



Advisory to the Head of Energy Regulatory Office on District Heating Sector
Kosovo
December 2005

SUPPORT TO THE HEAD OF ERO



Energy Regulatory Office
Zyra e Rregullatorit per Energji
Regulatorni Ured za Energiju

CONTRACT COMPLETION REPORT

Final Report – December 15, 2005



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Stockholm, December 15, 2005

1 INTRODUCTION

Developing a comprehensive and efficient regulatory system for the public utilities is one of the major tasks for consumers' protection in the transition countries. This introduces in a legal and regulatory way the requirements of good governance, service oriented approach and professional financial management.

The existence of a Regulator also favours the public utilities in their way towards the transition from producer and **suppliers of goods** (water, electricity, heat, etc.) supported by the municipalities or the state without specific requirements of good financial management towards a **supplier of services**, self financed commercial entity. More than a constrain, it should therefore also be considered as a training support and tool of sound development for the utilities' management.

ÅF worked in Kosovo, delivering advisory services to the Head of the Energy Regulatory Office during a period of two and half years. During that period, we could see how an embryo of organisation grew to become a fully manned, actively functioning, efficient organisation, which developed a comprehensive and coherent legal system, in way to implement it by promulgating the secondary legislation.

Considerable work has been made in a difficult environment, and we only can judge that the time schedule of the Terms of Reference of the contract stating in August 2003 was optimistic in the possibility to come to the status of today already for one year ago. This delay is amply due to circumstances out of ERO management's control.

Our task was confined to a smaller part of the Energy control in Kosovo. District heating represents only 5% of the total energy consumed in the territory. We however assess that our intervention, mostly at a time when the ERO was under-manned and did not have another technical and legal/regulatory support had a wider impact than only on the district heating issues.

This Contract Completion report covers the activities during two contractual phases, the first one corresponding to the original contract starting in August 2003 and terminated in January 2005, as well as a prolongation, starting in February 2005 and concluded at the end of the same year. It includes a short description of the assignment, the approach and implementation selected by ÅF, an assessment of the work done, and the comparison between the work performed and the tasks specified in the Terms of Reference. It also includes the lessons to learn from this assessment, as well as the coming agenda for ERO.

A specification of the consultant's input and finance is given in Appendix 1. A list of all events and delivered documents (as specific for the project and support, among other the one used in the training activities) is given in appendix 2. All documentation, including this report, is included in the CD-Rom attached to this document.

2 ASSIGNMENT

2.1 Background

Before 1999, the State or the Municipalities formerly owned the utilities in Kosovo, working as service departments without commercial structure. From that period, all public owned companies are under the custody of the Kosovo Trust Agency (KTA), with the mission to re-structure them as commercial entities, opening the possibilities for these companies to be organised as profitable Joint-Stock Corporation. One of the major options is the eventual privatisation of selected bodies under KTA's custody, including public utilities, at the appropriate time. Many of those companies, such as electricity, water and sewerage, are natural monopoly. District heating has competition from other sources of heat, but, in the particular conditions prevailing in Kosovo, should also be considered as a natural monopoly in the connected areas. The concerned utilities were the District Heating Utilities of Prishtina (Termokos), Gjakova and Mitrovica (Termomit).

The assignment was basically the assistance and support of a newly established Regulatory Units in Kosovo, largely based upon the so-called British model, with an independent Regulator for each sector of Public Services, deciding upon tariffs and surveying their management, thus insuring the consumers' protection. The Regulator in charge of Electricity, Gas¹ and District Heating is the **Energy Regulatory Office (ERO)**.

2.2 Objectives of the assignment

The objective of the Consultancy was to support and assist the Head of the ERO as relates to District Heating, during a period of 18 months.

In general terms, the Consultant should work at the ERO on a day-to-day basis. A long-term (resident) adviser, with access to expert advice from a multidisciplinary team of experts carried out the work

The personnel in charge of district heating of the ERO should draft regulations for the District Heating sector and monitors their implementation; furthermore it should make appropriate recommendations to the Regulator for intervention in case of non-compliance. The original Terms of Reference indicated that the consultant should coach and manage the local staff dedicated to district heating, but this disposition showed a conflict of interest between the position of advisor and line manager in ERO organisation, and has been changed after ca 6 months².

The assignment started by August 12, 2003. The original contract should have been terminated by Jan. 31 2005. However, on ERO request, and with Sida's agreement, it was prolonged until December 2005.

At the first stage (second half of 2003), the Client was the Central Regulatory Unit (CRU), established with the objective of establishing the various Regulatory bodies. From the

¹ There are no gas feeders in Kosovo for the time being, and this function of ERO is not manned and active. This sector will however eventually be activated after the expected introduction of natural gas distribution in the territory.

² This occurred at the first Review Meeting between CRU and Sida.

beginning of 2004, the Energy Regulatory Office (ERO), was established, successively manned to comply with the decided organisation, and begun to work independently and with the required efficiency by February/Mars 2004. The ERO's objectives were not reached after an 18 months period, which motivated the requested prolongation.

The organisation was practically fully manned in November 2004, and its Board, in charge of developing and promulgating the secondary legislation was completed in November 2005.

2.3 Original contract

In the contract stating in August 2003, the scope of work was divided in three tasks:

2.3.1 Task 1: ERO Management

This task consisted in:

- Participate in the design of ERO strategies and policies
- Assist in the implementation of ERO strategies and policies
- Carry out a skills assessment and training needs analysis
- Propose a Training Programme and a Human Resource Development plan

2.3.2 Task 2: Laws and Regulations

The consultant's duties are:

- Assist the Head of the ERO to draft and get the Kosovo District Heating law approved
- Recommend and develop draft regulations concerning district heating
- Draft a model concession and lease contracts for district heating companies and a sample of a District Heating license, e.g. applied at Termokos in Prishtina

2.3.3 Task 3: Interaction with the DH-companies and implementation of laws and regulations

The consultant's task includes:

- Together with the management of the District Heating Companies elaborate and agree district heating tariff models
- Elaborate and agree a relevant social subsidy and welfare programme to protect vulnerable client categories

Furthermore, the consultant shall actively participate in the implementation of the laws and rules elaborated during the assignment.

2.4 Addendum for prolongation

The addendum for prolongation was signed by Feb 09, 2005. Its Scope of Works was also divided in three tasks, with the same content as stated in the original Terms of Reference, with the following principal additional items:

- **For Task 1:** Implement and conduct the individual Training Programme, assist in gathering and resuming the technical situation of the district heating systems in Kosovo, issue a working paper covering the technical background and the possibility to establish a regulatory frame for the development of a Combined Heat & Power project in Prishtina, and support ERO in acquiring efficient financial and economic knowledge and tools for economical regulation of tariffs and prices.
- **For Task 3:** Support ERO in handling the proposal for the season 2005/2006 tariff, assist ERO of reviewing the Codes to be submitted by the utilities

2.5 Terms of Reference

The detailed objectives of the assignment can be found in the Terms of Reference from the first contract (Appendix 1), as well as the Terms of Reference of the prolongation are given in the attached electronic documentation, both descriptions being regulated by the same contract.

3 APPROACH AND IMPLEMENTATION

3.1 Manning

The approach presented by ÅF in the Inception report (in the attached electronic documentation) proved to be effective in addressing the issues rose during the contractual period. The manning approach from the Consultant was:

- Employing a senior long-term expert with deep knowledge in the energy sector, and in particular district heating,
- Minimum amount of multi-disciplinary senior experts as support.
 1. The person in charge of answering to the work specified in Task 2 was likely team leader in charge of contract administration and reporting (editing and quality insurance). He also took care of part of Task 3, in particular proposing a subsidy programme for indigent district heating customers
 2. An organisation expert and a training expert handled the remaining work, mostly included in Task 1
 3. For the prolongation period, the expert team was completed by an expert economist in charge of assisting the elaboration of a benchmarking system as tool for economic regulation. Further, in implementing the training programme, a district-heating specialist was called for technical support.

The total amount of persons involved in this very complex and multi-disciplinary project was therefore limited to four persons during the period of 18 months corresponding to the original contract, two being added in the prolongation period. This means that the team has been voluntarily reduced to six persons, of which two were involved in limited specific tasks for a short period of time.

3.2 Continuity

ERO was not yet established when the assignment begun. The policy defined by a “white paper” produced by an external consultant, adopted by not fully implemented, in some aspects not adapted in the current situation and, according to our meaning, then still suffering of teething problems. The CRU organisation, the first contractual partner, was a transitory organisation with aim to establish Regulatory Offices for the various sectors. The person in charge of the contract during the six first months was also not member of CRU/ERO’s personnel, which complicated some issues.

During the first contractual period of 18 months, three persons become our contractual counter-part. Of ERO organisation in December 2005 (25 persons), only 3 persons, in non-managerial positions were employed at the beginning of the assignment. The first district heating expert nominated by CRU was not qualified for the mission, and the qualified person manned this position only after one year. CRU first legal expert, counterpart for Task 2 to our team leader was changed after a period of six months, when the current ERO legal expert was appointed. In other words, our resident expert and partly our team leader are probably the persons owning the longest continuity in the evolution of ERO from August 2003 to December 2005. This position has given to ÅF the basic knowledge to pursue our tasks in a rational and voluntary way, thus supporting a successful development of the Regulatory Office.

3.3 Flexibility

Looking back in the last 2½ years of working in Kosovo, we can see a drastic amelioration of the administrative, legal and regulatory frameworks, thus giving structure to Kosovo from a non-structured province to a community getting organised in a modern way. This was not without unexpected events and delays.

ÅF approach with a large flexibility in working out the tasks specified in the Terms of Reference gave positive results. This was necessary, due to the fact that the organisation changed, each manager having its own way to conduct the Office, that the objectives also changed therefore, and that the working environment of the Office is a sensitive political situation, moving in an historically new situation, where EUMIK had to invent almost all steps to be taken to solve unexpected issues.

ÅF flexible approach and research optimal solution for the Client may be illustrated of what happened in March/April 2004. The first nominated ERO manager had resigned from his position, and the then employed ERO district-heating expert showed that he had no competence for the position. At that occasion, in order to give to the Client³ the time necessary to consolidate the situation, ÅF declared that it could accept to suspend the assistance for a certain period⁴. However, CRU just then appointed an experienced consultant as temporary head of ERO, and manned the position of legal expert with an excellent expert. CRU thus demanded a continuation of the assistance, which was accepted by Sida. This choice showed to be positive and gave excellent results.

3.4 Implementation of Scandinavian practices

One main stream in Sida approach in financing the various projects is the transfer of proven Scandinavian know-how and practices. ÅF actively contributed to this objective during the mission. One example is the procedures proposed by ÅF and accepted by the parties in establishing a tariff structure for district heating, described below:

By May 2004, the District Heating Law was not voted, and a cost-related provisional tariff should be developed, without historical experience of the procedure. ÅF proposed to build up the methodology for tariff calculation through a series of workshops, involving all stakeholders, KTA, district-heating companies of Prishtina, Gjakova and Mitrovica⁵, ERO, and the consultants MVV Consortium (pursuing a Corporate Development Support for Termokos and Gjakova) and ÅF. The procedure was approved and supported by ERO and Sida, and implemented. This was aimed (1) to build up a provisional tariff according to the drafted District Heating Law and (2) to establish practices for the future dialog between the utilities and the regulator. Nine sessions were organised, and resulted in a Memorandum signed by all parties, defining the procedures for tariff calculation.

In the same way, the delivered benchmarking systems, the proposed subsidy system, and other outputs reflected when appropriate the successful Scandinavian practices of transparency, equity and search of consensus.

³ CRU: At that time still overruling ERO

⁴ ÅF proposed a 6 months suspension

⁵ We unfortunately did not succeed for the Mitrovica utility (Termomit) as well as for the two others. The tariff procedures were however accepted by Termomit, who follows the results of the workshop.

4 ASSISTANCE OUTPUTS

4.1 Task 1

4.1.1 Day-to-day assistance

The major Consultant's input is without doubt the day-to-day assistance performed by ÅF's resident expert to the Client, first CRU and later ERO.

Item	Description
TOR requirement	<ul style="list-style-type: none"> • <i>Participate in the design of ERO strategies and policies</i> • <i>Assist in the implementation of ERO strategies and policies concerning District Heating</i> • <i>Manage and coach the local staff members of the DHU</i>
Assistance output	<ul style="list-style-type: none"> • Participation in the two first items for a period of 2½ years. • Implemented tariff and survey procedures • Transfer of knowledge and technology in district heating and other related energy issues to the ERO staff. • Implementation and development of workshop activities for establishing and generalising procedures for tariff calculation • Establishment of a general survey of the technical and managerial status of the District Heating Companies. <p><i>Note: the third item was eliminated, due to possible conflict of interest. Decision taken during the first Review Meeting.</i></p>
Responsible consultant	Marek Szymanski
Counterpart at ERO	Successively: Zoran Morvay, Zekri Çarkhaxhia, Marko Kosir, Nick Frydas, Astrit Saraqini

General reporting

ÅF resident expert was present in Kosovo during 480 working days. During those 2½ years, he accumulated probably the best knowledge of the evolution of the regulatory work in Kosovo, and is the person with the longest continuity in the organisation at a managerial level.

ÅF resident expert in Prishtina performed by his service all tasks described above, getting support during the other ÅF's personnel occasional visits. The strategies and policies were defined at the beginning by the "White Paper" mentioned above, which was followed in its principles.

This assistant time may be parted in three periods, with quite different characters and level of efficiency:

- **First period August 2003 – February 2004:**

The contract begun during the period August 12 to October 17, 2003, with the production, presentation and approval of the Incipient Report (given in annex) and the first assistance to the "Head of ERO". The contract person (who signed the original contract) was the Head of the Energy Office, not in charge of energy regulation, but then working chiefly in defining policies and general directives within the CRU⁶.

⁶ The Energy Office was eventually transferred to the PSIG/Ministry of Energy.

According to contract, the ÅF expert should act as head of the District Heating Unit (DHU), then consisting in a local employed “district-heating expert” and in part time two other local staffs with tasks to care on in tariff and financial survey. The three staffs were not skilled in specific district heating issues, and the district-heating expert was furthermore not qualified for such a position. A local “Head of ERO” was nominated in October 2003, not getting well-defined tasks and prerogatives, as the work had to be “invented”.

This resulted in a quite ineffective period, when only the legal and regulatory work (see Task 2) was intensively conducted. The situation worsened when the nominated Head of ERO resigned from beginning of January 2004, the head of the Energy Office taking care of that task beside his regular full-time work. The non-qualified district-heating expert was then also suspended.

Considering that the legal work was well advanced, ÅF opinion was then that the contract should be suspended for a period of four to six months, thus allowing CRU to recruit and install the staff required for an efficient assistance. This was presented during the Review Meeting CRU/Sida held on February 04, 2004. At that very moment, CRU appointed an experienced consultant as Acting Head of ERO and a lawyer dedicated full time to the Office, thus changing drastically the situation, and making unnecessary the proposed suspension.

For Task 3, ÅF advocated for and implemented the procedures of starting working group meetings for processing the tariff and survey procedures on a first meeting on Feb. 04 2004. The resident expert performed the whole work for preparation and follow-up

- **Second period February 2004 – October 2004:**

This period was much more efficient and ended showing a significant amelioration of the situation. The “Acting Head of ERO” stated immediately a recruiting campaign to man the Office, in the same time giving to the organisation a new, at ÅF perspective, better and more rational structure than the one adopted earlier⁷. This gave the possibility for the Human resources specialist and the training specialist to begin performing a more efficient work (see below).

During that period, significant progresses were made during this period in elaborating tariff and survey tools. They could then sketch in a concrete way, by starting and pursuing nine workshops, and work out the results and conclusions within the day-to-day assistance to ERO. The last meeting was held on June 15, 2004, with the signature by all stakeholders of the final memorandum defining procedures and methods.

The manning of the Office proceeded and the district heating expert employed from August 16, 2004. ÅF resident expert started immediately to co-operate with him, the main goal being transfer of specific knowledge upon district heating, which, according to our judgement, quickly gave positive results. The Head of ERO was also recruited through an international announcement and took his office on October 01, 2004

⁷ An external consultant proposed that first organisation built upon rather complicated matrix thinking.

- **Third period November 2004 – November 2005:**
The Head of ERO found an organisation under positive development, with Laws prorogued or in a final draft status (DH Law). After his arrival, the pace accelerated and ERO showed continuous significant progresses during the whole period. The day-to-day work intensified and become from time to time quite heavy, ERO readiness to proceed in regulatory matters having been and still being ahead of the utilities' skill. In this respect, ERO in general and ÅF resident expert in particular made continuous efforts in enhancing the knowledge in modern management for the district heating companies, therefore supporting and completing the work performed in the "International Management Assistance for restructuring of Termokos, Prishtina and the Gjakova District Heating Company" project financed by Sida, performed during roughly the same period by the MVV Consortium.

The work resulted in ERO elaborating and promulgating two provisional tariff Instructions for the heating seasons 2004/2005 and 2005/2006.

Involved utilities

According to the Terms of Reference, the utilities of Prishtina (Termokos), Gjakova and Mitrovica (Termomit) should be involved in the work performed by ÅF. The two first utilities have currently been object to our services. For reasons out of our control, Termomit was in a different position:

- The plant and the administration were located at the Serbian part of Mitrovica, therefore more difficult for access. The local management, although regularly called, had difficulties to participate in the common meetings, and showed also an unwillingness to come to Prishtina when required.
- The administration was, and still is a part of "Standard" a company grouping several utilities, without financial unbundling, thus making almost impossible the commercial regulation of the district-heating services.
- A feasibility study for expansion⁸ of Termomit, financed by Sida was performed in 2004. The idea was to have a common ERA/Sida financing of the extension. A prerequisite demanded by the financiers was to have Termonit unbundled from Standard. The owner did not accept this separation, and the project consequently was abandoned.

The contact with Termomit was not however interrupted, and, in 2005, the utility voluntarily requested to be included in the tariff decision 2005/2006. Further, a smaller district heating company, the municipality owned utility of Zvečan, request spontaneously to be involved in the process. This constitutes a good indication of the increasing fame and influence gained by ERO during the last two years.

4.1.2 Training

This section consider the assistance during the whole contractual period (original contract and prolongation)

⁸ The boiler in Mitrovica may only supply heat to institutional consumers, although the multi-apartment buildings were provided with central heating ready to be connected to the district heating. The feasibility study concerned the installation of a new boiler and the connection to a large number of houses in the neighbourhood.

**ADVISORY TO THE HEAD OF THE ENERGY REGULATORY OFFICE ON DISTRICT SECTOR, KOSOVO
CONTRACT COMPLETION REPORT**

Item	Description
TOR requirement	<ul style="list-style-type: none"> • <i>Carry out a skills assessment and training needs analysis of the staff of the District Heating Unit and propose a Training Programme and a Human Resource Development plan, with a view to ensure sustainability in the operation of the DHU after concluded assistance.</i> • <i>Implement and conduct the individual Training Programme</i>
Assistance output	<ul style="list-style-type: none"> • Establishing a Training Needs Assessment, defining the personnel's skill and needs for additional training • Proposing and establishing an individual training programme for additional district heating knowledge for selected staff • Organising and leading a study tour of one week in Lithuania and Sweden in December 2004 • Giving one week training for selected ERO staff in Prishtina in May 2005 • Organising and giving a 3-days management workshop in Malmö, Sweden for selected staff in November 2005
Responsible consultant	Bertil Ahlbeck and Peter Dannbring
Counterpart at ERO	Successively: Marko Kosir, Nick Frydas, Astrit Saraqini

The only training input at the beginning of the assignment was the financing through the CRU/ÅF contract of the participation of the first district-heating expert to a study tour organised by the MVV Consortium, with participation of managerial personnel from Termokos and Gjakova district heating company. This showed not as a positive input, as this person, showing to be non-qualified for the job, eventually lost his position in the CRU/ERO organisation.

Due to the fact that a large portion of the district heating related personnel as sketched in the organisation was not employed before June - August 2004, the individual training programme was quite delayed and could only be performed after summer 2004.

After interviews with the concerned staff and analysis, the Training Need Assessment was submitted on October 13, 2004, together with a cost estimate for its implementation. ÅF organised also a study tour according to the Terms of Reference. ÅF proposal, agreed by ERO, was to visit Lithuania, a country still in transition from a similar legal/regulatory history, with developed district-heating structure and tradition, who voted and enforced a new legal framework, in many point comparable to the one to be valid in Kosovo. Further, the issues concerning the situation in multi-apartment buildings were quite like for both Regulators. Lithuania was one to one and a half year ahead the evolution in Kosovo, and with fresh experience in solving teething problems. The visit ended at ÅF office in Malmö, where training facilities for DH issues is located, for lectures and technical visits.

Our judgement is that the participants appreciated this mission.

The training programme was initiated during the prolongation period. The training plan included two sessions, the first one aiming to inform and sensitise all ERO staff involved in district heating to the specific issues in this sector. The four half-day lectures were held at ERO facilities in Prishtina on May 16-17, 2005.

The second session was planned at the end of October, and limited to a selected managers for developing strategy and policy issues.

However, the manning situation had changed after summer vacations, with in particular the nomination of two new Board members. On ERO's request, the programme and the participants were changed, and consisted in three full-day lectures in ÅF's facilities in Malmö, Dec. 01-03, 2005. The aim changed to become a deeper analysis of district-heating issues from the regulatory point of view, including technical explanations of the choices made in Scandinavia. Eight persons, many of them recruited after the first session came to Sweden for this event.

ERO personnel involved expressed their satisfaction after both sessions.

4.1.3 HR development plan

The tasks in this section were completed during the original contractual period.

Item	Description
TOR requirement	<i>Carry out a Human Resource Development plan, with a view to ensure sustainability in the operation of the DHU after concluded assistance. Issues of gender and ethnic equality shall be specifically addressed in the Human Resources Development plan.</i>
Assistance output	<ul style="list-style-type: none">• Human Resource Development plan elaborated and supplied in July 2004• Proposal for ERO future HR development plans and related activity plan delivered in September 2004
Responsible consultant	Göran Stegrin
Counterpart at ERO	Successively: Zoran Morvay, Zekri Çarkhaxhia, Marko Kosir and Nick Frydas (last report).

This part of the assignment was also late started, due to the same reasons: undefined organisation, lack of counter-part for working it, etc.

After Feb. 2004, the work started properly, following the demands of the Terms of Reference. As stated in the chart above, the related documents were delivered in July and September 2005. The last versions of the report were presented, analysed and commented together with the current Head of ERO, and approved by him.

4.1.4 Prolongation

This section will cover only the additional work performed non-included in the Terms of reference of the original contract.

Item	Description
TOR requirement	<ul style="list-style-type: none"> • <i>Assist in gathering and resuming the technical situation of the district heating systems in Kosovo</i> • <i>Issue a working paper covering technical background and establishing a regulatory frame for a CHP project in Prishtina</i> • <i>Support ERO in acquiring financial & economic knowledge and tools for economical regulation of tariffs and price</i>
Assistance output	Tasks performed according to working plan. <ul style="list-style-type: none"> • Technical situation report delivered in Dec. 2005 • CHP report delivered in November 2005 • Benchmarking and financial regulatory tools delivered in September 2005.
Responsible consultant	<ul style="list-style-type: none"> • For DH situation in Kosovo: Marek Szymanski • For CHP issues: David Belin • For regulatory tool: Antonio Garcia
Counterpart at ERO	Astrit Saraqini and Pierre Jacobs

The first drafted version of the Technical situation report was delivered already by end of February 2005. It has been enhanced and completed during the whole 2005, but could not be completed before the end of the assignment, the first relatively reliable figures and indicators describing the situation being available only by October/November 2005. The final version includes therefore all figures available at the date of termination of the contract. ÅF recommend to ERO to update this document when more (and more accurate) figures are gathered from the District Heating Companies, in order to get an updated survey of the current situation

In the same way, the final report regarding the possible establishment of a CHP was dispatched on August 30, 2005. On request of ERO, some ingredients regarding the tariff, contractual and licensing issues were added in November 2005. The conclusions and recommendations are based upon a feasibility study performed by another consultant delivered at the end of May 2005. In case of realisation of the project, this study should be updated to the current facts and figures at the date.

The benchmarking programme was performed during the three visits made by the ÅF expert in Kosovo. The work was amply elaborated in tight co-operation with the responsible personnel of ERO. The delivered excel-chart is a tool to be currently and continuously updated and completed with the information gathered from the District Heating Companies and other international benchmarks.

4.2 Task 2

Task 2, principally the assistance to ERO to establish a legal and regulatory framework for the Regulatory Office of Kosovo, was one of the most extended and complex parts of the assignment.

Item	Description
TOR requirement	<ul style="list-style-type: none"> • Assist the Head of the ERO to draft and get the Kosovo District Heating law approved • Recommend and develop draft regulations concerning district heating • Draft a model concession and lease contracts for district heating companies and a sample of a District Heating license, e.g. applied at Termokos in Prishtina
Assistance output	<ul style="list-style-type: none"> • First draft for District Heating Law delivered in October 2003, and first final draft in January 2004. The text was continuously modified until June 2005 (tabling to the Assembly) • Regulatory draft texts specific for district heating currently delivered from March to December 2004. • Review of other texts (legal end regulatory) by introducing relevant clauses and paragraphs related to district heating currently delivered from January 2004 to December 2005. • Draft for model concession and licensing documents delivered by December 2004. Final draft co-ordinated with other sectors delivered November/December 2005.
Responsible consultant	David Belin
Counterpart at ERO	Successively: Catherine Hood, Merita Kostari & Astrit Saraqini

4.2.1 District Heating Law

The base line was a draft regulation (attached to the Terms of Reference) edited in 2003 by an USA expert employed by EUMIK, seconded to the body which preceded the CRU in building up the relevant legislation. As pointed out in ÅF bid, this first text was constructed according to the Common Law principles, giving large liberty to the stakeholders to come to a *modus operendi* through negotiations.

As also explained in ÅF bid, this type of Anglo-Saxon structure⁹ is not compatible with the current legal and regulatory model based upon the Roman Law, where rules are more precise, with minor dependence to jurisprudence, and giving less possibilities to contractual solutions. This type of legislation is also the one on which the Yugoslavian legal framework¹⁰ is based, which is still the foundation of most of the current Kosovo legal structure.

Another aspect is the fact that ERO should have its activity supported by several laws, for Energy, establishment of the Regulatory Office, etc. In this legislation, the District Heating Law (and subsequently the secondary legislation) has a lower dignity than the Energy Law and the Law on Economic Regulation, and should thus not differ from the said basic laws.

⁹ We were later informed that this draft was based upon the Water & Sewerage regulation of North Carolina, USA.

¹⁰ This legislation, issued from an authoritarian regime, shows however in some cases an exaggerated precision, which may be a hindrance for necessary minimum of flexibility.

For this reason, and in order to also get a homogenous group of laws, ÅF chose to edit the first drafts after publication of the drafts of the Energy Law and the Electricity Law, thus using the same disposition and pattern, and the same spirit.

The said Laws drafts were elaborated by co-operation between an English and a Bulgarian consultant, and the delivery was ruled with a very tight schedule: the objectives were to have all drafted legislation ready by Feb. 2004 (i.e. 6 months after the commencement of the contract). The first draft of the District Heating Law was delivered by Dec. 2003. Although the other consultants editing the basic laws were strongly delayed, ÅF could present the first draft of the District Heating Law, as well as review for completing the Energy Law for district heating ingredients on schedule.

In the beginning of 2004, the process came unfortunately to a standstill. This was caused by several reasons, such as delays from other consultants to deliver second and third drafts, and the fact that CRU (then holding the legal issues) had only one overloaded lawyer employed for regulation, electricity, district heating, water and sewerage, and civil aviation.

In February 2004, a lawyer working exclusively for ERO was nominated, and the process took pace. The final drafts for ERO basic legislation (Energy Law, Law on Energy Regulation - establishing ERO-, Electricity Law and District Heating Law) came ready in June 2004, and presented to the Assembly. All laws were voted and promulgated during fall 2004, before the general elections, except, for non-explained reasons, the District Heating Law, which remained tabled, and eventually “disappeared” from the Law Office of the Assembly.

Despite several interventions, the issue did not proceed during several months, one of the obstacles being the high burden of the newly elected Assembly. However, at an intervention on April 07, 2005, consisting in a visit of ERO’s district heating Expert and ÅF representative to the Assembly, the Law Office accepted to re-table the Law and to present it for voting. A final draft (enhanced to reflect the current situation) was quickly elaborated and sent to the Law Office in April 2005.

After analysis and amendment by the relevant parliamentary body, the Law was presented to the Assembly as first lecture in September 2005, and voted on October 03, 2005, including some additions. It is expected to be promulgated before the end of 2005.

4.2.2 Secondary legislation

According to the Law on Energy Regulator, ERO Board is entitled to edit and promulgate the secondary legislation regarding the Energy Sector. The Board consists in one Chairman, the Head of ERO, and four members, two of them nominated by the EU Pillar of UNMIK and appointed by SRSG, and the two others nominated by Kosovo Government, approved by the Assembly and appointed by SRSG. During a long time, the process was stopped by the fact that the Assembly did not approved nominated representatives. This occurred however in September 2005. The ERO Board is now fully manned and in a position to promulgate the secondary legislation.

ÅF intervention in this issue comprises two elements, drafting the district-heating specific texts and promulgating them.

Regarding **drafting**, two types of texts have to be considered:

- The district-heating specific texts, such as tariff methodology, rules, licensing, etc. were successively delivered, the supply achieved according to the Terms of Reference before the termination of the first original contract (Dec. 2004).
In several cases, the delivered drafts were not commented, as ERO is still waiting to harmonisation with other texts, which ERO expects to be dispatched before the end of 2005.
- The reviewing and complementing with district heating specific issues the more general texts, such as rules on dispute settlement, general conditions of energy supply, etc. In this type of intervention, an agreement was made with ERO. ÅF should return the reviewed documents within a fortnight, delays that were respected during the whole contractual period.

Another issue is however to be considered: The legislation (primary and secondary) is to be homogeneous and consistent. This means that there should not be large differences between the different specific rules for different energy sectors. The legislation for Regulatory Office and Electricity is not yet ready at the day of edition of this report, and adaptation is to be introduced. The other texts not being ready for promulgation, this task will be difficult to perform during the contractual period.

4.3 Task 3

4.3.1 Tariff and subsidies

Item	Description
TOR requirement	<p><i>The consultant shall take the results of the “International Management Assistance for restructuring of Termokos, Prishtina and the Gjakova District Heating Company” into account, and:</i></p> <ul style="list-style-type: none"> • <i>Together with the management of the District Heating Companies elaborate and agree district heating tariff models</i> • <i>Prepare the approval of district heating tariffs</i> • <i>Together with the Ministry of Social Welfare and the management of the District Heating Companies elaborate and agree a relevant social subsidy and welfare programme to protect vulnerable client categories</i>
Assistance output	<ul style="list-style-type: none"> • The tariff study from the MVV consortium was a cost-plus model of calculation for operations. A tariff from an regulatory view includes more ingredients. ÅF proposed and implemented a procedure of consensus through a series of workshops concluded by a plenum meeting approving the results, (ff august 2005). Later, ÅF assisted for the approval of tariffs for 2004/2005 and 2005/2006 • The MVV study concluded to a costly programme, reviewed by ÅF and reduced to a level realistic for Kosovo’s financial possibilities. The report was delivered in December 2005
Responsible consultant	<ul style="list-style-type: none"> • For Tariff issues: Marek Szymanski • For subsidies: David Belin
Counterpart at ERO	Successively: Zoran Morvay, Marko Kosir, Astrit Saraqini

The Terms of Reference of the “International Management Assistance for restructuring of Termokos, Prishtina and the Gjakova District Heating Company”, which was performed by the MVV Consortium during the period August 2003 – August 2005 (including a 6-months prolongation) includes i.a. the following task:

Tariff Study and Affordability Analysis

The tariff study entails; a) a review of existing tariff setting method, and the collection and remittance of revenues from the tariff from households, public institutions and commercial clients; b) an analysis of the required tariff level to achieve a sustainable operation of the District Heating Companies; c) a proposal for consumption based tariff for various customer categories; and d) a proposal for billing and collection system.

The basic idea of ÅF work was to work in parallel with the other consultant in two important matters: tariff and subvention for indigent people. ÅF took contact as soon as possible with the team Leader of the MVV consortium, and planned for regular contacts and co-operation.

- For the tariff, billing and collection issues, both consultants supported the idea of proceeding in workshops with all stakeholders involved. The start-up and presenting the first idea in this direction was done after a preliminary meeting with the MVV Team Leader, defining a common goal and strategy. The Sida representative then visiting Kosovo was also informed in advance and supported our approach. Those actions (February 2004) made easier the consensus between the participants of the first meeting establishing the workshop procedures.

The good contact with the MVV Team Leader, with informal meeting for exchanging non-classified information and trying to harmonise the targets and objectives proceeded until the end of 2004. During the prolongation period, for reasons unknown by us, the contacts got much more limited. The person in charge from the beginning of the contract was replaced at the end of spring 2005. His successor showed no interest to keep contact, and did not answer to our invite of informal meetings, which, in our interpretation of the Terms of Reference, is included in the spirit of both contracts.

- ÅF took contact with the Ministry of Labour and Social Welfare already during the Inception period, and maintained contact until the Affordability Analysis was prepared. The MVV Consortium presented in February 2004 a socio-economic study including a subsidy programme for the indigent people. The study was performed in a professional way and responded to international standard of leaving for defining the persons who should be selected for subventions.

The result was however such that almost each second district-heating customer could be eligible for subsidies, the amount to be dispatched rising to more than 1 million Euros per year. Receiving the study, we took again contact with the Ministry of Labour and Social Welfare, and came to the conclusion that this figure was unrealistic, considering the available finances in Kosovo’s budget. We therefore stated with another approach, proposing that the families now listed in the social-security lists should, as the first step, be the target group for subsidies. The final calculation, based upon the real social-security lists, reduced the subsidy volume to ca 100 000 Euros.

ERO and the Ministry of Labour and Social Welfare accepted the report. Not having financial possibilities to give that subvention, the Ministry asked ERO and ÅF to approach Sida to explore the possibilities to get a donation covering one year (heating season 2005/2006). The request was submitted to Sida at a meeting in Prishtina on May 18, 2005, but no answer has been received at the date of termination of the contract.

4.3.2 Implementation of the legislation

This item covers both contractual periods (original contract and prolongation)

Item	Description
TOR requirement	<ul style="list-style-type: none"> • <i>Review financial inspection reports and give recommendations for further actions</i> • <i>Review operation, maintenance and development of the district heating systems defining targets for efficiency improvements and cost reductions.</i> • <i>Prepare the approval of district heating expansion plans and investment programs</i> • <i>Monitor the implementation of the District Heating Law and associated secondary regulations.</i>
Assistance output	<ul style="list-style-type: none"> • For the two first items, ÅF participated and assisted in current survey of the utilities and establishing a benchmark system (see Task 1) • The DH Law not yet being implemented, the two last items could not be processed, as well as part of the second item, the input data from the DH Companies not being available.
Responsible consultant	Marek Szymanski and Antonio Garcia
Counterpart at ERO	Successively: Zoran Morvay, Marko Kosir, Astrit Saraqini

The tasks 1 and 3 of the Terms of Reference have been performed by the Resident Expert with support of the other members of the Team. For this reason, several actions of the chart above are developed in the section 4.1 above.

The major comment concerning the work specified in the chart is that implementation of the legislation could not be performed as planned, due to the fact that the District Heating Law was voted only on October 03, 2005, and was not yet promulgated at the date of this report. For this reason, most of the work concerning tariff and rules for operating the district heating companies were issued with a provisional status, taking into account the voted Laws on Energy and Law on Energy Regulator. They were enforced despite the lack of district-heating specific legal support.

5 LESSONS LEARNED

The main lesson in acting in the District Heating sector of Kosovo to be learned from this assignment were the following:

i. Necessity of a strong and competent counterpart:

The assignment was initiated at a period of strong development of the legal, and consequently regulatory frameworks. The UNMIK/EUMIK administration was eager to complete the work as soon as possible. Few CRU staffs were the consultants' counterpart, most of them recruited locally, with no former experience of the expected administrative and legal environment that the administration wished to establish. Some consultants were then confined in a low-efficiency work, with large difficulties to cope with the targets of the Terms of Reference. The process took pace and the work turned to eventually get highly efficient with positive results after recruitment of competent local and international personnel.

ii. Dependency of a non fully matured the political body

In the same way, the project was delayed by the fact that the Assembly of Kosovo could not handle nominations and vote the legislation at the expected pace. Democracy is a complex system, and a young democratic Assembly must have the time to grow to a professional law-making machine. Procedures have to be developed and enforced, and the members of the Assembly the time to get skilled.

iii. Inertia in the development of the utilities' management

The ERO was a quite new organisation, without former existence, created with people coming from different horizons. The utilities were established long before with habits and traditions. Even if the former almost exclusively Serbian management was changed, the staffs were used to work together in a certain way. ÅF believes that everybody (including ourselves) was far to optimistic in the possibilities to quickly change the habits and attitudes in matured organisations. From the ERO horizon, principally Termokos has not reach the level of development foreseen in the Terms of Reference for the Corporate Development Support, in particular at the quality level for accountancy, MIS, Business Plan, accuracy in operation figures, list of customers, etc.

It is however to be pointed out that substantial improvement could be seen during the past months, that are also triggered by the educational impact of ERO activities upon the utilities' management.

6 FUTURE AGENDA

The project showed a very large improvement of the ERO, as well as organisation as producing and implementing a consequent and comprehensive legal framework in the Energy Sector in Kosovo. If one considers the status of the legislation and the survey and regulation of the energy utilities, significant progresses have been made during the last 2½ year, and especially during the year 2005.

The Support to the Head of ERO for District Heating suffered however of a large delay, due to the fact that the District Heating Law was not handled with the other three Laws (Energy, Economic Regulation and Electricity – promulgated in end of 2004), for reason unknown to us. Another delay, also induced by political decisions occurred to the secondary legislation for the promulgated Laws, as the ERO Board, in charge by the Law on Energy Regulator to promulgate it, could not be constituted before September 2005, the two members nominated by the Assembly of Kosovo not being selected before that date.

Now, the Board being completed and established, the work in performing the last drafts of the secondary legislation, to approve it at ERO Board, and to promulgate it is on its way. This is applicable for all legislation, as the District Heating Law, re-introduced in the Assembly work after intervention of ERO supported by ÅF, was voted on October 03, 2005, and should be promulgated by SRSB not later than December 2005.

This implies that ERO shall have in its duties for the next year the following main tasks to be performed in the district-heating sector. This list is not exhaustive, as we expect unexpected works to rise at any moment in the Regulator life.

1. Editing the final draft for **secondary legislation** for presentation to the ERO Board. After this presentation, public hearings and possibility for stakeholders to intervene are planned, before promulgation of the final drafts as legal document
2. Determination and decision concerning **tariffs** for the season 2006/2007. This is probably the most important work to be performed during the next year. The activity will probably be prepared already by May 2006 and, after an intensive work in August/September, be ready for decision for the end of September 2006.
3. Analysis and comments upon the utilities' **Business Plan** and the plans for expansion. Those documents were not available until now, but the Law makes compulsory their elaboration and approval by the Regulator
4. In general terms, ERO will be in the obligation pursue and may be to increase its actions in **educating the utilities in modern management**. This action started strongly during the year 2005, during which considerable efforts were put in to explain to the utilities' management rationale, reasons and background of the actions taken by ERO in its request for more professional reporting and accountancy.

APPENDIX 1

CONSULTANT INPUT AND PROJECT FINANCES

Consultant's Input

The Consultant's input is given in table below.

Month	U	Delivered			Budgeted		
		Hours home office	Days in Kosovo	Total hours	Hours home office	Days in Kosovo	Total
03-aug		11	33	44			
03-sep		75,5	15	90,5			
03-okt		54	21	75			
03-nov		75,5	15	90,5			
03-dec		65	18	83			
04-jan		74	14	88			
04-feb		3	24	27			
04-mar		23	20	43			
04-apr		8	14	22			
04-maj		46	20	66			
04-jun		59	29	88			
04-jul/aug		31	22	53			
04-sep		40,5	33	73,5			
04oct		65,5	21	86,5			
04-nov		38,5	25	63,5			
04-dec		90	6	96			
05-jan		23	0	23			
05-feb		32,5	4	36,5			
Total contract	hours	782,5			514		
	days	97,8	330	427,8	64,3	403	467,3
05-mar		40,5	22	62,5			
05-apr		30	29	59			
05-maj		57,5	38	95,5			
05-jun		8	17	25			
05-jul/aug		42	21	63			
05-sep		31	22	53			
05oct		64	18	82			
05-nov/dec		166	22	188			
Total prolong.	hours	439			182		
	days	54,9	189	243,9	22,8	180	202,8
Total	days	152,7	519,0	671,7	87,0	583,0	670,0

The chart above shows that the services were supplied roughly according to the total budgeted input of personnel. The number of days in Kosovo for the first part of the assignment (original contract) was lower than budgeted, chiefly due to the fact that more district-heating and environmental specialists were foreseen than shown needed after the inception period. The budget was respected for the second period.

Both in the contractual and in the prolongation periods more time at the home office were used than expected. This was occasioned by work on legal and regulatory texts, and

administration/reporting, both of them taking much more time than assumed in the contractual period. Unexpected complications in organising the study tour and the second training session outside Kosovo explain also the deviation. However, as seen below, although the number of hours of services were high, the total budget was amply respected, due to the efforts made to at all time optimise the reimbursable expenses.

Financial statement

The chart below illustrates the cash flow incurred by the Consultant's invoicing, compared to the budgeted values.

The above chart illustrate that the Consultant could manage to perform the services at a cost below the budgeted cost. The remaining costs at the end of the original contract period have not been displayed. It is not relevant, as additional work to conclude the assignment were not performed.

Invoicing

A summary of the Invoices, including the one concluding the assignment to date is given in the table below:

APPENDIX 2

WORKSHOPS AND REPORTS

1 Training:

During the contractual period, the Consultant organised and implemented three training sessions:

- A. Study tour in Lithuania and Sweden**, during the period December 05 to 12, 2004, according to this short programme:
- December 05: Travel day Prishtina – Copenhagen – Vilnius (Lithuania)
 - December 06: Visits to Lithuanian Energy Agency (LEA) within Ministry of Economy, National Control Commission for Prices and Energy and Ministry of Environment
 - December 07: Visit to Lithuanian District Heating Organisation, Lithuanian Municipal Organisation and District Heating Museum
 - December 08: Visit to Trakai Municipality and District Heating Company and ÅF-Therma, Kaunas
 - December 09: Visit to Kaunas Energia, Kauna, and flight to Copenhagen – transfer to Malmö, Sweden
 - December 10: Lectures at the Malmö ÅF office and Visit of Sysav combined solid waste incineration/district heating plant in Malmö
 - December 11 & 12: free and return flight to Prishtina
- B. First training workshop in Prishtina**, during the period May 16 to 20, 2005, with the following short programme
- May 16: Introduction to the Consultant Support, District Heating, its Advantages and its Disadvantages
 - May 17: Business Planning for a District Heating Company (Energy Producers and Distributors)
 - May 18: Role of Owners, Board of Directors, Head of ERO and Auditors in the ERO Organisation and in a District Heating Company, Energy Use and Technical Efficiency Potential in the District Heating System.
 - May 19: Overview of Marketing Aspects for a District Heating Company, Introduction of Investments and Operations of District Heating Facilities.
 - May 20: How Can an Organisation as ERO be Efficient and Successful? Reporting and Discussions



C. Second training workshop in Malmö, during the period November 01 – 05, 2005, with the following short programme:

- November 01: journey Prishtina – Copenhagen, transfer to Malmö, Sweden
- November 02: Introduction to the Consultant Support (this advisory project) and the Training Activities; Technical Aspects of DH operation; Investments in generation, distribution and customer’s installations; Introduction to financial management for a DH-company; Investigation, about market based price control in Sweden and visit to DH-company Öresundskraft in Helsingborg
- November 03: Long term investment planning, example cases; Requirement on separate accounting for DH-companies; Third party access to DH-companies; Introduction to financial management for a DH-company; Legislation applicable to district heating and market relations in Sweden; “Fjärrvärmeutredningen” (the district heating investigation); The opinion of the district heating business about conclusions and recommendations in “Fjärrvärmeutredningen”
- November 04: Metering legislation; Visit of a representative for the district heating clients; Pricing of Combined Heat and Power; Life Cycle Costing; Different pricing methods; “REKO” district heating, a certification method; Summing Up & evaluation
- November 05: Return to Prishtina via Copenhagen.



The complete programmes and all lectures and other support documentation are given in a digital form in the attached CD-Rom.

2 Reports

The contract being a long-term assistance, most of which by a resident expert, the current reporting was made by monthly documents edited in the Logic Framework Approach (LFA) format, and dairies for the work performed. Some important documents were also supplied as studies, the most important being:

General:

- Inception Report
- Final Report (this document)

Task 1:

- Training Need Assessment
- Human Resource Plan and HR Activity Plan
- Training Programme

ADVISORY TO THE HEAD OF THE ENERGY REGULATORY OFFICE ON DISTRICT SECTOR, KOSOVO CONTRACT COMPLETION REPORT

- Assessment of the status of the District Heating Companies in Kosovo

Task 2:

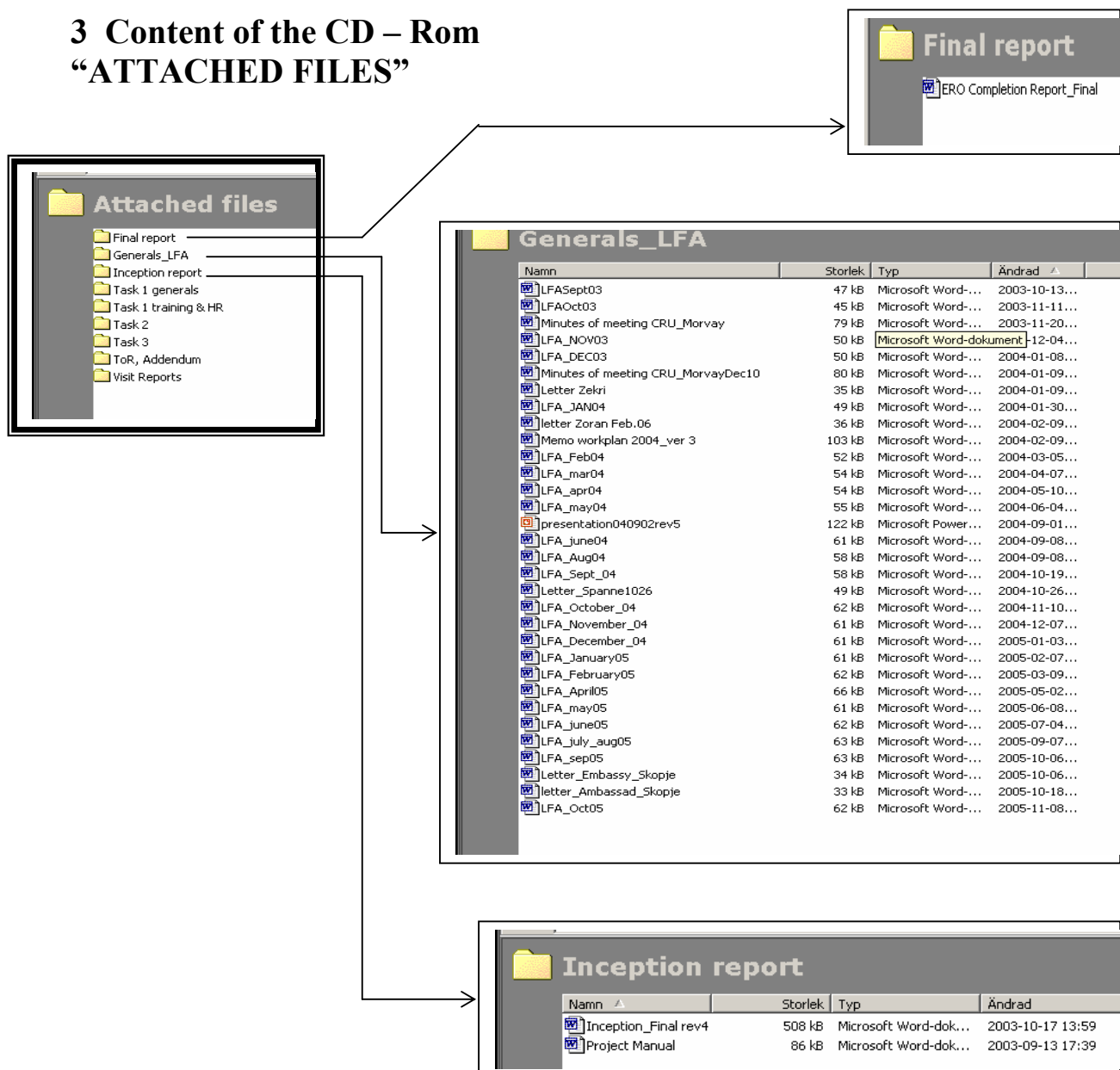
- District Heating Law draft
- Drafts of secondary legislation, including licence application format, etc
- Regulatory issues for the implementation of a possible CHP plant in Prishtina

Task 4:

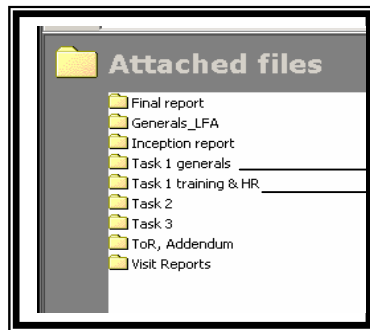
- Study of possible subvention for indigent DH customers
- Tariff methodology
- Proposal of establishing work groups for developing tariff methodology

The above listed documents may be found, among others, in the CD-Rom attached to this document.

3 Content of the CD – Rom “ATTACHED FILES”



**ADVISORY TO THE HEAD OF THE ENERGY REGULATORY OFFICE ON DISTRICT SECTOR, KOSOVO
CONTRACT COMPLETION REPORT**



Task 1 generals

Namn	Storlek	Typ	Ändrad
HR Manual GST rev5	85 kB	Microsoft Word-dok...	2003-12-02 1
Mitrovica - Basic Design	1 372 kB	PDF-fil	2004-01-07 0
Quest organization rev2	37 kB	Microsoft Word-dok...	2004-05-04 1
pospaperOct05	125 kB	Microsoft Word-dok...	2004-10-05 1
ero future activites	49 kB	Microsoft Word-dok...	2004-10-19 1
ero plan revB	85 kB	Microsoft Word-dok...	2004-10-19 1
2004-09 TNA1	200 kB	Microsoft Word-dok...	2004-10-26 1
Report scandinavian practices	84 kB	Microsoft Word-dok...	2004-11-24 1
pospaperApril 2005 ver2	117 kB	Microsoft Word-dok...	2005-04-07 1
DH systems_First_draft	667 kB	PDF-fil	2005-05-01 1
pospaperApril 2005	120 kB	Microsoft Word-dokument	2005-05-02 1
Report scandinavian practices_fin	105 kB	Microsoft Word-dok...	2005-08-23 1
DH Status & Recomm.	7 910 kB	Microsoft Word-dok...	2005-11-21 1
Benchmarks An+Peter	138 kB	Microsoft Excel-kalk...	2005-11-21 1

Support litterature

- dhmcourse1
- The Orientation of the district heating company
- Tariffs
- OHPersonnel Administration
- Pricing of District Heating
- DHMOrgOH_040616
- Strategic Planning Manual II
- Business Concept - General Approach
- Corporate Governance
- Audit requirements from the perspective of an IFI
- Project Implementation
- Benchmarking and technical ratios (rev 1)
- personal
- District Heating System Rehabilitation and Modernisation Guide
- District Heating System Institutional Guide
- District Heating and Gas in Central and Eastern Europe From partnership to competition
- District Heating systems used in Western Europe
- IEA Policy Paper
- Introduction to District Heating
- Steps - Control of heating systems chpt 1 Definition
- The case for district heating 1000 cities cant be wrong
- FV marketing 2
- OH business plan
- OH-Audit requirements from the perspective of an IFI
- Auditrequirements
- Goals and Performance Indicators
- ERO_BusinessPlan_Dbn
- Changengmt_040617
- Owner_Board_MD
- Personnel Administration
- OH_PA_040616
- PersonnelAdm_Dbn
- CommunicationDbn
- Auditors role
- ERO_Legislation
- Tariff structure Chile
- HR development plan
- english summary
- District Heating regulation_HSB
- District Heating regulation in Sweden
- Third part access to District Heating
- Cost Allocation Methodologies
- Introduction to Fin management
- Seperate accounting
- Financial Analysis
- LCC example
- key ratios
- Advisory ERO_2
- Third part access to District Heating
- View of Svensk Fjärrvärme
- Nils holgersson eng
- Fair-price study_english summary
- District Heating regulation_HSB
- Reko presentation (eng)
- District Heating regulation in Sweden

Task 1 training & HR

Namn	Storlek	Typ	Ändrad
Support litterature		Filmapp	2005-11-30 16:38
2004 TRAINING QUESTIONNAIRE MANAGERS	23 kB	Microsoft Word-dok...	2004-01-29 13:31
2004 TRAINING QUESTIONNAIRESTAFF	23 kB	Microsoft Word-dok...	2004-01-29 13:31
Memo HR&Training	86 kB	Microsoft Word-dok...	2004-04-22 07:45
ero plan revA	82 kB	Microsoft Word-dok...	2004-07-05 13:25
activity plan rev1	17 kB	Microsoft Excel-kalk...	2004-09-24 12:52
ero future activites rev2	23 kB	Microsoft Word-dok...	2004-09-24 14:20
Memo study tour4_a	130 kB	Microsoft Word-dok...	2004-10-18 10:56
2004-10 TrainingCosts_Dbn	78 kB	Microsoft Word-dok...	2004-10-19 14:23
2004-09 TNA	202 kB	Microsoft Word-dok...	2004-10-19 14:26
2004-10 StudyTourSchedule	158 kB	Microsoft Word-dok...	2004-10-25 11:58
2004-10 MemoLithuania	94 kB	Microsoft Word-dok...	2004-10-26 11:17
2004-10 StudyTourSchedule with contact pe...	128 kB	Microsoft Word-dok...	2004-11-11 11:03
Advisory ERO	95 kB	Microsoft PowerPoi...	2005-05-16 12:23
ERO_BusinessPlan_AGa	144 kB	Microsoft PowerPoi...	2005-05-17 15:39
ERO_Legislation	50 kB	Microsoft PowerPoi...	2005-05-18 14:15
HR development plan	75 kB	Microsoft PowerPoi...	2005-05-19 11:04
Advisory ERO_2	225 kB	Microsoft PowerPoi...	2005-11-01 17:22
2005-11b Programme	13 63...	Microsoft Word-dok...	2005-12-01 12:16
2005-04 Programme	5 404 kB	Microsoft Word-dok...	2005-12-01 12:22

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CONTRACT COMPLETION REPORT**

