



TWINNING PROJECT

Institutional Strengthening of the Energy Regulatory Commission

MK/2007/IB/EN/01



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the European Union



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A project implemented by :

- The Agency for European Integration and Economic Development (AEI),
- E-Control Austria, the Austrian regulatory authority for electricity and gas,
- Energy Exchange Austria (EXAA),
- TÜV Austria, the Austrian standardization agency, and
- AGEN-RS, the Slovenian energy regulatory authority.



ENERGY REGULATORY COMMISSION

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TO BE READY FOR THE DYNAMIC FUTURE ENERGY MARKET



1. TWINNING PROJECT FACTSHEET

| | |
|---|--|
| Twinning Contract Number | MK/2007/IB/EN/01 |
| Project Title | Institutional Strengthening of the Energy Regulatory Commission |
| Budget/EU Contribution | € 600,000 |
| Twinning Partners (MS and BC) | <p>BC (Beneficiary Country):</p> <ul style="list-style-type: none"> • Energy Regulatory Commission (ERC). <p>MS (Member State):</p> <ul style="list-style-type: none"> • E-Control Austria; • Agency for European Integration and Economic Development (AEI); • Austrian Standardization Agency (TÜV); • Austrian Energy Exchange (EXAA); • Slovenian Energy Regulatory Authority (AGEN-RS). |
| Project Duration | <ul style="list-style-type: none"> • 19 months overall duration; • 16 months on-site implementation: 1 January 2010 – 30 April 2011 |
| MS Project Leader | Dietmar Preinstorfer, E-Control dietmar.preinstorfer@e-control.at |
| BC Project Leader | Marko Bislimoski, ERC marko.bislimoski@erc.org.mk |
| MS RTA (Resident Twinning Adviser) | Harald Proidl, E-Control harald.proidl@e-control.at |
| BC RTA Counterpart | Natasha Veljanovska, ERC natasha.trimcheska@erc.org.mk |
| On-site Twinning Office Team | Harald Proidl (RTA) Daniela Neshovska (Assistant) Snezhana Nikolovska (Interpreter) |
| Twinning Project Website | www.e-twinning.at |

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2. FOREWORD: WALTER BOLTZ



The following pages of this brochure outline the detailed progress, activities and key achievements accomplished during the implementation of the EU-funded Twinning Project “Institutional Strengthening of the Energy Regulatory Commission” – configured to help the Energy Regulatory Commission (ERC) level up and adjust its institutional capacity to the EU energy acquis.

Amid growing challenges in the ever-changing landscape of energy regulation, this twinning is the first energy-related project of this kind in the region, which makes us at E-Control even more delighted to have earned the trust to work alongside our partners on transferring and adapting our knowledge and experience to best fit the needs of our colleagues from ERC.

I am aware that building upon all the positive advances and headways made in this project in the follow-up period will be a formidable challenge. However, looking at the results that have been achieved within this project, I am confident that our colleagues from ERC will confront these complexities head-on and continue rolling forward this momentum that has been built up, spearheading the beneficiary country’s continuing efforts toward EU rapprochement.

I hope that we have been able to contribute to the successful achievement of the energy market liberalization to the benefit of the local energy consumers. I look forward to continued work with ERC in the framework of EU institutions like the Energy Community and other forms of cooperation.

Walter Boltz
Walter Boltz

*Executive Director
E-Control Austria*

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3. FOREWORD: DIMITAR PETROV

Recent history shows that countries that have the capacity and unshakable commitment to reforms are successful in paving the way to progress and prosperity.

Being aware of the challenges of energy market liberalization, the primary objective of the Twinning project “Institutional Strengthening of Energy Regulatory Commission”, which was implemented in conjunction with the Austrian energy regulatory authority E-Control, was to strengthen ERC’s institutional capacity in accordance with the European acquis, and to assist its further integration into the Energy Community of Southeast Europe.

In January 2010, we initiated this project in an atmosphere charged with enthusiasm and optimism, as well as willingness to work hard, spurred on by the ongoing transformation of the ERC in line with the increased competences arising from the new Energy Law.

Throughout the past 16 months, the ERC has provided full support to and played an active role in all project activities and tasks, thus successfully confronting the challenges and providing constructive input to achieving the set objectives and targets in keeping with best international practices.

At the end of our project, it is my distinct pleasure and honor to conclude that our joint work has truly paid off and that we can be proud of the outcome and achieved results, which will ensure long-term positive effects, sustainability and practical application embedded in ERC’s future working practices.

Moreover, the practical experience and knowledge gained from our Austrian partner, E-Control, as well as from the other partners participating in the implementation of this project, will be of great assistance.

Our main focus now should be to ensure that we continue to build upon all the positive outputs that have emerged from this project, which will assist us in playing a more active role in creating the energy future of the region and beyond. The road ahead is a rough one, but I am confident that, thanks to the hard work and dedication of ERC’s staff, the ride will be a smooth one.

Finally, I would like to express my heartfelt gratitude to the European Union for funding this project, as well as to extend my congratulations to the entire project team and to all participants in this project for their enormous efforts and selfless dedication that have led to the successful completion of this project and to achieving outstanding results, which are outlined in this brochure.

A stylized handwritten signature in dark ink, consisting of a large loop and a trailing flourish.

Dimitar Petrov

President of the Energy Regulatory Commission

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4. THE TWINNING PROJECT IN FIGURES

- » 1 Twinning project
- » 2 study tours
- » 3 involved countries
- » 3 external (public) events (Kick-off Workshop, Stakeholder Cooperation Workshop, Closing Workshop)
- » 3 Christmases during the entire project (2 Orthodox, 1 Catholic)
- » 4 components
- » 6 Twinning partners (AEI, AGEN-RS, ERC, E-Control, EXAA, TÜV)
- » 6 Project Steering Committee meetings
- » 15 side letters
- » 39 short-term experts
- » 89 expert workshops
- » Hundreds of pages of mandatory results
- » 122 individual missions
- » 220.5 expert days on site
- » 485 days on-site for the Twinning Office Team
- » Thousands of emails exchanged
- » 300,000 flight kilometers
- » 600,000 euros of project budget
- » Countless positive memories

1 PROJECT BIG SUCCESS

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5. PROJECT CORNERSTONES

Twinning project key objectives:

- » Promotion of the **institutional strengthening** of the ERC
- » Contribution to the **long-term development** of the national energy market
- » Further **integration of ERC** into the Energy Community of Southeast Europe (ECSEE)

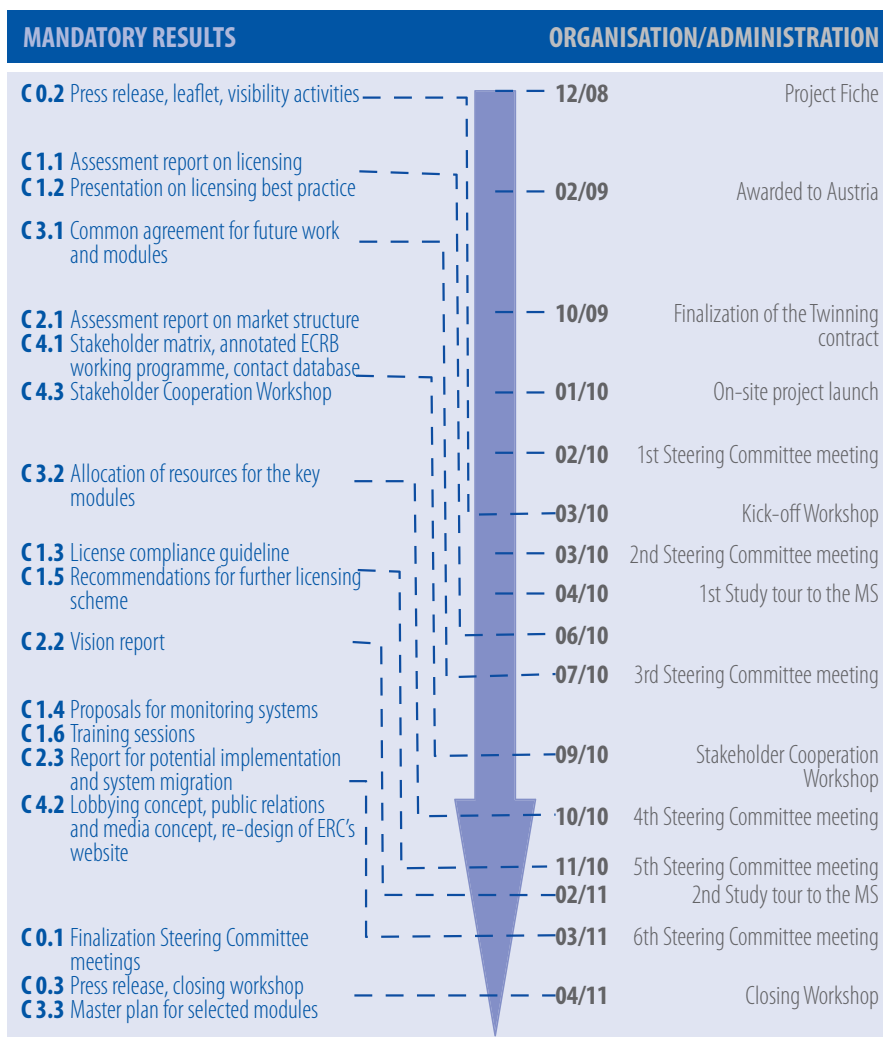
Project purpose in general:

- » Further enhance the institutional capacity of the ERC . . .
- » . . . in particular concerning the ERC's ability
 - to conduct effective compliance monitoring, market monitoring and quality management. . . .
 - . . . in line with international best regulatory practice and taking forward market competition and integration into the ECSEE;
- » transfer of regulatory know-how and expertise to the ERC staff.

Main project benchmarks:

- » ERC able to apply an effective license compliance monitoring system;
- » Establishing market monitoring mechanisms;
- » Proposals for dispute settlement procedures in line with international best practices;
- » Quality management procedures;
- » Improvement of inter-institutional cooperation;
- » Provision of relevant know-how by means of workshops, trainings, etc.

6 PROJECT MILESTONES



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7. PROJECT STRUCTURE AND CONTENTS

| Component | | Contents |
|-------------|---|-------------------------------|
| Component 0 | → | Management and Visibility |
| Component 1 | → | License Compliance Monitoring |
| Component 2 | → | Market Monitoring |
| Component 3 | → | Quality Management Procedures |
| Component 4 | → | Cooperation with Stakeholders |

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8. COMPONENT 0: ORGANIZATION AND VISIBILITY

Component 0 was designed for project management and visibility activities. The main milestones in this component were:

- » Organization of the Kick-off Workshop on 25 March 2010;
- » Organization of all six Project Steering Committee (PSC) meetings;
- » Organization of the Closing Workshop on 27 April 2011.

In total, 20 missions by seven short-term experts took place.

Project Steering Committee

The PSC meetings, convened quarterly, served as a reference and basis for further work, as well as an indication of priorities.

The PSC consisted of the following members:

Chairperson:

Dietmar Preinstorfer, Project Leader (MS).

EU Delegation:

1. Daniel-Alexander Schroth, Economic Advisor;
2. Marianne Todorova, Twinning Coordinator.

Beneficiary Country:

1. Dimitar Petrov, ERC President;
2. Marko Bislimoski, Project Leader (BC);
3. Natasha Veljanovska, RTA Counterpart.

Member State:

1. Harald Proidl, RTA;
2. Katharina Tappeiner, Assistant to the Project Leader.

Observer:

1. Plamen Stoimenov, Executive Consultant, KEMA Consulting GmbH, Project Leader of concurrent IPA project in support of ERC.

A major topic during the entire process was project visibility. A visibility cornerstone was the Twinning project website: www.e-twinning.at. The website featured a wide range of useful information and

tools throughout the duration of the project (events and mission planning overview, news, all relevant documents, etc.) and was the central communication interface for all participants.

In order to promote the project, external public events (Kick-off Workshop, Stakeholder Cooperation Workshop, Closing Workshop) and a number of media activities were organized.

In addition, a number of giveaways like pens, mugs, folders and notebooks were handed out to make the project more visible to a variety of stakeholders.



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9. COMPONENT 1: LICENSE COMPLIANCE MONITORING

This component focused on providing the ERC with the tools and the knowledge to:

- » Effectively monitor compliance with the license scheme in place and licenses issued to individual companies;
- » Take appropriate action in cases of non-compliance and violations, and
- » Continuously ensure that license requirements are complied with if they are amended.

ORGANIZATION

Component 1 was divided into six activities with the following main topics:

- » Assessing the status quo and future requirements;
- » Comparing licensing and compliance monitoring best practices in other countries;
- » Developing tools for license compliance monitoring;
- » Preparing the database for license compliance and market monitoring;
- » Developing recommendations for further improvement of the licensing scheme;
- » Training on new guidelines and tools.



Work in Component 1 was very closely coordinated with Component 2 (Market Monitoring).

In total, 33 missions took place and nine short-term experts were involved in this component.

RESULTS, RECOMMENDATIONS AND SUSTAINABILITY

RESULTS

In line with the mandatory results of the Twinning contract, this component delivered a wide range of results:

- » An assessment report describing the existing licensing system, including a strengths and weaknesses analysis;
- » Materials and information about best practices in the field of licensing in European countries;
- » A license compliance monitoring handbook;
- » A description of tools to be used for license compliance monitoring, enabling ERC to improve its license compliance monitoring;
- » Sample data reporting excel sheets for different license types;
- » Training on electronic data handling, checking and filing;
- » A proposal for a license compliance monitoring and market monitoring system;
- » Recommendations for market monitoring results.



RECOMMENDATIONS

Furthermore, some concrete recommendations came out from the joint work in Component 1:

- » Further improvement of the data reporting process by standardizing and automating data collection and analysis;
- » Reduction of the number of license types and exemption from licensing for small generators;
- » Streamlining the current internal processes and work streams related to licensing, outsourcing part of the monitoring to other authorities;
- » In the medium/long run, it is recommended that the licensing system as such be abolished and

replaced by a market monitoring system based on new rules and regulations.

SUSTAINABILITY

The results of Component 1 have a major impact on ERC's future activities and guarantee positive long-term effects. Component 1 implies the following sustainability aspects:

- » The developed tools and materials can be used to optimize current licensing processes;
- » The materials concerning the licensing best-practice examples provide ERC with the knowledge to further improve and optimize future workflows;
- » All developed tools and materials refer to the status quo of the BC and could be easily and directly implemented in practice right away;
- » The quality of the developed materials embodies European standards. These materials are essential



for the future development of the national energy markets of the BC and cross-border activities;

- » The results underline the importance of data management and automated data transmission - state-of-the-art data management is key to meeting the requirements of the fast-developing energy markets;
- » The recommendations and materials concerning the market monitoring could be easily implemented by the BC and would be a major step forward to make energy markets more transparent;
- » In the long run, the transparency of the energy markets could contribute to more competition;
- » The topics discussed and developed in this component represent a major contribution to protecting the weak market participants: the customers.

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10. COMPONENT 2: MARKET MONITORING

This component focused on providing ERC with the tools and the knowledge to be able to monitor markets. Key elements of this component were the support and the contribution to the development of a non-discriminatory and competitive energy market. Inter alia, this component covered the following topics: interconnection capacity allocation, congestion, prices, the publication of relevant information by market participants, indicators of anti-competitive behavior, etc.

In the course of the project, the supplier switching process was identified as another major issue.



ORGANIZATION

Component 2 was divided into four activities:

- » Assessment of status quo and requirements in the BC for quality market monitoring;
- » Assessment of deliverables and results with a focus on future market monitoring;
- » Definition of concrete actions for the future implementation of data collection and market monitoring tools;
- » Training on selected topics relevant to collection tools and the generation of key figures.

As mentioned earlier, work in Component 2 was closely related to Component 1.

In total, 39 missions took place and 17 short-term experts were actively involved.

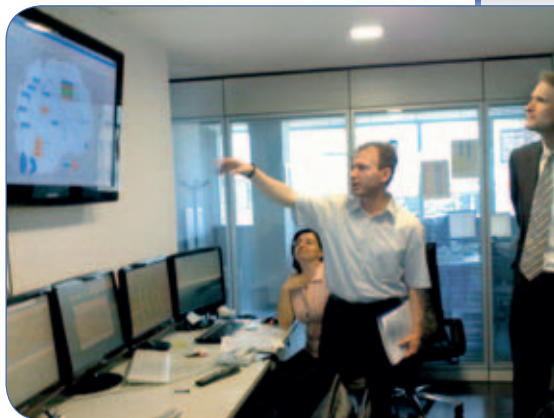
RESULTS, RECOMMENDATIONS AND SUSTAINABILITY

RESULTS

In line with the mandatory results of the Twinning contract, this component delivered the following results:

- » An assessment report of current monitoring activities;

- » A vision report visualizing what a future market monitoring system should look like;
- » A report on potential implementation and system migration;
- » A guidance paper on how the BC can proceed with external support;
- » Training sessions about tools, reports and key figures;
- » A draft version of an internal quarterly monitoring report;
- » Excel tools (in line with the results from Component 1);
- » Materials for the design of the supplier switching process in the BC.



RECOMMENDATIONS

In addition to the results, the following recommendations resulted from the joint work in Component 2:

- » Collecting and transforming external free-of-charge data (e.g. consumer prices for consumers from other countries, macroeconomic indicators, etc.);
- » Purchasing of further relevant and necessary data (e.g. wholesale market prices, cross-border prices, etc.);
- » Step-by-step improvement of data management, data monitoring and market monitoring reports;
- » Key message: Collecting data, data management and deriving parameters are the key to beneficial market monitoring and the basis for functioning energy markets.

SUSTAINABILITY

The results and recommendations developed in Component 2 facilitate the long-term development of functioning energy markets in the BC and cover important sustainability aspects:

- » All the provided tools, materials and information are based on the status quo of ERC. Therefore these elements could be regarded as a further base for future activities;
- » The market monitoring mechanisms are cornerstones for ensuring:
 - Non-discrimination;
 - Effective competition
 - Efficient market functioning;

- » Data management, transforming key figures and indicators, and developing market reports are essential for transparent markets, and increase the market participants' ability to operate on and work with the market;
- » Reporting and publication of facts and figures about energy markets contribute to customers' awareness of energy prices and energy demand;
- » Effective market monitoring increases competition on the energy markets;
- » Effective market monitoring and added transparency open the market and attract new entrants.



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11. COMPONENT 3: QUALITY MANAGEMENT PROCEDURES

Component 3 was designed to deal with ERC's organisational structure and internal processes.

This component focused on:

- » Management procedures;
- » Internal communication procedures;
- » Archiving and document management;
- » Internal rules to reduce the risk of corrupt behavior;
- » Project management.



ORGANIZATION

Component 3 was divided into three concrete activities:

- » Review of the organizational structure;
- » Analysis and key findings regarding future activities;
- » Recommendations and implementation (concerning internal processes, organization, etc.).

In total, 31 missions took place and five short-term experts were involved in this component.

RESULTS, RECOMMENDATIONS AND SUSTAINABILITY

The work in component 3 was process-oriented and most of the objectives and results were defined during the project, based on the specific needs and short-term developments at ERC.

RESULTS

In line with the Twinning contract, the component delivered the following results:

- » A common agreement on topics and key modules for the entire process of the project – with regard to ERC's future activities and work load;

- » Definition of tasks (for the MS and BC) for all agreed topics and key modules;
- » A “master plan” for all agreed key modules;
- » Tools and proposals for the structure and organization of internal processes and projects.

RECOMMENDATIONS

The discussions in Component 3 revealed particular recommendations for the following key modules:

- » Roadmap to Excellence – a three-year plan containing particular projects, activities and tasks to be implemented;
- » Organizational structure – documented structural proposals in order to achieve an organization best suited for decision-making and providing decision support;
- » Human resource policies – documented policies and processes for human resource management;
- » IT strategy – a three-year plan to develop the IT landscape, with a focus on security and effectiveness, plus training on short-term improvements;
- » Internal control system – an outline of the concept of internal control with short-term improvements and further rollout;
- » Process management – a documented process “book”, gap analysis, short-term improvement and further rollout.



All the results and recommendations in Component 3 were defined in close relation to the status quo at ERC, taking into consideration potential organizational developments.



SUSTAINABILITY

The results achieved in Component 3 imply the following sustainability aspects:

- » The activities in Component 3 supported ERC to establish a strong organization and structured internal processes for future tasks;
- » The activities targeted the needs of a strong and modern regulator:
 - Structured internal processes;
 - Clear strategies;
 - A strong organizational structure and
 - Strong processes and project management.
- » The new Energy Law in the BC entails new tasks for ERC, hence the results of Component 3 can be used to prepare ERC for the additional future work load;
- » A clear structure and allocation of the available resources (human and financial) are necessary to strengthen the organization;
- » Additionally, recommendations and results from other project components reflected the need for additional resources (e.g. human, IT) - the designed and illustrated results and recommendations in Component 3 serve as guidelines for turning the recommendations into reality;
- » The results of Component 3 are designed to be used for future organizational decision processes.



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12. COMPONENT 4: COOPERATION WITH STAKEHOLDERS

Component 4 was geared toward upgrading ERC's cooperation and communication with relevant stakeholders and providing PR support.

ORGANIZATION

Component 4 was divided into four concrete activities:

- » Analysis of ERC target groups and current stakeholder network;
- » Development of tools for stakeholder cooperation;
- » Training on stakeholder cooperation tools;
- » A study tour to the MS.

In total, 28 missions took place and 11 short-term experts were involved in the project. In addition, BC members went on two study tours to the MS.





RESULTS, RECOMMENDATIONS AND SUSTAINABILITY

RESULTS

In line with the mandatory results from the Twinning contract, the experts worked on and delivered a wide range of concrete results:

- » A document entitled 'Stakeholder Cooperation Matrix', which includes a structured analysis of ERC's stakeholders, its objectives in stakeholder cooperation and recommendations for long-term measures and punctual short-term actions tailored to ERC's needs;
- » An annotated work program of the Energy Community Regulatory Board (ECRB), aiming to raise the ERC's profile in the Energy Community by way of analyzing its current involvement and making concrete suggestions, bearing in mind the resource restrictions under which the ERC operates;
- » Tying in with the annotated ECRB work program, a recommendation for how to pool information in preparation of relevant international meetings and how to follow up to ensure information flows;
- » Recommendations for setting up a centralized database of ERC's stakeholder contacts, which will allow for more efficient handling of contacts by pooling knowledge;
- » Outlines of a lobbying concept, in which the principles developed in the Stakeholder Cooperation Matrix for each stakeholder group are illustrated using one example, thereby creating a coherent concept for cooperation in this field;
- » A public relations and media concept that aims to fit ERC's PR activities within the broader framework of the stakeholder cooperation matrix and discusses a wide range of possible PR and media cooperation tools in terms of their usefulness and feasibility for the achievement of ERC's goals;
- » A completely re-designed ERC website, developed from scratch, including the structured contents of such a website, as well as the underlying IT system, at the disposal of the ERC for future use;

- » A proposal for a coherent corporate identity that can be applied in all of ERC's stakeholder cooperation activities;
- » A workshop on and information about the structure of the institutions and organizations relevant for ERC's network;
- » A public workshop on stakeholder cooperation as an example of how the strategy works, as a presentation of how stakeholders perceive such work, and as a basis for new cooperation to be built upon.



RECOMMENDATIONS

In addition to the results, concrete recommendations were arrived at from the joint work in this component:

- » Stakeholder cooperation is an efficient and effective tool in a regulatory authority's daily work if it is clearly structured;
- » Each individual action that is planned and carried out must be in line with the overall plan to ensure that small measures add up to form the bigger picture;
- » In order to develop a corporate identity suitable for all company activities, it is necessary to clearly define the overall objective that is pursued and the attitude toward the target audience;
- » Even though centralization of information and know-how is desirable to ensure that knowledge is not attached to individual people, continuity in the assignment of responsibilities greatly increases efficiency.

These results and recommendations have been elaborated in lively discussions between the BC and MS experts, and work was greatly supported by constant feedback from the ERC Commission, which signaled high-level support for the measures proposed.

SUSTAINABILITY

Ownership of the results at all levels of the BC administration and long-term visionary suggestions



developed together with the MS ensure that the outcome of Component 4 is highly sustainable:

- » ERC can now optimize its preparations for international activities, strengthening its position and raising its profile in international discussions and decisions-making processes;
- » ERC can now assume an active role on the international scene when it comes to further developing energy markets, advancing from the observer to the designer role;
- » ERC can now develop closer ties with relevant national stakeholders in a targeted manner, resulting in a stronger and more accepted position in national discussions and decision-making;
- » ERC can now foster recognition of the importance of a regulatory authority's work by administering information about the ERC as an organization and the energy markets to national stakeholders, tailored to their information needs and addressing their concerns;
- » ERC can now improve public perception of regulation among consumers, market players and other stakeholders, thereby nursing the basis for a productive dialogue;
- » ERC can now use the tools of effective media relations, PR activities and a state-of-the-art website to contribute to a better understanding of energy markets and the role of ERC among all groups of stakeholders;
- » ERC can now use an overall strategy, clear company positions and messages to promote positive company development and present itself as the reliable and stable partner for stakeholders that it is.

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13. CLOSING WORDS OF THE PROJECT LEADERS:

The Twinning project on “Institutional Strengthening of the Energy Regulatory Commission” was a great success. All the mandatory results were met and developed in a close cooperation and partnership between the MS and BC. All participants were highly motivated and contributed knowledge, skills and enthusiasm to finalize the project.

Looking at what has been accomplished throughout this project, we must say that we are very proud and most pleased with the results. What E-Control, ERC, and the other Twinning partners have achieved over the last 16 months is twinning at its best. The concept of twinning is based on cooperation, and from the very beginning of our project, the cooperation between ERC and the partner from the MS has worked extremely well.



We have equally benefitted from each other by gaining new experience in our professional field of expertise, by getting to know each others’ cultures and ways of living and by establishing new friendships which will last long into the future.

Let us express our thanks to all the colleagues from ERC and the MS Twinning partners for the immense and sustained efforts. Furthermore we want to express gratitude to the European Union and its Skopje-based delegation, whose support to the project team has been truly enormous, and to congratulate all the involved partners on their great success in accomplishing the outlined project results.

Marko Bislimoski, BC

Dietmar Preinstorfer, MS

Notes:

Twinning is an instrument that aims to help beneficiary countries to develop modern and efficient administrations, with the structures, human resources and management skills needed to implement the EU acquis. Since the program’s launch in 1998, over 1,100 Twinning projects have been launched in beneficiary countries.

The program provides a framework for administrations and semi-public organisations in the beneficiary countries to work with their counterparts in the Member States to facilitate the transposition, enforcement and implementation of EU legislation. Twinning projects set out to deliver specific, guaranteed results. The parties agree in advance on a detailed work program to meet an objective concerning priority areas of the acquis, as set out in the Accession Partnerships.

Member State administrations provide core teams of long-term seconded experts to new Member States, acceding, candidate or potential candidate countries. Each Twinning project has at least one Resident Twinning Adviser (RTA) and a Project Leader. The RTA is seconded from a Member State administration or from another approved body in a Member State. He or she works full time for a minimum of 12 months in the corresponding ministry in the partner country to implement the project. Project Leaders are responsible for the overall thrust and coordination of the work. In addition, there are carefully planned and timed missions by other specialists; training events; and awareness raising visits to drive the reform process towards the desired result.

FIND OUT MORE ONLINE

European Union - This project is funded by the European Union. Find out more about the European Union and its institutions at:

<http://europa.eu>

EU Delegation - Delegation of the European Union to the former Yugoslav Republic of Macedonia:

http://eeas.europa.eu/delegations/the_former_yugoslav_republic_of_macedonia

EU Twinning website - It explains not only Twinning, but also other technical assistance by the European Union, such as TAfEX:

http://ec.europa.eu/enlargement/how-does-it-work/technical-assistance/twinning_en.htm

Twining website of the Austrian Foreign Ministry - Information about the Austrian Twinning community:

<http://www.bmeia.gv.at/aussenministerium/aussenpolitik/europa/europaeische-union/eu-twinning-aktuelle-ausschreibungen-und-informationen.html>

Energy Community of Southeast Europe

<http://www.energy-community.org>

ECRB - Energy Community Regulatory Board

<http://www.ecrb.eu>

AEI - Agency for European Integration and Economic Development

<http://www.aei.at>

AGEN-RS - The Energy Agency of the Republic of Slovenia

<http://www.agen-rs.si/sl>

E-Control Austria - Austrian regulatory authority for the electricity and gas markets

<http://www.e-control.at>

ERC - Energy Regulatory Commission

<http://www.erc.org.mk>

EXAA - Energy Exchange Austria

<http://www.exaa.at>

TÜV Austria - Austrian Standardization Agency

<http://www.tuev.at>

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