

**ENERGY CHARTER
SECRETARIAT**

CCDEC 2012

16 WPR

Brussels, 26/27 November 2012

Related documents: CC 449, CC 458

DECISION OF THE ENERGY CHARTER CONFERENCE

Subject: Adoption of the Energy Charter's Work Programme for 2013

[The Energy Charter Conference at its 23rd Meeting held on 26th/27th November 2012] ***adopted*** the Secretariat's Work Programme for 2013, as proposed in document CC 449 (Annex).



ENERGY CHARTER SECRETARIAT

**PROGRAMME OF WORK (POW) 2013
AND INDICATIVE PLANNING OF ACTIVITIES (IPA) 2014-2015
DATED 30 OCTOBER 2012**

PROGRAMME OF WORK 2013
PRELIMINARY SUMMARY OF MAIN EVENTS AND PROJECTS

UNIT or BODY:	EVENTS OUTSIDE BRUSSELS:	SUBSIDIARY GROUPS MEETINGS:	PROJECTS:	OUTPUTS / PUBLICATIONS:
SG OFFICE	<ul style="list-style-type: none"> - Ad-Hoc Conference on Energy Charter <i>Voluntary contribution from the Netherlands, VC A 1</i> - 24th Meeting of Energy Charter Conference <i>Activity A 4</i> - Conference on Investor-State arbitration, jointly held with ICSID and Arbitration Institute of the Stockholm Chamber of Commerce <i>Activity G 2</i> 	<ul style="list-style-type: none"> - Ad-Hoc Expert Group on Programme of Work (one meeting) 	<ul style="list-style-type: none"> - Knowledge Centre <i>Activity A 3</i> - CONEXO <i>Activity A6 – part on Consolidation</i> 	<ul style="list-style-type: none"> - Updated Energy Charter (tbc) - Workshops on topics relevant for ECT <i>Activity A3</i> - Annual Report <i>Activity A5</i>
DSG OFFICE	<ul style="list-style-type: none"> - Annual Policy Conference, Asia <i>Activity A 7</i> - MENA regional meeting <i>Activity VC A2</i> 		<ul style="list-style-type: none"> - CONEXO <i>Activity A 6 – part on Expansion and Outreach</i> - MENA <i>Voluntary Contribution from Germany, VC A 2</i> 	
DIRECTORATE	<ul style="list-style-type: none"> - Taskforce for Central Asia meeting <i>Voluntary Contribution VC B 1 (usually from Norway, tbc)</i> - DACO Meetings <i>Activity E3 (tender grant from EU)</i> 	<ul style="list-style-type: none"> - Energy Efficiency (two meetings) - Trade and Transit (two TTG and one Trade experts meeting) - Investment Group (two meetings) - Strategy Group (two meetings) 	<ul style="list-style-type: none"> - DACO <i>Activity E3 (tender grant from EU)</i> - New proposal of Transit Protocol (tbc) - Low Carbon Assessment <i>Voluntary Contribution from the Netherlands, VC F 1</i> 	<ul style="list-style-type: none"> - Investment Climate and Market Structure (ICMS) (Mongolia + Serbia) - Energy Efficiency Reviews (Turkey +1 MENA country)

AF		- Budget Committee (two meetings)		- implement 3-year rolling budget and financial plan (tbc)
Industry Advisory Panel – IAP	- Two IAP meetings outside Brussels <i>Activity F3</i>	- One IAP meeting		
Legal Advisory Task Force - LATF				- Investment Model Agreements

DETAILED ACTIVITY SCHEDULE 2013

POLICY AREA A: PROMOTION OF THE ENERGY CHARTER AND THE ENERGY CHARTER TREATY

A.1	Promotion of the Energy Charter, implementation of the ECT	
	<p><i>Outputs:</i></p> <p>Continuous, at least monthly, information on main ECS activities, destined for Ministers and higher level officials Energy Charter Conference members</p> <p>Regular personal contacts with Heads of Embassies and Missions in Brussels of all constituent and observer countries</p> <p>Personal meetings with all important constituents of the Charter Process, either in Brussels or in the capitals or in international conferences</p>	<p><i>Timing:</i></p> <p style="text-align: center;">Ongoing</p>
	<p><i>Unit responsible:</i> <u>Offices of SG and DSG</u></p>	<p><i>Estimated staff-months:</i></p> <p style="text-align: center;">40</p> <p style="text-align: center;">(SGO 22 + DSGO 18)</p>

The Secretary General supported by the Deputy Secretary General will take the lead in promoting the authority and visibility of the Energy Charter and in drawing attention to the Energy Charter principles and instruments. The value of the Energy Charter Treaty as an international legal framework which mitigates risks affecting the energy sector will be emphasised and promoted. The contribution of the Energy Charter to international energy security will be highlighted. Such initiatives will include contact with the governments of Member and Observer States. The Directorate of the Secretariat will support the efforts to maintain and develop relations with relevant international organisations and institutions including where appropriate political level contact through diplomatic representations in Brussels. The Secretariat, as a whole, will work to facilitate cooperation among the Member states and to ensure implementation of the principles of the Charter, the Treaty and PEEREA.

A.2	Assisting in the follow-up to the Art. 34(7) Review	
------------	--	--

<p><i>Outputs:</i></p> <p>Systematic management of the modernisation agenda</p> <p>Monitoring of accomplishments since 2010</p> <p>Improving communication and understanding of modernisation</p>	<p><i>Timing:</i></p> <p>Ongoing</p>
<p><i>Unit responsible:</i> <u>Offices of SG and DSG</u></p>	<p><i>Estimated staff-months:</i></p> <p>6</p> <p>(SGO 4 +DSGO 2)</p>

The Offices of the Secretary General and the Deputy Secretary General will continue to assist the Conference and its subsidiary bodies in following up on the Review conducted in accordance with Article 34 (7) in 2009. In 2013 the fourth year since that review, there will also be input from the Member States through the Strategy Group in particular on the issues related to the Modernisation of the Energy Charter Process. The Secretariat will assist the Conference Chairman in preparing for the next review process due in 2014.

A.3 Information policy and development of Energy Charter Knowledge centre

<p><i>Outputs:</i></p> <p>Workshops on topics relevant to the Energy Charter</p> <p>Modernisation and digitalisation of archives</p> <p>Development of a fellowship program</p> <p>Development of a Young Professionals training program</p>	<p><i>Timing:</i></p> <p>Ongoing</p>
<p><i>Unit responsible:</i> <u>Office of SG</u></p>	<p><i>Estimated staff-months:</i></p> <p>5</p>

(a) To improve communication and transparency, the Offices of the Secretary General and the Deputy Secretary General will continue to conduct an active external information policy in order to raise public awareness of the Treaty. The Energy Charter website is an important external portal complemented by the dissemination of the Energy Charter newsletter and by printed and electronic materials produced by the Secretariat. In addition the Offices of the Secretary General and the Deputy Secretary General will be responsible for the coordination, monitoring and quality control of all work relating to the translation of Energy Charter documents from and into the Russian language.

(b) The Secretary General proposes the establishment of an Energy Charter Knowledge Centre to facilitate research on the Energy Charter, the Energy Charter Treaty and the work of the Energy Charter Process and Secretariat. The Knowledge Centre will bring a higher visibility to the ECT as a relevant international energy organisation.

The objectives of the Energy Charter Knowledge Centre include the provision of the following services:

- Library and archive centre, including the provision of digitalised *travaux préparatoires*.
- Workshops on arbitrations and other issues. The organisation of seminars and workshops on topics relevant to the Energy Charter Processes. (It is anticipated that the first of these will be held in November 2012 and will focus on Investor - State arbitration under Article 26). Planning for the sessions to be held in 2013 will take into account the feedback on the 2012 event.
- Training programmes for young professionals on the activities of the Charter.
- Fellowship programmes for academics and members of think tanks on topics on which the Secretariat lacks the appropriate in house expertise (e.g. low carbon, shale gas regulatory framework, energy policy in targeted regions).

The work on this Activity in 2013 will include the finalisation of the logistical arrangements including appropriate office facilities and additional space, and the digitalisation of the Secretariat's documents and records subject to the legal constraints and availability of budget resources.

A.4	Preparation of the Twenty Fourth Energy Charter Conference meeting	
	<i>Outputs:</i> Twenty Fourth Energy Charter Conference	<i>Timing:</i> Q4
	<i>Unit responsible:</i> <u>SGO, DSGO and Directorate</u>	<i>Estimated staff-months:</i> 12 (SGO 3+DSGO 8 + Directorate 1)

In accordance with the Treaty the Secretariat is responsible to and reports to the Charter Conference. As is now well established practice, the Meeting of the Conference will take place late in the year 2013 and will deal with the functions set out in Article 34 (3) of the Treaty.

A.5	Annual Report	
	<i>Outputs:</i>	<i>Timing:</i>

	Annual report 2012	February / April
	<i>Unit responsible:</i> <u>Office of SG</u>	<i>Estimated staff-months:</i> 3

As specified in the Road Map for Modernisation, an Annual Report will be prepared to provide a description of the activities of the Charter process in 2012. The Report will be produced as public relations document.

A.6	Consolidation, Expansion and Outreach (CONEXO)	
	<i>Outputs:</i> Direct contact with consolidation countries and regular information of the Strategy Group on developments Ratification of the Trade Amendment ECT accession of Jordan, Afghanistan, Serbia, Pakistan Signature of the Charter Declaration by Montenegro	<i>Timing:</i> Ongoing
	<i>Unit responsible:</i> <u>SGO, DSGO and Directorate</u>	<i>Estimated staff-months:</i> 38 (SGO 6 + DSGO 30 + Directorate 2)

A comprehensive strategy on Consolidation, Expansion and Outreach (CONEXO – CC 431) was approved by the Conference (Message 1012/12, dated 7 August 2012) pursuant to the Roadmap for Modernisation of the Energy Charter Process (CC 402). The Offices of the Secretary General and the Deputy Secretary General will be fully engaged in the implementation of the CONEXO Policy. All activities will be developed in cooperation with the Directorate of the Secretariat.

The objective of the CONEXO policy is the enlargement of the geographical area of the application of the Energy Charter Treaty and Process in the mutual interest of current members of the Treaty and potential acceding states. The CONEXO policy is considered to be the shared responsibility of members and of the Secretariat. Members are asked for their political support in 2013 and onwards. Such support may consist of two parts: direct (bilateral) political engagement with relevant countries and secondly cooperation through “Energy Charter Liaison Embassies” (ECLE).

(1) Consolidation

Consolidation refers to (A) Ratification of the Energy Charter Treaty and (B) Ratification of the Trade Amendment.

(A) The Secretary General will continue to take the lead on the Consolidation of the Treaty in 2013. The focus will be on the five signatories who have not ratified the

Treaty, **Australia, Belarus, Iceland, Norway and the Russian Federation**. The Secretary General will encourage and continue dialogue to ascertain what is required to make the Energy Charter Process more relevant to those countries and ultimately to achieve ratification of the Treaty by each of the five countries.

- (B) To increase the impact of the Trade Amendment further ratifications of the Trade Amendment should be encouraged amongst the Contracting Parties. This is particularly so for those countries who are outside the World Trade Organization (WTO).

The Treaty's trade provisions apply in the relationship between its members, at least one of which is not a Member of the WTO. Among those ECT Contracting Parties who are Members of the WTO, the WTO regime applies. At present, only Contracting Parties that are WTO Members have ratified the Trade Amendment. Therefore, in order to add value to the Treaty's trade regime and its general coverage, the ratification of the Trade Amendment by the Contracting Parties who are outside WTO is especially important.

The Secretariat proposes the following target list of priority countries with respect to its efforts to foster further ratification of the Trade Amendment: **Kyrgyzstan, Azerbaijan, Moldova, Kazakhstan and Turkmenistan**.

This list includes countries who are members of the WTO (Kyrgyzstan and Moldova), countries in accession process (Azerbaijan and Kazakhstan) and also Turkmenistan who has not yet started the process of accession to the WTO.

The authorities of Kyrgyzstan and Azerbaijan have been working on the preparation of the ratification of the Trade Amendment. The assistance of the Secretariat at this time is particularly important in assisting their successful conclusion of the ratification process in a timely manner. The Secretariat has been in contact with Moldovan authorities on this issue. That momentum should be used to further Moldova's ratification of the Trade Amendment. Since Azerbaijan, Kazakhstan and Turkmenistan are important energy producers, their full participation in the Treaty including ratification of the Trade Amendment is of great importance.

In 2013, and based on the Secretariat's previous experience, explanatory presentations to ministries and/or parliaments may be necessary to speed up the process of ratification. For this purpose secondees from the particular countries who will focus exclusively on the preparation of the ratification process will be accepted in the Secretariat.

(2) Expansion

Expansion refers to the process of Observer countries achieving full membership of the Energy Charter by signing and ratifying the Energy Charter Treaty.

- (A) Accession to the Treaty

Afghanistan and Jordan will be priority countries for Expansion in 2013. The activity will require that each of these countries should finalise all necessary domestic procedures in parliament and government to enable signature and then ratification of the Treaty.

The Secretariat proposes the following specific actions in the course of 2013 in respect of Afghanistan and Jordan.

- (i) Official visits to both countries to meet with relevant ministers and authorities to encourage the process of signature and ratification of the Treaty.
- (ii) Frequent and regular contact and communication with the embassies in Brussels.
- (iii) Seminars for parliamentary committees having responsibility for the Energy Charter Process. Such seminars may be held in the capitals if possible, and if not, in Brussels.
- (iv) Furnishing all relevant technical and legal documents and information required to the national authorities and providing correct translations of those documents.

(B) Preparation of Accession Report and Accession to the Treaty.

Serbia will be also treated as a Priority for Expansion in 2013 in order to have its Accession Report and the process of its accession to the Treaty completed.

The Secretariat proposes the following specific actions in the course of 2013;

- (i) Meetings in Brussels with the Serbian Mission to the EU to encourage the process.
- (ii) Meetings with government officials responsible for relations with the Energy Charter
- (iii) Exploring the possibility of inviting a secondee from Serbia to the Secretariat for a period of three months to complete the Accession Reports.
- (iv) Working closely with the Energy Charter Liaison Embassies to achieve maximum follow up of all activities.

(C) Signing of the Energy Charter Treaty, Accession to the Treaty

There are two main geographical areas which are the target of this activity of Expansion, the MENA region and Asia-Pacific. The objective is to achieve signature of the Charter by those Observer countries who have not actually signed it. In 2013 priority will be given to one country from each region, **Morocco** within MENA and **China** within Asia-Pacific.

Morocco has been an Observer to the Energy Charter Conference since 1995 but without signing the Energy Charter. There have been indications that the country intends to engage more with the process.

The Secretariat proposes the following specific actions in the course of 2013.

- (i) Meetings at government level to provide officials with all necessary documents, and information relevant to sign the Energy Charter Declaration.
- (ii) Meetings with the embassy in Brussels to follow up on the process of signing the Energy Charter Declaration.
- (iii) Inviting Moroccan experts to present on Moroccan energy sector and future plans including at Working Group meetings.

- (iv) Secondees to work with the Secretariat to strengthen relations with the Moroccan authorities and to prepare reports with DEI on energy efficiency and energy investment in Morocco.
- (v) Liaising with interested members of the EC constituency such as, France, Germany, Spain and EU on progress and asking for their assistance for the signing of the Energy Charter perhaps through the ECLE.

The People's Republic of China has been an Observer to the Energy Charter Conference since 2001 but without signing the Energy Charter.

The Secretariat proposes the following specific actions in the course of 2013:

- (i) Conduct an official visit of the Secretary General to China to brief high-level officials on the Treaty.
- (ii) Work closely with Beijing on organising the 2013 Energy Charter Policy Conference in the region and dedicated to Northeast Asia energy developments.
- (iii) Accept a secondee from China in order to facilitate ECS cooperation with China and specifically, the signature of China to the Energy Charter Declaration.

(3) Outreach

The Modernisation Process calls for expansion of the Energy Charter Process to expand the constituency geographically and towards more producing countries, consumer countries and transit countries.

In recent years the Secretariat has developed good relations with a number of countries, such as India, who are outside the constituency, but who have great significance to global energy developments. There are other countries such as Montenegro who have expressed interest in developing their relations with the Charter.

- (1) **India** is set to play an important role in the Asian energy sector and is of critical importance to the Central and South Asian energy sector. There have been indications from India of serious interest in the Energy Charter and its Process in 2012. In 2013 the Secretariat proposes the following specific actions with regard to that country:
 - (i) Meetings between the Secretary General and the Ambassador of India in Brussels to explore means of developing relations between India and the Secretariat. The important role that India could play in, and the potential of its contribution to, the Energy Charter Process will be emphasised. The objective is to have India sign the Energy Charter Declaration.
 - (ii) Participation by the Secretariat in conferences and events organised by the Indian government on the energy sector.
 - (iii) Liaising with interested members of the constituency and their embassies in India to encourage the Government of India to become an Observer by signing the Energy Charter Declaration.

- (iv) Invitations to Indian officials to participate in the Charter's activities in Brussels and elsewhere at conferences, seminars and workshops organised or co-organised by the Secretariat.
- (v) Official missions to India and meetings there with energy sector main players.
- (vi) Exploring the possibility of Indian officials as guest speakers at some of the Secretariat meetings in the Central Asian task force meetings, or at round table meetings in Brussels.

(2) **Montenegro** has already expressed an intention to join the Energy Charter Process and to accede to the Energy Charter Treaty, once all the requirements have been completed. In 2013 the Secretariat proposes the following specific actions.

- (i) Providing the authorities of Montenegro with all necessary documents, and information relevant to sign the Energy Charter Declaration.
- (ii) Official mission to Montenegro to meet with the relevant officials to discuss the steps for accession to the Energy Charter Treaty.
- (iii) Preparation with Montenegrin officials of the procedures required for signature of the Energy Charter Declaration.
- (iv) Exploring the possibility of inviting a secondee from Montenegro to the Secretariat for a period of three months to complete the Accession Reports.

A.7	Annual Policy Conference	
	<i>Outputs:</i> Annual Policy Conference in Asia	<i>Timing:</i> Q2
	<i>Unit responsible:</i> <u>Offices of SG and DSG and Directorate</u>	<i>Estimated staff-months:</i> 5 (SGO 2 +DSGO 2 + Directorate 1)

The 2013 Annual Policy Conference is likely to be held in Asia in accordance with the objectives of the Energy Charter's CONEXO policy.

Voluntary Contributions Activities

VC A.1	Ad-Hoc Conference on Updated Energy Charter
---------------	--

	<p><i>Outputs:</i></p> <p>A high level political ad-hoc Conference comprising ECT Signatories and Observers as well as G 20 Countries for discussing, and possibly adopting, an updated version of the 1991 Energy Charter</p>	<p><i>Timing:</i></p>
	<p><i>Unit responsible:</i> <u>Offices of SG and DSG and Directorate</u></p>	<p><i>Estimated staff-months:</i></p>

This Conference will be held in The Hague, back to back with the 24th Energy Charter Conference. The objective will be the discussion, and possible the adoption, of a new and revised Charter appropriate to the changed needs and challenges of energy in the 21st century. The Conference will be convened as a high level political ad hoc Conference open to the ECT constituency, Observers, and G 20 countries. There will be an exploration of the possibilities of the Energy Charter becoming a universal framework for energy co-operation and how to give a new political impetus to the Charter Process.

The negotiation of the updated Charter is part of point F 2 of this Programme of Work.

Voluntary Contributions Activities

VC A.2	Creating a reliable legal and political framework for energy investments in the Middle East and North Africa (MENA) region on the basis of the Energy Charter Treaty	
	<p><i>Outputs:</i></p> <ol style="list-style-type: none"> 1. Promote the accession of several MENA countries to the ECT (suggested Morocco, Algeria, Tunisia, Libya, Egypt, Jordan) 2. Accompany at least one pilot country (e.g. Morocco) to a full accession to the ECT in the shortest possible period 3. Offer the Energy Charter Conference and its Secretariat as a platform to promote the regional energy partnerships and projects in the MENA region as appropriate 	<p><i>Timing:</i></p> <p style="text-align: center;">Ongoing</p>
	<p><i>Unit responsible:</i> <u>Offices of SG and DSG</u></p>	<p><i>Estimated staff-months:</i></p>

This Activity is an integral part of the CONEXO policy outlined in Activity A 6. The MENA Project commenced on 1 January 2012 on receipt of a Voluntary Contribution from the German Government. The first phase of the project will be completed at the end of June 2013. The main goal of the project is to promote the accession of a number of MENA countries to the ECT. The prime focus to date has been on Morocco. Five other countries in the region are also being targeted. The principle task for 2013 under this project remains the provision of support to Morocco in the accession process. Full accession of any country takes time and in the experience of the Energy Charter takes at least three years. Successful complementation of the project therefore depends on the availability of sufficient resources beyond 2013.

POLICY AREA B: TRANSIT/CROSS-BORDER TRADE

B.1	Activities related to Energy Transit [Art. 7 ECT, CC 372, CC 402]	
	<p><i>Output:</i></p> <ul style="list-style-type: none"> i. Report on the role of the Energy Charter in facilitating the construction and operation of energy cross-border and transit infrastructure ii. Event on reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation iii. Exchange of information on cross-border infrastructure projects, regulation and operational aspects with regard to interconnected systems 	<p><i>Timing:</i></p> <p>Q4</p> <p>Q3</p> <p>Q3</p> <p>Ongoing</p>
	<p><i>Unit responsible:</i> <u>Directorate</u></p> <p><i>Estimated staff-months:</i></p> <p style="text-align: center;">4</p>	

(i) The Secretariat will draft a report on how the Energy Charter can better facilitate the construction and operation of energy cross-border and transit infrastructure, including by agreeing additional multilateral rules, with emphasis

- on natural gas and oil in the global context, and
- on electricity in the Mediterranean and Central/South Asia and possibly the Caucasus regions

In 2012, three rounds of stakeholder consultations, on each of electricity, natural gas and oil, were held to discuss in which geographical regions and in which areas of interest, stakeholders saw a need for complementary rules (binding or non-binding) or other forms of intergovernmental cooperation in energy transit and cross-border trade by fixed infrastructure. This discussion will be continued in 2013 in the Trade and Transit Group, given that the start of negotiations on a new legal document or closer forms of intergovernmental co-operation also requires a favourable political environment. That environment has yet to evolve.

The two concrete areas above have been chosen as a result of the outcome of the stakeholder consultations in 2012. Those consultations demonstrated that there is need for multilateral involvement because of the emergence of new gas and oil exporting countries and the growing dependence of many countries on imported gas and oil, including by fixed infrastructure. There was also an indication that support for projects in the regional context should focus on the electricity sector, which will experience a boost due to the shift towards a low-carbon economy.

(ii) In this context, the Secretariat also intends to organise, together with a partner country from the Energy Charter constituency, an event on reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation. The event will bring together decision-makers from government, international organisations and the private sector to discuss the subject in the context of the Charter's work.

(iii) Furthermore, transparency and operational reliability of cross-border oil and gas transportation systems continues to be an area where the Energy Charter can make a useful contribution. The Secretariat will further promote the exchange of information on cross-border infrastructure projects, regulation and operational aspects with regard to interconnected systems.

Presentations at the Trade and Transit Group on different aspects related to cross-border infrastructure will continue to focus on

- technical, legal and regulatory aspects of new cross-border infrastructure projects
- operational features of existing transit and interconnected transportation systems
- industry guidelines and practices on operation of interconnected gas transportation systems

The Secretariat will enable an exchange of information on practices with regard to energy regulation and will promote cooperation among Transmission System Operators.

B.2	Power Sector Reforms in Transition Countries and South Asia	
(i)	<i>Output:</i> Research, studies and policy reviews on market reforms, market designs and national policies	<i>Timing:</i>
(ii)	Seminars, workshops and roundtable meetings	
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 3

The Secretariat will undertake a number of research studies and policy reviews in order to identify existing shortfalls in the power sector operations related to institutional developments, regulatory frameworks and management practices. Studies, research and reviews will show examples of successful experiences of national market reforms and best practices of regional cooperation from the constituency of the Energy Charter. Based on the result of this output, the Secretariat will target key technical officials of the countries concerned to promote the dialogue through seminars, workshops and roundtables.

B.3	Integration of Renewable Energy Sources	
	<i>Output:</i>	<i>Timing:</i>
(i)	ECT experience and best practices on hydropower	
(ii)	ECT experience and best practices on other renewable energies (solar, wind, geothermal, bioenergy)	
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 3

The Secretariat will aim to create two special clusters on hydropower and renewable energy systems. The purpose of these clusters is to promote best practices and share experiences from the Energy Charter's constituency, including associated environmental risks. This activity will include an overview of the existing technologies, estimates of the potential, commercial applications, economics, market trends and risk assessment. Separate attention will be given to the interconnection of renewable systems and their integration.

B.4	Workshop on contractual issues related to energy trade	
	<i>Output:</i>	<i>Timing:</i>
(i)	Workshop on contractual issues related to energy trade	Q2
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 3

Following discussions in the Trade and Transit Group on the role of long-term contracts for energy security in a liberalised market, the Secretariat will organise a workshop to discuss contractual issues related to energy trade. The workshop will be open for members and Observers of the Energy Charter and associations of the private sector.

The workshop may address, among other things:

- The role of long-term energy supply contracts for energy security
- The benefits of short-term contracts and hub trading
- Developments in the natural gas, oil and electricity markets
- The role of governments and regulators and the role of the private sector

- Facilitation of investment in an environment of long-term and short-term contracts
- The duration of supply contracts and their relationship with access conditions to the fixed transport infrastructure, including for transit, and storage
- Pricing mechanisms, including a possible role of the Energy Charter in promoting transparency in this regard
- Contractual flexibility and its role in ensuring competitiveness

B.5	Implementation of the Trade Provisions of the ECT	
(i)	<i>Output:</i> (i) Continuation of the review of changes in trade regime of ECT CPs in accordance with the Trade Amendment	<i>Timing:</i> Q3
(ii)	(ii) Discussion on possibility to move to binding import/export tariff regime	Ongoing
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 4

In 2011-12 the Secretariat conducted the reviews of customs duties regime of ECT members. The review serves the purpose of compliance with transparency obligations provided in the Treaty and providing information for the discussion of the binding tariff standstill. Depending on the decision taken with respect to the latter issue, further work on the preparation of the binding standstill may be envisaged for 2013, including an update of the review and organisation of the Trade experts meeting. Moreover, the second part of the review will aim at providing transparency with respect to non-tariff barriers to trade.

The review will aim to provide information with regard to existing trade laws affecting the energy sector especially in those ECT members who are not yet members of the WTO, in accordance with the transparency and notification requirements under the Trade Amendment.

B.6	Review of HS Changes Affecting ECT Annexes EM I and EQ I	
	<i>Output:</i> Review of the possibility to introduce technical changes to Annexes EM and EQ due to evolving changes in the Harmonised System	<i>Timing:</i>
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 3

During the preparation of the review of ECT members' tariff regimes it became evident that the Harmonised System had evolved since the completion of negotiations on the ECT and the Trade Amendment. Further work in this area may be envisaged based on a paper outlining the developments in the ECT-related commodity nomenclature and possibilities to adapt to these changes presented to Trade and Transit Group in autumn of 2012.

B.7	Trade in Energy-related Products and Materials and Equipment Between the ECT States Outside WTO and Potential Candidates for Accession to the ECT	
	<i>Output:</i> Report / case study on existing trade flows between ECT members that are not WTO Members and China	<i>Timing:</i> Q3
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 2

In order to strengthen the interest of ECT Observer countries in possible accession to the ECT, it is critical to show the benefits that the Treaty offers in key areas such as trade. Given the interest of the ECT members in strengthening the relationship with China, and furthermore such members' interest in China's possible accession to the ECT, it is proposed to conduct a study on existing trade flows between China and those ECT members which remain outside the WTO. The aim of the study is to show the potential benefit from the trade perspective of China's accession to the ECT. China could benefit from trade protection under the Treaty in its relations with those countries where China exports its products (especially energy-related equipment), and which are still outside WTO membership.

B8	Regional Energy Co-operation in Asia (RECA) <i>[ECT Articles 3, 4, 7, 10]</i>	
(i) (ii)	<i>Output:</i> Regional meeting in Kazakhstan or Uzbekistan for the negotiation of an MOU following the 2012 Dushanbe Declaration Regional meeting in East Asia (e.g. Mongolia, China, Republic of Korea (South Korea) or Japan) on the development of large electricity super grid involving Mongolia, China, Republic of Korea, Japan	<i>Timing:</i>
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 10

The Secretariat will continue its work on promoting regional energy cooperation, focusing on: a) maximising the use of the Energy Charter principles; b) sharing knowledge on best practices; and c) promoting dialogue between regional economies on energy policies, sector developments and market reforms.

This activity includes support to Task Force meetings between, before and after those meetings. The Secretariat will conduct regular consultations with the Embassies/Missions concerned and key stakeholders from the countries, update the Member State on latest developments within the Central and South Asian countries and make maximum use of the Energy Charter. In 2013 the Secretariat proposes to organise the following meetings, subject to availability of funds:

- a) One meeting will serve to negotiate and possibly adopt the MOU as provided for in the 2012 Dushanbe declaration. This will require cooperation of all countries of Central and South Asia. The success of these negotiations require one country to take a leading role so that the negotiations progress. Following the usual turn, the next meeting would be held in Kazakhstan, unless Uzbekistan agrees to organise a meeting.
- b) Another meeting is planned in North - East Asia in order to support the initiative of creating an electricity system fully on renewable energies with the interconnection of demand centres of the countries concerned (Mongolia, China, Republic of Korea, Japan and Russian Federation). Organisation of this meeting is subject to outcome of the study on Promoting Investments in regional energy markets (activity D.4, Asia Super Grid).

These activities will be open to participation from all Member and observer states and relevant international organisations.

For these activities, it is planned to accept secondees from the countries that will host the meetings.

Voluntary Contributions Activities

VC B.1	Energy networks and corridors in Africa	
	<p><i>Output:</i></p> <p>Strategy to be developed in a series of meetings comparable to those of the task force for regional cooperation</p>	<p><i>Timing:</i></p> <p>To be decided</p>
	<p><i>Unit responsible:</i> <u>Directorate</u></p>	<p><i>Estimated staff-months:</i></p>

The G8 Energy Ministers, the European Union Energy Commissioner and the Energy Ministers of Algeria, Australia, Brazil, China, Egypt, India, Indonesia, Republic of Korea, Libya, Mexico, Nigeria, Rwanda, Saudi Arabia, South Africa and Turkey have recommended that the Energy Charter Secretariat together with the World Bank, the African Development Bank, the Asian Development Bank, the European Investment Bank and the OPEC Fund for International Development prepare a strategy for the development of energy networks and corridors and to assure transit towards the integration of national energy markets in Africa, while identifying financing mechanisms. In close cooperation with Germany and Austria, who are the two leading EU countries in charge of the EU-Africa dialogue, the Secretariat proposes to address this topic together with the stakeholders concerned in a series of meetings comparable in their format to those of the Task force for Regional Cooperation. Financing is to be provided entirely by extra budgetary resources (grants, voluntary contributions).

POLICY AREA C: EMERGENCY RESPONSE

C.1	Prevention of emergency situations and rapid response	
	<i>Outputs:</i>	<i>Timing:</i>
(i)	Manual on how to address emergencies by means of the Energy Charter framework	Q2
(ii)	Discussion paper on possible new roles for the Energy Charter in early warning, prevention and settlement of emergency situations affecting energy security	Q3
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 5

In line with the Road Map for Modernisation, the Secretariat will work to strengthen the Energy Charter's role with regard to emergency situations related to energy supply and transport. The Secretariat will be on the alert with regard to critical situations which emerge and will be ready to take pre-emptive or reactive action.

- (i) Based upon the experience of the Balkans electricity crisis in February 2012, the Secretariat will compile a short manual on how to address energy emergencies by means of the Energy Charter framework.
- (ii) Work will continue with regard to possible new roles for the Energy Charter in early warning, prevention and settlement of disputes. The Secretariat will work closely with member states which have a particular interest in the issue and will also consult other international organisations such as the IEA and the OSCE with regard to possible joint mechanisms that could be established under the Energy Charter Treaty to assist members in emergency situations. The outcome of this work will be a discussion paper, which will be discussed at the Strategy Group in autumn for possible recommendations to the Conference.

C.2	Conciliation in transit disputes [ECT Article 7(7)]	
	<i>Output:</i>	<i>Timing:</i>
	Tools for effective conciliation in emergency situations involving energy transit	Q3
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 5

In line with the Road Map for Modernisation work will continue to enhance the existing conciliation mechanism in Article 7(7) ECT as an instrument to prevent emergency situations by helping states and their entities to resolve relevant disputes, so that they will not result in an unauthorised interruption or reduction of energy flows in transit.

This work will continue on the basis of the draft amendments to the Rules Concerning the Conduct of Conciliation of Transit Disputes (CC 103 Rev.2) discussed in the TTG in 2012

C.3	Explore Enhancement of Arbitration Procedures under Art. 27 ECT	
	<p><i>Outputs:</i></p> <p>Report on how the Energy Charter Treaty can contribute to resolving urgent energy disputes through possible streamlined arbitration procedures, with specific text proposals.</p>	<p><i>Timing:</i></p> <p>Ongoing</p>
	<p><i>Unit responsible:</i> <u>Office of SG and Directorate</u></p>	<p><i>Estimated staff-months:</i></p> <p>SGO 3 + Directorate 1</p>

In the course of various meetings in recent years, Member State delegations expressed interest in the development, on the basis of Treaty provisions, of mechanisms to rapidly resolve urgent energy disputes.

This objective has been integrated in the Road Map for the Modernisation of the Energy Charter Process, more precisely in its Area C. The Secretariat intends to pursue this project, but whether this project should be prioritised in 2013 depends on the level of interest shown by delegations in 2012. This project will require extensive recourse to the expertise of the pro bono Legal Advisory Task Force, and with the involvement of the Legal Advisory Committee and other Energy Charter subsidiary bodies.

POLICY AREA D: INVESTMENT PROMOTION AND PROTECTION

The activities of the Investment Group have shown that the ECT signatories recognise the significant economic benefit of investments in energy sector. The signatories are active in promoting investment and facilitating cross-border investment flows which require national and international efforts to further improve and sustain the most conducive climate for investment. Any future work of the Charter with regard to investment promotion and protection will need to focus on complementary effectiveness of the relevant ECT provisions in view of major trends affecting investments in the energy sector.

D.1	Reports on Investment Climate and Market Structure (ICMS) <i>[ECT Article 10, Article 9]</i>	
(i)	<i>Outputs:</i> Follow-up ICMS Report on Mongolia	<i>Timing:</i> One in Spring 2013
(ii)	In-depth ICMS Report on an Observer country	One in Autumn 2013
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 18

In the context of investment promotion, the Secretariat proposes to continue preparation of in-depth reviews on Investment Climate and Market Structure (ICMS). Up to now the reviews have been exclusively focused on member states. As a contribution to the Expansion policy (CONEXO) it is proposed to also involve Observer states in dialogue within the Investment Group which could help to identify areas of mutual interest and facilitate accession process to the Energy Charter.

In 2013, the Secretariat will present follow-up ICMS report in the energy sector of Mongolia at the spring meeting of the Investment Group. The Secretariat intends to prepare a second in-depth ICMS report with an interested Observer country or with Serbia for the autumn meeting of the Investment Group.

ICMS reports are concluded with policy recommendations aimed at improving investment climate. Under this arrangement the Charter Conference maintains a constant political focus on investment climate issues by considering regular ICMS reports and peer reviews of investment practices among its participating and Observer states. The ICMS reports are published via the web site of the Secretariat. This contributes to information sharing and co-operation among the participating states on investment conditions and potential investment projects in the member and Observer countries of the Energy Charter.

For this activity, it is planned to accept secondees from the countries concerned.

D.2	Improving Entry Conditions for Foreign Investors <i>[ECT Articles 10(3), (5), (9)]</i>	
	<i>Output:</i> Regular Updates to the Blue Book A status report on the Blue Book to prepare grounds for comprehensive review	<i>Timing:</i> Ongoing Spring Meeting of the Investment Group 2013
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 4 + 2 months fellowship / consultancy

The Secretariat maintains the “Blue Book” (i.e. non-conforming measures of Contracting Parties/Signatories in the pre-establishment phase of an investment) as a means of enhancing transparency concerning existing country specific exceptions to the principle of non-discrimination with the overall aim of reducing the exceptions.

This activity also aims to give greater prominence to the commitments of the Contracting Parties/Signatories not to introduce new non-conforming measures (“standstill clause”), and to provide for full transparency concerning existing country-specific exceptions of various types.

In accordance with the indicative timetable for realisation of the Road Map for Modernisation, a comprehensive review of the Blue Book is planned in 2013-2014. The Secretariat will present a status report on the Blue Book which will illustrate the current system of exceptions and outline some policy options in order to launch the comprehensive review of the Blue Book. The objective of this activity will be to monitor and limit to the minimum the exceptions, thus improving entry conditions for foreign direct investments in the energy sector.

Voluntary Contributions Activities

D.3	Improving Energy Sector Transparency in the ECT Constituency – Conditions for Mutual Investments along the Energy Value Chain	
	<i>Output:</i> Analysis of mutual exchanges of the business assets within investment activities in the energy sector	<i>Timing:</i> 2013
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 2 + 2 months fellowship / consultancy-

On 21 April 2009, the Russian Federation presented the “Conceptual Approach to the New Legal Framework for Energy Co-operation”. Among the Main Principles of the New Legal Framework for Global Energy Co-operation, the Russia Federation proposed the “Promotion of mutual exchange of energy business assets within investment activities”.

In November 2010, the Energy Charter Conference adopted the “Road Map for the Modernisation of the Energy Charter Process” (Road Map) which included an activity “Analysis of mutual exchanges of the business assets within investment activities in the energy sector”.

In 2012 the Investment Group discussed a background paper (IN 102 Rev. 1) related to the “Analysis of mutual exchanges of the business assets within investment activities in the energy sector”. Following instructions received at the Investment Group and advice from the Industry Advisory Panel the Secretariat prepared draft Terms of Reference for the study to be implemented in 2013.

The study is a desktop analysis and is intended to provide the best possible assessment of the Russian proposal to promote “mutual exchange of business assets” within investment activities in the energy sector. The study will be implemented with assistance of an external consultant in close co-operation with the Industry Advisory Panel.

The Secretariat will seek a partner organisation and a voluntary contribution from the Russian Federation towards implementation of the study.

D.4	Promoting investments in regional energy markets [ECT Article 3]	
	<i>Output:</i> Preliminary study on the "Gobitec and Asian Super Grid" with focus on investment, trade, transit aspects and regulatory frameworks.	<i>Timing:</i> Spring / Autumn Meetings of the Investment Group 2013
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 4 months +2 months fellowship /consultancy-

Under the provisions of the ECT, member countries committed to promote access to international markets on commercial terms and generally to develop an open and competitive energy markets.

The authorities of Mongolia have shown a keen interest in further developing regional co-operation in the area of renewable energy and infrastructure development with countries in the region namely Japan, the Republic of Korea, China and Russian Federation.

The "Gobitec" is an industrial initiative, a concept similar to the DESERTEC concept, by which energy is produced in the desert regions of China and Mongolia and brought via high-voltage lines to the industrial centres of China, Republic of Korea and Japan.

There is also an ongoing discussion among private sector participants concerning the possibility of large scale investment project so called "Asia Super Grid" which has the potential to link the electrical grids of Mongolia, China, the Republic of Korea, Japan and Russian Federation. An important part of the project would be the development of renewable energy sources in the desert of Mongolia.

In the context of regional co-operation, the Secretariat in close co-operation with the authorities of Mongolia made initial contacts with the Korea Energy Economics Institute (KEEI) which is an important think-tank in the region on the energy matters. KEEI expressed a strong interest in conducting a joint study into regional aspects of promoting renewable energy and establishing new large scale interconnection projects in the region. KEEI intends to contribute its expertise and possibly make a financial contribution towards implementation of the study. The Japan Renewable Energy Foundation (JREF non-governmental organisation) will also contribute its expertise towards implementation of the study.

A preliminary focus of the study is on investment, trade, transit aspects and regulatory frameworks. The study will evaluate what benefits of the ECT might be extended to investors and which may contribute to facilitating investment flows in the region.

Upon the successful completion of the study the Secretariat may be in a position to conduct a workshop or a conference in a particular country of the region to discuss outcomes of the study and opportunities to intensify regional co-operation.

POLICY AREA E: ENERGY EFFICIENCY AND RELATED ENVIRONMENTAL ASPECTS

Member States have reaffirmed their support to the contribution of the Energy Charter Process in implementing energy efficiency policies and measures within the Treaty constituency. In-depth and regular reviews are strongly supported by Member Countries, and form the backbone of much of the work of the PEEREA WG. Recommendations are seen as constructive and have tended to become more specific over time. The reviews will continue as a core activity of the PEEREA WG. To support the implementation of the Policy on consolidation, expansion and outreach, as well as in the framework of the MoU with the League of Arab States, the review process will be expanded to cover also Observer States (*Activity E1*).

The Secretariat will also follow up on a regular basis on the member states reviews, assess their effectiveness in implementation of energy efficiency policies and identify support activities for the recommended measures. Pursuant to Article 9 of PEEREA, the Secretariat will stimulate co-operation between the member states through information exchange and sharing experience on implementing energy efficiency policies, as well as evaluation and monitoring tools (e.g. energy efficiency indicators). The Secretariat will further stimulate practical partnerships between developed and transition countries in the implementation of energy efficiency policies and programmes in various sectors (*Activity E2*).

The Secretariat will continue the collaboration established in the framework of the project “Da (Yes) to the Covenant of Mayors – DACO”, supported by the European Commission. Together with national and local decision makers, which aims to promote an integrated approach to energy efficiency and decrease CO2 emissions through the development of local Sustainable Energy Action Plans (*Activity E3*).

In order to facilitate access to financial donors, energy efficiency activities will seek closer co-operation with major international donor organisations and IFIs providing financing in member and Observer states. Closer co-operation in activities of mutual interest with other international organisations will also be enhanced (*Activity E4*).

E.1	Review Process	
	<i>Outputs:</i> (i) Two/three In-depth Reviews of National Energy Efficiency Policies (ii) Round table presentations (iii) Two PEEREA WG meetings	<i>Timing:</i> Spring/Autumn Spring/Autumn
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 18 + 3 months fellowship / consultancy

The country review process will continue to be a core activity in monitoring and facilitating the implementation of PEEREA. The reviews as well as the Round Table presentations on the latest national developments and events in the area of energy efficiency will provide the basis for policy discussions and exchanges of experiences in policy formulation and implementation between the member countries.

The in-depth reviews are the main tool for offering peer guidance to governments in developing and implementing energy efficiency policies. These reviews will continue to be conducted in partnership with selected countries. Turkey has already confirmed that it will host an In-depth review in 2013. Discussions are also ongoing with some other countries including a number of Observer countries from the MENA region.

With regard to geographical spread, as already agreed, the focus on countries with the highest potential for improvements implies more emphasis on Eastern European and Central Asian countries. Moreover, following the signature of the Memorandum of Understanding between the League of Arab States and the Energy Charter Secretariat, the In-depth review process will also be expanded to include observer countries of the Middle East and North Africa regions (MENA). At least one In-depth review on energy efficiency policies and programmes will be developed in one of the MENA countries in 2013 with a perspective to continue to develop analysis of this kind in the MENA area over 2014 and 2015.

In order to maintain a solid basis for experience sharing, countries having a successful policy record should take part in the review cycle. In practical terms this implies that all of the PEEREA countries should continue to actively participate in the Members roundtable as well as in the in-depth peer review teams.

E.2	Follow-up on Member States Reviews	
	<p><i>Outputs:</i></p> <p>(i) Support activities for the implementation of recommended energy efficiency measures in reviewed countries.</p> <p>(ii) Implementation of energy efficiency evaluation and monitoring tools: e.g. energy efficiency indicators; country files</p> <p>(iii) Promote partnerships between developed and transition countries in different sectors (industry, buildings, renewable energies, etc.)</p>	<p><i>Timing:</i></p> <p>2013 and beyond</p>
	<p><i>Unit responsible:</i> <u>Directorate</u></p>	<p><i>Estimated staff-months:</i></p> <p>6</p>

The follow up on a regular basis on the Member States reviews should continue to play an important role and new ways will be explored on how its effectiveness could be enhanced. The follow-up process will be developed in three main directions:

- (i) Identifying support activities for the implementation of the review recommendations. Such activities might be in the form of provision of further policy support, guidance on legislation drafting, capacity building to national authorities, support to development of pipeline energy efficiency projects, information provision or organisation of workshops or study tours. These activities should be identified in close cooperation with reviewed countries.
- (ii) Exchanging information on performance indicators against which progress in the In-Depth Reviews could be assessed will be initiated in order to support the evaluation of the energy efficiency policies implementation in practice. Using the experience with existing indicators, a complex set of quantitative and institutional indicators that will be used to provide a benchmark of performance. Based on information collected during the review process, country files will be introduced, containing structured information on policies, legislation, projects implemented and under implementation, institutions involved, and projects looking for financing, donors and interested IFI. This information would be available at the ECS website within the Members and Public areas. Close cooperation with IEA will be established in order to integrate already existing information on IEA countries in the IEA Policies and measures database.
- (iii) The Secretariat will promote the establishment of partnerships between developed and transition Member States in order to better stimulate common actions in the implementation of energy efficiency policies and programmes in the various sectors: industry, buildings, appliances, mobility, renewable energies, etc.

For this activity, it is planned to accept secondees from the countries concerned.

E.3	Implementing PEEREA at local level
------------	---

	<i>Output:</i> Implementation of the second year of the work programme of the DACO project	<i>Timing:</i> January to December 2013
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 9

This activity refers to the implementation of the second year of the on-going project “Da (Yes) to the Covenant of Mayors – DACO” supported by the European Commission and developed together with national and local stakeholders in Eastern European and Central Asian Countries. The aim is to promote an integrated approach to energy efficiency and to encourage and support local authorities to develop and implement local Sustainable Energy Action Plans.

The second year of activity will be dedicated to the development of the Baseline Emissions Inventories and the Sustainable Energy Action Plans of partner local communities in Azerbaijan, Belarus, Kazakhstan and Tajikistan. By the end of 2013 an international donors conference in each municipality will be organised in order to attract investment to the implementation of the Sustainable Energy Action Plans.

The project will be closed with the implementation of four pilot projects and a final conference to be held in Brussels.

Based on the results achieved within the project, areas for future policy support to be provided to member states will be identified for 2014 and 2015. New initiatives at local level are expected to be developed as a replication of this project (e.g. in the MENA region).

E.4	Co-operation on Energy Efficiency with other International Organisations and IFI	
(i)	<i>Outputs:</i> Participation in a task force aiming at developing areas of common interest in the energy efficiency field of action with other international organisations	<i>Timing:</i> 2013 and beyond
(ii)	Participation on new externally funded projects	
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 4

The main marketing tool of PEEREA WG activities to date has been through the Working Group meetings themselves, and the publications of country reviews and horizontal studies. For 2013 and beyond Secretariat team members will also regularly

participate in activities of common interest to other international organisations (namely IEA, OECD and Economic Commission for Europe). Intensified activities could be considered taking into account the overall Secretariat promotion strategy and available resources.

More involvement in externally financed projects, together with other international organisations and the member states for the field implementation technical projects (e.g. through EuropeAid, Energy Intelligent Europe, World Bank, etc.), would facilitate actual implementation of energy efficiency activities in member states.

POLICY AREA F: POLICY FORUM, INTERDEPENDENCE, ENERGY SECURITY

F.1	Support to the Energy Charter Strategy Group <i>[CC 366 Rev.1, CC 389]</i>	
	<i>Output:</i> Support the work of the Strategy Group and its chairperson through analytical work, coordination activities and policy advice in line with the Group's mandate. This will involve organising two Strategy Group meetings.	<i>Timing:</i> Q1 and Q3
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 4

In 2013, the Strategy Group will continue to serve as a tool to facilitate the exchange of information on significant changes in energy policies, global developments affecting the Energy Charter constituency. There will be discussions on horizontal issues, in particular those related to the implementation of the Energy Charter's policy on Consolidation, Expansion and Outreach (CONEXO) and relations with other international organisations. The Group will assist the Conference by advising on strategic policy direction, encouraging synergies among existing subsidiary bodies of the Energy Charter and by giving broad orientation on the Secretariat's Programme of Work.

The Secretariat will provide organisational and substantive support to the work of the Group. This will include liaison with representatives of member and Observer states, analysis, expert advice, and policy and discussion papers upon request of the Group.

F.2	Modernisation, enhanced legal frameworks for energy cooperation <i>[CC 389; CC 390 Rev.2; CC402; CC 430]</i>	
	<i>Outputs:</i>	<i>Timing:</i>
(i)	Support for the drafting and negotiation process of an updated version of the 1991 Energy Charter	Q1 – Q4
(ii)	Examining options as to how the Energy Charter Process might be modernised	Ongoing
(iii)	Analytical work related to the concept of common responsibility of producers, transit and consumer countries to promote global energy security and investment	Ongoing
	<i>Unit responsible:</i> <u>Directorate</u>	<i>Estimated staff-months:</i> 8

In the Rome Statement (CC 390 Rev.2, Annex 6), member states recognised that the Energy Charter Process must reflect new developments and challenges in international energy markets and respond to broader changes across its constituency. Member states decided that this could entail consultations, possibly leading to negotiations, on the preparation of practical proposals on how the Energy Charter Process could be modernised.

The Strategy Group has been tasked to examine possible options of how the Energy Charter Process modernisation might be achieved (CC 389). In particular, the Group conducts consultations over possible enhanced legal frameworks for energy cooperation, taking also into account other proposals on future cooperation in the energy field.

Following the approval by the Conference of a voluntary contribution for the purposes of convening a high level political ad hoc Conference in 2013 comprising the ECT constituency, Observers and G20 countries to discuss, and possibly adopt, an updated version of the 1991 Energy Charter (CC 430), the Secretariat will facilitate and support this drafting and negotiation process.

The Secretariat will continue to support the Strategy Group in view of its task under Area F of the Road Map for Modernisation in carrying out analytical work to specify the concept of common responsibility and the endeavours of producers, transit and consumer countries to promote global energy security and investment, and with regard to possible instruments and actions to improve energy security in collaboration with other international organisations.

F.3	Support to the Industry Advisory Panel <i>[ECT Articles 9(3), PEEREA Article 3(6)]</i>	
	<i>Output:</i>	<i>Timing:</i>
(i)	Assistance to the meetings of the IAP	3 meetings in 2013
(ii)	Ensuring the interaction with the Charter Conference and its subsidiary bodies	as needed
(iii)	Publication of IAP' insights paper	End of 2013
	<i>Unit responsible: Directorate</i>	<i>Estimated staff-months:</i> 4

The Industry Advisory Panel (IAP), established in 2005, has convened many times since then generally in Brussels as well as abroad. The IAP is considered to be a well-proven successful instrument towards ensuring industry dialogue with the Member states. It allows views and advice from the energy business to be available to the Energy Charter Process, with a specific focus on risk mitigation and improvement of the business climate. Over the years the IAP has emerged as an effective tool to strengthen the interaction between the Energy Charter constituency and the energy industry and has received strong support of the Charter Conference since its establishment.

The Secretariat will support the meetings and activities of the Panel and secure the interaction between the ECT constituency and the IAP, in accordance with the Terms of Reference of the IAP adopted by the Conference.

Among specific co-operation activities with the IAP the Secretariat intends to closely cooperate with IAP in the framework of "Analysis of mutual exchanges of energy business assets within investment activities" to be implemented in 2013.

The Secretariat will assist the IAP in conducting three meetings in 2013. The first meeting is planned for Algeria, the second meeting in Italy and the third meeting in Brussels.. The Secretariat will continue an annual publication of the IAP's insights paper with an overall objective to better inform the general public of the work of the IAP and its co-operation with the Energy Charter.

F.4	Joint Activity on Low-carbon Economy in the ECT Constituency	
	<p><i>Output:</i></p> <p>Follow up activities on the Assessment of the ECT' provisions with regard to low carbon investments</p>	<p><i>Timing:</i></p> <p>Spring / Autumn Meetings of the Investment and Trade and Transit Groups</p>
	<p><i>Units responsible:</i> <u>Directorate</u></p>	<p><i>Estimated staff-months:</i></p> <p>4 + 4 months fellowship / consultancy</p>

In accordance with the Road Map for the Modernisation of the Energy Charter Process, the Secretariat conducted the “Assessment of the ECT provisions with regard to low carbon investment”. The Assessment was carried out on the understanding that any recommendations made to the Conference on policy options for promoting low carbon have political support from the Energy Charter members and that in any case no legally binding provision can be foreseen by the Charter Conference prior to the conclusion of a burden sharing agreement on CO2 in the UNFCCC.

The final report on the conducted Assessment recommends that the Energy Charter Conference shall request the Secretariat to: (a) conduct further analysis on benefits of a non-binding Declaration and/or interpretive notes on promoting low carbon investment within the framework of the ECT; (b) conduct further analysis on benefits of adding new low carbon material and products to Annex EM of the ECT.

The final report also made recommendations to: (c) initiate specific activities on low carbon within the Annual Programme of Work of the Energy Charter Secretariat from 2013 and onwards. As priorities activities could include 1) establishment of a Transparency Forum; 2) activities to reduce and eliminate subsidies for fossil fuels; 3) assistance to signatories on capacity building on low carbon policies, technologies and its deployment.

In April 2012 the Secretariat received a voluntary contribution from the Government of the Netherlands for the Assessment of the ECT provisions with regard to low-carbon investment which could be directed towards implementation of the above recommendations. The details will be worked out with the government of the donor country.

The Secretariat plans to conduct follow up activities to implement the above recommendations in the course of next year subject to approval by the Charter Conference.

POLICY AREA G: MANAGEMENT, FINANCE AND LEGAL AFFAIRS

G.1	Standing Responsibilities of Legal Affairs	
(i)	<p><i>Output:</i></p> <p>Provision of legal advice to the Conference and the Secretariat:</p> <ul style="list-style-type: none"> - on the interpretation and application of the Energy Charter Treaty - on internal and administrative matters 	<p><i>Timing:</i></p> <p>Ongoing</p>
(ii)	Relations with the Depository	Ongoing
(iii)	Assistance to the Legal Advisory Committee	As needed
(iv)	Custody and organisation of the ECT <i>travaux préparatoires</i> , including archiving system	Ongoing
<i>Unit responsible:</i> Office of SG		<i>Estimated staff-months:</i> 6

The Secretary General's Office includes a legal expert. The legal expert's essential responsibility is to provide legal advice as requested by the Charter Conference and its subsidiary bodies as well as to all departments of the Secretariat, on issues related to the interpretation and application of the Energy Charter Treaty and related instruments (including the Rules of Procedure of the Charter Conference). These include both substantive issues and procedural issues. It is likely that many of these issues will again require significant input from the legal expert in the course of 2013.

The legal expert also provides legal advice to the Secretariat regarding its daily operations, in particular regarding relations with the host government and in the area of human resources.

The Government of the Netherlands is the Depository of the 1991 European Energy Charter and the Government of Portugal is the Depository of the 1994 ECT and PEEREA. The Secretariat will continue to have communications with both Depositories regarding the documents in their custody. Moreover, the Secretariat regularly receives enquiries from member states, law firms and members of the public regarding documents normally in the custody of the Depository of the ECT and PEEREA. From time to time the Depositories receive similar enquiries regarding documents normally in the custody of the Secretariat. The Secretariat will continue to coordinate and apply a joint policy with the Depositories regarding access to such documents.

The project of updating the 1991 Energy Charter, referred to in points VC A.1 and F.2(i), would require legal advice from the Legal Advisory Committee. The legal expert in the Secretary General's office will coordinate the Secretariat's activities to assist the Legal Advisory Committee.

The Legal Affairs unit has maintained the archives of the Energy Charter Process since its inception, and kept original documents relating to meetings of the negotiating groups as well as internal working documents (documentary *travaux préparatoires*). Since the dissolution of the Legal Affairs unit in 2012, these tasks have become part of the responsibilities of the legal expert in the Secretary General's Office. In the course of 2013 these arrangements will be reviewed in the context of the planned development of the Energy Charter Knowledge Centre.

The legal expert also keeps audio recordings of these meetings (audio *travaux préparatoires*) and copies of documents which are kept by the respective Depositories of the original legal instruments (the governments of The Netherlands for the Charter and of Portugal for the Treaty, PEEREA and the Trade Amendment).

In 2012, a project for the digitisation of the documentary *travaux préparatoires* started, thus ensuring the conservation of and facilitating access to these important archives. The legal expert intends to maintain and improve the archiving system now in place for these *travaux* and other documents.

G.2	Raising Awareness in Relation to the ECT Dispute Settlement Mechanisms	
	<i>Output:</i>	<i>Timing:</i>
(i)	Responding to enquiries concerning the application and implementation of the ECT	Ongoing
(ii)	Updating table of disputes brought under Article 26 ECT	Ongoing
(iii)	Conference jointly held with ICSID and Arbitration Institute of the Stockholm Chamber of Commerce	To be confirmed
	<i>Unit responsible:</i> Office of Secretary General	<i>Estimated staff-months:</i> 5

In line with the Programme of Work of the previous years and the conclusions of the 2004 Review, the legal expert in the Secretary General's Office will continue to raise awareness in relation to ECT dispute settlement mechanisms and, more generally, in relation to the Energy Charter Process and its legal instruments, the ECT and PEEREA.

Given the growing number of arbitrations brought under Article 26 ECT (the mechanism for settlement of disputes between an Investor and a member state) and the interest raised by such cases, the legal expert will continue to update the information available on the website and to inform member states of developments in these cases, as requested.

The Secretariat holds a conference once every two years, together with ICSID and Arbitration Institute of the Stockholm Chamber of Commerce, where experts presents and discusses issues relating to the investor-State arbitration under the ECT. In 2013, this conference is expected to take place in Washington, D.C. The legal expert in the Secretary General’s Office will coordinate the Secretariat’s contribution to the preparation of this conference.

G.3	Model Agreements	
	<i>Output:</i>	<i>Timing:</i>
(i)	Development of Terms of Reference for Model Investment Agreement (MIA)	To be decided
(ii)	Review and update of Electricity Model Agreements (EMAs), including Market and System Inter-Operability Agreement (IMA), and Pipeline Model Agreements (PMAs)	To be decided
(iii)	Continue to raise awareness of Model Agreements (MAs) with international law firms and energy industry	To be decided
	<i>Unit responsible:</i> Office of Secretary General and Directorate	<i>Estimated staff-months:</i>
		1

At its meeting in Ulaanbaatar, Mongolia in July 2010, the Regional Task Force requested that the Secretariat develop a Model Investment Agreement for use by member states. The Secretariat intends to advance this project and develop the Terms of Reference for Model Investment Agreements (MIA), with the assistance of the pro bono Legal Advisory Task Force (LATF), in 2014 or later, as envisaged in the Road Map for the Modernisation of the Energy Charter Process, Area D, Output 2.

The legal expert will continue to review and update the Electricity Model Agreements (EMAs) and Pipeline Model Agreements (PMAs) in light of market developments and, as in previous years, will continue to raise awareness of the MAs with relevant energy industry participants and international law firms.

G.4	Budget	
	<i>Output:</i>	<i>Timing:</i> Ongoing
	<i>Unit responsible:</i> <u>AF</u>	<i>Estimated staff-months:</i> 10

Budget: preparation of draft Budgets, financial analysis and control of expenditure, calculation and collection of annual contributions and preparation of documents and support for the Budget Committee. The number of staff months has been increased to allow for further developments and evaluation of different budgetary scenarios.

G.5	Personnel	
	<i>Output:</i>	<i>Timing:</i> Ongoing
	<i>Unit responsible:</i> <u>AF</u>	<i>Estimated staff-months:</i> 14

Personnel: recruitment and appointment procedures, as well as all other issues related to the implementation of the Secretariat's Staff policies and rules. After a reduction in 2012, due to efficiency improvements and the expertise of staff involved, the number of staff-months has been increased again by 1 month reflecting additional work related to temporary staff.

G.6	Financial administration	
	<i>Output:</i>	<i>Timing:</i> Ongoing
	<i>Unit responsible:</i> <u>AF</u>	<i>Estimated staff-months:</i> 18

Financial Administration: administration and control of all commitments and general accounting systems, payroll and expenditure; preparation of annual Financial Statements and assistance in the Audit procedure. The number of staff months has been decreased reflecting efficiency improvements. In 2013 more resources may be needed to handle additional administration related to voluntary contributions.

G.7	IT services and website	
	<i>Output:</i>	<i>Timing:</i> Ongoing
	<i>Unit responsible:</i> <u>AF</u>	<i>Estimated staff-months:</i> 6

Information Technology: maintenance and upgrading of all communication and other technical facilities of the Secretariat, ensuring the functioning of all IT systems and day-to-day problem solving, developing and maintaining the public and restricted areas of the organisation's website. In 2013 there will be some specific work on putting in place appropriate Information Technology facilities for the proposed Knowledge Centre.

G.8	Support services	
	<i>Output:</i>	<i>Timing:</i> Ongoing
	<i>Unit responsible:</i> <u>AF</u>	<i>Estimated staff-months:</i> 12

Administration and Support Services: various activities, notably office management, front-of-house management, building management, procurement, including contact and liaison with external suppliers, document dissemination procedures and support for all internal Energy Charter meetings and, in particular, external policy and other events in various countries. After a decrease in the number of staff months to 12, due to the suppression of one C grade post in 2012, the number of months has increased again to 16, to account for the centralisation of travel administration.

Annex 1 summarises the planned activities for 2013 and their corresponding staff months.

INDICATIVE PLANNING OF ACTIVITIES (IPA) 2014 – 2015

To improve planning of Energy Charter Secretariat activities, an Indicative Planning of Activities (IPA) for further years has been prepared. IPA 2014 - 2015 sets out the further development of main policy areas defined in the Road Map for Modernisation. The level of detail for the years 2014 and 2015 is necessarily lower than that for the annual Programme of Work. That is because a multi-annual planning framework can not anticipate initiatives and ideas which may be raised during those years. The multi-annual planning is therefore entirely indicative in nature and is limited to statements concerning the main policy areas.

Coherent and systematic implementation of Modernisation is one of the main reasons for introducing multi-annual planning of activities. Document StG 23 outlined that, as a matter of principle, the value-added of a rule-setting intergovernmental organisation such as the Energy Charter can be enhanced by acting in any, or all, of the following five dimensions:

- 1) Increasing the geographic scope of validity of the rules (Consolidation, Expansion and Outreach), Road Map Area A
- 2) Improving the product of the organisation by better designed and deeper rules (e.g. Protocols, Declarations), Road Map Areas B and C.
- 3) Improving the implementation of the rules (e.g. country reports, policy forum, implementing rules jointly with other organisations), Road Map Areas D and E.
- 4) Strengthening the Charter Conference as policy forum and organ for setting the rules (e.g. discussing initiatives from members and observers, clarifying appointment procedures for SG, link voting rights to payment of contributions), Road Map Area F.
- 5) Improving the functioning and communication of the Secretariat as main implementing organ of the rules (e.g. contacts with government, industry and academia, conferences open to the public), Road Map Area G.

In the past the Secretariat distributed Room Documents to the Strategy Group providing an indicative timetable for the implementation of the Road Map for Modernisation (cf. RD 2, October 2011). Multi-annual indicative planning of activities is a further development of these instruments for the years 2014 and 2015. The additional element concerns the staff months, which are indicated in Annex 2 for the main policy areas for the years 2012 until 2015. These figures include established staff as well as non-established staff.

Annex 2 gives indicative planning of activities for 2014 and 2015

SUMMARY OF STAFF MONTH CALCULATIONS

CORE BUDGET

	<i>Activity</i>	<i>Unit responsible</i>	<i>Staff months 2012¹</i>	<i>Staff months 2013²</i>
A	Promotion of the Energy Charter and the Energy Charter Treaty		105	109
	A.1 Promotion of the Energy Charter, implementation of the ECT	SGO, DSGO		40
	A.2 Assisting in the follow-up to the Art. 34(7) Review	SGO, DSGO		6
	A.3 Information policy and development of the Energy Charter Knowledge centre	SGO		5
	A.4 Preparation of the Twenty Fourth Energy Charter Conference meeting	SGO/DSGO/ Directorate		12
	A.5 Annual report	SGO		3
	A.6 Consolidation, Outreach and Expansion (CONEXO)	SGO/DSGO/ Directorate		38
	A.7 Annual Policy Conference	SGO/DSGO/ Directorate		5
	<i>VC A1 Ad Hoc Conference on Updated Energy Charter</i>	<i>SGO/DSGO/ Directorate</i>		<i>p.m.³</i>
	<i>VC A2 MENA Project</i>	<i>SGO, DSGO</i>		<i>p.m.</i>
B	Transit/ cross-border trade		53	32
	B.1 Activities related to Energy Transit	Directorate		4
	B.2 Power Sector Reforms in Transition Countries and South Asia	Directorate		3

¹ Higher scenario; only for headings, as the sub-headings may have changed from one year to the other

² The staff months mentioned in this column only include those of established staff according to the establishment table

³ Programme points in italics designate activities that are at least partly supported by voluntary contributions or tender grants. Total staff months affected to these activities may be higher than those mentioned in this column due to non-established staff

	B.3 Integration of Renewable Energy Sources	Directorate		3
	B.4 Workshop on contractual issues related to energy trade	Directorate		3
	B.5 Implementation of the Trade Provisions of the ECT	Directorate		4
	B.6 Review of HS Changes Affecting ECT Annexes EM I and EQ I	Directorate		3
	B.7 Trade in Energy-related Products and Materials and Equipment Between the ECT States Outside WTO and Potential Candidates for Accession to the ECT	Directorate		2
	<i>B.8 Regional Energy Co-operation</i>	<i>Directorate</i>		<i>10</i>
	<i>VC B1 Energy Networks and Corridors in Africa</i>	<i>Directorate</i>		<i>p.m.</i>
C	Emergency response		14	14
	C.1 Prevention of emergency situations and rapid response	Directorate		5
	C.2 Conciliation in transit disputes	Directorate		5
	C.3 Explore Enhancement of Arbitration Procedures under Art. 27 ECT	SGO/Directorate		4
D	Investment promotion and protection		31	28
	D.1 Reports on Investment Climate and Market Structure	Directorate		18
	D.2 Improving Entry Conditions for Foreign Investors	Directorate		4
	D.3 Improving Energy Sector Transparency in the ECT Constituency – Conditions for Mutual Investments along the Energy Value Chain	Directorate		2
	D.4 Promoting Investment in Regional Energy Markets	Directorate		4
E	Energy efficiency and related environmental aspects		40	37
	E.1 Review Process	Directorate		18

	E.2 Follow up of Member State Reviews	Directorate		6
	<i>E.3 Implementing PEEREA at the local level</i>	<i>Directorate</i>		9
	E.4 Cooperation on Energy Efficiency with other International Organisations and IFI	Directorate		4
F	Policy Forum, interdependence, energy security		18	20
	F.1 Support to the Energy Charter Strategy Group	Directorate		4
	F.2 Modernisation, enhanced legal frameworks for energy co-operation	Directorate		8
	F.3 Support to the Industry Advisory Panel	Directorate		4
	<i>F.4 Joint Activity on Low Carbon</i>	<i>Directorate</i>		4
G	Management, Finance and Legal Affairs		87	72
	G.1 Standing responsibilities of Legal Affairs	SGO		6
	G.2 Raising Awareness in relation to the ECT Dispute Settlement Mechanisms	SGO		5
	G.3 Model Agreements	SGO		1
	G.4 Budget	AF		10
	G.5 Personnel	AF		14
	G.6 Financial administration	AF		18
	G.7 IT services and website	AF		6
	G.8 Support services	AF		12
	TOTAL		348	312

**ENERGY CHARTER
SECRETARIAT**

Area / Activity	2012	2013	2014	2015
Area A: Promotion of the Energy Charter and the ECT	<ul style="list-style-type: none"> - Finalisation of the Policy Paper on Expansion, Outreach and Consolidation CONEXO, beginning of implementation - Preparatory activity for Energy Charter Knowledge Centre (KC) 	<ul style="list-style-type: none"> - Implement CONEXO - Activity on consolidation - Accession activities on: Afghanistan, Jordan, Serbia, Morocco, China, India, Montenegro - Implement KC activities - Workshops - Training Programmes - Fellowships 	<ul style="list-style-type: none"> - Implement CONEXO - Activity on consolidation as decided by Conference - Launching of 5 new accession countries within CONEXO in the MENA region and in Asia - Implement KC activities - Workshops - Training Programmes - Fellowships 	<ul style="list-style-type: none"> - Implement CONEXO - Activity on consolidation as decided by Conference - Completion of 2013 and 2014 accession targets - launching of further accession countries within CONEXO - Implement KC activities - Workshops - Training Programmes - Fellowships
Staff months ¹	105	127	127	127
Area B: Transit/cross- border trade	<ul style="list-style-type: none"> - Stakeholder consultations on re-setting draft Transit Protocol - 8th meeting Task Force on Regional Energy Cooperation - Preparing decision on binding tariff standstill 	<ul style="list-style-type: none"> - Consultations on common principles for transit - Start Project RECA (Regional Energy Cooperation in Asia) - Decision on binding tariff standstill 	<ul style="list-style-type: none"> - Negotiations on transit and cross-border elements as emerging from the consultation (two options: universal or regional instrument, tbc) 	<ul style="list-style-type: none"> - Concretisation and possible conclusion of Transit negotiations, tbc
Staff months	53	35	35	35
Area / Activity	2012	2013	2014	2015

¹ Staff months in Annex 2 include those of established as well as those of non-established staff

Area C: Emergency response	<ul style="list-style-type: none"> - Start guidelines for early warning and rapid response - start improved conciliation under Article 7(7) ECT - preliminary work on streamlined arbitration Art. 27 	<ul style="list-style-type: none"> - finish emergency manual (possibly with OSCE, tbc) - adopt improved rules for conciliation - explore enhancement of Art. 27 arbitration 	<ul style="list-style-type: none"> - emergency exercise following the manual (tbc) - set up roster of conciliators (tbc) - possible negotiations of enhanced arbitration (tbc) 	Further steps as appropriate
Staff months	14	14	14	14
Area D: Investment Promotion and Protection	<ul style="list-style-type: none"> -ICMS Reviews on Lithuania and Kazakhstan - Regular update of the Blue Book -- ToR for mutual exchanges of business assets - Assessment with regard to low-carbon investments 	<ul style="list-style-type: none"> - ICMS Reviews on Mongolia and observer country (Serbia, tbc) - A status report on the Blue Book - Analysis of mutual exchanges of business assets - Follow up activities on policy recommendations (tbc) - Start promoting investments in regional energy projects in Asia 	<ul style="list-style-type: none"> ICMS Reviews on two countries, tbc -Comprehensive Review of the Blue Book - Further steps as decided by Conference (tbc) - Further steps as decided by Conference (tbc) - Leading role in one Asian multi-country project (tbc) 	<ul style="list-style-type: none"> ICMS Reviews on two countries, tbc - Further steps as decided by Conference (tbc) - Keep developing Asian multi country project (tbc)
Staff months	31	37	37	37
Area / Activity	2012	2013	2014	2015
Area E: Energy	-Review	- In-depth	In-depth	In-depth

Efficiency	<p>process – two in-depth reviews (Belarus, Azerbaijan), follow up</p> <ul style="list-style-type: none"> -Implementing PEEREA at local level: DACO project (Taraz (KZ), Novogradok (BY), Somoniyon (TJ), Sumgayit (AZ). -Improving energy efficiency in the building sector – PEEREA working group roundtable discussion - -International cooperation - 	<p>reviews (Turkey + one MENA country) and one regular review or follow up (tbc)</p> <ul style="list-style-type: none"> - Implementing PEEREA at local level: DACO (4 donor conferences for 4 cities) - Specific events in Asia and MENA countries (tbc) to enhance awareness of energy efficiency - International cooperation, MOUs for joint activities (tbc) 	<p>reviews (two countries tbc) and one regular review or follow up (tbc)</p> <ul style="list-style-type: none"> - Implementing PEEREA at local level (Covenant of Mayors going to Asia, tbc) - Specific events in Asia and MENA countries (tbc) to enhance awareness of energy efficiency - International cooperation (starting joint activities agreed in MOUs, tbc) 	<p>reviews (two countries tbc) and one regular review or follow up (tbc)</p> <ul style="list-style-type: none"> - Implementing PEEREA at local level (Covenant of Mayors going to Asia, tbc) - Specific events in Asia and MENA countries (tbc) to enhance awareness of energy efficiency - International cooperation (continuing joint activity agreed in MOUs, tbc)
Staff months	40	43	43	43
Area F: Policy Forum, Interdependence, Energy Security	<ul style="list-style-type: none"> - Start using the Charter Conference as a Policy Forum - Work on proposals to strengthen Charter Conference as a global legal framework for energy cooperation 	<ul style="list-style-type: none"> - Charter Conference to discuss and possibly sign updated Energy Charter Declaration with Observers and G20 countries - Charter Conference to discuss instruments and policy 	<ul style="list-style-type: none"> - Charter Conference to perform Art. 34(7) Review - Conference to elaborate and approve Review conclusions - Review also to include financial aspects 	<ul style="list-style-type: none"> - Implement Conclusions of Art. 34(7) Review

	<ul style="list-style-type: none"> - Review and concretisation of the Road Map - Strengthen Charter Conference as Decision Making Organ 	<ul style="list-style-type: none"> options towards low carbon economy - Prepare Art. 34(7) Review 		
Staff months	18	20	20	20
Area G: Management, finance and legal affairs	<ul style="list-style-type: none"> - negotiation of new lease contract - refurbishment of 4th floor - centralise mission administration - defining guidelines on non-established staff - preparing upgrading of IT systems - introduce country coordinators 	<ul style="list-style-type: none"> - document management system - implement IT upgrading - introduction of new website - implement de-restriction of CC documents (tbc) - new organisation structure - young professionals training - fellowship program - review of internal ECS rules 	<ul style="list-style-type: none"> - multiannual rolling budget and financial planning 	
Staff months	87	72	72	72
Total Areas A to G				
Staff months	348	348	348	348