

**Annex 1: Information about the Twinning Contract**

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

Information about the Twinning Contract	
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	
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 5 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>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 >

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Auditor	< Name and address of the audit firm and names/positions of the auditors >
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## Annex 2A Listing of Specific Procedures to be performed

*[This Annex is a standard listing of specific procedures to be performed and it shall not be modified]*

### • 1 General Procedures

#### 1.1 Terms and Conditions of the Twinning Contract

The Auditor obtains an understanding of the terms and conditions of the Twinning Contract by reviewing the Twinning Contract and its annexes and other relevant information, such as the relevant Twinning Manual, and by inquiry of the Member State Partner (MSP). The Auditor 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 the Report (which includes a narrative and a financial section) as per Article 2.1 of the General Conditions.

#### 1.2 Financial Report for the Twinning Contract

The Auditor verifies that the Financial Report complies with the following conditions of Article 2 of the General Conditions of the Twinning Contract:

- The Financial Report must conform to the model in Annex C5 of the Common Twinning Manual;
- The Financial Report should cover the Action as a whole, regardless of which part of it is financed by the Contracting Authority;
- The Financial Report should be drawn up in the language of the Twinning Contract;
- The proof of the transfers of ownership of equipment, vehicles and supplies (Article 7.3 of the General Conditions of the Twinning Contract) should be annexed to the final Financial Report.

#### 1.3 Rules for Accounting and Record keeping

The Auditor examines – when performing the procedures listed in this Annex - whether the Beneficiary has complied with the following rules for accounting and record keeping of Article 16 of the General Conditions of the Twinning Contract:

- The accounts kept by the Member State Partner (MSP) for the implementation of the Action must be accurate and up-to-date;
- The Member State Partner (MSP) must have a double-entry book-keeping system;
- The accounts and expenditure relating to the Action must be easily identifiable and verifiable;
- The accounts must provide details of interest accrued on funds paid by the Contracting Authority.

## 1.4 Reconciling the Financial Report to the Member State Partner's (MSP) Accounting System and Records

The Auditor reconciles the information in the Financial Report to the Member State Partner's (MSP) accounting system and records (e.g. trial balance, general ledger accounts, sub ledgers etc.) (See Article 16.1).

## 1.5 Exchange Rates

The Auditor verifies that amounts of expenditure incurred in a currency other than the Euro have been converted at the exchange rate which is made up of the average of the rates published in InforEuro for the months covered by the Financial Report, unless otherwise provided in the Special Conditions of the Twinning Contract (Article 15.9 of the General Conditions)

## • 2 Procedures to verify conformity of Expenditure with the Budget and Analytical Review

### 2.1 Budget of the Twinning Contract

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

The Auditor 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 indicated in the budget of the Twinning Contract.

### 2.2 Amendments to the Budget of the Twinning Contract

The Auditor verifies whether there have been amendments to the budget of the Twinning Contract. Where this is the case the Auditor verifies that the Member State Partner (MSP) has:

- requested an amendment to budget and obtained an addendum to the Twinning Contract if such an addendum was required (Article 9.1 of the General Conditions).
- informed the Contracting Authority about the amendment in case the amendment was limited (Article 9.2 of the General Conditions) and an addendum to the Twinning Contract was not required.

## • 3. Procedures to verify selected Expenditure

### 3.1 Eligibility of Costs

The Auditor verifies, for each expenditure item selected, the eligibility criteria set out below.

*(1) Costs actually incurred (Article 14.1)*

The Auditor verifies that the expenditure for a selected item was actually incurred by and pertains to the Member State Partner (MSP). For this purpose the Auditor examines supporting documents (e.g. invoices, contracts) and proof of payment. The Auditor also examines proof of work done, goods received or services rendered and he/she verifies the existence of assets if applicable.

*(2) Cut-off - Implementation period (Article 14.1a)*

The Auditor verifies that the expenditure for a selected item was incurred during the implementation period of the Action.

*(3) Budget (Article 14.1b)*

The Auditor verifies that the expenditure for a selected item was indicated in the Action budget.

*(4) Necessary (Article 14.1c)*

The Auditor verifies whether it is plausible that the expenditure for a selected item was necessary for the implementation of the Action and that it had to be incurred for the contracted activities of the Action by examining the nature of the expenditure with supporting documents, notably in line with the provisions of the Common Twinning Manual.

*(5) Records (Article 14.1d)*

The Auditor verifies that expenditure for a selected item is recorded in the Member State Partner's (MSP) accounting system and was recorded in accordance with the applicable accounting standards of the country where the Member State Partner (MSP) is established and the Member State Partner's (MSP) usual cost accounting practices.

*(6) Justified (Article 14.1e)*

The Auditor verifies that expenditure for a selected item is substantiated by evidence (see section 1 of Annex 2B, Guidelines for Specific Procedures to be performed) and notably the supporting documents as specified in the Annexes to the Twinning contract, in the Common Twinning Manual and in Article 16.2 and 16.3 of the General Conditions of the Twinning Contract.

*(7) Valuation*

The Auditor verifies that the monetary value of a selected expenditure item agrees with underlying documents (e.g. invoices, salary statements) and that correct exchange rates are used where applicable.

*(8) Classification*

The Auditor examines the nature of the expenditure for a selected item and verifies that the expenditure item has been classified under the correct (sub)heading of the Financial Report.

*(9) Compliance with Procurement, Nationality and Origin Rules*

Where applicable the Auditor examines which procurement, nationality and origin rules apply for a certain expenditure (sub)heading, a class of expenditure items or an expenditure item. The Auditor verifies whether the expenditure was incurred in accordance with such rules by examining the underlying documents of the procurement and purchase process. Where the Auditor finds issues of non-compliance with procurement rules, he/she reports the nature of such events as well as their financial impact in terms of ineligible expenditure. When examining procurement documentation the Auditor takes into account the risk indicators listed in Annex 2B and he/she reports, if applicable, which of these indicators were found.

### 3.2 Eligibility of Direct Costs (Article 14.2)

If the expenditure for a selected item is recorded under one of the direct costs headings 1 to 6 of the Financial Report, the Auditor verifies that this type of expenditure is covered by the direct costs as defined in Article 14.2 by examining the nature of the expenditure items concerned.

### 3.3 Provisions for changes in prices

The Auditor verifies that provisions for changes in prices 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).

### 3.4 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.

### 3.5 Contributions in kind (Article 14.5)

The Auditor verifies that costs in the Financial Report do not include contributions in kind. Contributions in kind are not eligible costs.

### 3.6 Non-eligible costs (Article 14.6)

The Auditor verifies that the expenditure for a selected item does not concern a non-eligible cost as described in Article 14.6 of the General Conditions. The Auditor verifies 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.

### 3.7 Revenues of the Action

The Auditor examines whether revenues which should be attributed to the Action (including inter alia grants and funding received from other donors and other revenue generated by the

Member State Partner (MSP) in the context of the Action such as for example interest earned) have been allocated to the Action and disclosed in the Financial Report. For this purpose the Auditor inquires with the Member State Partner (MSP) and examines documentation obtained from the Member State Partner (MSP). The Auditor is not expected to examine the completeness of the revenues reported.



## Annex 2B Guidelines for Specific Procedures to be performed

*{This Annex provides standard guidelines for the specific procedures to be performed and these guidelines shall not be modified}*

### • 1 Verification Evidence

When performing the specific procedures listed in Annex 2A 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 verification evidence from these procedures to draw up his report of factual findings. Verification evidence is all information used by the Auditor in arriving at the factual findings and it includes the information contained in the accounting records underlying the Financial Report and other information (financial and non-financial).

The contractual requirements that relate to verification evidence are:

- Expenditure should be identifiable, verifiable and recorded in the accounting records of the Member State Partner (MSP) (Article 14.1.d) of the General Conditions of the Twinning Contract);
- Expenditure must be easily identifiable and verifiable and traced to and within the Member State Partner's (MSP) accounting and bookkeeping systems (Article 16.1 of the General Conditions);
- The Member State Partner (MSP) will allow any external auditor to carry out verifications on the basis of supporting documents for the accounts, accounting documents and any other document relevant to the financing of the Action. The Member State Partner (MSP) gives access to all documents and databases concerning the technical and financial management of the Action (Article 16.2 of the General Conditions);
- Article 16.3 of the General Conditions of the Twinning Contract provides a list of the types and nature of evidence that the Auditor will often find in expenditure verifications.

Moreover, for the purpose of the procedures listed in Annex 2A, evidence:

- Must be available in documentary form, whether paper, electronic or other medium (e.g. a written record of a meeting is more reliable than an oral presentation of the matters discussed);
- Must be available in the form of original documents rather than photocopies or facsimiles;
- Should preferably be obtained from independent sources outside the entity (an original suppliers invoice or contract is more reliable than an internally approved receipt note);
- Which is generated internally is more reliable if it has been subject to control and approval;
- Obtained directly by the Auditor (e.g. inspection of assets) is more reliable than evidence obtained indirectly (e.g. inquiry about the asset).

If the Auditor finds that the above criteria for evidence are not sufficiently met, he/she should detail this in the factual findings.

**• 2 Obtaining an understanding of the terms and conditions of the Twinning Contract (Annex 2A - procedure 1.1)**

The Auditor obtains an understanding of the applicable Common Twinning Manual and of the terms and conditions of the Twinning Contract and he/she should pay particular attention to Annex 1 of the Twinning Contract, which contains the Description of the Action, Annex 2 (General Conditions) and Annex 4, which provides 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 EU financing. These procurement rules apply to all Twinning contracts but depending on the legal basis for the Twinning Contract (funding source) nationality and origin rules may vary. The Auditor ensures 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 Guide<sup>2</sup> to contract procedures for external actions of the European Union.

If the Auditor finds that the terms and conditions to be verified are not sufficiently clear he should request clarification from the Beneficiary.

**• 3 Selecting Expenditure for Verification (Annex 2A - procedures 3.1 – 3.7)**

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 C5 to the Common Twinning Manual. Expenditure headings can be broken down in expenditure subheadings.

Expenditure subheadings can 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 should reflect the accounting (or financial) value of underlying actions or transactions no matter the type and nature of the action or transaction concerned.

Value should be the principal 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.

**• 4 Verification Coverage of Expenditure (Annex 2A - procedures 3.1 – 3.7)**

The Auditor applies the principles and criteria set out below when planning and performing the specific verification procedures for selected expenditure in Annex 2A (procedures 3.1 – 3.7).

<sup>2</sup> Practical Guide (applicable for Budget and EDF) and annexes for Budget and EDF see: [http://ec.europa.eu/europeaid/work/procedures/implementation/practical\\_guide/index\\_en.htm](http://ec.europa.eu/europeaid/work/procedures/implementation/practical_guide/index_en.htm)

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. Depending on certain conditions (see further below) the Auditor may obtain sufficient 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. The Auditor examines whether 'populations' (i.e. expenditure subheadings or classes of expenditure items within expenditure subheadings) are suitable and sufficiently large (i.e. are made up of large numbers of items) for effective statistical sampling.

If applicable the Auditor should explain in the report of factual findings for which headings or subheadings of the Financial Report sampling has been applied, the method used, the results obtained and whether the sample is representative.

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%. If he finds an exception rate of less than 10% of the total amount of expenditure verified (i.e. 6,5 %) the Auditor finalises the 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%.

## • 5 Procedures to verify selected Expenditure (Annex 2A - procedures 3.1 – 3.7)

The Auditor verifies the selected expenditure items by carrying out procedures 3.1 - 3.7 listed in Annex 2A and reports all the factual findings and exceptions resulting from these procedures. Verification exceptions are all verification deviations found when performing the procedures set out in Annex 2A.

The Auditor quantifies the amount of the verification exception found and the potential impact on the EC contribution, should the Commission declare the expenditure item(s) concerned ineligible (where applicable taking into account the percentage of funding of the Commission and the impact on indirect expenditure (e.g. administrative costs)). The Auditor reports all exceptions found including the ones of which he cannot quantify the amount of the verification exception found and the potential impact on the EC contribution.

*For example:* if the Auditor finds an exception of 1.000€ with regard to procurement rules for a Twinning contract where the EC finances 60% of the expenditure and where administrative costs of 7% of total direct eligible expenses are foreseen, the Auditor reports an exception of 1.000€ and a financial impact of 642€ (1.000€ x 60% x 1.07).

*Specific guidance for procedure 3.1.9 Compliance with Procurement, Nationality and Origin Rules*

The Auditor should verify whether the expenditure for a selected item was incurred in accordance with the applicable procurement, nationality and origin rules by examining the underlying documents of the procurement and purchase process. Such documents relate to the opening of tenders, the assessment of the eligibility of tenderers and conformity of tenders, the evaluation of the offers and the decisions with regard to the awarding of the contract. When examining these procurement documents the Auditor takes into account the risk indicators listed at the end of this Annex and he reports, if applicable, which of these indicators were identified.

*Specific guidance for procedure 3.5 Contributions in kind to be deleted*

The Auditor should verify that expenditure in the Financial Report does not include any contributions in kind. If contributions in kind are foreseen they must be indicated and valued in the Action budget. If this is not the case contributions in kind are not eligible. *Examples:* salaries of staff detached by a Ministry which is not part of the action or equipment and material received from organisations which do not participate in the Action.

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## RISK INDICATORS PROCUREMENT

- Inconsistencies in the dates of the documents or illogical sequence of dates. Examples:
    - Offer dated after the award of contract or before the sending of the invitations to tender
    - Offer of the winning tenderer dated before the publication date of the tender or dated significantly later than offers of other tenderers
    - Offers of different candidates participating in the same tenders all having the same date
    - Dates on documents not plausible/consistent with dates on accompanying documentation (e.g. date on the offer not plausible/consistent with the postal date on the envelope; date of a fax not plausible/consistent with the printed date of the fax machine)
  - Unusual similarities in offers of candidates participating in the same tender. Examples:
    - Same wording, sentences and terminology in offers of different tenderers
    - Same layout and format (e.g. font type, font size, margin sizes, indents, paragraph wrapping, etc) in offers of different tenderers
    - Similar letterhead paper or logos
    - Same prices used in offers of different tenderers for a number of subcomponents or line items
    - Identical grammatical, orthographical or typing errors in offers of different tenderers
    - Use of similar stamps and similarities in signatures
  - Financial statement or other information indicating that two tenderers participating in the same tender are related or part of a same group (e.g. where financial statements are provided, the notes to the financial statements may disclose ultimate ownership of the group. Ownership information may also be found in public registers for accounts)
  - Inconsistencies in the selection and award decision process. Examples:
    - Award decisions not plausible / consistent with selection and award criteria
    - Errors in the application of the selection and award criteria
    - A regular supplier of the beneficiary participates as a member of a tender evaluation committee
  - Other elements and examples indicating a risk of privileged relationship with tenderers:
    - A same tenderer (or small group of tenderers) is invited to different tenders with unusual frequency
    - A same tenderer (or small group of tenderers) wins an unusually high proportion of the bids
    - A tenderer is frequently awarded contracts for different types of goods or services
    - The winning tenderer invoices additional goods not foreseen in the offer (e.g. additional spare parts invoiced without clear justification, installation costs invoiced while not foreseen in the offer).
  - Other documentation, issues and examples indicating a risk of irregularities:
    - Use of photocopies instead of original documents
    - Use of pro-forma invoices as supporting documents instead of official invoices
    - Manual changes on original documents (e.g. figures manually changed, figures "tippexed", etc)
    - Use of non-official documents (e.g. letterhead paper not showing certain official and/or compulsory information such as commercial registry number, company tax number, etc.)
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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).

Annex 3 Model Report for an Expenditure Verification of a Twinning Contract

*HOW TO USE THIS MODEL REPORT? All text highlighted in yellow in this model report is for instruction only and auditors should remove it after use. Information requested in the following form <.....> (e.g. <name of the MSP> must be completed by the auditor.*

~~<To be printed on AUDITOR'S letterhead>~~

**Report for an Expenditure Verification of a Twinning Contract**

<Title of and number of the twinning contract >

**Report of Factual Findings**

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

< Member State Partner's name>

<Address>

<dd Month yyyy>

Dear <Name of contact person(s)>

In accordance with the terms of reference dated <dd Month yyyy> that you agreed with us, we provide our Report of Factual Findings ("the Report"), with respect to the accompanying Financial Report for the period covering <dd Month yyyy - dd Month yyyy> (Annex 1 of this Report). You requested certain procedures to be carried out in connection with your Financial Report and the European Union financed Twinning Contract concerning <title and number of the contract>, the 'Twinning Contract'.

**Objective**

Our engagement was an expenditure verification which is an engagement to perform certain agreed-upon procedures with regard to the Financial Report for the Twinning Contract between you and <the European Commission or the name of another contracting authority> the 'Contracting Authority'. The objective of this expenditure verification is for us to carry out certain procedures to which we have agreed and to submit to you a report of factual findings with regard to the procedures performed.

**Standards and Ethics**

Our engagement was undertaken in accordance with:

- 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*;

## • 1 Information about the Twinning Contract

*[Chapter 1 should include a brief description of the Twinning Contract and the Action, the Member State Partner (MSP)/implementing structure and key financial/budget information. (maximum 1 page)]*

## • 2 Procedures performed and Factual Findings

We have performed the specific procedures listed in Annex 2A of the terms of reference for the expenditure verification of the Twinning Contract ('ToR'). These procedures cover:

- 1 General Procedures
- 2 Procedures to verify conformity of Expenditure with the Budget and Analytical Review
- 3 Procedures to verify selected Expenditure

We have applied the rules for selection of expenditure and the principles and criteria for verification coverage as set out in Annex 2B (sections 3 and 4) of the ToR for this expenditure verification.

*[Explain here difficulties or problems encountered if any]*

The total expenditure verified by us amounts to <xxxx> € and is summarised in the table below. The overall Expenditure Coverage Ratio is <xx%>.

*[Provide here a summary table of the Financial Report in Annex 1, presenting for each (sub) heading the total expenditure amount reported by the Member State Partner (MSP), the total expenditure amount verified and the percentage of expenditure covered]*

We have verified the selected expenditure as shown in the above summary table and we have carried out, for each expenditure item selected, the verification procedures specified at point 3.1 to 3.7 of Annex 2A of the ToR for this expenditure verification.

We report our factual findings resulting from these procedures below :

### • 1 General Procedures

#### 1.1 Terms and Conditions of the Twinning Contract

We have obtained an understanding of the terms and conditions of this Twinning Contract in accordance with the guidelines in Annex 2B (section 2) of the ToR.

*[Describe factual findings and specify errors and exceptions. Procedures 1.1 - 1.5 in Annex 2A]*



## 1.2 Financial Report for the Twinning Contract

## 1.3 Rules for Accounting and Record keeping

## 1.4 Reconciling the Financial Report to the Member State Partner's (MSP) Accounting System and Records

## 1.5 Exchange Rates

### • 2 Procedures to verify conformity of Expenditure with the Budget and Analytical Review

#### 2.1 Budget of the Twinning Contract

#### 2.2 Amendments to the Budget of the Twinning Contract

*[Describe factual findings and specify errors and exceptions. Procedures 2.1 – 2.2 in Annex 2A]*

### • 3 Procedures to verify selected Expenditure

We have reported further below all the exceptions resulting from the verification procedures specified at point 3.1 – to 3.7 of Annex 2A of the ToR for this expenditure verification insofar these procedures did apply to the selected expenditure item.

We have quantified the amount of the verification exceptions found and the potential impact on the EC contribution; should the Commission declare the expenditure item(s) concerned ineligible (where applicable taking into account the percentage of funding of the Commission and the impact on indirect expenditure (e.g. administrative costs)). We have reported all exceptions found including the ones of which we cannot quantify the amount of the verification exception found and the potential impact on the EC contribution.

*[Specify for which expenditure amounts / items exceptions between facts and criteria were found, the nature of the exception – this means which of the specific condition or conditions described at point 3.1 to 3.7 of Annex 2A of the ToR were not respected. Quantify the amount of the verification exception found and the potential impact on the EC contribution, should the Commission declare the expenditure item(s) concerned ineligible]*

### 3.1 Eligibility of Costs

We have verified, for each expenditure item selected, the eligibility criteria set out at procedure 3.1 in Annex 2A of the ToR for this expenditure verification.

*[Describe factual findings and specify errors and exceptions. Procedure 3.1 in Annex 2A: eligibility of costs and the eligibility criteria (1) to (9). Example: we found that an expenditure amount of 6.500 € included in subheading 3.2 (furniture, computer equipment) of the Financial Report was not eligible. An amount of 2.000€ related to expenditure incurred outside the implementation period. Supporting evidence was not available for 3 transactions totalling 1.200€. The required procurement rules for purchases of office computers for 3.300€ were not respected. (Note: relevant details such as accounting record references or documents should be provided).]*

### 3.2 Eligibility of Direct Costs (Article 14.2)

### 3.3 Provisions of changes in prices (2,5%)

### 3.4 Twinning Management Costs

### 3.5 Contributions in kind (Article 14.5)

The Auditor verifies that costs in the Financial Report do not include contributions in kind. Contributions in kind are not eligible costs.

### 3.6 Non-eligible costs (Article 14.6)

### 3.7 Revenues of the Action

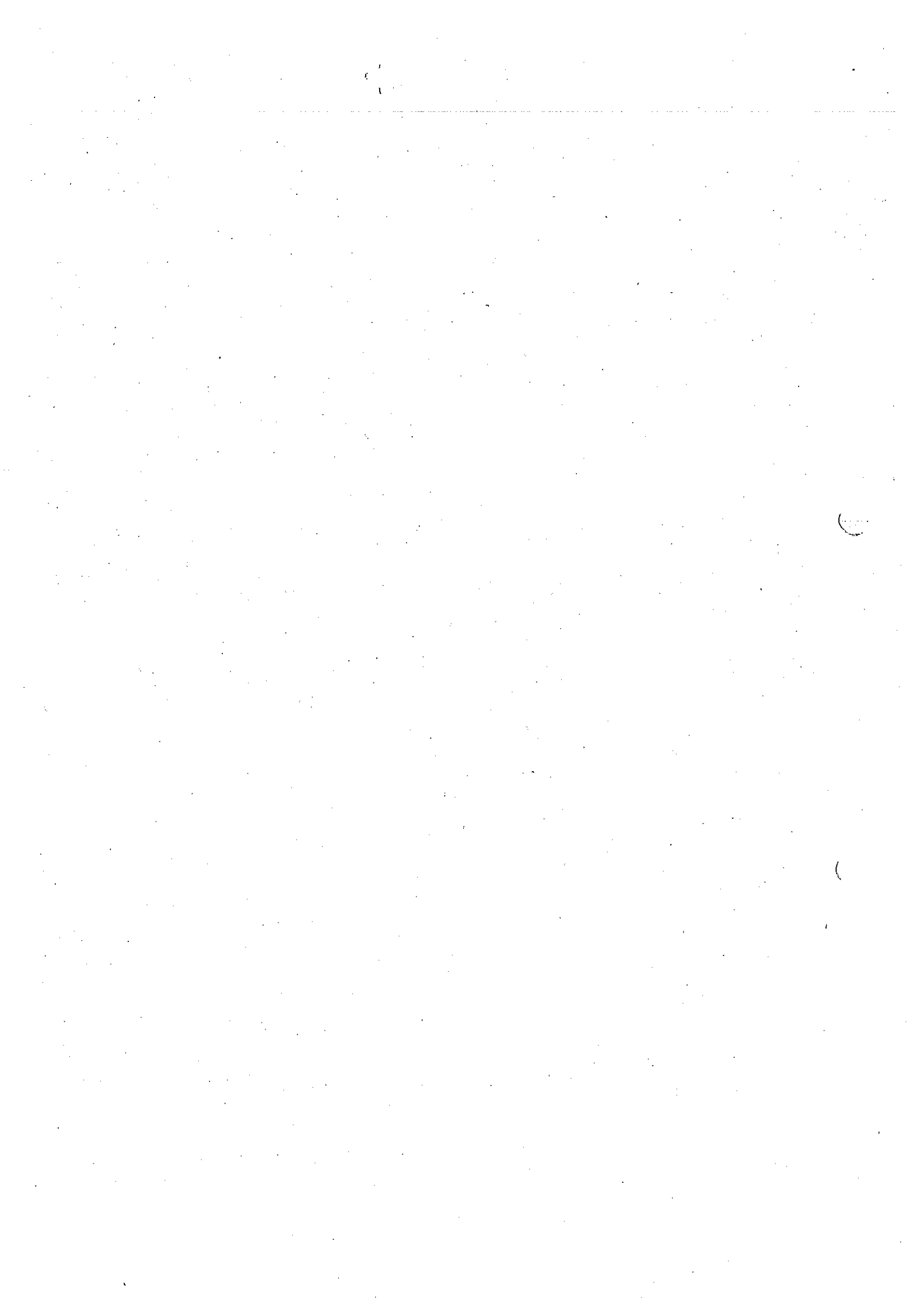
*[Describe factual findings and specify errors and exceptions. Procedures 3.2 - 3.7 in Annex 2A]*

- **Annex 1 Financial Report for the Twinning Contract**

*[Annex 1 should include the Member State Partner's (MSP) financial report for the Twinning Contract which has been the subject of the verification. The financial report should be dated and indicate the period covered.]*


- **Annex 2 Terms of Reference Expenditure Verification**

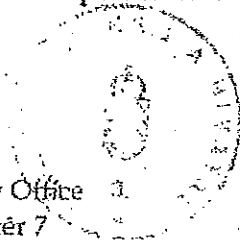
*[Annex 2 should include a signed and dated copy of the terms of reference for the expenditure verification of this Twinning Contract including Annex 1 (information about the Twinning Contract) and Annex 2A (Listing of the specific procedures to be performed).]*



**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

  
Peter Horváth  
President  
Hungarian Energy Office  
II. János Pál pápa tér 7  
H-1081 Budapest  
Hungary



Date: 24. 05. 2011

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







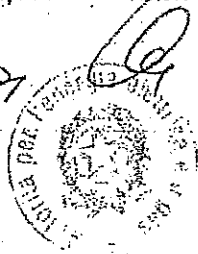
**ANNEX A8  
MANDATE**

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  
Member of the Board  
Regulatory Authority for Energy of the Hellenic Republic  
132, Piraeus Street  
11854 Athens  
Greece

Date: 26.05.2011

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 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

Iulius Dan FLAVETI  
President  
Romanian Energy Regulatory Authority  
3 Constantin Nacu St.  
Bucharest - 2  
Romania

Date: 25.05.2011

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





**ANNEX A9**

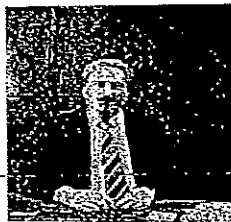
**CURRICULUM VITAE  
OF NERC AND MS TEAM PERSONNEL**

## LIST OF NERC AND MS TEAM PERSONNEL

Viorel ALICUS .....	3
Sergio ASCARI.....	5
Miltiadis ASLANOGLOU .....	9
Gerasimos AVLONITIS .....	11
Gian Paolo BASTIA .....	14
Oliviero BERNARDINI .....	17
Olena BONDARENKO .....	26
Carlo CREA.....	28
Iryna DANYLENKO .....	52
Marco DELPERO .....	34
Iryna DENYSENKO .....	38
Tatiana DYGAS.....	40
Gergely ELIAS.....	42
Zoltánné/Edít FARKAS .....	44
Evangéllia GAZI .....	47
Akos HEITER .....	50
Konstantinos KANELLOPOULOS.....	52
Iryna KOROTKOVA .....	55
Olexandr KOSYANCHUK .....	57
Andriy KOZHEVNIKOV .....	59
Demetrius LELOVITIS .....	61
Veronika MARKOVA .....	66
Irené MASETTI.....	68
Viktor MERKUSHOV .....	70
Victoria MOROZOVA.....	73
Andrea MORCZ.....	75
Angeliki MOURTZIKOU .....	77
Olexandr OKSANICH .....	81
Olena OLIYNYK .....	83
Chiara PETRUZZO .....	85
Mirela PLESCA .....	88
Anna POTRAVKA .....	92
Diana Elena POPESCU .....	94
Vadym PUSTOVOIT.....	98
Victorel Florin RĂDOI .....	100
Mihai Octavian RAMNICEANU.....	104
Sergiy ROMANOV.....	108
Tetyana RYABUKHA .....	110
Lemlem SAID ISSA .....	112
Anastasia SAKIVSKA.....	118
Aikaterini SARDI.....	120
Cristian SELAVĂRDEANU .....	127
Volodymyr SEMENETS .....	130
Anna SHYNKARENKO .....	132
Konstantinos STAMATIS.....	134
Pavlo STANKEVICH.....	137
Júdit SZEKÉRES.....	139
Alina Manuela TACHE.....	142
Fabio TAMBONE.....	146
Michael THOMADAKIS .....	148
Erika TOTH HOBOTHNE .....	151
Alexia TROKOUDI.....	155
Valerii TSAPLIN .....	159
Adèle VITA.....	163



# Europass Curriculum Vitae



## Personal information

**First name(s) / Surname(s)** Viorel ALICUS  
**Address(es)** Bucharest, Romania  
**Telephone(s)** 0040213278167 **Mobile:** +40722652223; +40728628632  
**Fax(es)** 0040213278123  
**E-mail** [valicus@customers.digiro.net](mailto:valicus@customers.digiro.net); [valicus@anre.ro](mailto:valicus@anre.ro)  
**Nationality** Romanian  
**Date of birth** December 20, 1961  
**Gender** Male

## Work experience

Dates

- 2005-2010

Numerous activities for:

  - participating in the process of approval and implementing of new regulations for electricity, heat and gas in Romania;
  - enhance the relationship with European Regulators' Group for Electricity and Gas (EREG) and with Council of European Energy Regulators (CEER);
  - participating in numerous Electricity Working Group (CEER) and Electricity Focus Group (EREG) and in General Assembly (CEER and/or EREG) meetings;
  - participating as lecturer for numerous courses organized by different institutions in Romania to present new methodologies issued by ANRE.
- 2005 Participating in numerous meetings with EU staffs (EREG, EU delegation), IMF, World Bank representatives. Participating as a main speaker in at least 5 workshops held in Bucharest, Jupiter and Sinaia regarding present regulatory framework issues and perspective.
- 2003-2004 Manage and assess a study to set and implement incentive based regulation for distribution and transmission activities (regulation effectively in force starting with 1 January 2005 for transmission and distribution companies)
- 2002-2003 Manage and assess a study to set and implement rate of return tariffs distribution methodology (regulation effectively in force starting with 1 January 2004)
- 2000-2001 Manage and assess a Phare study to develop a methodology for prices and tariffs (transmission, distribution and supply)
- 1999 Assessing a study concerning Local Tariffs for the Heat Delivered by CONEL's Sources Phase I and II: Case Studies. Heat Tariffs for Oradea & Ploiesti Centers
- 1998 Assessing Forecasting Study on the Romanian Domestic Electricity Consumption Studies Concerning Electric Energy Monitoring and electricity management in Romania
- 1997 Manage and Assess study regarding load Research (Electricity). For: Least Cost Power and Heat Generation Capacity Development Study Electricity and Heat Tariff Study (Romania).

Occupation or position held  
 Name and address of employer  
 Type of business or sector  
 Professional Record

ANRE - General director – Electricity Market, Prices and tariffs for electricity and Heat  
 ANRE – 3, Constantin Nacu street, 020995, Bucharest 2, Romania  
 National Electricity and Heat Regulatory Authority - ANRE

1986 - 1990 Responsible with electricity substation EMS SCADA at Enterprise Factory in Arad.  
 1990 – 1995 Bucharest Electricity branch - Marketing Department Responsible with sales and contracting with industrial customers.  
 1995 - 2000 CONEL – former Headquarter of Romanian vertically integrated utility – Electricity and Heat Tariffs Department - responsibility to design and set national tariffs for electricity and heat.

March 2000 - February 2005 ANRE – Head of Electricity Tariffs Department  
 February 2005 – present Commissioner – ANRE Regulatory Committee  
 March 2005 – present ANRE - General director – Prices and Tariffs Department

Education and training  
 Title of qualification awarded  
 Principal subjects/occupational skills covered

Engineer  
 Energy – electricity

Name and type of organisation providing education and training

Polytechnic Institute, Timisoara - Romania. Graduated in 1986

Level in national or international classification

MSc

Personal skills and competences

Computer : Word, Excel, Foxpro, Access

Mother tongue(s)

Romanian

Other language(s)

English, French

Self-assessment

European level (\*)

English

French

		Understanding		Speaking		Writing	
		Listening	Reading	Spoken interaction	Spoken production		
English	Very good	Very good	Very good	Very good	Very good	Very good	
French	Good	Good	Good	Good	Good	Good	

(\*) Common European Framework of Reference for Languages

Driving licence

Yes



## Curriculum Vitae

### Personal information

First name(s) / Surname(s) **Sergio ASCARI**  
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Fax(es) +39 02 43 44 10 27  
E-mail [sascari@ref-online.it](mailto:sascari@ref-online.it); [sergio\\_ascari@hotmail.com](mailto: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:

- 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:

- 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:

- 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/Views)



## Europass Curriculum Vitae

### Personal information

First name / Surname **Miltiadis ASLANOGLOU**  
Address **Panepistimiou 69, 105 64 Athens, Greece**  
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Fax **+30 210 3255460**  
E-mail **maslanoglou@rae.gr**  
Nationality **Greek**  
Date of birth **October 6, 1969**  
Gender **Male**

### Work experience

Dates	<b>May 2002 – to date</b>
Occupation or position held	<b>Head of Market Monitoring and Competition Department</b>
Main activities and responsibilities	<ul style="list-style-type: none"><li>• Responsible for the daily evaluation of the gas book, and all related financial products.</li><li>• Evaluation of all related information, price curves, and market data for the accurate marking to the market.</li><li>• Follow up of various structured products (index base, daily strips etc.), cross commodities, cross border commodities.</li><li>• Monitoring company's compliance to UK and European trading arrangements.</li></ul>
Name and address of employer	<b>Regulatory Authority for Energy, Athens, Greece</b>
Dates	<b>Nov.2001 – May 2002</b>
Occupation or position held	<b>Senior Risk Analyst, Gas Book</b>
Main activities and responsibilities	<ul style="list-style-type: none"><li>• K Responsible for the daily evaluation of the gas book, and all related financial products.</li><li>• Evaluation of all related information, price curves, and market data for the accurate marking to the market.</li><li>• Follow up of various structured products (index base, daily strips etc.), cross commodities, cross border commodities.</li><li>• Monitoring company's compliance to UK and European trading arrangements.</li></ul>
Name and address of employer	<b>EL PASO Europe Limited, London, UK</b>
Dates	<b>Jul.1998 – Aug 2000</b>
Occupation or position held	<b>Gas Demand Forecast and Industrial &amp; Commercial Portfolio Risk Analyst</b>
Main activities and responsibilities	<ul style="list-style-type: none"><li>• Responsible for the gas supply in short/medium term basis. Supporting trading position for marketing dept. Spot market – balancing market trading.</li><li>• Responsible for the economic assessment of the Industrial &amp; 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.</li><li>• 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.</li></ul>

- 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
B1	Independent User	B2	Independent 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) **Gerassimos-AVLONITIS**

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Fax(es) +0302103255460

E-mail [avlonitis@rae.gr](mailto: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"> <li>• Development of the business plan for three gas-fired IPP projects, currently under development in Greece</li> <li>• Analysis of gas transportation tariffs in Greece and Europe.</li> <li>• Simulation of the Greek gas transmission system (pipeline capacity, network expansion, sensitivity studies).</li> <li>• Negotiation of pricing and take-or-pay terms of the long-term gas supply contract of the company with OAO Gazexport.</li> </ul>
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"> <li>• 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).</li> <li>• Chief engineer for modelling, troubleshooting and debottlenecking of the surface network of a 100-well oilfield in Qatar, Middle East.</li> <li>• 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.</li> </ul>
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
<b>Education and training</b>	
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				
<b>Personal skills and competences</b>					
Mother tongue(s)	Greek				
Other language(s)					
Self-assessment	<b>Understanding</b>		<b>Speaking</b>		<b>Writing</b>
European level (*)	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
French	A1	A1	A1	A1	A1
	(*) Common European Framework of Reference for Languages				
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	Understanding of the whole gas value-chain through professional experience in both the upstream and downstream sectors of the industry. 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. Working knowledge of gas pricing formulas in long-term gas supply contracts.				
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**

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+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  
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[oliviero.bernardini@fastwebnet.it](mailto:oliviero.bernardini@fastwebnet.it)  
Nationality Italian  
Date of birth 15 March 1941  
Gender Male

Desired employment / Occupational field **Short term expert and Technical coordinator**

### Work experience

Dates	From May 2011
Occupation or position held	Consultant
Main activities and responsibilities	Energy sector regulation Energy sector studies International energy sector projects in collaboration with the Italian Regulatory Authority for Electricity and Gas
Name and address of employer	Studiare Sviluppo, Roma, Italy
Dates	May 1997 to March 2011
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	Experience in the management of Consulting groups (up to as many as 30 Staff members while at CESEN; 10 Staff members at AEEG) Interdisciplinary experience acquired at the International Institute of Applied Systems Analysis (between 1974 and 77). 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".
Technical skills and competences	Longstanding experience in the management of large and complex energy Projects in over 10 countries including Russia, Ukraine, Albania, Central America, Ethiopia, Colombia. Experience in laboratory research acquired at Harvard and Carleton Universities and at the Stanford Research Institute.
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
<b>Additional information</b>	Author of various books and numerous reports and journal articles on energy projects, policy, planning and regulation
<b>Annexes</b>	List of Reports, Books and Journal Publications

## PUBLICATIONS AND REPORTS

Reflections on Half a Century of Energy and Environment Forecasts<sup>1</sup>, ENERGIA, 2006, no. 2, p. 36.

Technical Challenges and Normative constraints on Oil and Gas Development in Italy<sup>2</sup>, ENERGIA, 2003, no. 4, p. 72.

Regulation and Market Power in the Californian Electricity Crisis<sup>3</sup>, ENERGIA, 2001, no. 2, p. 16.

Gas Distribution in Local Networks in Italy on the Eve of Liberalisation<sup>4</sup>, with T. Di Marzio, Quaderni dell'Autorità, June 2001.

Italian Energy Forecasts from the Oil Mirage to the Challenges of the Environment<sup>5</sup>, ENERGIA, 2000, no. 3, 16.

Energy Scenarios for Italy: the Next Two Decades<sup>6</sup>, ENERGIA, 1996, no. 2, p. 30.

A Medium Term View of European Energy Perspectives<sup>7</sup>, 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 Policy<sup>8</sup>, with R. Galli, S. Garribba and G. Tosato, ENEA Report to the Italian Ministry of Industry, December 1995.

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Manual for Energy Audits in the Industrial, Commercial and Services Sectors<sup>11</sup>, with M. Santizo, ICAITI and CURECA, September 1994.

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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 CO<sub>2</sub> Stabilisation<sup>13</sup>, L'IMPRESA, 1992, no. 3, p. 60.

<sup>1</sup>Original in Italian: Riflessioni su Mezzo Secolo di Previsioni Energetiche e Ambientali.

<sup>2</sup>Original in Italian: Il Futuro dell'Upstream Nazionale tra Sfide Tecnologiche e Vincoli Normativi.

<sup>3</sup>Original in Italian: Regolazione e Potere di Mercato nella Crisi Elettrica Californiana.

<sup>4</sup>Original in Italian: La Distribuzione del Gas a Mezzo Reti Urbane in Italia: Analisi del Settore alla Vigilia della Liberalizzazione.

<sup>5</sup>Original in Italian: Le Previsioni Energetiche in Italia dal Miraggio Petrolifero alle Sfide Ambientali.

<sup>6</sup>Original in Italian: Il Futuro dell'Energia in Italia tra Errori di Previsione e Falsi Obiettivi.

<sup>7</sup>Original in Italian: Le Prospettive Energetiche Europee in una Visione di Medio Termine.

<sup>8</sup>Original in Italian: Principi ed Elementi per una Politica Energetica Nazionale.

<sup>9</sup>Original in Italian: Il Programma CURECA: un Modello per la Diffusione del Risparmio Energetico nei Paesi in Via di Sviluppo.

<sup>10</sup>Original in Spanish: Cuadro del Consumo Energético en Centroamerica y Potencial de Ahorro Energético.

<sup>11</sup>Original in Spanish: Manual para Diagnósticos Energéticos en el Sector Industrial, Comercial y de Servicios.

<sup>12</sup>Original in Spanish: Manual para Diagnósticos Energéticos en el Sector Transporte.

The Training of Human Resources in Italy's Contribution to the Transfer of Energy Technology, 15<sup>th</sup> World Energy Congress, Madrid, September 1992.

Economic Analysis of the Camotán y Orégano Hydroelectric Project<sup>14</sup>, Report to the World Bank, April 1992.

Agricultural Credit in the Region of Sedhiou<sup>15</sup>, Report to Ministero Affari Esteri and Senegal Ministry of Agriculture, 1992.

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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.

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the Year 2030, presented to the ENERGY AND INDUSTRY SUB-GROUP OF THE INTERGOVERNMENTAL PANEL ON CLIMATE CHANGE, Paris, September 1990.

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Evaluation of Future Water Requirements in the Val Bormida Area<sup>25</sup>, Report to ANSALDO and the Italian Ministry of the Environment, October 1988.

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<sup>14</sup>Original in Spanish: Análisis Económico del Proyecto Hidroeléctrico de Camotán y Orégano.

<sup>15</sup>Original in French: Le Crédit Agricole dans la Région de Sedhiou.

<sup>16</sup>Original in Italian: Indagini e Studi per l'Elaborazione di Programmi Energetici Locali e Regionali: Regioni Basilicata, Calabria, Campania, Puglia e Sardegna.

<sup>17</sup>Original in Italian: Il Mercato del Solare Termoelettrico nel Bacino del Mediterraneo e le Opportunità nel Campo delle Tecnologie a Specchi Parabolici.

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<sup>19</sup>Original in Italian: Il Potenziale di Riduzione delle Emissioni di Gas di Serra dalla Combustione di Fonti Fossili in Italia.

<sup>20</sup>Original in Italian: Le Tre Regole Fai-da-Te per la Previsione dell'Energia Elettrica.

<sup>21</sup>Original in Italian: Elementi di Supporto alla Pianificazione Energetica Regionale.

<sup>22</sup>Original in Italian: L'Impatto Socio-Economico sull'Economia Regionale dell'Installazione di una Centrale a Carbone nell'Area di Gela.

<sup>23</sup>Original in Italian: Le Alleanze Latenti delle Società di Ingegneria.

<sup>24</sup>Original in Italian: Beneficio Economico del Risanamento Ambientale della Val Bormida.

- Energy in the Developing Countries: a Problem of Global Dimensions<sup>26</sup>, ENERGIA, 1988, no. 3, p. 42.
- The Scope for Economic Analysis in the Assessment of Environmental Impacts<sup>27</sup>, with L. Bodda, in LA VALUTAZIONE DI IMPATTO AMBIENTALE: IL RUOLO DEGLI INGEGNERI, Palermo, July 1988.
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- Ethiopian Energy Markets in Relation to the Local Economies and the Environment<sup>31</sup>, 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<sup>32</sup>, ENERGIA, 1984, no. 3, p. 56.
- Coal in Developing Countries: Problems and Prospects, in ENERGY FOR SURVIVAL AND DEVELOPMENT, Pontificia Academia Scientiarum, 1984.

<sup>25</sup>Original in Italian: Valutazione del Fabbisogno Idrico della Val Bormida.

<sup>26</sup>Original in Italian: Energia e Paesi in Via di Sviluppo: un Problema di Sviluppo Globale.

<sup>27</sup>Original in Italian: L'Analisi Economica nella Valutazione dell'Impatto Ambientale.

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<sup>29</sup>Original in Italian: Appunti per Una Politica Energetica.

<sup>30</sup>Original in Italian: I Sistemi Informativi per la Pianificazione e la Gestione dell'Energia.

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A Regional and Local Energy Forecasting Model for the Italian Industrial Sector<sup>33</sup>, with S. Campana, ISTITUTO DI ECONOMIA DELLE FONTI DI ENERGIA, June 1984.

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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 Leticia<sup>42</sup>, with P. Foti, Report to Ministero Affari Esteri and Instituto Colombiano de Electricidad, 2 vol., November 1981.

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<sup>33</sup>Original in Italian: Modello di Previsione della Domanda di Energia sul Territorio.

<sup>34</sup>Original in Spanish: Desarrollo de Energía y Agua en las Islas de San Andres y Providencia.

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<sup>38</sup>Original in Italian: Problemi e Pratica dell'Analisi Quantitativa delle Politiche Energetiche.

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<sup>50</sup>Original in Italian: La Composizione dei Consumi Nazionali di Prodotti Petroliferi nelle Prospettive di Medio Periodo.

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A Forecasting Study for Energy Demand in Italy<sup>61</sup>, 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.

<sup>53</sup>Original in German: Höhere Brennstoffpreise Helfen Energie Sparen.

<sup>54</sup>Original in Italian: La Domanda Finale di Energia in Italia.

<sup>55</sup>Original in Italian: Ruolo del Prezzo per il Risparmio Energetico.

<sup>56</sup>Original in Italian: Lo Studio WAES sulle Strategie Energetiche: Conclusioni a Livello Internazionale e qualche Considerazione sulla Politica Energetica Italiana.

<sup>57</sup>Original in Italian: Scenari Energetici per la Lombardia: Risparmi e Fonti Alternative.

<sup>58</sup>Original in Italian: Il Rapporto WAES Italia: le Alternative Strategiche per una Politica dell'Energia.

<sup>59</sup>Original in Italian: Profezioni Energetiche Italiane a Lungo Termine in un Contesto Internazionale.

<sup>60</sup>Original in Italian: Previsioni sui Consumi di Energia.

<sup>61</sup>Original in Italian: Studio Previsionale sul Fabbisogno Energetico in Italia.



**Europass  
Curriculum Vitae**

Insert photograph. Remove heading if not relevant (see instructions)

**Personal Information**

First name(s) / Surname(s)

**Olena BONDARENKO**

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Fax(es)

E-mail

[Bondarenko@nerc.gov.ua](mailto:Bondarenko@nerc.gov.ua)

Nationality

Ukrainian

Date of birth

25.09.1985

Gender

Female

**Work experience**

Dates

August 2007 - to date

Occupation or position held

The head of economic analysis division of Strategic Planning and Energy Markets Development Department

Main activities and responsibilities

Economic and financial analysis of energy companies and energy markets  
Development methodology for incentive regulation and benchmarking  
Ensuring the implementation of Regulatory Partnership Program between the National Association of Regulatory Utility Commissioners, the New York State Public Service Commission and the National Electricity Regulatory Commission of Ukraine"

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	B2 Independent user	B2 Independent user	B2 Independent user

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) **Carlo CREA**  
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Telephone(s) **+39 06 69791427** Mobile: **+39 348 3996116**  
Fax(es) **+39 0669791444**  
E-mail **ccrea@autorita.energia.it**  
Nationality **Italian**  
Date of birth **18<sup>th</sup> March 1958**  
Gender

**Work experience**

Dates **From 2005**  
Occupation or position held **Head of International Affairs, Strategy & Planning**  
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	
FR	5	4	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, Altener 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) **Iryna DANYLENKO**  
Address(es) **Kiev, Mayakovski prosp., build. 36/7, apart. 156**  
Telephone(s) **(044) 454 71 72 (067) 321 61 07**  
Fax(es) **(044) 277 30 27**  
E-mail **Danilenko@nerc.gov.ua**  
Nationality **Ukrainian**  
Date of birth **24.08.1976**  
Gender **female**

### Desired employment / Occupational field

#### Work experience

Dates **14/12/2009 – up till now**  
Occupation or position held **Senior specialist of Oil and Gas Sector Regulation Department**  
Main activities and responsibilities **Gas sector legislation: Regulation of gas distribution companies, gas market monitoring.**  
Name and address of employer **National Electricity Regulatory Commission (NERC), Kiev**  
Type of business or sector **Gas and oil sector**

Dates **August, 2000 – August, 2009**  
Occupation or position held **Chief of International Section, International Cooperation Department**  
Main activities and responsibilities **International cooperation in the field of air transportation.  
Monitoring of cargo/passenger air transportations market.**  
Name and address of employer **Ukrainian Cargo Airways (UCA), Kiev**  
Type of business or sector **Air transportation sector**

### Education and training

Dates	1994-1999	2001-2004
Title of qualification awarded	<b>Master Degree in Philology</b>	<b>Master Degree in Foreign Economic Activity Management</b>
Principal subjects/occupational skills covered	<b>Organization skills, time management, work in group, management and other</b>	
Name and type of organisation providing education and training	<b>T. Shevchenko National University, Kiev</b>	<b>Human Resource Management International Academy, Kiev</b>
Level in national or international classification	<b>IV</b>	<b>IV</b>

**Personal skills and competences**

Responsibility, outgoing, ability to work in team, developed communication and interpersonal skills, leadership qualities, quickly taught, able to meet deadlines and results-oriented, punctuality, ability to work under pressure

Mother tongue(s) Ukrainian, Russian

Other language(s) English

Self-assessment

European level (\*)

English

Russian

Language

Understanding		Speaking		Writing	
Listening	Reading	Spoken interaction	Spoken production		
B1	B2	B1	B1	B1	
C2	C2	C2	C2	C2	

(\*) Common European Framework of Reference for Languages

**Social skills and competences**

Organizational skills and competences

Arrangement of business meetings, business trips, profile exhibitions and advertising campaigns

Technical skills and competences

Computer skills and competences

MS Office, Internet

Artistic skills and competences

Other skills and competences

Driving licence

Category B

**Additional information**

Participation in Training on Marketing

**Annexes**



## 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 (\*)

Italian  
English  
German  
French  
Russian

Understanding		Speaking		Writing	
Listening	Reading	Spoken interaction	Spoken production		
C2	C2	C2	C2	C2	
C1	C2	C1	C1	C1	
C1	C2	C1	C1	C1	
C1	C2	B2	B2	B2	
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. Catufelle, 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) **Iryna DENYSENKO**  
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 E-mail **Denysenko@nerc.gov.ua**  
 Nationality **Ukrainian**  
 Date of birth **14.10.1985**  
 Gender **Female**

**Desired employment /  
Occupational field**

**Work experience**

Dates **December 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 **2002 - 2007**  
 Title of qualification awarded **master in Economics**  
 Principal subjects/occupational skills covered **Economics**  
 Name and type of organisation providing education and training **Kyiv National University Of Trade And Economics**  
 Level in national or international classification

**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	Independent User	A2	Independent User	A1	Independent User	A1	Independent User	A1	Independent User



(\*) *Common European Framework of Reference for Languages*

Social skills and competences

Organisational skills and  
competences

Technical skills and competences

Computer skills and competences

Artistic skills and competences

Other skills and competences

Driving licence

**Additional information**

**Annexes**





## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s) Tatiana DYGAS  
 Address(es) 10, Pravdy St, Kyiv, Ukraine  
 Telephone(s) 0975276742  
 Fax(es)  
 E-mail [borovikT@nerc.gov.ua](mailto:borovikT@nerc.gov.ua)

Nationality Ukrainian

Date of birth 28.06.1981

Gender female

Desired employment / Occupational field

### Work experience

Dates 01.01.2000 - to date  
 Occupation or position held Deputy chief of division of department of oil and gas sector regulation  
 Main activities and responsibilities gas market monitoring, development of normative-legal acts, regulation of relations 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 Gas and oil sector

Personal skills and competences Developed communication and interpersonal skills, leadership qualities, responsibility, ability to work hard, able to meet deadlines and results-oriented, punctuality, ability to work under the stress

Education and training Complete higher education  
 Kyiv National University "Kyiv Polytechnic Institute"

(specialty: Power Plants)

Mother tongue(s) Ukrainian, Russian

Other language(s) English

Self-assessment European level (\*)

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	

English

A 1	A 2	A 1	A 1	A 1
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(\*) Common European Framework of Reference for Languages

Social skills and competences

Active life position

Organisational skills and competences

Sociability, negotiation skills

Technical skills and competences

Computer skills and competences

MS Office, 1C, Internet, MS Project, PowerPoint

Artistic skills and competences

excellent

Other skills and competences

Driving licence

Additional information

Annexes

## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s) **Gergely-ÉLIAS**

Address(es) **Rákóczi Street 17, Budapest 1088 Hungary**

Telephone(s) **Office: 00-36-1-459-7838**

E-mail **eliasg@eh.gov.hu**

Date of birth **28.01.1986.**

**Occupational field** **Economist (market analysis and industrial organisations)**

**Work experience** **Hungarian Energy Office**

Dates **from September of 2010. to present**

Occupation or position held **Economic data analyst**

Main activities and responsibilities **Strengthen the activities of the Department of Price Preparation for Natural Gas  
Analysis of the distribution and accession tariffs  
Develop the database of the Department**

Name and address of employer **Hungarian Energy Office  
Köztársaság Square 7, Budapest 1081 Hungary**

Type of business or sector **Regulator of the Hungarian Energy sector**

### Education and training

Dates **November of 2010.**

Title of qualification awarded **Advanced Training Course: Price Regulation and Tariffs**

Name and type of organisation providing education and training **ERRA (The Energy Regulators Regional Association)**

Dates **2004-2010**

Title of qualification awarded **Economist MA (market analysis and industrial organisations studies)**

Principal subjects/occupational skills covered **Regulation, Economic data analysis, Econometrics, Microeconomics**

Name and type of organisation providing education and training **Corvinus University of Budapest – Department of Microeconomics**

### 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	
B2	good	B2	good	B2	good	B2	good

**German**

B2	intermediate	B2	intermediate	B2	lower-intermediate	B2	lower-intermediate	B2	intermediate
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Social skills and competences

Good social and team working accomplishment

Organisational skills and competences

I taught Hungarian and general history for high school students for three years participating in a student organization.

Computer skills and competences

Good knowledge of Microsoft Office tools (Word, Excel and PowerPoint)  
Basic knowledge of Stata, Eviews, Visual Basic, Matlab

Driving licence

Hungarian driving licence (from 2009)



**Europass  
Curriculum Vitae**



**Personal information**

First name(s) / Surname(s) **Zoltánné/Edit FARKAS**

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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 <sup>th</sup> 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 <sup>th</sup> 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

European level (\*)

English

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
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 (pollmer clay, beads, glass, ceramic paintings, etc...)
Other skills and competences	swimming, singing
Driving licence	Category B
<b>Additional information</b>	Several publications and studies Numerous presentations both at national and international forums





## 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**

- 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**

- Proficient teaching experience: 5-year teaching experience on Process Design and Control, University of Pennsylvania undergraduate program

**Additional information**

- 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) **Ákos HEITER**  
Address(es) 1, Halastói street, 8412, Veszprém, Hungary  
Telephone(s) +36-1-459-7827  
Fax(és) +36 1 459-7880  
E-mail heitera@eh.gov.hu  
Nationality Hungarian  
Date of birth 20.05.1984  
Gender Male

### Work experience

Dates April 2010  
Occupation or position held Gas industry analyst  

- building of calculation models
- cost analysis
- building of data basis and analysis of the data
- financial analysis
- dealing with customer complainments

Name and address of employer Hungarian Energy Office 7 Köztársaság tér 1081 Budapest Hungary  
Dates February 2009 – April 2010  
Occupation or position held Economist  

- asset accounting
- financial analysis
- cost efficiency analysis

Name and address of employer Jáhn Ferenc Délpesti Kórház1 Köves street 1204 Budapest

### Education and training

Dates 2003 - 2008  
Title of qualification awarded Msc in Economics  
Principal subjects/occupational skills covered Organisation and management  
Name and type of organisation providing education and training Pannon University, Hungary

### Personal skills and competences

Mother tongue(s) Hungarian

Other language(s)

Self-assessment

European level (\*)

English

German

French

		Understanding		Speaking		Writing	
		Listening	Reading	Spoken interaction	Spoken production		
C1		C1		C1		B2	
C1		C1		C1		B2	
B1		B1		B1		B1	

(\*) Common European Framework of Reference for Languages

Computer skills and competences

User level Ms Office

Driving licence

B category driving licence

Annexes



## 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](mailto: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 <sub>2</sub> 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 <sup>th</sup> km Athens – Korinthos 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.
<b>Education and training</b>	
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) **Irina KOROTKOVA**  
Address(es) **13, Ushinskogo St, Kyiv, Ukraine**  
Telephone(s) **0667265132**  
Fax(es) **-**  
E-mail **Korotkova@nerc.gov.ua**  
Nationality **Ukrainian**  
Date of birth **15.06.1984**  
Gender **female**

Desired employment / Occupational field

### Work experience

Dates **01.12.2008 - to date**  
Occupation or position held **Leading Specialist of department of oil and gas sector regulation**  
Main activities and responsibilities **Work with consumers of gas, regulation of gas distribution companies, gas market monitoring**  
Name and address of employer **National Electricity Regulatory Commission of Ukraine  
19, Smolenska, 03680 Kyiv (Ukraine)**  
Type of business or sector **Gas and oil sector**

### Education and training

Dates **2005-2010**  
Title of qualification awarded **Master Degree in Law  
(specialty: Lawyer)**  
Principal subjects/occupational skills covered  
Name and type of organisation providing education and training **Academy of Municipal Administration**  
Level in national or international classification

### Personal skills and competences

Mother tongue(s) **Ukrainian, Russian**  
Other language(s) **English (upper-intermediate) Bulgarian (elementary)**

Self-assessment

Understanding	Speaking	Writing
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European level (*)	Listening	Reading	Spoken interaction	Spoken production
English	A2	A2	A1	A1
Language				

(\*) Common European Framework of Reference for Languages

Social skills and competences Active life position

Organisational skills and competences Sociability, negotiation skills

Technical skills and competences

Computer skills and competences MS Office, 1C, Internet, MS Project, PowerPoint

Artistic skills and competences excellent

Other skills and competences

Driving licence

Additional information

Annexes



## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s) **Oleksandr KOSIANCHUK**  
 Address(es) 19, Geroiv Kosmosu St, Kyiv, Ukraine  
 Telephone(s) 454 71 74  
 Fax(es) 277 30 27  
 E-mail [kosyanchuk@nerc.gov.ua](mailto:kosyanchuk@nerc.gov.ua)

Nationality Ukrainian

Date of birth 31.12.1989

Gender male

Desired employment / Occupational field

### Work experience

Dates **03.11.2010 - to date**  
 Occupation or position held **Leading Specialist of department of oil and gas sector regulation.**  
 Main activities and responsibilities **Work with consumers of natural gas, regulation of activity of gas distribution, gas transmission companies and gas supply, gas market monitoring, development of normative-legal acts**  
 Name and address of employer **National Electricity Regulatory Commission of Ukraine  
 19, Smolenska, 03680 Kyiv (Ukraine)**  
 Type of business or sector **Gas and oil sector**

### Education and training

Complete higher education  
 National Aviation University  
 Aerospace institute (specialty: energy)  
 Mother tongue(s) **Ukrainian, Russian**

### Other language(s)

Self-assessment  
 European level (\*)

English

Understanding		Speaking		Writing	
Listening	Reading	Spoken interaction	Spoken production		
A2	B1	A2	A2	A2	

(\*) Common European Framework of Reference for Languages

Social skills and competences	Active life position
Organisational skills and competences	Sociability, negotiation skills
Technical skills and competences	
Computer skills and competences	MS Office, AutoCad, MathCad, Internet, PowerPoint
Artistic skills and competences	exellent
Other skills and competences	
Driving licence	Category B
Additional information	
Annexes	



## 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 Master of 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

European level (\*)

English

Understanding		Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production	
2	Independent User	2	Proficient User	2	Independent User	2	Independent User

(\*) Common European Framework of Reference for Languages

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 Investment program in oil and gas complex - approval, analysis and monitoring their implementation and analysis of the use of tariffs

Computer skills and competences Competent with Microsoft Office programmes.

Artistic skills and competences

Other skills and competences Certificate in Public Administration.  
Certificate in Energetics.  
Certificate in Lawmaking.

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

### 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 "Applying European emissions trading and renewable energy support mechanisms in the Greek electricity sector (ETRES)" - [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: <a href="http://www.rae.gr">http://www.rae.gr</a>
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: <a href="http://www.exergia.gr">http://www.exergia.gr</a>
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: <a href="http://www.dsa.gr">http://www.dsa.gr</a>
Type of business or sector	Private sector
<b>Education and training</b>	
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  
 European level (\*)

English

German

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
B2	B1	B2	B1		A2
B2 Independent User	B1 Independent User	B2 Independent User	B1 Basic User		B1 Basic User

(\*) Common European Framework of Reference for Languages

Social skills and competences

- 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

- 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><b>Professional Affiliations - Scientific Activity</b></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 , <a href="http://www.epic.gr">www.epic.gr</a>, 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) **Veronika MARKOVA**  
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 Fax(es)  
 E-mail **[ronika3@nerc.gov.ua](mailto:ronika3@nerc.gov.ua)**

Nationality **Ukrainian**

Date of birth **05.10.1987**

Gender **female**

Desired employment / Occupational field

### Work experience

Dates **02.08.2010 - to date**  
 Occupation or position held **Leading Specialist of department of oil and gas sector regulation**  
 Main activities and responsibilities **Work with consumers of gas, regulation of relations 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 **Gas and oil sector**

Education and training **Ivano-Frankivsk national university of oil and gas  
 (specialty: production of oil and gas)**

Mother tongue(s) **Ukrainian, Russian**

Other language(s)

Self-assessment  
 European level (\*)

English

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
A 1	A 1	A 1	A 1	A 1

(\*) Common European Framework of Reference for Languages

Social skills and competences	Active life position
Organisational skills and competences	Sociability, responsibility
Technical skills and competences	
Computer skills and competences	MS Office, 1C, Internet, PowerPoint
Artistic skills and competences	excellent
Other skills and competences	
Driving licence	
Additional information	
Annexes	



## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s) **Irène MASETTI**  
Address(es) **19, VIA ROSA GUARNIERI CARDUCCI, 00145, ROME, ITALY**  
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Fax(es) **+39/06/69791464**  
E-mail **[imasetti@autorita.energia.it](mailto: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**  
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 E-mail [merkushov@nerc.gov.ua](mailto: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  
 Type of business or sector

The Highest Party school of CC Communist Party of Ukraine, Dnipropetrovsk - Ukraine

Dates  
 Occupation or position held

September 1980 to August 1983  
 Secretary of Party Committee

Main activities and responsibilities  
 Name and address of employer  
 Type of business or sector

Railway-carriage repair works, Dnipropetrovsk - Ukraine

Dates  
 Occupation or position held

September 1973 to September 1980  
 Chief of Research bureau, Deputy Chief

Main activities and responsibilities  
 Name and address of employer  
 Type of business or sector

Railway-carriage repair works, Dnipropetrovsk - Ukraine

**Education and training**

Dates  
 Title of qualification awarded  
 Principal subjects/occupational skills covered  
 Name and type of organisation providing education and training  
 Level in national or international classification

Sept 1968 to June 1973  
 Candidate of technical science, 2000  
 Communication engineer-mechanic  
 Dnipropetrovsk Railway Transport Engineering Institute ( Ukraine)

**Personal skills and competences**

Mother tongue(s)

Ukrainian, Russian

Other language(s)

English

Self-assessment  
 European level (\*)

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

**Europass  
Curriculum Vitae**



**Personal information**

First name(s) / Surname(s) **Viktoriya MOROZOVA**  
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 E-mail morozova@nerc.gov.ua  
 Nationality Ukraine  
 Date of birth 26/02/1970  
 Gender Female

**Desired employment /  
Occupational field**

(не обов'язково для заповнення)

**Work experience**

9  
 Dates 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**

High education  
 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 (\*)

English

Language

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
C <sub>1</sub> Proficient user	C <sub>1</sub> Proficient user	C <sub>1</sub> Proficient user	B <sub>2</sub> Independent user	B <sub>2</sub> Independent user

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) **Andrea MORCZ**  
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Fax(es) + 36 1 459 7880  
E-mail [morcza@eh.gov.hu](mailto:morcza@eh.gov.hu)  
Nationality Hungarian  
Date of birth 08 October 1975  
Gender female

Desired employment / Occupational field **Short term expert in Tacis Twinning Project on Gas in Ukraine**

### Work experience

Dates Since 5th June 2000  
Occupation or position held Senior advisor  
Main activities and responsibilities

- Taking part in the preparation of the distribution cost and asset review
- Calculating the tariffs for distribution
- Taking part in the preparation of the legislation framework

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

### Education and training

Dates 1995 - 2000  
Title of qualification awarded MSc. as Gas Engineer,  
Name and type of organisation providing education and training University of Miskolc, Hungary  
Level in national or international classification High

### 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		
B1	B1	A2	A2	A2	A2

(\*) Common European Framework of Reference for Languages

Organisational skills and competences

Good ability to lead a small group of people – experience gained as substitute of the head of department

Computer skills and competences

**Editing:** Microsoft Word, Microsoft PowerPoint  
**Databases:** Microsoft Office Excel  
**PC Operation Systems:** Windows XP  
**Networking:** Microsoft Outlook

Driving licence

Category B



## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s) **Angeliki MOURTZIKOU**  
Address(es) Panepistimiou 69, 105 64 Athens, Greece  
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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"><li>• 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</li><li>• Monitoring the implementation of the terms and tariffs for access to gas networks and the provision of balancing services</li><li>• Participation in several task forces of the European Regulators Group, including the gas network markets and gas transmission tariff task forces</li><li>• Preparation of the tariff regulation which lays down the methodology used to calculate tariffs for regulated activities</li><li>• 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</li></ul>
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"><li>• Contributed to the publication and publicity of calls for EU-funded projects.</li><li>• 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.</li><li>• Reviewed and evaluated progress reports, payments, and implementation of the projects.</li><li>• Reviewed tender documents of final beneficiaries.</li><li>• Trained final beneficiaries on the use of programme monitoring tools.</li></ul>
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"> <li>• Managed the design and development of a compulsory oil stockholding regulation including issues related to emergency action planning during petroleum crises (<b>Regulatory Authority for Energy – Compulsory Oil Stockholding</b>).</li> <li>• 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 (<b>Public Power Corporation of Greece-Electricity Tariffs Study</b>).</li> <li>• 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 (<b>Public Gas Corporation/DEPA – Gas Pricing and Tariff Study</b>).</li> <li>• 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 (<b>Gas Distribution Company of Attiki/EPA - Reorganisation and Business Process Redesign</b>).</li> <li>• 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 (<b>The World Bank - District Heating Survey in the Slovak Republic and Estonia</b>).</li> <li>• 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 (<b>Athens Water and Sewerage Company/EYDAP – Tariff Study</b>).</li> <li>• Reviewed and evaluated energy regulatory models in the EU and non-EU countries to prepare internal methodology on regulatory models.</li> <li>• 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 (<b>Hellenic Tourist Properties/ETA, Support to the Hellenic Casino of Parnitha S.A. (H.C.P.) privatization procedure</b>).</li> </ul>
Name and address of employer Type of business or sector	<p>KANTOR Management Consultants S.A., Athens, Greece Natural Gas, Oil, Electricity, Water and Sewerage / Consulting</p>
Dates Occupation or position held	<p>02/09/1997 - 31/12/2000 Associate (1997-1999) Senior Associate (1999-2000)</p>
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><b>U.S. Department of Energy (U.S. DOE) - Office of Strategic Petroleum Reserve (SPR)</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Managed the design and development of a uniform, user-friendly, and documented database for DOE's North American Crude Oil Demand Model (NACOD).</li> <li>• 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.</li> </ul> <p><b>U.S. Environmental Protection Agency (U.S. EPA)</b></p> <ul style="list-style-type: none"> <li>• <b>Natural Gas Star Program</b> - 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</li> <li>• <b>Common Sense Initiative/Government Sector-Based Assistance Program</b> - 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.</li> <li>• <b>State Gasoline Production and Properties Task</b> - Applied ICF's proprietary refinery yield model to estimate both summer and winter conventional and reformulated gasoline production</li> </ul>

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.
- 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

#### Professional Education Programs/Training

- 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

#### Publications

- 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

#### Research Experience

- GW Center for International Science and Technology Policy, Washington D.C., 1995-1997
  - ✓ 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
  - ✓ 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
  - ✓ 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**

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E-mail Oksanich@nerc.gov.ua  
Nationality Ukrainian  
Date of birth 03.02.1979  
Gender Male

**Desired employment /  
Occupational field**

**Work experience**

Dates 16.01.2004 - NERC  
Occupation or position held Main specialist of department of the regulation of oil and gas complex  
Main activities and responsibilities State service  
Name and address of employer National electresity regulatory commission (NERC), Kyiv, Smolenshaya str., 19  
Type of business or sector Natural monopolles' regulation (oil and gas sector)

**Education and training**

Dates 30.01.2004  
Title of qualification awarded Master degree in economics and human resources management  
Principal subjects/occupational skills covered Management, negotiations, etc.  
Name and type of organisation providing education and training Inter-Regional Academy of Personnel Management  
Level in national or international classification IV

**Personal skills and  
competences**

Mother tongue(s) Ukrainian, Russian

Other language(s)

English

Self-assessment

European level (\*)

English

Language

Understanding		Speaking		Writing			
Listening		Reading		Spoken interaction		Spoken production	
A1		A1		A1		A1	

(\*) Common European Framework of Reference for Languages

Social skills and competences

Member of tradeunion (treasurer) of NERC

Organisational skills and competences

Organization subsidiary's «Termozbut» activity

Technical skills and competences

-

Computer skills and competences

Microsoft Office (Word, Excel, Power Point, Outlook), Internet

Artistic skills and competences

-

Other skills and competences

Management; negotiations; preparing of annual, quarter work plans and updates; preparing and control of primary accounting documentation; work with finances; work with clients

Driving licence

Category B

Additional information

-

Annexes

-



## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s) **Olena OLIINYK**  
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E-mail **[Oliynik@nerc.gov.ua](mailto:Oliynik@nerc.gov.ua)**

Nationality **Ukrainian**

Date of birth **15.07.1985**

Gender **female**

Desired employment / Occupational field

### Work experience

Dates **09.12.2009 - to date**  
Occupation or position held **Leading Specialist of department of oil and gas sector regulation**  
Main activities and responsibilities **Work with consumers of natural gas, regulation of activity of gas distribution, gas transmission companies and gas supply, gas market monitoring, development of normative-legal acts**  
Name and address of employer **National Electricity Regulatory Commission of Ukraine  
19, Smolenska, 03680 Kyiv (Ukraine)**  
Type of business or sector **Gas and oil sector**

Dates **2008 - 2009** **August - November 2007 p.**  
Title of qualification awarded **Chief Specialist of department of the municipal property** **Senior Assistant of work with foreign students, graduate students, trainees**  
Main activities and responsibilities **Organization of the standing commission of municipal property and privatization of Kyiv Regional Council, the work with deputies of Kyiv Regional Council, organization skills, counseling individuals and entities, and other** **Providing advice to residence of foreign citizens (students) about study in Taras Shevchenko's university, the recording of residence of foreign citizens in Ukraine (the period of registration, renewal, accommodation) and other organizational work**  
Name and address of employer **Kyiv Regional Council (KRC)** **Center for training of residence of foreign citizens department of International Relations**

Personal skills and competences

Work with members of the Kiev regional council, organization of the standing commission of communal property and Privatization of Kyiv Regional Council ; working with deputies of Kyiv Regional Council.  
Developed communication and interpersonal skills, leadership qualities , responsibility, ability to work hard, able to meet deadlines and results-oriented, punctuality, ability to work under the stress

Education and training

The first degree – Taras Shevchenko's university  
Institute of Philology (specialty: Ukrainian language and literature )

The second degree - Taras Shevchenko's university  
Institute of International Relations (specialty: International law)

Denis' school certificate  
Business English (Upper-Intermediate, grade B)

Mother tongue(s)

Ukrainian, Russian

Other language(s)

English

Self-assessment

European level (\*)

Understanding		Speaking		Writing			
Listening		Reading		Spoken interaction		Spoken production	
B 1		B 2		B 1		B 1	

English

(\*) Common European Framework of Reference for Languages

Social skills and competences

Active life position

Organisational skills and competences

Sociability, negotiation skills

Technical skills and competences

Computer skills and competences

MS Office, 1C, Internet, MS Project, PowerPoint

Artistic skills and competences

excellent

Other skills and competences

Driving licence

Additional information

Annexes



## 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  
 Name and type of organisation providing education and training

Legal training on different issues  
 Private law firm, European Judge, Avvocatura Distrettuale dello Stato di Napoli (see work experience)

**Education and training**

Dates  
 Title of qualification awarded  
 Principal subjects/occupational skills covered  
 Name and type of organisation providing education and training

October 1999/October 2000  
 Diplôme d'Etudes Supérieures Spécialisées en Contentieux Communautaire (LLM on European Community Proceedings)  
 EU law, EU proceedings  
 University of Luxembourg

**Personal skills and competences**

Mother tongue(s)  
 Other language(s)

Italian  
 English, French

Self-assessment  
 European level (\*)

	Understanding		Speaking		Writing
	Listening	Reading	Spoken interaction	Spoken production	
Language E	5	5	4	5	5
Language 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

### Personal information

First name(s) / Surname(s) **Mirela PLESCA**

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E-mail [Mirela.plesca@anre.ro](mailto:Mirela.plesca@anre.ro)  
[Mirela\\_ph@yahoo.com](mailto:Mirela_ph@yahoo.com)

Nationality **Romanian**

Date of birth **7<sup>th</sup> of May 1966**

Gender **Female**

### Work experience

Dates	<b>Dec 2009 - present</b>
Occupation or position held	<b>Contact point of ANRE for the Twinning Project "Regulatory and Legal capacity strengthening of Natural gas regulation in National Electricity Regulatory Commission (NERC) of Ukraine - UA08/PCA/EY/12"</b>
Main activities and responsibilities	<b>Administrative, logistic and financial management in the timely and efficient implementation of the twinning Project, including study visits in Romania of the NERC team; Short term expert on Twinning Project activities</b>
Name and address of employer	<b>ANRE – Romanian Energy Regulatory Authority, Bucharest, 3 Constantin Nacu St., Sector 2</b>
Type of business or sector	<b>Public institution – energy regulation</b>
Dates	<b>May 2007 – Dec 2009</b>
Occupation or position held	<b>Director for Strategy and Programmes within the National Authority for Energy (A.N.R.E.) – Bucharest</b>
Main activities and responsibilities	<b>The main activity consists in managing the implementation of the European technical assistance programmes (Phare 2005/017-553.03.10.1.3, twinning project for Ukraine UA08/PCA/EY/12, Dutch grants 2007 -PPA/06/RM/8/5 , 2008 and 2009) within the authority and coordinating the implementation of the the European acquis into the national energy regulations.</b>
Name and address of employer	<b>ANRE – Romanian Energy Regulatory Authority, Bucharest, 3 Constantin Nacu St., Sector 2</b>
Type of business or sector	<b>Public institution – energy regulation</b>
Dates	<b>April 2003 – May 2007</b>
Occupation or position held	<b>Director for Strategy, Development and Programmes within the former Romanian National Natural Gas Regulatory Authority (A.N.R.G.N.) - Bucharest</b>

**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.  
 - Training activities for the Authority staff  
 - Coordinating programs with international bodies and organizations - PHARE 2000 RO 0005.01.02, PHARE 2003/005-551.04.09, PHARE 2004/016-722.03.10.02, 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 pipeline systems

**Name and address of employer** S.C. DISTRIGAZ SUD S.A. Bucharest – No. 4-6 Marasesi 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 Marasesi 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 Marasesi 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 *General Aspects of E.U. Affairs. Regional Development and Cohesion Policy*

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 *E.U. Funding at your Fingertips*

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 <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	

	Very good	Very good	good	good	good
<b>French</b>					
Social skills and competences	Communicative, excellent coordinator and organizer for conferences and study visits, exchange of best practices programmes and implementation of the European projects.				
Organisational skills and competences	<ul style="list-style-type: none"> <li>- Gas Programme coordinator for the Romanian National Committee of the World Energy Council</li> <li>- Coordinator for the Oil and Gas section within the Regional Energy Forum – Neptune FOREN 2006, 2008 and 2010</li> </ul>				
Technical skills and competences	<ul style="list-style-type: none"> <li>• Experience in implementing PHARE, USAID, World Bank projects</li> <li>• 21 years experience in Romanian Energy Sector</li> <li>• Good knowledge of Romanian legislation and EU acquis in gas sector</li> </ul>				
Computer skills and competences	Computer literate - WINDOWS, MSOffice, Microsoft Office Project				
Driving licence	B category, since 1997				
<b>Additional information</b>	<p>Member of the International Strategy Group - CEER and Romanian National Committee of the World Energy Council ;</p> <ul style="list-style-type: none"> <li>- Excelency Diploma granted in 2004 by the Romanian National Committee of the World Energy Council ;</li> <li>- 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.</li> </ul>				

May 2011



## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s) **Anna POTRAVKA**  
Address(es) **vul. Smolens'ka 19, 03680 Kyiv Ukraine**  
Telephone(s) **38044- 4547075**  
Fax(es) **38044- 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 for pricing and tariff policy in the oil and gas sector**  
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, 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 **Economics and Management Faculty**  
  
Name and type of organisation providing education and training **Kyiv National Economic 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 (fluent)**

Self-assessment	Understanding		Speaking		Writing
	Listening	Reading	Spoken interaction	Spoken production	
	fluent	fluent	fluent	fluent	

European level (\*)

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) **Diana Elena POPESCU**  
Address(es) Bucharest, Romania  
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personal: [dianapopescu2001@yahoo.com](mailto:dianapopescu2001@yahoo.com)  
Nationality Romanian  
Date of birth 01 September 1978  
Gender Female

### Work experience

Dates January 2010 →  
Occupation or position held **Legal Advisor within the Commercial Regulations and Monitoring the Standards of Performance Unit**  
Main activities and responsibilities  
— Elaboration and promotion of natural gas-related secondary legislation, as well as of primary legislation  
— Preparing the documentation and documents to be presented for discussion in the Regulatory Committee  
— Drafting opinions and legal reports relating to various issues concerning the gas sector activity  
— Participating in monitoring the compliance of the specific performance indicators for natural gas activities  
— Participating in conferences/seminars in order to develop the gas regulator's activity  
Name and address of employer **Romanian Energy Regulatory Authority (ANRE)**  
str. Constantin Nacu, no. 3, sector 2, Bucharest  
Type of business or sector Regulation of the gas market, as well as regulation of gas contracts and monitoring the standards of performance  
Dates October 2007 → December 2009  
Occupation or position held **Legal advisor within the Gas Market Regulation Unit**  
Main activities and responsibilities  
— Participation to ensure the harmonization of the natural gas regulation to EU legislation  
— Elaboration and promotion of natural gas-related secondary legislation, as well as of primary legislation  
— Preparing the documentation and documents to be presented for discussion in the Regulatory Committee  
— Drafting opinions and legal reports relating to various issues concerning the gas sector activity  
— Participating in conferences/seminars in order to develop the gas regulator's activity  
Name and address of employer **Romanian Energy Regulatory Authority (ANRE)**  
str. Constantin Nacu, no. 3, sector 2, Bucharest  
Type of business or sector Regulation of the gas market  
Dates May 2007 → September 2007  
Occupation or position held **Legal Advisor within the Legal and Claims Department**

Main activities and responsibilities	<ul style="list-style-type: none"> <li>Elaboration and promotion of natural gas-related secondary legislation, as well as of primary legislation</li> <li>Drafting opinions and legal reports relating to various issues concerning the gas sector activity</li> </ul>
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) Șoseaua Cotroceni No. 4, Bucharest, Romania
Type of business or sector	Legal activity concerning the regulation of the gas sector
Dates	February 2006 → April 2007
Occupation or position held	Legal advisor within the <i>Gas Market Regulation Unit</i>
Main activities and responsibilities	<ul style="list-style-type: none"> <li>Participation to ensure the harmonization of the natural gas regulation to EU legislation</li> <li>Elaboration and promotion of natural gas-related secondary legislation, as well as of primary legislation</li> <li>Preparing the documentation and documents to be presented for discussion in the Regulatory Committee</li> <li>Drafting opinions and legal reports relating to various issues concerning the gas sector activity</li> <li>Participating in conferences/seminars in order to develop the gas regulator's activity</li> </ul>
Name and address of employer	Romania's Natural Gas Regulatory Authority (ANRGN) Șoseaua Cotroceni No. 4, Bucharest, Romania
Type of business or sector	Regulation of the gas market
Dates	December 2001 → January 2006
Occupation or position held	Legal Advisor within the <i>Consumer Protection Unit</i>
Main activities and responsibilities	<ul style="list-style-type: none"> <li>Preparation in drafting opinions and legal reports relating to various issues concerning the gas consumer protection</li> <li>Participation in drafting regulations on natural gas market</li> <li>Preparing the documentation and documents to be presented for discussion in the Regulatory Committee</li> </ul>
Name and address of employer	Romania's Natural Gas Regulatory Authority (ANRGN) Șoseaua Cotroceni No. 4, Bucharest, Romania
Type of business or sector	Regulation of the gas market
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)
<b>Education and training</b>	
Dates	June - July 2008
Title of qualification awarded	Graduation certificate in <i>Training Course for Energy Regulatory Institutions</i>
Name and type of organisation providing education and training	Florence School of Regulations
Dates	November 2007
Title of qualification awarded	Graduation certificate in <i>Attracting the structural funds in Romania. Methodology for execution</i>

Name and type of organisation providing education and training

**CEMFAI together with CIPPA and University of Limerick**

Dates

October - December 2006

Title of qualification awarded

Graduation certificate in *Monitoring the activities of energy regulators*

Name and type of organisation providing education and training

**Energy Regulators Regional Association (ERRA)**

Dates

November 2005

Title of qualification awarded

Graduation certificate in *Practical aspects of Company Law and Competition Law*

Name and type of organisation providing education and training

**S.C. Consult Profesional S.R.L.**

Dates

March - April 2005

Title of qualification awarded

Graduation certificate in *European business training for public officers from the Romanian Central Public Administration*

Name and type of organisation providing education and training

European Institute of Romania together with EUROMED and Catholic University of Leuven

Dates

November 2004

Title of qualification awarded

Graduation certificate in *Control of administrative acts legality through administrative litigation*

Name and type of organisation providing education and training

Ministry of Administration and Internal Affairs - National Institute of Administration

Dates

April 2004

Title of qualification awarded

Graduation certificate in *Management of conflicts*

Name and type of organisation providing education and training

Ministry of Administration and Internal Affairs - National Institute of Administration

Dates

1996 - 2000

Title of qualification awarded

Licence Diploma in Law

Name and type of organisation providing education and training

University „Titu Maiorescu” - Faculty of Law, Bucharest

Dates

1992 - 1996

Title of qualification awarded

Baccalaureate Diploma

Name and type of organisation providing education and training

National College „Ion Luca Caragiale” Ploiești, Prahova

**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		Writing	
(C1)	Proficient user	(C1)	Proficient user	(B2)	Independent User	(B2)	Independent User	(B2)	Independent User

(\*) Common European Framework of Reference for Languages

Social skills and competences

Sociable, dynamic, enthusiast

Responsive, Perseverant, consistent

Hardworking - individually and in a team, Good ability to adapt to multicultural environments

Organisational skills and competences	Objective, pragmatic, efficient Capacity to analyse and aggregate data and information
Computer skills and competences	Good command of Microsoft Office TM tools (Word, PowerPoint) and very good acquaintance with Internet acquired thorough work.
Driving licence	B category since 1999



## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s)	<b>Vadym PUSTOVOYT</b>
Address(es)	5, Ivashkevicha Str, apt. 88, Kyiv, Ukraine
Telephone(s)	(+38-044)454 70 45                      Mobile                      067 89 10 841
Fax(es)	(+38-044)454 71 72
E-mail	Pustovoyt@nerc.gov.ua
Nationality	Ukrainian
Date of birth	26/02/1962
Gender	Male
Desired employment / Occupational field	
Work experience	
Dates	1987-1989 – Kiev technological institute of food industry
Occupation or position held	engineer
Dates	1991-1992 – institute «Ukrdiproenergo»
Occupation or position held	engineer
Dates	1992-1993 – Ukrainian production association «Power technology and information»
Occupation or position held	engineer
Dates	1993 – 1995 – Ukrainian association "Energoproekt"
Occupation or position held	chief specialist
Dates	1995 - 2008 – institute «Energoperspektiva»
Occupation or position held	chief of department
Dates	2008 -- 2010
Occupation or position held	chief specialist of department of the regulation of oil and gas complex
Dates	2010 -- to date
Occupation or position held	Head of division Department of Pricing Policy in Oil and Gas Complex
Main activities and responsibilities	Development of normative and regulator acts (tariff methodologies), work with users of gas and suppliers of gas.
Name and address of employer	National Electricity Regulatory Commission (NERC), Kiev
Type of business or sector	Gas and oil sector
Education and training	

Dates 1969 – 1979 - General Education School № 16, Kiev  
 1982 – 1987 - Kiev technological institute of food industry  
 1989 – 1991 – post-graduate, Kiev technological institute of food industr

Title of qualification awarded June 1987 – industrial heat-and-power engineering

Principal subjects/occupational skills covered. Organization skills, work in group, quality management and other

Name and type of organisation providing education and training Kiev technological institute of food industry

Level in national or international classification ISCED 5

Personal skills and competences communicability, qualities of leadership, duty, ability to work hard, punctuality.

Mother tongue(s) Ukrainian

Other language(s) English, Russian

Understanding		Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production	
B 1	B 1	B 1	B 1	B 1	B 1	B 1	B 1
C 2	C 2	C 2	C 2	C 2	C 2	C 1	C 1

(\*) Common European Framework of Reference for Languages

Social skills and competences 1995 – 2005 - chairman of trade-union committee of institute,  
 2004 – 2008 - chairman of advice of labour collective of institute

Organisational skills and competences organization of the work

Technical skills and competences development of normative documents, projects

Computer skills and competences MS Office (Word, Excel), Internet

Artistic skills and competences

Other skills and competences ability to work independently or as part of a team.

Driving licence Category B

Additional information Friendly, enthusiast, optimist, responsible.

Annexes



## Europass

### Curriculum Vitae

#### Personal information

First name(s) / Surname(s) **Victorel Florin RĂDOI**  
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florin\_radoi@yahoo.com  
Nationality Romanian  
Date of birth 03 December 1977  
Gender Male

#### Work experience

Dates **November 2010 →**  
Occupation on position held **General manager of the Control and Consumer Protection Department**  
Main activities and responsibilities  
- Organisation and coordination of the ANRE's control activity  
- Organisation and coordination of the ANRE's activity regarding the petitions  
- Solving excontractual settlements  
Name and address of employer **Romanian Energy Regulatory Authority (ANRE)**  
Constantin Nacu No. 3 / Soseaua Cotroceni No. 4, Bucharest, Romania  
Regulation of the electricity and natural gas market and also energy efficiency sector  
Type of business or sector  
**December 2009 → November 2010**  
Dates  
Occupation or position held **Deputy Director of the Energy Efficiency Regulations Department**  
Main activities and responsibilities  
- Coordinating the elaboration activity of secondary and primary legislation and submitting them for approval to competent authorities  
- Representing Romanian Energy Regulatory Authority's interests to public administration bodies, as well as to other administrative or legal bodies  
- Ensure the functioning of the new energy efficiency department as the result of taking over process of the Romanian Energy Efficiency Agency by Romanian Energy Authority  
Name and address of employer **Romanian Energy Regulatory Authority (ANRE)**  
Constantin Nacu No. 3 / Calea Victoriei No. 118 Bucharest, Romania

Type of business or sector	Regulation of the electricity market – renewable energy regulations segment of the market, as well as energy efficiency segment
Dates	August 2007 → December 2009
Occupation or position held	Director of the <i>Commercial Regulations Division</i>
Main activities and responsibilities	<ul style="list-style-type: none"> <li>– Leading the elaboration of primary legislation and its submission for approval to competent authorities, as well as elaboration of secondary natural gas-related legislation</li> <li>– Representing Romanian Energy Regulatory Authority's interests to public administration bodies, as well as to other administrative or legal bodies</li> <li>– Participating in conferences/seminars in order to support and develop the Energy Regulator's activity, as well as represent it to EU specialised institutions</li> </ul>
Name and address of employer	<b>Romanian Energy Regulatory Authority (ANRE)</b> Constantin Nacu No. 3 / Soseaua Cotroceni No. 4, Bucharest, 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 <i>Gas Market Regulation / Gas Market Rules Unit</i>
Main activities and responsibilities	<ul style="list-style-type: none"> <li>– Elaboration and promotion of natural gas-related secondary legislation, as well as of primary legislation</li> <li>– Representing Romanian Energy Regulatory Authority's interests to public administration bodies</li> <li>– Secretary of the Regulatory Committee and of the Advisory Body of the Romanian Gas Regulator</li> <li>– Drafting opinions relating to various issues impacting on the gas sector</li> <li>– Responsible for the implementation within the Gas Regulator of Law No. 52/2003 concerning transparency in public administration's decision making process</li> <li>– Participating in conferences/seminars in order to develop the Gas Regulator's activity</li> </ul>
Name and address of employer	<b>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)</b> Soseaua Cotroceni No. 4, Bucharest, 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"> <li>– Elaboration and promotion of natural gas-related secondary legislation, as well as of primary legislation</li> <li>– Representing Gas Regulator's interests in court and to public administration bodies</li> <li>– Participating in public purchases</li> <li>– Providing for the secretariat of Gas Regulator's Regulatory Committee and Advisory Body</li> <li>– Settling administrative complaints and appeals</li> <li>– Drafting opinions and legal reports relating to various issues impacting on the gas sector</li> <li>– Verification and approval of reports substantiating the granting of gas authorizations and licenses</li> <li>– Responsible for the implementation with the Gas Regulator of Law No. 52/2003 concerning transparency in public administrations' decision making process</li> </ul>
Name and address of employer	<b>Romania's Natural Gas Regulatory Authority (ANRGN)</b> Soseaua Cotroceni No. 4, Bucharest, 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 2008 - April 2009
Title of qualification awarded	Graduation certificate in Management
Name and type of organisation providing education and training	SC CODECS-SA / Open University Business School
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	High School, Mathematics-Physics

### Personal skills and competences

Mother tongue	Romanian
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Other language(s)	English  <i>Reading: Good</i> <i>Writing: Good</i> <i>Speaking: Good</i>
Social skills and competences	Sociable, Dynamic, Enthusiast Responsive, Perseverant, Consistent Hardworking – individually and in a team
Organisational skills and competences	Objective, Pragmatic Capacity to analyse and aggregate data and information
Computer skills and competences	Good command of Microsoft Office TM tools (Word, PowerPoint) and good acquaintance with Internet acquired thorough work.
Driving licence	B category since 1996
<b>Additional information</b>	<b>Published works:</b> <ul style="list-style-type: none"> <li>- "<i>Legal Regime of Natural Gas Eligible Customers. Accreditation Procedure</i>" – article published in Commercial Law Journal, Lumina Lex Publishing House, Bucharest, 2004</li> <li>- "<i>Authorization and Licensing in the Natural Gas Sector</i>" - article published in Commercial Law Journal, Lumina Lex Publishing House, Bucharest, 2004</li> <li>- "<i>Some Considerations concerning the Regulation of the Natural Gas Sector and Market</i>" – co-writer, article published in Economic Tribune Journal, Bucharest, 2004</li> <li>- "<i>Energy Security – notion and facts</i>" – article published in Gas and Oil Journal, Bucharest, 2008</li> <li>- "<i>Exchange procedure of the natural gas supplier</i>" – article published in Commercial Law Journal, Lumina Lex Publishing House, Bucharest, 2010</li> </ul>
References on request	



## Europass Curriculum Vitae



### Personal information

First name(s) / Surname(s) **Mihai Octavian RĂMNICEANU**

Address(es) Aleea Coloana Infinitului, bloc U, apartament 4, sector 6

Telephone(s) +40213278180 Mobile: +40731599651

Fax(es) +40213124365

E-mail [mihai.ramniceanu@anre.ro](mailto:mihai.ramniceanu@anre.ro) ; [mihai.ramniceanu@gmail.com](mailto:mihai.ramniceanu@gmail.com)

Nationality Romanian

Date of birth 11.07.1975

Gender Male

### Occupational field

#### Work experience

Dates	September 2008 – present
Occupation or position held	Director
Main activities and responsibilities	<i>Technical analyses for granting authorizations and licenses to companies who work in natural gas sector / coordinate the collectives who elaborate technical norms for underground storage, transmission and distribution of natural gas, Liquefied natural gas, Compressed natural gas used for vehicles, Petroleum Liquefied Gas and performance standards for supply of natural gas, transmission and distribution services: / participate to development of the database with companies who work in natural gas sector / collaborate according to my position with ACER, ERGEG and during the last 10 years I collaborate with various foreign consulting organizations (NERA, RAMBOLL, SOFREGAZ, Consuelectra)</i>
Name and address of employer	Romanian Energy Regulator, Romania, Bucharest, 3 Constantin Nacu st., District 2
Type of business or sector	Natural Gas technical norms, regulations, licensees and authorizations
Dates	July 2007 – september 2008
Occupation or position held	Head of office
Main activities and responsibilities	<i>I participate in the collectives who elaborate technical norms for underground storage, transmission and distribution of natural gas, Liquefied natural gas, Compressed natural gas used for vehicles, Petroleum Liquefied Gas and performance standards for supply of natural gas, transmission and distribution services: / participate to development of the database with companies who work in natural gas sector / collaborate with various foreign consulting organizations (NERA, RAMBOLL, SOFREGAZ, Consuelectra)</i>
Name and address of employer	National Natural Gas Regulatory Authority, Romania, Bucharest, 4 Cotroceni st., District 6
Type of business or sector	Natural Gas technical norms and regulations

Dates	12.2001 – July 2007
Occupation or position held	Engineer
Main activities and responsibilities	<i>I participate in the collectives who elaborate technical norms for transmission and distribution of natural gas I participate to development of the database with companies who work in natural gas sector I collaborate with various foreign consulting organizations (NERA, RAMBOLL, SOFREGAZ, Consuelectra)</i>
Name and address of employer	National Natural Gas Regulatory Authority, Romania, Bucharest, 4 Cotroceni st., District 6
Type of business or sector	Natural Gas technical norms and regulations
Dates	07.2001 – 12.2001
Occupation or position held	Technical Adviser
Main activities and responsibilities	<i>The main activity consists in ensuring the implementation of PHARE technical assistance programs within the National Natural Gas Regulatory Authority.</i>
Name and address of employer	CONSUELECTRA GmbH
Type of business or sector	Consultancy
Dates	1996 – 2001
Occupation or position held	Counselor
Main activities and responsibilities	<i>Network administrator, hardware and software configurations for Konica copiers and printers, customers guidance trough the „first-use“ process Designing and updating a database for the software needed in daily use including software agreements, monthly updating the clients databases, sales activities related to Konica digital products Marketing activities Custom clearance for equipments</i>
Name and address of employer	S.C. MASTERCOPY EXIM S.R.L. (Konica Business Machines Europe GmbH representative)
Type of business or sector	Copiers machines, computers
<b>Education and training</b>	
Dates	January 2010 - July 2010
Title of qualification awarded	Graduate
Principal subjects/occupational skills covered	<i>Actual issues of national security. Vulnerabilities in the energy sector</i>
Name and type of organisation providing education and training	National Defense College
Level in national or international classification	Post university studies
Dates	September 2006 – June 2007
Title of qualification awarded	Master's Degree
Principal subjects/occupational skills covered	<i>Transmission and distribution of natural gas</i>
Name and type of organisation providing education and training	University of oil and gas Ploiești
Level in national or international classification	Post university studies
Dates	December 2006
Title of qualification awarded	Graduate
Principal subjects/occupational skills covered	<i>Data base administration SQL Server 2000</i>

Name and type of organisation providing education and training

Microsoft

Dates

2006

Title of qualification awarded

Graduate

Principal subjects/occupational skills covered

English language – advanced

Name and type of organisation providing education and training

Fides

Dates

2004

Title of qualification awarded

Graduate

Principal subjects/occupational skills covered

Managerial skills

Name and type of organisation providing education and training

National Institute for Public Administration

Dates

2004

Title of qualification awarded

Graduate

Principal subjects/occupational skills covered

Designing and using GIS based systems

Name and type of organisation providing education and training

ESRI – Romania

Dates

2003

Title of qualification awarded

Graduate

Principal subjects/occupational skills covered

German language course – beginner

Name and type of organisation providing education and training

Goethe Institute Bucharest

Dates

1996-2001

Title of qualification awarded

Bachelor's Degree

Principal subjects/occupational skills covered

Engineering and Management of Technological Systems

Name and type of organisation providing education and training

Polytechnic University of Bucharest

Level in national or international classification

University studies

**Personal skills and competences**

Mother tongue(s)

Romanian

Other language(s)

Self-assessment

European level (\*)

English

French

Italian

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
excellent	excellent	excellent	excellent	Excellent
excellent	excellent	good	good	good
good	good	reasonable	reasonable	poor

(\*) Common European Framework of Reference for Languages

Social skills and competences	Communicative, team player, open minded, 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"> <li>• Experience in implementing PHARE projects for ANRE</li> <li>• 10 years experience with the Romanian Energy Sector Regulator</li> <li>• Good knowledge of Romanian legislation and EU Directives in energy sector</li> <li>• Experience in drafting regulations concerning the technical norms for underground storage, transmission and distribution of natural gas, Liquefied natural gas, Compressed natural gas used for vehicles, Petroleum Liquefied Gas and performance standards for suppliers, transmission and distribution services in natural gas sector.</li> <li>• Experience in organizing training sessions for ANRE staff and for students</li> </ul>
Computer skills and competences	Computer literate - MS Windows, MS Word, MS Excel, MS PowerPoint, MS Access, Corel Draw, Corel Xara, AutoCad, Adobe Page Maker, ARC Gis Desktop, ARC Gis Map
Driving licence	B category, since 1995 – auto vehicles up to 3,5t A category, since 2005 – motorcycles
Additional information	<ul style="list-style-type: none"> <li>• Member of the Working group in SE Europe Energy Community (ENC)</li> <li>• Member of the Working Group Natural Gas (C GWG)</li> <li>• Member of the Working Group - Underground gas storage (GST TF)</li> <li>• Member of the UNECE GAS CENTRE – Task Force Group 1: Implementation of the EU Gas Directives</li> <li>• Member of the Romanian Association for Standardization</li> <li>• From september 2000 till now I collaborate with the HPH Foundation Training Center to teach MS Windows, MS Word, MS Excel, MS PowerPoint, MS Access and Internet Explorer to unemployed persons who want to change their qualification</li> </ul>
Annexes	List any items attached. (Remove heading if not relevant, see instructions)



## Europass Curriculum Vitae

Insert photograph. Remove heading if not relevant (see instructions)

<b>Personal information</b>	
First name(s) / Surname(s)	<b>Serhiy ROMANOV</b>
Address(es)	14-j, Prospect Obolon'skyy, 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
<b>Desired employment / Occupational field</b>	(remove if not relevant, see instructions)
<b>Work experience</b>	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, Smoleńska, 03680 Kyiv (Ukraine)
Type of business or sector	regulation of natural monopolies in oil and gas sector
<b>Education and training</b>	
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
<b>Personal skills and competences</b>	

Mother tongue(s)

Ukrainian

Other language(s)

Russian, English ((with dictionary)

Self-assessment

European level (\*)

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)

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Rybuxa@nerc.gov.ua

Nationality

Ukrainian

Date of birth

26/12/1972

Gender

Female

**Desired employment /  
Occupational field**

(remove if not relevant, see instructions)

**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 "ЛІД 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 1996  
 Dates  
 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**  
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Fax(es)  
E-mail(s) lsaidissa@yahoo.com  
Nationality Italian  
Date of birth 04/10/1958  
Gender Female

### Desired employment / Occupational field

Energy Policy Professional  
Project/Program 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 - Program/Project Director

Main activities and responsibilities	<ul style="list-style-type: none"> <li>• Representing Italian energy industry in activities related to the Athens Treaty (Single Energy Market in the Balkans).</li> <li>• Acted as key expert and project Leader in EU projects in energy &amp; economic policy worldwide.</li> <li>• Setting up large consortiums for bidding for EU, EIB, EBRD &amp; World Bank funded projects.</li> <li>• Project Management/Direction for EU funded programs in accession countries.</li> <li>• Advising Financial Institutions and large utilities on asset valuation, energy deregulation impact, business and investment strategy in Southern Europe.</li> <li>• Obtained clearance and appointment by USAID to manage the Iraq electricity reconstruction programme.</li> <li>• Advising Italian National Grid (GRTN) company on strategic planning for grid governance, security of supply, partnership with other TSOs, market analysis, international business development &amp; investment.</li> <li>• 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.</li> </ul>
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"> <li>• Senior Management (VP) within the Energy &amp; Utilities Global (E&amp;UG) Business Unit.</li> <li>• Leading strategic and business consulting in liberalisation and privatisation of electricity in Southern European markets, with particular focus on market-wide restructuring, trade &amp; risk management and customer relationship management. Acted as Business Development Executive at ENEL and at Edison key accounts.</li> <li>• In charge of European marketing for the E&amp;UG division.</li> </ul>
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"> <li>• 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.</li> <li>• PPC (Greek utility) Privatisation, developing and implementing a marketing strategy for privatisation</li> <li>• Kenya Power Sector Reform, Director of Program for divestment and reorganisation of the Kenyan Power sector according to World Bank financed reform guidelines.</li> <li>• Energy Sector &amp; 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 &amp; Saving; establishing the first Energy Centre (ESCO) in Central &amp; Eastern Europe; assisting in drafting of the first Law on Energy Efficiency &amp; 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>

Name and address of employer	<ul style="list-style-type: none"> <li>• 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.</li> <li>• E - Business, developing e-business ventures with public &amp; private sector clients, leading on strategic input and managing alliance partnerships with IS vendors.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
Type of business or sector	KPMG 8 Salisbury Square London EC4Y 8BB United Kingdom
Dates	Management Consulting - Energy & Utilities
Occupation or position held	03/03/1993 - 02/01/1996
Main activities and responsibilities	Senior Adviser
Name and address of employer	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Coordinated activities for the various programs, regularly reporting and presenting updates to the Board and to top executives of the IRI Group Companies.</li> <li>• Represented IRI at several international conferences.</li> <li>• Maintained relations among IRI Group Companies, particularly on international business expansion and co-operation issues.</li> </ul>
Type of business or sector	IRI 87, via Veneto 00187 Rome, Italy
Dates	Industrial Reconstruction
Occupation or position held	01/05/1992 - 02/01/1993
Main activities and responsibilities	Consultant
Name and address of employer	<ul style="list-style-type: none"> <li>• Reporting to the Senior Project Manager for Infrastructure &amp; Energy, leading a team conducting an energy review study on power generation &amp; transmission in the Czech and Slovak Republics.</li> <li>• Designed terms of references for energy master-plans for Croatia and Slovenia and coordinated the relevant technical co-operation issues involved.</li> <li>• Identified and conducted economic analysis of infrastructure projects in Hungary, Poland and Slovenia.</li> <li>• Project-managed the institutional study plan for Prague District Heating, including evaluating and selecting sub-contractors and coordinating technical assistance activities.</li> </ul>
Type of business or sector	EBRD One Exchange Square London EC2A 2JN United Kingdom
Name and address of employer	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"> <li>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.</li> <li>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.</li> <li>Identified and conducted several projects in Europe (East &amp; 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 &amp; distribution, manufacturing, tourism and urban development.</li> </ul>
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"> <li>Working consecutively for the Ethiopian and Zambian Embassies, in each case ultimately reporting to the Ambassador.</li> <li>Traveled extensively within Southern Europe, starting from base levels and achieving highest diplomatic status within four years.</li> <li>Designed and provided quarterly economic &amp; political reviews on Cyprus, Italy, Malta, Switzerland, Turkey and the Vatican, and locally based UN Agencies, aimed at assisting government policy formulation.</li> <li>Established and maintained relations with government officials of numerous countries, international organizations and UN agencies.</li> <li>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.</li> <li>Recruited, trained, and administered all non-diplomatic staff.</li> </ul>
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
<b>Education and training</b>	
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 Baccalauréate (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 Baccalureate 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 alummini 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 &amp; implementation, Energy De-Regulation and Liberalisation, E-Business, IT Strategy, CRM, T&amp;R Foreign Trade, Small &amp; Medium Enterprise (SMEs)</p> <p>Change Management, HR Development/Management Institutional Building &amp; Public Sector Reform Management, Marketing, International Business Development, Power Sector Review &amp; Reform, Privatisation Strategy, Project Management: Infrastructure (energy, transport, telecommunication) Public/Private Partnerships</p>
Computer skills and competences	<p>- 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 up to date with most communication items such as cellphones and cutting edge digital photography.</p>
Artistic skills and competences	<p>- connoisseur 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 &amp; health emergencies, financing water wells for villagers, etc.)</p> <p>- Fund raising for the above activities</p>
Driving licence	<p>Holder of a valid driver's licence: Category B</p>
<b>Additional information</b>	<p>Any required reference will be supplied upon request.</p>





## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s)

Anastasiya Sakivska

Address(es)

Telephone(s)

097 736 88 60

Fax(es)

E-mail

[stolyar@nerc.gov.ua](mailto:stolyar@nerc.gov.ua)

Nationality

Ukrainian

Date of birth

28/09/1985

Gender

Female

Desired employment / Occupational field

Work experience (NERC)

17 months

Dates

Occupation or position held

Leading specialist

Main activities and responsibilities

Issues of consumer protection in the sphere of electricity; representation in the courts

Name and address of employer

National Electricity Regulatory Commission of Ukraine; 19 Smolenska Str., Kyiv, 03680

Type of business or sector

Jurisprudence

Education and training

Higher education

Dates

2008

Title of qualification awarded

Master

Principal subjects/occupational skills covered

International law, English, Portuguese

Name and type of organisation providing education and training

Kyiv International University

Level in national or international classification

ISCED 5

Personal skills and competences

Mother tongue(s)

Ukrainian

Other language(s)

Russian, English, Portuguese

Self-assessment

Russian, English, Portuguese		
Understanding	Speaking	Writing

English  
Language

Listening	Reading	Spoken interaction	Spoken production	
intermediate	intermediate	intermediate	intermediate	intermediate

Social skills and competences

Organisational skills and competences

Technical skills and competences

Computer skills and competences

Word, Excel, Internet Explorer

Artistic skills and competences

Other skills and competences

Driving licence

+

Additional information

Annexes



## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s)	<b>Katerina SARDI</b>
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	<p>Selected activities and responsibilities assumed over the last five years include</p> <ul style="list-style-type: none"><li>• 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).</li><li>• Contribution to gas security of supply studies</li><li>• Analysis of LNG market developments, gas quality and interchangeability issues</li><li>• 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).</li><li>• Energy planning and electricity security of supply studies for the Greek non-interconnected islands</li><li>• 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.</li><li>• 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)</li><li>• Representative in task forces of the European Regulators' Group for electricity and gas (ERGEG) and the Council of European Energy Regulators (CEER) related to LNG and emissions trading.</li><li>• 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, <a href="http://www.cres.gr/etres/">http://www.cres.gr/etres/</a>), large scale RES penetration (Greennet Incentives, 2006-2009, <a href="http://greennet.l-generation.at/">http://greennet.l-generation.at/</a>), RES/storage support mechanisms and barriers for entry (STORIES, 2007-2010, <a href="http://www.storiesproject.eu">www.storiesproject.eu</a>), and energy efficiency (BOILEFF, 2006-2009, <a href="http://www.energyagency.at/projekte/boileff.htm">http://www.energyagency.at/projekte/boileff.htm</a>).</li><li>• 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).</li><li>• Representative in national workgroups related to energy efficiency in buildings</li></ul>

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 <sub>2</sub> content in the combustion gases of coal or heavy oil fired power plants (DeSOx, 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)

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### 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 Grivas Str, Ag. Paraskevi 15342, Greece

### Personal skills and competences

**Mother tongue(s)** Greek

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Other language(s) Self-assessment <i>European level (*)</i>	Understanding				Speaking				Writing	
	Listening		Reading		Spoken interaction		Spoken production			
	<b>English</b>	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2	Proficient user	C2
<b>French</b>	B1	Independent user	B1	Independent user	B1	Independent user	B1	Independent user	A2	Basic User
<b>German</b>	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	<p>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.</p> <p>Experience with Pipeline Studio ver 3.1 for natural gas pipeline simulations. Long experience with commercial Computational Fluid Dynamic software (ANSYS-Fluent, StarCD)</p>
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 2<sup>nd</sup> 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)

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## 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. & Sundén, 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* (Kassinos 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. & Sakellariopoulos, 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](http://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, 31<sup>st</sup> International Symposium on Combustion, Heidelberg, Germany, 6-11 August 2006.
2. Lyra S., Sphicas P., Sardi K. & Bergeles G. "Detachment of droplets from surfaces", 2<sup>nd</sup> 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", 2<sup>nd</sup> 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 combustions flows", Joint Meeting of the Italian and Greek sections of the Combustion Institute, Corfu, Greece, 17-19 June 2004, also in The 3<sup>rd</sup> 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 10<sup>th</sup> 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 / Surname **SĚLAVĀRDEANU CRISTIAN**  
Telephone Mobile: +40 21 0730 089 427  
Fax(es) +40 21 303 38 08  
E-mail cristian.selavardeanu@anre.ro  
Nationality ROMANIAN  
Date of birth August 14<sup>th</sup>, 1975  
Gender Male

### Work experience

Dates	June 2001 - Present
Occupation or position held	Economist, Head of Programmes Office, Expert, Councillor
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	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

- Experience in implementing PHARE projects for ANRE
- 8 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)2773024  
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 Engineer

Principal subjects/occupational skills covered

Instrument-making Faculty

Name and type of organisation providing education and training

National Technical University of Ukraine "Kyiv Polytechnic Institute", (Ukraine)

Level in national or international classification

**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 master in Economics  
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** Responsibility, purposefulness, punctuality, management skills, flexible to getting new knowledge

Mother tongue(s) Ukrainian, Russian

Other language(s) **English (B 2)**

Self-assessment

European level (\*)

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	

English

(\*) *Common European Framework of Reference for Languages*

Computer skills and competences advanced user





## 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](mailto:stamatis@rae.gr)**  
**Nationality** **Greek**  
**Date of birth** **27/09/1969**  
**Gender** **Male**

### Work experience

<b>Dates</b>	<b>July 2004 – Today</b>
<b>Occupation or position held</b>	Full-time employment as a Natural Gas Expert (Energy Systems Analysis Department)
<b>Main activities and responsibilities</b>	Some of the main responsibilities and activities are the following: <ul style="list-style-type: none"><li>• Monitoring of Gas Distribution Companies (EPAs), regarding specific obligations arise from distribution licenses (tariffs, investment plans, consumers etc.)</li><li>• Third party access (TPA) tariffs in the Natural Gas Transmission System.</li><li>• Balancing regime and tariffs.</li><li>• Participation in reviewing and drafting of secondary legislation such as the Network Code, License Code and Supply Code.</li><li>• Accounting unbundling of gas companies.</li><li>• Participation in several task forces and gas working groups of CEER (GWG) and ERGEG (GFG).</li><li>• Participation in Energy Community GWG (RAE holds chairmanship of the group).</li><li>• 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).</li></ul>
<b>Name and address of employer</b>	REGULATORY AUTHORITY FOR ENERGY (RAE – <a href="http://www.rae.gr">www.rae.gr</a> ) 69 Panepistimiou Str., 10564 Athens, Greece
<b>Type of business or sector</b>	Greek Energy Regulator
<b>Dates</b>	<b>October 2003 – July 2004</b>
<b>Occupation or position held</b>	Full-time employment as an Account Officer in the NPL Department
<b>Main activities and responsibilities</b>	Dealing with non-performing and distress loans (leases), refinancing of due debts and coordination of legal actions.
<b>Name and address of employer</b>	ATE LEASING S.A. (subsidiary of Agricultural Bank of Greece – ATEbank, <a href="http://www.atebank.gr">www.atebank.gr</a> ) 2 Ermou Str. – Syntagma Sqr., 10563 Athens, Greece
<b>Type of business or sector</b>	Leasing
<b>Dates</b>	<b>July 1999 – October 2003</b>
<b>Occupation or position held</b>	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"> <li>• 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).</li> <li>• 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.</li> <li>• IPO of Agricultural Bank of Greece (ATEbank), issue advisory services for the listing of the company in the ASE.</li> <li>• 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.</li> <li>• Project manager in the filling for a share capital increase of ASE listed company EBZ S.A. (Hellenic Sugar Industry S.A.)</li> <li>• Tender – offer of KAE S.A. (Hellenic Duty Free Shops), advisory services to the main shareholder.</li> <li>• Financial advisory services to AGROPACK S.A. (packaging), SEKAP S.A. (tobacco), RODOPI S.A. (diary industry), SIMI FISH S.A. (aquacultures).</li> <li>• Making of annual reports to the Stock Exchange of ATEbank and ATE Insurance S.A.</li> </ul>
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"> <li>• 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.</li> <li>• 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.</li> <li>• Share capital increase of ASE listed company FOURLIS S.A., issue advisory and making of the prospectus.</li> </ul>
Name and address of employer	N.D. DEVLETGLOU SECURITIES AND INVESTMENT SERVICES S.A. (merged with Piraeus Bank Securities S.A., <a href="http://www.piraeus-sec.gr">www.piraeus-sec.gr</a> ) 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	<p>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".</p>
Name and type of organisation providing education and training	MIDDLESEX UNIVERSITY (London – <a href="http://www.mdx.ac.uk">www.mdx.ac.uk</a> )
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  
 Dates  
 Title of qualification awarded  
 Principal subjects/occupational skills covered  
 Name and type of organisation providing education and training

MIDDLESEX UNIVERSITY

September 1988 – June 1991

Major in Marketing

- Courses in Marketing, Economics, Accounting, Finance, IT and Statistics.
- Teacher Assistant (TA) in the Computer Lab.

AMERICAN UNIVERSITY OF ATHENS ([www.southeastern.edu.gr](http://www.southeastern.edu.gr))

**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	C1	Proficient user	C1	Proficient user	C2	Proficient user
A1	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 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

- Military Service: Hellenic Air force (May 1996 – January 1998, Airman First Class)
- Middlesex University Basketball Team (1991-1995)

**Additional information**

**Professional Education and Training Programs**

- 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.

**Professional Conferences**

- 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.

**Programs participated as a trainer**

- 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) **Pavlo Stankevich**  
Address(es) **14, Internatsionalnaya St., apt. 7, Fastiv, Ukraine**  
Telephone(s) **mob. 068-802-07-51 (+38-044) 454-70-66**  
Fax(es)  
E-mail **Stankevich@nerc.gov.ua**

Nationality **Ukrainian**

Date of birth **07/07/1981**

Gender **Male**

Desired employment / Occupational field

Work experience **7 years**

Dates **22/07/2003**  
Occupation or position held **Head of Sector, Department of oil and gas complex regulation**  
Main activities and responsibilities **Payment and settlement relations in 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 **Higher**

Dates **1998- 2003**  
Title of qualification awarded **Specialist**  
Principal subjects/occupational skills covered  
Name and type of organisation providing education and training **National Agriculture University**  
Level in national or international classification **ISCED 5**

Personal skills and competences

Mother tongue(s) **Ukrainian**

Other language(s) **Russian**

Self-assessment  
European level (\*)

English  
Language

Understanding		Speaking		Writing	
Listening	Reading	Spoken Interaction	Spoken production		

(\*) Common European Framework of Reference for Languages

Social skills and competences

Organisational skills and competences

Technical skills and competences

Computer skills and competences

Artistic skills and competences

Other skills and competences

Driving licence

Additional information

Annexes

free user

Category B

Experience in the electricity industry



**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  
Fax(es) +36-1-459-7880  
E-mail szekeresj@eh.gov.hu  
Nationality Hungarian  
Date of birth 03.12.1980  
Gender female

Mobile: +36-70-411-9866

**Desired employment / Occupational field** **Short term expert in Tacis Twinning Project on Gas in Ukraine**

**Work experience**

Dates Since 12<sup>th</sup> 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 storage cost and asset review
- Calculation of charges for transmission and storage
- Following the development of the price of import gas
- Modelling of risk management (product price and foreign exchange risk)
- Handling the allotment of income from distribution charges

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<sup>st</sup> February 2006 – 9<sup>th</sup> 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** 2010-2011  
**Title of qualification awarded** MSc. in Economics of Energy Markets  
**Name and type of organisation providing education and training** Corvinus University of Budapest in cooperation with the Regional Centre for Energy Policy Research, Hungary

**Dates** 2006-2009  
**Title of qualification awarded** MSc. in 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** 1<sup>st</sup> September 2005 – 31<sup>st</sup> December 2005  
**Type of studies** Erasmus exchange student  
**Name and type of organisation providing education and training** Institut d'Etudes Politiques, Grenoble, France

**Dates** 1<sup>st</sup> September 2004 – 30<sup>th</sup> 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**

	Understanding		Speaking		Writing
	Listening	Reading	Spoken interaction	Spoken production	
<b>French</b>	Independent user B2	Proficient user C1	Independent user B2	Proficient user C1	Proficient user C1
<b>English</b>	Independent user B2	Independent user B2	Independent user B2	Independent user B2	Independent user B2

**German**

Independent user B1	Independent user B1	Independent user B1	Independent user B1	Independent user B1
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(\*) *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: MicrosoftOutlook
Other skills and competences	Travelling, reading, foreign affairs, learning foreign languages
Driving licence	Driver's Licence, Category B, acquired 2001





## Europass Curriculum Vitae

Insert photograph. Remove heading if not relevant (see instructions)

### Personal information

First name(s) / Surname(s) **ALINA MANUELA TACHE**  
Address(es) No.18, Oitelor, Sc.2, App.6, Sector 4, Bucharest, Romania  
Telephone(s) Mobile: 004-0730.089.428  
E-mail **ataché@anrgn.ro**  
Nationality Romanian  
Date of birth 24 February 1973

### Work experience

Dates	December 2009 - present
Occupation or position held	General Director of Gas Market Regulation, Price and Tariffs Department
Main activities and responsibilities	Development of trade regulations for national gas market, harmonization of regulatory framework for the development of regional natural gas market and also monitoring gas market. Development of specific regulations for monitoring national market operations and the behavior of natural gas market participants, also monitoring the application of regulated prices and tariffs, and performance standards of service. Participates for natural gas market regulations to ensure continuity and security of gas supply to consumers. Participates in the development of regulations for regulate access on transport system, distribution, underground storage and gas pipelines upstream. Participates in the development of the Network Code for the National Transport Gas System: Leading and coordinating the drafting of regulations on prices and tariffs regulated natural gas sector, including prices for suppliers of last resort, examine the costs submitted by the licensed operators to substantiate the prices and tariffs and also processing of specific indicators. Management and coordination of the foundation costs activity, analysing the proposals of economic operators and the substantiate regarding the regulated prices and tariffs of natural gas, the tariff levels and final regulated prices, including prices for the suppliers of last resort . Management and coordination of regulated accounts records, analyzing cost operators based on the balance sheets, comparative studies on specific costs and management of the regulated asset base of natural gas operators. Coordinate and prepare materials synthesis, analytical reports on prices and tariffs of natural gas. Developing natural gas price forecasts and system tariffs.
Name and address of employer	Romanian Energy Regulatory Authority , No.3 Constantin Nacu Str., Sector 2 , Bucharest, Romania
Type of business or sector	Public administration
Dates	May 2009 – December 2009
Occupation or position held	General Director of Prices and Tariffs Natural Gas Department
Main activities and responsibilities	Leading and coordinating the drafting of regulations on prices and tariffs regulated natural gas sector, including prices for suppliers of last resort, examine the costs submitted by the licensed operators to substantiate the prices and tariffs and also processing of specific indicators. Management and coordination of the foundation costs activity, analysing the proposals of economic operators and the substantiate regarding the regulated prices and tariffs of natural gas, the tariff levels and final regulated prices, including prices for the suppliers of last resort . Management and coordination of regulated accounts records, analyzing cost operators based on the balance sheets, comparative studies on specific costs and management of the regulated asset base of natural gas operators. Coordinate and prepare materials synthesis, analytical reports on prices and tariffs of natural gas. Developing natural gas price forecasts and system tariffs.
Name and address of employer	Romanian Energy Regulatory Authority , No.3 Constantin Nacu Str., Sector 2 , Bucharest, Romania

Type of business or sector	Public administration
Dates	October 2007 – May 2009
Occupation or position held	Head of Cost Analysis Division for Natural Gas
Main activities and responsibilities	Analysis of the operational and capital costs (ex-post); Analysis of the regulated accounting books (reports on costs, revenues, tangible and intangible assets); Elaboration of the economic perform indicators. Establishing of increase ratio of the economic efficiency for regulated activity; Monitoring of accounting unbundling process of the regulated activities.
Name and address of employer	Romanian Energy Regulatory Authority , No.4 Cotroceni Str., Sector 6 , Bucharest, Romania
Type of business or sector	Public administration
Dates	July 2004 – October 2007
Occupation or position held	Head of Prices and Tariffs Office
Main activities and responsibilities	Elaboration and establishing of the criteria and calculation methods of prices and tariffs in natural gas sector. Analysis and checking of the proposals delivered by the companies from natural gas sector for establishing prices and tariffs applied to natural gas consumers. Participates in editing and drafting specialized and information papers on the prices and tariffs system Analysis of the consumers' complaints on the observance of regulated prices and tariffs. Participates in drafting the consultancy surveys on ANRE activity in the field of prices and tariffs.
Name and address of employer	Romanian National Regulatory Authority in Natural Gas, No.4 Cotroceni Str., Sector 6 , Bucharest, Romania
Type of business or sector	Public administration
Dates	September 2000 – July 2004
Occupation or position held	Economist in Prices and Tariffs Office
Main activities and responsibilities	Elaboration and establishing of the criteria and calculation methods of prices and tariffs in natural gas sector. Analysis and checking of the proposals delivered by the companies from natural gas sector for establishing prices and tariffs applied to natural gas consumers. Participates in editing and drafting specialized and information papers on the prices and tariffs system Analysis of the consumers' complaints on the observance of regulated prices and tariffs. Participates in drafting the consultancy surveys on ANRE activity in the field of prices and tariffs.
Name and address of employer	Romanian National Regulatory Authority in Natural Gas, No.4 Cotroceni Str., Sector 6 , Bucharest, Romania
Type of business or sector	Public administration
Dates	1998 – September 2000
Occupation or position held	Expert – Tax, Tariffs and Royalties Departament
Main activities and responsibilities	Establishing the prices for oil and gas produced in Romania Elaborating methodologies for tax and royalty calculation Monitoring the tax and royalty collection
Name and address of employer	National Agency for Mineral Resources, 36-38 Mendeleev str., Bucharest 1
Type of business or sector	Regulatory authority for mineral resources, Concessionaire for mineral resources
<b>Education and Training</b>	
Dates	2008
Title of qualification awarded	Diploma
Principal subjects/occupational skills covered	Risk Management in Gas Trading
Name and type of organisation providing education and training	International Faculty of Finance, London

Dates	2004
Title of qualification awarded	ATC IAS DIPLOMA
Principal subjects/occupational skills covered	Training program for International Accounting Standards,
Name and type of organisation providing education and training	Atlantic-Invest (UK) and Accounting Tuition Centre International.
Dates	2002 - 2003
Title of qualification awarded	PHARE Program
Principal subjects/occupational skills covered	Technical assistance for ANRGN
Name and type of organisation providing education and training	NERA Group
Dates	2001
Title of qualification awarded	PHARE Program
Principal subjects/occupational skills covered	Training program for tariffs and prices setting
Name and type of organisation providing education and training	Cons Electra Consortium
Dates	2000
Title of qualification awarded	Graduation Diploma for Gas Project Planning Development and Financing, July 2000
Principal subjects/occupational skills covered	Training program for Gas Project Planning Development and Financing
Name and type of organisation providing education and training	Oxford University, The College of Petroleum and Energy Studies, Oxford, England,
Dates	1992- 1997
Title of qualification awarded	Economist for Economic Field Activities ( including master's degree)
Principal subjects/occupational skills covered	Accountancy and Financial Analysis
Name and type of organisation providing education and training	Academy of Economic Studies of Bucharest, Faculty of Trading

**Personal skills and competences**

Mother tongue(s) Romanian

Other language(s) English

Self-assessment  
European level (\*)

Language

Language

Understanding		Speaking		Writing
Listening	Reading	Spoken interaction	Spoken production	
Very good	Very good	Very good	Very good	Very good

(\*) Common European Framework of Reference for Languages

Computer skills and competences Advanced computer use - Word, Excel, PowerPoint

Driving licence B Category

**Additional information**

2008 – present

Member of Gas Working Group of ERGEG (FIS)

2006 – 2008

Member of Tariffs and Pricing Committee of ERRA



## 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](mailto: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	<ul style="list-style-type: none"><li>- General Management of Institutional International affairs</li><li>- 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</li><li>- International institutional relations with energy regulators, TSOs, associations, development agencies, European Commission, WB, EBRD, institutional investors, other stakeholders</li><li>- Advise to President and Secretary General</li></ul>
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

Occupation or position held Stagiaire  
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	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

<p><b>Dates</b></p> <p><b>Occupation or position held</b></p> <p><b>Main activities and responsibilities</b></p> <p><b>Name and address of employer</b></p> <p><b>Type of business or sector</b></p>	<p>Since November 2005</p> <p>Vice President (5 year term)</p> <p>Member of the Board of RAE, acting President on the absence of the latter</p> <p>Regulatory Authority for Energy (RAE), 69 Panepistimiou Avenue, 10564 Athens, Greece</p> <p>Energy regulation</p>
<p><b>Dates</b></p> <p><b>Occupation or position held</b></p> <p><b>Main activities and responsibilities</b></p> <p><b>Name and address of employer</b></p> <p><b>Type of business or sector</b></p>	<p>Since February 2007</p> <p>Elected Chairman of the Gas Working Group of the Energy Community Regulatory Board</p> <p>Development of the Gas Market in the Energy Community</p> <p>Energy regulation</p>
<p><b>Dates</b></p> <p><b>Occupation or position held</b></p> <p><b>Main activities and responsibilities</b></p> <p><b>Name and address of employer</b></p> <p><b>Type of business or sector</b></p>	<p>From April 2002 to November 2005</p> <p>Head of International Affairs and Long Term Energy Planning Department</p> <p>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 Fora and all relevant discussions for the development of the Energy Community Treaty</p> <p>RAE, 69 Panepistimiou Avenue, 10564 Athens, Greece</p> <p>Energy regulation</p>

**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

English  
French

(\*) 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

### Personal information

First name(s) / Surname(s)	<b>First name, Surname: Erika Toth Hobothne /Mrs</b>
Address(es)	2120 Dunakeszi, Barátság u. 38/a, Hungary
Telephone(s)	Mobile: 003630/384-3264
E-mail	tothe@eh.gov.hu
Nationality	Hungarian
Date of birth	Budapest, 23.02.1958
Gender	female

### Work experience

Dates	16. August, 2010 –
Occupation or position held	<b>International Affairs Officer</b>
Main activities and responsibilities	<ul style="list-style-type: none"><li>• Relationship with the organizations of the energy industry in the EU</li><li>• Participation in internal and external meetings of the industry</li><li>• Coordination of the international affairs duties within HEO</li></ul>
Name and address of employer	<b>Hungarian Energy Office</b>

Type of business or sector	National Energy Regulator
Years	2 years
Occupation or position held	HR Generalist
Main activities and responsibilities	<ul style="list-style-type: none"> <li>• Search and selection of experts</li> <li>• Interviews with new candidates</li> <li>• Elaboration of the process of performance evaluation</li> <li>• Evaluation of costs settlements</li> <li>• HR policy.</li> </ul>
Name and address of employer	TriGranit Real Estate Development Company
Type of business or sector	Real Estate
Years	4 years
Occupation or position held	Office manager – Consultant
Main activities and responsibilities	<ul style="list-style-type: none"> <li>• Running and managing the office</li> <li>• Organizing and coordinating the work of assistants</li> <li>• Reorganizing processes</li> <li>• Interviews with candidates</li> <li>• Business meetings with clients</li> <li>• Sales of the services of the company</li> </ul>
Name and address of employer	Dr. Pendl & Dr. Piswanger Int. Management Consulting Ltd.
Type of business or sector	Management consultancy

Year 2 years  
Occupation or position held **Marketing Manager**  
Main activities and responsibilities

- sales of training courses
- marketing activities: articles and advertisement, presentation materials
- business meetings with clients

Name and address of employer **Simonyi & Tóth Consulting Company**  
Type of business or sector **Personal consultancy**

Year 1 year  
Occupation or position held **Managing Director / Operation**  
Main activities and responsibilities

- Permits for the plant
- Purchase of equipment
- recruitment of the labour staff
- operative management

Name and address of employer **Unisole Ltd.**  
Type of business or sector **Shoe industry**

Year 3 years  
Occupation or position held **Marketing Manager**  
Main activities and responsibilities

- Marketing policy
- Market research
- Media
- Business meetings
- Presentation

Name and address of employer **Falcon Vision Ltd.**  
Type of business or sector **Software and Hardware Development**

Others  
**ASK Ltd. - Foreign Trade Expert, Tannimpex Foreign Trading Company – Foreign Trade Expert, Association of the Hungarian Pharmaceutical Industry – International Affairs Officer**

**Education and training**

Title of qualification 1980 – Foreign Trading Correspondence  
College College for Foreign Trade

Title of qualification 2001 – Marketing Economist  
University Budapest University of Economic Sciences

**Personal skills and competences**

Mother tongue(s) Hungarian

Other language(s) English, Russian

Self-assessment  
European level (\*)

Language  
Language

Understanding				Speaking				Writing	
Listening		Reading		Spoken interaction		Spoken production			
C1	English	C1	English	C1	English	C1	English	C1	English
B1	Russian	B1	Russian	A2	Russian	A2	Russian	A2	Russian

(\*) Common European Framework of Reference for Languages

Social skills and competences	Listening and empathy: mostly in my HR position but in all others where it is important how to get closer to people
Organisational skills and competences	I have used my organization skills in most of my activities: organizing and harmonizing many fields of my life, of great events, of all the work I have to cope with.
Technical skills and competences	I had to use my technical skills when working for ASK and Falcon Vision Lids. These companies were active in hardware and software development. Taking part in many foreign exhibitions I had to describe and present the operation of the exhibited image processing systems.
Computer skills and competences	While doing my everyday work, making presentations I have to use Microsoft Office programs. In the correspondence I use Outlook with its all other facilities.
Artistic skills and competences	I have been studying to play on the guitar for 9 months now.
Driving licence	I have a driving licence (B) for 25 years.



## Europass Curriculum Vitae

### Personal information

First name(s) / Surname(s) **Alexia TROKOUDI**

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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, GRAMMATIDÉS 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 through cooperation with more than 20 lawyers, and as the principal partner of the current Law Firm through 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) **Valeriy TSAPLIN**  
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03142 Kyiv (Ukraine)  
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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

Type of business or sector 19, Andriivska Str., 04070 Kyiv (Ukraine)  
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)

Level in national or international classification ISCED 5  
vul. Dehtyarivska, 51, 2nd floor, suite 12, 03113 Kyiv (Ukraine)

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)

Level in national or international classification ISCED 5  
37, Prospect Peremohy, 03056 Kyiv (Ukraine)

**Personal skills and competences**

Mother tongue(s) Ukrainian

Other language(s)

Self-assessment  
European level (\*)

Russian

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	C1	Proficient user	B2	Independent user	B2	Independent 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	<p>Leadership (currently responsible for a department of 15 people);</p> <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><b>Special training</b></p> <ul style="list-style-type: none"> <li>- 4th CEER Training Course for Energy Regulators, Florence School of Regulation, 13-17 June 2005, Florence, Italy</li> <li>- 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</li> <li>- CEU Summer University „Competition Policy in Transition: Theory, Implementation, and Challenges”, Central European University, Budapest, Hungary, 1 – 19 July 2002</li> <li>- 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</li> <li>- USAID/AED Training Program on US System of Energy Regulation, July 11 – 26, 1998, USA</li> </ul> <p><b>Teaching, internship, and research programs</b></p> <ul style="list-style-type: none"> <li>⊖ Course Instructor, Emerging leaders program for AES Ukraine, Kyiv-Mohyla Business School, Oct. 2 – 12, 2006, Kyiv, Ukraine</li> <li>⊖ Course Instructor, Emerging leaders program for AES Ukraine, Kyiv-Mohyla Business School, July 3 – 13, 2006, Kyiv, Ukraine</li> <li>⊖ Course Instructor, ERRA Tariff/Pricing Training Course, March 13-16, 2006, Budapest, Hungary</li> <li>- Course Instructor, Emerging leaders program for AES Ukraine, Kyiv-Mohyla Business School, Feb. 20 – March 2, Kyiv, Ukraine</li> <li>- Course Instructor, 3rd International ERRA-CEU Summer School on Energy Regulatory Practices, July 16-22, 2005, Budapest, Hungary</li> <li>- 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.</li> <li>- Intern, Florida Public Service Commission, May 12, 2003 – June 9, 2003, Tallahassee, USA</li> </ul>
Driving licence(s)	B
<b>Additional information</b>	<p><b>Selected Publications</b></p> <ul style="list-style-type: none"> <li>- 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)</li> <li>- 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)</li> <li>- 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)</li> <li>- 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</li> </ul>

- Akhtryko 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) **Adele Vita**  
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Fax(es) —  
E-mail(s) adelevita@hotmail.com  
Nationality Italian  
Date of birth 28/11/1970  
Gender Female

### Desired employment / Occupational field

**Project Manager/ Coordinator**

### Work experience

Dates	01/01/2010 - 24/05/2010
Occupation or position held	Junior Project Manager assisting in the coordination and implementation of the MATTM Project Protocol, signed by the Italian Ministry of Environment and Studiare Sviluppo Srl.
Main activities and responsibilities	<ul style="list-style-type: none"><li>- Preparation of monthly implementation reports related to MATT M implementation;</li><li>- Preparation and Coordination of internal monitoring reports;</li><li>- Preparation of annual budget requirements for MATT M Project implementation; and</li><li>- Monitoring of annual budgetary expenditures and preparation of budget revisions and reprogramming activities.</li></ul>
Name and address of employer	Mr. Carlo Nizzo, Studiare Sviluppo S.r.l. 163, Via Nazionale, 00184 Rome (Italy)
Type of business or sector	Consulting and Technical Assistance in the field of Public Investment and Development Policies
Dates	01/10/2008- 31/12/2010
Occupation or position held	Junior Accountant, assisting the Company Internal Accounting Office in the implementation of appropriate accounting rules and procedures.
Main activities and responsibilities	<ul style="list-style-type: none"><li>- Maintaining appropriate registration of clients and suppliers invoices;</li><li>- Maintaining appropriate traceability of payments and disbursements;</li><li>- Updating information and agenda master-book of clients and suppliers; and</li><li>- keeping update reconciliation of statement of accounts.</li></ul>
Name and address of employer	Mr. Paolo Passaro, Studiare Sviluppo S.r.l. 163, Via Nazionale, 00163 Rome (Italy)
Type of business or sector	Consulting and Technical Assistance in the field of Public Investment and development policies.

Dates	15/03/2007 - 30/09/2008
Occupation or position held	Assistant Secretary in the President' Office
Main activities and responsibilities	- Assisting in the day to day executive and organizational activities of the office; - Performing secretarial responsibilities like: office time management, maintaining email and telephone agenda; and assisting in the preparation of the president correspondence, notes and official statements
Name and address of employer	Prof. Gennaro Terracciano, Studiare Sviluppo S.r.l. 163, Via Nazionale, 00184 Rome (Italy)
Type of business or sector	Consulting and Technical Assistance in the field of public Investments and development policies.
Dates	10/10/2005 - 14/03/2007
Occupation or position held	Secretary Assistant in the Dean' Office
Main activities and responsibilities	- Assisting in the operational and administrative management of the office; - Performing secretarial responsibilities like: time management, email and telephone agenda; - assisting in the preparation of notes , correspondence and official presentation of the Dean.
Name and address of employer	Ms. Piera Generali, Università Roma 3 159 Via Ostiense, 00154 Rome (Italy)
Type of business or sector	University
Dates	04/02/2003 - 07/10/2005
Occupation or position held	Administration Assistant and Fund Raising Officer
Main activities and responsibilities	- Support to the Director's Office in general administrative and operational activities; - Coordination of the Office Management Support Unit (3 people); - Management support and coordination in agenda time keeping, email and telephone contacts, organization of local and international events; - Identification, management and monitoring of fund raising activities.
Name and address of employer	D.ssa Emanuela Stefani, Operational Director CRUI 48, Pzza Rondanini, 00186 Rome (Italy)
Type of business or sector	University Foundation
Dates	16/02/2001 - 28/06/2002
Occupation or position held	Junior Officer for Development and Communication
Main activities and responsibilities	- Project Analysis in relation to markets, emerging needs and cases of preminence; - Drafting projects' synthesis to be submitted for approval. - Preparation, management, and monitoring of funds raising activities.
Name and address of employer	Dr. Caterina Rinaldi, COFISAN Group 57, Via L. Bodio, 00191 Rome (Italy)
Type of business or sector	Multibusiness holding for health services and new technology.
Dates	01/04/2000 - 30/06/2000
Main activities and responsibilities	- Preparation of financial analysis of agro-business investment alternatives within the framework of the PRODEAGRO Project financed by the World Bank.
Name and address of employer	Guilherme Frederico Müller, State Secretary of Planning Edificio Paiguas, Avenida CPA, 78050-830 Cuiaba, MT (Brazil)
Type of business or sector	Analysis of Project Investment Costs

## Education and training

Dates	18/02/1993 - 23/12/1996
Title of qualification awarded	Bachelor Degree in Economics
Principal subjects / occupational skills covered	Economics, Environmental Economics, Statistics and Project Analysis
Name and type of organisation providing education and training	UNICAMP, State University of Campinas Cidade Universitaria Zeferino Vaz, 13083 - 970 Campinas - SP (Brazil)
Dates	15/02/1997 - 23/12/1999
Title of qualification awarded	Master Degree in Scientific and Technological Policies
Principal subjects / occupational skills covered	- Political Economics of Science and Technology - Social Studies of Science and Technology - Technological Evaluation in Energy and Environment.
Name and type of organisation providing education and training	UNICAMP, State University of Campinas Cidade Universitaria Zeferino Vaz, 13083 - 970 Campinas - SP (Brazil)
Level in national or international classification	A "cum Laudem"
Dates	12/12/2001 - 14/12/2001
Title of qualification awarded	Certificate
Principal subjects / occupational skills covered	Economic and financial analysis of projects for enterprises and local communities.
Name and type of organisation providing education and training	LUISS Management s.p.a., Business School of LUISS University Guido Carli Division (Private university for Social Studies) 16 Viale Gorizia, 00198 Rome (Italy)
Dates	01/03/2002 - 30/06/2002
Title of qualification awarded	Master Certificate
Principal subjects / occupational skills covered	Project analysis and management of enterprises.
Name and type of organisation providing education and training	MIDIFORM s.r.l (Private Training Institute) 109 Via.le delle Milizie, 00192 Rome (Italy)

## Personal skills and competences

Mother tongue(s) Italian

Other language(s)

Self-assessment  
European level (\*)

English  
French  
Spanish  
Portuguese

Understanding		Speaking				Writing			
Listening		Reading		Spoken Interaction		Spoken production			
C1	Effective O.P.	C1	Effective O.P.	B2	Vantage	B2	Vantage	B2	Vantage
A2	Waystage	A2	Waystage	A1	Breakthrough	A1	Breakthrough	A1	Breakthrough
C1	Effective O.P.	C1	Effective O.P.	B1	Threshold	B1	Threshold	B1	Threshold
C2	Mastery	C2	Mastery	C2	Mastery	C2	Mastery	C2	Mastery

(\*) *Common European Framework of Reference (CEF) level*



Social skills and competences	Pleasant personality and naturally predisposed to maintain excellent interpersonal relations in different cultural environment.
Organisational skills and competences	Excellent organizational capacity, in possess of pragmatic work approach and methodology. Familiar to work under pressure and with very strict deadlines.
Technical skills and competences	Good academic background in economics and related fields.
Computer skills and competences	Very good knowledge of Microsoft programs, in particular Windows XP and Microsoft Office suite.
Artistic skills and competences	Creative with a notable artistic predisposition for designing and creation of "beaujouteries".
Other skills and competences	Strong extra- professional interest for travelling, fitness activities and reading.
Driving licence(s)	B

4

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