



**Association of the Mediterranean  
Regulators for Electricity and Gas**

(version 2)

**ACTION PLAN**

***2010-2011-2012***

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## **I. MEDREG MISSION: TO STRENGTHEN THE COOPERATION AMONG MEDITERRANEAN ENERGY REGULATORS**

MEDREG, the Association of the Mediterranean Regulators for Electricity and Gas<sup>1</sup>, has been created (in 2006 as a Working Group and in 2007 as an Association) to promote the achievement of a consistent harmonized and investment-friendly regulatory framework aimed at providing the maximum benefits to energy consumers of the Mediterranean region. MEDREG's role is crucial to guarantee the existing of permanent collaboration between the Regulatory Authorities of the EU, of the Energy Community Member States and those of the Mediterranean Countries.

MEDREG, particularly, focuses on the promotion and exchange of know-how, expertise exchange, specialised training and studies in the field of energy regulation, notably in collaboration with the Florence School of Regulation (FSR), created by CEER and the European University Institute, and with the support of the European Commission. To achieve this objective a full participation and commitment from all MEDREG members is needed.

Considering the activities already carried out by MEDREG ad hoc groups, the objectives of the Action Plan 2009-2011 shall be updated for the period 2010-2012. As for the last three years period, it is important to take into account the following aspects:

- general level → MEDREG, in collaboration with the European Commission, tried to involve in the Association activities missing Mediterranean Energy Regulators (i.e. representatives from Lebanon, Libya and Syria) and it will continue to do so;
- internal organization → the Association already started to consolidate its structure by appointing AGs Vice-chairpersons and creating a Steering Committee. In order to reinforce its structure, MEDREG will also set up a permanent Secretariat, define temporary TFs with specific assignments and update current AGs (when necessary create new ones);
- external relations → MEDREG has been granted with the Observer status within the PAM (Parliamentary Assembly of the Mediterranean), it actively participated in the G8+ Energy Regulators Round Table, it became member of the ICER (International Confederation of Energy Regulators) and it collaborated with CEER (Council of European Energy Regulators), ENERCLUB (*Club Espanol de la Energia*), EIB (European Investments Bank), ERRA (Energy Regulators regional Association), European Commission, MEDELEC (getting together different electricity companies and associations which have interests in the Mediterranean region), MEDEMIP (a project financed by the European Commission which is expected to be the catalyst of the reinforcement of energy cooperation in the Mediterranean), MEDENER (Mediterranean Association of the National Agencies for Energy Conservation), OME (*Obsevatoire Méditerranéen de l'Energie*), REMEP (Rome Euro-Mediterranean Energy Platform), Plan Bleu; RCREEE (Regional Centre for Renewable Energy & Energy Efficiency), Mediterranean Solar Plan (MSP). In the period 2010-2012, according to the GA indications, MEDREG shall continue to collaborate with the above mentioned International Organizations and, eventually, start new ones.

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<sup>1</sup> Currently MEDREG members are the Energy Regulators representatives of: Albania, Algeria, Bosnia-Herzegovina, Croatia, Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Malta, Montenegro, Morocco, Palestinian Authority, Portugal, Slovenia, Spain, Tunisia and Turkey.

## II. CURRENT STATUS OF ENERGY REGULATION IN THE MEDITERRANEAN REGION

MEDREG members noted that important infrastructure interconnection projects are under development, which will boost exports of natural gas and electricity from Southern and Eastern Mediterranean countries to Europe and eventually lead to the completion of electricity and gas Mediterranean rings, as foreseen by the European Commission's Guidelines on Trans-European Energy Networks. Such new links will strengthen the security, continuity and economic efficiency of energy supplies on both shores of the Mediterranean.

Regulators remark that the implementation of a stable, harmonized, transparent and consistent regulatory framework for the electricity and gas sectors, inspired by EU rules, and the development of regional markets will greatly facilitate the financing of large infrastructure projects. Such regulatory framework should aim at the gradual integration and opening of national markets. Since the achievement of these goals can only be based on shared regulatory, organisational and institutional knowledge and competencies among EU and non-EU regulators, enhanced and permanent collaboration between all Regulatory Authorities of the Mediterranean Basin is necessary.

Independent regulators have been established in all EU Member States following the Directives 2003/54/EC and 2003/55/EC. Furthermore, the importance of having an independent Energy Regulatory Authority has been underlined also by the new Directives 2009/72/EC and 2009/73/EC. Due to the Treaty establishing the Energy Community for the integration of the Balkan energy Market into the EU one, new regulators have been also established in South East Europe. In the remaining countries of the Mediterranean Basin some regulatory authorities have also been already set up.

The actual role and independence of such institutions varies and the benefits of stable and performance-based regulation are generally accepted. Regulators (Authorities, Ministers, Agencies) already in place in the Mediterranean basin have different powers and competences, nevertheless a very important step should be to have harmonised rules in place so to have a unique platform in terms of rules in order to promote and facilitate energy integration and exchanges.

The MEDREG Ad Hoc Group on Institutional issues drafted a "Recommendation Report", adopted in November 2008 by the GA, comparing the structure, organization and competences of the different Energy Regulators. Even if not all countries have yet established a Regulatory Authority, some common principles can be identified and cover a broad range of issues directly related to the definition and role of energy regulators, such as: independence from industrial interests; ability to decide; appeal of regulators decisions; settlement of disputes mechanism; investigation powers with full access to information from sector participants; enforcement powers; ability to be actively involved in international institutions and projects; accountability procedures.

However, diverging issues remain with particular regard to: organizational and functional criteria; the main differences concern the level of autonomy/independence *vis à vis* governmental bodies.

All the above mentioned remarks have led MEDREG to continue in pursuing for the years 2010-2012 the following main objectives:

- information exchange, common analysis and comparison of existing energy legislation and regulation;
- organization of shared specialised training, technical assistance, exchange of know-how and experience;

- development of common positions on the regulatory issues, including criteria for those issues related to cross border electricity and gas trade;
- promotion of Euro-Mediterranean regional electricity and natural gas markets towards their respective integration, taking into consideration and building upon the projects already under development;
- promotion of harmonized, transparent and non discriminatory market rules.

### III. MEDREG STRUCTURE AND ACTIVITIES ORGANISATION

In order to respond to major needs of the Association, for the period 2010-2012 the organization of MEDREG activities will be structured as follows:

- A General Assembly (GA) will be held, at least every 6 months, to discuss and approve high level developments, guidelines for operational work, administrative and financial issues , position papers submitted by ad hoc groups and task forces, requests for new collaborations;
- A Steering Committee meeting will be held before each General Assembly, or when needed (physically or by call conference), in order to coordinate activities and discuss possible MEDREG strategies or actions to be submitted to the GA;
- Ad hoc Groups (AGs) have been set up to analyse institutional, technical and market aspects. They will particularly deal with aspects concerning markets development, energy exchanges, infrastructure, information and training, environmental issues, quality of service, price regulation and customer issues. AGs will be permanent and include representatives from all participating institutions. They will meet at least twice a year and work also by using electronic procedures. Following the implementation of the Association activities, new Ad Hoc Groups and Task Forces may be established if needed:
  - e.g. the Comparative study on Consumer protection carried out by the INS AG should pave the way for the setting up of a specific AG on Customer issues in charge of, inter alia, the elaboration of recommendations and identification of best practices;
  - e.g. the collaboration between MEDREG and ICER (International Confederation of Energy Regulators) could be followed and implemented through an ad hoc Task Force under the direct responsibility of the General Assembly;
- Task Forces set up by the GA based on a proposal of AGs, have a temporary character and may meet as necessary. Both ad hoc groups and task forces would report to the MEDREG General Assembly.

The Terms of reference structure of the Ad hoc Groups and Task Forces for the time period 2010-2012 should be as follows.

### **a. AD HOC GROUP ON INSTITUTIONAL ISSUES (INS AG)**

The Ad hoc Group on Institutional Issues (INS AG) has been set up with the aim to enhance closer coordination through mutual knowledge, information exchange and training tools between Mediterranean regulators.

The main objectives of the INS AG are the following:

- To continuously assess the current status of regulatory framework and institutions, their competencies, resources and expertise;
- To focus on study on customer issues;
- To assess the needs of know- how, training and experience exchanges, as tools of institutional building.;
- To coordinate the dialogue on energy regulation with international institutions, regional organisations of regulators and other bodies;
- To participate actively in the activities of ICER, inter alia in the framework of Virtual Group 4 (education, training and best practices).

#### **Expected Output:**

- To draft a a Benchmark on Customer protection and carry out two comparative studies on: settlement of disputes and legal framework for the management of interconnections. The above mentioned documents will be drafted through a dedicated questionnaire, followed by an assessment report;
- To assess the institutional and legal framework of energy regulation (liberalisation, market structure), including regular update of the Benchmarking Study on the organisation and competencies of the Mediterranean electricity and natural gas regulators;
- To assess the need for MEDREG to collaborate with other international institutions on various issues related to energy regulation;
- To Elaborate the ways and means to develop ICER activities, more particularly when focused on the Mediterranean region;
- To identify new training needs and set up a knowledge and information exchange process (once a year).

The INS Ad-hoc Group started its activities in 2007 working on the Terms of Reference of the Benchmarking Study on the organisation and competencies of the Mediterranean regulators. The benchmarking study was completed in 2008, in the form of an assessment report. The conclusions of this study have been used as a basis to identify the basic criteria considered as necessary to implement a shared regulatory system in the Mediterranean area. A set of minimum competences and organisational structure elements have been defined in a Recommendations report which was adopted in November 2008 by the GA.

The next steps for the years 2010-2012 will consist in the definition of ways and means to implement the Recommendations taking into account the different national contexts.

During the 2010-2012 period, and following the setting up in March 2009 of a specific Task Force dedicated to Customer issues, the INS AG will address consumer protection policies and mechanisms, starting with a Comparative study aiming to draw up a comprehensive picture of Customer protection policies and measures applied to the natural gas and electricity sectors in the Mediterranean region.

In the framework of the ICER cooperation and on the basis of the existing IERN platform, the Group will initiate informal exchanges and cooperation at international level in the fields of education/training/research.

**Training needs:**

In order to better achieve the goals set up above it is necessary to study in depth:

- Organisational principles and activities of regulatory authorities:
  - Financing.
  - Jurisdiction,
  - Conflicts of interest, etc.;
- Specific regulatory matters:
  - Settlement of disputes.
  - Licensing,
  - Market liberalisation,
  - Interconnections and third-party access (TPA),
  - Quality of service,
  - Public service obligations,
- Other consumer issues.

### **b. AD HOC GROUP ON ELECTRICITY (ELE AG)**

The objective of ELE Ad hoc Group is to promote the integration of member countries electricity markets. Starting from the assessment of the current status and expected evolution of MEDREG electricity markets, the ELE AG will identify the basic requirements to harmonize and improve regulation in the MEDREG countries. Better regulation is needed to develop an integrated, competitive and functioning electricity market in the region. To this aim the ELE AG will examine and, in case, will propose common positions on the following subjects:

- present and future interconnections infrastructure needs (for the establishment of an integrated electricity market) from the technical, economic, and financial perspectives;
- future of Smart Grids in MEDREG countries;
- unbundling of sector activities;
- operational issues concerning cross border exchange and congestion management practices;
- market design;
- transparency of market information and services;
- non discriminatory TPA to infrastructure and services;
- tariff methodologies;
- price regulation.

The aim of the ELE AG is to establish an investor friendly environment in MEDREG countries in the field of electricity generation, transmission, distribution and trade as well as to harmonize the legal and technical framework. Moreover, it will:

- monitor electricity exchange activities among member countries;
- propose unified/general rules/guidelines for electricity exchanges among member countries;
- investigate the possibility of establishing a reliability council<sup>2</sup>;
- carry out work needed towards the eventual development of an electricity master plan within MEDREG member countries; this should be connected with work performed by other projects and entities, institutional or otherwise, in relation to the Mediterranean Electricity Ring (MEDRING) and other interconnections projects;
- establish a recommended implementation plan to implement the recommended cross border trade guidelines;
- establish a benchmarking process for both the internal market organization and cross border practices (including MEDRING implementation status);
- initiate a training program for MEDREG members.

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<sup>2</sup> Control Centre to monitor the activities of TSOs in different countries.

**Expected Output:**

- A master plan for energy and interconnection expansion that reflects the approach of Regulators, as agreed among MEDREG members;
- Report on the present and future needs on interconnections infrastructures investments necessary to integrate the Mediterranean electricity market;
- Report on the Smart Grids in MEDREG countries;
- Proposals on common rules /guidelines for electricity exchanges among MEDREG member countries;
- a benchmarking report for internal markets and cross border trade;
- a functional training program.

**Training needs:**

In order to better achieve the goals set up above is necessary to study in depth:

- non discriminatory TPA to electricity infrastructure;
- Development of new electricity infrastructure and interconnection capacity among countries;
- Electricity Markets
  - Wholesale market and power exchange
  - Retail Market
  - Balancing markets
- Use of regulated tariffs for end consumers during transition towards market opening;
- Experience with market reform, while fading out regulated prices for the end-consumers;
- Market monitoring and surveillance;
- Security of supply in electricity generation;
- Impact of market design on generation adequacy;
- Experience with market reforms as a means to stimulate investment in electricity;
- Quality of supply and the protection of energy consumers, commercials and technical quality of service obligations, continuity of supply and safety in liberalized markets in electricity.

### c. AD HOC GROUP ON GAS (GAS AG)

Starting from the assessment of the current status of natural gas and LNG markets, of sector regulation in the MEDREG countries and its expected evolution, the GAS AG on gas will study possible recommendations and requirements that could lead to the development of an integrated, competitive, secure and functioning gas market in the MEDREG region. In this context, and after having carried out a benchmarking study that has provided the Group with a clearer picture of the current status of the gas sector in the MEDREG countries and its expected evolution, the AG on gas will examine the following subjects:

- present and future infrastructure needs from the technical, economic and financial perspectives, to reach a double objective:
  - the establishment of a regional integrated gas market;
  - the improvement of the security of supply within the region;
- unbundling of supply, transmission, storage and distribution;
- transparency of market information and services;
- non discriminatory TPA to gas infrastructure (including definition of gas transport/transit services, congestion management, UIOLI provisions, operational issues, role, responsibilities and rights of the shippers and system operators);
- tariff methodologies;
- increased cooperation among member countries on the price regulation;
- security of supply
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The group will also explore the development of gas infrastructures, in particular the reinforcement of existing gas pipelines and the realization of new ones, LNG terminals and new storage capacity, defining common regulatory provisions that may be needed for their construction and management. In that respect, it will start from existing developments and studies, explore difficulties encountered by operators, and outline common steps including guidelines for regulation aimed at facilitating the development of new facilities. Furthermore, it will examine the impact on public service obligations. A study on the current status of gas market regulation in MEDREG countries, could be undertaken and could be articulated over several stages and extended over two or more years, with periodical reporting to the General Assembly. The AG will define and approve the terms of reference of the study and discuss its results.

#### **Expected Output**

- Study providing the assessment of the current status of gas markets, of sector regulation in the MEDREG countries, and its expected evolution. Already issued. To be continuously updated according to needs and to the evolution of gas (and more broadly energy) regulation in the member countries..

- Report on the present and expected evolution of the situation in terms of gas resources, infrastructure, market structure and regulation in the MEDREG region. Already issued. To be continuously updated according to needs and to the evolution of resources, infrastructures, market structure and regulation. Additionally, a study leading to recommendations and setting a series of requirements to develop an integrated, competitive, secure and functioning gas market in the MEDREG region should be carried out too.

During the period covered by this action plan, the GAS AG will:

- Make a study on infrastructures needs including way to improve both the security of supply in the region and the level of interconnection within and between countries.
- Investigate the transparency status in the region through a possible monitoring of the guidelines/recommendations on Transparency (GGP already approved by the Group).
- Set up a specific task forces in order to carry out an in depth study on TPA status in the region and future needs in order to develop an integrated market in the region.

After having carried out a first step activity related to analyze the current status and the evolution of market structure, infrastructure and regulation in the MEDREG countries, by the beginning of 2009 the Group has issued a report on the present and expected evolution of the situation in terms of gas resources, infrastructure, market structure and regulation within member countries. During 2009 the subjects listed above, i.e. transparency, and new infrastructure needs, have been discussed and examined preliminarily under their general terms and principle in order to share a common understanding and to identify difficulties, arising from legal, technical and economical aspects, of reaching a more integrated market in the region. During 2010 these subjects will then be discussed in more detail in order to define recommendations/guidelines needed to reach an integrated, secure, competitive and functioning gas market in the MEDREG region. A report to the GA should be prepared by 2010.

### **Training needs**

In order to better achieve the goals set up above is necessary to study in depth:

- non discriminatory TPA to gas infrastructure;
- market design;
- tariff principles and methodologies;
- security of supply and consumer protection in liberalized context;
- development of new gas infrastructure and interconnection capacity among countries.

**d. AD HOC GROUP ON ENVIRONMENT, RENEWABLE ENERGY SOURCES AND ENERGY EFFICIENCY  
(RES AG)**

The RES AG will explore the issues related with environment, Kyoto commitment, renewable energy sources and energy efficiency, focusing on the opportunities arising from existing and future partnerships in the Mediterranean Basin.

The objectives of this Ad hoc group are:

- to promote the exchange of information, knowledge and experiences;
- to analyze main regulatory mechanisms on:
  - environment protection;
  - promotion of Renewable Energy Sources (RES) and Combined Heat and Power (CHP);
  - energy efficiency promotion including the smart metering issues;
- to evaluate the results of the different mechanisms in the national contexts, analyzing success factors and critical issues;
- to analyze the possible effects of the introduction at a national level of successful mechanisms adopted in other countries;
- to evaluate the possibility of extending the functioning of national mechanisms to a supra-national level (green certificates market, markets for energy efficiency);
- to evaluate the possibility of collaboration as regards the flexible mechanisms introduced by the Kyoto Protocol;
- to study the effects of linking the European Emission Trading Scheme with schemes introduced in non-EU countries;
- to participate in the ICER activities, Working Group 2 ( Climate Change).

**Expected Output**

- Update of the environment, RES and energy efficiency benchmarking exercise;
- analysis on the status, the structure and organization of the electricity system, the trend of national emissions of greenhouse gases, the legislative and regulatory framework concerning renewable sources support schemes and energy efficiency promotion;
- assessment of the possible effects of extending the functioning of national mechanisms to a supra-national level;
- assessment of the possibility of linking the ETS Scheme with schemes in non-EU countries;
- assessment of the effects of the introduction of successful mechanisms for promoting RES and Energy Efficiency that are proved in the EU into non-EU countries.

In the second half of 2009, on 2010, 2011 and 2012 the Executive Summary of the environment, RES and energy efficiency benchmarking exercise will be updated. The goals to be achieved are to elaborate a Paper on the valuation of the effects of extending the functioning of national mechanisms to a supra-

national level (2010 - 2<sup>nd</sup> half) and to prepare a Paper to analyze collaboration as regards flexible mechanisms and possibility of linking the ETS Scheme with schemes in non-EU countries (2011-2012).

In the goals for the period 2010-2012, collaboration with other supra-national bodies (i.e. MEDENER), participation in ICER activities and the Mediterranean Solar Plan as observer, will be relevant issues.

### **Training needs**

In order to better achieve the goals set up above is necessary to study in depth:

- tariff regulation to promote generation from renewable sources;
- regulation to promote and support energy efficiency (e.g. experiences on white certificates, others);
- emission trading;
- European legislation and regulation;
- Seminar for technical staff about conclusions in the introduction of successful mechanisms to promote RES, CHP and Energy Efficiency in non-EU countries.

#### **e. MEDREG EIB PROJECT TF**

The “MEDREG EIB project Task Force” is working on the Terms of reference (ToR), be discussed and agreed with EIB, for a study on the regulatory models for international energy infrastructural investments among Mediterranean countries. The EC is also involved in the process.

The study might be carried out and structured as follows:

1. The MEDREG EIB TF will coordinate the study and ask for collaboration with MEDREG internal structure when necessary.
2. Description of the general Institutional framework, energy policies, regulatory context. The MEDREG Benchmarking study, updated every year, could be a good starting point. The collaboration with the Institutional Ad Hoc Group will be put in place.
3. Description of existing energy infrastructures and need for new investments. The collaboration with MEDREG electricity and gas Ad hoc Groups and studies would be an added value.
4. General description of the existing regulatory models for energy cross-border investments in the Mediterranean Basin (both for electricity and gas sector) and assessment of pros and cons of the identified models, with particular reference to project risks and bankability and to their impacts on the development of competition, security of supply and regional market integration.
5. Projects identification (2 or more) according to priority criteria and following the list of the Cyprus Euro-Mediterranean Energy Ministerial Declaration (17 December 2007) and of the European Economic Recovery Plan published by the European Commission last December 2008.
6. Analysis of regulation hypothesis for specific (2 or more) Mediterranean gas and electricity interconnection projects.
7. Conclusion and suggestions to be agreed with MEDREG EIB TF and approved by MEDREG General Assembly.
8. Following the results of the study EIB and MEDREG can decide whether to start analyzing new infrastructures projects. After the agreement with the EIB and EC, the MEDREG EIB TF will proceed with the implementation of the above mentioned project.

#### IV. INFORMATION EXCHANGE AND NETWORKING

In order to facilitate the exchange of information, MEDREG will benefit from the support offered by:

- IPI (*Istituto per la Promozione Industriale* – Agency of the Italian Ministry on Economic Development), which will support MEDREG Secretariat in the updating of the Association website; furthermore, MEDREG Secretariat will ask the European Commission for the website financial support through the EC-MEDREG contract.
- IERN (the International Energy Regulation Network), the web-based platform that will provide with internet support to ICER members (among which MEDREG) in order to update contact details and mailing lists, upload related materials and working documents. ICER members will benefit from a dedicated members area within IERN website;
- The FSR (Florence School of Regulation), which will organize training activities, in collaboration with MEDREG Secretariat and as already experienced in 2008-2009, on the basis of specific needs of MEDREG participating regulatory institutions. In particular:
  - Training needs to be addressed by the FSR through the participation in the annual session of the FSR Basic Course on Regulation of Energy Utilities, as well as in sessions of Advanced Training Courses (which are FSR standard courses);
  - Organization, together with AG Chairs, of special advanced training courses for MEDREG members staff in the framework of Ad hoc Groups activities. This approach may ensure that courses address issues of particular relevance for the participants;
  - The FSR could also organize a “general ad-hoc training session” (as already experienced in July 2009 in Milan) targeted at MPC (Mediterranean Partner Countries) needs.

## V. MEDREG FORA AND SEMINARS

Depending on the budget availability, MEDREG may call on one or more Fora or Seminars to be set up, involving national Governments, the European Commission and other energy stakeholders in order to agree with concerned parties the conditions for further development of Mediterranean energy market integration and evaluate possible involvement of MEDREG members.

## VI. MEDREG GENERAL MANAGEMENT

In order to match the growing activities of MEDREG Association, it is necessary to consolidate its Secretariat for the coming years. A well structured MEDREG Secretariat (as foreseen by art 13 of MEDREG Internal Rules) will also be necessary to guarantee the Presidency rotation principle and the accountability of the Association *vis à vis* the international Institutions having interest in the energy cooperation of the Mediterranean Basin.

During the years 2007, 2008 and 2009, the Secretariat tasks have been ensured by the support (both financial and in kind) of the Italian Regulatory Authority for Electricity and Gas (AEEG).

For the period 2010-2012 MEDREG Secretariat will continue to benefit of the logistical support provided by AEEG, but it will be of outmost importance to set up a permanent structure based in Italy (according to article 13.2 of MEDREG Internal Rules) and provide with related financial sources, either through the EC-MEDREG contract than self financing by MEDREG members.

The expected Secretariat tasks for the coming years cover organizational, scientific and administrative activities. In particular:

### Organizational

- to provide support for the organization of General Assemblies (see art. 13.1 of MEDREG Internal Rules);
- to keep contact with the Florence School of regulation to plan and organize MEDREG training activities;
- to support, in collaboration with the FSR, the AGs Chairpersons for the organization of ad hoc training sessions on the occasion of AGs meeting;
- to investigate the possibilities of new collaborations to be put in place with other international institutional organizations and keep contact with them;
- to keep contact with the European Commission in order to negotiate a new possible financing contract and, consequently, ensure its right implementation by providing all requested documentations (incidental expenditures, invoices, planned activities scheme, progress and financial report, etc.);

**Scientific**

- to monitor the Association activities performances and the correspondence of objectives established by the GA and the ones achieved by the AGs;
- to coordinate the scientific work carried out by the four AGs;
- to manage and implement the MEDREG website;
- to prepare draft working documents following a specific request by the President, Vice-Presidents or Chairpersons of AGs/TFs;
- to provide with support for the preparation of the Terms of reference to be presented to the EIB for a possible study.

**Administrative**

- to ensure administrative and operative assistance to the President, Vice-Presidents and Chairpersons of AGs/TFs;
- to collect the reimbursement forms received by MPC representatives;
- to keep the Association accounts;
- to manage all the Association administrative issues;
- to run the Association Budget, also in relation to the provisions established by the possible new EC-MEDREG contract and the activities previewed by this Action Plan.