hardworking – individually and in a team
Organisational skills and competences	Objective, pragmatic, efficient Capacity to analyse and aggregate data and information
Computer skills and competences	Very good command of Microsoft Office TM tools (Word, PowerPoint) and very good acquaintance with Internet acquired thorough work.
Driving licence	B category since 1996
Additional information	Published works: — “ <i>Legal Regime of Natural Gas Eligible Customers. Accreditation Procedure</i> ” – article published in Commercial Law Journal, Lumina Lex Publishing House, Bucharest, 2004 — “ <i>Authorization and Licensing in the Natural Gas Sector</i> ” - article published in Commercial Law Journal, Lumina Lex Publishing House, Bucharest, 2004 — “ <i>Some Considerations concerning the Regulation of the Natural Gas Sector and Market</i> ” – co-writer, article published in Economic Tribune Journal, Bucharest, 2004



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Pippo RANCI**
Address(es) Università Cattolica del Sacro Cuore
Largo Agostino Gemelli, 1
20123 Milano
Italia
Office Telephone(s) +39.02.7234.3629
E-mail pippo.ranci@unicatt.it
Nationality Italy
Date of birth 1938
Gender male

Work experience

At present:
Professor of Business Ethics at the *Università Cattolica*, Milano

Advisor to the Robert Schuman Centre of Advanced Studies, European University Institute, Florence

Member of the Scientific Committees of the Journals: *L'industria*, *Politica Economica*, *Economia delle Fonti di Energia*, *Mercato Concorrenza Regole*

In the past:
2004-2008
Director of the Florence School of Regulation at the Robert Schuman Centre, European University Institute, Florence
1991-2008
Professor of Economic Policy, *Università Cattolica*, Milano

2001-2003
Vice-President of the CEER

1996-2003
President of the Italian Regulatory Authority for Electricity and Gas

1992-93
Consultant to the President of the Council of Ministers

1987-1991
Professor of Economic Policy, University of Bergamo

1973-1987
Assistant Professor, *Università Cattolica*, Milano

1973-1981
President of the *Istituto per la Ricerca Sociale*, Milano
1981-1996
Research Director of the *Istituto per la Ricerca Sociale*, Milano

1972-1980
Consultant to various Ministries

Education and training

1964-65
Harkness Fellow of the Commonwealth Fund

1965
MA at the University of Michigan

1961
Graduated at *Università Cattolica*, Milano

Personal skills and competences

Mother tongue(s) **Italian**

Other language(s) **English, French**

Self-assessment
European level ()*

Language English

Language French

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Proficient user	C1	Proficient user	C1	Proficient user	C2	Proficient user	C2	Proficient user
C1	Proficient user	C1	Proficient user	C1	Proficient user	C1	Proficient user	C1	Proficient user

(*) *Common European Framework of Reference for Languages*

Additional information

He has written articles and edited books on industrial policy, regulation, economic policies, nonprofit organisations. Recent articles:

“L’energia elettrica e il gas” in G. Tesauro and M. D’Alberti (a cura di), *Regolazione e concorrenza*, il Mulino, 2000

“Regulating Energy in Italy” in C.Henry, M.Mathieu, A.Jeunmaitre (eds) *Regulation of Network Utilities*, Oxford UP, 2001

« Organisation et réglementation des services du gaz en Italie », (with S.Ascari and M.Beccarello) in C.Henry et E.Quinet (ed.) *Concurrence et service public*, l’Harmattan, 2003

« The privatisation process » (with A.Prandini) in *Quaderni dell’Istituto di Economia e Finanza*, dicembre 2004

« Concorrenza e liberalizzazione : il caso dei servizi energetici a rete » in L.Torchia e F.Bassanini (eds), *Sviluppo o declino*, Passigli Editori, 2005

« Applying a Price Cap : RAB and Regulatory Accounting », in G.Ragazzi and W.Rothengatter (eds.) *Procurement and Financing of Motorways in Europe*, Elsevier, 2005

“La sicurezza delle forniture di energia”, in C. De Vincenti e A. Vigneri (eds) *Le virtù della concorrenza*, il Mulino, 2006

“The Experience of a National Regulator in the First Years of European Liberalisation” in W.Mielczarski (editor) *Complex Electricity Markets*, Oddział Łódzki, Łódź, 2006, pp.49-59

“La promozione della concorrenza nel campo dell’energia: profili economici” in: Bruti Liberati E. e F. Donati (eds), *Il nuovo diritto dell’energia tra regolazione e concorrenza*, Giappichelli, Torino, 2007

“How regulatory risks may affect security of electricity supply” *European Review of Energy Markets*, vol.2, issue 2, December 2007, pp.131-146

“Il ruolo della regolazione” in Sergio Carrà (ed.) *Le fonti di energia*, il Mulino, Bologna, 2008, pp.69-88



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)

Serhiy ROMANOV

Address(es)

14-j, Prospect Obolonskyy, apt. . 87, Kyiv, Ukraine

Telephone(s)

8(044)4547045

Mobile: (remove if not relevant, see
(+38- instructions)

067)7034779

Fax(es)

8(044)2419027

E-mail

Nationality

Ukrainian

Date of birth

29/02/80

Gender

male

Desired employment / Occupational field

Work experience

From 2005 in NERC

Dates

Occupation or position held

Senior Specialist

Main activities and responsibilities

Involved in provision of methodological base for oil and gas industry relations regulation, consideration and response to complaints, appeals and suggestions of individuals and entities concerning the provision of goods and services on natural gas market

Name and address of employer

National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

regulation of natural monopolies in oil and gas sector

Education and training

Dates

1998-2003

Title of qualification awarded

complete higher

Principal subjects/occupational
skills covered

Lawyer. Law.

Name and type of organisation
providing education and training

Kyiv National University of Internal Affairs

Level in national or international
classification

ISCED 5

Personal skills and competences

Mother tongue(s)	Ukrainian																				
Other language(s)	Russian, English ((with dictionary)																				
Self-assessment <i>European level (*)</i>	<table border="1"> <thead> <tr> <th colspan="2">Understanding</th> <th colspan="2">Speaking</th> <th>Writing</th> </tr> <tr> <th>Listening</th> <th>Reading</th> <th>Spoken interaction</th> <th>Spoken production</th> <th></th> </tr> </thead> <tbody> <tr> <td>2</td> <td>3</td> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Understanding		Speaking		Writing	Listening	Reading	Spoken interaction	Spoken production		2	3	2	2	2					
Understanding		Speaking		Writing																	
Listening	Reading	Spoken interaction	Spoken production																		
2	3	2	2	2																	
English Language																					
Social skills and competences	Communication, cooperation, good team work																				
Organisational skills and competences	Able to organize the fulfillment of tasks and assignments in a small team, self-organization, analytical skills.																				
Computer skills and competences	Competent with MS Word ,Excel, Internet and other																				
Driving licence	Category B																				



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Inna RYBACHEK**
Address(es) 01103, Kiev, str. Nemanskay, 3, apt. 22
Telephone(s) (+38-044)4544844
Fax(es) (+38-044)4544844
E-mail Rybachek@nerc.gov.ua
Nationality UKRAINIAN
Date of birth 19/06/1970
Gender Female

Desired employment / Occupational field

Work experience

4
Dates 01/11/2007
Occupation or position held Senior Specialist-law adviser
Main activities and responsibilities Legal maintenance of the NERC's activity
Name and address of employer National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)
Type of business or sector State regulation of the activity of subjects of natural monopolies

Education and training

High education
Dates 2007
Title of qualification awarded Specialist's degree in law
Principal subjects/occupational skills covered Legislation
Name and type of organisation providing education and training Kyiv National University named after T. Shevchenko
Level in national or international classification ISCED 5

Personal skills and competences

Protection of the consumer rights in the oil and gas sector
Drafting of legal acts according to the Ukrainian legislation.
Organization of claim and legal work.

Mother tongue(s) Ukrainian

Other language(s) Russian, English, French

Self-assessment

--	--	--

European level ()*

**English
Language**



**Europass
Curriculum Vitae**

Personal information

First name(s) / Surname(s)

Tetyana RYBUHA

Address(es)

Telephone(s)

(+38-044)241-90-38

(+38-044)241-90-38

(+38-044)241-90-38

Fax(es)

E-mail

Ryabuxa@nerc.gov.ua

Nationality

Ukrainian

Date of birth

26/12/1972

Gender

Female

**Desired employment /
Occupational field**

Work experience

Dates

May 2008 - to date

Occupation or position held

Head, Department of oil and gas complex regulation

Name and address of employer

National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

Oil and Gas

Dates

03/2003-05/2008

Occupation or position held

Head of Section of Ukrainian legislation adaptation to EU legislation and interaction with the VRU,
Legal Department

Name and address of employer

National Electricity Regulatory Commission (NERC), Kyiv, 19, Smolenska str.

Type of business or sector

State regulation of natural monopolies activities

Dates

03/2003- 03/2003

Occupation or position held

Senior Counsel, Department of Legislation and Consumer Protection Legal Department

Name and address of employer

National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

State regulation of natural monopolies activities

Dates

11/2000-03/2003

Occupation or position held

1 st category Specialist, the leading specialist legal expertise department of the Ministry of Justice,
international treaties of Ukraine, Kiev

Name and address of employer

Ministry of Justice

Type of business or sector

Legislation

Dates

12/1996- 11/2000

Occupation or position held

Legal Counsel

Name and address of employer "ЛЕД Упрдора №9"
 Type of business or sector ~~State regulation of the activity of subjects of natural monopolies~~
 Dates **11/1993 - 09/1995**
 Occupation or position held Leading specialist of mechanization and energy Section, Legal Counsel Department of Management and Marketing

Name and address of employer «Автошляхмостбуд" Association
 Type of business or sector Law
 Dates **02/1994- 12/1994**
 Occupation or position held Legal Counsel Personnel

Name and address of employer «Укравтодор» Association
 Type of business or sector
 Dates **1996**
 Occupation or position held Teacher in History and Law

Name and address of employer Ukrainian State Pedagogical University after M. Dragomanova
 Type of business or sector History and Law

Education and training

Dates
 Title of qualification awarded Specialist
 Principal subjects/occupational skills covered History and Law
 Name and type of organisation providing education and training Ukrainian State Pedagogical University named after M. Dragomanova
 Level in national or international classification

Personal skills and competences

Mother tongue(s) **Ukrainian, Russian**

Other language(s) **English (with dictionary)**

Self-assessment
European level ()*

English

Розуміння		Говоріння		Писання	
Слухання	Читання	Мовна взаємодія	Здатність говорити		

Social skills and competences Team spirit, good ability to adapt to multicultural environments, good communication skills
 Computer skills and competences Competent with most MS Office programs



Europass Curriculum Vitae

Personal information

Surname(s) / First name(s)	Lemlem SAID ISSA	
Address(es)	45 Morpeth Terrace London SW1P 1ET UK	
Telephone(s)	+44 7710 835 841	Mobile: +380 936 908319
Fax(es)		
E-mail(s)	Isaidissa@yahoo.com	
Nationality	Italian	
Date of birth	04/10/1958	
Gender	Female	

Desired employment / Occupational field

Energy Policy Professional
Project/Programme Director/Manager

Work experience

Dates	01/03/2007 to present
Occupation or position held	RTA
Main activities and responsibilities	Currently implementing a two year EU ENP-TACIS project to support the National Energy Regulatory Commission of Ukraine to restructure and implement a number of regulatory policies such as: Approximation of Energy Legislation to EU Directives; Market Monitoring; Quality of Service Regulation; Tariff Setting; Unbundling
Name and address of employer	MS Project Consortium on behalf of the EU Commission
Type of business or sector	Energy Regulation
Dates	02/02/2003 – to 28/02/2007
Occupation or position held	Senior Adviser - Programme/Project Director

Main activities and responsibilities	<ul style="list-style-type: none"> • Representing Italian energy industry in activities related to the Athens Treaty (Single Energy Market in the Balkans). • Acted as key expert and project Leader in EU projects in energy & economic policy worldwide. • Setting up large consortiums for bidding for EU, EIB, EBRD & World Bank funded projects. • Project Management/Direction for EU funded programs in accession countries. • Advising Financial Institutions and large utilities on asset valuation, energy deregulation impact, business and investment strategy in Southern Europe. • Obtained clearance and appointment by USAID to manage the Iraq electricity reconstruction programme. • Advising Italian National Grid (GRTN) company on strategic planning for grid governance, security of supply, partnership with other TSOs, market analysis, international business development & investment. • Within the Euro-Mediterranean Energy Platform, have had contacts and meetings with Ministry of Energy and Energy Industry officials of the MEDA Programme covering the Region from Morocco to Jordan, to discuss/plan training programs and know-how transfer, on energy policy, energy efficiency and environmental issues..
Name and address of employer	Various Clients including EU Commission
Type of business or sector	Energy
Dates	08/09/2000 - 01/02/2003
Occupation or position held	Senior Executive (VP)
Main activities and responsibilities	<ul style="list-style-type: none"> · Senior Management (VP) within the Energy & Utilities Global (E&UG) Business Unit. · Leading strategic and business consulting in liberalisation and privatisation of electricity in Southern European markets, with particular focus on market-wide restructuring, trade & risk management and customer relationship management. · Acted as Business Development Executive at ENEL and at Edison key accounts. · In charge of European marketing for the E&UG division.
Name and address of employer	CGE&Y 36 via Stendhal 20144 Milan, Italy
Type of business or sector	Management Consulting - Energy & Utilities
Dates	02/02/1996 - 30/07/2000
Occupation or position held	Principal - Director
Main activities and responsibilities	<ul style="list-style-type: none"> · Jointly establishing the KPMG European Energy Council (EEC), having responsibility for the UK membership. Collectively targeted and developed opportunities in electricity liberalisation across Europe for EEC members. EEC wins included engagements in France, Italy, Germany, Greece, Netherlands and Spain. · PPC (Greek utility) Privatisation, developing and implementing a marketing strategy for privatisation · Kenya Power Sector Reform, Director of Programme for divestment and reorganisation of the Kenyan Power sector according to World Bank financed reform guidelines. · Energy Sector & institutional support to the Russian government, leading a two year engagement funded by the EU maintaining client relationships both with the European Commission and with representatives of the Russian government. The project aimed at (a) reassessing RAO-UES's investment portfolio, giving institutional support to Rosenergo and (b) institutional support to Moscow's Region and Municipality Utility sector for Energy Efficiency & Saving, establishing the first Energy Centre in Central & Eastern Europe, assisting in drafting of the first Law on Energy Efficiency & Saving, training all energy buyers in government and public institutions on the basics of efficient use of energy and how to save it. Responsible for managing all aspects of the engagement (e.g. reporting, invoicing, etc.), managing Russian project staff, managing relationships with numerous sub-contractors and consortium partners as well as maintaining relations with the EU, the Russian government, stakeholder parties and project monitors. · Privatisation in Egypt, advising the Egyptian government on privatisation strategy and assisting in the arrangement of financial advice by managing alliance partnership with Schroeder's. · Shell Gas International/JV partner selection, for a JV investment partner in a power plant in China, including analysis and reporting on the regulation, development and trends of the Chinese energy sector.

	<ul style="list-style-type: none"> · Sultanate of Oman/Power sector privatisation, conducted comparative analysis of privatisation programs in various countries with the aim of advising client on a best practice privatisation model. · E – Business, developing e-business ventures with public & private sector clients, leading on strategic input and managing alliance partnerships with IS vendors. · European HQ in Brussels, managing EU institutional accounts, including setting up the global accounts for IFI clients, designing strategic approaches and outlining guidelines for the relationship of KPMG practices within the Europe, Middle-East, Africa (EMA) Regions. · Business development, identifying and capitalizing opportunities for the Utilities Group business, particularly in Europe, Middle-East, and North Africa areas and that sponsored and/or financed by the World Bank, EBRD and the European Commission. · Marketing for the business unit, being in charge of all marketing activities, including attending and speaking at various conferences and client senior presentations, publishing numerous articles and papers for professional journals. Designed, organized and presented keynote address to industry leading conference attended by 120 Government Officials, Regulators, Project Financiers, Bankers, Consultants, Utilities Managers, etc. The conference covered power industry privatisation and restructuring activities in Southern Europe, North Africa and the Middle East that were financed by the EU-MEDA and Arab funds. Attended and spoken at numerous other conferences including Berlin, Budapest, London, Rome.
Name and address of employer	KPMG 8 Salisbury Square London EC4Y 8BB UK
Type of business or sector	Management Consulting - Energy & Utilities
Dates	03/03/1993 - 02/01/1996
Occupation or position held	Senior Adviser
Main activities and responsibilities	<ul style="list-style-type: none"> · Reporting to the Senior Vice-President and Director of International Affairs, advising on key areas of policy and business strategy, including privatisation, identification of infrastructure investment projects, co-financing and business expansion on worldwide basis. · Advanced over 30 projects, valued between US\$100m and US\$1bn, within the auspices of the World Bank and the African and European Development Banks. Evaluated and reviewed all strategic and financial considerations, selecting relevant projects for Board approval and subsequent implementation. · Coordinated activities for the various programmes, regularly reporting and presenting updates to the Board and to top executives of the IRI Group Companies. · Represented IRI at several international conferences. · Maintained relations among IRI Group Companies, particularly on international business expansion and co-operation issues.
Name and address of employer	IRI 87, via Veneto 00187 Rome, Italy
Type of business or sector	Industrial Reconstruction
Dates	01/05/1992 - 02/01/1993
Occupation or position held	Consultant
Main activities and responsibilities	<ul style="list-style-type: none"> · Reporting to the Senior Project Manager for Infrastructure & Energy, leading a team conducting an energy review study on power generation & transmission in the Czech and Slovak Republics. · Designed terms of references for energy master-plans for Croatia and Slovenia and coordinated the relevant technical co-operation issues involved. · Identified and conducted economic analysis of infrastructure projects in Hungary, Poland and Slovenia. · Project-managed the institutional study plan for Prague District Heating, including evaluating and selecting sub-contractors and coordinating technical assistance activities.
Name and address of employer	EBRD One Broadgate London EC UK
Type of business or sector	Development Banking- Energy & Infrastructure

Dates	05/08/1987 - 01/02/1993
Occupation or position held	European Branch Director
Main activities and responsibilities	<ul style="list-style-type: none"> · Reported to the President of this multinational, investment management in the food business for international business and in less than two years rapidly progressed to heading up European operations. · Established European branch, achieving turnover targets, by recruiting and managing key staff to advise clients on all matters, including joint-ventures, licensing, registration and labour laws. · Identified and conducted several projects in Europe (East & West), Africa and South-East Asia, including delivering comprehensive business plans and strategies for client's investments ranging from US\$10 to US\$80 million in numerous sectors, including consumer products, processing & distribution, manufacturing, tourism and urban development.
Name and address of employer	Saybrook Ltd Alexandria, VA USA
Type of business or sector	Investment in Emerging Markets

Dates	03/03/1978 - 30/06/1987
Occupation or position held	Attachè - Diplomatic Service
Main activities and responsibilities	<ul style="list-style-type: none"> · Working consecutively for the Ethiopian and Zambian Embassies, in each case ultimately reporting to the Ambassador. · Traveled extensively within Southern Europe, starting from base levels and achieving highest diplomatic status within four years. · Designed and provided quarterly economic & political reviews on Cyprus, Italy, Malta, Switzerland, Turkey and the Vatican, and locally based UN Agencies, aimed at assisting government policy formulation. · Established and maintained relations with government officials of numerous countries, international organizations and UN agencies. · Participated in and significantly contributed to negotiations for development projects in agriculture, small enterprises and infrastructure financed by international organizations, bilateral agencies, private companies and NGOs. · Recruited, trained, and administered all non-diplomatic staff.
Name and address of employer	Various Embassies accredited to Italy, The Vatican, Cyprus, Greece, Malta, Switzerland, Turkey and a few UN Agencies.
Type of business or sector	Diplomatic Service

Education and training

Dates	08/08/1984 - 09/06/1986
Title of qualification awarded	Ph.D. courses & Masters Degree
Principal subjects / occupational skills covered	International Business, Management and Marketing, Political Science and Development Economics
Name and type of organisation providing education and training	TEXAS TECH UNIVERSITY Lubbock, TX USA
Level in national or international classification	PhD Courses & Masters Degree

Dates	04/10/1982 - 10/06/1984
Title of qualification awarded	Bachelor Degree in Business Administration
Principal subjects / occupational skills covered	Finance, Management, Marketing
Name and type of organisation providing education and training	JOHN CABOT UNIVERSITY Via della Lungara Rome, Italy
Level in national or international classification	BBA

Dates 04/10/1978 - 06/06/1982
 Title of qualification awarded Bachelor of Arts
 Principal subjects / occupational skills covered Sociology, Psychology, Languages & Literature
 Name and type of organisation providing education and training UNIVERSITY OF ROME "LA SAPIENZA"
 Rome, Italy
 Level in national or international classification BA

Dates 01/10/1972 - 10/06/1977
 Title of qualification awarded Baccalaureate (Maturità Scientifica)
 Principal subjects / occupational skills covered All scientific and humanities subjects
 Name and type of organisation providing education and training LICEO SCIENTIFICO "F. MARTINI", Asmara, Eritrea
 Level in national or international classification Baccalaureate equivalent to 11 'A' levels

Personal skills and competences

Mother tongue(s) **Italian and Tigrinya (Eritrean)**

Other language(s)

Self-assessment

European level ()*

English

French

Spanish

Amharic (Ethiopia)

Portuguese

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
C1	Proficient user	C1	Proficient user	C1	Proficient user	C1	Proficient user	B2	Independent user
B2	Independent user	C1	Proficient user	B2	Independent user	B2	Independent user	B1	Independent user
C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user
A2	Basic User	B1	Independent user	A2	Basic User	A2	Basic User	A1	Basic User

(*) *Common European Framework of Reference (CEF) level*

Social skills and competences

- since childhood i have always attended schools with up to 80 nationalities, have travelled a lot in most parts of the world. this enabled me to become a 'citizen of the world' understanding many cultures, arts, foods, political environments. my understanding has become an invaluable asset in being able to communicate with people of every background and social status, and able to negotiate and mitigate even the most critical situation. i am also able to organise gatherings for any event (cultural, artistic, and so on).

- i was the funder of the first alumni association at my university, became its first president and helped publish the first year book.

- family, friends, colleagues always count on me for practical help and advice.

Organisational skills and competences

- during my long career i learnt many skills such as accounting, book keeping, preparing budgets, preparing taxes in many different countries, dealing with immigration and naturalisation issues, training and mentoring personnel. - i often use all these skills to help in the many voluntary organisations and charities i regularly give my time to.

Technical skills and competences	<p>Development Economics, Macroeconomics, Management Consultancy, Technical Co-operation Management, Energy Efficiency Policy design & implementation, Energy De-Regulation and Liberalisation, E-Business, IT Strategy, CRM, T&RM Foreign Trade, Small & Medium Enterprise (SMEs)</p> <p>Change Management, HR Development/Management Institutional Building & Public Sector Reform Management, Marketing, International Business Development, Power Sector Review & Reform, Privatisation Strategy, Project Management: Infrastructure (energy, transport, telecommunication) Public/Private Partnerships</p>
Computer skills and competences	- excellent ability in using all the current it equipment such as network systems, personal computers (laptops, desktops, palm) with knowledge of their relevant hardware and software. - i am also uptodate with most communication items such as cellphones and cutting edge digital photography.
Artistic skills and competences	<p>- conosseur of international art, music, theatre. passionate about cinema.</p> <p>- expert interior decorator and amateur architect.</p> <p>- expert tourism organiser.</p>
Other skills and competences	<p>- Participation in numerous voluntary and charitable organisations (as Trustee) and implementing some small projects (such as long distance adoption, response to food & health emergencies, financing water wells for villagers, etc.)</p> <p>- Fund raising for the above activities</p>
Driving licence	Holder of a valid driver's licence: Category B
Additional information	Any required reference will be supplied upon request.



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Katerina SARDI**

Address(es) Greek Regulatory Authority for Energy (RAE),
69 PANEPISTIMIOU STR,
10564 Athens,
Greece

Telephone(s) +302103727454

Fax(es) +302103255460

E-mail sardi@rae.gr

Nationality Greek

Date of birth 2 December 1969

Gender Female

Work experience

Dates **10/6/2002 – today-**

Occupation or position held Senior Expert, Energy Systems Analysis Department

Main activities and responsibilities Selected activities and responsibilities assumed over the last five years include

- Contribution to the preparation of the National Natural Gas System Operation Code (NNGS Code) pursuant to the provisions of EU Directives 2003/55/EC, 2004/67/EC and the Regulation 1775/2005 (Third Party Access arrangements).
- Contribution to gas security of supply studies
- Analysis of LNG market developments, gas quality and interchangeability issues
- Project management of feasibility studies on the introduction of natural gas as a fuel for power production on the Greek island of Crete (technical issues, supply analysis and project structure).
- Energy planning and electricity security of supply studies for the Greek non-interconnected islands
- Advice on technical issues concerning power generation, low carbon technologies, flue gas cleaning methods, storage and transportation of solid, liquid and gaseous fuels, renewable (RES) and novel energy sources – including issues related to large RES penetration and RES/storage hybrid plants development.
- Follow up of EU legislation and international activities on climate change, emissions trading, carbon sequestration and air pollution abatement (e.g. Directives 2003/87/EC, 2004/101/EC, Proposal COM(2008)/016, Proposal COM(2008)/018, CAFÉ programme etc)
- Representative in task forces of the European Regulators' Group for electricity and gas (EREG) and the Council of European Energy Regulators (CEER) related to LNG and emissions trading.
- Project manager of four EU co-funded programmes under the LIFE III and ALTENER – Intelligent Energy Europe initiatives. The programmes concern emission allowance trading (ETRES, 2003-2006, <http://www.cres.gr/etres/>), large scale RES penetration (Greenet Incentives, 2006-2009, <http://greennet.i-generation.at/>), RES/storage support mechanisms and barriers for entry (STORIES, 2007-2010, www.storiesproject.eu), and energy efficiency (BOILEFF, 2006-2009, <http://www.energyagency.at/projekte/boileff.htm>).
- Trainer on issues related to LNG and Compressed Natural Gas (CNG) in the Mashreq Gas Study Tour to Greece that took place in April 2008 as part of the Euro-Arab Mashreq Gas Market Project (EAMGM).
- Representative in national workgroups related to energy efficiency in buildings

Name and address of employer	Greek Regulatory Authority for Energy (RAE), 69 Panepistimiou Str, 10564 Athens, Greece
Type of business or sector	Energy Regulator
Dates	1/9/2001 - 30/6/2002
Occupation or position held	Postdoctoral Research Associate
Main activities and responsibilities	Spray dryers are employed for the transformation of liquid materials (solutions, suspensions and pastes) into solid particles and are applied into numerous sectors of the food, chemical, pharmaceutical, mineral and power industries. Spray dryer absorbers are also successfully employed for the reduction of the SO ₂ content in the combustion gases of coal or heavy oil fired power plants (DeSO _x , FGDs). Spray drying is based on the atomization of the fluid feed stream into droplets and their subsequent dispersion in a hot gaseous phase. Due to the small droplet size, the heat and mass transfer rate per unit volume is considerably high, providing, in principle, the possibility of achieving high drying rates. However, the optimised operation of an industrial spray drier depends on a number of design and operational parameters. The project, funded by UNILEVER RESEARCH U.K., involved the implementation of advanced modeling approaches and the development of a front-end user-friendly cross platform computational tool to assess efficiency enhancements; particle diameter growth, evaporation and drying inside industrial spray dryers.
Name and address of employer	Mechanical Engineering Department, Imperial College London, Exhibition Road SW7 2BX, London, UK
Type of business or sector	Academia (R&D)
Dates	17/8/1998 - 31/8/2001
Occupation or position held	Senior Analyst (17/8/1998-30/9/1999), Consultant (1/10/1999-30/9/2000), Senior Consultant
Main activities and responsibilities	In the mid-late 1990s, much of the international attention was focused in the modernisation of financial institutions particularly towards the introduction of versatile information technology systems that would support a large variety of business and customer loan products. As an employee of Accenture, the global management consulting and technology services company, coordinated a team of software and financial analysts on the design, development, version control and implementation of state-of-the-art financial applications for Greek banks and insurance companies.
Name and address of employer	Accenture (Greek Branch), 1 Arcadias Str., 14564 Kifissia, Greece
Type of business or sector	Consulting (Financial and Information Technology)
Dates	1/1/1997 - 28/2/2002
Occupation or position held	Consultant
Main activities and responsibilities	Hitachi, Ltd. and Babcock-Hitachi K.K. headquartered in Japan, are world leaders in the manufacturing of a wide range of systems, products and services in market sectors including power and industrial systems, information systems, electronic devices and consumer products. As a member of a small team of specialised consultants, worked on behalf of the two companies for a five year period on the development of models and analysis methods for the estimation of particle deposition and erosion in pulverised and Pressurised Fluidised Bed Combustor (PFBC) plants under consideration or in operation in Japan. The project was carried out in close collaboration with the Japanese project partners.
Name and address of employer	Babcock-Hitachi K.K. 7th Floor, World Trade Centre Building, 4-1, Hamamatsu-cho, 2-chome, Minato-ku, Tokyo, 105-6107 Japan Power and Industrial Systems Laboratory, Hitachi Ltd, 7-2-1 Omica-Cho, Hitachi-shi, Ibaraki 319-1221, Japan <i>under the auspices of</i> IC Consultants Ltd, 47 Prince's Gate, Exhibition Road, London SW7 2QA, U.K.
Type of business or sector	Consulting (Energy)

Dates 1/1/1997 - 13/4/1998

Occupation or position held Postdoctoral Research Associate

Main activities and responsibilities The work was a continuation to the PhD study. Team leader on research projects commissioned by the United States Army and Navy related to the combustion of liquid fuels and natural gas in gas turbines for power production. Emphasis on fuel mixing, efficiency and emission reduction.

Name and address of employer Mechanical Engineering Department, Imperial College London, Exhibition Road, London SW7 2BX, U.K.

Type of business or sector Academia (R&D Energy)

Dates 3/4/1991 - 31/7/1991

Occupation or position held Junior Engineer

Main activities and responsibilities Member of a team developing standardisation procedures for the suitability testing of de/anti-icing fluid sprays currently applied to aircraft wings prior to take off.

Name and address of employer von Karman Institute for Fluid Dynamics, 72 Chaussée de Waterloo, B -1640 Rhode St. Genèse, Belgium

Type of business or sector Academia (R&D Aeronautics and Chemical industry)

Education and training**Dates 10/1992 - 1/1997**

Title of qualification awarded Doctor of Philosophy (Ph.D.)

Principal subjects/Occupational skills covered Energy efficiency, emission reductions and climate change that are nowadays receiving considerable attention in terms of policy making have been in the international R&D agenda for more than 15-20 years.
The PhD study involved state of the art combustion research on natural gas fired flames with application to modern gas turbines for power production based on premix technology. Emphasis was placed on fluid mechanics, fuel air mixing and combustion instabilities. Research was funded by the USA Department of Energy, the USA Army and Navy and the EU and resulted in archive journal publications and presentations in conferences world-wide.

Name and type of organisation providing organisation and training Imperial College London, Engineering Department (Thermofluids Section) , Exhibition Road, London SW7 2BX, UK

Dates 10/1987 - 7/1992

Title of qualification awarded Diploma in Mechanical Engineering (Dipl. Ing.)

Principal subjects/Occupational skills covered Mechanical Engineering, Energy Sector major (Grade 8/10, "Very Good", Top 1%).

Name and type of organisation providing organisation and training Aristotle University of Thessaloniki, Mechanical Engineering Dept, GR-54124, Thessaloniki, Greece

Dates 9/1981 - 7/1987

Title of qualification awarded High school diploma (Grade 19/20, "Excellent")

Name and type of organisation providing organisation and training The American College of Greece (Pierce College), 6 Gravias Str, Ag. Paraskevi 15342, Greece

Personal skills and competences

Mother tongue(s) **Greek**

Other language(s)

Self-assessment

European level (*)

English

French

German

Understanding

Speaking

Writing

Listening

Reading

Spoken interaction

Spoken production

	Listening	Reading	Spoken interaction	Spoken production	Writing
English	C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user
French	B1 Independent user	B1 Independent user	B1 Independent user	B1 Independent user	A2 Basic User
German	A2 Basic User	A2 Basic User	A1 Basic User	A1 Basic User	A1 Basic User

(*) Common European Framework of Reference for Languages

Social skills and competences Good communication skills, worked effectively in multicultural environments, team spirit and enthusiasm.

Organisational skills and competences Experience in project and team management

Technical skills and competences Technical skills and competences in the energy and environmental sectors. Strong analytical skills, ability to easily and rapidly expand knowledge in new sectors. Seek excellence in delivered work.

Computer skills and competences Knowledge of several programming languages (FORTRAN, C, C++, Cobol, Visual basic, SQL, ABAP/4, Client/Server Applications) and databases at a professional level. Experienced user of multiple operating systems (Windows, Unix, Linux). Long experience with Microsoft Office, LaTeX, a number of graphic and image processing packages etc.

Experience with Pipeline Studio ver 3.1 for natural gas pipeline simulations. Long experience with commercial Computational Fluid Dynamic software (ANSYS-Fluent, StarCD)

Other skills and competences Advanced knowledge of fluid mechanics, turbulence, two phase flows, combustion, applied mathematics, statistics and probability theory. Long experience with a number of measurement techniques and development of interface systems for data acquisition. Design, manufacture and maintenance of state-of-the-art experimental setups.

Additional information

Awards

- In 2000, awarded the Global Andersen Consulting Financial Services Client Excellence Award.
- In 1997, nominated for the Imperial College Armstrong and Unwin Prizes awarded to an outstanding piece of research or scholarship which concerns the application of scientific methods to industrial problems.
- In 1995, research work on fuel mixing selected by the British Institute of Physics among the ten best Combustion research topics for 1995.

Professional Affiliations and other activities

- Reviewer for the scientific journal Experiments in Fluids
- Member of the board of the Greek Section of the Combustion Institute (Vice-president in the period 2001-2004 & 2005-today)
- Member of the British Section of the Combustion Institute
- Member of the Technical Chamber of Greece since 1992.

Scientific Conference Organisation and participation in Technical Programme Committees

- Board member of the International Programme Committee and the Local Organisational Committee of the Fourth World Forum on Energy Regulation (WFER IV), Athens, 18- 21 October 2009
- Board member of the Technical Programme Committee of the 2nd International Conference on Small Scale LNG in Europe, Bergen, Norway, 22-24 May 2007
- Vice President of the Organising and Technical Programme Committees of the European Combustion Meeting 2007 (Crete, April 2007),
- Board member of the Organising and Technical Programme Committees of the Joint Meeting of the Greek and Italian Sections of the Combustion Institute (Corfu, June 2004)
- Vice president of the Organising and Technical Programme Committees of the Third Meeting of the Greek Section of the Combustion institute (Patras, Nov. 2003).

Teaching Experience and technical training

- Lectures on “LNG supply, demand, feasibility assessment and terminal characteristics” in courses organized by the Greek Regulatory Authority for Energy (2008)
- Lectures on “Introduction to Computational Fluid Dynamics”, MSc Course on Food Engineering, Agricultural University of Athens, (2007)
- Co-supervision of a PhD student of the Mechanical Engineering Department of the National Technical University of Athens (NTUA) on research work on micro-particle agglomeration with application to PM25 particle retention from industrial flue gases. (2005-today)
- Co-supervision of a number of undergraduate students of the NTUA Mech. Eng. Department in their final year theses on issues and challenges related to the operation of PEM fuel cells and fuel mixing (2003-2006)
- Supervision of several students during their stagier period in the Greek Regulatory Authority for Energy on power generation technologies and energy planning in the Greek non interconnected islands (2003-2007)
- Corporate Instructor on a number of computer languages and software development, ACCENTURE (2000-2001)
- Laboratory tutor, Imperial College (1994-1998)

Annexes

List of Publications and Selected Conference and Professional Presentations

Annex - List of Publications and Selected Conference and Professional Presentations

Archive Journal Publications and Publications in Peer Reviewed Conferences

1. Papadopoulos, C., Sardi, K. & Bergeles, G. (2009) Numerical simulation of acoustic agglomeration of diesel particles, *Int. J. Heat Fluid Flow*, *accepted for publication*.
2. Sardi K. & Yanniotis, S. (2007) Numerical modelling of heat transfer in the food industry – recent developments and applications. In *Heat Transfer Advances in Food Processing: Recent Developments and Applications* (Yanniotis, S. & Sunden, B.) WIT Press.
3. Papadopoulos, C. & Sardi K. (2007) Passive scalar and dissipation simulations with the Linear Eddy model. In *Complex Effects in Large Eddy Simulations* (Kassinis S.C., Langer C.A., Iaccarino G., Moin P. Eds.), Book Series: Lecture notes in Computational Science and Engineering, Springer, Volume 56 pp 191-202.
4. Sofialidis, D., Faltsi, O., Skevis, G., Sardi, K., Skodras, G., Kaldis, S. P. & Sakellaropoulos, G.P. (2005) Modelling low temperature carbonisation of solid fuels in a heated rotary kiln for Clean Gas Fuel production, *FUEL* 84: 2211-2221.
5. Orfanoudakis, N. G., Hatzia Apostolou, A. Krallis, K., Mastorakos, E. Sardi, K., Pavlou, D. G. & Vlachakis, N. (2005) Design, evaluation measurements and modelling of a small swirl stabilised laboratory burner, *The IFRF Electronic Combustion Journal* December 2005, Article Number 200510, www.journal.ifrf.net ISSN 1652-479X.
6. Orfanoudakis, N., Hatzia Apostolou, A., Mastorakos, E., Sardi, K., Krallis, K. & Vlachakis, N. (2004) Experimental and numerical investigations in the near-burner region of a versatile multi fuel burner, In *Computational Methods in Multiphase Flow II, Engineering sciences* (Brebba, C.A. and Mammoli, A.A. Eds), Book Series: Advances in Fluid Mechanics Series, WIT Press, Volume 37, pp. 137-146
7. Inage S.I., Taylor A.M.K.P., Sardi, K., Marquis, A.J. Hamada, I. Hukuda, Y. Ichinose, N. & Kobayashi, N. (2001) A numerical evaluation of erosion on a surface of a pipe with elbows. *Trans. Japan Soc. Mech. Eng* 67(654 B): pp. 305-312. (*in Japanese*).
8. Sardi, K, Taylor, A.M.K.P & Whitelaw J.H. (2000) Extinction of turbulent counterflow flames under periodic strain. *Comb. Flame* 120:265-284 (12 times cited in the ISI).
9. Sardi, K & Whitelaw J.H. (1999) Extinction timescales of periodically strained lean counterflow flames. *Exp. Fluids* 37:751-759. (8 times cited in the ISI)
10. Sardi, K, Taylor, A.M.K.P & Whitelaw J.H. (1999) A mixing model for the calculation of extinction in oscillating flames. *AIAA Journal* 37:751-758
11. Inage S.I., Taylor A.M.K.P., Sardi, K., Marquis, A.J. Hamada, I. Hukuda, Y. Ichinose, N. & Kobayashi, N. (1998) Development of an erosion evaluation technique using a new model on a pipe surface. *Trans. Japan Soc. Mech. Eng.* 97-1211:157-174 (*in Japanese*).
12. Sardi, K., Taylor, A.M.K.P & Whitelaw J.H. (1998) Conditional scalar dissipation statistics in a turbulent counterflow. *J. Fluid Mech.* 361:1-24 (23 times cited in the ISI).
13. Sardi, K., Taylor, A.M.K.P. & Whitelaw J.H. (1998) A mixing model for joint scalar statistics. *Comb. Sci. Tech.* 136:95-123.
14. Sardi, K. & Taylor, A.M.K.P. (1997) Joint scalar-scalar dissipation measurements at the exit of a turbulent jet. *Eleventh Symposium on Turbulent Shear Flows* (Durst, F., Launder, B.E., Schmidt, F.W., Whitelaw, J.H. Eds.), Volume I, pp 8/19-8/24.
15. Sardi, K., Taylor, A.M.K.P. & Whitelaw J.H. (1996) Experimental investigation of the interaction between scalar dissipation and strain rate in a counterflow geometry. In *Variable density low-speed turbulent flows* (L. Fulachier, J.L. Lumley, F. Anselmet Eds.) Kluwer Academic Publishers, pp 143-150.

Academic Conferences

1. Sardi, K., Yiakopoulos, C, Gryllias, K., Antoniadis, I & Founti M. "Vibration analysis and combustion performance of an industrial drying facility", Work-in-Progress Poster Session, 31st International Symposium on Combustion, Heidelberg, Germany, 6-11 August 2006.
2. Lyra S., Sphicas P., Sardi K. & Bergeles G. "Detachment of droplets from surfaces", 2nd International Conference «From Scientific Computing to Computational Engineering», Athens 7-10 July 2006.
3. Papadopoulos, Ch., Sardi, k. & Bergeles G. "Numerical simulation of ultrasound preconditioning of fine particles", 2nd International Conference «From Scientific Computing to Computational Engineering», Athens 7-10 July 2006.
4. Papadopoulos, Ch. & Sardi, K. "Passive Scalar and Dissipation Simulations with the Linear Eddy Model", Complex Effects in Large Eddy Simulations, Limassol, Cyprus, 20-24 September 2005.
5. Papadopoulos, Ch. & Sardi, K. "Linear Eddy Simulations of Turbulent Mixing of a Passive Scalar: Statistical properties and implications to combusting flows", Joint Meeting of the Italian and Greek sections of the Combustion Institute, Corfu, Greece, 17-19 June 2004, also in The 3rd Meeting of the Greek Section of the Combustion Institute, Patras, Greece, 7-8 November 2003.
6. Sardi, K., Taylor, A.M.K.P. & Whitelaw J.H. "A mixing model for the calculation of extinction in oscillating flames.", 29th Fluid Dynamic Conference. American Institute of Aeronautics and Astronautics, Albuquerque, New Mexico, USA, 15-18th June 1998.
7. Sardi, K. & Taylor, A.M.K.P "Joint scalar-scalar dissipation measurements at the exit of a turbulent jet.", Eleventh Symposium on Turbulent Shear Flows. Grenoble, France, 8-10 September 1997.
8. Sardi, K., Taylor, A.M.K.P & Whitelaw J.H "Measurements and predictions based on a simple mixing model of the scalar field of a counterflow.", Symposium on Variable Density Flows. International Union of Theoretical and Applied Mechanics (IUTAM). Marseilles, France, 8-10 July 1996.
9. Sardi, K "Joint scalar statistics in counterflows.", British Institute of Physics. British Gas Research Centre. Loughborough, UK, 21 September 1995.
10. Sardi, K., Taylor, A.M.K.P & Whitelaw J.H "Scalar dissipation statistics in a counterflow." European Mechanics Society, EUROMECH COLLOQUIUM 340 on the Statistical Properties of turbulent gaseous flames. Delft, The Netherlands, 30 August - 1 September 1995.

Invited Academic Presentations

1. "Mixing and extinction timescales in turbulent combustion. An experimental and numerical investigation" Mechanical Engineering Department, University of Thessaly, 4 December 2002.
2. "Mixing models for joint scalar statistics" Invited Presentation at the ERCOFTAC UK South, Special Topic Group on Turbulence Structure. Civil Engineering Department, Imperial College of Science, Technology and Medicine, London, UK 30 June 1997.
3. "Scalar dissipation in counterflows. How does it look like ? " Invited presentation at the Department of Engineering, Cambridge University, UK, 6 July 1995.

Professional Presentations

1. Thomadakis, M, Avlonitis, G & Sardi, K. "The Revythoussa LNG Terminal : Facts and Implications", Invited presentation to the Commercial Strategies for Downstream LNG - IQPC, Barcelona, Spain, 8 - 9 July 2008.
2. Sardi, K. & Katsaros, A. "Bioenergy in Greece, A review of legal and technical issues", Invited presentation to the Symposium *Bioenergy in Greece* organised by the German-Greek Chamber of Commerce and Industry, Thessaloniki, Greece, 11-12 May 2006.
3. Krommydas, T. & Sardi K. "A review of Green House Gas Emission policies and schemes", Invited presentation to the 10th National Conference on Energy and Development, Institute of Energy and Development for South East Europe, Athens 7-9 November 2005.
4. Sardi, K., Martin, P. & Heynes, D. "Supply of LNG to the island of Crete for power generation ", First International Conference on Small Scale LNG in Europe, Oslo, Norway, 29-30 September 2005.
5. Marquis, A.J., Sardi, K. & Taylor, A.M.P.K. "Advanced models for erosion rate calculations in heat recovery boilers", Hitachi Gas Turbine R&D Centre, Hitachi, Japan, 20 March 2002 also to Hokoriku Electric, Toyama, Japan, 21 March 2002.



Europass Curriculum Vitae



Personal information

First name(s) / Surname(s) **Helen SAVCHENKO**
Address(es) 6-A, Naberezhnaya, 07300, Vishgorod, Ukraine
Telephone(s) (+38-044)4547172 Mobile: +38 096 436 48 84
Fax(es) (+38-044)2419027
E-mail Savchenko@nerc.gov.ua
Nationality Ukrainian
Date of birth 17/11/1981
Gender female

Desired employment / Occupational field

Work experience

Dates 11 months – NERC, Kyiv
Occupation or position held Main expert, Section of Gas market development and payment issues
Main activities and responsibilities Taking part in creation of norm. acts , activities in market developing of natural gas and func
relation, work with appeals from consumers of gas
Name and address of employer National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)
Type of business or sector Gas&oil sector

Education and training

Dates Add separate entries for each relevant course you have completed, starting from the most recent.
(remove if not relevant, see instructions)
Title of qualification awarded Master of law
Principal subjects/occupational skills covered Civil law, labour law , intellectual property
Name and type of organisation providing education and training KYIV NATIONAL UNIVERSITY named after TARAS SHEVCHENKO,
State institute of intellectual Property,
Courses of in-plant training

Level in national or international classification (remove if not relevant, see instructions)

Personal skills and competences

Mother tongue(s) Ukrainian, Russian

Other language(s) English

Self-assessment
European level ()*

English

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
	B		B		C		C		B

(*) *Common European Framework of Reference for Languages*

Social skills and competences Replace this text by a description of these competences and indicate where they were acquired. (Remove if not relevant, see instructions)

Organisational skills and competences Replace this text by a description of these competences and indicate where they were acquired. (Remove if not relevant, see instructions) Deputy of director on legal questions, a head of group at school and institute

Technical skills and competences Replace this text by a description of these competences and indicate where they were acquired. (Remove if not relevant, see instructions)

Computer skills and competences Competent user of Microsoft Office

Artistic skills and competences Replace this text by a description of these competences and indicate where they were acquired. (Remove if not relevant, see instructions) Musical school (5 years), dancings courses (5 years)

Other skills and competences Replace this text by a description of these competences and indicate where they were acquired. (Remove if not relevant, see instructions) Tennis-school, sport trainings (Sport Complex)

Driving licence Category B, C

Additional information Include here any other information that may be relevant, for example contact persons, references, etc. (Remove heading if not relevant, see instructions)

Annexes List any items attached. (Remove heading if not relevant, see instructions)



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Francesco SCLAFANI**

Address(es) Via Mussi, 5 Rome
Telephone(s) Mobile: 3357490057
Fax(es) +390265565302
E-mail fsclafani@autorita.energia.it

Nationality Italian

Date of birth 28th April 1958

Gender Masculine

Work experience

Dates From February 1989 to the present
Occupation or position held State Lawyer
Main activities and responsibilities Deal with Administration, Tribute, Community Activities and Independent Public Administration legal question. Legal and litigation activities particularly related to anti trust matters.
Name and address of employer Avvocatura Generale dello Stato - Rome
Type of business or sector Public Administration

Work experience

Dates From 2001 to the present
Occupation or position held Teacher of Administrative Law (part time contract)
Main activities and responsibilities Teaching and academy activities
Name and address of employer Law Faculty of the L.U.I.S.S. University of Rome
Type of business or sector Legal

Work experience

Dates From July 2006 to the present
Occupation or position held Chief of the legislation and legal Counsel dep.
Main activities and responsibilities Head of the Legal and litigation unit and of the Legal Counsel unit
Name and address of employer Autorità per l'energia elettrica e il gas - Milan
Type of business or sector Energy - Public Administration

Work experience

Dates From January 2003 to December 2005
Occupation or position held Appointed Chief of the Legal Service
Main activities and responsibilities Legal and litigation activities particularly related to anti trust matters. Legal Consultancy.

Name and address of employer	Italian Authority for Competition and Market - Rome
Type of business or sector	Public Administration
Work experience	
Dates	From March 1999 – December 2002
Occupation or position held	Legal Consultant
Main activities and responsibilities	Legal consultancy activities
Name and address of employer	Italian Authority for Competition and Market - Rome
Type of business or sector	Legal
Work experience	
Dates	From 1994 to 2000
Occupation or position held	State Lawyer
Main activities and responsibilities	Collaboration with the General Secretary of the Avvocatura dello Stato as the lawyer in charge of the General Secretariat; member of the editorial staff of the Review of the General Law Office of the State
Name and address of employer	Avvocatura dello Stato - Rome
Type of business or sector	Legal
Work experience	
Dates	From 1993 to 1999
Occupation or position held	Legal Consultant
Main activities and responsibilities	Dealing mainly with issues regarding the Commission for Access to Administrative documents
Name and address of employer	Office of the President of the Council of Ministers - Rome
Type of business or sector	Public Administration
Work experience	
Dates	1988-1993
Occupation or position held	Fellowship Holder
Main activities and responsibilities	Teaching and research activities
Name and address of employer	Department of Private International Law at the L.U.I.S.S. (Free International University of Social Studies)
Type of business or sector	Research and legal academic activities
Education and training	
Dates	July 1989
Title of qualification awarded	Passed the Final Examination in English Law
Name and type of organisation providing education and training	City of London Polytechnic
Dates	16 th February 1989
Title of qualification awarded	Passed the Public Examination to become a State Lawyer
Name and type of organisation providing education and training	Council of the Order of Lawyers and Procurators of Rome
Dates	15 th November 1985
Title of qualification awarded	Passed the Public Examination to become State Procurator
Name and type of organisation providing education and training	Council of the Order of Lawyers and Procurators of Rome
Dates	1984
Title of qualification awarded	Honorary Toga to the memory of Aldo M. Sandulli, lawyer
Name and type of organisation providing education and training	Council of the Order of Lawyers and Procurators of Rome
Dates	From 1981 to 1983

Title of qualification awarded	Name entered in the Roll of Lawyers of Rome
Name and type of organisation providing education and training	Indenture period
Dates	26 th march 1981
Title of qualification awarded	Law Degree with honours
Name and type of organisation providing education and training	University of Rome "La Sapienza"

Personal skills and competences

Mother tongue **Italian**

Other languages

Self-assessment

European level ()*

English

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
4	4	4	4	4

() Common European Framework of Reference for Languages*

Technical skills and competences Expert in Administrative Law

Computer skills and competences Computer literacy including Microsoft Word, Excel, Powerpoint

Driving licence B



Europass Curriculum Vitae

Personal information

First name / Surname	Cristian SELAVĂRDEANU
Telephone	Mobile: +40 730 089 427
Fax(es)	+40 21 303 38 08
E-mail	sela@anrgn.ro
Nationality	ROMANIAN
Date of birth	August 14 th , 1975
Gender	Male

Work experience

Dates	June 2001 - Present
Occupation or position held	Head of Programmes Office
Main activities and responsibilities	The main activity consists in ensuring the implementation of PHARE technical assistance programs within the authority. Also, the office provides assistance to all departments of the Authority in order to issue specific regulations for the Romanian Energy Sector, according to the principles of European Energy Directives
Name and address of employer	ANRE – Romanian Energy Regulatory Authority, Bucharest, 3 Constantin Nacu St., Sector 2
Type of business or sector	Public institution - regulation
Dates	April 1998 – May 2001
Occupation or position held	Consultant
Main activities and responsibilities	Member of teams of consultants responsible for designing privatization strategies for various Romanian companies. Main activity consisted of drawing up valuation, restructuring and division reports, as well as feasibility studies, business plans and complex financial analyses.
Name and address of employer	S.C. "CMF CONSULTING" S.A. Bucharest
Type of business or sector	Consulting Company
Dates	October 1998 – June 2000
Occupation or position held	Teacher's Assistant
Main activities and responsibilities	Providing "Informatics Basics" course.
Name and address of employer	ATHENAEUM University
Type of business or sector	Education/University
Dates	March 1998 – June 1998
Occupation or position held	Teacher's Assistant
Main activities and responsibilities	Providing "Negotiation Techniques and Business Communication" course.
Name and address of employer	Academy of Economic Studies – Bucharest
Type of business or sector	Education/University

Education and training

Dates	November 2007 – May 2008
Title of qualification awarded	Graduate
Principal subjects/occupational skills covered	Project management
Name and type of organisation providing education and training	CODECS Romania Open University
Dates	September 1997 – June 1998
Title of qualification awarded	Master's Degree
Principal subjects/occupational skills covered	International Trade and Tourism
Name and type of organisation providing education and training	Academy of Economic Studies – Bucharest
Dates	September 1993 – June 1997
Title of qualification awarded	Bachelor's Degree
Principal subjects/occupational skills covered	Economics
Name and type of organisation providing education and training	Academy of Economic Studies – Bucharest

Personal skills and competences

Mother tongue(s) Romanian

Other language(s)

Self-assessment

European level ()*

English

Understanding		Speaking		Writing			
Listening		Reading		Spoken interaction		Spoken production	
	excellent		excellent		good		good

(*) *Common European Framework of Reference for Languages*

Social skills and competences	Communicative, team player, good ability to manage conflicts
Organisational skills and competences	Organized and meticulous person, with excellent analytical skills
Technical skills and competences	<ul style="list-style-type: none"> - Experience in implementing PHARE projects for ANRE - 7 years experience in Romanian Energy Sector - Good knowledge of Romanian legislation and EU Directives in energy sector - Experience in drafting regulations concerning the criteria and methods for setting prices and regulated tariffs in natural gas sector - Experience in organizing training sessions for ANRE staff and for students.
Computer skills and competences	Computer literate - WINDOWS, MSOffice, Microsoft Office Project
Driving licence	B category, since 1999

Additional information

Member of the SEEER Gas Task Force Group; member of the team that elaborated the first report on the South East Europe Natural Gas Market in 2005

Member of UN/ECE Gas Centre Task Force Group on the Implementation of the EU Gas Directives and of UN/ECE Gas Centre Task Force Group on Transportation and Tariffs, GATE 2010

Co-author of the article named "Valuation criteria for timesharing properties. The view of the buyer and the view of real estate promoter". The article was published in "Finante. Banci. Asigurari" monthly magazine no. 11-12/2000, edited by Tribuna Economica

Member of translation team (English to Romanian) of European Valuation Standards 2000 book, written by TEGoVA (The European Group of Appraisers Associations) and published by the Estate Gazette, London

Member of translation team (English to Romanian) of "The Appraisal of Real Estate", edited under patronage of the Appraisal Institute, Chicago, USA



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)

Volodymyr SEMENETS

Address(es)

Telephone(s)

(+38-044) 4544822

Fax(es)

(+38-044)2419024

E-mail

Semenets@nerc.gov.ua

Nationality

UKRAINIAN

Date of birth

01/01/1968

Gender

Male

Work experience

Dates

October 1998 to date

Occupation or position held

Head, Department of Pricing policy in oil and gas complex

Main activities and responsibilities

activities that include
Regulation and tariff policy in the oil and gas sector

Name and address of employer

National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

Dates

1997-1998

Occupation or position held

Head Specialist

Main activities and responsibilities

activities that include issuing recommendations and explanations as to methodology of Licensing

Name and address of employer

Chamber of Licensing, Ukraine

Type of business or sector

Dates

December 1989- February 1997

Occupation or position held

Engineer

Main activities and responsibilities

Name and address of employer

«Bolshevik» plant, Ukraine

Type of business or sector

Education and training

Dates

Sept 1989 to June 1994

Title of qualification awarded
Principal subjects/occupational skills covered
Name and type of organisation providing education and training
Level in national or international classification

Engineer
Instrument-making Faculty
National Technical University of Ukraine "Kyiv Polytechnic Institute", (Ukraine)

Personal skills and competences

Mother tongue(s) Ukrainian, Russian

Other language(s) none

Self-assessment
European level ()*

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	

() Common European Framework of Reference for Languages*

Computer skills and competences

General computer literacy including Microsoft Word, Excel, PowerPoint



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Anna SHYNKARENKO**

Address(es)

Telephone(s) (+38-044)2419024

Fax(es) (+38-044)2419024

E-mail Shynkarenko@nerc.gov.ua

Nationality UKRAINIAN

Date of birth 14/07/1988

Gender Female

Work experience

Dates August 2008 to date

Occupation or position held Leading Specialist, Sector for tariff methodology, calculation and monitoring, Department of Pricing policy in oil and gas complex

Main activities and responsibilities activities that include tariffs policy in the oil and gas sector

Name and address of employer National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

Education and training

Dates Sept 2006 to June 2008

Title of qualification awarded bachelor of Economic

Principal subjects/occupational skills covered Economics

Name and type of organisation providing education and training Academy of labour and social relations of federation labour union of Ukraine,

Level in national or international classification

Dates Sept 2003 to June 2006

Title of qualification awarded Junior Specialist

Principal subjects/occupational skills covered Economics

Name and type of organisation providing education and training Kyiv college of information system and technology of Kyiv National university of economics

Level in national or international classification

Personal skills and competences

Mother tongue(s) Ukrainian, Russian

Other language(s)

English (B)

Self-assessment

European level ()*

English

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	

() Common European Framework of Reference for Languages*

Computer skills and competences

General computer literacy including Microsoft Word, Excel, PowerPoint



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)

Iryna SIDOMON

Address(es)

3, str.Sholudenka, apt. 53, Vyshgorod, Ukraine

Telephone(s)

(+38-044) 2419027

Mobile:
80664117130

(remove if not relevant, see
instructions)

Fax(es)

E-mail

Sidomon@nerc.gov.ua

Nationality

Ukrainian

Date of birth

05.04.1985

Gender

Female

Desired employment / Occupational field

Work experience

Dates

October 2007- to date

Occupation or position held

Senior Specialist

Main activities and responsibilities

Standard of transfer funds calculation for Gas companies

Name and address of employer

National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

Oil and Gas

Education and training

Dates

2002-2008

Title of qualification awarded

Specialist

Principal subjects/occupational
skills covered

"

Name and type of organisation
providing education and training

National Technical University of Ukraine "Kyiv Polytechnic Institute

Level in national or international
classification

ISCED 5

Personal skills and competences

Mother tongue(s)

Russian

Other language(s)
Self-assessment
European level ()*

Ukrainian, English

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
1	Proficient user	1	Proficient user	1	Proficient user	2	Independent user	2	Independent user

English

Language

Organisational skills and competences

Proforh in university

Computer skills and competences

Competent with MS Office programs

Additional information

Have an experience in Oil and Gas Complex



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Konstantinos (Kostas) STAMATIS**
Address(es) **Greek Regulatory Authority for Energy (RAE),
69 PANEPISTIMIOU STR,
10564 Athens,
Greece number**
Telephone(s) **+302103727476**
Fax(es) **+302103255460**
E-mail **stamatis@rae.gr**
Nationality **Greek**
Date of birth **27/09/1969**
Gender **Male**

Work experience

Dates	July 2004 – Today
Occupation or position held	Full-time employment as a Natural Gas Expert (Energy Systems Analysis Department)
Main activities and responsibilities	Some of the main responsibilities and activities are the following: <ul style="list-style-type: none">• Monitoring of Gas Distribution Companies (EPAs), regarding specific obligations arise from distribution licenses (tariffs, investment plans, consumers etc.)• Third party access (TPA) tariffs in the Natural Gas Transmission System.• Balancing regime and tariffs.• Participation in reviewing and drafting of secondary legislation such as the Network Code, License Code and Supply Code.• Accounting unbundling of gas companies.• Participation in several task forces and gas working groups of CEER (GWG) and ERGEG (GFG).• Participation in Energy Community GWG (RAE holds chairmanship of the group).• Trainer on issues related to Gas Distribution in the Mashreq Gas Study Tour to Greece, as part of the Euro-Arab Mashreq Gas Market Project (April 2008). Trainer on issues related to the Greek gas market, in ERO's study tour to Greece (May 2008).
Name and address of employer	REGULATORY AUTHORITY FOR ENERGY (RAE – www.rae.gr) 69 Panepistimiou Str., 10564 Athens, Greece
Type of business or sector	Greek Energy Regulator
Dates	October 2003 – July 2004
Occupation or position held	Full-time employment as an Account Officer in the NPL Department
Main activities and responsibilities	Dealing with non-performing and distress loans (leases), refinancing of due debts and coordination of legal actions.
Name and address of employer	ATE LEASING S.A. (subsidiary of Agricultural Bank of Greece – ATEbank, www.atebank.gr) 2 Ermou Str. – Syntagma Sqr., 10563 Athens, Greece
Type of business or sector	Leasing
Dates	July 1999 – October 2003
Occupation or position held	Full-time employment as a Corporate Finance Officer

Main activities and responsibilities	<p>Worked as an officer responsible for several corporate finance and advisory projects. Main areas of work included IPOs and share capital increases, business plans and financial advisory, mergers and acquisitions. Close cooperation with the Underwriting Department of ATEbank (mother company) for a period of two years. Experience was gained in the field of financial and market analysis in different economy sectors and in the field of investment banking and capital markets. Some of the projects involved with:</p> <ul style="list-style-type: none"> • Project manager in the Initial Public Offering (IPO) of ATE INSURANCE S.A., issue advisory services for the listing of the company in the Athens Stock Exchange (ASE), making of the prospectus (red herring). • Project manager in the IPO of ALTIUS S.A. and EUROLINE S.A. (closed end funds), issue advisory and underwriting services for the listing of the companies in the ASE, making of the prospectus. • IPO of Agricultural Bank of Greece (ATEbank), issue advisory services for the listing of the company in the ASE. • Project manager in IPO filing of the companies ELANCO HELLAS S.A. (agricultural products), SEKE S.A. (tobacco), DOMINIUM S.A. (closed end fund), issue advisory services and making of the prospectus. • Project manager in the filling for a share capital increase of ASE listed company EBZ S.A. (Hellenic Sugar Industry S.A.) • Tender – offer of KAE S.A. (Hellenic Duty Free Shops), advisory services to the main shareholder. • Financial advisory services to AGROPACK S.A. (packaging), SEKAP S.A. (tobacco), RODOPI S.A. (diary industry), SIMI FISH S.A. (aquacultures). • Making of annual reports to the Stock Exchange of ATEbank and ATE Insurance S.A.
Name and address of employer	ATE FINANCE S.A. (merged with ATE Securities S.A. subsidiary of ATEbank) 1 Filellinon Str., 10557 Athens, Greece
Type of business or sector	Corporate Finance – Investment Banking
Dates	June 1998 – July 1999
Occupation or position held	Full-time employment as a Corporate Finance Officer
Main activities and responsibilities	<ul style="list-style-type: none"> • Responsible for the coordination of the underwriting process (company analysis, marketing and investors subscriptions, back-office coordination) in several stock issues in which company acted as an Underwriter. • IPO in the Athens Stock Exchange of the companies DESPEC HELLAS S.A. and KOTSOVOLOS S.A. (electronic appliances retailer), issue advisory and making of the prospectus. • Share capital increase of ASE listed company FOURLIS S.A., issue advisory and making of the prospectus.
Name and address of employer	N.D. DEVLETOGLOU SECURITIES AND INVESTMENT SERVICES S.A. (merged with Piraeus Bank Securities S.A., www.piraeus-sec.gr) 10 Stadiou Str., 10564 Athens, Greece
Type of business or sector	Corporate Finance – Investment Banking
Education and training	
Dates	September 1994 – December 1995
Title of qualification awarded	Master of Arts in Money Banking and Finance (MA MBF)
Principal subjects/occupational skills covered	The main topics covered by the programme were: theory of banking; industry finance (debt-equity finance); portfolio management (analysis and valuation of financial investments); financial derivatives and key issues in macro and monetary economics (especially those which impinge upon the banking sector and financial markets or arise from developments in these markets). Dissertation topic: “The Greek Banking System: Financial Liberalization and Reformation”.
Name and type of organisation providing education and training	MIDDLESEX UNIVERSITY (London – www.mdx.ac.uk)
Dates	September 1991 – June 1994
Title of qualification awarded	Bachelor of Science (BSc) in Economics
Principal subjects/occupational skills covered	Main subjects covered: Macro and Microeconomics, Industrial Economics, Econometrics, Statistics and Mathematics.

Name and type of organisation providing education and training	MIDDLESEX UNIVERSITY																																								
Dates	September 1988 – June 1991																																								
Title of qualification awarded	Major in Marketing																																								
Principal subjects/occupational skills covered	<ul style="list-style-type: none"> • Courses in Marketing, Economics, Accounting, Finance, IT and Statistics. • Teacher Assistant (TA) in the Computer Lab. 																																								
Name and type of organisation providing education and training	AMERICAN UNIVERSITY OF ATHENS (www.southeastern.edu.gr)																																								
Personal skills and competences																																									
Mother tongue(s)	Greek																																								
Other language(s)																																									
Self-assessment <i>European level (*)</i>																																									
English																																									
French																																									
	<table border="1"> <thead> <tr> <th colspan="4">Understanding</th> <th colspan="4">Speaking</th> <th colspan="2">Writing</th> </tr> <tr> <th colspan="2">Listening</th> <th colspan="2">Reading</th> <th colspan="2">Spoken interaction</th> <th colspan="2">Spoken production</th> <th colspan="2"></th> </tr> </thead> <tbody> <tr> <td>C2</td> <td>Proficient user</td> <td>C2</td> <td>Proficient user</td> <td>C1</td> <td>Proficient user</td> <td>C1</td> <td>Proficient user</td> <td>C2</td> <td>Proficient user</td> </tr> <tr> <td>A1</td> <td>Basic User</td> <td>A2</td> <td>Basic User</td> <td>A1</td> <td>Basic User</td> <td>A1</td> <td>Basic User</td> <td>A1</td> <td>Basic User</td> </tr> </tbody> </table>	Understanding				Speaking				Writing		Listening		Reading		Spoken interaction		Spoken production				C2	Proficient user	C2	Proficient user	C1	Proficient user	C1	Proficient user	C2	Proficient user	A1	Basic User	A2	Basic User	A1	Basic User	A1	Basic User	A1	Basic User
Understanding				Speaking				Writing																																	
Listening		Reading		Spoken interaction		Spoken production																																			
C2	Proficient user	C2	Proficient user	C1	Proficient user	C1	Proficient user	C2	Proficient user																																
A1	Basic User	A2	Basic User	A1	Basic User	A1	Basic User	A1	Basic User																																
	<i>(*) Common European Framework of Reference for Languages</i>																																								
Social skills and competences	Good communication skills and team spirit.																																								
Organisational skills and competences	Experience in project management, coordination of professional teams.																																								
Computer skills and competences	Thorough knowledge of MS Office applications (Word, Excel, PowerPoint, Publisher), MS Project, Minitab (statistical software package).																																								
Other skills and competences	<ul style="list-style-type: none"> • Military Service: Hellenic Air force (May 1996 – January 1998, Airman First Class) • Middlesex University Basketball Team (1991-1995) 																																								
Additional information	<p>Professional Education and Training Programs</p> <ul style="list-style-type: none"> • Economics and Regulation course, organized by RAE and the Athens University of Economics and Business (AUEB), in collaboration with Prof. C. Crampes (University of Toulouse), September 2008. • E-learning and residential course on Regulation of Energy Utilities, organized by Florence School of Regulation (FSR), a partnership between the European University Institute (EUI)/ Robert Schuman Centre for Advanced Studies (RSCAS) and the Council of the European Energy Regulators (CEER), successfully completed, January - September 2007. • Competition and Regulation European Summer School for Executives (CRESSE), organized by AUEB in Corfu, July 2006. • Retail Banking course and training, organized by ATEbank in Athens, September 2003. <p>Professional Conferences</p> <ul style="list-style-type: none"> • Gas Distribution Conference, organized by Energy Community in Zagreb, September 2008. • Developing European Gas Supply Infrastructure, organized by Platt's in Vienna, November 2008. • The European Gas Conference in Vienna, January 2008. • EMART Energy Conference in Nice, November 2005. <p>Programs participated as a trainer</p> <ul style="list-style-type: none"> • Mashreq Gas Study Tour to Greece, as part of the Euro-Arab Mashreq Gas Market Project (EAMGM), trainer on issues related to Gas Distribution, April 2008. • ERO's (Regulator of Kosovo) study tour to Greece, trainer on issues related to the Greek gas market, May 2008. 																																								



Europass Curriculum Vitae



Personal information

First name(s) / Surname(s) **Judit SZEKERES**

Address(es) 55 Lajos utca
1036 Budapest
Hungary

Telephone(s) +36-1-459-7742 Mobile: +36-70-411-9866

Fax(es) +36-1-459-7880

E-mail szekeresj@eh.gov.hu

Nationality Hungarian

Date of birth 03.12.1980

Gender female

Desired employment / Occupational field **Short term expert** in Tacis Twinning Project on Gas in Ukraine

Work experience

Dates Since 12th January 2009

Occupation or position held Analyst at the field of gas industry

Main activities and responsibilities

- Taking part in the preparation of the transmission cost and asset review,
- Following the development of the price of import gas,
- Modelling of risk management (product price and foreign exchange risk)

Name and address of employer Hungarian Energy Office, Gas Pricing Department
8. Köztársaság tér,
1081 Budapest
Hungary

Type of business or sector State administration, energy issues

Dates 1st February 2006 – 9th January 2009

Occupation or position held French speaking assistant

Main activities and responsibilities

- administrative daily tasks
- translating in the field of law and business
- maintaining contact with the suppliers
- preparation of contracts, reports and background documents

Name and address of employer Magyar Hipermarket Kft.
2011 Budakalász
Omszk park 1.
Hungary

Type of business or sector Retail trade

Education and training

Dates 2006-2009

Title of qualification awarded Master of International Relations and Economics

Name and type of organisation providing education and training Corvinus University of Budapest (Budapest Institute for Graduate International and Diplomatic Studies), Hungary

Level in national or international classification high

Dates 1st September 2005 – 31st December 2005

Type of studies Erasmus exchange student

Name and type of organisation providing education and training Institut d'Etudes Politique, Grenoble, France

Dates 1st September 2004 – 30th April 2005

Title of qualification awarded Guide (French-speaking)

Name and type of organisation providing education and training Krúdy Oktató Központ, Budapest, Hungary

Dates 2000-2006

Title of qualification awarded Certificated Economist

Name and type of organisation providing education and training Budapest Business School - College Of International Management & Business, Hungary

Level in national or international classification high

Personal skills and competences

Mother tongue(s) **Hungarian**

Other language(s)

Self-assessment

European level ()*

French

English

German

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
Independent user B2	Proficient user C1	Independent user B2	Proficient user C1	Proficient user C1
Independent user B1	Independent user B2	Independent user B2	Independent user B2	Independent user B2
Independent user B1	Independent user B2	Basic user A2	Basic user A2	Independent user B1

() Common European Framework of Reference for Languages*

Social skills and competences

Good ability to adapt to multicultural environments (I gained experience through my work experience abroad – France, Germany -, and through studies followed abroad – France)
Good communication skills (experience gained during working as a guide and interpreter)

Organisational skills and competences

Good in coordination of people and tasks (I gained experience at my previous work)
Good respecting deadlines at work

Computer skills and competences	Editing: Microsoft Word, Microsoft PowerPoint Databases: Microsoft Office Excel PC Operation Systems: Windows XP Networking: Microsoft Outlook
Other skills and competences	Travelling, reading, foreign affairs, learning foreign languages
Driving licence	Driver's Licence, Category B, acquired 2001



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Fabio TAMBONE**

Address(es) Via Lomellina, 520133, Milan, Italy

Telephone(s) +39-02-65565291 Mobile: +39-335-7465133

Fax(es) +39-02-65565342

E-mail ftambone@autorita.energia.it

Nationality Italian

Date of birth 07-08-1971

Gender Male

Work experience

Dates September 2001 to date

Occupation or position held Head of international institutional relations (from 2005)

Main activities and responsibilities

- General Management of Institutional International affairs
- Representative member of the Italian Energy Authority of high level technical and strategic board, committees, working groups in connection with Italian Government, regulators, TSOs, investors, international association, other stakeholders
- International institutional relations with energy regulators, TSOs, associations, development agencies, European Commission, WB, EBRD, institutional investors, other stakeholders
- Advise to President and Secretary General

Name and address of employer Italian Regulatory Authority for Electricity and Gas (AEEG), Milan, Italy

Type of business or sector Energy regulation

Dates January 2000 - July 2001

Occupation or position held Head Project manager

Main activities and responsibilities business development, institutional international relations, project management, fund raising, market and competition analysis, international partners research, implementation

Name and address of employer EURONET /JEXCO (GEIE – European group of economic interest), Brussels

Type of business or sector

Dates Year 1999

Occupation or position held Manager

Main activities and responsibilities financing project to the Russian Federation (400mln/Euro), general management, institutional international relations, strategic advise, negotiations

Name and address of employer EUROPEAN COMMISSION, Brussels

Type of business or sector

Dates Year 1998

Occupation or position held Junior expert

Main activities and responsibilities Mekong energy strategy (Cambodia), strategic research and analysis, team working, institutional relations with international operators and institutional investors, strategic planning (report n. 19382 – World Bank)

Name and address of employer | WORLD BANK, Washington DC (USA)
 Type of business or sector

Dates | September 1996 – December 1997

Occupation or position held | Project manager

Main activities and responsibilities | Institutional international relations, project management, fund raising, market and competition analysis, international partners research, implementation (UE - extra UE)

Name and address of employer | UEA international (European federation of furniture manufacturers), Brussels
 Type of business or sector | March – July 1996

Dates | Stagiaire

Occupation or position held | management of financing programme for the energy sector, institutional relations, analysis and implementation of EU energy policy, cooperation with Governments and academic institutions

Main activities and responsibilities | Add separate entries for each relevant course you have completed, starting from the most recent. (remove if not relevant, see instructions)

Name and address of employer | EUROPEAN COMMISSION, Brussels
 Type of business or sector

Education and training

Dates | May - June 2008
 Title of qualification awarded | Leadership programme
 Name and type of organisation providing education and training | SDA Bocconi, Università Bocconi, Milano

Dates | October 2003 – June 2005
 Title of qualification awarded | Executive MBA
 Name and type of organisation providing education and training | MIP school of management, Politecnico di Milano

Dates | October 1990 - March 1996
 Title of qualification awarded | Degree in business economics
 Name and type of organisation providing education and training | Università di Bologna

Personal skills and competences

Mother tongue(s) | **Italian**

Other language(s)

Self-assessment
European level ()*

English

French

Spanish

Understanding		Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production	
	C1		C1		C1		C1
	C1		C1		C1		B2
	B2		B2		B		A2
							A

(*) Common European Framework of Reference for Languages

Computer skills and competences | Good knowledge of Microsoft Office – Windows, Internet and Outlook.

Driving licence | Category B



Europass Curriculum Vitae



Personal information

First name(s) / Surname(s) **Michael THOMADAKIS**
Address(es) 69 Panepistimiou Avenue, 10564 Athens, Greece
Telephone(s) +30 210 3727465, +30 103727425 Mobile: +30 6874933357
Fax(es) + 30 210 3727488
E-mail mthom@rae.gr
Nationality Greek
Date of birth 03-12-1963
Gender Male

Occupational field **Regulation of the Energy Sector**

Work experience

Dates	Since November 2005
Occupation or position held	Vice President (5 year term)
Main activities and responsibilities	Member of the Board of RAE, acting President on the absence of the latter
Name and address of employer	Regulatory Authority for Energy (RAE), 69 Panepistimiou Avenue, 10564 Athens, Greece
Type of business or sector	Energy regulation
Dates	Since February 2007
Occupation or position held	Elected Chairman of the Gas Working Group of the Energy Community Regulatory Board
Main activities and responsibilities	Development of the Gas Market in the Energy Community
Name and address of employer	-
Type of business or sector	Energy regulation
Dates	From April 2002 to November 2005
Occupation or position held	Head of International Affairs and Long Term Energy Planning Department
Main activities and responsibilities	International Affairs, regulation of the Gas and Electricity Markets, long term energy planning, management, member of various working groups of CEER and ERGEG, representation of RAE in the relevant general assemblies, support of the chairmanship of RAE in the CEER Working Group for South East Europe Energy Regulation, participation in all Athens Forae and all relevant discussions for the development of the Energy Community Treaty
Name and address of employer	RAE, 69 Panepistimiou Avenue, 10564 Athens, Greece
Type of business or sector	Energy regulation

Dates	From November 1995 to April 2002
Occupation or position held	Gas Supply Department, Deputy Head of Department since 2001
Main activities and responsibilities	Administration of the Gas supply contracts of DEPA with Gazexport and Sonatrach, development and administration of the time-charter agreement for the transportation of LNG, participation to the contractual negotiations for the revision of the gas price of the Russian contract, gas planning, participation in the development of transmission tariffs for the Greek NGTS, participation in the development of the pricing policy which was incorporated in the Tender documents for the concession of the Local Distribution Companies in Greece, member of the team responsible for the investigation of underground gas storage in Greece
Name and address of employer	Public Gas Corporation (DEPA SA), 92 Marinou Antipa str., 14121 Athens, Greece
Type of business or sector	Gas procurement and transportation

Dates	From July 1995 to December 2002
Occupation or position held	Technical Manager
Main activities and responsibilities	Responsible for the statistical data of the Greek Car Market. Since 1996 the assignment had become part time
Name and address of employer	Association of Motor Vehicle Importers Representatives, 184 Kifisias Avenue, Athens, Greece
Type of business or sector	Automotive industry

Dates	From September 1993 to June 1995
Occupation or position held	Research Associate (Post-Doctoral)), with the financial support of the Commission of the European Union under the Human Capital and Mobility Program
Main activities and responsibilities	Research in Computational Fluid Dynamics
Name and address of employer	University of Manchester Institute for Science and Technology (UMIST), Manchester, United Kingdom
Type of business or sector	Applied Research

Education and training

Dates	From October 1981 to October 1986
Title of qualification awarded	Mechanical Engineering Degree (Diploma)
Principal subjects/occupational skills covered	Mathematics, Physics, Mechanics, Aerodynamics, Thermodynamics, Fluid Mechanics, Computer Programming, Nuclear Technology, Power producing machines, Internal combustion engines, gas turbines, mechanical design, operational research
Name and type of organisation providing education and training	National Technical University of Athens (NTUA)
Level in national or international classification	National: Diploma, International: ISCED 5A

Dates	From November 1986 to January 1992
Title of qualification awarded	Doctor of Philosophy (PhD)
Principal subjects/occupational skills covered	Computational High Speed Aerodynamics
Name and type of organisation providing education and training	National Technical University of Athens (NTUA)
Level in national or international classification	National: Doctor of Philosophy, International: ISCED 6

Personal skills and competences

Mother tongue(s)	Greek
------------------	--------------

Other language(s)
Self-assessment
European level (*)

English, French

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Proficient User	C1	Proficient User	C1	Proficient User	C1	Proficient User	C1	Proficient User
B1	Independent User	B1	Independent User	A2	Basic User	A2	Basic User	A2	Basic User

(*) Common European Framework of Reference for Languages

- Social skills and competences
 - Team spirit, obtained through the long standing experience in work,
 - Good ability to adopt in multicultural environment, as well as good communication skillst, obtained through work and training in multicultural environment, as well as through work in the International Affairs of the energy sector throughout Europe and the Mediterranean countries

- Organisational skills and competences
 - Leadership (as Vice President of RAE, I am currently responsible for a team of over 50 scientists)
 - Managerial skills (active participation in the restructuring of the scientific secretariat of RAE)

- Technical skills and competences
 - good command of energy regulation, of both the electricity and gas sector, gained through my experience in the European energy regulation over the last six years
 - in depth knowledge of the natural gas industry: supply contracts, transportation contracts and tariffs, gas distribution, LNG chain; active participation in the development of primary and secondary gas legislation, both at a national as well as at the European level.
 - Good negotiation skills, obtained through the contractual negotiations with major gas suppliers, as well as with the relevant stakeholders participating in the energy sector regulation, i.e. governments, unions, energy industry and traders, both at national and international level

- Computer skills and competences
 - Proficient computer user and programmer (more than 15 years of software development during my academic and professional career)
 - Excellent command in Microsoft Office (Word, Excel, Access, Powerpoint)

- Other skills and competences
 - Proficient teaching experience: 11 years' teaching experience on natural gas technologies in the Postgraduate Program on Energy Production and Handling of the National Technical University of Athens, 4 years' teaching experience on Fluid Mechanics and Aerodynamics in the NTUA undergraduate program; invited tutor in the ERRA training courses for Commissioners of the members of ERRA

- Additional information**
 - Academic distinctions and prizes: Over 10 scholarships for outstanding performance during graduate and post-graduate studies; The Human Capital and Mobility grant (1993-1995) for post-doctoral research in UMIST (Manchester, United Kingdom)
 - Publications: participated as the principal author and/or co-author in over than 20 publications in scientific Journals (4), conferences (13) and project reports, as well as in many projects and reports regarding
 - Lectures: invited lecturer and speaker in many workshops and conferences of the energy industry in Europe and worldwide
 - Technical and Scientific Organizations: Member of the Technical Chamber of Greece, since 1986; Member of the American Institute for Aeronautics and Astronautics (1985-1996); Member of the International Who's Who Society
 - Vocational Education: From December 1999 to December 2000, one year MBA course, Hellenic Association of Business Administration; 1996 vocational training in Ruhrgas/PLE, Essen, Germany, on Gas Contract Management, Gas Dispatching and Accounting, LNG Contracts and transportation, underground gas storage, pipeline gas transportation management



Europass Curriculum Vitae

Insert photograph (Not necessary). Remove heading if not relevant (see instructions)

Personal information

First name(s) / Surname(s) **Maria Cristina TODERAS**

Telephone(s) +40 21 303 31 37 Mobile: +40.731.599.688

Fax(es) +40 21 303 38 08

E-mail cristina.toderas@anre.ro

Nationality Romanian

Date of birth 22nd of August 1971

Gender Female

Work experience

Dates **September 2007 - present**

Occupation or position held Director for Gas Market Monitoring within the National Authority for Energy (A.N.R.E.) - Bucharest

Main activities and responsibilities The main activity consists in monitoring the gas market functionality and integrity and the market participants behavior relating to their obligations in this regard.

Name and address of employer ANRE – Romanian Energy Regulatory Authority, Bucharest, 3 Constantin Nacu St., Sector 2

Type of business or sector Public institution – energy regulation

Dates **November 2004 – September 2007**

Occupation or position held Director for Management and Resources within the National Authority for Energy (A.N.R.E.)- Bucharest

Main activities and responsibilities - Coordinating the economic analysis for investment projects and tariff methodology and approvals regarding electricity required by A.N.R.E. prior to any public decision
-Coordinating the management of A.N.R.E. human, financial and IT resources.

Name and address of employer ANRE – Romanian Energy Regulatory Authority, Bucharest, 3 Constantin Nacu St., Sector 2

Type of business or sector Public institution - energy regulation

Dates **September 2004 – November 2004**

Occupation or position held Head of Economic Analysis Office

Main activities and responsibilities Coordinating the economic analysis for investment projects and tariff methodology and approvals regarding electricity required by A.N.R.E. prior to any public decision

Name and address of employer ANRE – Romanian Energy Regulatory Authority, Bucharest, 3 Constantin Nacu St., Sector 2

Type of business or sector Public institution - energy regulation

Dates **October 2002 – August 2004**

Occupation or position held Chief Financial Officer

Main activities and responsibilities - Financial planning and forecasting
- Financial risk management
- Long & short term financial management
- Monitoring and reporting the Company's financial information to internal and external users.

Name and address of employer CNTE Transelectrica – Romanian Electricity Transport and System Operator, Bucharest, 33 Magheru Blvd, Sector 1

Type of business or sector Energy company

Dates **November 2001 – October 2002**

Occupation or position held Head of Accounting Department

Main activities and responsibilities - Company's accounting corresponding to Romanian and International Accounting Standards
- Company's managerial accounting corresponding to its main functions as electricity transport and system operator

Name and address of employer CNTE Transelectrica – Romanian Electricity Transport and System Operator, Bucharest, 33 Magheru Blvd, Sector 1

Type of business or sector Energy company

Dates **September 2000 – November 2001**

Occupation or position held Economist

Main activities and responsibilities Market development projects

Name and address of employer SC Opcom SA – Electricity Independent Market Operator

Type of business or sector Energy

Dates **October 1997 - September 2000**

Occupation or position held Economist

Main activities and responsibilities Market development projects

Name and address of employer RENEL (Electricity National Autonomous Regia), CONEL (Electricity National Company)

Type of business or sector Energy

Education and training

Dates **2005 - 2007**

Title of qualification awarded Master

Principal subjects/occupational skills covered European Studies and Law

Name and type of organisation providing education and training University of Bucharest

Dates **2003**

Title of qualification awarded Diploma

Principal subjects/occupational skills covered Strategic Management

Name and type of organisation providing education and training European Bank for Reconstruction and Development, Vienna

Dates **1998 - 2000**

Title of qualification awarded Master of Finance

Principal subjects/occupational skills covered Finance, Banking

Name and type of organisation providing education and training Academy for Economic Studies - Bucharest

Dates **1997 - 1998**

Title of qualification awarded **Diploma**

Principal subjects/occupational skills covered **Professional Business Councillng**

Name and type of organisation providing education and training Washington State University

Dates **1992 - 1997**

Title of qualification awarded **Licensee**

Principal subjects/occupational skills covered **Economist**

Name and type of organisation providing education and training Academy for Economic Studies - Bucharest
Finance, Banking and Accounting Faculty

Personal skills and competences

Mother tongue(s) **Romanian**

Other language(s) **English, Spanish**

Self-assessment <i>European level (*)</i>	Understanding		Speaking		Writing
	Listening	Reading	Spoken interaction	Spoken production	
English	Very good	Very good	Very good	Very good	Very good
Spanish	good	good	good	good	good

() Common European Framework of Reference for Languages*

Social skills and competences Communicative

Organisational skills and competences Good management skills, responsibility and innovational skills

Technical skills and competences

- Experience in implementing BERD, BEI and World Bank projects
- Good knowledge of Romanian and EU legislation in gas and electricity sector

Computer skills and competences Computer literate - WINDOWS, MSOffice, Microsoft Office Project

Driving licence B category, since 1992

Additional information



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Alexia TROKOUDI**
Address(es) Panepistimiou 69 str, 10564 Athens, GREECE
Telephone(s) 0030 2103727409 Mobile: 0030 6974 488268
Fax(es) 0030 2103255460
E-mail trokoudi@rae.gr
Nationality Greek
Date of birth 12-07-1972
Gender Female

Desired employment / Occupational field

Gas Legal Expert

Work experience

1.

Dates 03/2007- to date
Occupation or position held Head of Legal Department
Main activities and responsibilities Supervision of all legal issues arising into the electricity and gas sector, including drafting of secondary legislation, license monitoring and judicial representation of RAE. Experience in the gas sector includes drafting of the Gas License Regulation, Gas Supply Code, Regulation of transit Code through Greece, monitoring of entities activated in the gas market and legal proceedings for the enforcement of penalties against those entities.
Name and address of employer RAE, GREEK REGULATORY AUTHORITY FOR ENERGY, Panepistimiou 69 str, 10564 Athens, GREECE
Type of business or sector Lawyer, Legal Services

2.

Dates 03/2002- to date
Occupation or position held Legal advisor
Main activities and responsibilities Provision of legal advice with respect to issues related to the gas and electricity market in Greece, the transposition of the Directives and of the Council concerning common rules for the internal market in electricity and natural gas (2003/54/EC and 2003/55/EC) by Greece, as well as on drafting of secondary legislation in the field.
Preparation and participation in the legal proceedings for the enforcement of penalties against any entity that breaks the Greek energy legislation, including the case of Public Power Corporation S.A. (P.P.C) violating the obligation for legal and functional unbundling.
Provision of legal advice with respect to issues related to the liberalized electricity market in Greece, legal action on infringements of energy legislation in the sector, tasks related to the legal analysis and advice on the preparation of the law (3175/2003) on further liberalization of the electricity market in Greece.
Legal advice on the transposition of the Directives 2001/77/EK for the promotion of electricity produced from renewable energy sources, as well as on the drafting of secondary legislation on the field. Legal advice on Court cases, judicial representation of RAE. Provision of legal advice on commercial law issues.

Name and address of employer	RAE, GREEK REGULATORY AUTHORITY FOR ENERGY, Panepistimiou 69 str, 10564 Athens, GREECE
Type of business or sector	Lawyer, Legal Services
3.	
Dates	08. 2005-to date
Occupation or position held	Partner
Main activities and responsibilities	Legal advising on a wide range of Commercial law, especially on corporate law: drawing up articles of association, provision and implementation of corporate transformation. Drawing up franchise agreement terms, consultation on commercial agency law, drafting of commercial leasing agreement terms.
Name and address of employer	TROKOUDI AND PARTNERS LAW FIRM
Type of business or sector	Independent worker
4.	
Dates	09/2001-02/2002
Occupation or position held	Legal advisor
Main activities and responsibilities	Legal advising related to the OTE franchise network throughout Greece. Consultation on regulation issues according to the instructions of the Greek Regulator for Telecommunications and Post. Consultation in issues related to the OTE group companies and issues of corporate law in compliance with the respective European law. Provision of supply tender terms and supply agreement terms. Court representation of OTE in lawsuits related with franchise law and labour law
Name and address of employer	Greek Telecommunications Organization SA (OTE)
Type of business or sector	Lawyer, Legal Services
5.	
Dates	04/1998-09/1999
Occupation or position held	Legal Advisor
Main activities and responsibilities	Coordination of the Legal Department of the Consumer Credit of the Bank. Legal supervision, advice and consultation in a wide range of Banking law, especially in secured credit, drawing up the Bank's consuming and housing loan agreement terms, drafting of the Bank's credit card agreement terms
Name and address of employer	BANK OF ATTICA S.A.
Type of business or sector	Lawyer, Legal Services
6.	
Dates	08/1996-04/1998
Occupation or position held	Legal Advisor
Main activities and responsibilities	Legal advice and Court representation of the Bank in cases related with debts deriving from housing, consuming and credit card loans. Consultation in mortgage cases, searching titles to ownership, participation in the legal proceedings for the registration and the deletion of mortgages
Name and address of employer	BANK OF ATTICA S.A.
Type of business or sector	Lawyer, Legal Services
7.	
Dates	08.1996 – 08.2005
Occupation or position held	Partner

Main activities and responsibilities | Legal advice on a wide range of Commercial law, especially on corporate law: drawing up articles of association, provision and implementation of corporate transformation. Drawing up franchise agreement terms, consultation on commercial agency law, drafting of commercial leasing agreement terms.

Name and address of employer | GREGOS AND PARTNERS LAW FIRM
Type of business or sector | Lawyer, Legal Services

Dates | 8.
09/1994-08/1996

Occupation or position held | Trainee

Main activities and responsibilities | Training in corporate law, trade-mark law, competition issues and exclusive distribution agreements.

Name and address of employer | BAHAS, GRAMMATIDES AND PARTNERS LAW FIRM
Type of business or sector | Lawyer, Legal Services

Education and training

Dates | 2000- 2001
Title of qualification awarded | Master in Commercial-Banking Law (LLM)
Principal subjects/occupational skills covered | Thesis Title: The First Demand Guarantee in the International Commercial Law
Name and type of organisation providing education and training | UNIVERSITY OF BRISTOL, UK
Level in national or international classification | ISCED 5A

Dates | 1999-2004
Title of qualification awarded | Law Degree
Name and type of organisation providing education and training | University of Athens, Greece, School of Law
Level in national or international classification | ISCED 5A

Personal skills and competences

Mother tongue(s) | **Greek**

Other language(s) | **English**

Self-assessment
European level ()*
Language

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user	C2 Proficient user

(*) *Common European Framework of Reference for Languages*

Social skills and competences | Communication skills and team spirit, obtained through the long standing experience in legal working teams through various organisations, as well as through the team work during negotiation and judicial procedures.

Organisational skills and competences	Leadership as the Head of the Legal Department of RAE though cooperation with more than 20 lawyers, and as the principal partner of the current Law Firm though cooperating with more than 8 lawyers and 3 trainees. Extensive negotiations skills and experience. Excellent organizational and managerial skills
Technical skills and competences	Overview of the liberalization process of the gas market through my participation in the procedure for the harmonization of Greek Law to the Gas Directive. Good understanding of the requirements of the EU directive and the practical difficulties in implementing legal and functional unbundling in vertically integrated undertakings through active participation in the similar process in Greece in the Gas and Electricity sector.
Computer skills and competences	Computer literacy (Word processing, databases, Internet research).
Driving licence	Greek driving license, category B.
Additional information	Member of the Athens Bar Association, appointed to the Athens Supreme Court.



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s)

Valentyna TSAPENKO

Address(es)

11-a, vul. Geroev Sevastopolia, apt. 78, 03124, Kyiv, Ukraine

Telephone(s)

(+38-044)4544878

Mobile:

(remove if not relevant, see instructions)

Fax(es)

E-mail

tsapenko@nerc.gov.ua

Nationality

Ukrainian

Date of birth

06/02/1986

Gender

Female

Desired employment / Occupational field

Work experience

Dates

August 2008 - to date

Occupation or position held

Specialist of Strategic Planning and Energy Markets Development Department

Main activities and responsibilities

Regulation of natural monopolies, incentive regulation, benchmarking, accounting

Name and address of employer

National Electricity Regulatory Commission of Ukraine
19, Smolenska, 03680 Kyiv (Ukraine)

Type of business or sector

Electricity and gas sector regulation

Education and training

Dates

09/2003 - 06/2008

Title of qualification awarded

Master degree in Economics and Management

Principal subjects/occupational skills covered

Project Analysis, Enterprise Potential: Formation and Assessment, Planning and Control on the Enterprise, Motivation of Economical Decisions, Business Strategy, Cost Management, Industrial Engineering, Economics of Enterprises, Accounting, Management, Finances of Enterprises

Name and type of organisation providing education and training

Kyiv National Economic University named after Vadim Getman

Level in national or international classification

ISCED 5

Personal skills and competences

Mother tongue(s)

Ukrainian and Russian

Other language(s)
Self-assessment
European level ()*

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
B2	Independent user	C1	Proficient user	B2	Independent user	B1	Independent user	B1	Independent user

English
Language

Social skills and competences

Analytical, with attention to details (provided documentation analysis),
Responsibility,
Communication skills

Computer skills and competences

Competent with most MS Office programs (PowerPoint, Excel and Word) and Internet software packages, Efficiency/productivity analysis (DEA, SFA) software.



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Valeriy TSAPLIN**
Address 67, Prospect Vernadskoho apt.74
03142 Kyiv (Ukraine)
Telephone(s) (+38-044)2419049 Mobile | (+38-050)4483740
Fax(es) (+38-044)2419049
E-mail(s) tsaplin@nerc.gov.ua
Date of birth 24/07/1957
Gender Male

Desired employment / Occupational field

Utilities Regulation, Energy Economics

Work experience

Dates	28/11/1997 →
Occupation or position held	Head, Department of Strategic Planning and Energy Markets Development
Main activities and responsibilities	Responsible for economic and financial analysis of energy companies and energy markets. Development methodology for incentive regulation and benchmarking. Development methodology for Quality of Service Monitoring and Regulation. Coordinator of the Project "Implementation of The Wholesale Electricity Market Concept" within the framework of Loan Agreement (Hydropower rehabilitation project) between Ukraine And IBRD, April 2005 - present time Counterpart of Resident Twinning Advisor. Twinning Project (NERC of Ukraine – Energy Regulators of Italy, Austria and Czechia) within the framework of the EU Tacis Program, September 2006 - present time Responsible for the relationships with international financial organisations (World Bank, IMF etc)
Name and address of employer	National Electricity Regulatory Commission of Ukraine 19, Smolenska, 03680 Kyiv (Ukraine)
Type of business or sector	Electricity and gas sector regulation
Dates	01/04/1984 - 27/11/1997
Occupation or position held	Senior Engineer-Physicist
Main activities and responsibilities	- Developed equipment for monitoring pollutant ejection from thermal power plants; - Managed work of engineers, technicians and workers of Department of Physics of High-Temperature processes.
Name and address of employer	Coal Energy Technology Center, Ukrainian National Academy of Sciences and Ministry of Fuel and Energy of Ukraine 19, Andriivska Str., 04070 Kyiv (Ukraine)

Type of business or sector	Physics of High-Temperature processes											
Education and training												
Dates	09/1999 - 06/2001											
Title of qualification awarded	Master of Arts in Economics											
Principal subjects / occupational skills covered	General Advanced Macro-, Microeconomics and Econometrics, Economic Regulation, Law & Economics, Industrial Organization, Transition Economics, European Economic Integration, Money & Banking, International Finance, Game Theory, Environmental Economics. Occupational Economic Research Methods, Econometrics and Statistics											
Name and type of organisation providing education and training	Master's program in economics at the National University of "Kyiv-Mohyla Academy", funded by The Economics Education and Research Consortium (EERC) (Master's Program) vul. Dehtyarivska, 51, 2nd floor, suite 12, 03113 Kyiv (Ukraine)											
Level in national or international classification	ISCED 5											
Dates	09/1979 - 04/1984											
Title of qualification awarded	Engineer, Physics of Metals											
Principal subjects / occupational skills covered	General Physics, Mathematics, Chemistry, Material Science Occupational Physical Methods of Researches											
Name and type of organisation providing education and training	Physical-Engineering Department, Kyiv Polytechnical Institute (Technical University) 37, Prospect Peremohy, 03056 Kyiv (Ukraine)											
Level in national or international classification	ISCED 5											
Personal skills and competences												
Mother tongue(s)	Ukrainian											
Other language(s)												
Self-assessment <i>European level (*)</i>												
Russian	C2		Proficient user		C2		Proficient user		C2		Proficient user	
English	B1		Independent user		C1		Proficient user		B2		Independent user	
	(*) Common European Framework of Reference (CEF) level											
Social skills and competences	Team spirit; Good ability to adapt to multicultural environments, gained through my work experience abroad, international technical assistance projects and international Task Forces											
Organisational skills and competences	Leadership (currently responsible for a department of 15 people);											

	<p>Sense of organisation (experience in logistics);</p> <p>Good experience in project and team management acquired through experience of managing and coordinating large international projects.</p>
Computer skills and competences	<p>Competent with Microsoft Office and Internet software packages, Statistical packages EViews and Stata, , Efficiency/productivity analysis (DEA, SFA, TFP) software. Some experience with graphical, mathematical packages and Energy systems optimization and planning tool MESSAGE.</p>
Other skills and competences	<p>Special training</p> <ul style="list-style-type: none"> - 4th CEER Training Course for Energy Regulators, Florence School of Regulation, 13-17 June 2005, Florence, Italy - World Bank Training Program on Utility Regulation and Strategy, June 9-June 20, 2003, Jan. 11-22, 1999, Public Utility Research Center at the University of Florida, USA - CEU Summer University „Competition Policy in Transition: Theory, Implementation, and Challenges”, Central European University, Budapest, Hungary, 1 – 19 July 2002 - International Atomic Energy Agency Regional Training Course on Development and Evaluation of Alternative Energy Strategies using IAEA’s New Tool MESSAGE, Romania, 4-27 March 2002 - USAID/AED Training Program on US System of Energy Regulation, July 11 – 26, 1998, USA <p>Teaching, internship, and research programs</p> <ul style="list-style-type: none"> [- Course Instructor, Emerging leaders program for AES Ukraine, Kyiv-Mohyla Business School, Oct. 2 – 12, 2006, Kyiv, Ukraine [- Course Instructor, Emerging leaders program for AES Ukraine, Kyiv-Mohyla Business School, July 3 – 13, 2006, Kyiv, Ukraine [- Course Instructor, ERRA Tariff/Pricing Training Course, March 13-16, 2006, Budapest, Hungary - Course Instructor, Emerging leaders program for AES Ukraine, Kyiv-Mohyla Business School, Feb. 20 – March 2, Kyiv, Ukraine - Course Instructor, 3rd International ERRA-CEU Summer School on Energy Regulatory Practices, July 16-22, 2005, Budapest, Hungary - Visiting Scholar, Public Utility Research Center, University of Florida, Gainesville, USA. Research "Regulatory Regime and Performance of Electricity Distribution Companies in Transition Economy: Case of the Ukraine". FSA Contemporary Issues Fellowship Program. . Feb. 17, 2003- June 20, 2003. - Intern, Florida Public Service Commission, May 12, 2003 – June 9, 2003, Tallahassee, USA
Driving licence(s)	B
Additional information	<p>Selected Publications</p> <ul style="list-style-type: none"> - Tsaplin V. (2008) Application of econometric event study method for the estimation of efficiency of regulatory decisions. "Energy Saving. Power Engineering. Energy audit." Number 12, December 2008, p.p: 35 – 39. (in Ukrainian) - Tsaplin V. (2008) Evaluation of efficiency of natural monopolies price regulation in Ukraine: the case of electricity distribution companies. "Energy Saving. Power Engineering. Energy audit." Number 11, November 2008, p.p: 21 – 34. (in Ukrainian) - Tsaplin V. (2008) Bilateral contracts and balancing market: principles of functioning. "Electropanorama", Number 7-8, p.p: 52 – 55, Number 9. p.p: 74 – 77 (in Ukrainian) - Berg, Sanford, Chen Lin, Valeriy Tsaplin.(2005) Regulation of State-Owned and Privatized Utilities: Ukraine Electricity Distribution Company Performance. „Journal of Regulatory Economics”, Volume 28, Number 3, November 2005, p.p: 259 – 287 - Akhtyrko E., O.Bakun, A.Blinov, I.Gazizullin, V.Nikitin, O.Remiga, O.Tatarevskiy, M.Jose and V.

- Tsaplin (2005). Manual on Economic Regulation of Natural Monopolies. International Centre for Policy Studies, Kyiv. p. 68.(in Ukrainian)
- Tsaplin, V. 2005. "Regional Energy Market in South East Europe" , Energy Policy of Ukraine, no.6, p.p. 4-7.(in Russian)
 - Tsaplin, V. 2005."Regulation Quality of Electricity Supply for Power Distribution Companies", Energy Policy of Ukraine, no.4, p.p.88-93.(in Russian)
 - Tsaplin, V., C.Kayabash, E. Treso. 2005. Performance Evaluation for Power Distribution Companies. Energy Regulators Regional Association (ERRA)
 - Tsaplin, V., V.Zelenuk and T.Shepetko (2004) Impact of privatization and regulatory regime on the performance of natural monopolies (in Ukrainian). Conference "Economic Efficiency: Concepts and Applications to Ukraine and Neighbouring Countries", (Kyiv, July 1-2 , 2004)
 - Tsaplin, V., V.Zelenuk and T.Shepetko (2004) "Methods of efficiency estimation of natural monopolies in power industry", Electric Networks and Systems, no. 1-2, p.p. 93-103. (in Russian)
 - Tsaplin, V. 2004."Risk management in the Power Industry. Experience of US network companies", Energy Policy of Ukraine, no.3, p.p.24-25.(in Russian)
 - Tsaplin, V. 2002. "Concerning expediency of insurance as risk management tool in Ukrainian energy sector", «FEC - Fuel_Energy Complex», no.4. (in Russian)
 - Tsaplin, V. 2002."Energy Regulation in EU: Reality and Prospects", Energy Policy of Ukraine, no.11, p.p.24-30. (in Russian)
 - Tsaplin, V. 2002. "Energy Sector Regulation: The European Prospects and the Ukrainian Reality", National Security & Defense, no.9, p.p.47-54 (in Ukrainian)
 - Tsaplin, V. 2002. "Concerning expediency of multi-sector utilities" . Energy Policy of Ukraine, no.9. (in Russian)
 - Tsaplin, V. 2001."Merits and demerits of implementation Rate-of-Return Regulation for Ukrainian electric distribution companies", Power Industry and Market, no.4(21), p.p. 22-24. (in Ukrainian)
 - Tsaplin, V. 2001. "Concerning price review for Ukrainian electric distribution companies". Energy Policy of Ukraine, no.10, p.p.57-59. (in Russian)
 - Tsaplin, V. 2001. "Energy saving from the economic point of view". Aspects of Local Government, no 1(9), p.p.28-31.(in Ukrainian).



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **António Jorge viegas de VASCONCELOS**

Address(es)

Telephone(s)

Fax(es)

E-mail

Nationality Portuguese and Italian

Date of birth 13th of June, 1959

Gender Male

Desired employment / Occupational field

Work experience

Dates 2007 – 2008

Occupation or position held Partner

Main activities and responsibilities

Name and address of employer NovEnergia

Type of business or sector a 200 Meuro private equity fund for renewable energy

Dates 2007

Occupation or position held

Main activities and responsibilities

Set up NEWES, New Energy Solutions, a company acting in the field of renewable energy in Europe. Consultant, several national and international organizations (European Commission, World Bank). Invited Professor at the University of Lisbon, special programme MIT/Portugal on Sustainable Energy Systems. Member of the Advisory Board of the Harvard Environmental Economics Program.

Name and address of employer

Type of business or sector

Dates 1997 – 2006

Occupation or position held President (Appointed by the Portuguese Government)

(July 1996 - Invited by the Portuguese Government to set up the Portuguese Electricity Regulatory Authority)

Main activities and responsibilities

Name and address of employer The Portuguese Electricity Regulatory Authority (ERSE)

(In 2002, Following his appointment to a second term, the scope of ERSE was enlarged to natural gas)

Type of business or sector

Dates 2000 (March) – 2005 (December)

Occupation or position held Co-founder and Chairman

Main activities and responsibilities

Name and address of employer	Council of European Energy Regulators (CEER)
Type of business or sector	voluntary association of European energy regulators based in Brussels
Dates	2003 – 2005 (December)
Occupation or position held	Chairman
Main activities and responsibilities	
Name and address of employer	the European Regulators Group of Electricity and Gas (EREGG) set up by the European Commission
Type of business or sector	
Dates	2003
Occupation or position held	Founder and member of the Executive Committee
Main activities and responsibilities	
Name and address of employer	Florence School of Regulation (a joint venture between CEER, the European Commission and the European University Institute)
Type of business or sector	
Dates	2000 – 2006 (December)
Occupation or position held	Co-founder (with four other Portuguese regulators and the Law Faculty of the University of Coimbra) and Vice-President (until December 2006); since then, he has lectured on Infra-structure Regulation for post-graduation students
Main activities and responsibilities	
Name and address of employer	the Centre for Studies on Public Law and Regulation (CEDIPRE)
Type of business or sector	
Dates	2000 (December) – 2005 (December)
Occupation or position held	Co-founder and co-chair
Main activities and responsibilities	
Name and address of employer	
Type of business or sector	the EU/US Energy Regulators' Roundtable
Dates	2000
Occupation or position held	Co-founder
Main activities and responsibilities	
Name and address of employer	the Ibero-American Association of Energy Regulatory Authorities (ARIAE)
Type of business or sector	
Dates	1989 - 1996
Occupation or position held	Deputy Secretary General
Main activities and responsibilities	In charge of the co-ordination and development of activities related to the internal electricity market, trans-European networks, co-operation with electric companies in non-Community countries, etc. Author of numerous reports, in particular concerning the power sector in the European Union and in the United States and on the application of community directives. Numerous business missions to the United States, to Central and Eastern European countries and to the Community of Independent States.
Name and address of employer	EURELECTRIC (European association of electricity undertakings)
Type of business or sector	
Dates	1990 - 1991
Occupation or position held	Guest Professor
Main activities and responsibilities	direction of a course on the application of parallel processing to the analysis of power systems
Name and address of employer	University of Pavia (Italy)
Type of business or sector	

Dates 1986 - 1989
 Occupation or position held
 Main activities and responsibilities In charge of program development for the dynamic simulation of systems in the electrical networks department of AEG (Frankfurt); also responsible for the introduction of software engineering in the same department
 Name and address of employer AEG (Frankfurt, Germany)
 Type of business or sector

Dates 1982 - 1985
 Occupation or position held Research Assistant
 Main activities and responsibilities
 Name and address of employer Erlangen-Nuremberg University (Germany)
 Type of business or sector

Dates 1982
 Occupation or position held Monitor
 Main activities and responsibilities
 Name and address of employer Faculty of Engineering, University of Porto
 Type of business or sector

Education and training

Dates 1977 - 1982
 Title of qualification awarded Degree in Electrotechnical Engineering
 Principal subjects/occupational skills covered "Eng. Cristiano Spratley" and "Siemens Portuguesa" prizes of the University of Porto for best student in power systems
 Name and type of organisation providing education and training Porto University
 Level in national or international classification

Dates 1982 - 1985
 Title of qualification awarded Doktor-Ingenieur (Very Good)
 Principal subjects/occupational skills covered Thesis: Application of multi-processors to the simulation of transitory phenomena in electrical systems
 Name and type of organisation providing education and training Erlangen-Nuremberg University (Germany)

Personal skills and competences

Mother tongue(s) **Portuguese**

Other language(s)

Self-assessment
European level ()*

Language

Language

		Understanding		Speaking		Writing	
		Listening	Reading	Spoken interaction	Spoken production		
EN	C2		C2		C2		C2
FR	C2		C2		C1		C1
IT	C2		C2		C2		C2
DE	C1		C1		C1		C1

(*) Common European Framework of Reference for Languages

Additional information

Invited speaker at various international conferences, universities, research centres and energy undertakings in Europe, in the United States, in Latin America, in Africa and in Asia.
Member of several national and international advisory committees on energy matters, including scientific organizations, the World Energy Council, the World Forum on Energy Regulation, the City of Lisbon Energy Agency, etc. Member of the steering committee of several energy related projects.
Member of the Technical Committee of Global Electrification, an international NGO aimed at improving electrification in African urban areas.
Author and editor of several books and articles. Member of IEEE (USA) and VDI (Germany).



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Lila VASSILAKI**

Address(es) 69, Panepistimiou str., Athens GR 105 64

Telephone(s) +30 210-37 27 483

Fax(es) +30 210-37 27 482

E-mail lvassilaki@rae.gr

Nationality Greek

Date of birth October 8th, 1969

Gender Female

Work experience

Dates From September 2004 – up to date

Occupation or position held Lawyer

Main activities and responsibilities Legal Department

Name and address of employer Regulatory Authority For Energy
69, Panepistimiou str., Athens GR 105 64

Type of business or sector Energy

Dates From January 2003 to September 2004

Occupation or position held Lawyer

Main activities and responsibilities Legal Department

Name and address of employer “Hellenic Transmission System Operator S.A.”
72, Kastoros str., Piraeus GR 185 45

Type of business or sector Energy

Dates From August 1998 to December 2002

Occupation or position held Lawyer

Main activities and responsibilities Commercial Law, Labour Law

Name and address of employer “Potamitis - Iliadou Law Firm” (associated with “Ernst & Young”)
11th km Athens-Lamia National Road, Athens GR 144 51

Type of business or sector Law Firm

Dates From February 1994 to July 1998

Occupation or position held Lawyer

Main activities and responsibilities Commercial Law, Labour Law

Name and address of employer “Kyriakides –Georgopoulos Law Firm”
28, D. Soutsou str, Athens GR 115 21

Type of business or sector Law Firm

Education and training

Dates From October 1992 to September 1993

Title of qualification awarded	Letters and Law Master in European Community Law (LL.M)
Principal subjects/occupational skills covered	-Community Competition Law - European Administrative Law -Community External Relations -Human Rights
Name and type of organisation providing education and training	University of Bristol, U.K.
Level in national or international classification	Postgraduate Studies
Dates	From September 1987 to September 1992
Title of qualification awarded	Bachelor
Principal subjects/occupational skills covered	Law
Name and type of organisation providing education and training	University of Athens (Faculty of Law)
Level in national or international classification	Graduate Studies

Personal skills and competences

Mother tongue(s) **Greek**

Other language(s) **English, French**

Self-assessment
European level ()*

English

French

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	Proficient User	C1	Proficient User	C1	Proficient User	C1	Proficient User	C1	Proficient User
B2	Independent User	B2	Independent User	B1	Independent User	B1	Independent User	B1	Independent User

(*) *Common European Framework of Reference for Languages*



Europass Curriculum Vitae

Personal information

First name(s) / Surname(s) **Verbytskyi MYHAYLO**
 Address(es) 21, Kosmonavtov street, Boyarka city, Ukraine
 Telephone(s) +3(8044)4544857 Mobile:
 Fax(es)
 E-mail Verbytskyi@nerc.gov.ua
 Nationality Ukrainian
 Date of birth 02/10/1982
 Gender male

Desired employment / Occupational field

Work experience

Dates April 2008 - to date
 Occupation or position held Chief Specialist of Strategic Planning and Energy Markets Development Department
 Main activities and responsibilities Quality of service regulation
 Name and address of employer National Electricity Regulatory Commission of Ukraine
 19, Smolenska, 03680 Kyiv (Ukraine)
 Type of business or sector Electricity and gas sector regulation

Education and training

Dates **2001 – 2007**
 Title of qualification awarded **Master**
 Principal subjects/occupational skills covered electro mechanics systems of automation and electric drive
 Name and type of organisation providing education and training National Technical University of Ukraine "Kyiv Polytechnic Institute"
 Level in national or international classification ISCED 5

Personal skills and competences

Mother tongue(s) **Ukrainian, Russian**

Other language(s)

Self-assessment
European level ()*

English Language

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
A2	Basic User	A2	Basic User	A1	Basic User	A1	Basic User	A1	Basic User

(*) Common European Framework of Reference for Languages

Social skills and competences

Organisational skills and
competences

Technical skills and competences

Computer skills and competences

Competent with most MS Office programs (PowerPoint, Excel and Word) and Internet software packages

Artistic skills and competences

Other skills and competences

Driving licence

Additional information

Annexes



Europass Curriculum Vitae

Personal information

First name / Surname **Laura ZANETTINI**
Address 33, Via delle mele, 04011, Aprilia (Latina), Italy
Telephones Fixed: +39 (06) 8413932 Mobile: +39 333 6851651
Fax +39 (06) 89280834
E-mails laurazanettini@gmail.com, lzanettini@luiss.it
Nationality Italian
Date of birth 25th of January 1975
Gender Female

Work experience

Dates December 2006 – currently
Occupation or position held **Legal Advisor in Administrative Law and Economic Regulation**
Main activities and responsibilities Legal opinions on administrative procedures and legal support on disputes with regulated enterprises
Name and address of employer Autorità per l'energia elettrica e il gas
5, Piazza Cavour, 20121 Milan – 19, Via dei Crociferi, 00187, Rome, Italy
Type of business or sector Energy Regulation

Dates October 2005 – currently
Occupation or position held **Lawyer**
Main activities and responsibilities Legal opinions, suits and judicial representation in favour of private clients and Local Administrations
Name and Address of employer Law Firm Martini, Rossi, Zanettini
109, Corso Trieste, 00198, Rome, Italy
Type of business or sector Administrative Law

Education and training

Dates January 2005 - January 2009
Title of qualification awarded **Researcher in Administrative Law**
Principal subjects/occupational skills covered Italian Administrative Law between Regulation and Competition
Name and type of organisation providing education and training Luiss Guido Carli University, Rome, Italy

Dates January 2002 – November 2006
Title of qualification awarded **PhD in Law and Economics**

Principal subjects/occupational skills covered
Game theory applied to public procurement, theory of regulation in the fields of electronic communication and energy

Name and type of organisation providing education and training
Luiss Guido Carli University, Rome, Italy

Dates
January 2002 – September 2002

Title of qualification awarded
LLM in European Competition Law and Economics

Principal subjects/occupational skills covered
Competition and Economic Regulation

Name and type of organisation providing education and training
Erasmus University, Rotterdam, The Netherlands

Dates
November 1999

Title of qualification awarded
Degree in Law

Principal subjects/occupational skills covered
Civil Law, Criminal Law, Administrative Law, Civil and Criminal Trial Laws

Name and type of organisation providing education and training
La Sapienza University, Rome, Italy

Mother tongue Italian

Other languages

Self-assessment
European level ()*

English

French

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
Independent user	Independent user	Independent user	Independent user	Independent user
Basic user	Basic user	---	---	---

(*) *Common European Framework of Reference for Languages*

Computer skills and competences

Very good knowledge of Microsoft Office Tools
Very good knowledge of Internet Explorer and Mozilla

Annex List of recent publications

LIST OF RECENT PUBLICATIONS

- 2008 *Le procedure di aggiudicazione degli appalti pubblici nel Regno Unito. La fiducia nella discrezionalità della stazione appaltante e il dialogo costante con le imprese*, in G.D. Comporti (a cura di), *Le gare pubbliche. Il futuro di un modello*, in corso di pubblicazione
- La regolazione degli appalti pubblici: i soggetti*, in M. Clarich (a cura di), *Commentario al Codice dei contratti pubblici*, Giappichelli, in corso di pubblicazione
- 2007 *Poste*, in M. Clarich, G. Fonderico (a cura di), *Dizionario di diritto amministrativo*, Il Sole 24 ore, pp. 509 ss.
- Appalti pubblici e concorrenza*, coautrice S. Simone, in L. Fiorentino (a cura di), *Lo Stato compratore. L'acquisto di beni e servizi nelle pubbliche amministrazioni*, Il Mulino, pp. 119 ss.
- Scenari e tendenze*, in *Primo rapporto sulle esternalizzazioni*, Roma-Rimini, Maggioli, pp. 9 ss.
- Criteri di selezione delle offerte e verifica delle offerte anormalmente basse*, in L. Fiorentino, C. Lacava (a cura di), *Il Codice dei contratti pubblici di lavori, servizi e forniture*, Quaderni del Giornale di diritto amministrativo, diretti da S. Cassese, Ipsoa, 2007, pp. 117 ss.
- Il contenzioso in materia di appalti pubblici tra tutela giurisdizionale e alternative dispute resolutions*, in L. Fiorentino, C. Lacava (a cura di), *Il Codice dei contratti pubblici di lavori, servizi e forniture*, Quaderni del Giornale di diritto amministrativo, diretti da S. Cassese, Ipsoa, pp. 233 ss.