

TWINNING Project

No. LT2001/IB/EY/01

Strengthening of the Energy Market Regulator



**National Control Commission for
Prices and Energy - Lithuania**

**Ministry of Economy and Finance,
Department of the Treasury - Italy**



TWINNING COVENANT
REFERENCE NO. LT2001/IB/EY/01

Between the administrative authority of Lithuania (hereinafter referred to as the “Candidate Country”) represented by the National Control Commission for Prices and Energy of Lithuania, which is also entrusted of the implementation of the Covenant (in the person of its Chairman - Mr. Vidmantas Jankauskas)

on the one part,

and the administrative authority of Italy (hereinafter referred to as the “Member State”) represented by the National Contact Point , who entrusts the implementation of the Covenant for its part to the Ministry of Economy and Finance, Department of the Treasury (in the person of the Director General – Head of Directorate IV - Mr Roberto Ulissi)

on the other part

THE FOLLOWING COVENANT HAS BEEN AGREED:

TITLE I. Purpose and Objectives of the Twinning Operation: *Acquis communautaire* underpinning the project and practical result targeted

Article 1. Objective

The objective of the Twinning project is:

- a) to assist Lithuania in establishing a regulatory framework compliant with the *Acquis communautaire*.
- b) to strengthen the capacity of the National Control Commission for Prices and Energy (hereinafter referred to as “the Authority”) to enforce the regulation implementing the *Acquis communautaire* in the energy sector (electricity and gas).
- c) to enable the Authority to perform its task as energy sector regulator, developing its human and institutional capacity.

The project has the following guaranteed results:

- 1 effective internal energy market with adequate regulatory institutions and procedures before Lithuania’s accession to the EU;
- 2 a legal basis and functioning procedures for market permissions; licensing and termination of licenses of the energy transmission and distribution companies;
- 3 appropriate pricing methodologies according to the EC directives will be applied by the National Control Commission for Prices and Energy for all new activities after liberalization of the energy market;

- 4 creation of conditions for the common Baltic energy market, as well as for integration to the EU energy market.

Article 2. *Acquis communautaire*

Directive 96/92/EC of the European Parliament and of the Council of 19 December 1996 concerning common rules for the internal market in electricity;

Directive 98/30/EC of the European Parliament and of the Council of 22 June 1998 concerning common rules for the internal market in natural gas;

Council Directive 90/547/EEC of 29 October 1990 on the transit of electricity through transmission grids;

Council Directive 91/296/EEC of 31 May 1991 on the transit of natural gas through grids;

92/167/EEC: Commission Decision of 4 March 1992 setting up a Committee of Experts on the Transit of Electricity between Grids;

97/646/EC: Commission Decision of 25 September 1997 concerning the appointment of new members and the renewal of the terms of office of the members of the Committee of Experts on the Transit of Electricity between Grids set up under Commission Decision 92/167/EEC;

98/559/EC: Commission Decision of 1 October 1998 concerning the appointment of new members and the renewal of the terms of office of the members of the Committee of Experts on the Transit of Electricity between Grids set up under Commission Decision 92/167/EEC;

Council Directive 90/377/EEC of 29 June 1990 concerning a Community procedure to improve the transparency of gas and electricity prices charged to industrial end-users;

83/230/EEC: Council Recommendation of 21 April 1983 on the methods of forming natural gas prices and tariffs in the Community;

Council Directive 93/38/EEC of 14 June 1993 coordinating the procurement procedures of entities operating in the water, energy, transport and telecommunication sectors;

Directive 94/22/EC of the European Parliament and of the Council of 30 May 1994 on the conditions for granting and using authorizations for the prospection, exploration and production of hydrocarbons;

Due account will be taken of the proposal of the European Commission for a Directive of the European Parliament and of the Council of 13 March 2001 amending Directives 96/92/EC and 98/30/EC concerning common rules for the internal market in electricity and natural gas.

Article 3. Contents of the Twinning project

3.1. The Twinning project will be focused on the following components:

- A. Institutional framework
- B. Licensing system;
- C. Pricing System;
- D. Quality control;
- E. Disputes' settlement;
- F. Communication;
- G. Information system;
- H. International relations

The responsible people from the Authority for each component are indicated in article 5.1.

A. Institutional framework

This component will require the following activities to be performed:

A.1. Review of the existing law and regulation

The existing law and regulation concerning the institutional framework of the energy sector will be reviewed in order to assess its compliance with the relevant *Acquis communautaire* and individuate its points of weakness and strength, having regard to the Lithuanian situation.

Benchmarks

- Report on the electricity sector containing, if necessary, suggestions to achieve full compliance with the *Acquis communautaire*. Due account will be taken of the proposal of the European Commission for a Directive of the European Parliament and of the Council of 13 March 2001 amending Directives 96/92/EC and 98/30/EC concerning common rules for the internal market in electricity and natural gas.
- Report on the gas sector containing, if necessary, suggestions to achieve full compliance with the *Acquis communautaire*. Due account will be taken of the proposal of the European Commission for a Directive of the European Parliament and of the Council of 13 March 2001 amending Directives 96/92/EC and 98/30/EC concerning common rules for the internal market in electricity and natural gas.

A.2. Drafting of secondary regulation

The Energy Law has recently been amended. The Authority will have to issue secondary regulation implementing the Energy Law. The Member State will provide assistance in drafting the regulation.

Benchmark

- All the secondary regulation to be issued by the Authority drafted.

A.3. Comments to secondary regulation

The Member State will provide assistance in drafting comments to the secondary regulation implementing the Energy Law to be issued by public bodies other than the Authority.

Benchmark

- Comments drafted on the draft secondary regulation to be issued by public bodies other than the Authority.

A.4. Draft of the strategic plan

A strategic plan to implement and enforce the new legal framework will be drafted. The strategic plan should clearly state both the existing and the foreseen institutional and economic structure of the energy markets; the implementing and enforcement gap; the institutions involved in the implementing and enforcement process and their role; the implementing and enforcement tools and resources; the objectives to be pursued, the timeframe to reach them; the risk factors. The strategic plan will not be limited to the duration and to the objectives of the project, but will have a broader scope.

Benchmarks

- Strategic plan for the electricity market drafted.
- Strategic plan for the gas market drafted.

A.5. Draft of the action plan

On the basis of the strategic plan, an action plan will be drafted. The action plan should link the objectives to the implementing and enforcement tools and resources through actual and detailed activities to be performed.

Benchmarks

- Action plan for the electricity market drafted.
- Action plan for the gas market drafted.

B. Licensing system

This component will require the following activities to be performed:

B.1. Analysis of the current situation

The existing licensing conditions and the procedures to control licensees' activities and terminate licenses will be reviewed in order to individuate the points of weakness and strength.

Benchmarks

- Report drafted on the present situation of licensing conditions and of the procedures to control licensees' activities and terminate licences in the electricity market.
- Report drafted on the present situation of licensing conditions and of the procedures to control licensees' activities and terminate licences in the gas market.

B.2. Analysis of the options

The conditions of licensed activities in the EU, in connection with the procedures to control licensees' activities and to terminate licenses, chosen among EU best practices, will be analysed in order to assess their advantages and disadvantages for Lithuania.

Benchmarks

- Report drafted on the advantages and disadvantages of the application to Lithuania of EU best practices in the conditions of licensed activities and in the procedures to control licensees' activities and to terminate licenses in the electricity market.
- Report drafted on the advantages and disadvantages of the application to

Lithuania of EU best practices in the conditions of licensed activities and in the procedures to control licensees' activities and to terminate licenses in the gas market.

B.3. Suggestions and definition of new procedures

On the basis of the reports mentioned in the previous points suggestions to change licensee conditions, foreseen in the relevant rules on licensing, will be given. New procedures to control licensees' activities and to terminate licenses will be defined.

Methodologies for the regulatory impact analysis will be suggested. These suggestions, foreseen also in activities C.3 and D.3, will be given having regard to the established international practices on regulatory impact analysis, which is the well-known technique used to assess benefits, costs and distributive impacts of regulation.

Benchmarks

- Suggestions to change licensee conditions in the electricity sector drafted.
- Suggestions to change licensee conditions in the gas sector drafted.
- New procedures to control licensees' activities and to terminate licenses in the electricity sector drafted.
- New procedures to control licensees' activities and to terminate licenses in the gas sector drafted.
- Methodologies for the regulatory impact analysis of the regulation on licences in both the electricity and the gas sector drafted.

B.4. Draft of a manual

A manual containing instructions to apply procedures to control licensees' activities will be drafted.

Benchmarks

- Manual drafted on the application of the procedures to control licensees' activities and to terminate licenses in the electricity sector.
- Manual drafted on the application of the procedures to control licensees' activities and to terminate licenses in the gas sector.

B.5. Training

The officials involved in licensing and licensees' control will be trained. Training has to be intended not only as theoretical preparation, but also as assistance in the actual application of the procedures.

The total number of officers trained will be 10. One officer will attend a training course (internship) in the Member State.

Three seminars and three workshops will be organized.

A training programme for further improvements in the preparation of the officers after the end of the project will be drafted.

Benchmarks

- Three seminars on licensing issues (licensing conditions, licensees' control, termination of licenses).
- Three workshops on licensing issues (licensing conditions, licensees' control, termination of licenses).
- Training programme drafted for further improvements of the officers in the preparation on licensing issues.
- 10 officers well trained in the application of the procedures to control

licensees' activities and to terminate licenses.

At the end of the project the procedures related to licences shall be fully implemented.

C. Pricing system

This component is related to the following matters: price and tariff setting; prices and incentives for renewable, alternative and green energy; connection fees; unbundling; estimation of stranded costs.

This component will require the following activities to be performed:

C.1. Analysis of the current situation

The existing rules and methodologies of the pricing system will be reviewed in order to individuate the points of weakness and strength.

Benchmarks

- Report drafted on the present situation of rules and methodologies of the pricing system in the electricity market.
- Report drafted on the present situation of rules and methodologies of the pricing system in the gas market.

C.2. Analysis of the options

Different rules and methodologies of the pricing system, chosen among EU best practices, will be analysed in order to assess their advantages and disadvantages for Lithuania.

Benchmarks

- Report drafted on the advantages and disadvantages of the application to Lithuania of EU best practices in rules and methodologies of the pricing system in the electricity market.
- Report drafted on the advantages and disadvantages of the application to Lithuania of EU best practices in rules and methodologies of the pricing system in the gas market.

C.3. Draft of new rules and methodologies of the pricing system

On the basis of the reports mentioned in the previous points, new rules and methodologies of the pricing system will be drafted.

Methodologies for the regulatory impact analysis will be suggested.

Benchmarks

- Rules and methodologies of the pricing system of the electricity sector drafted. The rules and methodologies of the pricing system of the electricity sector include the techniques to set prices and incentives for renewable, alternative and green energy.
- Rules and methodologies of the pricing system of the gas sector drafted.
- Methodologies for the regulatory impact analysis of the regulation of the pricing system in both the electricity and the gas sector drafted.

C.4. Draft of a manual

A manual containing instructions to apply new rules and methodologies of the pricing system will be drafted.

Benchmarks

- Manual on the application of the rules and methodologies of the pricing system of the electricity sector drafted.
- Manual on the application of the rules and methodologies of the pricing system of the gas sector drafted.

C.5. Training

The officials involved in the pricing system will be trained. Training has to be intended not only as theoretical preparation, but also as assistance in the actual application of the pricing methodologies.

The total number of officers trained will be 10. Three officers will attend a training course (internship) in the Member State.

Five seminars and four workshops will be organized.

A training programme for further improvements in the preparation of the officers after the end of the project will be drafted.

Benchmarks

- Five seminars on rules and methodologies of the pricing system (price and tariff setting; prices and incentives for renewable, alternative and green energy; connection fees; unbundling; estimation of stranded costs).
- Four workshops on rules and methodologies of the pricing system.
- Training programme drafted for further improvements of the officers in the preparation on issues related to the pricing system.
- 10 officers well trained in the application of rules and methodologies of the pricing system.

At the end of the project the pricing methodologies shall be fully implemented.

D. **Quality control**

This component will require the following activities to be performed:

D.1. Analysis of the current situation

The existing quality standards and rules and methodologies for quality control will be reviewed in order to individuate the points of weakness and strength.

Benchmarks

- Report drafted on the present situation of quality standards and of rules and methodologies for quality control in the electricity market.
- Report drafted on the present situation of quality standards and of rules and methodologies for quality control in the gas market.

D.2. Analysis of the options

Different quality standards and rules and methodologies for quality control, chosen among EU best practices, will be analysed in order to assess their advantages and disadvantages for Lithuania.

Benchmarks

- Report drafted on the advantages and disadvantages of the application to Lithuania of EU best practices in quality standards and in rules and methodologies for quality control in the electricity market.
- Report drafted on the advantages and disadvantages of the application to Lithuania of EU best practices in quality standards and in rules and methodologies for quality control in the gas market.

D.3. Definition of new quality standards and rules and methodologies for quality control

On the basis of the reports mentioned in the previous points, new quality standards and rules and methodologies for quality control will be defined.

Methodologies for the regulatory impact analysis will be suggested.

Benchmarks

- New quality standards for the electricity sector drafted.
- New rules and methodologies for quality control in the electricity sector drafted.
- New quality standards for the gas sector drafted.
- New rules and methodologies for quality control in the gas sector drafted.
- Methodologies drafted for the regulatory impact analysis of the regulation in quality standards and quality control in both the electricity and the gas sector.

D.4. Draft of a manual

A manual containing instructions to apply new quality standards and rules and methodologies for quality control will be drafted.

Benchmarks

- Manual on the application of new quality standards and rules and methodologies for quality control in the electricity sector drafted.
- Manual on the application of new quality standards and rules and methodologies for quality control in the gas sector drafted.

D.5. Training

The officials involved in quality control will be trained. Training has to be intended not only as theoretical preparation, but also as assistance in the actual application of procedures and methodologies.

The total number of officers trained will be 11. Two officers will attend a training course (internship) in the Member State.

Two seminars and two workshops will be organized.

A training programme for further improvements in the preparation of the officers after the end of the project will be drafted.

Benchmarks

- Two seminars on quality standards and on quality control.
- Two workshops on quality standards and on quality control.
- Training programme drafted for further improvements in the preparation of the officers on issues related to quality.
- 11 officers well trained on quality standards and on quality control.

At the end of the project the quality control system shall be fully implemented.

E. Disputes' settlement

This component will require the following activities to be performed:

E.1. Analysis of the current situation

The existing procedures to settle disputes will be reviewed in order to individuate the points of weakness and strength.

Benchmark

- Report drafted on the present situation of the procedures to settle disputes.

E.2. Analysis of the options

Different procedures to settle disputes will be analysed in order to assess their advantages and disadvantages for Lithuania.

Benchmark

- Report drafted on the advantages and disadvantages of the application to Lithuania of the best practices in the procedures to settle disputes.

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E.3. Definition of new procedures

New procedures to settle disputes will be defined.

Benchmark

- New procedures to settle disputes drafted.

E.4. Draft of a manual

A manual containing instructions on the procedures for the settlement of disputes will be drafted.

Benchmark

- Manual on the application of the procedures to settle disputes drafted.

E.5. Training

The officials involved in disputes' settlement will be trained. Training has to be intended not only as theoretical preparation, but also as assistance in the actual application of the procedures.

The total number of officers trained will be 10.

One seminar and one workshop will be organized.

A training programme for further improvements in the preparation of the officers after the end of the project will be drafted.

Benchmarks

- One seminar on disputes' settlement.
- One workshop on disputes' settlement.
- Training programme drafted for further improvements of the officers in the preparation on issues related to disputes' settlement.
- 10 officers well trained in disputes' settlement.

At the end of the project the procedures to settle disputes shall be fully implemented.

F. Communication

This component will require the following activities to be performed:

F.1. Analysis of the communicative framework

All the subjects involved by the activity of the Authority will be individuated in order to design the map of the communicative framework.

Benchmark

- Report on the communicative framework drafted.

F.2. Definition of the communicative instruments

The communicative instruments, their format and periodicity will be defined.

Benchmark

- Report on the communicative instruments drafted.

F.3: Training

The personnel involved in communication will be trained.

The total number of officers trained will be 16. One officer will attend a training course in the Member State.

Two seminars and one workshop will be organized.

A training programme for further improvements in the preparation of the officers after the end of the project will be drafted.

Benchmarks

- Two seminars on communication.

- One workshop on communication.
- Training programme drafted for further improvements of the officers in communication.
- 16 officers well trained in communication.

F.4. Communication campaign

A communication campaign on the results obtained during the project will be organized.

The results of the project, the new institutional framework, its state of implementation and enforcement, the role of the Authority and the future developments will be illustrated to public and private institutions, groups of interests, operators of the energy market.

Mass media will be involved. A conference will be organized.

The campaign is intended also as an exercise of actual application of the communicative instruments by the officers of the Authority. The officers involved will be 16.

Benchmarks

- Conference held on the results of the project.

G. Information system

This component will focus on information collection and processing. The objective of the component is to design and possibly establish a new information system appropriate to support the Authority in performing its economic and technical tasks according to the procedures defined during the project.

This component will require the following activities to be performed:

G.1. Analysis of the current situation

The information system of the Authority will be analysed in order to individuate the points of weakness and strength.

Benchmark

- Report drafted on the present situation of the information system.

G.2. Analysis of the options

Different hypothesis for the design of the information system of the Authority will be analysed in order to assess their advantages and disadvantages.

Benchmark

- Report drafted on the advantages and disadvantages of different hypothesis for the design of the information system.

G.3. Design of a new information system

On the basis of the reports mentioned in the previous points, a new information system will be designed.

Software on market clearing price calculation and on electricity and gas network losses calculation will be projected.

A data base on cost analysis will be designed.

Possibly the above mentioned software and data base will be realized

Benchmarks

- Project of the new information system drafted.
- Project of software on market clearing price calculation drafted.
- Project of software on electricity and gas network losses calculation drafted.

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- Data base on cost analysis created.

G.4. Training

The officers of the Authority will be trained.

The objects of the training will be: information system management and update; data structure and analysis; electricity market software; electricity and gas network monitoring software.

The total number of officers trained will be 10.

Two seminars and two workshops will be organized.

A training programme for further improvements in the preparation of the officers after the end of the project will be drafted.

Benchmarks

- Two seminars on: information system management and update; data structure and analysis; electricity market software; electricity and gas network monitoring software.
- Two workshop on: information system management and update; data structure and analysis; electricity market software; electricity and gas network monitoring software.
- Training programme drafted for further improvements of the officers in the preparation on issues related to the information system.
- 10 officers well trained on: information system management and update; data structure and analysis; electricity market software; electricity and gas network monitoring software.

H. **International relations**

This component will require the following activities to be performed:

H.1. Common Baltic energy market

Assistance in developing the cooperation of the Candidate Country with Baltic and Northern Europe states in order to create the conditions for a common Baltic energy market. The Authority will be assisted in developing the technical rules necessary for the implementation of the market.

Benchmarks

- Discussion paper drafted to be presented to the relevant institutions of the other Baltic countries.
- Technical rules for the implementation of the common Baltic energy market drafted.

H.2. Integration into the Council of European Energy Regulators

The integration of the Authority into the Council of European Energy Regulators will be pursued. Once the objectives of the project will be achieved and therefore the human and institutional capacities of the Authority will be properly developed, the integration into the CEER will be required.

Benchmarks

- Request of integration into the CEER issued.

3.2. Risk analysis

All the above described activities depend upon the effort and readiness of the Candidate Country authorities to adapt their current legislation to comply with the *Acquis communautaire*, which implies either changing the existing rules or

creating new rules whenever necessary.

The *Acquis communautaire* on the energy sector introduces several options. The Member State is able to explain what purpose follows every option, but the final option must be chosen by the Candidate Country after appropriate discussion and evaluation of the proposals.

The practical usefulness of secondary regulation drafted, rules, procedures, methodologies and standards defined, manuals drafted and training performed may be reduced by delays in the approval of a legislative framework fully compliant with the *Acquis communautaire*.

Any change in the Candidate Country regulation that changes the conditions existing at the beginning of the project should be considered a source of potential risk.

The availability of human resources of appropriate educational degree from the Authority and the level of their involvement in the activities will be a factor conditioning the results of the project.

Other risk factors are the following:

- provision by the Candidate Country of adequate organizational and logistical support, also for training activities;
- timely response by the Candidate Country, within the deadline indicated in the request, for any issue asked for discussion by the Member State;
- full cooperation and access to information;
- availability of efficient translation and interpretation services.

3.3 Risk management

The risks inherent in the project can be reduced or eliminated given the following commitments on both sides to achieving its objectives:

- continuing priority and ongoing commitment by the relevant administrative authorities of the Candidate Country to prepare for European integration and cooperate with EU member states in the field of the Twinning project;
- full cooperation between Member State and Candidate Country in the implementation of the Twinning project;
- timely response by both parties to other party's requests;
- prompt information by both parties to the other party on any problem arising out of the activities of the Twinning project.

Article 4. Conditionality

The parties agree to sign and implement this Covenant upon notification of endorsement by the Commission in respect of the Phare contribution to the costs of the project in accordance with Article 7 and under the Financing Memorandum

The project is conditional to the continued restructuring of JSC "Lietuvos energija" or unbundling of activities (generation, transmission and distribution).

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TITLE II. Organisation and methods, timetable

Article 5. Human resources

5.1. Project management and human resources in Candidate Country (CC).

The Authority is both the administrative authority and the implementing organisation on the side of the Candidate Country.

The Candidate Country project leader and responsible for administration is Mr Vidmantas Jankauskas, Chairman of the Authority.

The contact person and responsible for the implementation of this project is Ms. Loreta Kimutyte, Head of Public Information Department.

All the reports foreseen in the activities included in the components on which the project is focused (see Article 3) will be approved by the Authority.

The responsible persons from the Authority for each component on which the project is focused are:

Component	Responsible person	Current position
A	Loreta Kimutyte	Head of Public Information Department
B	Kestutis Zilenas	Deputy Head of Licensing Department
C	Aiste Zubaviciute	Senior specialist of Electricity Department
D	Kestutis Zilenas	Deputy Head of Licensing Department
E	Vilma Adomaviciute	Lawyer
F	Loreta Kimutyte	Head of Public Information Department
G	Kestutis Zilenas	Deputy Head of Licensing Department
H	Vidmantas Jankauskas	Chairman of NCC

5.2. Project management and human resources in Member State (MS).

The National Contact Point is the administrative authority of the project on the side of the Member State, responsible of the commitment of the government.

The Ministry of Economy and Finance, Department of the Treasury, is responsible for the implementation of the project on the side of the Member State.

5.2.1. MS Project Leader. The Member State project leader is Mr Roberto Ulissi, Director General, Head of the Directorate IV of the Department of the Treasury. He will devote at least three days per month to the project and will be in Lithuania at least once every three months to meet the Candidate Country project leader and the pre-accession adviser in order to review progress and take general decisions concerning the project.

Mr Roberto Ulissi will be assisted by a deputy project leader, Mr Alessandro Rivera, Head of the Unit IV of the Directorate IV of the Department of the Treasury. Mr Rivera will devote at least five days per month to the project and

will be in Lithuania at least once every two months in order to directly verify the correct implementation of the project

5.2.2 Pre-Accession Advisor. The pre-accession adviser will be Ms Francesca Davoli, from the Ministry of Economy and Finance, Department of the Treasury. She will be seconded to the Authority where she will be based full time for the entire duration of the project. She will be responsible for the overall coordination of the project activities and will also give her contribution to them, in cooperation with the short and medium term experts.

The pre-accession adviser will have an assistant, who will also act as interpreter and translator. The assistant will be recruited locally, have good general education and be fluent both in English and in Lithuanian.

The Candidate Country will provide adequate working resources and equipment for the Pre-Accession Adviser.

5.2.3 Short and Medium Term Experts. Around forty short and medium term experts, with skills in the different activities described in this covenant, will be involved in the project. The MS has selected the body of experts among economists, lawyers, university professors and practitioners of proven expertise in the subject matters in order to ensure that the objectives of components A to E are fully met. The experts will come mainly from the Italian public administration, the Italian Authority for Electricity and gas, Italian State-owned electricity and gas companies and Universities. The short and medium term experts from the private sector will be contracted by a Mandated Body for the duration of the project in conformity with Article 3 of the Framework Agreement signed between the Commission and the MS. The present position, the years of experience, the educational background, the key qualifications and the language skills of the experts are indicated in the *Annex E*.

5.2.4 MS Steering Committee

For the activities to be performed in the Member State, the project leader will be assisted by a Steering Committee, that will be in charge of the overall management of the project and will support the work of the pre-accession adviser. The Member State Steering Committee will be coordinated by the project leader and will include highly qualified officials from the Ministry of Economy and Finance; representatives from the Italian Authority for electricity and gas will also be invited to participate on a permanent basis.

5.2.5 MS Scientific Committee

A Scientific Committee, composed of highly qualified University professors, will be in charge of monitoring the output of the project work and its consistency with the project objectives. The role of the Scientific Committee is also to evaluate, by use of a theoretical approach, the overall progress towards the implementation of the *acquis communautaire* in the Lithuanian energy sector supported by the project. The high qualification of the members of the Scientific Committee will add a significant and alternative point of view in the assessment of the project, to be taken into debt consideration.

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The members of the Scientific Committee will be individuated after the beginning of the project. The proposed composition of the Scientific Committee will be approved by the Joint Steering Committee.

The members of the Scientific Committee will be kept duly informed of the progress of the project, they will assess the quarterly report and refer any suggestions or comments concerning the implementation of the project directly to the Project Leader.

The Scientific Committee will hold one meeting in Vilnius at around the half of the project, in order to assess, together with the PAA, the CC and MS Project Leaders and other parties involved, the implementation of the project. During such meeting a brief review analysis will be drafted. Alternatively the Scientific Committee may meet in Vilnius at the end of the project for the final presentation of the project.

5.3. Joint Project management.

A Joint Steering Committee (JSC) will be set up and will be responsible for ensuring the consistency of the twinning activities with the Candidate Country needs and of co-ordination of the twinning activities with other projects in the Candidate Country. It will provide advice and reorientation measures, whenever deemed necessary. The JSC will approve the quarterly reports and the final report.

The JSC will be composed by representatives of the Authority, on the side of the CC, of the Department of the Treasury, on the side of the MS, and by the PAA. Representatives of the EC Delegation will participate as observers Other representatives of the MS and CC partner institutions can be invited as well as representatives of consumer groups and other NGOs which are interested in the matters to be discussed. The JSC will be co-chaired by the representatives of the Authority and of the Department of the Treasury.

The JSC will meet on a regular basis (approximately every quarter) in Vilnius. On these occasions the quarterly report will be discussed and issued.

5.4 Working language.

The working language will be English.

Article 6. Work schedule

The start-date will depend on funding from the Phare programme. In any case the project will begin no sooner than the date of execution of this Covenant, and will end 24 months later.

The partners undertake to ensure that their objectives are achieved by the end of this 24 months period.

To this end, eight components have been planned.

The activities are detailed in Article 3, while the work schedule is described hereunder.

The achievement of all the benchmarks is foreseen in the work schedule.

A. Institutional framework																								
Activity	Month																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
A.1. Review of the existing law and regulation Number of experts: 2 Total man/days: 10																								
A.2. Drafting secondary regulation Number of experts: 2 Total man/days: 20																								
A.3. Comments to secondary regulation Number of experts: 2 Total man/days: 20																								
A.4. Draft of the strategic plan Number of experts: 2 Total man/days: 16																								
A.5. Draft of the action plan Number of experts: 2 Total man/days: 24																								

B. Licencing system																								
Activity	Month																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
B.1. Analysis of the current situation Number of experts: 2 Total man/days: 20																								
B.2. Analysis of the options Number of experts: 2 Total man/days: 14																								
B.3. Suggestions, definition of new procedures Number of experts: 2 Total man/days: 34																								
B.4. Draft of a manual Number of experts: 2 Total man/days: 20																								
B.5. Training Number of experts: 4 Total man/days: 36																								

C. Pricing system																								
Activity	Month																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
C.1. Analysis of the current situation Number of experts: 4 Total man/days: 40																								
C.2. Analysis of the options Number of experts: 4 Total man/days: 24																								
C.3. Draft of new rules and methodologies Number of experts: 4 Total man/days: 64																								
C.4. Draft of a manual Number of experts: 4 Total man/days: 28																								
C.5. Training Number of experts: 4 Total man/days: 60																								

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D. Quality control																								
Activity	Month																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
D.1. Analysis of the current situation Number of experts: 2 Total man/days: 16		■	■	■	■																			
D.2. Analysis of the options Number of experts: 2 Total man/days: 12				■	■	■	■	■																
D.3. Defin. of new standards, rules and meth. Number of experts: 2 Total man/days: 30									■	■	■	■	■	■	■									
D.4. Draft of a manual Number of experts: 2 Total man/days: 20															■	■	■	■	■					
D.5. Training Number of experts: 4 Total man/days: 28				■	■			■	■						■	■	■	■			■	■	■	■

E. Disputes' settlement																								
Activity	Month																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
E.1. Analysis of the current situation Number of experts: 2 Total man/days: 10				■	■	■	■																	
E.2. Analysis of the options Number of experts: 2 Total man/days: 10							■	■	■															
E.3. Definition of new procedures Number of experts: 2 Total man/days: 20										■	■	■	■	■										
E.4. Draft of a manual Number of experts: 2 Total man/days: 10														■	■	■	■	■						
E.5. Training Number of experts: 2 Total man/days: 20							■	■						■	■	■	■	■			■	■	■	■

F. Communication																								
Activity	Month																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
F.1. Analysis of the communicative framework Number of experts: 2 Total man/days: 14				■	■	■	■	■																
F.2. Definition of the communicative instrum. Number of experts: 2 Total man/days: 20							■	■	■	■	■													
F.3. Training Number of experts: 2 Total man/days: 24										■	■	■	■	■	■	■	■	■	■					
F.4. Communication campaign Number of experts: 2 Total man/days: 16																							■	■

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G. Information system																								
Activity	Month																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
G.1. Analysis of the current situation Number of experts: 2 Total man/days: 10																								
G.2. Analysis of the options Number of experts: 2 Total man/days: 20																								
G.3. Design of a new information system Number of experts: 2 Total man/days: 40																								
G.4. Training Number of experts: 2 Total man/days: 40																								

H. International relations																								
Activity	Month																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
H.1. Common Baltic energy market Number of experts: 2 Total man/days: 30																								
H.2. Integration into the CEER Number of experts: 2 Total man/days: 10																								

TITLE III. Breakdown of costs, and recipients of funds requested from the EU programme

Article 7. Breakdown of activities and costs

Attached as Annex D

Article 8. Recipients of funds granted by the EU programme

The EU contribution to the costs of the input provided under the responsibility of the Member State in fulfilment of this Covenant is a maximum of euro 1.660.000 under the Financing Memorandum. This amount does not include the cost of equipment with a unit price above euro 5.000, which is entered in the cost breakdown for indicative purposes only.

Disbursement of funds

Disbursement of funds is governed by the procedures laid down in Annex B of this Covenant.

Disbursements of funds, except private sector inputs contracted directly by the CFCU, will be made to the following account by the CFCU of the Candidate Country:

Recipient: Ministero dell'Economia e delle Finanze
Fondo di rotazione per l'attuazione delle

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Bank name and address: politiche comunitarie finanziamenti CEE
Banca d'Italia – Tesoreria Centrale dello Stato
Via XX Settembre, 97
00187 Rome (Italy)
Bank account: 23211

Details of payment should include:

“Progetto di gemellaggio LT2001/IB/EY/01 tra il Ministero dell’Economia e delle Finanze – Dipartimento del Tesoro – Direzione IV e la Lituania”

The reimbursement for the salary of the PAA and the allowances and reimbursements of costs due to the PAA will be made to the following account by the CFCU of the Candidate Country:

Recipient: Francesca Davoli
Bank name and address: Banca di Roma Ag. N. 126
L.go La Loggia, 00149 Roma
Bank account: 57628/39, ABI 30002.3, CAB 03279.7

Payments for private sector inputs contracted directly by the CFCU will be made to the relevant contractors in accordance with standard procedure.

TITLE IV. List of staff, CVs, bodies involved

Article 9 Staff list and CVs

Attached as Annex E

Article 10 Member State bodies involved in the Twinning project

10.1 Administrations and bodies already mandated by the Commission (as per Annex 4 of the framework agreement):

Autorità per l'energia elettrica e il gas
Piazza Cavour, 5
20121 Milan (Italy)
Tel. +39-02-655651
Fax. +39-02-65565222, +39-02-65565266
e-mail: info@autorita.energia.it

10.2 Non-administrative bodies not yet mandated by the Commission

Name	Legal status, particularly commercial	Holders of capital	Field of activity and competencies concerning the <i>acquis communautaire</i>	Supervisory public authority
Gestore della Rete di Trasmissione Nazionale	Non profit	Ministry of Economy and Finance	National transmission grid operator	
Acquirente Unico	Non profit	Gestore della Rete di Trasmissione Nazionale	Single buyer	
Gestore del Mercato Elettrico	Non profit	Gestore della Rete di Trasmissione Nazionale	Manager of the pool market of electricity	

Article 11 Communication and Addresses

11.1 All communications relating to this Covenant shall be made in writing to the following addresses:

For the Candidate Country:

Project Leader: Mr Vidmantas Jankauskas
Chairman
National Control Commission for Prices and Energy

Contact person: Ms. Loreta Kimutyte
Head of Public Information Department
National Control Commission for Prices and Energy
Algirdo str. 31,
2600 Vilnius (Lithuania)
Tel. +370 5 2139208
Fax: +370 5 2135270
e-mail: loreta.kimutyte@regula.is.lt

Signature _____

For the Member State:

Project Leader: Mr Roberto Ulissi
Director General – Head of Directorate IV
Ministry of Economy and Finance
Department of Treasury
Via XX Settembre, 97
00187 Rome (Italy)
Tel. +39-06-47614089, +39-06-47614524
Fax: +39-06-4741923
e-mail: roberto.ulissi@tesoro.it

For the European Commission, in relation to its financial commitment:

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Fernando Garces de los Fayos
Head of Phare/ISPA Section
Delegation of the European Commission to Lithuania
Naugarduko 10
LT-2001 Vilnius
tel. +370 2 313191
fax +370 2 313192
email fernando.garces@delltu.cec.eu.int

European Commission Twinning co-ordinator:

Marie-Helene Enderlin
Twinning Co-ordinator
Delegation of the European Commission to Lithuania
Naugarduko 10
LT-2001 Vilnius
tel. +370 2 313191
fax +370 2 313192
email: marie-helene.enderlin@delltu.cec.eu.int

11.2 Invoices and other communications concerning payments shall be sent to:

CFCU, address J. Tumo Vaizganto 8A/2 – 241
 2600 Vilnius (Lithuania)
 Tel. +370-2-226621
 Fax: +370-2-225335
 e-mail: info@cfcu.lt

Article 12 Duration

This Covenant shall take effect at the date of notification of its endorsement by the EC Delegation and the CFCU, after final signature by both parties. It will remain in effect for 26 months and may be terminated in accordance with Article 3 of Annex A (General Provisions). The duration of this Covenant shall not exceed the disbursement period of the relevant Financing Memorandum, i.e. 31 October 2004.

Article 13 Annexes

The following annexes are an integral part of this Covenant:

Annex A – General provisions
Annex B – Budget Execution and Payment Procedures for the EU contribution
Annex C – Reporting
Annex D – Breakdown of activities and costs
Annex E – Staff list and CVs

This Covenant does not constitute a Treaty under public international law between the Candidate Country and the Member State.

Read and approved for the administrative authority and implementing organisation of the Candidate Country:

By Vidmantas Jankauskas, Chairman of the National Control Commission for Prices and Energy

At:

Date:

Signature:

Read and approved for the administrative authority of the Member State:

By Massimo Gaiani, Head of the National Contact Point

At: Rome

Date: October 8th 2002

Signature: 




Read and approved for the implementing organisation of the Member State:

By Roberto Ulissi, Head of Directorate IV of the Department of the Treasury

At: Rome

Date: 7 October 2002

Signature: 



Endorsed for the European Commission:

By:

At:

Date:

Signature:



Endorsed for the Central Financing and Contracting Unit (CFCU):

By:

At:

Date:

Signature:

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ANNEX A TO THE TWINNING COVENANT: GENERAL PROVISIONS

Article 1. Responsibilities

The implementation of the Covenant is the sole responsibility of its signatories from the Candidate Country and Member State.

The Commission shall in no case, and under no circumstances, be held liable for claims arising out of the Covenant relating to damages caused to property or staff of any nationality. No request for indemnity or reinstatement relating to such claims may be addressed to the Commission.

The responsibility of the Commission is limited to the provision of funds, in accordance with the detailed budget contained in Article 7 of the Covenant. The Commission's sole aim in endorsing the Covenant is to clarify the purpose of the project and the conditions of use of the funds granted. The Candidate Country and the Member State will allow the Commission and the European Court of Audit every facility to verify the correct use of these funds.

Article 2. Changes to the Covenant

2.1 Indicative and mandatory clauses

The Covenant contains indicative and mandatory clauses

The clauses of Articles 1, 2, 4, 10, 12 and 13 are mandatory.

The clauses of articles 3 and 6 are mandatory in their definition of the target results and the benchmarks to be achieved, indicative regarding the means used for implementation, the time schedule and dates, and the identity of the Member States' experts present in the candidate country.

The clauses of articles 5 and 9 are mandatory regarding the identity of the Member State and Candidate Country Project Leaders and the Pre-Accession Advisors (PAAs) and their Candidate Country counterparts, indicative for the remainder.

The procedure for changes to article 7 is defined in Annex B of the covenant.

Article 8 is mandatory regarding the total contribution from the EU programme to the project costs, indicative for the rest.

Article 11 is indicative.

2.2 Non-budgetary changes to the Covenant

Changes to the budget of the Covenant are governed by the rules laid down in Annex B of the Covenant.

Changes to the Covenant which do not affect its budget may be called for during its implementation. These changes are made upon a joint decision of the two signatories to the Covenant.

If the change sought concerns indicative clauses, it is decided autonomously and jointly by the Member State (MS) and Candidate Country (CC) Project Leaders. They draw up the revised indicative clause in the form of a side letter to the Covenant, which lays down what is changed. The side letter is notified to the Commission (Delegation) and the Central Financing and Contracting Unit (CFCU). The Covenant is considered to have been changed on the date of the latest notification. A side letter can only be used to change indicative clauses of the covenant and is not an addendum in legal terms.

If the change concerns a mandatory clause, it takes the form of a formal addendum to the covenant which must be presented for prior approval by the Commission and the CFCU, failing which the financing granted under EU funding would be called into question.

The addendum, drafted and signed by the signatories to the Covenant, is submitted by one of them to the Commission Delegation for endorsement. The signatories can delegate authority to the Project Leaders to sign any addenda on their behalf.

The Commission Delegation is entitled to accept or refuse addenda on behalf of the Commission. It must, however, request formal approval from headquarters before accepting addenda which would have one of the following effects:

- changing the guaranteed result targeted by the Covenant,
- replacing the Member State administration or mandated body initially responsible for the Covenant,
- removing or adding a partner Member State,
- replacing the Member State Project Leader,
- replacing a Pre-Accession Advisor,
- interrupting or ending the Covenant before completion.

If the Commission agrees, the Delegation requests the written approval of the CFCU and sends both Project Leaders the text of their addendum bearing the signed endorsement of the CFCU and the Delegation. The addendum is considered to have been endorsed on the date of this notification.

Article 3. Termination

Either Party (Candidate Country or Member State) may terminate the Covenant at any time by giving three months' notice in writing to the other party, after having informed the Commission thereof.

The failure of a party to fulfil any of its obligations under the Covenant entitles the other party to terminate the Covenant with immediate effect upon written notice stating the grounds for such action, after having informed the Commission thereof. If such a failure occurs, or for any other duly substantiated external reason, the

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Commission may also halt funding of the project by giving three months' notice in writing to the Candidate Country and lead Member State.

Should the Covenant be terminated for any reason, no payments shall be due to the Member State except for costs actually incurred or irrevocably committed (including staff contract obligations) up to and including the date of termination.

Article 4. Project management and implementation

The Member State and the Candidate Country shall be responsible for their respective experts and the tasks assigned to each party in Titles II, III and IV of the Covenant.

The Candidate Country will ensure co-ordination with any other relevant multilateral or national body with significant activity or expertise in the areas covered by the project.

Article 5. Personnel

The Member State staff and experts assigned to implement the activities detailed in Articles 5 and 6 of the Covenant shall be appropriately experienced in the implementation and enforcement of the *acquis communautaire* and have the necessary skills to undertake the required tasks. They shall be remunerated in accordance with Article 7 of the Covenant (budget) and with the Framework Agreement between the relevant Member State(s) and the Commission, if applicable.

If the PAA does not comply with the obligations laid down in Annex 6 of the Framework Agreement, or for any other duly substantiated reason, the candidate country and the Member State may by mutual accord terminate a long-term secondment at any time. The termination of a secondment, whether or not there is a substitute for the PAA in question, may give rise to a review by the Commission of the funding for all or part of the Covenant. Termination of secondments thus requires an addendum to the covenant, to be submitted to the Commission (Steering Committee) for prior approval.

If a PAA is not fulfilling his obligations according to Annex 6 to satisfaction, or for any other duly substantiated reason, the Commission may, at its own initiative or at that of the Candidate Country or the Member State alone, propose a review of the funding of the Covenant. In such cases the Commission proposes to the signatories a review of the Covenant as a condition for the continuation of all or part of its funding.

Article 6. Framework Agreement

The status and remuneration of civil servants and comparable staff from Member States involved in the implementation of the Covenant will be in accordance with the Framework Agreements signed by the Commission and Member States.

Article 7. Procurement of goods and services

The procurement of goods and services from the private sector under the Covenant will be governed by the provisions of the Practical Guide for Phare, ISPA and SAPARD, taking into account the specific rules laid down in Annex B to the Covenant. Derogations require prior approval from the Commission.

Article 8. Reimbursement of advances

The Member State signing the Covenant, in its own name and on behalf of any other Member States (administrative authorities) which may be involved in a consortium of which it is the leader, undertakes to reimburse the Commission for any advances made by the latter, including advances granted to PAAs and their home administrations, the use of which is not properly evidenced by subsequent invoices accepted by the Commission.

Article 9. Confidentiality and Copyright

The parties shall maintain professional secrecy.

All Member State experts and in particular the PAA, will exercise the greatest discretion with regard to all facts and information coming to their knowledge in the course of or in connection with the performance of their duties, or pertaining to their work with the host administration in the Candidate Country or the EU. They will not in any form whatsoever disclose, publish or cause to be published any document or information not already made public without obtaining permission from both the Candidate Country and the Commission. Permission will be refused only where the proposed publication is liable to prejudice the interests of the host Candidate Country or the EU. They will continue to be bound by this obligation after their involvement in the project has terminated. These provisions shall apply to all sub-contractors for whom the Member State assumes liability.

Article 10. Reporting

The Member State shall furnish the European Commission with regular quarterly reports, with the endorsement of the Candidate Country and its additional comments, if any. Reports shall be sent to the addresses specified in Article 11 of the Covenant.

The first, third and subsequent odd-numbered quarterly reports may be restricted to a simple account of implementation, making direct reference to the work schedule and the benchmarks defined in Article 6 of the Covenant.

The second, fourth and subsequent even-numbered quarterly reports must, in addition to the above, contain a general analysis of: overall implementation of the project; the main difficulties encountered; compliance with overall objectives as defined in Title I of the Covenant; and any necessary reallocation of the available means in order to achieve the target result despite these difficulties.

If serious implementation difficulties arise between two quarterly reports, the Candidate Country or the Commission may ask for a special report to be drafted.

On completion of the project, the Member State shall prepare a final report on the project and a critical study of any major problems which may have arisen during the implementation of the Covenant. The final report shall be endorsed by the Candidate Country and contain its additional comments, if any.

Annex C provides templates of reporting formats.

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Article 11. Monitoring

In order to monitor the use of the funds which it provides, the European Commission will assess each twinning project once a year to review results and achievements against those set out in the Financing Memorandum in the Covenant. Assessors specially recruited by the Commission for their knowledge and experience in both the technical and administrative aspect of projects will carry out the exercise, in accordance with a Work Plan which will cover all ongoing projects in a country, and will present a report at the end of each exercise. The report will relate the facts as observed by the assessor and draw conclusions based on these facts, putting forward concrete and practical recommendations aimed at improving performance to ensure the objectives are reached. This report will be submitted to the Joint Monitoring Committee established under the Financing Memorandum through its sub-Committee, which will ensure that recommendations are followed-up.

Article 12. Inspection and Audit

In order to verify the conditions of use of the funds which it provides, the Commission shall have the right to send its own agents or duly authorised representatives to carry out any audit that it considers necessary to monitor the implementation of the project. Such audits may be performed in either the Member State or the Candidate Country concerned.

To this end, the Member State and the Candidate Country shall:

- (i) keep financial and accounting documents concerning the activities financed by the European Commission under the Covenant;
- (ii) ensure that the aforementioned agents or representatives of the Commission have the right to inspect all documentation and accounts pertaining to items financed under the Covenant, including statements of accounts where work is carried out by other parties;
- (iii) assist the European Court of Auditors to carry out audits relating to the utilisation of the funds made available.

For the CFCU of the Candidate Country, the national financial control responsibilities laid down in the Memoranda of Understanding on the National Fund and on the CFCU shall apply, in accordance with the implementation arrangements laid down in the Financing Memorandum on the country programme of which the project is a part.

The relevant financial and accounting documents shall be maintained for a period of five years following closure of the above-mentioned country programme.

Article 13. Settlement of disputes

Any dispute relating to the present Covenant which cannot be settled amicably between the two parties shall be referred to arbitration. A Committee for Arbitration shall be established, comprising one member appointed by each party and a chairman designated by both of them. If the two arbiters cannot agree upon the choice of the chairman within one month of their appointment, either party can request the President of the Court of Justice of the European Communities, in writing, to select the chairman. The decision of the Committee for Arbitration shall be binding on both parties without recourse to appeal. The Committee for Arbitration shall decide *ex aequo et bono*.

Article 14. Applicable law

The present Covenant shall be subject to the law of the Member State (single signatory or lead partner) which has signed it.

ANNEX B TO THE TWINNING COVENANT: BUDGET EXECUTION AND PAYMENT PROCEDURES APPLICABLE TO THE CANDIDATE COUNTRY'S CENTRAL FINANCING AND CONTRACTING UNIT

General principles

- All costs incurred by the MS Twinning partner and its staff (reimbursement of salary for PAA, allowances and reimbursement of costs to the PAA and all other project costs, formerly categories I, II and III) and detailed in the breakdown of costs, Article 7 of Title III, are in principle cumulated into **one single category** and reimbursed by the EU programme to the MS. (not including any services contracted by the CFCU from the private sector)

By mutual agreement between the MS Twinning partner and the CFCU, former Categories I (reimbursement of PAA salary) and/or II (allowances and reimbursement of costs for the PAA) may be separated out for direct payment.

- For private sector inputs the appropriate contracting authority will make payments. If the contracting authority is the MS body responsible for the implementation of the project (subject to a ceiling of 5.000€ per item for goods and 10.000€ per item for services), reimbursement will take place in the framework of the settlement of quarterly invoices. For all other private sector inputs the CFCU is contracting authority.
- All payments are subject to presentation of either a request for an advance or an invoice.
- Requests for an advance and invoices must bear the original signature of the Member State (MS) Project Leader, designated in Article 11.1 of the Covenant.
- Payments funded by EU programmes are made in Euros. Costs incurred in other currencies must be converted at the rate published by the European Central Bank in the "C" series of the Official Journal applicable **on the first day of the month in which the cost was raised**. There will be no compensation for exchange rate fluctuations which may arise between the date when the cost was incurred and its payment by the CFCU. The CFCU covers the costs of its own banking charges, the recipient bears the costs of its banking charges.
- The **payment agent** for Twinning projects is the **CFCU** (or its equivalent in Malta and Cyprus) in the CC.
- Unless otherwise provided, payments shall be made within 60 days of receipt of the request for payment. Payment may be deferred if the services covered by the payment are contested or if the supporting documentation is incomplete. The 60-day payment period does not include any delays occurring as a result of banking procedures.
- If the time-limit for payments is exceeded, the signatory Member State shall be entitled to interest calculated pro rata on the basis of the number of calendar days by which payment is delayed, at the interest rate applied by the European Central Bank, as published in the Official Journal of the European Communities for the month in which the payment is made, increased by 1%. This indemnity is exclusive.

Structure of the payment procedure

Advance: Upon receipt of notification of endorsement of the Twinning Covenant by the Commission, the MS body responsible for the implementation of the project may request an advance proportionate to 6 months of the project costs from the CFCU.

Quarterly invoices: Every three months from the date of notification of endorsement, the MS Project Leader submits to the CFCU an invoice for all the costs incurred during the past three months for settlement. Prior to final payment/settlement, the accumulated payment of the initial advance and the successive quarterly invoices may not exceed 90% of the total sum allocated to the project by the budget of the covenant endorsed by the Commission.

Final payment: Following the date of completion of the twinning project, the MS project Leader sends a final invoice to the CFCU. Where over 90% of the initial budget has been spent, this final invoice is paid only after the Commission has approved the final report on the Twinning project, which demonstrates that the target results have been achieved. If the final accepted invoice indicates total expenditure below 90% of the budget, the CFCU requests reimbursement of the unused advance from the Member State body responsible for the implementation of the twinning covenant (Annex A, article 8). The Member State body responsible for the implementation of the Twinning project is also liable for reimbursement of any advances paid in respect of the PAAs, which remain unused according to invoices accepted by the CFCU

Documentation in support of invoices

Endorsement by the beneficiary of services rendered

On the basis of detailed invoices in accordance with the breakdown of costs (Title III, Article 7) of the covenant the MS Project Leader is responsible for soliciting an endorsement of services rendered from the beneficiary. For the sake of expediency, this task may be facilitated by the Pre-Accession Advisor.

Receipts and invoices for services

The MS Twinning partner is obliged to keep full accurate and systematic record and accounts in respect of the activities implemented under the Twinning Covenant. They shall be in such form and detail that it is possible to establish accurately the number of days worked in the CC, as well as all actual incidental expenditure budgeted and associated with the implementation of the Twinning covenant.

Such records must be kept for a 5-year period after the last payment made under the covenant. These documents comprise any documentation concerning income and expenditure and any inventory, necessary for the checking of supporting documents, in particular mission/timesheets, transport tickets, pay slips for experts and other invoices. Failure to maintain such records constitutes a breach of obligations and will result in the termination of EU funding.

Representatives of the CFCU, the Commission or persons authorised by the institution shall be permitted to inspect or audit, at any reasonable time, the records and accounts relating to the implementation of the Twinning Covenant and to make copies thereof both during and after its implementation. The quantity of documentation requested should be based on a judgement of the risk and potential scale of error associated with the items in question.

Please note that, contrary to previous requirements, no original documentary evidence shall be submitted to the CFCU.

Private Sector Inputs: tendering, procurement and contracting

Private sector inputs are subject to the procedures laid down in the Practical Guide for Phare, ISPA and Sapard (PRAG) (web address <http://europe.eu.int/comm/europeaid/index>).

Supply of goods

- up to 5.000€ per item: direct purchase.

Examples: small equipment to enable the PAA to perform his duties in cases where the host administration cannot fulfil this obligation. (Note: mobile 'phones not eligible)

- Procedure: no contract, invoice reported in the framework of quarterly financial report
- over 5.000€ per item not financed by the Twinning budget. Mentioned in the breakdown of cost only to signify the commitment of the CC that the relevant equipment will be available at that time of the work programme for the project.

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

The procedure for the procurement of the equipment is determined by the source of its funding. If it is investment funds from the EU national programme envelope, the CFCU is entirely responsible for tendering and contracting according to the rules laid down in the PRAG.

Supply of services

- up to 10.000€ per item: direct agreement. (exceptional derogation from PRAG!)

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

Procedure: MS Project Leader responsible for procurement and contracting. Reported in the quarterly financial reports..

- 10.000 – 200.000€ per item, Contracted by CFCU(see PRAG):
 - (1) Framework Contracts
 - (2) Simplified procedure

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

- Amounts for private sector inputs with a unit cost above the ceiling of 10.000€ for supply of services are contracted separately by the CFCU and will be included in the detailed breakdown of costs in the Twinning Covenant with an annotation making clear that they will be contracted by the CFCU.
- Amounts for private sector inputs with a unit cost above the ceiling of 5.000€ for supply of goods may figure indicatively in the breakdown of costs, but are not included in the overall sum in the Covenant and are contracted separately by the CFCU.

Ceiling price

The ceiling on prices of goods and services applies to indivisible units (an item or individual instance of service provision). Even if the total amount of an order for goods is above €5 000, it is purchased directly by the MS Project Leader as long as each individual (indivisible) item included in the order costs less than €5 000. The same applies for service orders; an order for more than €10 000.- may be contracted and paid by the Project Leader directly if each individual service ordered costs less than € 10 000.

Changes to the budget of the Covenant

General rules

There should be no change to the guaranteed results defined in the Twinning covenant, but the means of achieving these may be adapted to circumstances, with the activities initially planned being replaced by others.

Any change to the budget must observe the following general rules:

the overall budget for a Twinning project cannot be increased, and so an activity must be reduced or cancelled first in order to finance a new one;

any cost billed under the heading of the activity must be eligible for financing according to the Twinning rules (which excludes funding of CC experts or operational costs of beneficiary administration), and the unit costs (fees, daily allowances, etc) must respect the rates set by the Commission; no redeployment of the budget may be intended to increase the initial unit costs;

each Twinning project must include a Pre-Accession Advisor, resident in the CC for a minimum of 12 consecutive months. Transfers of budgetary resources may not jeopardise this requirement.

procurement of private sector services and use of the contingency funds must comply with the established rules.

introduction of a new activity must be justified by showing that it will be of real use in achieving the guaranteed results targeted by the Twinning covenant; the mere availability of funds (following cancellation of activities originally foreseen) is not sufficient to justify the financing of new activities.

Procedures

Two procedures shall apply to the budget reallocations listed below. In all cases, the appropriate procedure must be completed and the budget officially reallocated before the newly devised activity can be implemented. **No activity implemented before being officially entered in the budget may be financed by the EU programme.**

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

Reallocation of appropriations by project leaders (MS and CC), without prior approval by the Commission and the CFCU

- Within and between activities (if they are within the same budget section, the MS Project Leader may act on his own authority)
- between budget sections for a cumulated amount of up to 10% of the total budget for the Twinning project

Practical application

The Project Leaders draw up the budget reallocation in the form of a side letter to the covenant, which lays down what is removed and what is added. This side letter to the covenant is notified to the Commission (Delegation) and the CFCU. The budget is considered to have been reallocated on the date of the latest notification. When the budget reallocation amounts simply to a transfer of appropriations within the same budget section, the transfer decision may be signed by the project leader of the MS alone, who notifies the project leader of the CC at the same time as the Commission and the CFCU.

Such a budget reallocation is not an "addendum" in legal terms, since the breakdown of appropriations between parts of the same activity in the same budget section is given only as an indication.

Reallocation of appropriations by the project leaders requiring prior approval by the Commission and the CFCU

- between budget sections beyond a cumulated amount of 10% of the total budget of the Twinning project.

The addendum signed by both parties is sent to the EC Delegation. The Delegation is authorised to endorse addenda on behalf of the Commission, except in cases where the addendum would have one of the following effects, in which case prior approval from headquarters has to be sought:

- changing the guaranteed result targeted by the Covenant,

- replacing the MS administration or mandated body MS initially responsible for the Covenant,
- removing or adding a partner MS,
- replacing the MS project leader,
- replacing a PAA,
- interrupting or ending the Covenant before completion.

If the Commission agrees, the Delegation requests the written approval of the CFCU and sends both project leaders the text of their request bearing the signed endorsement of the CFCU and the Delegation. The budget is considered to have been amended on the date of this notification.

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ANNEX C TO THE TWINNING COVENANT: REPORTING

In accordance with Article 10 of Annex A, reports will be drafted in accordance with the following formats (templates). The first, third and subsequent odd-numbered quarterly reports may be limited to points 1-4 and 6.

MONTHLY REPORT FOR (month)

- Twinning Project title:
- Twinning Project No. (number/reference given to the twinning project)
- Beneficiary:
- Contract No.
- Contractor:
- Expiry date of contract:
- Submitted by : name of the Project Leader

1. Progress this month

- 1.1 Activities
- 1.2 Outputs
- 1.3 Results

2. Plans for next month

3. Issues and constraints

4. Recommendations

QUARTERLY REPORT

1. Identification

- Twinning Project No. (number/reference given to the twinning project)
- Report No. (serial number of the report in the sequence for this project)
- Period covered by the report
- Submitted by : name of the Project Leader

2. Background

Reference to the grounds justifying the twinning in relation to the *acquis*.

3. Twinning activities during the reporting period

Description of the activities carried out under the twinning project during the period under consideration (PAA, components of the package etc.), with direct reference to the benchmarks and timetable set out in the Covenant.

4. Financial Statement

Report on financial situation; costs incurred and funds remaining in each budget category.

5. Assessment of activities

- Overall evaluation of the progress achieved during the period under consideration
- Judgement on likelihood of completing project within timescale and budget
- Highlighting of any activities not in the original plan, or activities cancelled
- Update on general environment, including any risks for project implementation

6. Conclusion

Conclusion and comments on progress during the reporting period in relation to delivering the "guaranteed result".

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FINAL REPORT

1. Identification

- Twinning Project No. (number/reference given to the twinning project)
- Final Report
- Submitted by : name of the Member State Project Leader

2. Executive summary

Executive summary of the whole twinning project, with reference to achievement of the expected result.

3. Background

Description of the background which led to the establishment of a twinning project, with reference to the *acquis communautaire* involved.

Description of the prevailing environment during the implementation of the twinning operation, showing factors which could have had a direct impact on the project, included unexpected difficulties.

4. Summary of the twinning activities during the reporting period

Summary of the activities carried out under the twinning project (PAA, components of the package etc.) and main comments on these activities.

5. Evaluation of the twinning project

Overall evaluation of the twinning project, reflecting the main achievements and weaknesses.

6. Conclusion and Recommendations

Was the expected result achieved? If not, why not?

In either case, the final report will formulate recommendations for the future.

ANNEX D TO THE TWINNING COVENANT: BREAKDOWN OF ACTIVITIES AND COSTS

All the experts are individuated in the budget through their codes. The experts' codes are indicated in the Annex E, in the staff list

AR

Component	Quantity	Unit cost	Total
A. Institutional framework			
A.1. Review of the existing law and regulation			
Expert: AL			
Man/days:	5	250	1.250
Flat rate compensation			1.875
Per diem:	7	179	1.253
Flights:	2	790	1.580
Sub-total			5.958
Expert: MI			
Man/days:	5	200	1.000
Flat rate compensation			1.500
Per diem:	7	179	1.253
Flights:	2	790	1.580
Sub-total			5.333
Sub-total A.1.			11.291
A.2. Drafting of secondary regulation			
Expert: MI			
Man/days:	10	200	2.000
Flat rate compensation			3.000
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			8.728
Expert: PI			
Man/days:	10	350	3.500
Flat rate compensation			5.250
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			12.478
Sub-total A.2.			21.206
A.3. Comments to secondary regulation			
Expert: MI			
Man/days:	10	200	2.000
Flat rate compensation			3.000
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			8.728

AR

Component	Quantity	Unit cost	Total
Expert: PI			
Man/days:	10	350	3.500
Flat rate compensation			5.250
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			12.478
Sub-total A.3.			21.206

A.4. Draft of the strategic plan

Expert: AS			
Man/days:	8	450	3.600
Flat rate compensation			5.400
Per diem:	10	179	1.790
Flights:	2	790	1.580
Sub-total			12.370

Expert: BO			
Man/days:	8	450	3.600
Flat rate compensation			5.400
Per diem:	10	179	1.790
Flights:	2	790	1.580
Sub-total			12.370

Sub-total A.4.			24.740
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A.5. Draft of the action plan

Expert: CCo			
Man/days:	12	250	3.000
Flat rate compensation			4.500
Per diem:	15	179	2.685
Flights:	3	790	2.370
Sub-total			12.555

Expert: SD			
Man/days:	12	200	2.400
Flat rate compensation			3.600
Per diem:	15	179	2.685
Flights:	3	790	2.370
Sub-total			11.055

Sub-total A.5.			23.610
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PR

Component	Quantity	Unit cost	Total
Translation	500	30	15.000
Interpretation (consecutive)	10	200	2.000
Sub-total component A			119.053
B. Licensing system			
B.1. Analysis of the current situation			
Expert: CGi			
Man/days:	10	250	2.500
Flat rate compensation			3.750
Per diem:	13	179	2.327
Flights:	3	790	2.370
Sub-total			10.947
Expert: DG			
Man/days:	10	250	2.500
Flat rate compensation			3.750
Per diem:	13	179	2.327
Flights:	3	790	2.370
Sub-total			10.947
Sub-total B.1.			21.894
B.2. Analysis of the options			
Expert: AP			
Man/days:	7	350	2.450
Flat rate compensation			3.675
Per diem:	9	179	1.611
Flights:	2	790	1.580
Sub-total			9.316
Expert:MR			
Man/days:	7	450	3.150
Flat rate compensation			4.725
Per diem:	9	179	1.611
Flights:	2	790	1.580
Sub-total			11.066
Sub-total B.2.			20.382

AR

Component	Quantity	Unit cost	Total
B.3. Suggestions and definition of new procedures			
Expert: GM			
Man/days:	16	250	4.000
Flat rate compensation			6.000
Per diem:	20	179	3.580
Flights:	4	790	3.160
Sub-total			16.740
Expert: CV			
Man/days:	16	350	5.600
Flat rate compensation			8.400
Per diem:	20	179	3.580
Flights:	4	790	3.160
Sub-total			20.740
Sub-total B.3.			37.480
B.4. Draft of a manual			
Expert: CV			
Man/days:	10	350	3.500
Flat rate compensation			5.250
Per diem:	13	179	2.327
Flights:	3	790	2.370
Sub-total			13.447
Expert: CGu			
Man/days:	10	250	2.500
Flat rate compensation			3.750
Per diem:	13	179	2.327
Flights:	3	790	2.370
Sub-total			10.947
Sub-total B.4.			24.394
B.5. Training			
Expert: CV			
Man/days:	9	350	3.150
Flat rate compensation			4.725
Per diem:	12	179	2.148
Flights:	3	790	2.370
Sub-total			12.393

Component	Quantity	Unit cost	Total
Expert: DG			
Man/days:	9	250	2.250
Flat rate compensation			3.375
Per diem:	12	179	2.148
Flights:	3	790	2.370
Sub-total			10.143
Expert: MM			
Man/days:	9	350	3.150
Flat rate compensation			4.725
Per diem:	12	179	2.148
Flights:	3	790	2.370
Sub-total			12.393
Expert: AS			
Man/days:	9	450	4.050
Flat rate compensation			6.075
Per diem:	12	179	2.148
Flights:	3	790	2.370
Sub-total			14.643
Training in Italy			
Per diem	19	130	2.470
Costs incurred by the CC: 1 flight at 790			
Training material			5.000
Sub-total B.5.			57.042
Translation	800	30	24.000
Interpretation			
Consecutive	15	200	3.000
Simultaneous	18	300	5.400
Sub-total interpretation			8.400
Sub-total component B			193.592
C. Pricing system			
C.1. Analysis of the current situation			
Expert: BL			
Man/days:	10	250	2.500
Flat rate compensation			3.750
Per diem:	13	179	2.327
Flights:	3	790	2.370
Sub-total			10.947

HK

Component	Quantity	Unit cost	Total
Expert: SL			
Man/days:	10	250	2.500
Flat rate compensation			3.750
Per diem:	13	179	2.327
Flights:	3	790	2.370
Sub-total			10.947
Expert: GG			
Man/days:	10	350	3.500
Flat rate compensation			5.250
Per diem:	13	179	2.327
Flights:	3	790	2.370
Sub-total			13.447
Expert:GA			
Man/days:	10	250	2.500
Flat rate compensation			3.750
Per diem:	13	179	2.327
Flights:	3	790	2.370
Sub-total			10.947
Sub-total C.1.			46.288

C.2. Analysis of the options

Expert: BP			
Man/days:	6	450	2.700
Flat rate compensation			4.050
Per diem:	8	179	1.432
Flights:	2	790	1.580
Sub-total			9.762
Expert: SL			
Man/days:	6	250	1.500
Flat rate compensation			2.250
Per diem:	8	179	1.432
Flights:	2	790	1.580
Sub-total			6.762
Expert: FM			
Man/days:	6	450	2.700
Flat rate compensation			4.050
Per diem:	8	179	1.432
Flights:	2	790	1.580
Sub-total			9.762

Component	Quantity	Unit cost	Total
Expert: MR			
Man/days:	6	450	2.700
Flat rate compensation			4.050
Per diem:	8	179	1.432
Flights:	2	790	1.580
Sub-total			9.762
Sub-total C.2.			36.048

C.3. Draft of new rules and methodologies

Expert: BD			
Man/days:	16	250	4.000
Flat rate compensation			6.000
Per diem:	20	179	3.580
Flights:	4	790	3.160
Sub-total			16.740

Expert: GA			
Man/days:	16	250	4.000
Flat rate compensation			6.000
Per diem:	20	179	3.580
Flights:	4	790	3.160
Sub-total			16.740

Expert: PI			
Man/days:	16	350	5.600
Flat rate compensation			8.400
Per diem:	20	179	3.580
Flights:	4	790	3.160
Sub-total			20.740

Expert: AP			
Man/days:	16	350	5.600
Flat rate compensation			8.400
Per diem:	20	179	3.580
Flights:	4	790	3.160
Sub-total			20.740

Sub-total C.3. **74.960**

MR

Component	Quantity	Unit cost	Total
C.4. Draft of a manual			
Expert: GA			
Man/days:	7	250	1.750
Flat rate compensation			2.625
Per diem:	9	179	1.611
Flights:	2	790	1.580
Sub-total			7.566
Expert: PI			
Man/days:	7	350	2.450
Flat rate compensation			3.675
Per diem:	9	179	1.611
Flights:	2	790	1.580
Sub-total			9.316
Expert: BD			
Man/days:	7	250	1.750
Flat rate compensation			2.625
Per diem:	9	179	1.611
Flights:	2	790	1.580
Sub-total			7.566
Expert: BO			
Man/days:	7	450	3.150
Flat rate compensation			4.725
Per diem:	9	179	1.611
Flights:	2	790	1.580
Sub-total			11.066
Sub-total C.4.			35.514
C.5. Training			
Expert: BL			
Man/days:	12	250	3.000
Flat rate compensation			4.500
Per diem:	15	179	2.685
Flights:	3	790	2.370
Sub-total			12.555
Expert: BD			
Man/days:	12	250	3.000
Flat rate compensation			4.500
Per diem:	15	179	2.685
Flights:	3	790	2.370
Sub-total			12.555

Component	Quantity	Unit cost	Total
Expert: GA			
Man/days:	12	250	3.000
Flat rate compensation			4.500
Per diem:	15	179	2.685
Flights:	3	790	2.370
Sub-total			12.555
Expert: PI			
Man/days:	12	350	4.200
Flat rate compensation			6.300
Per diem:	15	179	2.685
Flights:	3	790	2.370
Sub-total			15.555
Expert: BO			
Man/days:	12	450	5.400
Flat rate compensation			8.100
Per diem:	15	179	2.685
Flights:	3	790	2.370
Sub-total			18.555
Expert: CGu			
Man/days:	12	250	3.000
Flat rate compensation			4.500
Per diem:	15	179	2.685
Flights:	3	790	2.370
Sub-total			12.555
Training in Italy			
Per diem	57	130	7.410
Costs incurred by the CC: 3 flights at 790 each			
Training material			8.000
Sub-total C.5.			99.740
Translation	1.000	30	30.000
Interpretation			
Consecutive	20	200	4.000
Simultaneous	30	300	9.000
Sub-total interpretation			13.000
Sub-total component C			335.550

Component	Quantity	Unit cost	Total
D. Quality control			
D.1. Analysis of the current situation			
Expert: APo			
Man/days:	8	250	2.000
Flat rate compensation			3.000
Per diem:	11	179	1.969
Flights:	3	790	2.370
Sub-total			9.339
Expert: RA			
Man/days:	8	200	1.600
Flat rate compensation			2.400
Per diem:	11	179	1.969
Flights:	3	790	2.370
Sub-total			8.339
Sub-total D.1.			17.678
D.2. Analysis of the options			
Expert: FA			
Man/days:	6	450	2.700
Flat rate compensation			4.050
Per diem:	8	179	1.432
Flights:	2	790	1.580
Sub-total			9.762
Expert: MR			
Man/days:	6	450	2.700
Flat rate compensation			4.050
Per diem:	8	179	1.432
Flights:	2	790	1.580
Sub-total			9.762
Sub-total D.2.			19.524
D.3. Definition of new quality standards, rules and meth. for quality control			
Expert: FA			
Man/days:	15	450	6.750
Flat rate compensation			10.125
Per diem:	19	179	3.401
Flights:	4	790	3.160
Sub-total			23.436

Component	Quantity	Unit cost	Total
Expert: RA			
Man/days:	15	200	3.000
Flat rate compensation			4.500
Per diem:	19	179	3.401
Flights:	4	790	3.160
Sub-total			14.061
Sub-total D.3.			37.497

D.4. Draft of a manual

Expert: CGi			
Man/days:	10	250	2.500
Flat rate compensation			3.750
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			9.978

Expert: GG			
Man/days:	10	350	3.500
Flat rate compensation			5.250
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			12.478

Sub-total D.4.			22.456
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D.5. Training

Expert: RA			
Man/days:	7	200	1.400
Flat rate compensation			2.100
Per diem:	9	179	1.611
Flights:	2	790	1.580
Sub-total			6.691

Expert: MR			
Man/days:	7	450	3.150
Flat rate compensation			4.725
Per diem:	9	179	1.611
Flights:	2	790	1.580
Sub-total			11.066

MR

Component	Quantity	Unit cost	Total
Expert: GG			
Man/days:	7	350	2.450
Flat rate compensation			3.675
Per diem:	9	179	1.611
Flights:	2	790	1.580
Sub-total			9.316
Expert: MM			
Man/days:	7	350	2.450
Flat rate compensation			3.675
Per diem:	9	179	1.611
Flights:	2	790	1.580
Sub-total			9.316
Training in Italy			
Per diem	38	130	4.940
Costs incurred by the CC: 2 flight at 790			
Training material			5.000
Sub-total D.5.			46.329
Translation	800	30	24.000
Interpretation			
Consecutive	15	200	3.000
Simultaneous	15	300	4.500
Sub-total interpretation			7.500
Sub-total component D			174.984
E. Disputes' settlement			
E.1. Analysis of the current situation			
Expert: MM			
Man/days:	5	350	1.750
Flat rate compensation			2.625
Per diem:	7	179	1.253
Flights:	2	790	1.580
Sub-total			7.208

Component	Quantity	Unit cost	Total
Expert: PV			
Man/days:	5	250	1.250
Flat rate compensation			1.875
Per diem:	7	179	1.253
Flights:	2	790	1.580
Sub-total			5.958
Sub-total E.1.			13.166
E.2. Analysis of the options			
Expert: CCe			
Man/days:	5	250	1.250
Flat rate compensation			1.875
Per diem:	7	179	1.253
Flights:	2	790	1.580
Sub-total			5.958
Expert: DL			
Man/days:	5	350	1.750
Flat rate compensation			2.625
Per diem:	7	179	1.253
Flights:	2	790	1.580
Sub-total			7.208
Sub-total E.2.			13.166
E.3. Definition of new procedures			
Expert: CCe			
Man/days:	10	250	2.500
Flat rate compensation			3.750
Per diem:	13	179	2.327
Flights:	3	790	2.370
Sub-total			10.947
Expert: DL			
Man/days:	10	350	3.500
Flat rate compensation			5.250
Per diem:	13	179	2.327
Flights:	3	790	2.370
Sub-total			13.447
Sub-total E.3.			24.394

M

Component	Quantity	Unit cost	Total
E.4. Draft of a manual			
Expert: MR			
Man/days:	5	250	1.250
Flat rate compensation			1.875
Per diem:	7	179	1.253
Flights:	2	790	1.580
Sub-total			5.958
Expert: PV			
Man/days:	5	250	1.250
Flat rate compensation			1.875
Per diem:	7	179	1.253
Flights:	2	790	1.580
Sub-total			5.958
Sub-total E.4.			11.916
E.5. Training			
Expert: PV			
Man/days:	10	250	2.500
Flat rate compensation			3.750
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			9.978
Expert: DL			
Man/days:	10	350	3.500
Flat rate compensation			5.250
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			12.478
Sub-total E.5.			22.456
Translation	500	30	15.000
Interpretation			
Consecutive	15	200	3.000
Simultaneous	10	300	3.000
Sub-total interpretation			6.000
Sub-total component E			106.098

AR

Component	Quantity	Unit cost	Total
F. Communication			
F.1. Analysis of the communicative framework			
Expert: CDa			
Man/days:	7	450	3.150
Flat rate compensation			4.725
Per diem:	10	179	1.790
Flights:	2	790	1.580
Sub-total			11.245
Expert: DL			
Man/days:	7	350	2.450
Flat rate compensation			3.675
Per diem:	10	179	1.790
Flights:	2	790	1.580
Sub-total			9.495
Sub-total F.1.			20.740
F.2. Definition of the communicative instruments			
Expert: RL			
Man/days:	10	450	4.500
Flat rate compensation			6.750
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			14.978
Expert: CGi			
Man/days:	10	250	2.500
Flat rate compensation			3.750
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			9.978
Sub-total F.2.			24.956
F.3. Training			
Expert: DL			
Man/days:	12	350	4.200
Flat rate compensation			6.300
Per diem:	15	179	2.685
Flights:	3	790	2.370
Sub-total			15.555

AK

Component	Quantity	Unit cost	Total
Expert: CGI			
Man/days:	12	250	3.000
Flat rate compensation			4.500
Per diem:	15	179	2.685
Flights:	3	790	2.370
Sub-total			12.555
Training in Italy			
Per diem	19	130	2.470
Costs incurred by the CC: 1 flight at 790			
Sub-total F.3.			30.580
F.4. Communication campaign			
Expert:DL			
Man/days:	8	350	2.800
Flat rate compensation			4.200
Per diem:	10	179	1.790
Flights:	2	790	1.580
Sub-total			10.370
Expert:CGi			
Man/days:	8	250	2.000
Flat rate compensation			3.000
Per diem:	10	179	1.790
Flights:	2	790	1.580
Sub-total			8.370
Logistic costs			15.000
Sub-total F.4.			33.740
Translation	300	30	9.000
Interpretation			
Consecutive	15	200	3.000
Simultaneous	10	300	3.000
Sub-total interpretation			6.000
Sub-total component F			125.016

NR

Component	Quantity	Unit cost	Total
G. Information system			
G.1. Analysis of the current situation			
Expert: DA			
Man/days:	5	200	1.000
Flat rate compensation			1.500
Per diem:	7	179	1.253
Flights:	1	790	790
Sub-total			4.543
Expert: LT			
Man/days:	5	350	1.750
Flat rate compensation			2.625
Per diem:	7	179	1.253
Flights:	1	790	790
Sub-total			6.418
Sub-total G.1.			10.961
G.2. Analysis of the options			
Expert: LT			
Man/days:	10	350	3.500
Flat rate compensation			5.250
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			12.478
Expert: BO			
Man/days:	10	450	4.500
Flat rate compensation			6.750
Per diem:	12	179	2.148
Flights:	2	790	1.580
Sub-total			14.978
Sub-total G.2.			27.456
G.3. Design of a new information system			
Expert: CD			
Man/days:	22	200	4.400
Flat rate compensation			6.600
Per diem:	27	179	4.833
Flights:	5	790	3.950
Sub-total			19.783

Component	Quantity	Unit cost	Total
Expert: LT			
Man/days:	20	350	7.000
Flat rate compensation			10.500
Per diem:	25	179	4.475
Flights:	5	790	3.950
Sub-total			25.925
Sub-total G.3.			45.708
G.4. Training			
Expert: CD			
Man/days:	20	200	4.000
Flat rate compensation			6.000
Per diem:	24	179	4.296
Flights:	4	790	3.160
Sub-total			17.456
Expert: DA			
Man/days:	20	200	4.000
Flat rate compensation			6.000
Per diem:	24	179	4.296
Flights:	4	790	3.160
Sub-total			17.456
Sub-total G.4.			34.912
Translation	300	30	9.000
Interpretation			
Consecutive	10	200	2.000
Simultaneous	10	300	3.000
Sub-total interpretation			5.000
Sub-total component G			133.037

H. International relations

H.1. Common Baltic energy market

Expert: CCo			
Man/days:	15	250	3.750
Flat rate compensation			5.625
Per diem:	18	179	3.222
Flights:	3	790	2.370
Sub-total			14.967

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Component	Quantity	Unit cost	Total
Expert: CGu			
Man/days:	15	250	3.750
Flat rate compensation			5.625
Per diem:	18	179	3.222
Flights:	3	790	2.370
Sub-total			14.967
Sub-total H.1.			29.934
H.2. Integration into the CEER			
Expert: CGu			
Man/days:	5	250	1.250
Flat rate compensation			1.875
Per diem:	7	179	1.253
Flights:	1	790	790
Sub-total			5.168
Expert: AS			
Man/days:	5	450	2.250
Flat rate compensation			3.375
Per diem:	7	179	1.253
Flights:	1	790	790
Sub-total			7.668
Visit to a meeting of the CEER by 2 officers of the Authority			
Per diem	6	150	900
Sub-total H.2.			13.736
Translation	100	30	3.000
Interpretation (consecutive)	15	200	3.000
Sub-total component H			49.670
Project leader			
Man/days	20	200	4.000
Flat rate compensation			6.000
Per diem: 30	30	179	5.370
Flights:	10	790	7.900
Sub-total project leader			23.270

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Component	Quantity	Unit cost	Total
Deputy project leader			
Man/days	40	200	8.000
Flat rate compensation			12.000
Per diem	60	179	10.740
Flights:	20	790	15.800
Sub-total deputy project leader			46.540
Pre-accession adviser			
Basic salary	24	3.950	94.800
Non wage labour costs			8.848
6% salary+non wage labour cost			6.219
Daily subsistence allowance	730	89,5	65.335
Per diem for first 30 days (hotel cost)	30	179	5.370
Housing (maximum)	23	1.800	41.400
Real estate agency fee	1	2.000	2.000
Flights to and from the place of secondment	24	790	18.960
Health and accident insurance	24	200	4.800
Sub-total pre-accession adviser			247.732
PAA's assistant			
Salary	24	1.800	43.200
Sub-total PAA's Assistant			43.200
Scientific committee			
Man/days	12	200	2.400
Flat rate compensation			3.600
Per diem	18	179	3.222
Flights:	6	790	4.740
Sub-total scientific committee			13.962
Costs for the preparation of the covenant			
Man/days	6	200	1.200
Flat rate compensation			1.800
Per diem	5	179	895
Flights:	3		3.615
Sub-total costs for the preparation of the covenant			7.510
TOTAL COSTS			1.619.214
Contingencies			40.480
Reserves			59
OVERALL TOTAL			1.659.753

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ANNEX E TO THE TWINNING COVENANT: STAFF LIST AND CVs

Staff list

Expert code	Name of expert	Present position	Years of experience	Age	Nationality	Educational background	Specialist knowledge	Languages and fluency (VG, good, weak)
	Ulissi, Roberto	director general	19	40	Italian	Degree in law	Law Financial system Project management	very good
	Davoli, Francesca	consultant	7	32	Italian	M.Sc.	Energy market regulation Antitrust policy	very good
RA	Rivera, Alessandro	head of unit	3	31	Italian	Master degree	Political economy Public services regulation Accounting	very good
AP	Agress, Per Joakim	professor	11	35	Swedish	Ph.D.	Regulation economics Energy sector regulation Yardstick competition	very good
AL	Alla, Luigi	researcher	3	27	Italian	Post-graduate specialization	Energy law Antitrust law Public services regulation	good
AS	Ascari, Sergio	officer, head of unit	20	43	Italian	M.Sc.	Energy economics Environmental economics Gas sector regulation	very good
AP	Averianova, Polina	researcher	3	26	Russian	Master degree (expected)	Energy and environmental economics	good
BL	Bardelli, Lorenzo	head of unit	4	31	Italian	Economics degree	Utilities' regulation Industrial economics	very good
BD	Benintendi, Daniele	researcher	4	36	Italian	Ph.D. (expected)	Electricity market regulation Transmission management Cross-border transmission	very good

Expert code	Name of expert	Present position	Years of experience	Age	Nationality	Educational background	Specialist knowledge	Languages and fluency (VG, good, weak)
BO	Bernardini, Oliviero	director	38	51	Italian	Ph.D.	Energy regulation Market and system analysis Information system	very good
BP	Bogetoft, Peter	professor	18	45	Danish	Ph.D.	Game theory Regulation economics Yardstick competition	very good
CCo	Campidoglio, Cosma	officer	4	29	Italian	Economics degree	Energy economics Energy market structure Electricity pool market	good
CCe	Carrara, Cecilia	researcher	5	27	Italian	Master degree	Comparative law International litigation Arbitration	very good
CD	Casalino, Domenico	officer, head of unit	12	40	Italian	Economics degree	IT	good
CGi	Catalano, Gianrocco	lawyer	7	33	Italian	Master degree	Public services law, regulation and contracts	good
CGu	Cervigni, Guido	officer	5	33	Italian	Ph.D.	Energy economics	very good
CV	Cioffo, Vincenzo	officer	9	37	Italian	Postgraduate specialization	Legal aspects of gas regulation	good
CDa	Comboni, Daniele	professor	24	50	Italian	Post-degree specialization	Public sector communication Institutional relations	very good
DG	Dal Magro, Giulio	manager	4	32	Italian	M.Sc.	Electricity production licenses Cross-border transactions	very good
DA	Daretti, Andrea	consultant	34	63	Italian	Master degree	IT Project management	good
DL	De Angelis, Loredana	lawyer	9	36	Italian	Post-degree specialization	Energy and environmental law Public service regulation	good

Expert code	Name of expert	Present position	Years of experience	Age	Nationality	Educational background	Specialist knowledge	Languages and fluency (V.G., good, weak)
FA	Ferrante, Angelo	officer, head of unit	18	42	Italian	Degree in Engineering	Electricity sector Access to network	very good
FM	Formaggio, Mario	officer, head of unit	28	52	Italian	Postgraduate specialization	Gas network	good
GA	Galiati, Andrea	officer	5	29	Italian	Degree in Economics	Gas market regulation Unbundling	good
GM	Governatori, Michele	officer	4	30	Italian	Postgraduate specialization	Energy economics Competition in the energy market	good
GG	Guida, Guido	officer	12	38	Italian	Degree in Engineering	Electric market regulation International relations	good
LT	Laughton, Tom	manager	8	31	British	BA	IT Project management	very good
MI	Maio, Igina	head of unit	9	32	Italian	Postgraduate specialization	Utilities regulation	good
MR	Malaman, Roberto	director	18	44	Italian	Degree in Economics	Environmental economics and policy Consumer protection Quality regulation	very good
MM	Mazzanti, Maria Rita	legal advisor	15	40	Italian	Postgraduate specialization	Energy market regulation Environmental policy Competition policy	very good
MR	Marzulli, Raffaella	legal advisor	3	27	Italian	Degree in law	Regulation policy Competition policy	very good
PI	Paniccia, Ivana	officer, head of unit	14	39	Italian	Ph.D. in Economics	Energy regulation Market regulation Industrial economics	very good
PV	Persi, Vanessa	legal advisor	4	30	Italian	Degree in law	Energy law	very good

Expert code	Name of expert	Present position	Years of experience	Age	Nationality	Educational background	Specialist knowledge	Languages and fluency (VG, good, weak)
RL	Renzi, Loriana	head of unit	18	39	Italian	Degree	Communication International relations	very good
SL	Sampaolo, Luigi	researcher	5	31	Italian	Master degree	Energy economics Competition policy International gas trade	very good
SD	Scannapieco, Dario	economic advisor	11	35	Italian	MBA	Privatization policy Political economy Finance	very good

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CURRICULUM VITAE
Roberto ULISSI

Proposed position in the project: Project Leader

1. **Family name:** Ulissi
2. **Forename:** Roberto
3. **Date of birth:** 20 August 1962
4. **Nationality:** Italian
5. **Marital status:** Single
6. **Education:**

<i>Institution</i>	University La Sapienza, Rome, Italy
<i>Date</i>	1984
<i>Degree(s) or Diploma(s) obtained</i>	Law degree (<i>summa cum laude</i>)
<i>Institution</i>	Italian Court of Cassation, Rome, Italy
<i>Date</i>	1990
<i>Degree(s) or Diploma(s) obtained</i>	Legal Information Electronic Retrieval System Certificate
<i>Institution</i>	Salzburg Seminar, Austria
<i>Date</i>	1991
<i>Degree(s) or Diploma(s) obtained</i>	American Law and Legal Institutions Award

7. **Language skills:** (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	mother tongue		
English	4	4	4
French	3	3	3

8. **Membership of professional bodies:** Former member of Italian Bar Association
9. **Other skills:** Computer literacy (Windows, Word for Windows, Powerpoint, Excel, Internet and e-mail application)
10. **Present position:** Italian Ministry of Treasury - Director General - Head of Directorate IV of the Department of the Treasury - Banking and Financial System, Legal Affairs
11. **Years within the organization:** 9
12. **Key qualifications:** Law, Banking, Financial Services, Management, Public Administration Reform.

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13. Professional Experience Record:

Date: from (month/year) to (month/year)	1984 - 1990
Location	Rome
Company	University La Sapienza, Rome, Italy
Position	Administrative Law Assistant Professor
Description	
Date: from (month/year) to (month/year)	1984 - 1987
Location	Rome
Company	
Position	
Description	legal training in law firm specialized in administrative law
Date: from (month/year) to (month/year)	1987 - 1989
Location	Turin, Italy
Company	Bank of Italy
Position	Officer at the Bank Supervision Office
Description	
Date: from (month/year) to (month/year)	1989 - 1993
Location	Rome, Italy
Company	Bank of Italy
Position	In-house legal counsel
Description	
Date: from (month/year) to (month/year)	1993 - 1998
Location	Rome, Italy
Company	Italian Ministry of the Treasury
Position	legal adviser
Description	Legal adviser on privatization procedures and banking
Date: from (month/year) to (month/year)	1998 to date
Location	Rome
Company	Italian Ministry of the Treasury
Position	Director General - head of Directorate IV of the Department of the Treasury (Banking and Financial System, Legal Affairs);
Description	
Date: from (month/year) to (month/year)	2000 to date
Location	Cassino, Italy
Company	University of Cassino, Faculty of Economics
Position	Professor of Banking Law
Description	

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14. Other Relevant Information.

Appointments:

- 1990: Member of money laundering law drafting Commission at the Italian Ministry of the Treasury;
- 1991: Member of Interpol working group in Lion on illegal banking;
- 1991: Member of EC Commission legal language expert group for the drafting of the Italian text of the Maastricht Treaty on Economic and Monetary Union;
- 1994: Speaker as representative of the Italian Ministry of the Treasury at OECD conference on privatization in San Paolo (Brazil);
- 1996 - 1999: Member of bank foundations reform law Commissions at the Italian Ministry of the Treasury;
- 1998: Member of the board of directors of Ferrovie dello Stato S.p.A., Italian State owned railway company;
- 1998: Member of Ministry of Industry law drafting Commission on the administration of insolvent large enterprises;
- 1998: Member of the Military Industry Committee, chaired by the Italian Minister of Defence;
- 1998 - 1999: Member or chairman of various examination commissions for the recruitment of officials of the Ministry of the Treasury;
- 1999: Member of the board of directors of Mefop S.p.A., Italian State owned company for the development of pension funds;
- 1999: Alternate member of the EU Commission "Financial Services Policy Group", chaired by the EU Commissioner for Internal Market, composed of personal representatives of European Economy and Finance Ministers;
- 1999: Member of the EU Commission "Banking Advisory Committee";
- 1999: Member of the EU Commission "High Level Securities Supervisors Committee";
- 2000: Head of the Italian delegation and speaker at the OECD conference on company law in Stockholm.
- 2001: Deputy member of the board of auditors of ENEL S.p.A., Italian State owned electricity company;
- 2001: Member of the board of directors of Telecom Italia S.p.A. and Chairman of the Audit Committee;
- 2001: Deputy member of the European Securities Committee, EU regulatory and advisory committee on financial markets;
- 2001: Member of the ministerial commission for the reform of Italian company law

Publications and other activities

- Author of various essays on banking law;
- 1994: member of EC sponsored law-drafting group on bank deposits guaranty in the Republic of Latvia;
- speakers and lecturer in various national fora and universities on privatization, banking law and company law.

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15. Contact Address in the Member State, including telephone, fax and e-mail

Roberto Ulissi

Ministry of the Economy and Finance
Director General - Chief DG IV – Department of Treasury
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00187 Rome - Italy

Tel: +39.06.4761.4089/4524

Fax: +39.06.4741.923

e-mail: roberto.ulissi@tesoro.it

CURRICULUM VITAE
Francesca DAVOLI

Proposed position in the project: Pre-accession adviser

1. Family name: Davoli
2. Forename: Francesca
3. Date of birth: 4 February 1970
4. Nationality: Italian
5. Marital status: single
6. Education:

<i>Institution</i>	Istituto "M. Massimo", Rome, Italy
<i>Date</i>	1988
<i>Degree(s) or Diploma(s) obtained:</i>	Maturità scientifica
<i>Institution</i>	University "LUISS Guido Carli" in Rome
<i>Date:</i>	1994
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in political sciences Dissertation on the development of the role of the European Parliament after the Maastricht Treaty
<i>Institution</i>	London School of Economics and Political Sciences (LSE), London
<i>Date:</i>	2000
<i>Degree(s) or Diploma(s) obtained:</i>	M.Sc. in Regulation <u>Courses:</u> Law and Politics of Regulation Law and Politics of Utilities Regulation European Competition Law Dissertation on the liberalisation of the Italian electricity market

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	mother tongue		
English	5	5	5
French	4	4	3
Spanish	3	2	2

8. Membership of professional bodies:
9. Other skills: full mastery of several IT applications
10. Present position: expert at the Italian Ministry of Economy and Finance
11. Years within the organisation: since June 2002
12. Key qualifications: energy market regulation, antitrust policy

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13. Experience in foreign postings:

<i>Country</i>	<i>Date</i>
Switzerland Hewlett Packard	three months stage in 1993
United Kingdom	from November 1999 to date

14. Professional Experience Record:

<i>Date:</i>	from November 1999 to date
<i>Location</i>	Cambridge, United Kingdom
<i>Company</i>	Caminus Ltd
<i>Position</i>	consultant
<i>Description</i>	<p>Since joining Caminus Francesca has been working mainly in the Competition and Regulation team as part of the team advising the UK regulator (Ofgem) on the implementation of the New Electricity Trading Arrangements (NETA) in England and Wales. As an Italian national, she played an important role in research activities related to the Italian market, developing Caminus' knowledge, capabilities and contacts in the market. Extensively involved in most Italian projects.</p> <p>Project details:</p> <ul style="list-style-type: none"> - Italian Bank –running sessions of a three days induction programme on the Italian electricity market. - Ofgem – most recently working on an <i>ad hoc</i> basis for the UK regulator advising on the modification of the Balancing and Settlement Code. - Ofgem – seconded to the client for a fixed term contract between June and September 2001, managing a study on the consistency of the thirteen independent gas transporter's network codes. At the end of the period delivered a status report also recommending necessary changes. Presented findings to the involved teams. - NETA/Ofgem – between August 2000 and March 2001 Francesca was a key member of the Caminus NETA team. Involved in advising the UK regulator on detailed technical issues as well as high-level policy issues. Played a significant role in a project assessing the economic value of radio teleswitching liasing with the industry to collect the data, contributing to the development of the quantitative evaluation model and participating to policy meetings. Subsequently carried out a leading role in the analysis of the contract notification procedure and contributed to high level advice on market participant's likely behaviour under NETA. - European Transmission Access/Ofgem –February 2000 member of the team advising Ofgem in their participation to the Florence process analysing the proposals of the other European regulators. - Italian wholesale trading arrangements/Edison SpA – May 2000 core team member, running a four-day workshop to Edison's management. The objective of the workshop was to explore the options and implications of the possible development of new trading arrangements for the Italian electricity market, and included a simulation game. Also part of the team presenting the simulation game to the Italian Ministry of Industry. - Independent studies on the Italian electricity market – Acting as

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	<p>central point of Italian market knowledge in Caminus. Created various Italian market studies on the regulatory framework of the Italian electricity market conducted for a number of clients including major international utilities and banks. Studies included input into support of Caminus' role as main economic advisor to Enel for the divestment of Elettrogen assets. Developed a comprehensive knowledge of the key issues, structure and regulatory framework of both the gas and electricity markets.</p> <ul style="list-style-type: none"> - Polish market study – the client was interested in investment prospects in the Polish electricity market. Assisted in the developing one of the market scenarios, undertook detailed market modelling and presented the results to the client. - New waste electricity plant/AEM – as a member of the Public Finance team of Mediocredito Centrale SpA played a key role in the team responsible for financing a new power station built by Milan's Municipality.
<i>Date</i>	from January 1995 to September 1999
<i>Location</i>	Rome, Italy
<i>Company</i>	Mediocredito Centrale S.p.A.
<i>Position</i>	credit analyst
<i>Description</i>	Member of the Public Finance Team. Managed the back office activities.
<i>Date</i>	from November 1997 to February 1998
<i>Location</i>	Rome, Italy
<i>Company</i>	Mediocredito Centrale S.p.A.
<i>Position</i>	seconded to the Ministry of Economy and Finance
<i>Description</i>	stage on financial instruments to promote economic development of SMEs.
<i>Date</i>	from March 1996 to October 1996
<i>Location</i>	Rome, Italy
<i>Company</i>	Mediocredito Centrale S.p.A.
<i>Position</i>	seconded to Europrogetti e Finanza S.p.A.
<i>Description</i>	project analyst on law 488/92 promoting SMEs investments

15. Other Relevant Information

<i>Professional development</i>	
2002	Internal development course on trading and Risk Management (ongoing)
2000 - 2001	Attending: course on "Time Management"; course on "Report writing"; course on "Project Management"
	Regularly attending international conferences on the electricity sector (i.e. on the development of the liberalisation of the Italian electricity market; the development of European transmission issues; ...)
1997	Attended on a merit basis the "Advanced course on credit analysis", internal course organised by the bank lasting 6 weeks
1995 - 97	IT Courses (Windows environment)

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16. Contact Address:

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CB5 8DR Cambridge
United Kingdom

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Mobile:+44 (0)7946 508 738
email: fdavoli@talk21.com

CURRICULUM VITAE
Alessandro RIVERA

Proposed position in the project: deputy project leader, member of the MSSC, expert

1. **Family name:** Rivera
2. **First name:** Alessandro
3. **Date of birth:** 25 November 1970
4. **Nationality:** Italian

5. **Education:**

Institution	Libera Università degli Studi Sociali
Date: from (month/year) to (month/year)	October 1989 – April 1995
Degree(s) or Diploma(s) obtained:	Economics Degree (summa cum laude)
Institution	CORIFE
Date: from (month/year) to (month/year)	October 1996 – July 1997
Degree(s) or Diploma(s) obtained:	Master degree in economics
Institution	Scuola Superiore della Pubblica Amministrazione
Date: from (month/year) to (month/year)	November 1997 – May 2000
Degree(s) or Diploma(s) obtained:	Qualification to become head of unit in the public administration

6. **Language skills:** (increasing competence from 1 to 5)

Language	Reading	Speaking	Writing
Italian	5	5	5
English	5	5	4
German	3	3	2

7. **Other skills:** Full mastery of Office packages, statistical, econometric and data treatment software
8. **Present position:** Head of unit at the Department of Treasury, Ministry of Economy and Finance
9. **Years within the organisation:** Since November 1999
10. **Key qualifications:** Expert in political economics, accounting, finance, public services regulation
11. **Experience in foreign postings:** Deputy project leader, member of the MSSC and expert in the twinning project *Improvement of Legal and Institutional Environment for Business* in the Czech Republic

14. Professional Experience Record:

Date:	From November 1999 to January 2000
Location	<i>Rome, Italy</i>
Company	Ministry of the Treasury – Dipartimento Ragioneria Generale dello Stato
Position	Trainee
Description	Public accounts' control
Date:	From February 2000 to April 2000
Location	<i>Rome, Italy</i>
Company	Ministry of Treasury – Department of the Treasury
Position	Trainee
Description	Bank foundations' control
Date:	2000
Location	<i>Rome, Italy</i>
Company	Ministry of Treasury
Position	Consultant
Description	Bank foundations' control
Date:	From October 2000 to date
Location	<i>Rome, Italy</i>
Company	Ministry of Economy and Finance
Position	Head of unit
Description	Bank foundations' control; economic and legal advice on public services' regulation; from November 2001 management of Twinning project in the PHARE program
Date:	From April 2001 to date
Location	<i>Udine, Italy</i>
Company	Mediocredito del Friuli-Venezia Giulia
Position	Member of the board of directors
Description	The company is a bank

15. Contact Address in the Member State

Alessandro Rivera

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Head of Unit IV – Dir. IV – Department of Treasury
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00187 Rome (Italy)

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e-mail: alessandro.rivera@tesoro.it

CURRICULUM VITAE
Per Joakim AGRELL

- Proposed position in the project:** Expert
1. **Family name:** Agrell
 2. **Forenames:** Per Joakim
 3. **Date of birth:** 13 January 1967
 4. **Nationality:** Swedish
 5. **Marital status:** Married
 6. **Education:** Ph.D. (+ post.doc. habilitation)

<i>Institution</i>	Linköping University, S
<i>Date:</i>	from October 1991 to December 1995
<i>Degree(s) or Diploma(s) obtained:</i>	Ph.D (tekn.dr.) Docent (der.hab) 2000
<i>Institution</i>	University of Massachusetts, USA
<i>Date:</i>	from September 1990 to September 1991
<i>Degree(s) or Diploma(s) obtained:</i>	M.Sc ind eng oper res
<i>Institution</i>	Linköping University, S
<i>Date:</i>	from October 1987 to November 1991
<i>Degree(s) or Diploma(s) obtained:</i>	M.Sc ing eng management (civ.ing.)
<i>Institution</i>	Uppsala University, S
<i>Date:</i>	from September 1986 to June 1987
<i>Degree(s) or Diploma(s) obtained:</i>	Russian and Eastern European Studies, level A

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
English	5	5	5
Swedish	5	5	5
French	5	5	4
German	4	3	4
Russian	3	2	1

8. Membership of professional bodies:

MCDM Society

Omega Rho, Honour Society of OR.

Decision Sciences Institute

PARN, Productivity Analysis Network

EURO Working Group of decentralized decision making

GARP, Global Association of Risk Professionals

International Association of Agricultural Economists (IAAE)

European Association of Agricultural Economists (EAAE)

9. Present position:

Professor of operations management

IAG School of Management

Catholic University of Louvain
Place des Doyens 1
B - 1348 Louvain-la-Neuve
BELGIUM

10. Years within the organisation: 2

11. Key qualifications:

Research in efficiency analysis, regulation economics, yardstick competition, energy sector regulation, economic policymaking, economic modelling and optimisation.

Consulting in regulatory strategy and reengineering as senior associate in **SUMICSID AB:**

Commissioned by Swedish Energy Agency to design DEA yardstick system for electricity distribution 2000-2001, implemented 2002.

Commissioned by Swedish Energy Agency to study regulation incentive systems strategy 2001

Commissioned by Danish Ministry of Energy and Environment to investigate productive and managerial efficiency in district heating monopolies, preamble to impending regulation 2001

Commissioned by Dte (Energy regulator of the Netherlands) to advise upon regulatory strategy and development, 2001 -

Commissioned by the Swedish Energy Agency in Nordic Electricity distribution study, 2000

Commissioned by the regulators of Sweden, Norway, Denmark, Finland and the Netherlands to assist in the development of a transmission system operator benchmarking, 2001-2003.

Advisor to CREG (regulator of Electricity and Gas, Belgium) with respect to regulation of TSO.

Commissioned by Danish Municipals Association to investigate efficiency and coordination potential in local tax offices.

Scientific advisor to two senior regulatory officers undertaking research in regulation economics and to one doctoral student undertaking studies of water distribution systems regulation.

Teaching in CEMS executive MBA programme for BMI, Vilnius, Lithuania.

12. Experience in foreign postings:

<i>Country</i>	<i>Date:</i>
Austria	from June 1994 to September 1994 from June 1995 to September 1995
USA	1990-1991 from September 1996 to August 1997
Denmark	from September 1997 to August 2000
Belgium	from September 2000 to date

13. Professional Experience Record:

<i>Date:</i>	from September 1991 to December 1995
<i>Location</i>	Linköping, Sweden
<i>Company</i>	Linköping University
<i>Position</i>	Research Assistant
<i>Description</i>	Research in production economics

<i>Date:</i>	from January 1996 to August 2001
<i>Location</i>	Linköping, Sweden
<i>Company</i>	Linköping University
<i>Position</i>	Assistant professor in production economics
<i>Description</i>	Research, teaching

<i>Date:</i>	from June 1995 to August 1995
<i>Location</i>	Laxenburg, Austria
<i>Company</i>	International Institute for Applied Systems
<i>Position</i>	Research Scholar
<i>Description</i>	Research in economic policy modelling energy systems and land use project.

<i>Date:</i>	from September 1996 to August 1997
<i>Location</i>	Athens, Ga, USA
<i>Company</i>	University of Georgia
<i>Position</i>	Visiting professor of MIS
<i>Description</i>	Research in economic modelling

<i>Date:</i>	from September 1997 to August 1998
<i>Location</i>	Copenhagen, Denmark
<i>Company</i>	University of Copenhagen
<i>Position</i>	Visiting assoc professor of Oper Res
<i>Description</i>	Research teaching in oper res

<i>Date:</i>	from September 1998 to August 2001
<i>Location</i>	Copenhagen, Denmark
<i>Company</i>	Royal Agricultural University
<i>Position</i>	Associate professor of managerial econ
<i>Description</i>	Research teaching in economic modelling

<i>Date:</i>	from September 2000 to August 2001
<i>Location</i>	Louvain-la-Neuve, Belgium
<i>Company</i>	CORE, Univ catholique de Louvain
<i>Position</i>	Visiting researcher
<i>Description</i>	Research in regulation economics

<i>Date:</i>	from September 2001 to date
<i>Location</i>	Louvain-la-Neuve, Belgium
<i>Company</i>	IAG/CORE, Univ catholique de Louvain
<i>Position</i>	Professor of operations management
<i>Description</i>	Research teaching in operations control

14. Other Relevant Information

Additional information, including publications, are available at www.poms.ucl.ac.be and www.sumicsid.com/members/per/per.htm

15. Contact Address in the Member State

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BELGIUM

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+32 497 48 43 25 (mobile)

Fax +32 10 47 83 24

e-mail: agrell@poms.ucl.ac.be
pja@sumicsid.com

CURRICULUM VITAE
Luigi ALLA

- Proposed position in the project:** Expert
1. **Family name:** Alla
 2. **Forename:** Luigi
 3. **Date of birth:** 26 January 1975
 4. **Nationality:** Italian
 5. **Civil status:** Single
 6. **Education:**

<i>Institution</i>	Libera Università Internazionale degli Studi Sociali – Rome
<i>Date:</i>	from January 1999 to July 1999
<i>Degree(s) or Diploma(s) obtained:</i>	Specialization in European Law
<i>Institution</i>	Libera Università internazionale degli Studi Sociali – Rome
<i>Date:</i>	from October 1994 to May 1999
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Political Science (summa cum laude)

7. **Language skills:** (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	Mother tongue	Mother tongue	Mother tongue
English	4	3	3
French	3	2	2

8. **Other skills:** Excellent expertise of Windows 2000 (including Word, Excel, Access, Power Point), juridical data banks, Internet systems
9. **Present position:** Collaboration at Center of Research on Public Administration “Vittorio Bachelet” – Luiss University
10. **Years within the organization:** Since November 2000
11. **Key qualifications:** Research on energy law, antitrust law, public services regulation

12. **Professional Experience Record:**

<i>Date:</i>	from 2000 to present
<i>Location</i>	Rome, Italy
<i>Company</i>	Libera Università degli Studi Sociali
<i>Position</i>	Assistant
<i>Description</i>	Lectures at the Public Law of the Economics

<i>Date:</i>	from August 2001 to January 2002
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	Italian Antitrust Authority
<i>Position</i>	Stage
<i>Description</i>	Participation in the enforcement activity of the European and Italian antitrust law referring, in particular, to the control on merger operation, agreements between undertakings and abuse of dominant position.

<i>Date:</i>	from March 1998 to June 1998
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	Foreign Commerce Institute (I.C.E.)
<i>Position</i>	Stage
<i>Description</i>	Training experience in the Law Department of the Institution: Legal and Administrative Advice to the Enterprises Research activity referring to the European Trade Mark (Council Regulation n.40/94)

13. Other relevant information:

2001 to present	Collaboration with the Public Utilities section (Electricity and Gas) of the internet review – Amministrazioneincammino – of the Center for Research on Public Administration “Vittorio Bachelet”.
from August 2000 to November 2000	Collaboration with for the “Institutions and Society Department” of University of Perugia Activity Research referring to the European and national law of concession of public services

14. Contact Address in the Member State

Luigi Alla

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Italy

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lalla@luiss.it

AR

CURRICULUM VITAE

Sergio ASCARI

- Proposed position in the project:** Expert
1. **Family name:** Ascari
 2. **Forename:** Sergio
 3. **Date of birth:** 11 October 1958
 4. **Nationality:** Italian
 5. **Education:**

<i>Institution:</i>	Pavia University
<i>Date:</i>	1982
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Economics and Business
<i>Institution:</i>	University of York, U.K.
<i>Date:</i>	1985
<i>Degree(s) or Diploma(s) obtained:</i>	M.Sc. (Econ) Specialization in public economics

6. **Language skills:** (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	Mother tongue	Mother tongue	Mother tongue
English	5	4	4
German	2	2	2
French	3	1	1

7. **Membership of professional bodies:** Internation Association of Energy Economists
8. **Other skills:** Computer literacy: Microsoft Windows Word, Excel, Access, Powerpoint, Internet Explorer.
Econometric packages: Eviews, TSP, SPSS.
Mainframe practice on IBM, Digital. Fortran programming.
9. **Present position:** Autorità per l'energia elettrica e il gas
(regulatory authority for electricity and gas)
Official responsible for the
coordination of gas regulation
10. **Years within the organisation:** 4
11. **Professional Experience Record:**

<i>Date: from (year) to (year):</i>	1982-1983
<i>Location:</i>	Pavia, Italy
<i>Company:</i>	Provincial Administration Department of Agriculture
<i>Position:</i>	Civil Servant
<i>Description:</i>	

<i>Date: from (year) to (year):</i>	1983-84 and 1985-94
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<i>Location:</i>	<i>Milan, Italy</i>
<i>Company:</i>	Università Commerciale Luigi Bocconi IEFE (Institute of Energy Economics)
<i>Position:</i>	Research Assistant, Research Director since 1988
<i>Description:</i>	
<i>Date: from (year) to (year):</i>	1986-1997
<i>Location:</i>	<i>Milan, Italy</i>
<i>Company:</i>	Università Commerciale Luigi Bocconi
<i>Position:</i>	Teaching assistant, Lecturer since 1988
<i>Description:</i>	Courses: Energy Economics, Intermediate Microeconomics, Environmental Economics
<i>Date: from (year) to (year):</i>	1994-1997
<i>Location:</i>	<i>Pavia, Italy</i>
<i>Company:</i>	Università degli Studi Department of Public and Land Economics
<i>Position:</i>	Teaching Assistant
<i>Description:</i>	Course: Public Sector Economics
<i>Date: from (year) to (year):</i>	1995 to date
<i>Location:</i>	<i>Pavia, Italy</i>
<i>Company:</i>	Università degli Studi Department of Public and Land Economics
<i>Position:</i>	Senior Researcher
<i>Description:</i>	Main research projects: <ul style="list-style-type: none"> ➤ the Italian natural gas market ➤ natural gas utility pricing ➤ energy planning in Italy: pricing and taxation ➤ generation and disposal of industrial solid wastes ➤ siting and public acceptability of hazardous facilities ➤ social and economic aspects of national parks as entrepreneurial ventures ➤ the evolution of the municipal waste industry ➤ evaluation of external costs of fuel cycles ➤ evaluation of externalities from solid waste incinerators and landfills ➤ environmental tax reform ➤ evaluation of urban traffic externalities ➤ municipal solid wastes: taxation and pricing issues
<i>Date: from (year) to (year):</i>	1997-99
<i>Location:</i>	<i>Milan, Italy</i>
<i>Company:</i>	Regulatory Authority for Electricity and Gas
<i>Position:</i>	Senior Administrator
<i>Description:</i>	Coordinator of the Environmental Unit
<i>Date: from (year) to (year):</i>	1999-2001
<i>Location:</i>	<i>Milan, Italy</i>
<i>Company:</i>	Regulatory Authority for Electricity and Gas
<i>Position:</i>	Head of unit
<i>Description:</i>	Coordinator of Gas Economic Regulation

AR

12. Other relevant information:

List of main publications

- 1) Il metano in Italia - Mercato prezzi e sistema distributivo (Natural gas in Italy: market, pricing, and the distribution system; with an Introduction by F. Amman), F. Angeli Ed., Milano, 1985, pp. 292.
- 2) "Il ribasso dei prezzi petroliferi: obiettivi e strategie dei soggetti coinvolti" (The slump of oil prices: targets and strategies of interested subjects), *Economia delle Fonti di Energia*, n. 29/1986, pp. 195-213.
- 3) "Problemi di fattibilità di una politica ottimale dei prezzi energetici: prodotti petroliferi e gas naturale" (Feasibility problems of an optimal energy pricing policy regarding oil products and natural gas; with V. Silva), *Economia delle Fonti di Energia*, n. 30/1986, pp. 76-118.
- 4) "Optimal Energy Prices in the Oil Glut and Their Impact on the Italian Economy" (with G. Pireddu), *ENER Bulletin*, n. 4/87, pp. 19-32.
- 5) "Le normative europee per la protezione dell'ambiente e il loro impatto sulla competitività dell'industria italiana: i casi dei rifiuti industriali e dell'inquinamento atmosferico" (EEC directives for environmental protection and their impact on the competitiveness of Italian manufacturing), *Economia delle Fonti di Energia*, n. 37-38/89, pp. 9-32.
- 6) "La carbon tax", *Economia delle Fonti di Energia*, n. 40/90, pp. 13-21.
- 7) I rifiuti industriali. La risposta della società e del sistema produttivo (Industrial wastes, society, and the productive system; editor), F. Angeli Ed., Milano, 1992.
- 8) L'igiene urbana. Economia e politica ambientale (Economics and policy of the garbage collection and disposal industry; with T. Di Marzio e A. Massarutto), F. Angeli Ed., Milano, 1992.
- 9) "L'industria e gli strumenti economici della politica ambientale: un'analisi positiva" (Industry and economic instruments of environmental policy. A positive analysis), *Economia delle Fonti di Energia e dell'Ambiente*, n. 1/93.
- 10) "La domanda di protezione della natura e il ruolo dei prezzi" (Demand for nature protection and the role of prices), *ibidem*.
- 11) "Regulatory Capture and Natural Gas Pricing in Italy", *ENER Bulletin*, n. 13, 1993.
- 12) "L'inquinamento dell'aria nelle aree urbane e i danni alla salute" (Air pollution in urban areas and health damages), F. Angeli Ed., Milano, 1999, chps. 2 & 5.
- 13) Externalities of Energy: Solid Wastes, Commission of European Communities, 2000 (with M. Fontana).

Participation (as contributor) in international conferences and courses:

- Joint Seminars of the European Network for Energy Economics Research (ENER), 1986-94.
- IX Annual Conference of the International Association of Energy Economists, Calgary, Canada, July 1987.
- "Regional Energy Planning in the European Communities", Madrid, November 1988.
- "Energy Development in South East Asia and Cooperation with the European Community", Pattaya, Thailand, February-March 1989.
- Snam-Gazprom Training Courses, Moscow, March 1991.
- TEMPUS Energy Planning Courses, 1993-94.
- Workshops of the External Costs of Fuel Cycles research network, Brussels, 1993-95.
- Workshop on Cities and Wastes, Montreal, December 1993.
- International Solid Waste Association, 25th Anniversary Congress, Vienna, Oct. 1995
- Several conferences on the liberalisation and pricing of the energy industry, 1998-2000.

13. Contact Address in the Member State

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Tel.: +39 02 55 70 05 36.

Email: Sergio_Ascari@hotmail.com

CURRICULUM VITAE
Polina AVERIANOVA

Proposed position in the project: Expert

1. Family name: Averianova
2. Forename: Polina
3. Date of birth: 21 July 1976
4. Nationality: Italian
5. Marital status: unmarried
6. Education:

<i>Institution</i>	Scuola Superiore ENI Enrico Mattei, Milan, Italy
<i>Date:</i>	from September 2001 to July 2002
<i>Degree(s) or Diploma(s) expected:</i>	Master in Energy and Environmental Management and Economics

<i>Institution</i>	University Ca' Foscari, Venice, Italy
<i>Date:</i>	from September 1996 to July 2001
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Economics (<i>summa cum laude</i>)

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Russian	mother tongue	mother tongue	mother tongue
Italian	5	5	5
English	4	4	4
German	1	1	1

8. Membership of professional bodies:

9. Other skills: good expertise of Windows 2000, Word, Excel, accounting

10. Present position: Researcher and Project manager at the Fondazione ENI Enrico Mattei

11. Years within the organisation: one

12. Key qualifications: Energy and environmental economics

13. Experience in foreign postings:

<i>Country</i>	<i>Date: from (month/year) to (month/year)</i>
Ukraine	Multiple short trips
Russia	Multiple short trips
Netherlands	Multiple short trips

14. Professional Experience Record:

<i>Date:</i>	from February 2001 to date
<i>Location</i>	Italy and Netherlands
<i>Company</i>	FEEM and Institute for Environmental Studies, Vrije Universiteit, The Netherlands
<i>Position</i>	Project manager and Researcher
<i>Description</i>	"CFEWE - Carbon Flows between Eastern and Western Europe" – a project financed by the European Commission – DG RTD under the Fifth Framework Programme

<i>Date:</i>	from October 2001 to date
<i>Location</i>	Italy and Ukraine
<i>Company</i>	FEEM (Italy), World Bank, Washington D.C. (USA) and Kiyv Office, Ukraine
<i>Position</i>	Project manager and Researcher
<i>Description</i>	Environmental Public Expenditure Review in Ukraine

<i>Date:</i>	from April 2001 to date
<i>Location</i>	Italy, Russia
<i>Company</i>	FEEM and University of Mendeleev, Moscow, Russia
<i>Position</i>	Consultant
<i>Description</i>	Industrial Management and Logistics in the oil and gas sector, under TEMPUS TACIS programme

15. Other Relevant Information

16. Contact Address in the Member State, including telephone, fax and e-mail

Fondazione Eni Enrico Mattei
 C.so Magenta, 63
 20123 Milan, Italy

tel. +39.02.52036965
 fax +39.02.52036946
 e-mail: averianova@feem.it

CURRICULUM VITAE
Lorenzo BARDELLI

Proposed position in the project: Expert

1. **Family name:** Bardelli
2. **Forename:** Lorenzo
3. **Date of birth:** 2 October 1971
4. **Nationality:** Italian
5. **Education:**

Institution	Università degli Studi di Firenze
<i>Date:</i>	from October 1990 to June 1996
<i>Degree(s) or Diploma(s) obtained:</i>	Economics Degree (summa cum laude)

6. **Language skills:** (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	5	5	5
English	5	4	4

7. **Other skills:** Full mastery of econometric and data treatment software

8. **Present position:** Head of Research Area at CRS-Proacqua, Centre for Research on Public Utility Services (integrated water management and natural gas distribution)

9. **Years within the organisation:** Since February 1999

10. **Key qualifications:** Expert in Industrial Organization, Public Utility Management and Regulation

11. **Professional Experience Record:**

<i>Date:</i>	July 2000
<i>Location</i>	Rome, Italy
<i>Company</i>	Ministry of the Environment – National Committee for Integrated Water Management
<i>Position</i>	Coordinator of the working group for Tariff Regulation
<i>Description</i>	Revision of tariff mechanisms for water sector

<i>Date:</i>	January 2001
<i>Location</i>	Rome, Italy
<i>Company</i>	CRS-Proacqua
<i>Position</i>	Coordinator the Research Activities
<i>Description</i>	Economic and Technical Research in the field of natural gas and water management

<i>Date:</i>	from January 2000 to February 2000
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	Italian Antitrust Authority
<i>Position</i>	Stagiaire
<i>Description</i>	Economic analysis in the field of energy

<i>Date:</i>	February 1999 – December 2000
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	CRS-Proaqua
<i>Position</i>	Researcher
<i>Description</i>	Economic Research in electricity and natural gas industries

<i>Date:</i>	September 1998 – January 1999
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	Italian Authority for Electricity and Gas
<i>Position</i>	Consultant
<i>Description</i>	Economic analysis of the Energy Markets' Reform

12. Contact Address in the Member State

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 Fax. +39.06.47865810
 e-mail: bardelli@proaqua.it

CURRICULUM VITAE
Daniele BENINTENDI

Proposed position in the project: Expert

1. Family name: Benintendi
2. Forename: Daniele
3. Date of birth: 8 July 1966
4. Nationality: Italian
5. Marital status: Single
6. Education:

<i>Institution</i>	Universite' Catholique de Louvain (Belgium)
<i>Date:</i>	from September 1995 to September 1997
<i>Degree(s) or Diploma(s) obtained:</i>	Master in Economics

<i>Institution</i>	Universita' di Padova (Italy)
<i>Date:</i>	from October 1985 to August1 1990
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Political Economy (summa cum laude)

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
English	5	5	5
Spanish	5	5	4
French	5	5	4

8. Other skills: full mastery of Windows 2000, Word, Excel, Access, Power Point, Internet applications, data treatment software.

9. Present position:

Ph.D. Student at CORE (Universite' Catholique de Louvain) (expected 2002).

Thesis on the Restructuring of the European Electricity Markets.

Thesis Director Prof. C.d' Aspremont.

Senior Researcher Fondazione Mattei.

Project on Efficient usage of Distributed Electricity Generation.

Visiting Researcher at Marie Curie CENTER, Tilburg University (The Netherlands), (until July 2002).

Project on Auctions for Cross-Border Transmission Capacity.

Project supervisor Prof. Eric van Damme.

10. Key qualifications: Carried research on the restructuring of electricity markets. Specific issues: Transmission Management, Markets Integration, Market Power/Competition Policy, Privatization, Institutional Aspects of Regulation.

11. Contact Address in the Member State

CORE

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Belgium

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e-mail benintendi@core.ucl.ac.be

CURRICULUM VITAE
Oliviero BERNARDINI

Proposed position in the project: Short Term Expert

1. Family name: Bernardini
2. Forename: Oliviero
3. Date of birth: 15 March 1941
4. Nationality: Italian
5. Education:

<i>Institution:</i>	University of Rome
<i>Date:</i>	1973
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Industrial Chemistry
<i>Institution:</i>	Harvard University
<i>Date:</i>	1967
<i>Degree(s) or Diploma(s) obtained:</i>	Ph. D. In Chemical Physics
<i>Institution:</i>	Carleton University
<i>Date:</i>	1963
<i>Degree(s) or Diploma(s) obtained:</i>	B. Sc. In Mathematics and Chemistry

6. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	mother tongue		
English	5	5	5
German	4	4	3
French	5	5	4
Spanish	5	5	4
Russian	3	3	1

7. Membership of professional bodies: member of the Scientific Committee of the journal *Energia* and of the International Association of Energy Economists (IAEE).
8. Other skills: Author of over 50 technical reports, 40 articles e 6 books. Has lectured widely in Italy and abroad giving some 50 courses and technical seminars at universities, research institutes and training schools.
9. Present position: Director
10. Years within the organisation: 5
11. Key qualifications: Sample surveys, data banks and information systems. Systems analysis and mathematical simulation of economic and social development processes. Resource analysis. Technology assessment and forecasting. Econometric analysis. Market studies. Socio economic and environmental impact analysis. Evaluation of supply

strategies. Technological innovation and R&D strategies. Feasibility studies. Project analysis and planning. Business plans. Programme evaluation. Energy regulation. Energy policy analysis and evaluation.

12. Experience in foreign postings:

Albania, Austria, Belgium, Belarus, Canada, Colombia, Costa Rica, Czechoslovakia, Denmark, Ecuador, El Salvador, Ethiopia, Philippines, France, Germany, Guatemala, Honduras, Hungary, Indonesia, Iraq, Jamaica, Japan, Kenya, Nicaragua, Panama, Poland, Russia, Senegal, Switzerland, Turkey, Ukraine, United Kingdom, United States.

13. Professional Experience Record:

<i>Date</i>	from 2000 to 2002
<i>Location</i>	Milan, Italy
<i>Company:</i>	Autorità per l'energia elettrica e il gas
<i>Position</i>	Director
<i>Description</i>	Energy Market Scenarios
<i>Date</i>	from 1997 to 2000
<i>Location</i>	Milan, Italy
<i>Company</i>	Autorità per l'energia elettrica e il gas
<i>Position</i>	Director
<i>Description</i>	Gas markets
<i>Date</i>	from 1995 to 1997
<i>Location</i>	Genoa, Italy
<i>Company</i>	Ansaldo
<i>Position</i>	Staff member
<i>Description</i>	Products Development Division
<i>Date</i>	from 1989 to 1995
<i>Location</i>	Genoa, Italy
<i>Company</i>	Cesen, Ansaldo
<i>Position</i>	Director
<i>Description</i>	Development and Strategies
<i>Date</i>	from 1986 to 1989
<i>Location</i>	Genoa, Italy
<i>Company</i>	Cesen, Ansaldo
<i>Position</i>	Director
<i>Description</i>	Engineering and Systems Studies
<i>Date</i>	from 1981 to 1986
<i>Location</i>	Genoa, Italy
<i>Company</i>	Cesen, Ansaldo
<i>Position</i>	Director
<i>Description</i>	Planning and Economic Studies
<i>Date</i>	from 1971 to 1981
<i>Location</i>	Milan, Italy

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<i>Company</i>	Montedison
<i>Position</i>	Researcher
<i>Description</i>	Technological Forecasting and Assessment
<i>Date</i>	from 1967 to 1969
<i>Location</i>	Stanford University
<i>Company</i>	Stanford Research Institute
<i>Position</i>	Researcher
<i>Description</i>	
<i>Date</i>	from 1969 to 1971
<i>Location</i>	San Donato Milanese, Italy
<i>Company</i>	Snamprogetti
<i>Position</i>	Researcher
<i>Description</i>	Process Engineering
<i>Date</i>	from 1964 to 1967
<i>Location</i>	Cambridge, Ms
<i>Company</i>	Harvard University
<i>Position</i>	Research Assistant
<i>Description</i>	Chemical Physics

14. Contact Address:

Autorità per l'energia elettrica e il gas
Piazza Cavour 5
20121 Milano, Italy

Tel. +39 02 65565.1
Fax: +39 02 65565222 – 2 6556266
email: obernardini@autorita.energia.it

CURRICULUM VITAE
Peter BOGETOFT

- Proposed position in the project:** Expert
1. **Family name:** Bogetoft
 2. **Forename:** Peter
 3. **Date of birth:** 25 May 1957
 4. **Nationality:** Danish
 5. **Marital status:** Married
 6. **Education:** Post Ph.d. Doctor Thesis (post.doc. habilitation)

<i>Institution</i>	Aarhus University, Denmark
<i>Date:</i>	from September 1975 to October 1983
<i>Degree(s) or Diploma(s) obtained:</i>	M.Sc., Math.Eco
<i>Institution</i>	Odense University, DK Yale University, USA
<i>Date:</i>	from August 1985 to August 1988
<i>Degree(s) or Diploma(s) obtained:</i>	Visiting Ph.d. student
<i>Institution</i>	Copenhagen Business School
<i>Date:</i>	from August 1988 to August 1990
<i>Degree(s) or Diploma(s) obtained:</i>	Post Doc. Post Doctoral Thesis (Habilitation) 1994

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
English	5	5	5
Danish	5	5	5
German	4	3	2

8. Membership of professional bodies:

MCDM Society

INFORMS

ESIGMA

PARN, Productivity Analysis Network

International Association of Agricultural Economists (IAAE)

European Association of Agricultural Economists (EAAE)

9. Present position:

Professor of Managerial Economics and Micro Economics (Chair)

Department of Economics and Natural Resources

Royal Agricultural University

Rolighedsvej 23

DK-1958 Frederiksberg C

DENMARK

10. Years within the organisation: 7

PK

11. Key qualifications:

Research in efficiency analysis, regulation economics, yardstick competition, energy sector regulation, economic policymaking, economic modelling and optimisation.

Consulting in regulatory strategy and reengineering as senior associate in **SUMICSID AB:**

Commissioned by Swedish Energy Agency to design DEA yardstick system for electricity distribution 2000-2001, implemented 2002.

Commissioned by Swedish Energy Agency to study regulation incentive systems strategy 2001

Commissioned by Danish Ministry of Energy and Environment to investigate productive and managerial efficiency in district heating monopolies, preamble to impending regulation 2001

Commissioned by Dte (Energy regulator of the Netherlands) to advise upon regulatory strategy and development, 2001 -

Commissioned by the Swedish Energy Agency in Nordic Electricity distribution study, 2000

Commissioned by the regulators of Sweden, Norway, Denmark, Finland and the Netherlands to assist in the development of a transmission system operator benchmarking, 2001-2003.

Advisor to CREG (regulator of Electricity and Gas, Belgium) with respect to regulation of TSO.

Commissioned by Danish Municipals Association to investigate efficiency and coordination potential in local tax offices.

Scientific advisor to two senior regulatory officers undertaking research in regulation economics and to nine doctoral student undertaking studies of natural resource regulation, contract design and efficiency evaluation.

12. Experience in foreign postings:

<i>Country</i>	<i>Date:</i>
USA Yale University	from August 1986 to July 1987 from September 1994 to April 1995
USA Univ. of California	from August 1998 to July 1999

13. Professional Experience Record:

<i>Date:</i>	from January 1984 to July 1984
<i>Location</i>	Aarhus, Denmark
<i>Company</i>	Aarhus University
<i>Position</i>	Assistant Professor
<i>Description</i>	Research and teaching in Operations Research and Planning

<i>Date:</i>	from August 1984 to August 1987
<i>Location</i>	Odense, Denmark
<i>Company</i>	Odense University
<i>Position</i>	Assistant and Associate Professor
<i>Description</i>	Research and teaching in Managerial Economics and Microeconomics

<i>Date:</i>	from August 1987 to August 1988
<i>Location</i>	New Haven, USA
<i>Company</i>	Yale School of Management, Yale University
<i>Position</i>	Visiting Ph.d. Student
<i>Description</i>	Research in game theory, agency theory and accounting

<i>Date:</i>	from August 1988 to August 1990
<i>Location</i>	Copenhagen, Denmark
<i>Company</i>	Copenhagen Business School
<i>Position</i>	Post Doc in Systems Science
<i>Description</i>	Research in Decision Theory, Game Theory and Performance Evaluation

<i>Date:</i>	from August 1990 to August 1994
<i>Location</i>	Copenhagen, Denmark
<i>Company</i>	Copenhagen Business School
<i>Position</i>	Associate Professor in Systems Science
<i>Description</i>	Research and teaching in Decision Theory, Game Theory and Performance Evaluation

<i>Date:</i>	from September 1994 to April 1995
<i>Location</i>	New Haven, USA
<i>Company</i>	Yale School of Management, Yale University
<i>Position</i>	Visiting Scholar
<i>Description</i>	Research in game theory, agency theory and accounting

<i>Date:</i>	from May 1995 to present
<i>Location</i>	Copenhagen, Denmark
<i>Company</i>	Department of Economics and Natural Resources Royal Agricultural University
<i>Position</i>	Full Professor, Chair
<i>Description</i>	Research and teaching in managerial economics and microeconomics

<i>Date:</i>	from August 1998 to July 1999
<i>Location</i>	Davis, California USA
<i>Company</i>	University of California, Berkeley and Davis
<i>Position</i>	Visiting Scholar
<i>Description</i>	Research in cooperatives and contracting

14. Other Relevant Information

Additional information, including publications, are available at

AK

www.flec.kvl.dk and www.sumicsid.com/members/peter/peter.htm

15. Contact Address in the Member State

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Fax +45 35 28 22 95

e-mail: pb@kvl.dk
pb@sumicsid.com

CURRICULUM VITAE**Cosma CAMPIDOGLIO****Proposed position in the project: Expert**

1. Family name: Campidoglio
2. Forename: Cosma
3. Date of birth: 19 December 1972
4. Nationality: Italian
5. Marital status: married
6. Education:

<i>Institution</i>	Bocconi University
<i>Date:</i>	from September 1991 to December 1996
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Economics (summa)

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	Mother tongue		
English	4	3	4
French	2	1	1

8. Membership of professional bodies:
9. Other skills: Office packages, VBA, Eviews
10. Present position: first line manager at *Gestore del Mercato Elettrico* (Electric Market Operator)
11. Years within the organisation: 1 (since January 2001)
12. Key qualifications: Energy Economist, mainly dealing with:
 - design of market rules
 - analysis of the consistency with the overall regulatory framework
 - analysis of the interactions between market design and market structure
 - training of market operators

13. Experience in foreign postings:

<i>Country</i>	<i>Date: from (month/year) to (month/year)</i>
Switzerland	from May to June 2000

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14. Professional Experience Record:

<i>Date</i>	from January 2001 to date
<i>Location</i>	Rome, Italy
<i>Company</i>	<i>Gestore del Mercato Elettrico</i> (Electric Market Operator)
<i>Position</i>	First Line Manager
<i>Description</i>	<p>Currently part of the GME's market design and market analysis team. His job mainly deals with:</p> <ul style="list-style-type: none"> • design of market rules • analysis of the consistency with the overall regulatory framework • analysis of the interactions between market design and market structure • training of market operators

<i>Date</i>	from April 1998 to December 2000
<i>Location</i>	Milan, Italy
<i>Company</i>	IRS
<i>Position</i>	researcher
<i>Description</i>	<p>Leader of an Energy Monitoring Group, dealing with:</p> <ul style="list-style-type: none"> • analysis of the liberalization process in Italy and the development of the decision of the Energy Regulator • analysis of market design all over EU and US • analysis of market structure and market power in Italy

15. Other Relevant Information

16. Contact Address in the Member State

Cosma Campidoglio

GME - Gestore del Mercato Elettrico

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00197 Rome

Italy

Tel. +39.06.81654087

+39.333.8613130 (mobile)

e-mail: campidoglio.cosma@mercatoelettrico.org;

AR

CURRICULUM VITAE
Cecilia CARRARA

Proposed position in the project: Expert

1. Family name: Carrara
2. Forename: Cecilia
3. Date of birth: 19 September 1975
4. Nationality: Italian
5. Marital status: single
6. Education:

<i>Institution</i>	Liceo Ginnasio "Giulio Cesare"
<i>Date</i>	from September 1988 to June 1993
<i>Degree(s) or Diploma(s) obtained:</i>	Maturità classica (60/60)
<i>Institution</i>	University "LUISS Guido Carli" in Rome
<i>Date:</i>	from September 1993 to October 1997
<i>Degree(s) or Diploma(s) obtained:</i>	<i>Laurea in giurisprudenza. (summa cum laude).</i> Main course of study: international private law
<i>Institution</i>	Humboldt Univesität zu Berlin
<i>Date:</i>	From September 1998 to July 1999
<i>Degree(s) or Diploma(s) obtained:</i>	LL.M (Magister Legum – <i>summa cum laude</i>)

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	5	5	5
English	5	5	5
German	5	5	5
French	5	5	4
Spanish	4	4	2

8. Membership of professional bodies:

AIA (Associazione Italiana per l'Arbitrato)

IBA (*International Bar Association*)

Vereinigung für den Gedankenstausch zwischen Deutschen und Italienischen Juristen

Chartered Institute of Arbitrators

MAA (Moot Alumni Association)

9. Other skills: good computer literacy (Word, Outlook, Navigator)

10. Present position: research fellow at the CERADI (Research Center), LUISS Guido Carli University, Rome. Focuses on international contract law and international litigation.

11. Years within the CERADI: as from May 2002.

12. Key qualifications: good practice in international litigation, arbitration and comparative law.

13. Experience in foreign postings:

<i>Country</i>	<i>Date</i>
Germany	from January to July 2000

14. Professional Experience Record:

<i>Date:</i>	from January to July 2000
<i>Location</i>	Berlin (Germany)
<i>Company</i>	Hengeler, Mueller, Weitzel, Wirtz
<i>Position</i>	Visiting lawyer
<i>Description</i>	Was engaged in matters concerning corporate and financial law falling under the German, Italian and Hungarian jurisdiction
<i>Date</i>	from November 1997 to May 2002
<i>Location</i>	Rome (Italy)
<i>Company</i>	Studio Legale Macchi di Cellere & Gangemi
<i>Position</i>	Associate lawyer
<i>Description</i>	has been active, in particular, in the fields of international arbitration and corporate law. Her competences and responsibilities have been constantly increasing and currently co-ordinates herself team activities.

15. Other Relevant Information

List of publications /Lectures

“Il caso Centros Ltd. c. Erhvervs –og Selskabsstyrelsen ed il criterio di collegamento internazionaleprivatistico della sede effettiva”, *Il dir. fallim. e delle società commerciali*, vol. IV/2001, 827.

Lecture on March 9, 2001 within the Masters programme *“Avvocato Europeo”* organised by the University "LUISS Guido Carli", on the topic: *“choice of law rules and company law within the EU”*.

“Internet und Internationales Privat-und Verfahrensrecht”, *Jahrbuch für Italienisches Recht*, Müller Verlag, Band 14 (2001), 187 ss.

28 June 2001: lecture within a course on international procedure organised by AIGA (*Association of Italian young Lawyers*) with the Bar of Rome on the issue: *“Bankruptcy and the Italian Jurisdiction”*. An article based on the lecture is published on the web-page of the site of the CERADI.

19 December 2001: lecture within the second edition of the course on international procedure organised by AIGA with the Bar of Rome on the issue: *“Bankruptcy and the Italian Jurisdiction”*.

December 2001: further to a request of the editorial committee of the review *Il dir. fallim. e delle società commerciali*, submitted to the said review a commentary to a recent decision of the Tribunal of Trieste concerning the compliance of the Italian corporate reorganization procedure with the European law on State aid.

22-28 March, 2002: arbitrator in the Ninth Annual Willem C. Vis International Commercial Arbitration Moot organized by UNCITRAL in Vienna.

16. Contact Address:

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00185 Rome

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Fax: +39.06.36214252

email: c.carrara@macchi-gangemi.com (as from June: ccarrara@luiss.it)

AR

CURRICULUM VITAE
Domenico CASALINO

- Proposed position in the project:** Expert
1. **Family name:** CASALINO
 2. **Forename:** Domenico
 3. **Date of birth:** January 11, 1962
 4. **Nationality:** Italian
 5. **Civil status:** Married
 6. **Education:**

<i>Institution</i>	University of Rome“La Sapienza”
<i>Date:</i>	from October 1984 to October 1996
<i>Degree(s) or Diploma(s) obtained:</i>	Economics degree

7. **Language skills:** (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	5	5	5
French	5	4	3
English	4	4	3

8. **Membership of professional bodies:** None
9. **Other skills:** Personal Computing (Windows, Word for Windows, Powerpoint, Excel, Internet and e-mail application)
10. **Present position:** Ministry of Economy and Finance – Department of the Treasury, IT coordinator
11. **Years within the organisation:** Since 2000
12. **Key qualifications:** IT
13. **Specific Countries experience:**

<i>Country</i>	<i>Date</i>
Niger	from April 1985 to February 1986

14. **Professional Experience Record:**

<i>Date:</i>	from June 1990 to September 1996
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	8 companies
<i>Position</i>	IT consultant
<i>Description</i>	Planning and managing IT projects; consulting

<i>Date:</i>	from April 1994 to date
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	Ministry of Economy and Finance-Department of the Treasury
<i>Position</i>	IT coordinator
<i>Description</i>	Planning and managing IT solutions for 800 users

<i>Date:</i>	from January 2001 to date
<i>Location</i>	<i>Rome, Italy</i>
Company	SACE (Italian Credit Export Agency)
<i>Position</i>	IT consultant
<i>Description</i>	Consulting on the BPR project; managing IT projects

15. Other Relevant Information

16. Contact Address in the Member State

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Viale Bruno Buozzi, 19
00197 Roma

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mobile: +39.335.65.00.695
e-mail: domenico.casalino@tesoro.it

CURRICULUM VITAE
Gianrocco CATALANO

- Proposed position in the project:** Expert
- 1. Family name:** Catalano
- 2. First name:** Gianrocco
- 3. Date of birth:** 5 March 1969
- 4. Nationality:** Italian
- 5. Civil status:** Single
- 6. Education:**

<i>Institution</i>	Liceo ginnasio Conti Gentili
<i>Date:</i>	1987
<i>Degree(s) or Diploma(s) obtained:</i>	Diploma Liceo classico
<i>Institution</i>	Università Luiss di Roma
<i>Date:</i>	March 1995
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Law
<i>Institution</i>	Università Luiss di Roma
<i>Date:</i>	May 1996
<i>Degree(s) or Diploma(s) obtained:</i>	Master in Public Local Services

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	Mother tongue	Mother tongue	Mother tongue
English	4	4	4

8. Membership of professional bodies:

9. Other skills:

Excellent expertise of word processing software, Power Point, juridical data banks, Internet systems

10. Present position:

Associate at "Tessarolo" law firm

11. Years within the organization:

7

12. Key qualifications:

Expert on public services law, regulation and contracts. Expert on project financing.

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13. Professional Experience Record:

<i>Date:</i>	from September 1995 to date
<i>Location</i>	Rome, Italy
<i>Company</i>	Law firm <i>Tessarolo</i>
<i>Position</i>	Associate
<i>Description</i>	<p><i>Legal advice to municipalities and their companies in approaching all local services problems:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> legal assistance with respect to administrative and environmental law, as well as regulatory and real estate matters, with specific regard to the following areas: public services management, privatizations, regulations. <input type="checkbox"/> public utilities planning and management, both at national and local level. In particular: assistance in contracts between municipalities and providers (contratti di servizio) and privatization's systems; <input type="checkbox"/> (2001-2002) legal assistance for PricewaterhouseCoopers on realization of a Public-Private partnership for realization of a state road (SS/77); <input type="checkbox"/> (2002) legal assistance for National Building Companies' Association on project financing; <input type="checkbox"/> (since 2000) legal assistance for Cispel Export on project regarding public service's management of Italian Companies abroad (es. Montenegro).

14. Other relevant information:List of main publications

- report contained in the book: "La spa per la gestione dei servizi pubblici locali" (Maggioli editore, 1996);
- report contained in the book: "Il contratto di servizio" (D'anselmi editore, 1997);
- report contained in the book: "La riforma dei servizi pubblici" (Cel editrice, 2002).
- report contained in the publication: "Il collegamento viario Marche Umbria" PriceWaterHouseCoopers (2002).

Member of the Anciform (Italian Association of the Municipalities' owned company in charge of the training of the municipal officers)

Consultant of Cispel (Confederation of local public service companies);

Consultant of PriceWaterhouseCoopers;

Consultant of Ance (National Association of building's companies)

Researcher at Centro Studi Pubblica Amministrazione V. Bachelet (LUISS).

Teacher for: Scuola Superiore della Pubblica Amministrazione; Formez, Anciform, Ancitel, Luic University of Castellanza.

15. Contact Address in the Member State

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e-mail: gianrocco.c@libero.it

ML

CURRICULUM VITAE
Guido CERVIGNI

Proposed position in the project: Expert

1. Family name: Cervigni
2. Forename: Guido
3. Date of birth: 25 January 1969
4. Nationality: Italian
5. Marital status:
6. Education:

<i>Institution</i>	Bocconi University, Milan (Italy)
<i>Date:</i>	
<i>Degree(s) or Diploma(s) obtained:</i>	Ph.D. in Economics

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	Mother tongue		
English	5	4	4

8. Membership of professional bodies:
9. Other skills: good expertise of Office packages
10. Present position: first line manager at *Gestore del Mercato Elettrico* (Electric Market Operator)
11. Years within the organisation: 1
12. Key qualifications: Energy economics
13. Experience in foreign postings:

<i>Country</i>	<i>Date</i>
USA	from January to June 1996

14. Professional Experience Record:

<i>Date</i>	2001 to date
<i>Location</i>	Rome, Italy
<i>Company</i>	<i>Gestore del Mercato Elettrico</i> (Electric Market Operator)
<i>Position</i>	first line manager, economist

<i>Date</i>	1997-2001
<i>Location</i>	Milan, Italy
<i>Company</i>	Autorità per l'energia elettrica e il gas
<i>Position</i>	Head of market division (electricity area)

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15. Other Relevant Information

In 2001, delegate of the Italian Electricity Regulator at CEER - Council of European Electricity Regulators

16. Contact Address in the Member State

Guido Cervigni

GME – Gestore del Mercato Elettrico

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Italy

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e-mail: cervigni.guido@mercatoelettrico.org

CURRICULUM VITAE
Vincenzo CIOFFO

Proposed position in the project: Short Term Expert

1. Family name: Cioffo
 2. Forename: Vincenzo
 3. Date of birth: 27 September 1965
 4. Nationality: Italian
 5. Education:

<i>Institution:</i>	University of Brescia
<i>Date:</i>	1995
<i>Degree(s) or Diploma(s) obtained:</i>	Postgraduate studies
<i>Institution:</i>	University of Brescia
<i>Date:</i>	1991
<i>Degree(s) or Diploma(s) obtained:</i>	Economics Degree

6. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	mother tongue		
English	5	4	4
German	2	2	2
French	3	1	1

7. Membership of professional bodies: none
8. Other skills:
9. Present position: Funzionario (Administrator)
10. Years within the organisation: 4
11. Key qualifications: Legal aspects of gas regulation.
14. Experience in foreign postings:
15. Professional Experience Record:

<i>Date</i>	from 1998 to 2002
<i>Location</i>	Milan, Italy
<i>Company:</i>	Autorità per l'energia elettrica e il gas
<i>Position</i>	Administrator
<i>Description</i>	Legislative and Legal Service
<i>Date</i>	from 1993 to 1998
<i>Location</i>	Rovato (BS), Italy
<i>Company</i>	Cogeme SpA
<i>Position</i>	Legal office
<i>Description</i>	

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16. Contact Address:

Autorità per l'energia elettrica e il gas
Piazza Cavour 5
20121 Milano, Italy

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Fax: +39 02 65565222 – 2 6556266
email: vcioffo@autorita.energia.it

CURRICULUM VITAE

Daniele Comboni
via Lanzone, 39 - 20123 Milan - Italy
tel. ++39.2.86453342
e-mail: d.comboni@iol.it

- Place, Date of birth** Brescia - Italy, 5 November 1952
- Education**
- graduated in Philosophy (110/110 with honours)
 - 1980, University of California, Berkeley, English Language Course
 - 1989, Stanford University, Stanford Professional Publishing Course
 - 1996, London School of Economics, Corporate Finance, Summer Course
 - 1996-1997, Bocconi University in Milan, Graduate School of Management, Corporate Finance Evening Course.
- Current position**
- Visiting Assistant Professor at IULM Milan, "Theory and Techniques of Public Sector Communications"
- Founder and managing director of "Comboni Comunicazione srl." (www.comboni.it), a specialised communication consultancy firm, in the areas of: Telecommunications and Utilities, Finance, Not-for-profit.
- Previous experience:**
- Olivetti Group** *Vice President for Corporate Communication and Design*
in the "External Relations" Divisions of the Olivetti Group.
- Functions:
- "Corporate Identity and Cultural Activities"
 - "Technical Media and Analysts Relations"
 - "Internal and Institutional Relations".
- In addition, on behalf of the Olivetti operating companies, the function co-ordinated all Industrial Design activities, which were performed with the support of an external design consultancy.
- Responsibilities included co-ordination and development of Olivetti's corporate image world-wide;
- ◆ organisation and co-ordination of all artistic and cultural activities, which, traditionally, Olivetti organises directly rather than as a "sponsor";

- ◆ management of the “Technologies and Products” Press Office and relations with market analysts;
- ◆ co-ordination of all institutional publications: house organs, Financial report, official presentations. This includes co-ordination of publications in seven European languages, plus management of Olivetti corporate site on Internet WWW;
- ◆ execution of the internal communications plan: internal diffusion of institutional material through traditional and electronic media, co-ordination of international meetings with subsidiary MDs and meetings of the Executive Committee (First-line executives).

All responsibilities were performed at international level, in particular Europe, which accounted for 80% of Olivetti revenues; all subsidiary Communication and Press offices were reporting to the HQ.

1992-1994:

Director for Technical Media Relations, reporting to the Vice President for Corporate External Relations
National and international responsibilities, including functional responsibility for subsidiary Press Offices.
Co-ordination of an English-language Technical Journal, management of “products tests” with international and European technical media, direct management of market analyst relations in and outside Italy.

1989-1991

Director for Corporate Marketing Communications, Olivetti Systems & Networks.
This function reported to the Vice President for Corporate Marketing Responsibilities included planning and implementation of the world-wide integrated communications plan of the Group’s systems and services company, which at that time was an independent corporation with 25,000 employees and revenues of \$2,5bn.
The function co-ordinated all corporate internal and institutional communications, as well as marketing communications and marketing information systems.

Gruppo Editoriale Jackson

1987-1989:

Editorial and Marketing Vice President, Gruppo Editoriale Jackson SpA.
This function reported to the Chairman and Chief Executive Office and was responsible for management co-ordination of the four corporate Divisions (Books and Partworks, Business Periodicals, Consumer Periodicals, Training): editorial policies, relations with external publishing houses with which Jackson had editorial

licensing agreements (mainly in the US), product and channel marketing, external relations.

1983-1986

Director Periodicals Division, Gruppo Editoriale Jackson SpA.

This function was responsible for editorial co-ordination of Jackson periodicals, for planning new magazines and providing liaison with sales/marketing and promotions. From 1984-86, activities also included general management of the Computer Publishing Group subsidiary, which edited and published subsidiary Communication and Press Offices report to the HQ.

1981-1983

Periodicals Editorial Co-ordinator, Gruppo Editoriale Jackson SpA and editor of "L'Elettronica", a monthly industrial magazine specialising in electronics and telecommunications.

SGS

Assistant to the Vice President for Communications and External Relations at SGS SpA, now SGS-THOMSON Microelectronics.

1978-1980

This function was responsible for centralised operating management of all marketing communication, advertising and press office activities of SGS Microelectronics SpA, at that time wholly owned by the STET Group.

From 1979-80, the function also co-ordinated the launch of a line of educational microcomputers in Italy and major European countries. This involved lobbying the technical education department of the Ministries of Education of the countries in which the product was introduced.

Other positions

Member of the Board of Directors of J.Soft Srl, a software distribution company owned by Gruppo Jackson SpA.

Member of the Board of Directors of Computer Publishing Group.

Vice Chairman of the Consorzio Stampa Specializzata e Tecnica (trade press consortium) of the Lombardy Industrial Association.

Foreign languages

Fluent spoken and written English.

Address

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Mob 0039 348 2660714
Email d.comboni@comboni.it

CURRICULUM VITAE
Giulio DAL MAGRO

Proposed position in the project: Expert

1. Family name: Dal Magro
2. Forenames: Giulio
3. Date of birth: 11 October 1970
4. Nationality: Italian
5. Marital status: Single
6. Education:

<i>Institution</i>	London School of Economics
<i>Date:</i>	from August 1997 to July 1998
<i>Degree(s) or Diploma(s) obtained:</i>	MSc Economics
<i>Institution</i>	Coripe Piemonte
<i>Date:</i>	from September 1996 to June 1997
<i>Degree(s) or Diploma(s) obtained:</i>	Master in Economics and Finance
<i>Institution</i>	University of Rome "La Sapienza"
<i>Date:</i>	from October 1989 to May 1996
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Economics

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	5	5	5
English	5	5	4
French	3	2	2
Spanish	2	2	1

8. Membership of professional bodies:
9. Other skills: good practice of Office packages, advanced knowledge of Microsoft Excel for financial modelling, good expertise of data treatment software
10. Present position: Business Development Manager, TXU Europe Energy Trading
11. Years within the organisation: 1
12. Key qualifications: electricity production licenses, cross border transactions
13. Experience in foreign postings:

<i>Country</i>	<i>Date:</i>
Switzerland	March 2001-April 2001
UK	June 1999-July 1999
UK	August 1997-June 1998
USA	June 1987-July 1988

14. Professional Experience Record:

<i>Date:</i>	from January 2001 to date
<i>Location</i>	Rome
<i>Company</i>	TXU Europe Energy Trading
<i>Position</i>	Business Development Manager
<i>Description</i>	Responsible for analysis, evaluation and negotiation of asset development opportunities (both conventional CCGT and renewable hydro and wind plants); electricity trading and import from border interconnectors.
<i>Date:</i>	from August 1998 to December 2000
<i>Location</i>	Rome, Italy
<i>Company</i>	Mediocredito Centrale Investment Banking
<i>Position</i>	Utilities Team Associate
<i>Description</i>	Analysis of the Italian market and regulation; M&A advisory in the utilities sector
<i>Date:</i>	from January to June 1996
<i>Location</i>	Rome
<i>Company</i>	Fondicri Asset Management
<i>Position</i>	Financial Analyst
<i>Description</i>	Analysis of equity market; statistical simulation of investment funds performances

15. Other Relevant Information

16. Contact Address in the Member State, including telephone, fax and e-mail

Giulio Dal Magro

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Italy

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Fax: +39 06 6992 5876

e-mail: giulio.dalmagro@txu-europe.com

CURRICULUM VITAE
Andrea DARETTI

- Proposed position in the project:** Expert
1. **Family name:** Daretti
 2. **Forename:** Andrea
 3. **Date of birth:** 18 August 1939
 4. **Nationality:** Italian
 5. **Civil status:** Married
 6. **Education:**

<i>Institution</i>	University of Rome (Italy)
<i>Date:</i>	1966
<i>Degree(s) or Diploma(s) obtained:</i>	Electronic Engineer
<i>Institution</i>	ISTUD – Milan (Italy)
<i>Date:</i>	1983
<i>Degree(s) or Diploma(s) obtained:</i>	Accounting
<i>Institution</i>	INSEAD – Fontainbleau (France)
<i>Date:</i>	1986
<i>Degree(s) or Diploma(s) obtained:</i>	AMP (MBA for first line Mgrs)
<i>Institution</i>	Industrat France (Fontainbleau)
<i>Date:</i>	1986
<i>Degree(s) or Diploma(s) obtained:</i>	Strategic Marketing
<i>Institution</i>	Geneva (Switzerland)
<i>Date:</i>	1988
<i>Degree(s) or Diploma(s) obtained:</i>	Step Program (on Transnational Management)
<i>Institution</i>	University of Stanford, USA
<i>Date:</i>	1992
<i>Degree(s) or Diploma(s) obtained:</i>	Multinational Management

7. **Language skills:** (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	5	5	5
English	4	4	4
French	4	4	4
German	2	2	2

8. **Membership of professional bodies:** Engineer Bar
9. **Other skills:** Excellent IT mastery
10. **Present position:** Consultant at the Ministry of Economy and Finance
11. **Years within the organization:** 6
12. **Key qualifications:** Experienced Management Consultant and Company Director with strong records in Information Technology organization and management, groups productivity and profitability, optimization and cost control, marketing management and customer satisfaction orientation in multinational environment. Specific expertise includes:

deep knowledge of IT sales, marketing, support; extended competence in IT, electronic instrumentation and medical equipment's business management; multi-lingual capability (English, Italian, French and some German basics) and results oriented management styled; long time experience in people management, team building and group leading.

13. **Specific Countries experience:** Italy, UK, USA, France, Germany

14. **Professional Experience Record:**

<i>Date:</i>	1968 – 1975
<i>Location</i>	Rome, Padova, Milan (Italy)
<i>Company</i>	Hewlett-Packard Italy
<i>Position</i>	Manager for Health Care Computer Systems Sales and installation in Italy
<i>Date:</i>	1976 – 1977
<i>Location</i>	Andover, Mass. (USA)
<i>Company</i>	Hewlett-Packard USA
<i>Position</i>	European Medical Product Manager
<i>Description</i>	Supporting Cardiology Electronic Products Sales in Europe
<i>Date:</i>	1977 – 1980
<i>Location</i>	Boblingen, Stuttgart (Germany)
<i>Company</i>	Hewlett-Packard Germany
<i>Position</i>	Sale Manager
<i>Description</i>	Supporting all Europe on sales and support for Cardiology Medical Products
<i>Date:</i>	1980 – 1984
<i>Location</i>	Milan, Italy
<i>Company</i>	Hewlett-Packard Italy
<i>Position</i>	Marketing Manager for Business Computer Group Italy
<i>Description</i>	Established the VAR and OEM sales Channel of outstanding reputation later followed by many competitors
<i>Date:</i>	1984 – 1989
<i>Location</i>	Italy
<i>Company</i>	Hewlett Packard Italy – Medical Group
<i>Position</i>	Sales, Support and Marketing Director for Medical Electronics Equipment in Italy
<i>Description</i>	Focused on revamping sleeping OR equipment, fostering Monitoring eqt, launching Ultra Sound diagnostic eqt; M\$ Sales Group; 40 people; results: sales increase by five times in five years

<i>Date:</i>	1989 – 1993
<i>Location</i>	Italy
<i>Company</i>	Hewlett Packard Italy
<i>Position</i>	Sales and marketing Director for HP Computer Group Italy
<i>Description</i>	Focused sales resources on PC, Server, Workstation and Consumable market; customer's satisfaction measurement and fulfilling; responsible for 100M\$ sales/y; 20M\$ budget and 200 people; cost restructured by head count reduction of ca30%; managed merge HP – Apollo
<i>Date:</i>	1993 – 1994
<i>Location</i>	Segrate, Milan (Italy)
<i>Company</i>	IBM SEMEA
<i>Position</i>	Consultant
<i>Description</i>	Consultant of the leading IT multinational Company for creating a new Sales Group for the just introduced RS6000 (Small RISC) Computer System. Mostly Indirect Sales Group organization, performance measurement, competition, conflicts solving, customer's satisfaction and technical issues
<i>Date:</i>	1994 – 1995
<i>Location</i>	Milan, Italy
<i>Company</i>	Siemens – Nixdorf informatica
<i>Position</i>	Consultant
<i>Description</i>	Consultant for restructuring, objective assigning, performances measuring and customer support of Indirect Channel Sales Computer Group (distribution products). Helped greatly the Company to take off in penetrating the new (small Computer – commodity) market
<i>Date:</i>	1996 – 1997
<i>Location</i>	Turin, Italy
<i>Company</i>	Pentatron srl
<i>Position</i>	Sales and Marketing Manager
<i>Description</i>	Acting as Sales and Marketing manager with the main task of creating a distribution channel and market share for electronic and industrial IT measure instrumentation
<i>Date:</i>	1998
<i>Location</i>	London, England
<i>Company</i>	EBRD: European Bank for Reconstruction and Development – Turn Around Management (TAM) program
<i>Position</i>	Senior Industrial Advisor
<i>Description</i>	Selected as a Senior Industrial Advisor for this collaboration program, aiming to consult east countries Companies willing to operate toward EU. This means reshuffling strategic plans, advise management, address technological trend. Actually being SIA for ATM Company in Warsaw (Poland), a IT networking company.

<i>Date:</i>	from 1996 to date
<i>Location</i>	Rome, Italy
<i>Company</i>	Ministry of Ministry of Economy and Finance, Direzione Generale del Tesoro
<i>Position</i>	Consultant
<i>Description</i>	Consultant for IT group and system restructuring for two of the four main Departments of Ministry Main responsibilities consist of: defining a mission plan; reengineering the organization, leading a three year activity plan, planning and implementing an organization restructuring plan.
<i>Date:</i>	1996
<i>Location</i>	Rome, Italy
<i>Company</i>	Ministry of Economy and Finance, Direzione Generale Pensioni di Guerra ed invalidità civile
<i>Position</i>	Supervisor
<i>Description</i>	Supervised the project of data base restructuring and implemented a big project of workflow.

15. Other Relevant Information

16. Contact Address in the Member State, including telephone, fax and e-mail

Andrea Daretti
Via N. Machiavelli, 16
20145 – Milan
Italy

Tel: +39.02.48.18.205

Mobile: +39.347.71.05.954 - +39.335.71.05.954

e-mail: 100307.1372@compuserve.com

CURRICULUM VITAE
Loredana DE ANGELIS

- Proposed position in the project:** Expert
1. **Family name:** De Angelis
 2. **Forename:** Loredana
 3. **Date of birth:** 5 March 1966
 4. **Nationality:** Italian
 5. **Civil status:** Single
 6. **Education:**

<i>Institution</i>	Libera Università degli Studi Sociali, Rome
<i>Date:</i>	October 1985 – December 1989
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Political Science (summa cum laude)
<i>Institution</i>	Università degli studi di Roma “La Sapienza”
<i>Date:</i>	October 1990 – May 1997
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Law (summa)
<i>Institution</i>	Libera Università “S. Pio V”
<i>Date:</i>	November 1990 – May 1993
<i>Degree(s) or Diploma(s) obtained:</i>	Specialization in Environmental Policy

7. **Language skills:** (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	Mother tongue	Mother tongue	Mother tongue
English	4	4	4
French	3	2	2

8. **Membership of professional bodies:**

Member of the IBA (International Bar Association), SERL (Section on Energy & natural Resources Law) Committee

Member of the IBA Environmental Committee

9. **Other skills:** Excellent expertise of word processing software, Power Point, juridical data banks, Internet systems

10. **Present position:** Senior associate at “Macchi di Cellere e Gangemi” law firm

11. **Years within the organization:** Since November 1997

12. **Key qualifications:** Expert on energy and environmental law, public services regulation

13. **Experience in foreign postings:** Italian expert for the European Project “EWRB – European Water Regulation Bank”

14. Professional Experience Record:

<i>Date:</i>	From November 1997 to present
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	“Macchi di Cellere e Gangemi” law firm – Department on energy & natural resources
<i>Position</i>	Senior associate
<i>Description</i>	<p>Legal advice to foreign clients (including major international private players and state owned companies) in approaching the Italian electricity and gas markets. And namely:</p> <ul style="list-style-type: none"> □ legal assistance with respect to administrative and environmental law, as well as regulatory and real estate matters, with specific regard to the following areas: energy (electricity and gas), public services management, purchase and management of contaminated sites, zoning planning regulations; □ public utilities planning and management, both at national and local level. In particular: quality standards of the service, contracts between provider and end-users; □ legal assistance to developers in connection with the building and operate of co-generation plants, waste-to-energy plant and wind farms (including permitting activities, environmental issues, interconnection, negotiations of project agreements, contractual relationships with local entities - e.g. of Host Community Agreements); □ drafting and negotiating of agreements related to electricity and gas supply and trading,; □ legal assistance to chemical industries and contractors in facing environmental emergencies and in the acquisition of chemical assets.
<i>Date:</i>	From 1999 to present
<i>Location</i>	<i>Campobasso, Italy</i>
<i>Company</i>	Università degli studi del Molise
<i>Position</i>	Contractor professor
<i>Description</i>	Course of Environmental law
<i>Date:</i>	From 2000 to present
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	Università degli studi “Roma 3”
<i>Position</i>	Lecturer
<i>Description</i>	Seminary on Energy Law
<i>Date:</i>	1997
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	Proaqua
<i>Position</i>	Consultant
<i>Description</i>	Legal advice on public services’ regulation and management

<i>Date:</i>	1997, 2000
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	National Institute of Researches – Bench of Regional Studies
<i>Position</i>	Consultant
<i>Description</i>	Regional implementation of the national environmental law; Regulations on clean-up issued by the Lazio Region
<i>Date:</i>	From 1993 to present
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	Liberà Università degli Studi Sociali
<i>Position</i>	Assistant
<i>Description</i>	Lectures at the course of Public Law, Administrative Law, Public Law of the Economics
<i>Date:</i>	1994-1995
<i>Location</i>	<i>Florence, Italy</i>
<i>Company</i>	Osservatorio sulla Legislazione Ambientale
<i>Position:</i>	Researcher
<i>Description:</i>	Researches on mining law

15. Other relevant information:

List of main publications

BOOKS

1. *Contractual prerogatives of public authorities in awarding public services - Le prerogative contrattuali della p.a. nella concessione di pubblico servizio*, F. Angeli, 2000.
2. *Study on the implementation of the Water Law (Law No. 36/94) - Studio di fattibilità sulla attuazione della legge 5 gennaio 1994, n. 36*, PROAQUA, Paper, 1997.

ESSAYS (individual essays in books written by many authors)

1. *Implementation of the local authorities' reform. Supreme Court case law – Materiali sull'attuazione della riforma delle autonomie locali. La giurisprudenza della Corte di Cassazione*, in L. De Angelis, D. Morana, "Implementation of the local authorities' reform. Supreme Court and Constitutional Court case law - Materiali sulla attuazione della riforma delle autonomie locali. La giurisprudenza della Corte di Cassazione e della Corte Costituzionale", Giuffré, 1999
2. *Analysis of regional law on soil protection - Analisi della legislazione regionale in materia di difesa del suolo*, in AAVV, "Environmental protection in regional law - La tutela dell'ambiente nella legislazione regionale", Giuffré, 1999
3. *Public works Office - Provveditorato alle opere pubbliche*, in AAVV, "Local offices of the government - Gli uffici periferici dell'amministrazione dello Stato", Luiss-Guido Carli, 1997
4. *Municipalities associations and mountains Communities - Unioni di Comuni e Comunità Montane*, in AAVV, "Second Report on Regions - Secondo Rapporto sulle Regioni", ed. Franco Angeli, 1994.
5. *The ombudsman of the participation - L'ombudsman della partecipazione*, in AAVV, "Widespread interests and environmental issue - Interessi diffusi e questione ambientale", ed. Franco Angeli, 1992.

AR

ARTICLES

1. *On the "integrated service", with specific regard to the water sector - Sulla nozione di "servizio integrato", con particolare riguardo alla disciplina del settore idrico*, in Riv. giur. quadrimestrale dei pubblici servizi, 2000, n. 3;
2. *Water discharges and agricultural uses (note to Supreme Court, , judg. 17 January 2000) - Scarichi idrici ed usi agronomici dei reflui (Cass. pen., sez. III, 17 gennaio 2000)*, in Ambiente-IPSOA, 2000, n. 8;
3. *On the reasonability of the sanctions related to industrial discharges (Constitutional Court, ord. No. 435/1998) - Sulla ragionevolezza del regime sanzionatorio degli scarichi da insediamenti produttivi (Corte Cost., ord. 23 dicembre 1998, n. 435)*, in Ambiente-IPSOA, 1999, n. 10;
4. *Planning and managing water resources - Pianificazione ed elementi di gestione delle risorse idriche*, in Ambiente-IPSOA, 1999, n. 8
5. *Water laws - Le leggi sull'acqua*, in Queste istituzioni, 1998, nn. 114-115;
6. *Non-authorised industrial discharges in public sewage: crime or not crime? - Scarichi produttivi non autorizzati in pubbliche fognature: reato o non reato?*, in Ambiente-IPSOA, 1998, n. 8;
7. *On hydrografic basins and "ATOs" - A proposito di bacino idrografico e di A.T.O.*, in Ambiente-IPSOA, 1998, n. 5;
8. *The "Galli" Law and its implementation in Law No. 13/1997 of the Piemonte Region - La legge "Galli" e la sua attuazione nella l.r. Piemonte n. 13/1997*, in Ambiente-IPSOA, 1998, n. 2;
9. *The Supreme Court "grants licence" for the use of underground water (note to Supreme Court, judg. No. 7402/1996) - La Suprema Corte "concede licenza" per l'uso delle acque sotterranee (Cass. civ., SSUU, 10 agosto 1996, n. 7402)*, in Ambiente-IPSOA, 1997, n. 10;
10. *Old and new problems on water law (note to Constitutional Court, judg. No. 259/1996) - Vecchi e nuovi problemi nel diritto delle acque (Corte cost. 10 luglio 1996, n. 259)*, in Ambiente-IPSOA, 1997, n. 9;
11. *Guidelines and coordination on regional E.I.A. A study on regional laws implementing EU Directive No. 85/337 and Presidential Decree 12 April 1996 - Indirizzo e coordinamento sulla V.I.A. regionale. Riflessioni sulle leggi regionali attuative della dir 85/337 e sul D.P.R. 12 aprile 1996*, in Ambiente-IPSOA, 1997, n. 6;
12. *The "hydraulic" damage (Supreme Court, judg. No. 4469/1996) - Il danno "idraulico" (Cass. civ., SSUU, 13 maggio 1996, n. 4469)*, in Ambiente-IPSOA, 1997, n. 2;
13. *Water resources regulation and repeal of non-compatible acts (note to Constitutional Court, judg. No. 331/1996) - Disciplina delle risorse idriche e abrogazione degli atti incompatibili (Corte cost. 31 maggio 1996, n. 331)*, in Ambiente-IPSOA, 1996, n. 11;
14. *Mixed joint-stock companies: what regime? (note to the Regional Administrative Tribunal of Piemonte, judg. No. 159/1996) - La s.p.a. a capitale pubblico locale: quale regime? (T.A.R. Piemonte, sez. II, 21 marzo 1996, n. 159)*, in Ambiente-IPSOA, 1996, n. 8;
15. *Partial plans, interventions programmes and adjustments: a complex system (comment on deliberation of 5 February 1996 issued by the Basin Authority of the Po river) - Piano stralcio, programma degli interventi e aggiornamenti: un sistema complesso (del. 5 febbraio 1996 dell'Autorità di bacino del fiume Po)*, in Ambiente-IPSOA, 1996, n. 7;
16. *Choice of partners and awarding of services to the joint stock company participated by local authorities - Scelta dei soci ed affidamento del servizio alla S.p.A. partecipata dall'ente locale*, in I contratti dello Stato e degli enti pubblici, n. 4, 1996;
17. *Presidential Decree of 18 July 1995 and criteria for drafting the Basin Plan - Il dPR 18 luglio 1995 e i criteri di redazione del Piano di bacino*, in Ambiente-IPSOA, 1996, n. 3;
18. *Exploitation activities: regional laws without the national framework ... - Attività estrattive: la legislazione regionale senza legge quadro ...*, in Ambiente-IPSOA, 1996, n. 1;

19. *An E.I.A. for off shore exploitation (comment on Presidential Decree No. 52/1995) - Una V.I.A. per le attività estrattive in mare (dPR 17 settembre 1994, n. 52)*, in *Ambiente-IPSOA*, 1994, n. 11;
20. *The regional ombudsman: present structure and possibile powers of substitution - Il difensore civico regionale: la struttura attuale e le possibili funzioni sostitutive*, in *Annuario di Diritto Comparato e di Studi Legislativi*, n.59, 1992;
21. *Power distribution and tolerability limits in the "standard environment" (note to the Regional Administrative Tribunal of Trento, judg. No. 443/1991) - Riparto di competenze e limiti di tollerabilità nell'ambiente standard. Nota a sentenza n. 443/91 (TAR di Trento)*, in *Rivista giuridica di urbanistica*, 1992, n.2;
22. *Administrative protection of widespread interests: possibile role of the ombudsman (also with respect to Law No. 241/1990) - La tutela degli interessi diffusi nell'amministrazione: possibile ruolo del difensore civico (anche in relazione alla l. 241/90)*, in *Rivista Trimestrale di Diritto Processuale Amministrativo*, 1991, n.2.

Participation (as contributor) in international conferences:

2002:	Conference on Integrated Water Management (Athens, March), organized by the Athens water utility. Presentation on "Legal issues and constraints for the implementation of water projects".
2002:	Italian Municipalities Conference (Milan), organized by IBC Global Conference. Presentation on "Possibilities for diversification by Municipalities – identifying the anomalies with local mixed companies in respect of existing and proposed regulations".
2002:	Southern European Water Summit (Rome), organized by IBC Global Conference. Presentation on "Recent changes in water management law".
2001:	Italian Municipalities Conference (Milan), organized by IBC Global Conference. Presentation on "Public issues affecting the energy market".
2001:	Southern European Water Summit (Rome), organized by IBC Global Conference. Presentation on "The legal Issues and Constraints for Satisfactory Implementation of a Project (the issue with the Standard Contract between supplier and users; the issue of allowed bank guarantees, in respect of the ownership of the equipment)".
2000:	Italian Municipalities Conference (Milan), organized by IBC Global Conference. Presentation on "Partnership between public and private companies: procedures & opportunities".

Participation (as contributor) in Italian conferences and courses:

1998:	Conference on Authorities and Tools for Local Regulation, organized by the Tuscany unit of CISPEL (association of local mixed companies). Presentation on "Local Regulators".
1997:	Tutor al Master "Expert on Environmental law and safety at work regulations", organised by the Tuscany Association of enterprises "Confartigianato Toscana".
1996:	Lecture within the Master on Environmental Law, organized by "Gruppo Olivetti".
1996:	Lecture within the Master on Ecomanagement, organized by "Gruppo Olivetti".

16. Contact Address in the Member State

Loredana De Angelis

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Fax. +39.06.38.08.44.38

e-mail: l.deangelis@macchi-gangemi.com

CURRICULUM VITAE

Proposed position in the project: EXPERT

1. Family name: FERRANTE
2. Forenames: ANGELO
3. Place and date of birth: ROME, ITALY, SEPTEMBER 22, 1960
4. Nationality: ITALIAN
5. Marital status: MARRIED
6. Education:

<i>Institution</i>	ROME UNIVERSITY (Italy)
<i>Date: from (month/year): to (month/year)</i>	From 11/79 to 3/85
<i>Degree(s) or Diploma(s) obtained:</i>	Doctor in Electrical Engineering cum laude

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
<i>ITALIAN</i>	<i>Mother tongue</i>		
<i>ENGLISH</i>	5	5	5
<i>FRENCH</i>	4	4	3
<i>SPANISH</i>	3	2	2

8. Membership of professional bodies:

- WG CIGRE 36-05/CIRED CC02 "Disturbances" (1990-97)
- Secretary of CEI - Italian Electro-technical Committee - 8/28 "Nominal Values"/"Insulation Co-ordination" (secretary-1990-98)
- CEI - Italian Electro-technical Committee - 110/77A "EMC/Low Frequency Phenomena"(since 1996)
- Member of the Engineers Association of Rome since 1987

9. Other skills: (e.g. computer literacy, etc.):

- scientific SW (MATLAB, WINPROJECT, ATP, AUTOCAD)
- Office Automation packages (MS & LOTUS Suites)
- programming in FORTRAN, C++, VB, ASSEMBLER

10. Present position:

GRTN - INTERNATIONAL ACTIVITIES

11. Years within the organisation: 2 (since March 2000)

12. Key qualifications:

- Knowledge of the Italian Regulatory Framework in the electricity sector. Active participation in preparing and assessing national grid codes as well as preparatory activities for establishing the Market Rules
- Knowledge of Metering and Settlement problems
- Participation in Standardisation activities

- Extend experience in International relations

13. Experience in foreign postings:

<i>Country</i>	<i>Date: from (month/year) to (month/year)</i>
MOROCCO (ONE)	6/1998-11/1999 - Rural Electrification of islanded areas of country – Project co-ordinator
BULGARIA (Ministry of Energy)	1/1996-3/97 EC PHARE Programme BG9411-02-01-L001 – “Organisational and Technical Measures for monitoring and control of Electricity Losses” – Project Co-ordinator
CENTRAL ASIA (KAZAKHSTAN, KYRGHYZSTAN, TAJIKISTAN, TURKMENISTAN, UZBEKISTAN)	4/1995-2/1997 EC TACIS Programme EREG 9303 “Improvements in electricity transmission, distribution and end-use efficiency in Central Asia Countries” – Project Co-ordinator
INDIA, (CPRI Bangalore)	5/1993 - Technical co-operation programme” training on Power System Analysis, Overvoltages, HVDC.
PERU (ELECTROPERU)	7/1991-3/1992 “ Lightning performance and overvoltages on EHV lines and substations” – Consultant
PARAGUAY (ANDE) – BRAZIL (ITAIPIU BINACIONAL)	9/1990-6/1991 “Measurements campaign on the EHV and HV Paraguay network” – Consultant
ARGENTINA (SIDERCA)	1-5/1989 “Disturbances limitations in the steel plant grid” – Consultant
VENEZUELA (CADAFE)	7/1987-4/1988 “Performance of 400 and 800 kV lines and substations”- Consultant

14. Professional Experience Record:

<i>Date: from - to</i>	12/2001 to date
<i>Location</i>	Rome, Italy
<i>Company</i>	GRTN SpA
<i>Position</i>	International Activities - Proposal and Business Development Manager
<i>Description</i>	International Relations and bilateral contacts with SO and international Institutions - Proposal and Business Development Manager - International Co-operation and Project Financing.

<i>Date: from to</i>	3/2000-11/2001
<i>Location</i>	Rome, Italy
<i>Company</i>	GRTN
<i>Position</i>	Senior Engineer – Systems Engineering Department
<i>Description</i>	Preparation of the Italian Grid Code (Connection rules, Dispatching Rules), participation to the preparatory activities for establishing the Market Rules, Metering Rules, Technical Specifications, Research Projects financed by the EC

<i>Date: from - to</i>	10/1998 –3/2000
<i>Location</i>	Rome, Italy
<i>Company</i>	Enel Distribuzione SpA
<i>Position</i>	Proposal and Business Development Manager
<i>Description</i>	Proposal Manager and Business Developer - International Co-operation and Project Financing supported by the International Institutions (Italian

<i>Ministry for Foreign Affairs, WB, EC, EBRD, EIB, ADB, IADB).</i>

<i>Date: from - to</i>	<i>1/1998 - 9/1998</i>
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	<i>CESI</i>
<i>Position</i>	<i>Proposal and Business Development Manager</i>
<i>Description</i>	<i>Proposal Manager and Business Developer - International Co-operation and Project Financing supported by the International Institutions (Italian Ministry for Foreign Affairs, WB, EC, EBRD, EIB, ADB, IADB).</i>

<i>Date: from - to</i>	<i>5/1991 - 12/1997</i>
<i>Location</i>	<i>Milan - Rome, Italy</i>
<i>Company</i>	<i>CESI</i>
<i>Position</i>	<i>Project Manager</i>
<i>Description</i>	<i>Responsible for Technical and Economical Studies on Distribution Networks in the Power System Studies Department</i>

<i>Date: from - to</i>	<i>12/1986 - 05/1991</i>
<i>Location</i>	<i>Milan, Italy</i>
<i>Company</i>	<i>CESI</i>
<i>Position</i>	<i>System Engineer</i>
<i>Description</i>	<i>Techno economical studies on Transmission and Distribution electric systems in the Power System Studies Dept.</i>

<i>Date: from - to</i>	<i>09/1985 - 12/1986</i>
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	<i>FATME S.p.A.</i>
<i>Position</i>	TLC System Engineer
<i>Description</i>	<i>SW modelzation for TLC - ISDN networks</i>

<i>Date: from - to</i>	<i>01/1985 - 08/1985</i>
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	<i>Nuovo Pignone DSA</i>
<i>Position</i>	<i>SW Engineer</i>
<i>Description</i>	<i>Tech. Specifications & SW programming for Process Automation</i>

15. Other Relevant Information

Other than the activities listed above, extensive travel in a number of countries, both as consultant and for International relations (Spain, Greece, Czech Republic, Hungary, Romania, Croatia, Serbia, France, Belgium, Malta, Tunisia, Great Britain, Ireland; Denmark, Germany, Suede, Russia, Uzbekistan, Pakistan, Syria, Lebanon, Israel, Saudi Arabia, Qatar, Argentina, United States, Canada, Brazil, Paraguay).

16. Contact Address in the Member State, including telephone, fax and e-mail

Angelo Ferrante GRTN - Gestore della Rete di Trasmissione Nazionale SpA
 Strategy Department - International Affairs - Via Pilsudski, 92 - 00197 Roma, Italy
 Tel: +39 06 8165.4168. Fax: +39 06 8165.4780 E-mail: ferrante.angelo@grtn.it

CURRICULUM VITAE
Mauro FORMAGGIO

Proposed position in the project: Short Term Expert

1. Family name: Formaggio
 2. Forename: Mauro
 3. Date of birth: 22 September 1950
 4. Nationality: Italian
 5. Education:

<i>Institution:</i>	Post-graduate school in Advanced Technologies, Sogesta, Urbino
<i>Date:</i>	1976
<i>Degree(s) or Diploma(s) obtained:</i>	Diploma
<i>Institution:</i>	Polytechnic of Turin, Italy
<i>Date:</i>	1974
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in electronic engineering

6. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	mother tongue		
English	4	4	4
German	2	2	2
French	4	4	4

7. Membership of professional bodies: none
8. Other skills:
9. Present position: Funzionario I (Senior Administrator)
10. Years within the organisation: 3
11. Key qualifications:
12. Experience in foreign postings:
13. Professional Experience Record:

<i>Date</i>	from 1999 to 2002
<i>Location</i>	Milan, Italy
<i>Company:</i>	Autorità per l'energia elettrica e il gas
<i>Position</i>	Senior Administrator
<i>Description</i>	Coordinator, Natural Gas Networks Division
<i>Date</i>	1998
<i>Location</i>	San Donato Milanese, Italy
<i>Company</i>	Snam
<i>Position</i>	Coordinator
<i>Description</i>	Telecommunications Services for Natural Gas Transmission

<i>Date</i>	from 1993 to 1997
<i>Location</i>	San Donato Milanese, Italy
<i>Company</i>	Snam
<i>Position</i>	Coordinator
<i>Description</i>	Information Systems for Natural Gas Transmission
<i>Date</i>	from 1991 to 1993
<i>Location</i>	San Donato Milanese, Italy
<i>Company</i>	Snam
<i>Position</i>	Manager
<i>Description</i>	Reliability and Optimization Systems for the Transmission of Natural Gas
<i>Date</i>	from 1977 to 1981
<i>Location</i>	San Donato Milanese, Italy
<i>Company</i>	Snam
<i>Position</i>	Expert
<i>Description</i>	Analysis, Simulation and Optimization of Systems for Natural Gas Transmission
<i>Date</i>	from 1974 to 1976
<i>Location</i>	Vercelli, Italy
<i>Company</i>	Cerutti Officine Meccaniche
<i>Position</i>	Analyst
<i>Description</i>	Production scheduling and control

14. Contact Address:

Autorità per l'energia elettrica e il gas
Piazza Cavour 5
20121 Milano, Italy

Tel. +39 02 65565.1
Fax: +39 02 65565222 – 2 6556266
email: mformaggio@autorita.energia.it

CURRICULUM VITAE
Andrea GALIETI

Proposed position in the project: Short Term Expert

1. Family name: Galieti
 2. Forename: Andrea
 3. Date of birth: 21 March 1973
 4. Nationality: Italian
 5. Education:

<i>Institution:</i>	University of Trento
<i>Date:</i>	1998
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Economics
<i>Institution:</i>	Univerisity of Trier, Germany
<i>Date:</i>	1995
<i>Degree(s) or Diploma(s) obtained:</i>	Business studies

6. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	mother tongue		
English	5	4	4
German	mother tongue		
French	4	2	1

7. Membership of professional bodies: none
8. Other skills: Computer use and programming
9. Present position: Funzionario (Administrator)
10. Years within the organisation: 1
11. Key qualifications: Gas economic regulation; Unbundling
12. Experience in foreign postings: Italy, Germany
13. Professional Experience Record:

<i>Date</i>	from 2001 to 2002
<i>Location</i>	Milan, Italy
<i>Company:</i>	Autorità per l'energia elettrica e il gas
<i>Position</i>	Administrator
<i>Description</i>	Gas economic regulation
<i>Date</i>	from 1999 to 2001
<i>Location</i>	Milan, Italy
<i>Company</i>	Edison SpA
<i>Position</i>	Administrator
<i>Description</i>	C.E.O. Staff / Energy sector
<i>Date</i>	from 1998 to 1999

<i>Location</i>	Milan, Germany
<i>Company</i>	Montedison
<i>Position</i>	Analyst
<i>Description</i>	Energy and Agro-chemical Industry
<i>Date</i>	from 1997 to 1998
<i>Location</i>	Italy
<i>Company</i>	Arma dei carabinieri
<i>Position</i>	Officer
<i>Description</i>	Army/Security

14. Contact Address:

Autorità per l'energia elettrica e il gas
Piazza Cavour 5
20121 Milano, Italy

Tel. +39 02 65565.1
Fax: +39 02 65565222 – 2 6556266
email: agalieti@autorita.energia.it

CURRICULUM VITAE

Proposed position in the project: Expert

1. Family name: GOVERNATORI
2. Forenames: MICHELE
3. Date of birth: 09/06/1972
4. Nationality: ITALIAN
5. Marital status: SINGLE
6. Education:

<i>Institution</i>	Università Commerciale Luigi Bocconi, Milano (Italy)
<i>Date: from (month/year): to (month/year)</i>	September 1992 December 1996
<i>Degree:</i>	Degree in Industrial Economics. Final grade 110/110 with honours.

<i>Institution</i>	Scuola Superiore Enrico Mattei, Milano (Italy)
<i>Date: from (month/year): to (month/year)</i>	September 1997 July 1998
<i>Diploma:</i>	Economics for energy and environment

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
<i>Italian</i>	<i>Mother tongue</i>		
<i>English</i>	4	4	4
<i>French</i>	3	2	2

8. Membership of professional bodies:

None.

9. Computer literacy:

<i>Activity</i>	<i>Software</i>	<i>Knowledge level</i>
<i>Word processing</i>	<i>Ms Word</i>	<i>Very good</i>
<i>Spreadsheet computing</i>	<i>Ms Excel</i>	<i>Very good</i>
<i>Database computing</i>	<i>Ms Access</i>	<i>Good</i>

10. Present position:

Electric power contracting analyst in Acquirente Unico S.p.A., the Italian public-owned electric power single buyer for non-eligible customers.

11. Years within the organisation:

1

12. Key qualifications:

Analyst for power contracting and negotiation in buying transactions.

13. Professional Experience Record:

<i>Date:</i>	<i>June 2000 to date</i>
<i>Location</i>	<i>Rome (Italy)</i>
<i>Company</i>	<i>Acquirente Unico</i>
<i>Position</i>	<i>Electric power contracting analyst</i>

<i>Date)</i>	<i>September 1998 - June 2000</i>
<i>Location</i>	<i>Milan (Italy)</i>
<i>Company</i>	<i>Snam (ENI)</i>
<i>Position</i>	<i>Key account delegate</i>
<i>Description</i>	<i>Contract management and negotiations with large business natural gas users</i>

<i>Date</i>	<i>June 2000 - July 2001</i>
<i>Location</i>	<i>Milan (Italy)</i>
<i>Company</i>	<i>Edison (Montedison)</i>
<i>Position</i>	<i>Natural gas marketing analyst</i>
<i>Description</i>	<i>Tariff and contract designing for natural gas delivery to business users</i>

<i>Date</i>	<i>October 2001</i>
<i>Location</i>	<i>Rome (Italy)</i>
<i>Company</i>	<i>State's School of Local Administration (SSPAL)</i>
<i>Position</i>	<i>Teacher</i>
<i>Description</i>	<i>Competition in local gas distribution</i>

14. Other Relevant Information**15. Contact Address in the Member State, including telephone, fax and e-mail**

Michele Governatori
 via Cosimo Giustini 7 00151 Roma (Italy)
 +39 347 5308569
governatori.michele@acquirenteunico.it

CURRICULUM VITAE**Proposed position in the project: EXPERT**

1. Family name: GUIDA
2. Forenames: GUIDO
3. Date of birth: SEPTEMBER 20, 1964
4. Nationality: ITALIAN
5. Marital status: MARRIED
6. Education:

<i>Institution</i>	BARI UNIVERSITY (Italy)
<i>Date: from (month/year): to (month/year)</i>	From 11/83 to 7/91
<i>Degree(s) or Diploma(s) obtained:</i>	Doctor in Electrical Engineering cum laude

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
<i>ITALIAN</i>	<i>Mother tongue</i>		
<i>ENGLISH</i>	5	4	4
<i>FRENCH</i>	3	2	2
<i>SPANISH</i>	3	2	2

8. Membership of professional bodies:

- Member of ETSO TF for Cross border Trade
- Member of the Engineers Association of Rome since 1987

9. Other skills: (e.g. computer literacy, etc.):

- scientific SW (MATLAB, WINPROJECT, ATP, AUTOCAD)
- Office Automation packages (MS & LOTUS Suites)
- programming in FORTRAN, C++, VB, ASSEMBLER

10. Present position:

COMMERCIAL DEPARTMENT – CONTRACTUAL ACTIVITIES

11. Years within the organisation: 3

12. Key qualifications:

- Knowledge of the Italian Regulatory Framework in the electricity sector. Active participation in preparing and assessing all contractual activities for the free market as well as allocation of the capacity available on the Italian border to Italian eligible clients and preparatory activities for establishing the Market Rules
- Knowledge of Metering and Settlement problems
- Participation in Standardisation activities
- Extend experience in International relations

13. Experience in foreign postings:

<i>Country</i>	<i>Date: from (month/year) to (month/year)</i>

14. Professional Experience Record:

<i>Date: from - to</i>	8/1999 to date
<i>Location</i>	Rome, Italy
<i>Company</i>	GRTN SpA
<i>Position</i>	First Line Manager Contractual Senior Engineer
<i>Description</i>	<i>Techno-economical analysis on the market and contractual activities – Power Purchase Agreement with foreign supplier</i>

<i>Date: from - to</i>	1/1997 – 8/1999
<i>Location</i>	Rome, Italy
<i>Company</i>	Enel Divisione Trasmissione SpA
<i>Position</i>	Senior Engineer
<i>Description</i>	<i>Techno-economical analysis on the market and contractual activities – Power Purchase Agreement with foreign supplier</i>

<i>Date: from - to</i>	6/1995 – 12/1996
<i>Location</i>	Naples, Italy
<i>Company</i>	Enel Distribuzione SpA
<i>Position</i>	System Engineer - Operation and Construction Department
<i>Description</i>	Operation and Construction of HV Substation

<i>Date: from - to</i>	5/1993 – 5/1995
<i>Location</i>	Naples, Italy
<i>Company</i>	Enel Distribuzione SpA
<i>Position</i>	System Engineer – Planning and Control department
<i>Description</i>	Budget and investment analysis

<i>Date: from - to</i>	1/1992 – 4/1993
<i>Location</i>	Rome, Italy
<i>Company</i>	Military factory for electronic equipment and precision instruments
<i>Position</i>	System Engineer
<i>Description</i>	Responsible for the testing of tank's optical and electronic devices

<i>Date: from - to</i>	4/1991 – 1/1992
<i>Location</i>	Milan, Italy
<i>Company</i>	CESI
<i>Position</i>	SW Engineer
<i>Description</i>	SW modelization for an electronic device who reduce the harmonic in a Distribution Network

15. Other Relevant Information

16. Contact Address in the Member State, including telephone, fax and e-mail

Guido Guida GRTN - Gestore della Rete di Trasmissione Nazionale

Commercial Department – Contractual Activities – Viale M. Pilsudski, 92 - 00197
Roma, Italy

Tel: +39 06 8165.4439. Fax: +39 06 8165.5810 E-mail: guida.guida@grtn.it

CURRICULUM VITAE
Tom LAUGHTON

Proposed position in the project: Short Term Expert

1. Family name: Laughton
2. Forename: Tom
3. Date of birth: 16 May 1971
4. Nationality: British
5. Education:

<i>Institution:</i>	Chartered Institute of Marketing
<i>Date:</i>	1995 – 1996
<i>Degree(s) or Diploma(s) obtained:</i>	Advanced Certificate
<i>Institution:</i>	Birmingham University
<i>Date:</i>	1990 – 1994
<i>Degree(s) or Diploma(s) obtained:</i>	BA Hons in Hispanic Studies Grade: 2(1), including a 12,000 word dissertation
<i>Institution:</i>	Dulwich College, London
<i>Date:</i>	1982 – 1989
<i>Degree(s) or Diploma(s) obtained:</i>	GCE A-Levels: Spanish (C), Mathematics (C), Physics (C). GCE O-Levels: 7Bs, 3Cs

6. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
English	mother tongue		
French	3	4	3
Italian	3	4	3
Spanish	5	5	5
Portuguese	3	4	3

7. Membership of professional bodies:

8. Other skills:
for use in business planning and analysis

Excel: Advanced modelling techniques

Databases: Detailed knowledge of relational databases and their application in business environments

9. Present position:

10. Years within the organisation:

11. Key qualifications: Environmental economics and policy, Consumer affairs

12. Experience in foreign postings:

13. Professional Experience Record:

<i>Date</i>	from June 2001 to June 2002
<i>Location</i>	Cambridge
<i>Company:</i>	Cambridge County Council
<i>Position</i>	Manager
<i>Description</i>	<p>Management of change-management programme from first research through to project management of implementation teams. Project covered the way that the council charges its service users. Best Value is a central government modernisation scheme for County Councils</p> <ul style="list-style-type: none"> • Engagement of internal process owners • Carried out internal research and commissioned external research • Identified areas of improvement • Created solutions with internal leadership • Organised 9 project teams to address 25 business improvement areas <p>Achievements:</p> <ul style="list-style-type: none"> • Increased efficiency in internal processes leading to cost and time savings • Initiated a training program covering 250 staff • Improved client experience <p>Increased staff morale and improved inter-departmental relationships</p>
<i>Date</i>	from March 2001 to June 2001
<i>Location</i>	Cambridge
<i>Company</i>	
<i>Position</i>	
<i>Description</i>	Various contracting roles in Cambridge area
<i>Date</i>	from January 2000 to September 2000
<i>Location</i>	
<i>Company</i>	Member of start-up team, setting up the \$3bn Global Accounts (GA) division in the BT/AT&T Global Venture
<i>Position</i>	Business Manager, Concert
<i>Description</i>	<p><i>Compensation Plan Development - Global</i></p> <p>Responsibility for policy development of compensation plan from conceptual phase to sign-off and full employee communication. Plan covered 1500 employees and revenues of \$3bn</p> <ul style="list-style-type: none"> • Plan development and final sign-off with president. Presentation to board • Financial analysis to match plan to overall business plan • Created forums with finance leaders and regional teams • Full audit of 1500 GA employees to test conversion to new pay structure • Worked with IT team to convert BT compensation system to new model <p><i>Contract Transition</i></p> <ul style="list-style-type: none"> • Creation of control processes to manage transition of \$1bn of contracts over to new business model • Management of team to create web-enabled database as central focus for global team
<i>Date</i>	from February 1999 to December 1999
<i>Location</i>	
<i>Company</i>	AT&T Global Markets EMEA (GME)
<i>Position</i>	Executive Planner

<i>Description</i>	<p>Reporting into the Director of Strategy, preparing AT&T UK for the joint venture with BT</p> <p><i>Joint Venture Planning</i> Involvement in a number of projects across all functional areas</p> <ul style="list-style-type: none"> • Created revenue and resource analyses used to split AT&T UK into national and international divisions • Member of cross-functional team working with BT to create new global sales commission system • Managed first announcement to customers of AT&T/BT Global venture (Aug 98). Turned around request to completion of communication to 400+ customers in 3 days <p><i>Process Re-Design</i> Re-designed process distributing AT&T US sales opportunities into the UK, that was previously taking up senior management time and consistently missing response targets.</p> <ul style="list-style-type: none"> • Simplified process • Set up administrator role and database tracking system • Left process run by one administrator and exceeding all required targets <p><i>Business Planning</i> Overall responsibility for business plan submission to parent company, AT&T Corporation</p> <ul style="list-style-type: none"> • Agreed business plan internally with finance, marketing and senior management groups • Submitted medium term forecast to AT&T Corp. • Distribution of £140m+ revenues to director-level sales targets <p><i>Budgetary Management</i> Management of sales budget distribution</p> <ul style="list-style-type: none"> • Responsibility for the £10m+ Sales expense budget submission • Agreed overall sales expense targets with Financial Director <p><i>Management Information Systems</i> Created and managed a strategic information system that became central to all planning in AT&T GME</p> <ul style="list-style-type: none"> • Managed creation of contract, revenue and customer migration databases covering all UK customers • Worked with network and customer care teams to link information systems
<i>Date</i>	from March 1997 to February 1999
<i>Location</i>	
<i>Company</i>	AT&T Communications UK
<i>Position</i>	Sales Planning Analyst
<i>Description</i>	<p>Working in Sales Planning and Strategy, providing detailed analyses of business environment to leadership</p> <p><i>Analysis and Planning</i></p> <ul style="list-style-type: none"> • Creation of analyses and forecasts using Excel spreadsheet models • Liaison with marketing planning team and finance to match sales activity with business plan • Worked with UK Sales leadership to restructure sales force in 1998 planning cycle <p><i>Expense tracking and management</i></p> <ul style="list-style-type: none"> • Monitoring and tracking of Sales expense budget at the UK and

	<p>functional levels</p> <ul style="list-style-type: none"> • Recommendation of adjustments to expenditure on monthly/quarterly basis <p><i>Reporting</i></p> <ul style="list-style-type: none"> • Created monthly sales key performance indicator report to track all aspects of sales force performance. Produced monthly for presentation to European board
<i>Date</i>	from May 1996 to December 1996
<i>Location</i>	
<i>Company</i>	Optimax Laser Eye Clinics
<i>Position</i>	Marketing Assistant
<i>Description</i>	<p>Marketing role in a leading company in its field, dealing with both mass-market and franchising opportunities.</p> <ul style="list-style-type: none"> • Creation of new marketing initiatives and international PR activities • Analysis of cost-effectiveness of individual campaigns
<i>Date</i>	from May 1995 to April 1996
<i>Location</i>	
<i>Company</i>	Manning Selvage and Lee
<i>Position</i>	Account Co-ordinator
<i>Description</i>	<p>World-wide top ten PR firm, part of the DMB&B Group</p> <ul style="list-style-type: none"> • Commercial PR campaigns for blue-chip accounts
<i>Date</i>	from November 1994 to May 1995
<i>Location</i>	
<i>Company</i>	Andersen Consulting
<i>Position</i>	
<i>Description</i>	<p>Working for Andersen Consulting at The Stock Exchange as IT support member within a large team implementing the new trading system. I learnt a wide range of computing skills in an exacting environment</p>

14. Contact Address:

1, Bailey Mews
 CB5 8DR, Cambridge
 United Kingdom

Tel. + 44 (0)7866 511 538
 email: tlaughton@talk21.com

CURRICULUM VITAE
Igina MAIO

- Proposed position in the project:** Expert
1. **Family name:** Maio
 2. **First names:** Igina
 3. **Date of birth:** 28/08/1970
 4. **Nationality:** Italian
 5. **Civil status:** Single
 6. **Education:**

Institution	University of Rome – LUISS
Date:	from 10/88 to 03/93
Degree obtained:	Degree in Law, specialization in Corporate and Fiscal Law – <i>summa cum laude</i>
Institution	University of Rome – La Sapienza
Date:	from 11/00 to 03/03 (end date)
Diploma to be obtained:	Specialization in Law and Economics within the EU

7. **Language skills:** (increasing competence from 1 to 5)

Language	Reading	Speaking	Writing
Italian	5	5	5
English	4	4	4
French	1	0	0

8. **Membership of professional bodies:**

9. **Other skills:** Information Technology; wide use of software included in “Professional Office 2000”.

10. **Present position:** Head of Unit (“Dirigente”) – Department of Treasury – Ministry of Economy and Finance

11. **Years within the organisation:** two years

12. **Key qualifications:** - Authorisation from the Justice Ministry (awarded by the “Corte di Appello” of Naples) to practice as a lawyer, granted in October 1996.

- Authorisation from the “Ministero della Pubblica Istruzione” (awarded by the “Sovrintendenza Scolastica” of Naples) to practice as a teacher of Economics and Law in High Schools, granted in 2001

13. **Specific Countries experience:**

Country	Date: from (month/year) to (month/year)

14. **Professional Experience Record:**

Date: from 11/92 to 11/92	
Location	Rome
Company	Istituto Mobiliare Italiano S.p.A.-
Position	Researcher
Description	Specific project on Company and Financial interaction within a group structure
Date: from 05/93 to 11/95	
Location	Benevento
Company	Law Firm specializing in Administrative Law
Position	Trainee
Description	Practical training on work within this field
Date: from 05/94 to 07/94	
Location	Rome
Company	Banca di Roma S.p.A.
Position	Researcher
Description	Project set up to promote experience within a particular field of banking expertise
Date: from 01/95 to 11/97	
Location	Rome
Company	Istituto Mobiliare Italiano S.p.A.
Position	Employee
Description	Legal advice on banking activities (commercial and merchant banking, leasing and factoring)
Date: from 11/97 to 10/99	
Location	Rome
Company	Scuola Superiore della Pubblica Amministrazione – Presidenza del Consiglio dei Ministri
Position	Trainee
Description	Training in various disciplines related to work of the Public Administrations (Economics, Statistics, Accounting, Management of Human resources, Administrative Law, EU Law)
Date: from 11/99 to 01/00	
Location	Rome
Company	Dipartimento della Funzione Pubblica – Presidenza del Consiglio dei Ministri
Position	Trainee
Description	Examining the system of relationships between Trade Unions and Public Bodies
Date: from 02/00 to 05/00	
Location	Rome
Company	Department of Treasury – Ministry of the Treasury, Budgeting and Economic Planning
Position	Trainee
Description	Overseeing “Fondazioni Bancarie” (Part of a Privatization Programme, ensuring that the legal requirements of these Institutions, within this scheme, were complied with)
Date: from 05/00 to 10/00	
Location	Rome
Company	Department of Treasury – Ministry of the Treasury, Budgeting and Economic Planning

Position	Expert
Description	Legal advice on the various activities of the Department
Date: from 10/00 to 01/02	
Location	Rome
Company	Department of Treasury – Ministry of Economy and Finance
Position	Head of Unit (“Dirigente”)
Description	Legal advice on aspects related to the State ownership of shares and their disposal. Legal advice on aspects related to the public utilities regulatory policies.

15. Other Relevant Information:

- Course on credit risk analysis for the Banking Sector c/o Istituto Mobiliare Italiano S.p.A. (date: from 01/95 to 07/95)
- Dissertation prepared as part of degree course at the LUISS: The conflict of interests within the Italian investment service market (“Il conflitto di interessi nella disciplina delle Sim”)
- Dissertation prepared for work undertaken at the Scuola Superiore: Recent development of Telecommunication law: deregulation of the telephone and communication industry in the EU (“I recenti sviluppi del diritto delle telecomunicazioni: in particolare la liberalizzazione del settore della telefonia nella normativa comunitaria e nazionale”).

SEMINARS**PUBLICATIONS**

- 16. Contact Address in the Member State, including telephone, fax and e-mail:**
address:dott.ssa Igina Maio c/o Ministero dell’economia e delle finanze –
Dipartimento del tesoro – Direzione IV – Ufficio V – Via XX Settembre, n.97 –
I-00187 Roma; tel. +39-6-4761-4057; fax +39-6-4761-3339
e-mail: igina.maio@tesoro.it

CURRICULUM VITAE
Roberto MALAMAN

Proposed position in the project: Short Term Expert

1. Family name: Malaman
 2. Forename: Roberto
 3. Date of birth: 21 April 1958
 4. Nationality: Italian
 5. Education:

<i>Institution:</i>	University of Sussex, U.K.
<i>Date:</i>	1988
<i>Degree(s) or Diploma(s) obtained:</i>	Visiting fellow
<i>Institution:</i>	Univerisity of Milan, Italy
<i>Date:</i>	1984
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in Economics

6. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	mother tongue		
English	5	4	4
French	3	1	1

7. Membership of professional bodies: N.A.
8. Other skills: Invited expert to the Expert Group Meeting on financial issues of Agenda 21, United Nations Commission for Sustainable Development and member of the Italian delegation to the UN-CSD ad-hoc working group on consumption and production patterns
9. Present position: Director
10. Years within the organisation: 5
11. Key qualifications: Environmental economics and policy, Consumer affairs
12. Experience in foreign postings: Italy, EU
13. Professional Experience Record:

<i>Date</i>	from 1997 to 2002
<i>Location</i>	Milan, Italy
<i>Company:</i>	Autorità per l'energia elettrica e il gas
<i>Position</i>	Director
<i>Description</i>	Quality and Consumers Affairs
<i>Date</i>	from 1995 to 2002
<i>Location</i>	Castellanza, Italy
<i>Company</i>	Libero Istituto Universitario C. Cattaneo
<i>Position</i>	Lecturer

<i>Description</i>	Environmental economics
<i>Date</i>	from 1991 to 1997
<i>Location</i>	Milan, Germany
<i>Company</i>	Fondazione ENI Enrico Mattei
<i>Position</i>	Program officer
<i>Description</i>	Environmental economics and policy
<i>Date</i>	from 1992 to 1997
<i>Location</i>	Milan, Italy
<i>Company</i>	IRS – Istituto per la Ricerca Sociale
<i>Position</i>	Research director
<i>Description</i>	Environment and technological innovation
<i>Date</i>	from 1984 to 1992
<i>Location</i>	Milan, Italy
<i>Company</i>	IRS – Istituto per la Ricerca Sociale
<i>Position</i>	Research/Lecturer
<i>Description</i>	Industry, environment and technological innovation

14. Contact Address:

Autorità per l'energia elettrica e il gas
Piazza Cavour 5
20121 Milano, Italy

Tel. +39 02 65565.1
Fax: +39 02 65565222 – 2 6556266
email: rmalaman@autorita.energia.it

CURRICULUM VITAE**Proposed position in the project: EXPERT**

1. Family name: MAZZANTI
2. Forenames: MARIA RITA
3. Place and date of birth: ROME, ITALY, SEPTEMBER 27, 1962
4. Nationality: ITALIAN
5. Marital status: MARRIED
6. Education:

<i>Institution</i>	ROME UNIVERSITY (Italy)
<i>Date: from (month/year): to (month/year)</i>	December 1986
<i>Degree(s) or Diploma(s) obtained:</i>	Laurea in Giurisprudenza, 110/110; discussed thesis on "The Evolution of the <u>Traditio</u> in Post classical Roman Law

<i>Institution</i>	UCLA, Los Angeles, California
<i>Date: from (month/year): to (month/year)</i>	Sept. 1986 - June 1987
<i>Degree(s) or Diploma(s) obtained:</i>	Visiting student. Attended courses on: Property, Contract Law, Civil Procedure, Evidence, Family Law, Islamic Law, International Law

<i>Institution</i>	King's College, London
<i>Date: from (month/year): to (month/year)</i>	Oct. 92 - Sept. 93
<i>Degree(s) or Diploma(s) obtained:</i>	LLM in European Community Law. Took the following courses: EC Competition Law; European Internal Market, European Institutions, International Environmental Law

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
<i>ITALIAN</i>	<i>Mother tongue</i>		
<i>ENGLISH</i>	5	5	5
<i>GERMAN</i>	5	5	5
<i>FRENCH</i>	5	5	4

8. Membership of professional bodies:

9. Other skills: (e.g. computer literacy, etc.):

Computer programmes: Word, Power Point, Access, Excel

10. Present position: Legal Consultant at Acquirente Unico S.p.A.
11. Years within the organisation: 1 (since April 2001)
12. Key qualifications: (Relevant to the programme):
13. Experience in foreign postings:

<i>Country</i>	<i>Date: from (month/year) to (month/year)</i>
<i>Tadjikistan</i>	<i>September 1996: TACIS project ETA 9401-Advice to the Government and Preparation of a strategy Plan for Energy</i>
<i>Kenia</i>	<i>March 1991: IAEA Regional Training Course on Nuclear Law and Safety Regulations in African Countries</i>

14. Professional Experience Record:

<i>Date: from - to</i>	<i>4/2001 to date</i>
<i>Location</i>	<i>ROME, ITALY</i>
<i>Company</i>	<i>GRTN SPA</i>
<i>Position</i>	<i>LEGAL ADVISOR</i>

<i>Date: from to</i>	<i>11/1998 –11/2000</i>
<i>Location</i>	<i>Milan, Italy</i>
<i>Company</i>	<i>AEEG – Italian Electricity and Gas Regulatory Authority</i>
<i>Position</i>	<i>Legal Advisor</i>

<i>Date: from - to</i>	<i>12/1993-10/1998</i>
<i>Location</i>	<i>ROME, ITALY</i>
<i>Company</i>	<i>ENEL SPA</i>
<i>Position</i>	<i>LEGAL ADVISOR</i>
<i>Description</i>	<i>In charge of International and EU development in the field of electricity (Internal Electricity Market, Energy Charter Treaty, TACIS and PHARE projects), nuclear power (representing the company at the IAEA), environment and competition. Also involved in matters concerning major international contracts.</i>

<i>Date: from - to</i>	<i>7-8/1992</i>
<i>Location</i>	<i>Vienna, Austria</i>
<i>Company</i>	<i>International Atomic Energy Agency.</i>
<i>Position</i>	Consultant, Legal Division

<i>Date: from - to</i>	<i>4/1990 –12/1991</i>
<i>Location</i>	<i>Vienna, Austria</i>
<i>Company</i>	<i>International Energy Agency</i>
<i>Position</i>	<i>Junior Professional Officer in the Legal Division</i>
<i>Description</i>	<i>Collaborating in the elaboration of preparatory work for the Standing Committee for nuclear damage and the Revision of the Vienna Convention, drafted legal opinions on matters related to the Agency's mandate and internal regulations and rules; assisting at the meetings of the Board of Governors and General Conference and preparing drafts of the meetings; assisting in the preparation and organisation of the 'Regional Training Course on Nuclear Law and Safety Regulations in African Countries' (Nairobi 4-15 March 1991); conducted research on matters related to the work of the Legal Division.</i>

<i>Date: from - to</i>	<i>Dec. 1989 – April 1990</i>
<i>Location</i>	<i>Vienna, Austria</i>
<i>Company</i>	<i>International Atomic Energy Agency</i>
<i>Position</i>	<i>Junior Professional Officer in the Technical Co-operation/ Evaluation Section</i>

<i>Date: from - to</i>	<i>Oct. 1988 – Nov. 1989</i>
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	<i>Studio Valentini.</i>
<i>Position</i>	<i>JUNIOR PROFESSIONAL OFFICER</i>
<i>Description</i>	<i>Preparation of international contracts and discussion of other issues related to private international law</i>

<i>Date: from - to</i>	<i>Dec. 1987 – June 1988</i>
<i>Location</i>	<i>Rome, Italy</i>
<i>Company</i>	<i>International Development Law Institute (IDLI)</i>
<i>Position</i>	Junior Professional Officer
<i>Description</i>	Assisting in the preparation and realisation of the following courses: <i>a) Development Lawyers Course (yearly three-months general scope course for lawyers specializing in development law);</i> <i>b) Seminar on Barter and Counter trade (2-weeks);</i> <i>c) Seminar on the International Transfer of Technology (2-weeks)</i>

15 Other Relevant Information

Extensive travel in Europe, the USA and the Middle East. Lived in the United States (Los Angeles, California), in Saudi Arabia (Riyadh), in Austria (Vienna) and in the UK (London).

Publications: "Il Trattato della Carta Europea dell'Energia", Rassegna Giuridica dell'Energia Elettrica, anno XII N.4 Ottobre-Dicembre 1995

"Le Convenzioni Internazionali sulla Responsabilità Civile per Danni Nucleari", Rassegna Giuridica dell'Energia Elettrica, Anno IX N.4 Ottobre-Dicembre 92, Giuffrè Ed. Milano;

"Legal Aspects of Decommissioning in Italy", Stilllegung und Beseitigung kerntechnischer Anlagen, Tagungsbericht der AIDN/INLA Regionaltagung 2-3 Juli 92, Nomos Verlagsgesellschaft, Baden-Baden;

"Research Paper n. 30 - Nuclear Safety", Agenda 21 and the UNCED Proceedings, Oceana Publications, Inc. New York, London, Rome.

16. Contact Address in the Member State, including telephone, fax and e-mail

Permanent address: via Magalotti, 26 05018 Orvieto, Terni
Telephone: +39 347 17 37 36 8

e mail: rita_mazzanti@yahoo.com

CURRICULUM VITAE

Raffaella MARZULLI

- Proposed position in the project:** Expert
1. **Family name:** Marzulli
 2. **First name:** Raffaella
 3. **Date of birth:** 26 February 1975
 4. **Nationality:** Italian
 5. **Civil status:** Single
 6. **Education:**

Institution	Università degli Studi di Siena
Date: from (month/year) to (month/year)	October 1993–October 1998
Degree(s) or Diploma(s) obtained:	Degree in Law (summa)
Institution	Court of Appeal of Lecce
Date: from (month/year) to (month/year)	December 2001- May 2001
Degree(s) or Diploma(s) obtained:	Qualification of lawyer

7. **Language skills:** (increasing competence from 1 to 5)

Language	Reading	Speaking	Writing
Italian	Mother tongue	Mother tongue	Mother tongue
English	5	5	5

8. **Other skills:** Excellent expertise of word processing software (including Power Point), juridical data banks, Internet systems
9. **Present position:** Collaborator for ASSONIME - Association for Italy's limited liability companies-
10. **Years within the organization:** Since January 2002
11. **Key qualifications:** Expert on regulation and competition policy
12. **Professional Experience Record:**

Date:	From January 2002 to present
Location	<i>Rome, Italy</i>
Company	ASSONIME – Association for Italy's limited liability companies
Position	Collaborator
Description	• Legal advice to Italian companies on

	<p>competition policy and other regulatory activities directly affecting market entry and competitive conditions, both in Italy and at European level and on the protection of companies' interests and rights in the proceeding before regulatory authorities (due process);</p> <ul style="list-style-type: none"> • Publication of circulars with commentaries on new legislation in competition policy, including analysis of administrative and juridical review and sanctions; • Studying issues of common interest raised by Members, explaining existing legislation and rulings on specific cases.
Date:	From 2001 to present
Location	<i>Rome, Italy</i>
Company	Centro di ricerca "V. Bachelet" – LUISS
Position	Researcher
Description	Studies and researches on the public law and administrative regulation.
Date:	From 2001 to present
Location	<i>Rome, Italy</i>
Company	Libera Università degli Studi Sociali – LUISS
Position	Assistant
Description	Course of administrative law

13. Contact Address in the Member State

Raffaella Marzulli
via Bolzano, 36
00198 Roma
Tel. +39.0669529247 (work)
Cell. + 39.3479611972
e-mail: Rmarzulli@luiss.it

CURRICULUM VITAE
Ivana PANICCIA

- Proposed position in the project:** Expert
1. **Family name:** PANICCIA
 2. **First names:** Ivana
 3. **Date of birth:** December 2, 1963
 4. **Nationality:** Italian
 5. **Civil status:** Married
 6. **Education:**

Institution	Libera Università degli Studi Sociali of Rome
Date: from:	1982
to	1988
Degree(s) or Diploma(s) obtained:	Degree in Economics (summa)
Institution	2 nd University of Rome "Tor Vergata"
Date: from:	1988
to	1989
Degree(s) or Diploma(s) obtained:	Master in "Economics and Institutions"
Institution	University of Reading (UK)
Date:	1992
Degree(s) or Diploma(s) obtained:	Master in Entrepreneurship
Institution	University of Reading (UK)
Date: from:	1993
to	1999
Degree(s) or Diploma(s) obtained:	PhD in Economics

7. **Language skills:** (increasing competence from 1 to 5)

Language	Reading	Speaking	Writing
Italian	5	5	5
English	5	5	5
French	3	3	3
German	2	1	2

8. **Other skills:** Computer literacy [statistic, econometric and data treatment software (Eviews, Spad), Windows, Word, Excel, Internet and e-mail]
9. **Present position:** Italian Regulatory Authority for Electricity and Gas – Head of the Office Analysis and Strategies in the Research Service
10. **Years within the organization:** Since April 1997.
11. **Key qualifications:** Industrial economics, Market regulation, Liberalization of the energy market, Pool market for electricity, Monitoring of the energy market, Tariff structure

12. Professional Experience Record:

Date:	From April 1997 to present
Location	Milan
Company	Authority for Electricity and Gas
Position	Head of the Office Analysis and Strategies in the Research Service
Description	<ul style="list-style-type: none"> <input type="checkbox"/> Coordination of the research activity on the impact of regulation and liberalization of the energy market <input type="checkbox"/> Analysis of the evolution of the structure and of the level of competition of the energy market in Italy and Europe <input type="checkbox"/> Monitoring of the implementation of the EU directives in the European countries <input type="checkbox"/> International comparison of the level, structure and evolution of final prices of electricity and gas <input type="checkbox"/> Analysis of the models and of the performances of the pool markets for electricity adopted in the liberalised systems <input type="checkbox"/> Drafting of regulation for the electricity market <input type="checkbox"/> Restructuring of the statistic monitoring system of the energy market

13. Other Relevant Information.

- Assistant Professor of Industrial Economics at the Libera Università degli Studi Sociali of Rome (L.U.I.S.S. – Independent University for Social Studies) (1988-1999).
- Researcher and coordinator in the Industrial and Financial Research Group of the L.U.I.S.S. (1989-1997). Among the researches performed: “Privatization and Regulation of the Electric Industry in England and Wales”.
- Consultant of Confidi of the Industrial Union of Frosinone (1989-1990). Project: establishment of a system of economic and financial analysis of the accounts of small and medium enterprises to be used to select financial sources.
- Director of the research “Relationships between multinational enterprises and Italian small and medium enterprises” in the Business International Ltd of *The Economist* Group (1995-1996)

Publications

- Industrial Districts: Evolution and Competitiveness in Italian Firms*, Edward Elgar Publishing, Cheltenham, forthcoming.
- Confronti internazionali di prezzo dell'energia elettrica* (International Comparison of Prices of Electric Energy), Autorità per l'Energia Elettrica e il Gas – Quaderni di ricerca, 1999.
- The Performance of Industrial Districts*, Human System Management nr. 18, 1999
- One, a Hundred, Thousands Industrial Districts. Organizational Variety in Local Networks of Small and Medium Enterprises*, Organization Studies nr. 19/4, 1998.

- ❑ *Technological change and vertical integration: Analysis of international vertical integration in multinational companies*, with John Cantwell, in The Changing Boundaries of the Firm, Routledge, 1998.
- ❑ *I rapporti tra grandi imprese multinazionali e piccole e medie imprese in Italia* (The Relationship between Multinational Enterprises and Italian Small and Medium Enterprises), Business International – Quaderni di ricerca, 1996.
- ❑ *Concorrenza e regolamentazione nell'industria elettrica inglese* (Competition and Regulation in the English Electric Industry), with F. A. Grassini, in La privatizzazione dell'industria elettrica in Inghilterra e Galles (The Privatization of the Electric Industry in England and Wales), Il Mulino, Bologna, 1995.
- ❑ *La politica di promozione degli investimenti esteri nel Regno Unito. Obiettivi, strumenti e organizzazione* (The Promotion of Foreign Investments in the United Kingdom. Objectives, Instruments, Organization), Business International, Quaderni di ricerca, 1994.
- ❑ *Effetti economici delle Direttive CEE in materia di appalti pubblici di lavori in Italia* (Economic Outcomes in Italy of the EEC Directives on Procurements) in L'ammmodernamento delle grandi reti - Progetto infrastrutture (The Modernization of the Great Networks – Infrastructure Project), SIPI 1990.

14. Contact Address in the Member State, including telephone, fax and e-mail

Ivana Paniccia

Autorità per l'Energia Elettrica e il Gas
Piazza Cavour, 5
20121 Milano

Tel. +39.02.65565234

Fax: +39.02.65565273

e-mail: ipaniccia@autorita.energia.it
ipaniccia@hotmail.com

CURRICULUM VITAE**Proposed position in the project: EXPERT**

1. Family name: **Persi**
2. Forenames: **Vanessa**
3. Date of birth: **27th May 1972**
4. Nationality: **Italian**
5. Marital status: **Single**
6. Education:

<i>Institution</i>	University of Rome "La Sapienza"
<i>Date: from (month/year): to (month/year)</i>	From May 1992 To July 1997
<i>Degree(s) or Diploma(s) obtained:</i>	Degree in law. Thesis in Civil law. Referee: Prof. Stefano Rodotà. Final grade 110/110

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	Mother tongue		
English	5	4	4

8. Membership of professional bodies: **No**
9. Other skills: (e.g. computer literacy, etc.) Computer skills:
DOS-Windows 95/98/2000, Word, Power Point, Excel, Internet.
10. Present position: **Acquirente Unico Spa: Business support.**
11. Years within the organisation: **6 months (since November 2001)**
12. Key qualifications: **Legal Advisor**
13. Experience in foreign postings:

<i>Country</i>	<i>Date: from (month/year) to (month/year)</i>

14. Professional Experience Record:

<i>Date: from (month/year) to (month/year)</i>	From October 2000 To November 2001
<i>Location</i>	Rome
<i>Company</i>	FORD Motor Company
<i>Position</i>	Legal Advisor in the sales and Customer Relation Dept.
<i>Description</i>	Legal Consulting on different inter- departmental activities, at first legal consulting to post sale management.

<i>Date: from (month/year) to (month/year)</i>	From October 1998 To December 1998
<i>Location</i>	Batavia (Illinois)
<i>Company</i>	Fermi National Accelerator Laboratory
<i>Position</i>	Legal support, as a consultant for the relations with italian dept.

<i>Date: from (month/year) to (month/year)</i>	From June 1998 To August 1998
<i>Location</i>	New York
<i>Company</i>	Carnelutti&Weber Solitors
<i>Position</i>	Adviser for the relations with Italy
<i>Description</i>	

15. Other Relevant Information:

1997-1998 (13 months): Lecturer and research assistant to the chair of Civil Law (Prof. Stefano Rodotà) at Rome University (La Sapienza). Research project was based on the study of problems arising from the data information on privacy laws (Prof. Rodotà is the Italian Commissioner, nominated by the Government to head the "watchdog" organisation over all laws concerning Privacy).

During the same period she worked as free-lance consultant for Universitalia, Rome and then for CEPU, assisting students in preparing their University exams in Civil Law and Procedure and in Administrative Law.

16. Contact Address in the Member State, including telephone, fax and e-mail

Address: **Via Aurelia 641 00165 Rome**
Telephone: 06/80134806 – 06/35420183 – 06/66415852
Mobile: 3356960600
E-mail: persi.vanessa@acquirenteunico.it
vpersi@tiscalinet.it
VaPersi@libero.it

CURRICULUM VITAE**Proposed position in the project: EXPERT**

1. Family name: Renzi
2. Forenames: Loriana
3. Date of birth: March 6th 1963
4. Nationality: Italian
5. Marital status: Single
6. Education:

<i>Institution</i>	Cristoforo Colombo
<i>Date: from (month/year): to (month/year)</i>	From 1979 to 1982
<i>Degree(s) or Diploma(s) obtained:</i>	Graduated from Istituto Tecnico per il Turismo

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
<i>Italian</i>	<i>Mother tongue</i>		
<i>English</i>	5	5	5
<i>French</i>	5	5	5
<i>German</i>	5	4	4
<i>Spanish</i>	3	4	3

8. Membership of professional bodies:

9. Other skills: (e.g. computer literacy, etc.)

- Word processing (Macintosh and Winword programs);
- Media Relations Management certificate with Il Sole 24 Ore;
- course of External Relations and Communication with Luiss Management in Rome; crisis communication and press room on line with Luiss Management in Rome;
- English, French, German and Spanish language individual advanced courses;
- course for Executive P.A. in Business with The Guardian, London;
- course for Secretary P.A. to Top Management with CSR, Milan;
- company individual and collective trainings for the development of analysis, synthesis and organizing capabilities, internal and external relations management;
- course on good manners with Princess Mita Barberini at Collegio Nazareno in Rome;

10. Present Position: Head of External Relations and PA to the CEO of Acquirente Unico SpA

11. Years within the organisation: 2 (since January 2000)

12. Key qualifications: (Relevant to the programme) Communication/International Relations

13. Experience in foreign postings:

<i>Country</i>	<i>Date: from (month/year) to (month/year)</i>
<i>France</i>	<i>1984 - 1991</i>
<i>USA</i>	<i>1991 - 1992</i>
<i>UK</i>	<i>1991 - 1992</i>

14. Professional Experience Record:

<i>Date: from (month/year) to (month/year)</i>	<i>March 1992 – December 1999</i>
<i>Location</i>	<i>Rome – Turin - Milan</i>
<i>Company</i>	<i>Telecom Italia SpA. and Telecom Italia Mobile Spa</i>
<i>Position</i>	<i>P. Assistant to the Chairman</i>
<i>Description</i>	<i>International contacts</i>

<i>Date: from (month/year) to (month/year)</i>	<i>February 1991 – February 1992</i>
<i>Location</i>	<i>Rome- USA - UK</i>
<i>Company</i>	<i>McDonnell Douglas</i>
<i>Position</i>	<i>PA to the Chairman</i>
<i>Description</i>	<i>International contacts</i>

<i>Date: from (month/year) to (month/year)</i>	<i>1991 - 1992</i>
<i>Location</i>	<i>Rome - Italy</i>
<i>Company</i>	<i>Italsanità (Italstat)</i>
<i>Position</i>	
<i>Description</i>	<i>Translation of publicity material for Italsanità/McDonnell Douglas</i>

<i>Date: from (month/year) to (month/year)</i>	<i>May 1984 – January 1991</i>
<i>Location</i>	<i>Rome – Paris – Houston-</i>
<i>Company</i>	<i>Saudi Oger Services Italy (a Banque de la Méditerranée holding)</i>
<i>Position</i>	<i>Assistant to the Chairman (who now is the present Lebanese Prime Minister)</i>
<i>Description</i>	

15. Other Relevant Information

16. Contact Address in the Member State, including telephone, fax and e-mail

Loriana Renzi
 Acquirente Unico S.p.A.
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 00197 Rome – Italy
 Phone: +39-06-80134062
 Fax: +39-06-80134086

Mobile: +39-348-3996150
e-mail renzi.loriana@acquirenteunico.it

CURRICULUM VITAE**Proposed position in the project: Expert**

1. Family name: Sampaolo
2. Forenames: Luigi
3. Date of birth: 3 June 1971
4. Nationality: Italian
5. Marital status: Married
6. Education:

<i>Institution</i>	Liceo Ginnasio "Aristofane"
<i>Date</i>	September 1985 - June 1990
<i>Degree(s) or Diploma(s) obtained:</i>	Maturità classica (60/60)
<i>Institution</i>	University of Rome "La Sapienza"
<i>Date:</i>	October 1990 – November 1996
<i>Degree(s) or Diploma(s) obtained:</i>	Laurea in Economics (<i>summa cum laude</i>)
<i>Institution</i>	University of Turin, "CORIPE"
<i>Date</i>	October 1996 – July 1997
<i>Degree(s) or Diploma(s) obtained:</i>	Master degree in economics

7. Language skills: (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	5	5	5
English	5	5	4

8. Membership of professional bodies:
GEI (Gruppo Economisti d'Impresa, the Italian association of business economists)
9. Other skills: Full mastery of Office packages, econometric and data treatment software (Eviews, Microfit, Business Object)
10. Present position: Researcher with Eni (the Italian state-owned energy company)
Economic and Energy Studies, Strategic Studies Dept.
11. Years within the organisation: Since June 2000 (at Eni since February 1998)
12. Key qualifications: (Relevant to the programme): Expert in energy economics, econometrics applied to energy prices, international trade and competition policy.
13. Professional Experience Record:

<i>Date</i>	July 1997 – January 1998
<i>Location</i>	Turin
<i>Institution</i>	University of Turin
<i>Position</i>	Teaching Assistant
<i>Description</i>	Introductory Microeconomics Course

<i>Institution</i>	Ceris, Institute for Economic Research on Firms and Growth (National Research Council)
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<i>Position</i>	Research fellow
<i>Description</i>	Construction of a database for the analysis of the Italian industry structure
<i>Institution</i>	Regione Piemonte
<i>Position</i>	Consultant
<i>Description</i>	Wrote a report on the industrial specialization of the different areas of Piemonte

<i>Date</i>	February 1998 – June 2000
<i>Location</i>	Rome
<i>Company</i>	Eni SpA
<i>Position</i>	Junior Financial Controller
<i>Description</i>	Financial and operative reporting for the Top Management

14. Other Relevant Information

Publications,

“The Oil Price Volatility”, Eni 2001 (www.eni.it/italiano/notizie/analisi/pdf_note/4_2001.pdf);

“California’s Electricity Crisis”, Eni 2001

(www.eni.it/italiano/notizie/analisi/pdf_note/12_2001.pdf);

“Oil prices differentials, an econometrical approach”, Eni 2001

(www.eni.it/italiano/notizie/analisi/pdf_note/14_2001.pdf)

15. Contact Address

Luigi Sampaolo

Eni Spa

Ufficio Studi Economici ed Energetici

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Tel +39.06.59825976

Fax +39.06.59824715

e-mail: luigi.sampaolo@eni.it

CURRICULUM VITAE
Dario SCANNAPIECO

- Proposed position in the project:** Expert
1. **Family name:** SCANNAPIECO
 2. **First names:** Dario
 3. **Date of birth:** August 18, 1967
 4. **Nationality:** Italian
 5. **Civil status:** single
 6. **Education:**

<i>Institution</i>	Libera Università Internazionale degli Studi Sociali (LUISS), Rome
<i>Date: from (month/year) to (month/year)</i>	1987 - 1992
<i>Degree(s) or Diploma(s) obtained:</i>	Bachelor of Science degree, <i>summa cum laude</i> , in Economics and Business Administration. Specialization in Industrial Management.
<i>Institution</i>	Harvard Graduate School of Business Administration, Boston
<i>Date: from (month/year) to (month/year)</i>	1995 - 1997
<i>Degree(s) or Diploma(s) obtained:</i>	Master in Business Administration (MBA). Focus on Strategy, Finance and General Management courses.

7. **Language skills:** (increasing competence from 1 to 5)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
Italian	5	5	5
English	4	4	4
French	4	4	4

8. **Membership of professional bodies:** None
9. **Other skills:** Computer literacy (Windows, Word for Windows, Powerpoint, Excel, Internet and e-mail application)
10. **Present position:** Consiglio degli Esperti - Italian Ministry of Economy and Finance Ministry (Rome), Advisor to the Director General of the Ministry of Economy and Finance, Prof. Mario Draghi
11. **Years within the organisation:** Since June 1997
12. **Key qualifications:** Privatization of State-controlled companies Technical Secretary of the Strategic Committee for the development of the Italian financial market.

13. Specific Countries experience:

<i>Country</i>	<i>Date: from (month/year) to (month/year)</i>
USA	from 8/95 to 6/97

14. Professional Experience Record:

<i>Date: from (month/year) to (month/year)</i>	1992 - 1995
<i>Location</i>	Rome, Italy
<i>Company</i>	LUISS "Guido Carli"
<i>Position</i>	Assistant
<i>Description</i>	Cooperation with the "Industrial and Financial Research Group" (GRIF)
<i>Date: from (month/year) to (month/year)</i>	1992 - 1995
<i>Location</i>	Italy
<i>Company</i>	Telecom Italia - <i>Strategic Planning and Control</i>
<i>Position</i>	International Strategic Planning
<i>Description</i>	Identification and valuation of business opportunities abroad (joint ventures, participation with other partners to international ventures, especially in Eastern Europe).
<i>Date: from (month/year) to (month/year)</i>	1994 - 1995
<i>Location</i>	Italy
<i>Company</i>	Telecom Italia - <i>Strategic Planning and Control</i>
<i>Position</i>	New Business Development
<i>Description</i>	Strategic analyses of the multimedia industry's development, assessment of Telecom Italia competitors' positioning, proposal and evaluation of new business opportunities.
<i>Date: from (month/year) to (month/year)</i>	1995
<i>Location</i>	Italy
<i>Company</i>	Telecom Italia - <i>Strategic Planning and Control</i>
<i>Position</i>	Business Process Re-Engineering
<i>Description</i>	Development of a project to redesign Telecom Italia's business processes in order to increase internal efficiency and market effectiveness.
<i>Date: from (month/year) to (month/year)</i>	1996
<i>Location</i>	Italy
<i>Company</i>	Andersen Consulting - Strategic Services
<i>Position</i>	Summer Associate Consultant
<i>Description</i>	Planning and implementation of the restructuring of the Italian distribution channels for a leading European insurance company.
<i>Date: from (month/year) to (month/year)</i>	1997 - to date
<i>Location</i>	Rome, Italy
<i>Company</i>	LUISS "Guido Carli"
<i>Position</i>	Assistant Professor
<i>Description</i>	Assistant Professor for the "Industrial Economics and Policy" course

His activities performed include:

HR

- privatization of State-controlled companies such as BNL, Mediocredito Centrale (banking), ENI (oil and gas), Telecom Italia (telecom & multimedia); Enel (electricity); Finmare's liner companies, Società Autostrade (highways), Fincantieri (shipyards), Finmeccanica (manufacturing), ETI (tobacco) worth, in total, over Euro 50 bn. This means:
 1. "preparing" the companies for the privatisation by assessing their business plans, optimizing their capital structure, spinning-off undervalued assets, identifying measures to increase their efficiency and market effectiveness;
 2. structuring the sale procedure and the global offer of their shares;
- evaluation and proposal of industrial initiatives to be undertaken by ENEL, ENI, WIND (telecom), Poste Italiane (mail and logistics), "Istituto Poligrafico e Zecca dello Stato" (printing and publishing) and other companies directly or indirectly controlled by the Ministry of Economy and Finance;
- definition of the projects - later transformed into law by the Parliament - of re-organization of Italy's electric industry and natural gas industry;
- rationalization of public bodies and companies operating to support the industrial growth of the less developed regions in Italy, within of a new company (Sviluppo Italia). Analysis of the management and business processes of this new company and of its capital structure;
- creation of a taskforce within the Treasury, to spur the use of project financing for the construction and management of infrastructures;
- securitization of social security contributions in arrears (INPS and INAIL transactions): credits included in the transactions were worth over Euro 50 bn. Securities issued - until now are worth about Euro 5,5 bn.;
- organization and management of the sell-off of real estate properties owned by the State and by other public entities;
- commissioner for the transformation of Monopoli di Stato public entity (tobacco and logistics) into a new joint stock company (Ente Tabacchi Italiani - ETI): analysis of the business processes, definition of ETI's new business plan and of its capital structure; Member of ETI Board of Directors;
- Technical Secretary of the Strategic Committee for the development of the Italian financial market.

15. Other Relevant Information

PUBLICATIONS

- The impossibility of Auditors independence - Arel 1998
- Public-Private Partnership - Il sole 24 ore - 1999

16. Contact Address in the Member State, including telephone, fax and e-mail

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