

The Dolphin Project

Progress Report

May 11, 1996

Project Progress Report

Project Title: **The Dolphin Project**

Project Number: **WW.93.05//05.01/B007**

Country: **The Republics of Turkmenistan and Uzbekistan**

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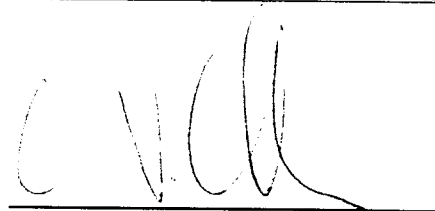
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Date of report: May 11, 1996

Reporting period: December 16 - May 10, 1996

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Project Progress Report

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1. PROJECT SYNOPSIS

Project Title	:	The Dolphin Project
Project Number	:	WW.95.03/05.01/B007
Country	:	The Republics of Turkmenistan and Uzbekistan

Project objective[s]	: <u>Wider objectives:</u> To establish two „stand alone business“ pilot operations in Turkmenistan, Uzbekistan emerging from the partner companies in the project as private companies, providing efficient road side assistance and transport and collaborating across borders. <u>Specific project objectives:</u> <ul style="list-style-type: none">• To assess the actual situation on road side services, parts availability and payment methods.• Designing an organisational & operational concept• and Diffusing the working principles as widely as possible through workshops.
Planned outputs	: The parts and services, repair markets will be made „measurable“ and „comparable“ through statistics and market research data and an organisational / operational concept, including treasury considerations will be developed and proposed to the project consultative committee (Ministers). During the duration of the project ca. 200 staff / Managers (and students) will participate in workshops and dedicated training sessions.
Project activities	: Data collection and dedicated market research (field interviews, focus groups etc.) will be completed and will be synchronised with the partners and provided in the form of documents and computerised materials. Feasibility studies will be elaborated with the international financing institutions (incl. EBRD) and potential foreign partners will be introduced to participate in the future new company operations.
Target group[s]	: The direct beneficiaries of the project are the Ministries of Road Transport in Turkmenistan, Uzbekistan and the transport, repair companies involved in the project work. Indirect beneficiaries will be national and international hauling companies operating locally and in transit in Turkmenistan, Uzbekistan and in transit, truck, bus manufacturers in the CIS, Europe and Asia, and the various institutes, universities connected with Dolphin in Ashgabad and Tashkent.
Project starting date	: September 15, 1995
Project duration	: 12 months

2. Analysis of Project

2.1 Automotive Transport Market Research - Truck Driver Questionnaires

2.1A Uzbekistan

In order to measure the specific needs of truck operators on the TRACECA routes, a major data collection exercise was completed. Over 1,400 truck drivers were interviewed at various locations, including customs clearance points. Out of ca. 1,400 responses obtained (4 page questionnaire), 1176 questionnaires passed final 'quality control' and served as data base.

The nationality of the truck operators interviewed was: 48 % CIS Republics, 31 % Turkey, 19 % Iran and 2 % from Europe.

The makes of trucks used were over 40 % Russian, predominantly KAMAZ and to a smaller extent ZIL, Volvo with over 10 %, Fiat/Iveco with 9.5 %, MAZ from Belarus with 9.4 %, MAN with nearly 8 % and Mercedes with 7.1 %, plus various other makes.

The type of cargo carried was topped by food stuff (over 50 %), followed by cotton, raw materials, chemicals, fuel. The number of trucks with empty return loads was under 10 %. The average distance travelled was 3,100 km with an average journey time of 11.5 days.

Major reasons for Breaking Down were:

Tyres	919
Diesel / Fuel Problems	526
Engine	407
Brakes	334
Electric	284
Suspension	263

A summary of the computer based analysis is shown on Annex 1.

Reported „Problems on current journey“ focused on delays at customs, lack of secure parking, no motels or restaurants, availability and quality of fuel, bad roads and lack of tyres.

95 % of samples were driving their regular truck, i.e. only 5 % of those interviewed usually drove a different commercial vehicle.

Without exception, all of the respondents said they would consider using a motel connected to a service station.

Similarly, without exception 100 % of respondents said they would expect the full range of services to be offered at a motel / service station: room, restaurant, WC, shower, shopping, spare parts, diesel, lubricants, tyres, secure parking, telecommunications, etc. But most remarkably was the positive reaction by truck operators towards the initiative of asking them about problems encountered on the TRACECA routes. A typical reaction was: „At last somebody is looking into the daily problems of road transport in Central Asia“.

2.1B Turkmenistan

Similar to Uzbekistan, questionnaires were completed through interviewing truck operators at different customs points and within the country. Out of ca 700 reports, 500 questionnaires passed 'quality control' and are being processed, including translations from Russian, Turkish and Farsi into English. At the moment responses are being fed into a computer programme through Henley-Management-College and the analysis is expected within 2 weeks.

2.2 Other research work - Uzbekistan

2.2A Causes for break downs - an analysis based on units in operation in Uzavtotrans Corporation during 1995 was completed. This research focused on 2 Russian, 1 Belarusan and 1 European truck makes. Please refer to Annex 2.

The results confirm the general opinion of truck operators: Western trucks score well on engine performance and engine reliability, on brakes and rear axles. CIS trucks, however, score better on suspension, steering, electrical system (simpler) and on clutches.

2.2B A typical dealer profile - was completed on a sample of single and multi-franchised operators for CIS, European and Asian makes.

This shows that all dealers have repair facilities - but these vary to a great extent: 82 % are capable to execute basic diesel repair (calibration of diesel pumps etc.), but only 35 % have diagnostic facilities or a body shop. Mixed methods are used to pay for trucks, cars and spare parts: consignment stock 65 %, deferred payment 35 %, prepayment 65 % and also barter is used by 65 % of dealers interviewed. Dealers and Repair Shops may use prepayment, barter, deferred payment, etc. with the same manufacturer or supplier, but we did not come across a single dealer using letters of credit.

Much of the payment terms are granted through personal guarantees and on trust. See Annex 3.

2.2C A landed cost comparison - for vehicles on a sample import from Europe, Turkey, Korea versus CIS Republics revealed a cost index of 154 for Western, Eastern imports versus 100 from CIS Republics. See Annex 4.

The main factor contributing to this are customs duties at a rate of 50 % on the CIF costs fro Western / Eastern inimports. Uzbekistan is building up its local automotive industry with manufacturers from South Korea, Turkey (for a Turkish / Italian product range) and eventually Germany. The latter, however, is not yet confirmed or may not be realised soon. The largest project is that of Daewoo in Asaka, Andijan Region, for a capacity of 200,000 mini cars & vans and saloon cars. The total project is worth over 600 Million US \$; production has already started. For European component manufacturers this is a unique opportunity and we have been introducing on a test basis an electrical component producer from the New German States to Uz Daewoo and Uzavtosanoat.

2.2D Traffic Flows

These were obtained from Uzavtoyull for the M37 (Samarkand - Olot, with 7 check points) and the M39 (Gisht Kuprik - Termez, with 10 check points), including comparable data from 1990 - 1995 / 96 (3 months). See Annexes 5 and 6.

2.3 1st International Automotive Transport & Industry Symposium, Tashkent April 30 - May 3, 1996

Within the Dolphin Project workshops on transport & after sales subjects were foreseen to enhance the practical and business operations part of the programme with the theoretical background. When developing the workshop material and preparing for the events, we were asked to slightly change the emphasis; it was agreed that since the final aim of Dolphin is to establish „stand alone business pilot operations“ the opportunity of the seminar should be used to attract foreign partners interested to participate directly, or indirectly in the final business operations and to do a first „screening“ at the symposium with some of these.

Thus, the 1st International Automotive Transport & Industry Symposium in Tashkent was organised during April 30 - May 3.

Over 60 major European companies were contacted and informed verbally and in writing. The actual attendance achieved from European and international companies was:

- 19 delegates of 15 blue - chip companies
- 9 delegates representing 6 multinational banks
- 7 delegates from 5 international institutions
- 3 delegates from 2 important insurance firms
- representatives of the Italian, French and German Embassies
- delegates representing various Ministries of the Republic of Uzbekistan. Directors & Managers of the Uzavtotrans Corporation (transport & Repair, tyres, etc.), various other transport companies, automotive industry representatives, automotive institutes and Universities
- the event was covered by TV, Radio and the press
- the total number of participants exceeded 90 persons.

The Symposium was opened by the Vice Prime Minister of the Republic of Uzbekistan, Mr. K.R. Rachimov. Coincidentally, Mr. F. Fotiadis, Head of Unit C4, European Commission, was present in Tashkent during the opening day and was thus in a position to address the delegates at the opening ceremony. Mr. D. Stroobants, TRACECA / Tacis Task Manager, European Commission attended the events during April 30 and May 1. Brainstorming sessions were held during the evenings of April 30 and May 1, with Minister Akhmetov and the various companies interested in participating as potential partners in the pilot business projects: caravanserais / service stations and tyre re-moulding. These companies included Agip Petroli Roma / Moscow, Danzas Switzerland / Kirgistan, Koc / Otoyol / Iveco, Inmarsat, Daewoo. Two representatives of the European Bank for Reconstruction and Development (EBRD), London, attended the above evening session on May 1, 1996. Please refer to Annexes 7, 7A, 8, 9.

This symposium was the first event of its kind in Uzbekistan, assembling automotive transport providers and the manufacturers of commercial vehicles, both national and international companies. Prof. L. Akhmetov summarised the situation of Uzavtotrans Corporation from 1992 to 2002, including privatisation of the transport companies, their actual status and plans till 2002.

West - East GmbH reported on the project work of Dolphin, assessing the actual situation and presenting the programme ahead for the pilot business operations.

FER Eisenach gave a testimonial as an East German company, emerging from the turmoils of the transition process after the German re-unification and efforts to go back to its clientele in the CIS Republics.

On behalf of the largest European automotive association the ADAC, who were prevailed from participating at the symposium due to their annual convention, Mr. W.E. Schubert

gave an overview of road side assistance services around the clock and collaborating across Europe.

Koc Holding informed the audience of their activities in Uzbekistan, especially on the provision of customer services and parts availability - both for European and Turkish products (Iveco / Otoyol, Fiat, Ford Cargo, etc.).

Daewoo Corporation advised on their investments, their interest to have European component producers supplying for their local production.

Inmarsat UK presented new communication facilities for international transport, for hauliers en route, their head offices, motels, repair & parts depots using their satellites, the latest generation of which will be launched from Kazakhstan during June 1996. Like other European companies, Inmarsat will also join in the seminar in Ashgabad and have indicated their willingness to support the caravanserai projects in Central Asia.

Agip Petroli reported on their experience with a truck stop - (service station) in Moscow and their position on Central Asia.

The Banking Sector (Deutsche Bank and Uzprivatbank / ABN Amro) summarised the present situation on banking for trade, export / import.

Danzas S.A. offered their experiences in Central Asia and how these fit into the global strategy of Danzas worldwide.

Geometric Results International / Ford Europe highlighted the advantages of process management for transport and automotive manufacturing and how these benefit the transport & automotive sectors.

During the seminar and workshop held on May 2 Prof. P.N.C. Cooke, Henley-Management-College, presented various key issues of transport practical operations, infrastructure, haulage, finance and service. This was followed by a discussion and splitting up of the seminar in 9 working groups with one speaker each, presenting their groups' findings and comments. Each of the 9 working groups was composed of between 4 - 6 Managers, Directors of the various entities / companies in the Dolphin partner company „Uzavtotrans“. This was by free choice and according to the professional specialisation of the individual participants. A summary of the seminar & workshop is included in Annex 10.

During this event the final content of the Dolphin Manual was discussed and agreed with the groups.

Tashkent Automotive & Road Construction Institute

After the symposium and seminar, European delegates visited the Automotive Institute on May 3 and met with the rector and the various faculties. Together with Prof. P.N.C. Cooke of Henley-Management-College and the Directors of the Institute we reviewed the development of transport management awareness, enhancing the managerial effectiveness of current and future managers in the road haulage and transport industry. Such training must eventually be provided through local institutions.

The institute requested Prof. Cooke to prepare a proposal by Henley-Management-College to provide appropriate materials, including 'train the trainer' support and the presentation of a complete programme with local assistance. Without a pragmatic approach there is a serious risk that any scheme would be put in shelf, or some of the material will be used from a traditional outdated programme.

2.4 Dolphin Consultative Committee' decision on nature of pilot business operations (Turkmenistan & Uzbekistan)

The nature of services to be rendered through the pilot business operations and the potential clients benefiting from these were defined. These activities should produce a

comprehensive offer of essential services to the widest range of transporters, i.e. national and international operators.

At the same time a market economy type of business operation should be envisaged, serving as testimonial for future privatisation schemes. Because of this, foreign partners and professionals in the fields covered by the pilot operations are being found, willing to commit to an engagement in Central Asia.

Finally, the collaboration between the two partner countries should be enhanced for economical and practical reasons.

Having taken these points into consideration, the teams, the Consultative Committee and the Task Manager in Brussels agreed to concentrate on:

- 'one stop' parts & 24 hours service operations - „Caravanserais“ and
- assistance in improving the availability of tyres and tyre re-moulding.

At all stages of the field research in Central Asia we have kept potential investors, the EBRD London office and other banks and investors in Europe informed on the business intentions of the Dolphin Project.

2.5 Other Project work

2.51 Service Stations / Caravanseraï construction concept „budget version“

A 'budget' concept for caravanserais has been drafted - please refer to Annexes 13, 14. Details have been provided (meeting Milano April 11, 1996) to Agip Petroli for their evaluation and recommendation. If this is technically feasible, the concept may be used as a „budget solution“ for the majority of caravanserais scheduled. The concept allows using local building materials and labour.

2.52 Potential partners, co - investors

We commenced advising potential parties interested in the business operation envisaged. This has been done with European and other companies, some of which chose to participate at the 1st International Automotive Transport & Industry Symposium to obtain a closer understanding and awareness of the business potentials.

A short list of potential investors is available now and is extended as required.

2.53 Technical & commercial evaluation of the existing tyre repair & retreading companies in Turkmenistan and Uzbekistan

Two experts have been identified and have been approved verbally by the Tacis Task Manager; written confirmation by the Contract Department is expected during these days. The evaluation in Tashkent and Ashgabad is scheduled to take place during the May - July '96 period.

2.54 EBRD - London

The EBRD had been kept informed during the various stages of the Dolphin Project. Below is a summary of EBRD's declared intentions and the contacts we had with them:

What is the attitude of the International Banks ?

Example: European Bank for Reconstruction and Development (EBRD), London

Official Documentation:

Central Asia Outline Transport Strategy

Executive Summary states on BCEOM Research Findings:

- ★ Transport links should be developed to give access to world markets at the lowest possible cost.
- ★ Location of Central Asia attracts through traffic that will bring revenues contributing to the financing of regional infrastructure.
- ★ There are opportunities for both north - south and east - west through flows.
- ★ These could reach significant levels in a few years provided adequate investments are made to up - grade transport systems.
- ★ Central Asian States are justified looking for external financing.
- ★ Priority areas for financing include:
 - Road infrastructure
 - Development of repair facilities and road - side services
 - The acquisition of modern commercial vehicles.

BCEOM 4 / 95

Contacts with the EBRD during the development of the Dolphin Project:

1. TRACECA sectoral working groups, 2nd conference, October 25, 1996, Vienna: discussions with Messrs. Ousey, Delia, showed good interest.
2. Letter to Mr. Ousey, February 5, 1996, with a brochure on the two pilot business operations (caravanserai / service station and tyre retreading).
3. Meeting in EBRD, London, April 5, 1996 with Mr. Khalid Bouzerda, Principal Advisor, and Mr. Chris Ousey; the undersigned was accompanied by a representative of the Uzbek

partner in Dolphin. We were asked to provide a proposal and a feasibility study covering not one, but a „multitude of caravanserais“ along the TRACECA routes, preferably in various Central Asian Republics. We were also advised to present an international operator with a track record, joining the Central Asian and other Western partners as co - investor.

4. Involvement of Messrs. R. Knighton, Director Transport Team and C. Ousey during brainstorming session with Minister L. Akhmetov plus various interested European Companies in Tashkent on May 1, 1996. Mr. Knighton advised that he would require a proposal with a business plan; but he did not feel so sure that they should get involved. Meanwhile, the priority seemed to have shifted to rail transport.

3. Project Planning

3.1 Deviations from original project planning and rationale for emerging emphasis / priorities

The variance between the original TOR for the conclusion of the project and the emerging final planning is shown below:

Dolphin Project

I TOR objectives were:

- a Setting - up working relations between Turkmenistan and Uzbekistan and outside transporters and manufacturers to give road side assistance to each other across borders
- b organising payment for parts & labour
- c establishing door-to-door parts shipments, responding to unit down incidents plus scheduled repair & maintenance.

II New objectives are:

- as above (1a, b, c) plus
- establishing 2 stand alone business operations:
 - d caravanserais / service stations
with a multitude of different independent and / or associated services - from filling station, to parts consignment of different makes, repair facilities, satellite communications, restaurant, first aid, WC / Shower, secure truck parking, credit cards (DKV - type), food replenishment, etc.
 - e Technical assistance for the tyre retreading companies in Ashgabad and Tashkent - which might involve a financial proposition for modernising existing equipment.

In order to successfully achieve the above, the Dolphin contractor will have to act as independent „mid wife“ for the creation of the necessary structures and entities including masterminding the tailoring of the financing scheme for the two business concepts.

Rationale

- In order to provide meaningful and comprehensive road side assistance, more value added services than parts shipments and payment arrangements will become necessary.

- The high profile of TRACECA originating from increasingly intensive working relations through the Tacis teams with individual Governments and CIS companies have increased expectations by the partner countries in Central Asia.
- Concrete business operations resulting from TRACECA / Tacis projects are looked for, improving the present situation.
- Since the partner companies or Governments do not find it easy to cover or finance the resultant projects from existing means, external investors are required.
- Although it is not the objective of Dolphin to focus or promote specific organisations to engage or commit to an engagement in Central Asia, the Dolphin contractors have advised European and international companies of the potentials in Turkmenistan and Uzbekistan. It is up to them to make their own business decision for their eventual engagement.
- During the Tashkent symposium organised in April / May 1996 and before some Western delegates / companies expressed their interest to participate in the caravanserai projects. Additional companies will be added to ensure a comprehensive number of investors, using a syndicated approach.
- This is also necessary since the EBRD are sending changing signals concerning their real support and it is doubtful in our opinion that an „enthusiastic, pro-active approach“ can be expected from the EBRD.
- Now a feasibility study / business plan needs to be finalised with some urgency during the May to July 1996 period. This study will be based on two (2) each sample locations for the caravanserais / service stations along the TRACECA routes in Uzbekistan and Turkmenistan.
- Adequate traffic flows must exist to accommodate the services deemed suitable for the selected locations to create ample cash flow for the business operation.
- Facilitating intermodal transport (road, aircargo, rail) at the larger stations will be attempted.
- The emerging feasibility studies must focus on the financial and cost aspects, irrespective of who will become the final investors, partners.
- Potential partners will arrive from the following areas:
 - Car / truck parking area & security specialists
 - Petrol / Diesel filling station operator(s)
 - Construction & Facilities Management Firms
 - Truck manufacturers
 - Car manufacturers
 - Independent car / truck dealers
 - Parts Sales Organisations
 - Tyre manufacturers or sales organisations
 - Motel Operators
 - Communications Specialists (including a satellite operator)
 - Maintenance & Repair Companies, including specialists for motorway emergency services (24^h operators)
 - Food Specialists, Food Stores
 - Supermarket Chains / Departmental Store (Food & Non-Food)
 - Do-it-yourself hardware shops
 - Restaurant operators
 - Transport companies (warehousing)
 - Forwarding services
 - Insurance company support service / agency - claim settlement

- Banks & Insurance Companies
- DKV - type diesel, repair card operators
- Car / truck parking & security specialists
- European Automobile Association to support 24^h services and towing facilities through local partners

3.2 Final potential shareholdings

Assuming that the local partner (Uzavtotrans) will underwrite between 25 - 35 % of the shares (through real estate and investment money), then 65 - 70 % of the total investment should be held by the other partners in the project.

Syndicated approach

For instance:

	Total
1 Filling station operator	10%
3 Truck Manufacturers à 5	15
3 Car Manufacturers à 5	15
1 Construction & Facilities Management company	5
1 Motel operator	5
1 Food supply chain	5
3 Transport companies à 5	15
1 Do-it-yourself chain	5
etc.	

Potential operational concept (caravanserai) - some samples

Model I

The financing of the entire project (facilities & equipment) is done with 'x' share holders for 'x' business activities. A Facilities Management Specialist is realising the maintenance and the proper management of the buildings - a must to retain their residual values.

Each business is responsible for its own operations, profit making and repayment of its share of the initial loan.

No rentals will be paid by the share holders, but they will pay for repair, the upkeep of facilities and for utilities.

Model II

The financing of the entire project (facilities & equipment) is done with 'x' share holders for 'x' + 5' business activities. A Facilities Management Specialist is realising the maintenance and the proper management of the buildings.

Each business is responsible for its own operations, profit making and repayment of its share of the initial loan.

In this example facilities for '5 extra' business activities have been built. 'x' share holders will finance 'x + 5' facilities. The incremental (5) facilities will be rented and lease agreements will be made.

Model III

Only a few share holders become involved, owning the facilities built and renting them to individual business operators. These operators will pay for the rental, the upkeep of facilities, for utilities etc., plus a percentage of their turnover. A Management Company will synchronise all activities (corporate identity of the caravanserai) on behalf of the share holders, including facilities management.

3.3 Project Overview - Feasibility Study - Financial Aspects

During June - August 1996 project work will focus on finalising:

- I. The Feasibility Study - Business Plan for the caravanserais / service stations based on - at present - two each caravanserai points in Turkmenistan and Uzbekistan, along the official TRACECA lines or on routes connected with the latter (e.g. on the M39 entering into the P1 ring road around Tashkent in the South and leaving it in the North).
 - II. The technical and commercial expertise on the tyre repair and retreading plants in Ashgabad and Tashkent, including a proposal for the modernisation of existing equipment and financing requirements.
- ad I. A preliminary 'Master Plan' (TOR - style description) is being edited and work on it will commence in Turkmenistan during May 20 - 24, 1996 (week 21). The final master plan which will serve as a 'blue print' for the feasibility study will then be ready during week 22, incorporating eventual additions, amendments as necessary and as suggested during the work in Turkmenistan in week 21.

The Feasibility Study will be divided into three Main Sections:

Section A - Prevailing Conditions in:

a) Turkmenistan b) Uzbekistan

- A1. The contribution of law to fostering investments:
 - What the rules say and what they mean in practice and in relation to the caravanserai project
 - Laws regulating foreign and domestic direct investments
 - Share holdings and limits (%)
 - Property rights on land, on assets in general
 - Expatriation of profits
 - Alternative forms of associations, joint - ventures, limited liability, joint - stock companies etc.; holding companies etc.
 - Potential liabilities (third party, product liability, etc.) and how to cope with them
- A2. Tax situation and investment incentives
- A3. Market liberalisation (pricing on energy etc.)
- A4. Banking & Currencies
 - Convertibility
 - Full control over company's own cash - flow, bank account etc., or are restrictions imposed ?
 - Money transfers
- A5. Sourcing from domestic, CIS Republics and other imports
 - Availability of quality diesel, petrol, lubricants and necessary quantities.
 - other materials for caravanserais

- Timing: As from May 20, 1996 onwards
- Results: A preliminary report to be finalised by June 30, 1996
- Profile: A profile of an ideal company and operational structure will be provided on which to comment / measure the various criteria. For simplicity, potential operational concept III (page 9) will be used.

Section B - Feasibility Study:

For each sample station: Turkmenistan and Uzbekistan
(Mega and Standard Size)

B1. Caravanserai Sites - TRACECA Routes only

- Describe selected / proposed locations and their traffic flows: historical data and 1995/96 statistics; also do own traffic count, split by trucks, buses, cars, other.
- Give rationale for choice of sites:
 - Traffic flows
 - Visibility
 - Access, connections, proximity to incremental business opportunities, intermodal transport (rail, air cargo)
 - presently site is used as / for:
 - other reasons
- Provide site plans, overall dimensions, m², legally permissible utilisation, etc.
- Present ownership
- Property / titles, existing liens, mortgages etc.
- Cost estimation - property value
- Describe necessary work to prepare site to commence construction work for caravanserai: (demolishing existing buildings, power, water connections, fencing, etc.)
- Equipment and costs for the various hardware / assets needed.
- Forecast of turnover for each individual business operation.
- Provide map showing site, its location on / at TRACECA route, distances between major towns, other caravanserai sites, domestic and across borders

B2. Defining „basket of road side services“ for individual sites (caravanserais)

- Define type of services suitable for specific sites, for m² available and supported by customer base from existing traffic flow and mix; including quantifying sales volume potentials for business plan.
- These services comprise the following business operations:

1. Filling station

Diesel, petrol, lubricants, accompanying shops offering European Motorway type of product ranges: newspapers, maps, food stuff, sweets, beverages, small assortment of emergency repair items, accessories etc.

2. Communications - Emergency Services - Control Room - Security
Telephone / Fax, 24^h emergency call line to initiate rescue / towing in case of accidents, repairs, message services, advance bookings for motel and safe truck, bus, car parking areas, medical support, insurance claims services, satellite connections for credit card usage (including DKV type of diesel, repair charge cards).

3. Repair facilities

- a) - Do-it-yourself area (most CIS truck drivers are trained to execute minor to medium size repairs themselves)
 - Facilities to execute these, providing X numbers of bays (e.g. 3 bays for vehicle mix of truck / artic / trailer, solo truck and one light commercial vehicle / van = 75 m²)
 - Bays allowing underneath inspection of chassis and drive line
 - Availability of equipment, standard & special tools, properly supervised
 - Access to acquire necessary parts - general and dedicated for specific makes, lubricants and auxiliary materials
 - Truck wash facilities
- b) Make / brand dedicated bays with special tools
- c) Universal parts sales department

4. Make / brand dedicated parts consignment stocks

- CIS manufacturers
- European makes
- US & Asian producers

Producers will either join as share - holders in caravanserai company (especially when sales outlets, dealerships will be connected with caravanserais) or they will rent facilities from caravanserai company.

5. Truck, van, bus, car, trailer dealerships or sales outlets

6. Sales offices and depot for tyre marketing firms

7. Motorway Patrol, Towing Service, Medical Assistance, Emergency Services 24 hours

Connected with 2); ideally the pilot caravanserais will be assisted by European automobile association(s) to ensure a fast start. They may wish to join as partner / shareholder in caravanserai company.

Parking facilities for vehicles patrolling the TRACECA routes.

8. Motel

Using communication system as per 2). Careful start with initially low room capacity to achieve high utilisation rate, but having potential to increase capacity fast with increasing business.

Hexadom type of construction for economical building - to be confronted / compared with traditional building concepts.

Rooms, single / double beds, WC, TV, Shower

Breakfast / restaurant room - good, inexpensive quality

Cleanliness 24 hours, 365 days !

9. WC / Shower facilities

For transit customers and drivers who prefer to sleep in the cabins of their trucks.

Against payment - 100 % clean, every hour.

10. Safe truck, bus, car parking

Fenced (infrared controlled 24^h, unbreakable fences - no cement elements)

Sufficient parking lots, proper entry / exit control, measures to allow truck driver to quietly use motel if he wants, once truck is in safe area.

Possibility of advance booking

11. Restaurant / Café

12. Supermarket

13. Do-it-yourself hardware shop

14. Transport company warehouse, forwarding services depot / receiving / departure area

15. Insurance company support service / agency - claim settlement

16. Trailer hub facilities

17. Rental / lease operators

B3. Layouting site and individual operations

- Traffic in - out, control posts
- Security area
- Overall fencing
- Individual business operations

B4. Draft construction design

- Recommend most suitable, economical method of construction and how this would respond to ups and downs in demand.
- List equipment and necessary installation, give cost / investment forecast.

Section C Business Plan (tailored for each caravanserai location)

C1. Operational and Project Information

The Project

- A brief introduction to place the project - each individual service station - in context.
- Most probably the project will represent a „greenfield“ start -up. In a few cases there might be an excellent site on the TRACECA route suitable for a caravanserai, but its present economical usage is for a different purpose. In this case, the envisaged site will have to be converted, including the eventual demolition of existing buildings.

- Indication of the anticipated use of funds - construction, working capital, etc.
- Project's history and its present status.
- Summary of the estimated timetable for implementation - from time needed to complete the facility, including the installation of equipment and commencement of the caravanserai.

The Sponsors

- Information on the project sponsor(s), the party being responsible for bringing the project forward for its ultimate implementation.
- The sponsors will, most probably, comprise one or more Central Asian partners, including the Government and foreign share holders. A Management Company will synchronise all activities (corporate identity, facilities management and up - keep) on behalf of the share holders.
- The Profile of Sponsors / Share Holders „Sponsors with operating experience in the various sectors, being aware of the risks and able to take strategic, commercial and financial decisions.“
- Provide reference to similar projects, the individual sponsors have participated; brief history, legal form of establishment, shareholder structure and corporate governance, country of incorporation, internal organisation and recent evolution.
- Describing the anticipated control / voting power of the respective partners / share holders.

The Services

- Describing the key features, services rendered for each individual caravanserai project.
- Comparison with those of competitors and the benefit to potential clients.
- „Why would customers want to use our services rather than those of competition ?“

Locations

- Providing a rationale for the location of the selected facility / site.
- Impact of location on the cost, with regard to transportation, availability of materials and labour, proximity to customers and suppliers, availability of power and water supplies.

Facilities and equipment

- Describe facilities and list equipment, installations needed, hardware and software.

Inputs and costs

- Analysis of inputs and costs
 - most important inputs for caravanserai's service offerings
 - sourcing of these inputs and how ongoing supply will be secured
 - description of payment terms
 - comparison with other sources of supply
 - classify the inputs that will be sourced with hard currency and with local currency.

Labour force

- Description of the labour force with details on anticipated staffing requirements, including a breakdown of local versus foreign staff and the timetable to fill staffing levels.
- Training measures for the principal sectors of the caravanserai:
 - motel / catering
 - vehicle service
 - parts management
 - fuel
 - tyres
 - IT / Communications
 - etc.

The Market and new Target Markets

- Describing the market into which the caravanserai will sell its services and highlighting the nature of market penetration that the company envisages (new market).
- Outlining any financing schemes the project may extend to potential customers such as for instance „repair & maintenance“ or „service“ contracts the caravanserai will conclude with major TIR fleet operators, or overland bus companies, etc.
- Equally arrangements for tour organisers to stop for luncheons, coffee breaks, or usage of motel facilities.
- Ditto for medical assistance provided for international 24^h assistance specialists, Euroassistance, or major international insurance firms.
- Catering facilities for local events, weddings, conventions, official functions and business potentials for caravanserai.
- Across border agreements with transport firms (e.g. Turkmenistan : Uzbekistan) for central trailer hub - co - operation : artic / trailers arriving from Uzbekistan transporting goods to Turkmenistan pass on trailers to Turkoman transport company for national delivery and vice versa.
- Describe evolution in the market over the last 2 - 3 years and how it is expected to evolve over the next 5 years, referring especially to the „product“ (services), the competition and customers.

Competition

- Indicate existing and / or potential competition.
 - Who are they and what is their market share ?
 - Who might be entering the market in the next foreseen future, which are their strengths ?
 - How is existing or potential and future competition likely to react to the project ?

Pricing Strategy

- Describe pricing strategy planned and compare it, where possible with the competition.
Demonstrate how the following can be achieved:
 - penetrate the market
 - maintain and increase market share
 - maintaining margins.

- Analysis of the historical evolution of product prices and an assessment of the key price drivers (cost of inputs, consumer sensitivity, consumer purchase power / weakness, substitution products, etc.).

Sales and Receivables

Indication of

- Organisation / motivation of sales force (including wage / salary levels, incentives)
- cash collection at various points in caravanserai (filling station, restaurant, repair, parts, etc.)
- advertising & promotion & company name - corporate identity - across Central Asia
- receivables - service, maintenance agreements (domestic market & abroad)
- credit cards
- currencies and invoicing
- escrow accounts to repay foreign loans

Management

The strength and quality of management is crucial to the success of the project:

- Explain which sponsors are providing members of the management team.
- Describe the Management Structure and the relationship between the various departments and / or individuals (use diagram).
- Describe function of each department / business operation.
- Describe information flow between management and individual business operation.
- Explain how performance is monitored.
- Provide a short résumé for the most important management positions, such as Managing Director, Finance Director and Sales Director.

C2. Financial Information

Project Cost

Providing at a fairly early stage of the project preparation, a breakdown of the project costs, and the use of funds; uses of financing may typically include:

Example	Foreign currency	Local currency	In -Kind contribution
Buildings / facilities			
Equipment			
Installations			
Start-up expenses			
Training			
Professional fees			
Working capital			
Interest during construction			
Total			

Exchange rate:

Date:

- Indications on:
 - how these costs have been estimated, i.e. supplier costs, quotes from construction companies, landed cost calculations for imported goods, etc.
 - the timing when individual costs will be incurred
 - details of any costs that have already been incurred
 - the valuation methodology of in - kind contributions or of existing assets (real estate, etc.), e.g. American Appraisal etc.
 - explanations as to the sources of equipment, materials, etc., particularly if they are provided by one of the sponsors
 - details of the cost contingencies built into the project costs; where potential overruns may occur and ensuring sufficient back - up funding in the event of cost overruns
 - consideration of costs of registering security and insurance policies. These costs usually incur before financing / investment agreements are signed.

Implementation and procurement

A summary of implementation arrangements:

- including the names and agencies charged with implementing individual components of the project
- the rationale for the choice of these agencies and a description of their track record
- description of the nature of contracts with these agencies, in particular any completion covenants, progress payment schedules and performance bonds associated with the implementation of the project
- a detailed implementation and disbursement schedule
- indication of critical start - up dates within the project timetable
- describing any back - up plans in the event of time delays in the start - up.

Procurement Contracts

Transparency and arm's - length procurement procedures, indicating and justifying the proposed method for purchasing goods, services and equipment and that the latter were purchased on proper commercial terms.

Stating the nature of the contracts.

Sources of funding				
A typical breakdown of sources of funds would be				
	Hard currency	Local currency	In - Kind	%
Equity cash				
Local Partners				
Foreign Partners				
Equity in - kind				
Local Partners				
Foreign Partners				
Other				
Debt				
Bank 1				
Bank 2 etc.				
Other sources *				
Total				

* This may include sources of cash generated by the initial cash - flows of the project.

Loans

A summary including:

- who is providing loans to the project
- who are the anticipated senior and subordinated lenders
- what currencies are involved
- whether any of the loans are tied to conditions such as subsidised interest rates or procurement issues
- what are the terms and conditions of all the other loans involved in the project, or are already existing on the project balance sheet.

Relevant supporting agreements

Describing any agreements that will affect the above structure, i.e.

- sales agreements / off-take agreements
- any guarantees by sponsor / third parties / Government
- additional support agreements
- Government support, such as subsidies and tax holidays

Collateral and security

Describing the nature of the security to the lenders of the project, in particular details on the types of mortgages, liens and pledges that already exist.

Financial overview and anticipated performance

This section must provide an overview enabling the evaluation of the ability of the project to generate sufficient cash flow to secure its debt or pay dividends in the case of investment.

Projections should be for the same number of years as the loan / investment plan. Key operating assumptions:

- Sales volumes and prices by services rendered, products sold, including discounts and commissions.
- Breakdown of operating expenses including labour:
 - number of employees
 - average salary

Raw materials, parts, food & beverage etc.

- by local and foreign currency

Transport

Utilities

Sales and Administration

- capital expenditure on a yearly basis for maintenance - facilities management
- working capital and breakdowns of assumptions:
 - minimum / maximum stocks from raw materials to food and beverages
 - terms of payment to company
 - terms of payment to suppliers

Financial projections

- Profit & loss / income statement including anticipated dividends

- Balance sheet beginning with opening year going forward
- Operating cash - flow and net cash - flow describing sources and uses of cash
- Debt schedule and interest schedule indicating life and terms of existing / new debt and the interest to be paid on loans
- Depreciation schedule for assets
- Working capital schedule, highlighting charges and assumptions during loan
- Anticipated tax schedule that the company will face during the life of the loan / investment.

Environmental information

The project(s) must be environmentally sound and sustainable. Describe the location of the project site(s), historical and current land uses associated with the site(s), description of construction activities or physical modifications involved in the project, proposed measures for environmental mitigation and enhancement, stating responsibilities regarding any contamination and / or liability issues and a corporate environmental policy statement. Copies of environmental audits or impact assessments that were carried out for the project should be included.

Regulatory information

Description of what Government licences or permits will be required to take the project forward, an indication of how long it will take to obtain these.

Indicate if some of the materials used for the caravanserais are subsidised by the Government, also whether there are any likely restrictions on the import of needed equipment, tools etc.; describe nature of border tariffs or quotas.

Explaining the current pricing structures for utilities and other relevant tariff structures.

Indication whether there are currency restrictions particularly with regard to the repatriation of funds.

Note: In order to ensure that all necessary aspects in part C of this document are covered and as such acceptable to the EBRD or any other bank, chapter C was based on document EBRD 1200 Private Sector Financing 28/2/95.

4. Working Schedule - Time Table

4.1 Main projects: Caravanserais and tyre repair & retreading.

Project work will concentrate during the June - August 1996 period on the tasks described in Section 3.3, pages 10 - 19.

4.2 Vehicle & Transport Management Manual

Work on a ca. 200 pages English version continues during June 1996, with Russian translation ready by end of July 1996.

4.3 Automotive Transport Symposium in Ashgabad

Together with the partners in Ashgabad it was decided to organise this symposium during the second part of September 1996. Preparations have already commenced and European, International companies are being informed accordingly.

Time Table

Activity	May	June	July	Aug.	Sept.	Oct.
Caravanserai						
preparing master plan	→					
feasibility study/business pl.		→	→			
archit. design		→	→			
preliminary report			→			
final report			→	→		
Russian translation			→	→		
Tyres						
preparation work	→					
feasibility study		→	→			
preliminary report			→	→		
final report			→	→		
Russian translation			→	→		
Vehicle & Transp. Manual						
preparing English version	→	→				
translation into Russian			→	→		
Symposium Ashgabad						
Preparation work Ashgabad		-----	-----	-----	→	
Invitations, prep. papers			-----	→		
final preparations				→	→	
Symposium					-----	

Annexes

1	Uzbekistan Truck Driver Interviews Summary Conclusions	
2	Causes for Break Downs	
3	Typical Dealer Profile	
4	Landed Cost Example	
5	Traffic Flows	M 37
6	Traffic Flows	M 39
7 / 7A	1 st International Automotive Transport & Industry Symposium, Conference & Seminar Programme	
8	Participants	List 1
9	Participants	List 2
10	Summary of Seminar & Workshop	
11	Press Coverage	- Narodnoe Slovo Title Page
12	Press Coverage	Pravda Vostoka Page 3

12a	Press Coverage	Business News of the East
12b	Press Coverage	Business News of the East
13	Caravanserai Project Architectural Design & Building Concept (Draft)	
14	Draft Layouts of individual entities of a Caravanserai	

**UZBEKISTAN TRUCK DRIVER INTERVIEWS
- SUMMARY CONCLUSIONS**

Total Responses	1176
Nationality /Language of Respondent	
C I S	569
Turkey	369
Iran	216
Europe	22
Interview / Locations	
Uzintrans	60
Kuprik	369
Ippodrom	387
Irkin	359
Unknown	1
Sex of Respondents	
Male	1176
Female	0
Nationality of Employer	
Company Drivers	675
Private	293
State	100
Leased	57
Unknown	51
Nationality of Employers	
Albania	1
Azerbaijan	6
Bulgaria	11
Chechnia	1
Finland	6
France	1
Germany	3
Holland	4
Hungary	2
Iran	215
Kazakstan	86
Kirgistan	31
Latvia	1
Russia	59
Tajikstan	24
Turkey	377
Uzbekistan	334
Nationality Unknown	16

Make of Truck	
DAF	47
Fiat / Iveco	112
GAZ	10
Ford	44
Kamaz	387
Mack	39
MAN	93
MAZ	111
Mercedes	84
Scania	70
Volvo	120
Zil	24
OTHERS	35

Type of Cargo Carried

*(Note: Some respondents listed two or more cargoes.
Hence the total is more than the sample total)*

All Types Without Exception	22
All Types With One Exception (fuel)	41
Batteries	3
Birds	1
Carpets	1
Cars	13
Chemicals	69
Cigarettes	1
Construction Materials	10
Consumer Goods	19
Cotton	236
Diplomatic	2
Electrical Materials	2
Empty	136
Equipment	10
Foods	630
Fuel	72
Furniture	6
Home Appliances	1
Metals	7
Paper	1
People	2
Raw Materials	95
Skins	3
Spares	5
Toys	1
Tractors	2
Television Sets	3
Tyres	13
Woods	5

Regular/Frequent Journey

Average Distance	3,181 Km
Average Journey Time	11.32 Days

Current Journey

Average Distance	3,101 Km
Average Journey Time	11.69 Days
Average Journey Time Still to Travel	14.62 Days

Reasons for Breaking Down

(Note: Respondents provided an average of 2.5 reasons EACH for breaking down. Hence total is more than sample total)

Tyres	919
Engine	407
Suspension	263
Brakes	334
Electrics	284
Diesel/Fuel Problems	526
Other	106

Problems Encountered on Current Journey

(Note: Many respondents identified more than one problem. The totals below therefore relate to the number of times a particular problem was mentioned)

Attacked on the Road/Stone Throwing	10
Bad Fuel	27
Bad Roads	22
Bribery/Racketeering	23
Customs	182
Fuel (general)	42
No Answer Given	79
No Problems Encountered	753
No Motels and/or Restaurant	23
No Security/Secure Parking	54
No Doctors	1
Police	80
Tyres	8

Sleeping Arrangements

Cab	1056
Cab or at Friends' Accommodation	52
Cab or Motel/Hotel	25
Cab, Motel/Hotel or at Friends	17
Friends' Accommodation	6
Motel/Hotel	12
Motel/Hotel or Friends' Accommodation	3
No Answer	6

(Note: Many respondents say they slept in their cabs for security reasons i.e. the lack of secure parking was a prime concern)

Supplementary Conclusions from Survey

- 95% of sample were driving their regular truck i.e. only 50 % of those interviewed usually drove a different truck.
- 98% of drivers repair their trucks themselves - a significant minority saying they do so despite having a 'free service contract'
- Without exception, all of the respondents (100%) said they would consider using a motel connected to a service station.
- Similarly, without exception (100 %) of respondents said they would expect the full range of services to be offered at a motel/service station: -
Room, Restaurant, WC, Shower, Shopping, Foodstuff, Spare Parts, Diesel, Oil/Lubricants, Tyres, Remoulded Tyres, Customs Clearance/Documentation Assistance, Telecommunications and Secure Parking.

Causes for break downs

	% of incidents			
	Kamas	Maz	Zil	Mercedes
Engine	35.8	19.9	15.7	12.7
Cooling system	3.6	6.8	10.8	5.2
Lubrication system	3.8	9.3	9.9	3.6
Alternator/battery	4.1	6.3	9.6	4.2
Clutch	3.5	6.7	9.1	11.3
Wiring / electrical system	5.9	11.4	11.8	17.7
Gearbox	1.5	5.5	10.1	6.2
Steering	4.9	6.6	6.0	13.7
Brakes	18.9	11.4	8.6	3.1
Rear Axle	6.3	7.7	3.6	3.6
Suspension	<u>11.7</u>	<u>8.4</u>	<u>4.8</u>	<u>18.7</u>
	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>

Source: Units in operation in Uzavtotrans Corporation
Period: 1995

Typical Dealer Profile (Cars / Commercial) Uzbekistan

Showroom size:	315 m2
Repair facilities:	100 % have
Bays	8
Diagnostic Centre	35 % have
Paint Shop	100 % have
Body Shop	35 % have
Diesel Repair	83 % have
Employees:	
Salesmen	7
Administration	9
Mechanics	13
Annual Sales:	42
Units in stock:	26
Payment System: 1)	
Consignment stock	65 %
Deferred payment	35 %
Prepayment	65 %
L / C	Nil
Barter Trade	65 %

1) Mixed methods used

Landed Cost Example

Import of vehicles on a sample of 8000 US \$

in US \$	from Europe / Turkey / Korea	CIS
1. Net value - ex works Car 1.6 cc.	8,000	8,000
2. Insurance	100	200
3. Freight	750	400
4. Cif (1 + 2 + 3)	8,850	8,600
5. Customs duty % / US\$ 50% / 4,425	0% /	0
6. Taxation, other duties 0.15%/ 14		13
7. other cost	50	50
8. Landed cost (4 + 5 + 6 + 7)	13,339	8,663

M - 37 Samarkand - Olot (Turkmenian Border)

No.	Road Section	Road Traffic Volumes / Average daily traffic							
		1990	1991	1992	1993	1994	1995	1996 1 st 3 months	
1.	Samarkand (Police Point)	-	-	-	5,488	5,498	5,571	-	
2.	Samarkand - Kattakurgan	-	-	-	5,431	4,778	4,583	-	
3.	Kattakurgan - Mirbozor - Navoi	-	-	-	5,177	5,102	5,020	-	
4.	Navoi - Galaosiyo	-	11,031	10,911	10,964	10,641	10,420	-	
5.	Galaosiyo - Bukhara	-	15,311	15,273	15,144	15,009	14,480	-	
6.	Bukhara - Yakkatut	-	9,441	9,371	9,306	9,360	9,320	-	
7.	Yakkatut - Karakul - Olot	-	9,582	9,561	9,601	9,569	8,540	-	
	% of trucks		56	55	56	57	58		

Source: Uzautoyull, 1996

M - 39 Gisht Kuprik (Kazakistan Border) - Termez (Afghanistan Border)

No.	Road Section	Road Traffic Volumes / Average daily traffic						
		1990	1991	1992	1993	1994	1995	1996 1 st 3 months
1.	G.Kuprik - Tashkent - Yalama			14,120	13,500	12,730	10,049	8,058
2.	Yalama - Kirov - Jizak	-	-	5,202	5,085	5,490	5,485	4,783
3.	Jizak - Samarkand	-	-	4,590	4,578	4,025	4,803	4,847
4.	Samarkand - Shahrizabz	1,415	1,315	1,312	1,211	1,150	1,050	750
5.	Shahrizabz - Guzar	1,217	1,419	1,501	1,681	1,582	1,301	1,002
6.	Guzar - Shurab	1,667	1,702	1,731	1,767	1,798	1,835	-
7.	Shurab - Sairab	1,468	1,498	1,530	1,561	1,593	1,625	-
8.	Sairab - Shirobad	3,088	3,151	3,215	3,281	3,348	3,416	-
9.	Shirobad - Angor	4,358	4,446	4,537	4,630	4,724	4,820	-
10.	Angor - Termez	6,156	6,291	6,419	6,550	6,884	6,820	-
	% of trucks	36	32	35	33	30	39	46

Source: Uzautoyull, 1996



European Community
TRACECA Programme

*1st International Automotive Transport
& Industry Symposium
Tashkent, Republic of Uzbekistan
April 30 - May 2, 1996*

**Conference Programme
Part A - Symposium**

Tuesday, April 30, 1996

Participants will arrive as from April 27, 1996, onwards.
Welcome at the airport and transport to the hotel, provided registration forms faxed on time

07:30 - 08:30 Breakfast

09:00 - 10:00 Registration

10:00 - 10:15 Opening and Welcome by Vice Prime Minister of the Republic of Uzbekistan, K.R. Rachimov

10:15 - 10:25 Address by Mr. F. Fotiadis, Head of Unit, European Commission

10:25 - 10:30 Address by the Italian Ambassador to Uzbekistan, Mrs. J. Brunetti, on behalf of the Presidency of the European Union

10:30 - 10:45 Briefing comments on the Symposium and introducing key companies and Government officials participating, by Prof. Dr. L. Akhmetov C.o.B. of Uzavtotrans (Minister of Road Transport)

10:45 - 11:00 Coffee

11:00 - 11:05 Organisational Points concerning the Meeting

Session 1

11:05 - 12:15 1. The Automotive Transport Sector in Uzbekistan, Prof. Dr. L. Akhmetov, C.o.B. of Uzavtotrans

12:30 - 13:45 Lunch

14:00 - 15:30 2. Dolphin Project Work
- A report on project work undertaken so far, including road side services and assessing actual situation, Mr. Werner E. Schubert, West-East GmbH

15:30 - 15:45 Coffee

15:45 - 16:15 3. Trade Finance - Financing Export/Import Operations, Mr. Bergholz, Deutsche Bank AG

16:15 - 16:45 4. Automotive Transport & Industry Scenario and Outlook Europe & Western Markets - Reflections on Uzbekistan, Prof. P.N.C. Cooke

16:45 - 17:10 5. Insurance Services for the automotive industry, for transport fleets and individual operators, a testimonial from Europe, Werner E. Schubert, West-East GmbH

17:10 - 18:00 Video Presentation

18:00 - 18:05 Conclusions

19:00 Dinner

Wednesday, May 1, 1996

07:30 - 08:30 Breakfast

Session 2

09:00 - 09:30 6. Sales Financing - Wholesale & Retail Financing, Leasing & Contract Hire in the transport & automotive sectors in Europe, a presentation by Mr. Werner E. Schubert, West-East GmbH.

09:30 - 10:00 View from a Global Transport & Logistics Provider, by Mr. Christian Wyss, Danzas S.A.

Wednesday, May 1, 1996

10:00 - 10:45 7. Process Management helps automotive transport & manufacturing companies to concentrate on their core business - Mr. Ian Pinner, Geometric Results Inc.

10:45 - 11:00 Coffee

11:00 - 12:00 8. Automotive Spare Parts & Components - the "new global parts component manufacturer" - a testimonial by an East German company, emerging from the turmoils of the transition process after the German reunification and efforts to go back to its traditional clientele in the CIS, Mr. Armin Kaschner, FER, Eisenach.

12:30 - 13:45 Lunch

Session 3

14:00 - 14:45 9. Banking in Uzbekistan - Mr. K. Müller-Leyendecker, Uzprivatbank

14:45 - 15:30 10. Road side assistance in Europe - shared experiences with a major European Automobile Club - Mr. Werner E. Schubert, West-East GmbH, on behalf of ADAC, Munich

15:30 - 15:45 Coffee

15:45 - 16:30 11. Automotive Manufacturing - by Mr. H.C. Chung, Daewoo Corporation

16:30 - 17:00 12. Uzbekistan, Turkey & Europe - a vision for a fruitful corporation - a testimonial by Mr. Yilmaz Ebrin, Koc Holding

17:00 - 17:30 13. Communications in International Transport for hauliers en route, their head offices, motels, repair & parts depots using satellites and latest hardware - a testimonial by Mr. Bashir Patel of Inmarsat

17:30 - 18:00 View from a Multi-national Oil Company and Road Assistance Operator, by Agip Petroli

18:00 - 18:15 Summary and conclusions of Symposium

19:00 Dinner

Thursday, May 2, 1996

07:30 - 08:30 Breakfast

09:00 - 09:15 Group Photo

Alternative Programmes

09:30 A. Individual appointments, meetings

09:30 B. Sightseeing in Tashkent and surroundings

09:30 C. Transport Seminar - see separate Programme - Part B

19:00 Official Dinner (Tata Hotel)



European Community
TRACECA Programme

*1st International Automotive Transport
& Industry Symposium
Tashkent, Republic of Uzbekistan
April 30 - May 5, 1996*

Conference Programme Part B - Seminar

Thursday, May 2, 1996

- 07:30 - 08:30 Breakfast
- 09:00 - 09:15 Group Photo
- 09:30 Session 1
1. Programme Objectives
 2. Road Transport Strategy - A Vision
 3. The Elements of Management in Transport
 4. Elements of Demand Planning
 5. Operations Management
 6. Vehicle Finance & Economies
- 13:00 - 14:00 Lunch
- 14:15 Session 2
7. Replacement Cycle Planning & Management
 8. Truck Fleet Budgeting
 9. Principles of Cost Control & Monitoring
- Session 3
10. Fuel & Tyres
 11. Services Marketing
 12. IT Development
 13. Project Management & Development
 14. Conclusions & Actions
- The Way Ahead
- 19:00 Official Dinner

Individual Departures - VIP / transport arrangements
as per flight details provided on registration forms.

Friday, May 3, 1996

(Open for all)

- 08:00 - 09:00 Breakfast
- 10:00 - 12:00 Meeting with the Professors and the
Responsibles of the Tashkent Automotive Transport
Institute
- 12:30 - 13:45 Lunch
- 14:00 - 16:00 Meetings with individual companies in
Uzavtotrans Corporation
- 19:00 Dinner

Saturday, May 4, 1996

For all participants - optional

- 07:00 Departure of foreign guests to
Samarkand by road. Mr. Sch.K. Rusmatov
- 10:00 - 11:00 Breakfast in Dshisak
- 12:30 Arrival in Samarkand
- 12:30 - 15:30 Visiting Samarkand
- 15:30 - 17:00 Lunch
- 17:00 Departure to Tashkent
- 21:00 Arrival Tashkent, Dinner

Sunday, May 5, 1996

- 09:00 Breakfast
- Individual departures to airport

Annex 8

14.05.1996

International Participants of Symposium Tashkent

Company	Participants	
Fahrzeugelektrik GmbH FER	Armin Kaschner, Sales Manager	
West-East GmbH	Werner E. Schubert	K. H. Engel
The European Commission Directorate General IA	F. Fotiadis	Mr. D. Stroobants
TracetebeI Development	Michael Sims, Manager, Taxis	
Agip Petroli	Mr. Adriano Antonelli	Mr. Nicola Squicimarro
agind Swissital S.p.A	Mr. P. Rispo, Managing Director	
Italian Sped	Sgra. Alessandra Giorgio di Vistarino	
Iveco S.p.A.	Mr. Valery Anokhin, Kazakhstan	Mr. Pawel Olbrych, Ukraine
DANZAS SA	Christian Andreas Wyss, CH	Vasili Tolstunov, Kirgistan Ms. Alona Tourchina, Kirgistan
Koc Holding	Mr. Yilmaz Ebrun	
Renault V.I. Rep. Office Turkey	Levent Beseler, Area Manager	
The Chase Manhattan Bank N.A.	Mr. Yalman	
Turkmenistan Dolphin Coordinator	V. Elantsev	
European Bank for Reconstruction and	Christopher Ousey	Roy Knighton Bernhard Ziller

International Participants of Symposium Tashkent

14.05.1996

Company	Participants
Geometric Results International Ltd / Ford Motor Company	Ian Pinner, Director Europe
Henley-Management-College	Prof. P.N.C. Cooke
Inmarsat	Bashir Patel, Regional Director
Sir Alexander Gibb & Partners Ltd.	Daniel A. Giblin Mr. Alex Boulting
ABN AMRO Bank	Hugo W. Minderhout
AIG Insurances	Peter G. Greenless Thomas Justesen
Anglo -Tashkent Insurance Company	Mr. Max Shoosh
Central Asian - American Enterprise Fund	Patrick M. Dickey, Vice President Richard S. Bernstrom, President
Daewoo Corporation	H. C. Chung, President
Deutsche Bank AG	Mr. Bergholz Mrs. A. Tübben
Embassy of the Federal Republic of Germany	
Embassy of the Republic de France	
Embassy of the Republic of Italy	
International Business Group	Mrs. M.K. Curtin

International Participants of Symposium Tashkent

14.05.1996

Company	Participants
Maybank Malayan Banking	Zubir Hj. Harun
Mercedes Benz AG	Mr. Nurchanov
Militzer & Münch	Mr. Wunderlich
Tashkocauto	Mr. Hikmet Ozmaden
Transasia Internationale Spedition	Mr. Tavani
U S Commercial Service	Mr. John Breitenstine
Uzavtosanoat	Mr. H. Gansmüller
Uzprivatbank	Klaus Müller - Leyendecker
Winrock International	Richard Mc Quady
	Alexander Osipov

СПИСОК

участников международного семинара по автомобиль-
ному транспорту, проводимого в г.Ташкенте с 30
апреля по 5 мая 1996 года

ПРЕДСТАВИТЕЛИ РЕСПУБЛИКИ УЗБЕКИСТАН:

1. Рихимов К.Р. -- Кабинет Министров, Заместитель Премьер-Министра
2. Ахметов Л.А. -- Узавтотранс, Председатель
3. Кадыров Ш.К. -- Кабинет Министров, Зав отделом
4. Алиев М.М. -- Узавтотранс, Заместитель Председателя
5. Исмаилов В.А. -- Узавтотранс, Заместитель Председателя
6. Исаев Л.И. -- Узавтотранс, Заместитель Председателя
- 1 → 7. Кадыров С.М. -- ТАДИ, Фектор
- 2 → 8. МВЭС, Адиллов А.А. -- Заместитель Министра
- 3 → 9. Минкомхоз, Владашев Э.А., Заместитель Министра
- 4 → 10. Минздрав, Нияматов Б.И., Заместитель Министра
- 5 → 11. М И Д Норов В.И., Заместитель Министра
- 6 -- 12. М В Х, Нисневич А.С., Заместитель Министра
- 7 -- 13. М С Х, Искянов Х., Первый Заместитель Министра
14. Узбектуризм, Абдуллаев Н.Э., Первый Заместитель Министра
- 8 → 15. Ташкилинвестстрой. Аъзамов А., Заместитель Министра
- 9 → 16. УЗАВТОЙУЛ Абдуллаев М.А., Министр
- 10 → 17. Узводстрой, Пулатов М., Заместитель Министра
- 11 → 18. Ташгорпасстранс, Хикматуллаев Председатель
- 12 → 19. Ташгорхокимият, Файзуллаев Р.Ф., Зам.Хокима гор.Ташкента
- 13 → 20. Ташоблхокимият Терновх Л.П., Зам.Хокима Ташкентской области
21. Узавтосаноат Нарпиев К.Р., Председатель Ассоциации
22. Узавтотранс, Касымов В.
23. М В Э С, Тиллаев К.
- 14 → 24. Султанов М.Г., УзБюр КЭС, И.О.Директора

2.

ПРЕДСТАВИТЕЛИ ИНОСТРАННЫХ И ЗАРУБЕЖНЫХ СТРАН

25. Посольство США (Мэри Эллен Сарити) Управляющий
26. Посольство Германии
27. Посольство Англии
28. Посольства США
29. Посольство Южной Кореи
30. Посольство Франции
31. Посольство Турции
32. Посольство Италии
33. Посольство Италии Д.Колелла Комерческий атташе
34. Европейский Банк, Англия (Рой Книгтон) Директор
35. Европейский Банк, Англия (Кристофер Осей) Управляющий
36. Европейский Банк Англия (Бернард Биллер)
37. Даймлер Бенц, Германия Нурханов В.А., Менеджер
38. Импарсат Англия Башир Пятель Директор
39. Алекс.Гибб, Англия (Даниел Гиблин) Директор
40. Алекс.Гибб, Англия (АлексБолтинг)
41. Геометрик Резалтс, Англия, Англия (Майк Виннер)
42. Рено, Турция (Левент Васелер) Управляющий
43. Фер, Германия (Армин Кашнер) Директор
44. Данзас, Чехия (Кристиан Андреас Вис) Управляющий
45. Данзас, Киргизия (Василий Тулстунов) Представитель
46. Данзас, Киргизия (Алена Турчина) Управляющий
47. Берлинер Банк (Бери Шмит) Представитель
48. Ивеко, Казахстан (Анохин) Представитель
49. Ивеко, Украина (Олбрих) Представитель
50. Дойче Банк (Бергольц) Представитель
51. Дойче Банк (А.Туббен) помощник Президента
52. Европейская Комиссия, Бельгия (Струбантс) Управляющий ТАСИС
53. Европейская Комиссия, Бельгия (Майк Симс) Управляющий

3.

54. Аджинд Свиситал, Италия (Риспо) Директор
55. Банк Чейс Манхэтен, США (М.Тулехан-Алма)
56. Коч, Турция (Ильяс Эбрен) Директор
57. Кейс Трактор, США (адриан Маршал) Представитель
58. ДЭУ, Корея (Чанг) Президент
59. Хэнли Менеджмент Колледж, Англия (Питер Кук) Профессор
60. Вест-Ист, Германия (Шуберт) Управляющий
61. УЗ АИГ Узбек-Америк. Страховая компания (Джон Мартин)
Управляющий
62. Банк АВ-АМРО (Хькго Миндерхуд) Представитель
63. Май Банк (Зубир Харум) Представитель
64. Узприват Банк (Клаус Миллер Лейнекер) Директор
65. Центральноазиатско-Американский фонд (Ричард Бернстром)
66. Винрок Интерн (Ричард Маккаули) Директор
67. Алжип Петроил Италия А. Антонелли Управляющий
- ~~68. Тетлаев Ринат, Галенберг, Управляющий~~
69. Ахралова М., Кредитантстатт Глава представительства
70. Бундерлих, Миллицер Мюх, Глава представительства
71. Брайтенштейн Ж. Посольство США, Глава коммерческого отдела
72. Джюстесен Томас УзАИГ, Менеджер
73. Картин, Американский фонд развития альтернатив,
Глава представительства
74. Таванай, Экспедиторская фирма Трансазия Интер,
Глава представительства
75. Озмаден Хикмет, СП Ташкочавто, Финансовый Директор
76. Бернстром, Центрально-Азиатско-Американский фонд
частного предпринимательства, Президент
77. Алимов Ш.А., транспортный завод, Генеральный директор
78. Еланцев В., Туркмения, Координатор проекта Долфин
79. Турсунходжаев М.А., М В Д Начальник управления материально-
технического и военного снабжения

TO :
FROM : Armen DOLPHIN

PHONE NO. :

MAY. 12. 1996 10:30PM P -
PHONE NO. : 3712 565363

4.

80. Италия Спед А. Джорджи директор
81. Аджип Петроил Италия Управляющий

ПРИГЛАШЕННЫЕ ОТ КОРПОРАЦИИ УЗАВТОТРАНС:

82. Нажимитдинов Х.
83. Авакян А.А.
84. Веденский
85. Любишин С.Г.
86. Пресса, радио, телевидение. (5)

ABBREVIATIONS:

2. МИНИСТЕРСТВО ВНЕШНИХ ЭКОНОМИЧЕСКИХ СВЯЗЕЙ
1. ТАШКЕНТСКИЙ АВТОДОРОЖНЫЙ ИНСТИТУТ
3. МИНИСТЕРСТВО КОММУНАЛЬНОГО ОБСЛУЖИВАНИЯ
4. МИНИСТЕРСТВО ЗДРАВООХРАНЕНИЯ
5. МИНИСТЕРСТВО ИНОСТРАННЫХ ДЕЛ
6. МИНИСТЕРСТВО ВНУТРЕННИХ ДЕЛ
7. МИНИСТЕРСТВО СЕЛЬСКОГО ХОЗЯЙСТВА
8. ТАШКИКИНВЕСТСТРОЙ (CONCERN OF CIVIL BUILDINGS CONSTRUCTION)
9. УЗАВТОЙУЛ (CONCERN UZAVTOROADS)
10. УЗВОДСТРОЙ (CONCERN OF WATER NETWORKS & COMMUNICATIONS)
11. ТАШГОРПАСТРАНС (ASSOCIATION OF PASSENGER TRANSPORT)
12. ТАШГОРХОКМИМАТ (MAYORAT OF TASHKENT CITY)
13. ТАШОБЛХОКМИМАТ (MAYORAT OF TASHKENT REGION)
14. Уз Бюро КЭС (UZBEK BUREAU OF EUROPEAN UNION COMMITTEE)

Dolphin Project

Summary of Seminar & Workshop held on May 2, 1996, Tashkent

The participants of the seminar were Directors and Managers of the Transport & Repair Companies within our partner, Uzavtotrans.

We presented the contents of the „Vehicle & Transport Management Manual“, discussed and agreed on the final version as follows:

Dolphin: Vehicle & Transport Management Manual

The manual, currently estimated at c200 pages in its English language version, will focus on the elements of vehicle and transport management.

The first draft of the document in preparation, modified as a result of the consultative workshop in Tashkent, will contain, among others, the following sections;

- Introduction to developments in the road haulage industry and their potential implications for developing Central Asian economies.
- Introduction to Vehicle Management;

The following sections will be included and will focus on medium/heavy commercial vehicles;

- introduction to vehicle selection
- commercial vehicle/fleet strategy
- vehicle finance alternative/applications
- operations management;
 - maintenance planning
 - tyre management
 - fuel management
 - performance monitoring
- replacement cycle planning
- residual value protection
- communications / IT
- security

Each section will contain ample questions and checklists with explanatory text. Where considered necessary, worked examples will be shown,

Introduction to Transport Management:

Within the manual, sections will be included on the following key issues;

- transport/services marketing
- vehicle scheduling/routing
- sales forecasting
- introduction to strategic alliances
- introduction to TIR
- managing with inflation

Again, this stage of the manual be focused to raise issues which will require short/medium term resolution.

Appendices:

The following appendices will be attached to the manual:

- list of contacts of trade/professional bodies in 2-3 EU countries
- some sample EU directives on transport
- sample relevant acts from UK/Germany

The initial target length is c200 pages English version plus the legislative material.

Prof. Cooke and West - East presented various key issues of transport practical operations, infrastructure, haulage, finance and service. This was followed by a discussion and splitting up of the seminar in 9 working groups with a speaker each, who presented their groups findings and comments.

Each of the 9 working groups was composed of between 4 - 6 Managers. Directors of the various entities / companies in the Dolphin partner company „Uzavtotrans“. This was by free choice and according to the priority the individual participant attributed to the subject, as well as to the members of his specific group.

The groups and their spokesmen were:

- | | |
|--|------------------|
| 1. Haulage, General Problems, TIR Operations, Infrastructure | Mr. Kasimov |
| 2. Practical Transport Operations | Mr. Usupov |
| 3. Practical Operations | Mr. Jallalo |
| 4. Practical Operations & Cost of Operations | Mr. Rustalov |
| 5. Practical Operations | Mr. Sadikmasalov |
| 6. Infrastructure | Mr. Goralkin |

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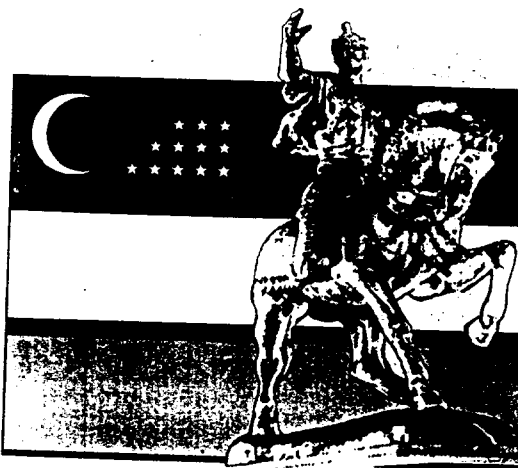
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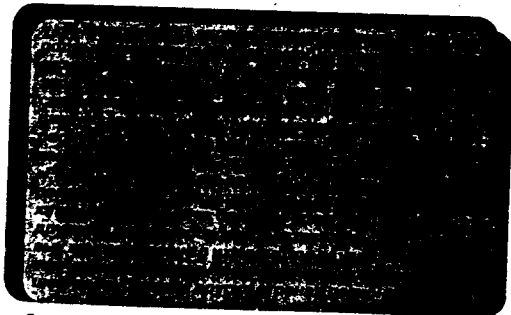
- | | |
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| 3. Practical Operations | Mr. Jallalo |
| 4. Practical Operations & Cost of Operations | Mr. Rustalov |
| 5. Practical Operations | Mr. Sadikmasalov |
| 6. Infrastructure | Mr. Goralkin |



Народ СЛК

Газета Олий Мажлиса Республики Узбекистан и Кабинета Министров

ПОД ЭГИДОЙ ЕЭС



Со вступительным словом к участникам симпозиума обратился заместитель Премьер-министра Республики Узбекистан Камилджан Рахимов. Он выразил уверенность, что нынешняя встреча послужит дальнейшему развитию равноправного и взаимовыгодного сотрудничества между Узбекистаном и ЕЭС.

Руководитель подразделения по связям со странами Центральной Азии, Закавказья и Монголии Генерального директората по внешним политическим отношениям комиссии ЕЭС Фокс Фотнадис рассказал о проекте ТРАСЕКА, который предусматривает создание транспортного коридора, связывающего Европу, Кавказ и страны Центральной Азии. Он позволит решить многие проблемы. В частности, для Узбекистана это откроет выход к черноморским и каспийским портам. Проект ТРАСЕКА осуществляется в рамках Программы технического сотрудничества стран Содружества Независимых Государств (ТАСИС).

Однако создание такого коридора требует необходимых предпосылок. В частности, необходимо значительно улучшить дороги, повысить качество технического обслуживания автомобильной техники. Решить эти проблемы призван еще один из проектов программы ТАСИС, получивший условное название

«Долфин». На организационные мероприятия по его реализации ЕЭС выделил 295 тысяч ЭКЮ.

Проект «Долфин» предусматривает проведение в нашей республике целого комплекса мероприятий по созданию сети станций технического обслуживания, в том числе автомобилей иностранных марок, организацию выпуска различных запасных частей, повышение уровня дорожного сервиса до мировых стандартов. Непосредственным руководителем этого проекта от Европейского экономического союза в результате тендера (конкурса) стал немецкий предприниматель, директор компании «Вест-ист» Вернер Шуберт.

В первый день работы участники симпозиума заслушали доклад председателя корпорации «Узавтотранс» Лерика Ахметова «Автомобильный сектор, автомобильный транспорт», В. Шуберта «Проект «Долфин»: проделанная работа и оценка текущего положения» и другие.

Симпозиум продлится до 5 мая. Помимо обсуждения докладов, его участники проведут семинарские занятия, ознакомятся с работой корпорации «Узавтотранс», встретятся с профессорско-преподавательским составом Ташкентского автомобильно-дорожного института.

В. ПРУТЕР,
корр. УзА.

ПОСТАНОВЛЕНИЕ Кабинета Министров О мерах по государственному развитию легкой и местной промышленности

В целях государственной поддержки развития производства товаров народного потребления, особенно детского ассортимента и изделий художественных промыслов, завершения строительства и технического перевооружения предприятий на базе современной техники и передовой технологии, стимулирования роста производства конкурентоспособной и импортозамещающей продукции, стабилизации работы предприятий легкой и местной промышленности и их финансового оздоровления Кабинет Министров постановляет:

1. Одобрить разработанную ассоциацией «Узбеклепром» и корпорацией «Махаллий саноат» программу развития отраслей на период 1996—1998 гг. по строительству, реконструкции, расширению, техническому перевооружению и созданию совместных предприятий за счет кредитов банков согласно приложениям №№ 1, 2.

2. Рекомендовать коммерческим банкам Республики Узбекистан — Узпромстройбанку, Пахта-банку, Национальному банку внешнеэкономической деятельности, Узлеппромбанку в приоритетном порядке предоставлять долгосрочные кредиты для финансирования строительства, реконструкции и технического перевооружения объектов, предусмотренных в приложениях №№ 1 и 2.

3. Национальному банку внешнеэкономической деятельности Республики Узбекистан (Азимов) на основе экспертизы, подтверждающей эффективность и окупаемость проектов, выдавать кредиты в иностранной валюте на техническое перевооружение и

для создаваемых совместных предприятий, указанных в приложениях № 2 к настоящему постановлению.

4. Агентству по иностранным инвестициям считать одной из главных задач своей деятельности широкую рекламу проектов реконструкции и строительства предприятий легкой и местной промышленности республики, а также активное привлечение к их реализации иностранных инвесторов в лице банков, компаний и международных финансовых органов.

5. Компаниям «Узбекинвест» обеспечить страхование указанных проектов.

6. Агентству и компании «Узбекинвест» о ходе выполнения настоящего пункта ежеквартально докладывать Кабинету Министров Республики Узбекистан.

7. Госкомпрогнозгату Республики Узбекистан (Исмаилов) при формировании инвестиционной программы республики на 1997—1998 годы предусмотреть включение в нее объектов легкой и местной промышленности.

8. Освободить предприятия, указанные в приложении № 1 к настоящему постановлению, от уплаты налога на землю на срок завершения строительства объектов, но не более нормативного срока.

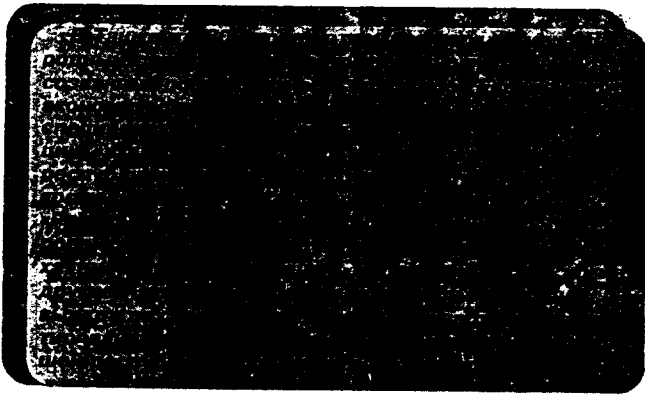
9. В целях экономического стимулирования предприятий, производящих товары детского ассортимента, изделия художественных промыслов и игрушки, установить, что:

а) предприятия, специализированные на производстве товаров детского ассортимента, изделия художественных промыслов и игрушки, уплачивают в бюджет на-

УЧРЕДИТЕЛЬНЫЕ
СОБРАНИЯ



ПОД ЭГИДОЙ ЕЭС



Со вступительным словом к участникам симпозиума обратился заместитель Премьер-министра Республики Узбекистан Камилджан Рахимов. Он выразил уверенность, что нынешняя встреча послужит дальнейшему развитию равноправного и взаимовыгодного сотрудничества между Узбекистаном и ЕЭС.

Руководитель подразделения по связям со странами Центральной Азии, Закавказья и Монголии Генерального директората по внешним политическим отношениям комиссии ЕЭС Фотиадис рассказал о проекте ТРАСЕКА, который предусматривает создание транспортного коридора, связывающего Европу, Кавказ и страны Центральной Азии. Он позволит решить многие проблемы. В частности, для Узбекистана это откроет выход к черноморским и каспийским портам. Проект ТРАСЕКА осуществляется в рамках Программы технического сотрудничества стран Содружества Независимых Государств (ТАСИС).

Однако создание такого коридора требует необходимых предпосылок. В частности, необходимо значительно улучшить дороги, повысить качество технического обслуживания автомобильной техники. Решить эти проблемы призван еще один из проектов программы ТАСИС, получивший условное название

«Долфин». На организационные мероприятия по его реализации ЕЭС выделил 295 тысяч ЭКЮ.

Проект «Долфин» предусматривает проведение в нашей республике целого комплекса мероприятий по созданию сети станций технического обслуживания, в том числе автомобилей иностранных марок, организацию выпуска различных запасных частей, повышение уровня дорожного сервиса до мировых стандартов. Непосредственным руководителем этого проекта от Европейского экономического союза в результате тендера (конкурса) стал немецкий предприниматель, директор компании «Вест-ист» Вернер Шуберт.

В первый день работы участники симпозиума заслушали доклад председателя корпорации «Узавтотранс» Лерика Ахметова «Автомобильный сектор, автомобильный транспорт», В. Шуберта «Проект «Долфин»: проделанная работа и оценка текущего положения» и другие.

Симпозиум продлится до 5 мая. Помимо обсуждения докладов, его участники проведут семинарские занятия, ознакомятся с работой корпорации «Узавтотранс», встретятся с профессорско-преподавательским составом Ташкентского автомобильно-дорожного института.

В. ПРУГЕР,
корр. УзА.

ПОСТАНОВЛЕНИЕ

Кабинета Министров Р

О мерах по государственному развитию легкой и местной промышленности

В целях государственной поддержки развития производства товаров народного потребления, особенно детского ассортимента и изделий художественных промыслов; завершения строительства и технического перевооружения предприятий на базе современной техники и передовой технологии, стимулирования роста производства конкурентоспособной и импортозамещающей продукции, стабилизации работы предприятий легкой и местной промышленности и их финансового оздоровления Кабинет Министров постановляет:

1. Одобрить разработанную ассоциацией «Узбеклепром» и корпорацией «Махаллий саноат» программу развития отраслей на период 1996—1998 гг. по строительству, реконструкции, расширению, техническому перевооружению и созданию совместных предприятий за счет кредитов банков согласно приложениям №№ 1, 2.

Рекомендовать коммерческим банкам Республики Узбекистан — Узпромстройбанку, Пахтабанку, Национальному банку внешней экономической деятельности, Узлепромбанку в приоритетном порядке предоставлять долгосрочные кредиты для финансирования строительства, реконструкции и технического перевооружения объектов, предусмотренных в приложениях №№ 1 и 2.

Национальному банку внешней экономической деятельности Республики Узбекистан (Азимов) на основе экспертизы, подтверждающей эффективность и окупаемость проектов, выделять ассоциации «Узбеклепром» и корпорации «Махаллий саноат» кредиты в иностранной валюте на техническое перевооружение и

для создаваемых совместных предприятий, указанных в приложении № 2 к настоящему постановлению.

2. Агентству по иностранным инвестициям считать одной из главных задач своей деятельности широкую рекламу проектов реконструкции и строительства предприятий легкой и местной промышленности республики, а также активное привлечение к их реализации иностранных инвесторов в лице банков, компаний и международных финансовых органов.

Компании «Узбекинвест» обеспечить страхование указанных проектов.

Агентству и компании «Узбекинвест» о ходе выполнения настоящего пункта ежеквартально докладывать Кабинету Министров Республики Узбекистан.

3. Госкомпрогностату Республики Узбекистан (Исмаилов) при формировании инвестиционной программы республики на 1997—1998 годы предусмотреть включение в нее объектов легкой и местной промышленности.

4. Освободить предприятия, указанные в приложении № 1 к настоящему постановлению, от уплаты налога на землю на срок завершения строительства объектов, но не более нормативного срока.

5. В целях экономического стимулирования предприятий, производящих товары детского ассортимента, изделия художественных промыслов и игрушки, установить, что:

предприятия, специализированные на производстве товаров детского ассортимента, изделия художественных промыслов и игрушки, уплачивают в бюджет на-

УЧРЕДИТЕЛЬНЫЕ СОБРАНИЯ ОТДЕЛЕНИЙ ФОНДА «КАМОЛОТ»

Работа о подрастающем поколении — одно из приоритетных направлений политики нашего государства. Указ Президента Республики Узбекистан от 17 апреля 1996 года «О Фонде молодежи Республики Узбе-



12

ПРЕВЛЕ ВОСТОКЕ

САЯ
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А ИЛЬ-КАБИНЕТ МИНИСТРОВ РЕСПУБЛИКИ УЗБЕКИСТАН

ДИН ДЕНЬ РЕСПУБЛИКИ

ОДНИ ИЗ ПЕРВЫХ

Андалусские хлопкоробы одними из первых в республике завершили сев хлопчатника.

Поднятая и дождливая весна потребовала от них особой организованности и усердия. На 110 тысяч гектаров в основном введены споросильные сорта "Фергана-3" и "Кират-3". Почти вся посевная площадь уже обогатилась минеральными и органическими удобрениями.

В настоящее время в хозяйствах, где закладка семян проходила под плесень, посева дали дружные всходы. Здесь начата первая обработка хлопчатника.

Хлопкоробы Ферганской области, решившие дать Родине в честь пятилетия ее независимости 375 тысяч тонн "белого золота", также завершили посев хлопчатника. На 127 тысяч гектаров посеяны такие высокоурожайные сорта как "Фергана-3", "Ташкент-6", "665-24". На площади более 6,5 тысячи гектаров уже появились всходы.

Завершили посевную и хлопкоробы Страны кокор ови лиса. Они намерены в этом году получить на 20 тысяч тонн высокоурожайный урожай средневолжского хлопка таких сортов как "Тельма-24", "Смесь-31". Там, где уже появились всходы, начата исскаждающая обработка посевов.

(УзА).



ЕТ ОПРЕДЕЛЯЕТ ТЕМПЫ

Рабочий ИУ посевные участки. Вакансии в области и в других районах республики. В настоящее время в республике начата обработка посевов. В настоящее время в республике начата обработка посевов.

ПОЯВИЛИСЬ ВСХОДЫ

на хлопковых полях района хозяйства Бухарского района

В настоящее время в республике начата обработка посевов. В настоящее время в республике начата обработка посевов.

С НОВОЙ ТЕХНИКОЙ ПО НОВОЙ ТАКТИКЕ

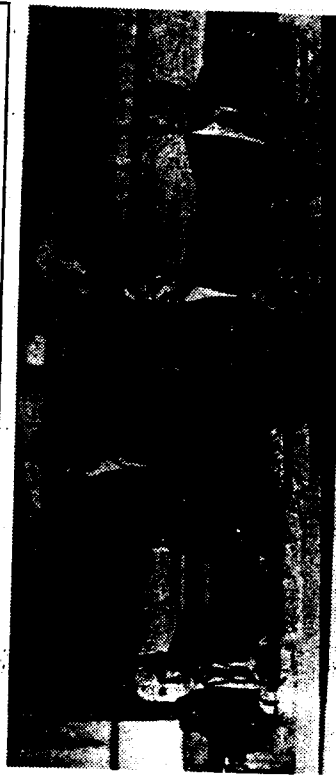
Колхоз имени Бегуни весна был одним из благополучных. Но за последние семь лет здесь не приобрели ни одного трактора, ни одной сельхозмашины: не было для этого возможностей. А между тем разные организации должны колхозу десятки миллионов сумов.

В последнее время год, как говорится, прогнулся: ускорился возврат дождов, и под урожай-86 выдан немалый аванс. Поступающие средства в хозяйство используют на программы "Техника" и "Картофель". Приобретены комбайны "Енисей" и тракторы "МТЗ-80", уже почти полностью укомплектован парк механизмов для возделывания возросшего зернового климата.

Программа "Картофель" предусмотрена. К. Циканов, Общ. корр. "Травады Востока". Хивинский район, Хорезмская область.

дусматривает резкое увеличение выращивания клубней за счет до-говоров правления с сельчанами. Председатель Руммет Рахмонов уже подписал несколько десятков таких договоров. Колхозники сажают "второй хлеб" на своих участках, в селениях, уллоборениях и техникой их обеспечивает колхоз.

Договоры выгоды сельчанам, посадка картофеля проведена в небывало сжатые, лучшие агро-технические сроки. Р. Рахмонов считает, что избранная тактика позволит вырастить клубней вавсе больше определенного госзаказом.



ЗАИНТЕРЕСОВАННОСТЬ СО ЗНАКОМ "ПЛУС" Ч



ПОД ЭГИДОЙ ЕЭС

В Ташкенте 30 апреля открылся первый международный симпозиум по автомобильному транспорту, созданный по инициативе и под эгидой Европейского экономического союза.

В нем принимают участие специалисты государственно-акционерной корпорации "Узавтотранс", других министерств и ведомств республики, а также ряда крупных зарубежных фирм, компаний и банков. Среди них - "Дженерал моторс", "Рено", "Фиат", "Вольво", "Фольксваген", "ДЭУ", Европейский банк реконструкции и развития, "Чейз Манхэттен банк", "Дойче банк", "Берлинер банк" и многие другие. Столь широкое представительство финансовых кругов связано с их возможным участием в инвестировании программ развития автотранспорта в нашей республике и других странах региона.

Со вступительным словом к участникам симпозиума обратился заместитель премьер-министра Республики Узбекистан Камилджан Рахимов. Он выразил уверенность, что нынешняя встреча послужит дальнейшему развитию равноправного и взаимовыгодного сотрудничества между Узбекистаном и ЕЭС.

Руководитель подразделения по

связям со странами Центральной Азии, Закавказья и Монголии генерального директората по внешним политическим отношениям комиссии ЕЭС Фокион Фотиадис рассказал о проекте Трасека, который предусматривает создание транспортного коридора, связывающего Европу, Кавказ и страны Центральной Азии. Он позволит решить многие проблемы. В частности, для Узбекистана это откроет выход к черноморским и каспийским портам. Проект Трасека осуществляется в рамках программы технического содействия странам Содружества Независимых Государств (ТАСИС).

Однако создание такого коридора требует необходимых предпосылок. В частности, необходимо значительно улучшить дороги, повысить качество технического обслуживания автомобильной техники. Решить эти проблемы призван еще один из проектов программы ТАСИС, получивший условное название "Долфин". На организационные мероприятия по его реализации ЕЭС выделил 295

тысяч ЭКЮ.

Проект "Долфин" предусматривает проведение в нашей республике целого комплекса мероприятий по созданию сети станций технического обслуживания, в том числе автомобилей иностранных марок, организацию выпуска различных запасных частей, повышение уровня дорожно-сервиса до мировых стандартов. Непосредственным руководителем этого проекта от Европейского экономического союза в результате тендера (конкурса) стал немецкий предприниматель, директор компании "Вест-ист" Вернер Шуберт.

В первый день работы участники симпозиума заслушали доклады председателя корпорации "Узавтотранс" Лерика Ахметова "Автомобильный сектор, автомобильный транспорт", В.Шуберта "Проект "Долфин": проделанная работа и оценка текущего положения" и другие.

Симпозиум продлится до 5 мая. Помимо обсуждения докладов, его участники проведут семинарские занятия, ознакомятся с работой корпорации "Узавтотранс", встретятся с профессорско-преподавательским составом Ташкентского автомобильно-дорожного института.

В. Пругер.
Корр. УзА.

ЖЕНЩИНЫ И РАВ

В мире появилась еще одна новая группа по сотрудничеству женщин Турция - Анкара состоялась ежегодных объединений этих государств рассказывает о задачах новой участнице заместитель председателя Диловар КАБУЛОВА:

- Решение о создании группы по сотрудничеству женщин стран Евразии было принято на четвертой Всемирной конференции по положению женщины "Действия в интересах равенства, развития и мира", которая прошла в Пекине в сентябре прошлого года. Все большее значение в последнее время приобретает работа, направленная на защиту и расширение прав женщин, равноправное их участие в экономической, политической, социальной, культурной жизни общества. К сожалению, во многих регионах Евразии сегодня не затухают вооруженные конфликты. Льется кровь. И страдают от этого, в первую очередь, женщины и дети, которые, по сути, становятся заложниками недобросовестных политиков. В этих условиях закономерно растет самосознание женщин, стремление их к объединению во имя мира и развития.

Протокол о создании группы по сотрудничеству подписан пока представителями 13 государств Евразии - Азербайджана, Албании, Боснии и Герцеговины, Грузии, Северо-Кипрской Турецкой Республики, Македонии, Румы-

О КУЛЬТУРЕ ЗАКЛЮЧЕНИЯ ДОГОВОРОВ

В Узбекистане, где идет активный процесс формирования рыночных отношений, повышение культуры заключения договоров становится одной из актуальных задач. В связи с этим в Министерстве юстиции республики состоялся научно-практический семинар на тему "Совершенствование законодательства о договорах в условиях рыночной экономики". Он организо-

ван совместно с германским обществом по техническому сотрудничеству. В семинаре приняли участие руководители управлений юстиций из Республики Каракалпакстан и областей, ученые-правоведы из Узбекистана и Германии.

Открыл семинар министр юстиции республики С. Мирсафоев.

Выступившие подчеркнули, что

творческое освоение богатого опыта, накопленного в этом отношении в экономически развитых странах, имеет важное значение. Были заслушаны доклады ученых о видах и значении договоров, порядке и правилах их составления, вопросах согласования при совместной деятельности партнеров.

(УзА).

ХАЛҚАРО ҲАЁТ



МЕЖДУНАРОДНАЯ ЖИЗНЬ

Узбекистан

ИНФО-ЦЕНТР

ФОРМАЦИЯ В НОМЕР



БОРЬБА С ТЕРРОРИЗМОМ НА БЛИЖНЕМ ВОСТОКЕ

В БОРЬБЕ ИЗРАИЛЯ И "ХЕЗБОЛЛАХ" ВЫИГРАЛ ДАМАСК. В СУББОТУ ВСТУПИЛО В СИЛУ СОГЛАШЕНИЕ О ПРЕКРАЩЕНИИ ОГНЯ, ПОЛОЖИВ КОНЕЦ ШЕСТНАДЦАТИДНЕВНОМУ КОНФЛИКТУ МЕЖДУ ИЗРАИЛЬСКИМИ ВОЙСКАМИ И БОЕВИКАМИ "ХЕЗБОЛЛАХ". По данным ООН, за время конфликта израильтяне обрушили на юг Ливана около 24 тысяч снарядов и бомб и совершили около 600 воздушных рейдов. Погибло около 160 ливанцев, около полумиллиона стали беженцами. "Хезболлах" выпустил по Израилю более тысячи ракет. Погибших нет, ранен 61 человек.

И евреи, и арабы комментируют соглашение как собственный успех, считая его условия выгодными именно для себя. В чем же его суть и отличие от предыдущей договоренности 1993 года?

Прежде всего условия прекращения огня зафиксированы письменно (правда, ни одна из сторон подписей под соглашением не поставила). Во-вторых,

РОМАН ПАКИСТАН

Нынешний год, объявленный указом Президента Ислама Каримова "Годом Амира Темура", отмечен уже многими яркими событиями, связанными с 660-летием со дня рождения нашего великого предка. Знаменательная дата отмечается не только в нашей стране, где разработана и последовательно осуществляется развернутая программа юбилейных мероприятий, заслуги сахибкирана по достоинству отмечаются всем мировым сообществом. Свидетельство тому - только что прошедшая в штаб-квартире ЮНЕСКО в Париже выставка "Расцвет науки, культуры и образования в эпоху Темуридов", на открытии которой при-

литературных произведений. Он активист "Пакистано-Узбекского экономического и культурного центра" в городе Лахоре, был одним из инициаторов и основным докладчиком на проведенном здесь недавно торжественном вечере, посвященном юбилею сахибкирана.

По свидетельству самого автора, своим романом он попытался восполнить нехватку объективной информации о личности Амира Темура, жизни и деятельности которого историки до сих пор не уделяли достаточного внимания. Художественное повествование М.Илмаса, охватывающее жизненный путь сахибкирана от

МЫ ПОЕДЕМ, МЫ ПОМЧИМСЯ...

И ДА ПОМОЖЕТ НАМ В ЭТОМ МОГУЧИЙ ТРАСЕКА

Программа Европейского сообщества по техническому содействию странам СНГ (ТАСИС) приступает к осуществлению проекта скоростной международной магистрали Европа — Азия.

Выступая на семинаре, посвященном проекту ТРАСЕКА, шеф департамента по связям со странами Центральной Азии, Закавказья и Монголии генерального директората по внешним политическим отношениям Комиссии ЕЭС Фоклон Фотиадис назвал этот проект одним из самых значительных для ТАСИС.

Проект ТРАСЕКА свяжет страны Европы и Азии через Кавказ. Этот путь откроет для Узбекистана новые экспортные возможности. Подписанное в конце прошлого месяца в Грузии соглашение дает Узбекистану право пользования портом Поти на Черном море. А от Поти — чуть больше суток до основных экспортных терминалов черноморских стран и около трех суток до главных портов Европы на Средиземном море: открыта широкая, безопасная и дешевая дорога для наших экспортных грузов. Что касается импорта, то, по подсчетам экспертов, доставка одного контейнера из Европы этим путем на 28—35% дешевле существующего «чисто автомобильного» или железнодорожного (через Россию) варианта. Однако до порта Поти надо еще добираться, и отрезок пути Узбекистан — Черное море пока самый «узкий». Автоматистраль ТРАСЕКА расширит не только эту дорогу, она расширит и общие возможности узбекистанской

внешней торговли.

Идея ТАСИС настолько заинтересовала многие европейские структуры, что в обсуждении проекта ТРАСЕКА на семинаре в Ташкенте приняли самое активное участие европейское отделение «Дженерал моторс», «Рено», «ФИАТ», «Вольво», «Фольксваген», Европейский банк реконструкции и развития, «Дойче банк», «Берлинер банк».

«Чейз Манхэттен банк» тоже подключился к проблеме. Проявила интерес и корпорация «ДЭУ». Кстати, проект предназначен не только для Узбекистана — другие азиатские страны тоже кровно заинтересованы в этой дороге и, возможно, также будут привлекать своих спонсоров.

ТРАСЕКА — проект уже XXI века. Решить проблему техобслуживания и сервиса на магистрали «Европа-Азия» призван проект «Долфин», на реализацию которого ЕЭС уже выделил 295 тысяч экю.

— И автотурист, и водитель магистрального автопоезда на трассе «Европа-Азия» не заметит разницы ни в сервисе, ни в качестве обустройства дороги, — заверил корреспондента «БВВ» директор немецкой компании «Вест-Ист» Вернер Шуберт. Именно господину Шуберту попали выделенные Европейским сообществом деньги: он выиграл международный тендер на право осуществления проекта «Долфин».

Мария СЕМЕНОВА.

Published in "Business News of the East",
May 24, 96 - concerning
May Symposium

ЗАИНТЕРЕСОВАНЫ В ДЕЯТЕЛЬНОСТИ TACIS

ОБЪЕМ ФИНАНСОВОЙ ПОМОЩИ ЕВРОПЕЙСКОГО СООБЩЕСТВА УЗБЕКИСТАНУ В ТЕКУЩЕМ ГОДУ СОСТАВИТ 14 МИЛЛИОНОВ ЭКЮ (\$17 МЛН.), СООБЩИЛ РУКОВОДИТЕЛЬ КООРДИНАЦИОННОГО БЮРО TACIS ХАНС МАРЖЕЙ (HANS MARGES)



Что входит в сферу деятельности Европейского Сообщества в Узбекистане? Каков объем этой деятельности сегодня?

Европейское Сообщество — одна из крупнейших доноров Узбекистана в области технической помощи. Размер этой помощи в 1995 году составил 10 миллионов евро (\$12 млн), в то время как в 1996 году достигнет предела в 14 миллионов евро (\$17 млн). До 1999 года ЕС продолжит поддерживать Узбекистан в объеме 10 миллионов евро (\$12 млн).
В рамках программы TACIS осуществляются около 100 проектов, 70 из которых направлены на поддержку реформ в аграрном секторе. 40 процентов средств выделяется на развитие сельского хозяйства, а остальные 30 процентов — на поддержку реформ в промышленности и подготовке кадров. До 1996 года были созданы 1000 рабочих мест в Узбекистане. В настоящее время продолжается работа по созданию новых рабочих мест, но для этого требуется привлечение дополнительных инвестиций.

Есть ли проект в рамках вашей программы TACIS, который направлен на поддержку развития в Узбекистане системы образования и подготовки кадров? До 1996 года были созданы 1000 рабочих мест в Узбекистане. В настоящее время продолжается работа по созданию новых рабочих мест, но для этого требуется привлечение дополнительных инвестиций.

— Как связаны между собой структурные реформы в Узбекской экономике и задачи программы TACIS?

Программа TACIS направлена на поддержку реформ в Узбекистане. В настоящее время продолжается работа по созданию новых рабочих мест, но для этого требуется привлечение дополнительных инвестиций.

бизнесом, учебном центре. В связи с этим заинтересованы в сотрудничестве с Ассоциацией бизнеса Узбекистана.

Кроме того, мы сотрудничаем с Министерством финансов по вопросу формирования нормативной базы в бухгалтерском учете, Министерством сельского хозяйства — по вопросам стратегии развития отрасли.

Важное направление связано с Центром деловых связей TACIS — в рамках этого центра осуществляется поддержка становления нового малого и среднего бизнеса. Помимо этого ЦДС также тестирует сотрудничество с недавно созданным в Узбекистане Национальным товариществом производителей и предпринимателей.

— Был ли в вашей узбекской практике случай, когда проект совершенно не удался?

— Только один. Предприниматель создал дистрибуторскую сеть для распространения продуктов питания, но это не получилось. Не удалось достигнуть нужного уровня инвестиций, не удалось создать базу покупателей. Поэтому проект отменяется. Мы и сейчас через несколько лет мы вернемся к этой идее.

— Как часто вам приходится корректировать начатые проекты, менять их тактику и стратегию?

Раньше это бывало чаще. В 1992 году, когда мы только начинали, было необходимо было изменить тактику и стратегию. Сейчас ситуация изменилась, и мы можем более точно прогнозировать успех наших проектов.

Есть ли среди проектов TACIS в Узбекистане такие, которые могут сегодня развиваться самостоятельно, без финансовой поддержки ЕС?

— Да, конечно. Многие проекты TACIS уже достигли стадии, когда они могут развиваться самостоятельно. Однако для этого требуется привлечение дополнительных инвестиций и поддержка со стороны партнеров.

— Существует ли связь между проектами TACIS и инвестиционными проектами, осуществляемыми в Узбекистане крупными европейскими компаниями?

— Да, такая связь существует. Многие проекты TACIS направлены на создание инфраструктуры и подготовку кадров, что является основой для реализации крупных инвестиционных проектов европейских компаний.

Насколько успешно продвигаются информационные проекты TACIS на территории Узбекистана?

— Информационные проекты TACIS продвигаются успешно. Мы реализуем проекты по обучению узбекских журналистов и созданию радиопередач по экономическому просвещению на узбекском языке.

(Проект касается обучения узбекских журналистов и создания радиопередач по экономическому просвещению на узбекском языке.)

Этот проект направлен на повышение квалификации журналистов и распространение информации о реформах в Узбекистане. Мы реализуем проекты по обучению узбекских журналистов и созданию радиопередач по экономическому просвещению на узбекском языке.

CARAVANSERAI PROJECT

ARCHITECTURAL DESIGN AND BUILDING CONCEPT

CRITERIA

- ★ The overall appearance should have a Central Asian identity
- ★ The buildings - motel, restaurants, workshops, parts depots, etc. - should be designed in such a way that they:
 - may be built with locally available materials
 - may be expandable, remountable and transferable, depending on the growth of business
 - must be antiseismic, have antifire structure and
 - be insulated against extreme temperatures
- ★ The overall cost must be affordable
- ★ Ideally, our building concept should allow for synergies with other sectors in Turkmenistan and Uzekistan in need of buildings with similar criteria.
- ★ If these could be found, an assembly line approach could be envisaged, creating local employment.
- ★ Following the example of the traditional types of houses in Central Asia, a design close to a „yurt“ comes to mind.

THE HEXADOM DESIGN

We have been searching for the appropriate concept and came across the Hexadom design - created by a company in Northern Italy (Dr. Bonapace). The main characteristics of the Hexadom are:

- * Hexagonal shape - similar to the yurt type of houses.
- * High - insulation panels and sides of wood, cement and glass - resin.

- * There are three standard sizes Hexadom modules:

1. Utilisable area of 69 m² area, covered area 89 m²

2. Utilisable area of 108 m² area, covered area 128 m²

1. Utilisable area of 156 m² area, covered area 178 m²

- * Antithermic, antiseismic, antifire.
- * Do not collapse because of landslides.
- * Easy assembly, ideal for pre - fabrication.
- * **Ecological features:**

Using solid urban refuse as part of the raw materials content (plastics etc.). The Hexadom was presented to the public within the envirotech award event in Milano on November 29, 1995, sponsored by the European Commission, DG 13, Mr. B. Hex, tel. 00352 465 588 (Luxembourg).

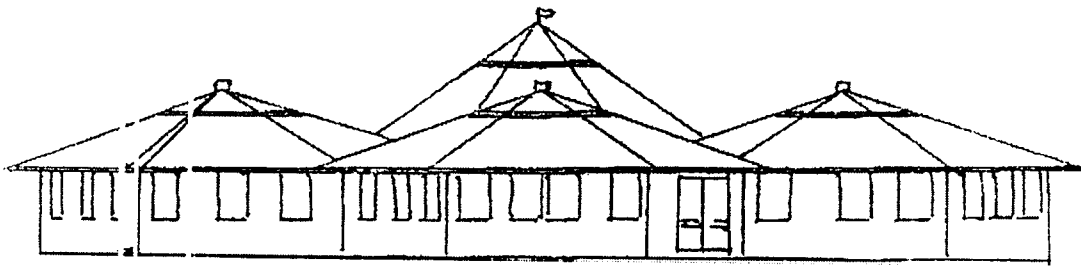
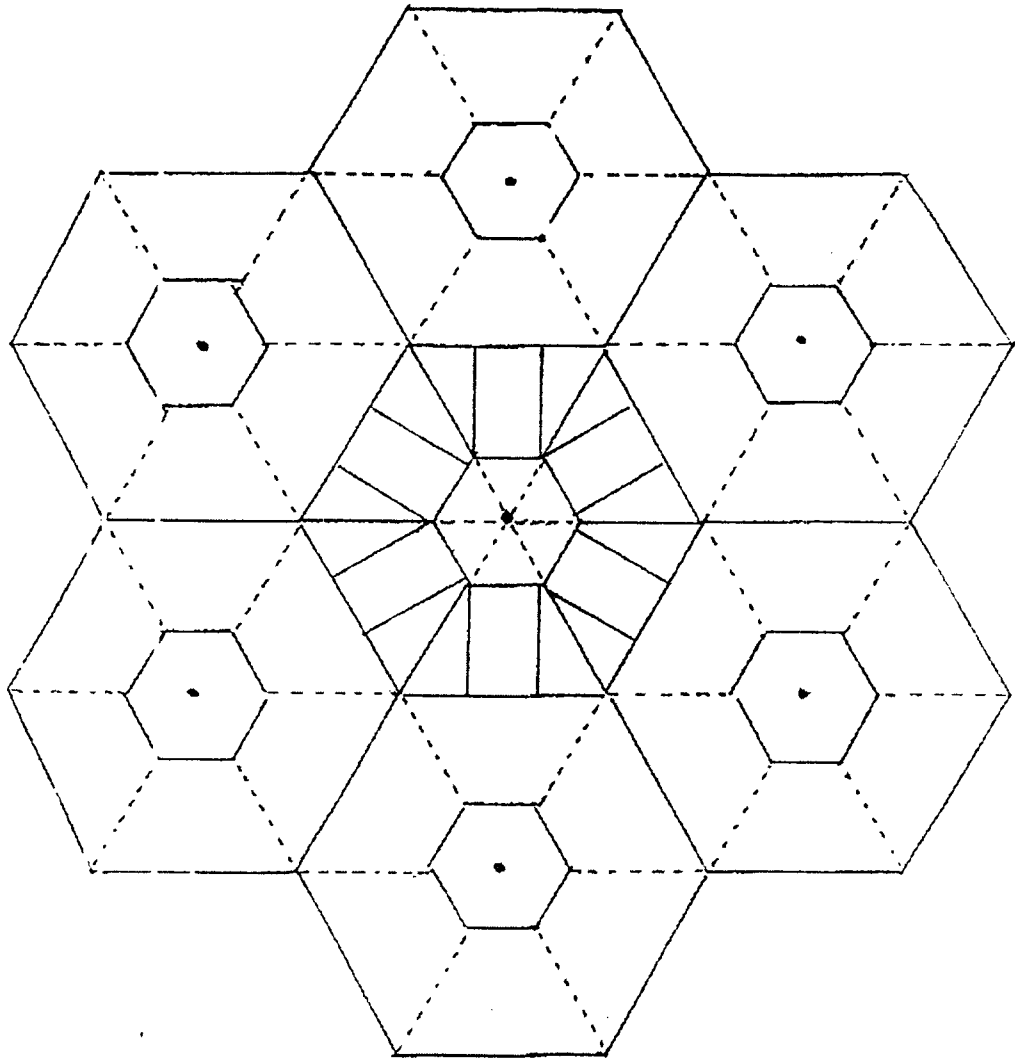
- * The cost of a 69 m² Hexadom module in Italy amounts to approx. \$ 10,000, but according to the inventors this may be reduced to less than half in Central Asia.

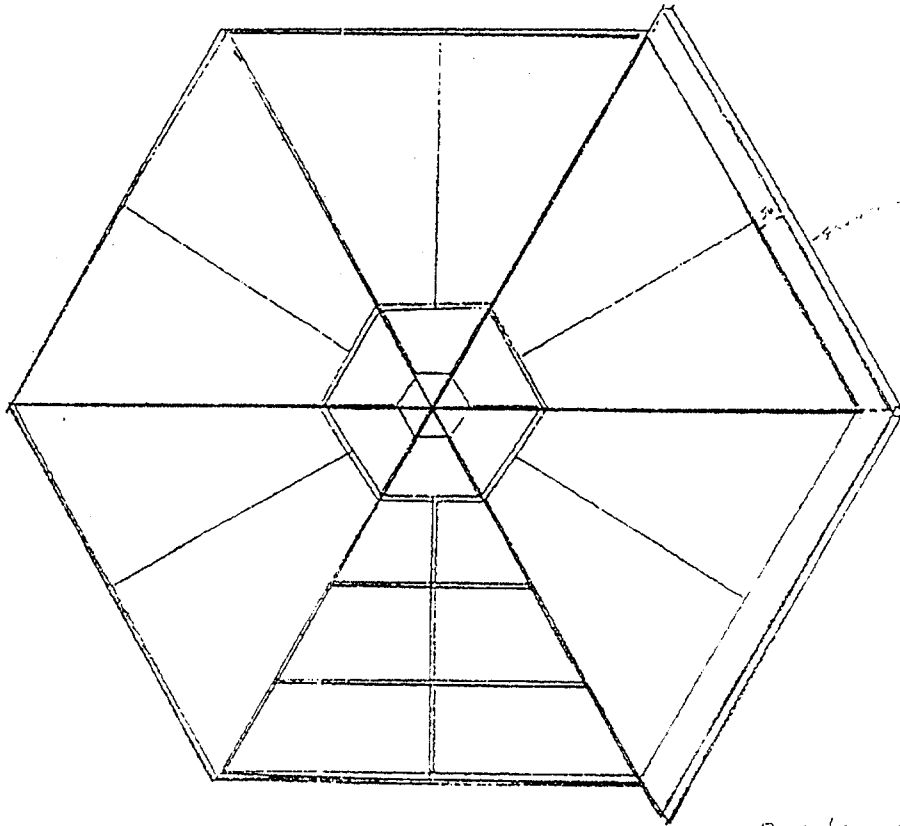
- * **Synergies with other usages**

The Hexadom may be used for:

- day hospitals - poliambulatories
- medical diagnostic centres
- residential housing and motels, restaurants
- in agriculture
- as storage areas, workshops
- schools & training centres, etc.

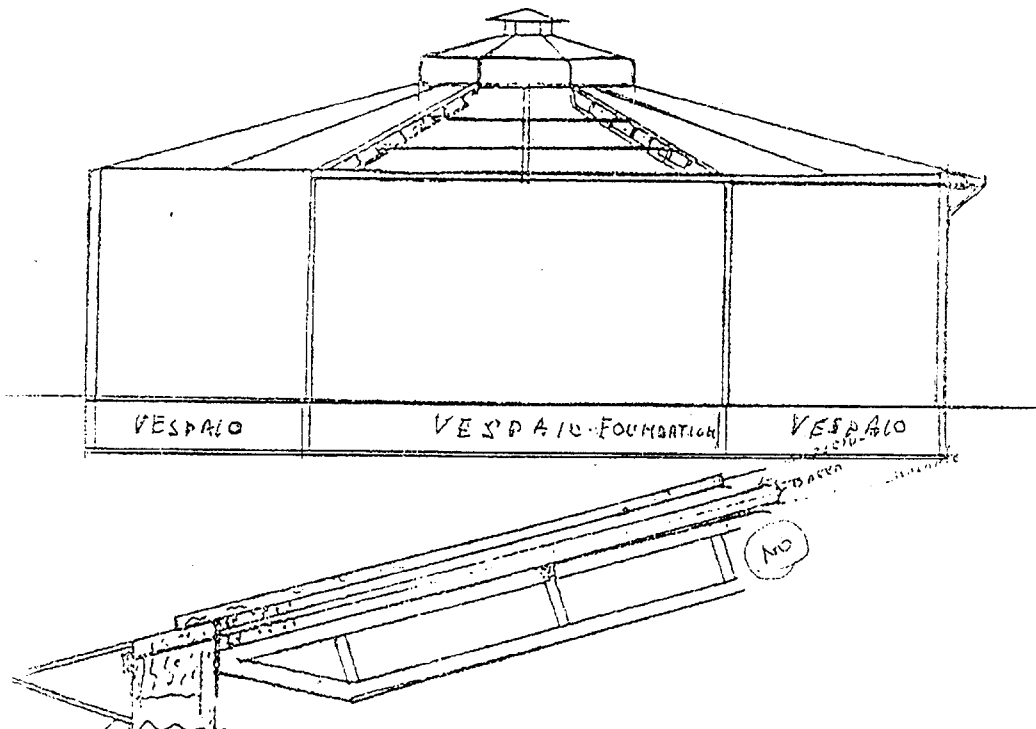
Initially, the creators of Hexadom intended to use this concept for erecting medical centres in remote areas supported by the local manufacturing of pharmaceutical products. They have been specialists in the supply of machines for pharmaceutical companies for over 45 years, including pharmacies, hospitals and research laboratories.

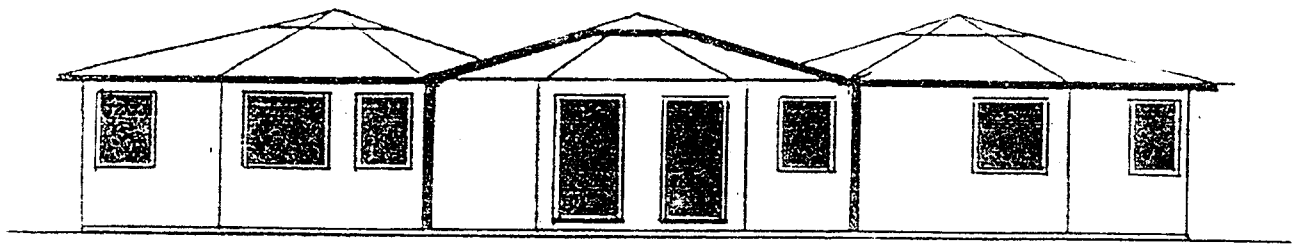
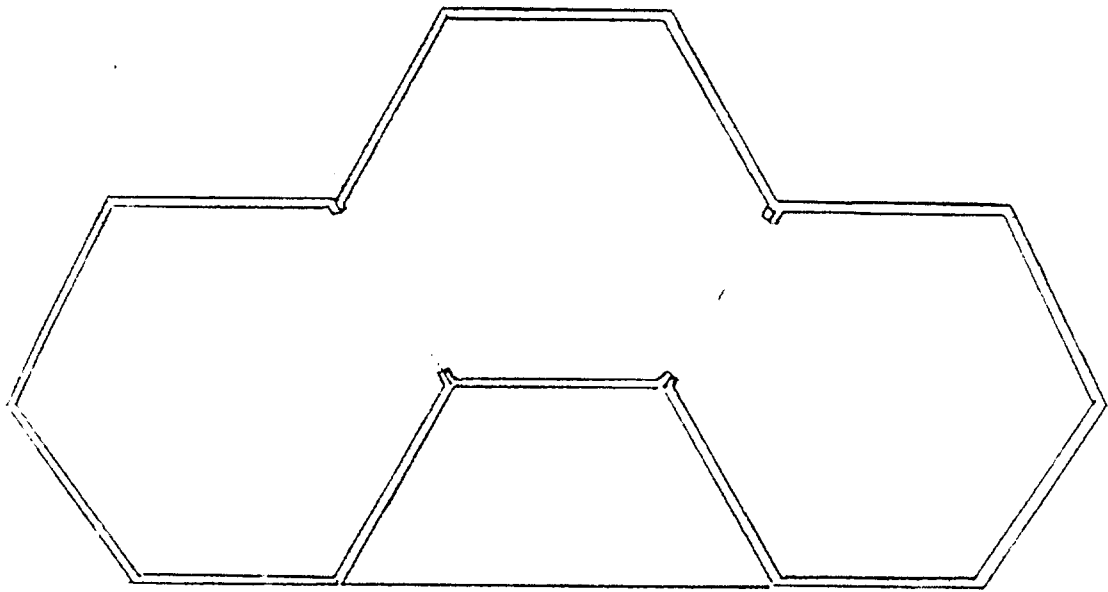




SEZIONE TETTO

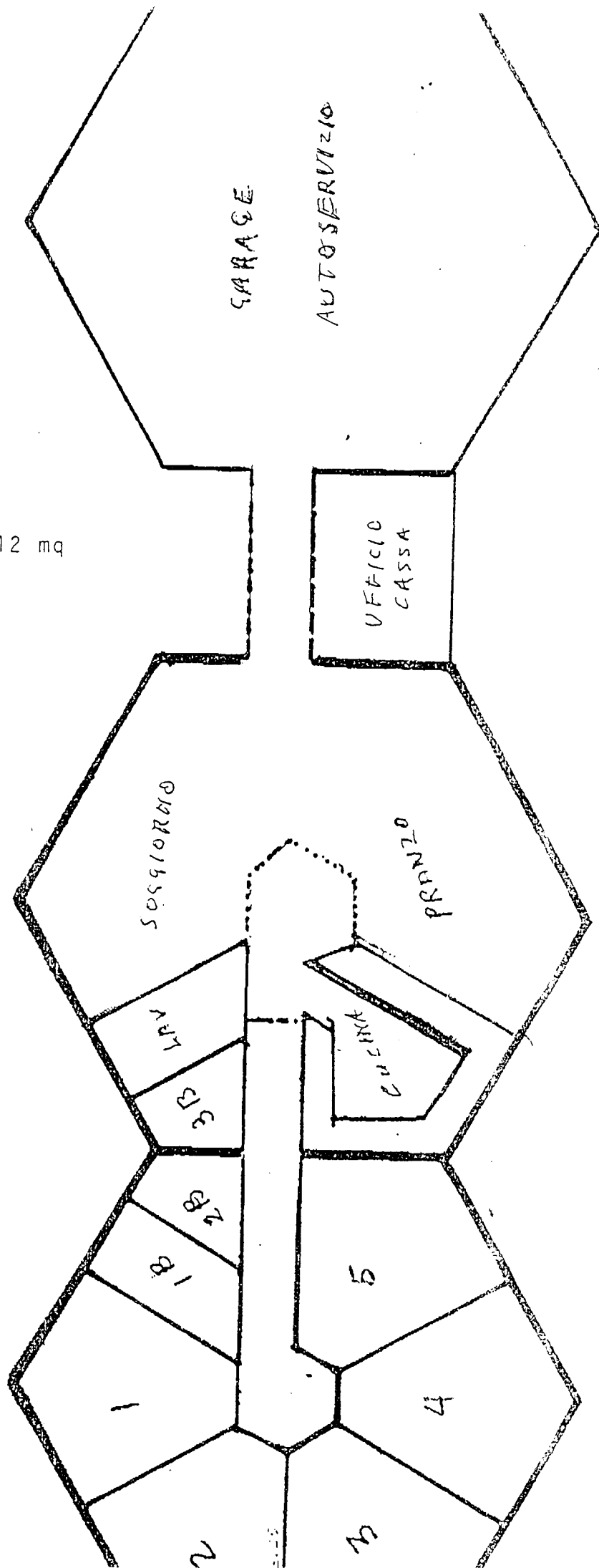
ROOF'S SECTION





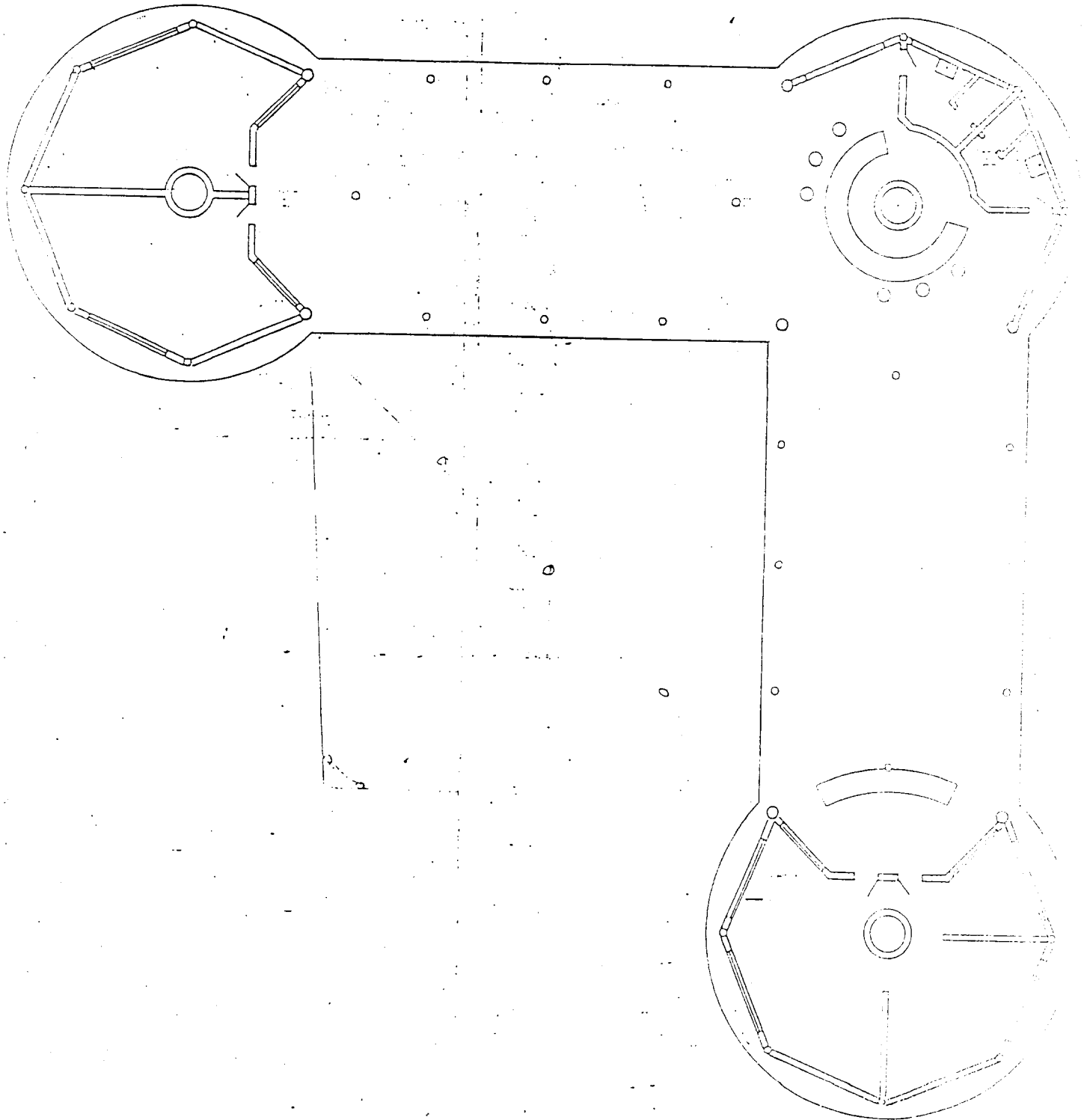
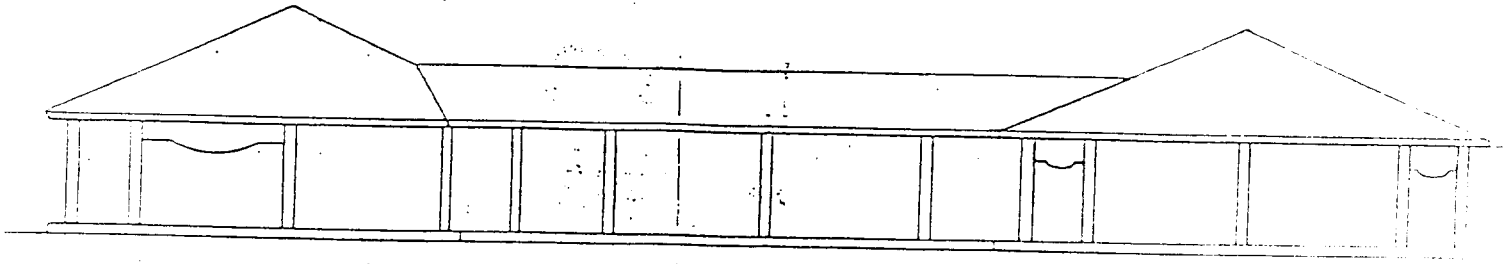
MOTEL

- 5- CAMERE DOPPIE-da 12 mq
- 3- BAGNI
- 1- CUCINA
- 1- PRANZO -SOGGIORNO
- 1- SALA da 78mq



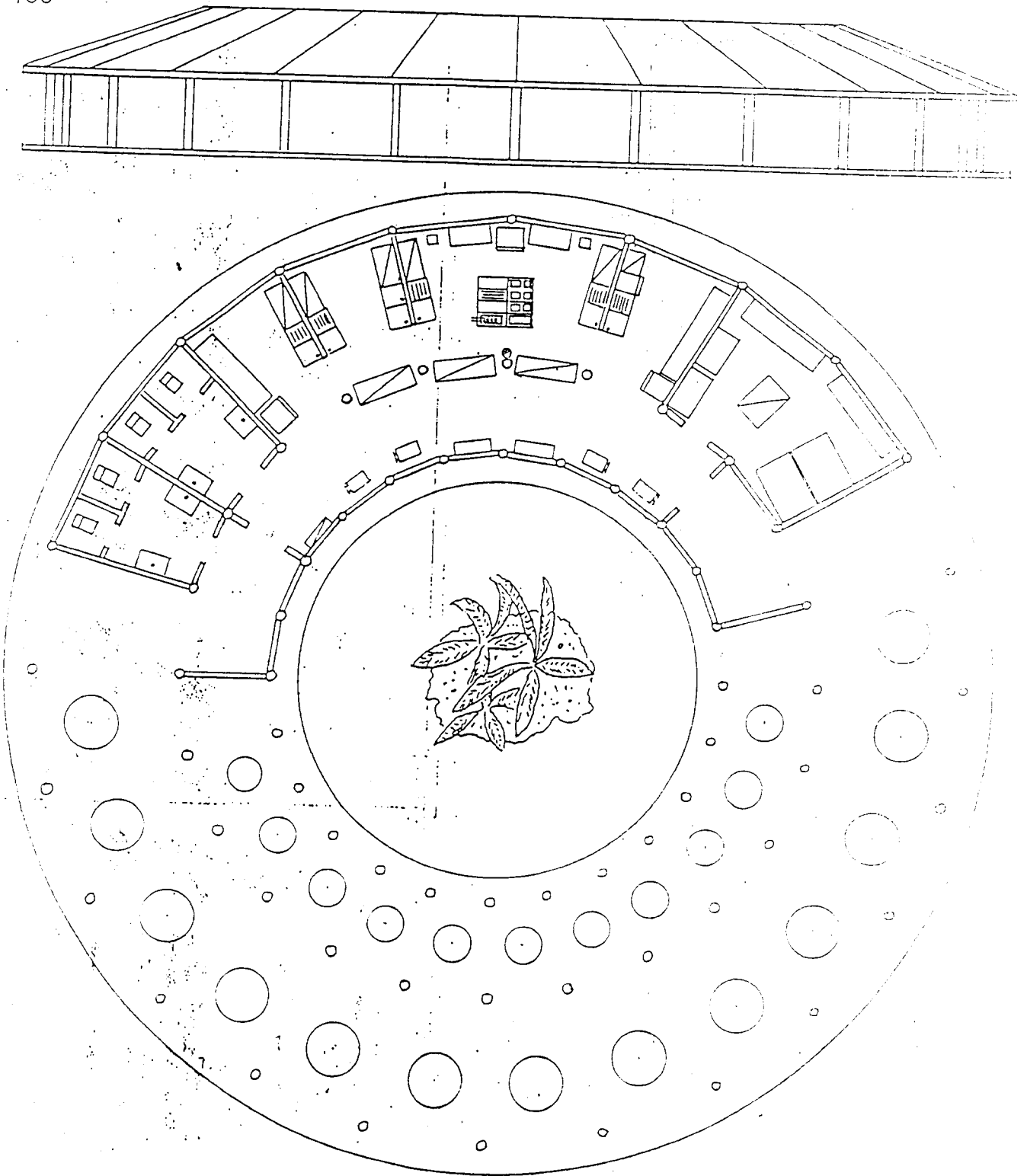
RECEPTION - BAR - SHOPS

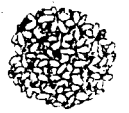
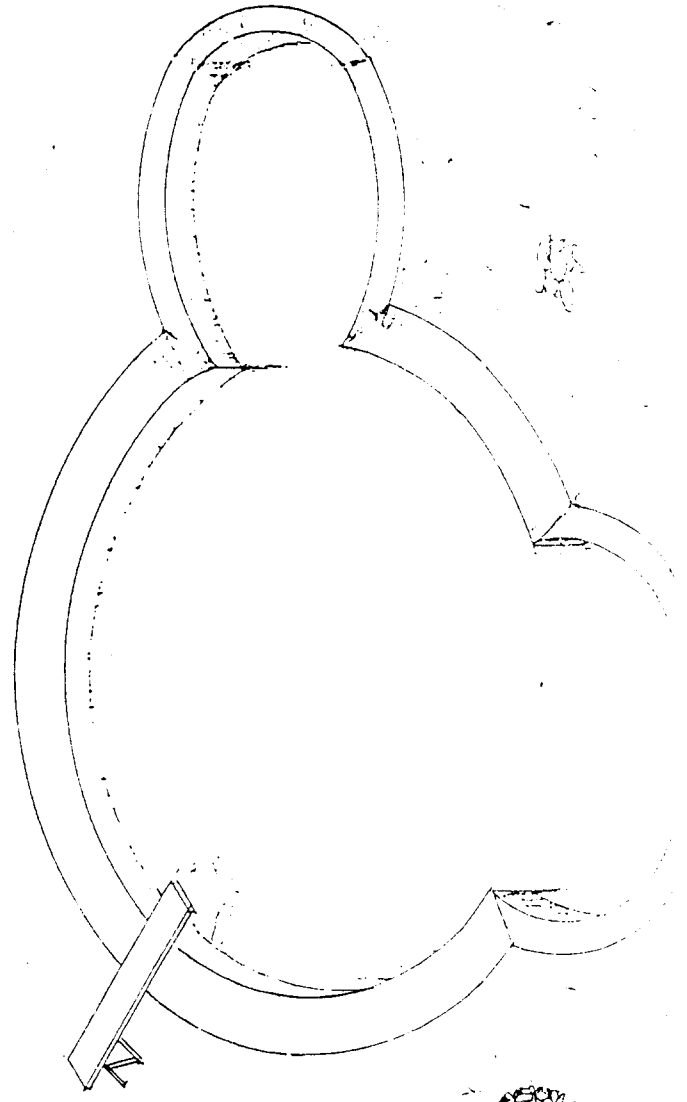
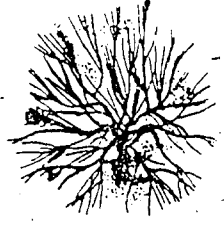
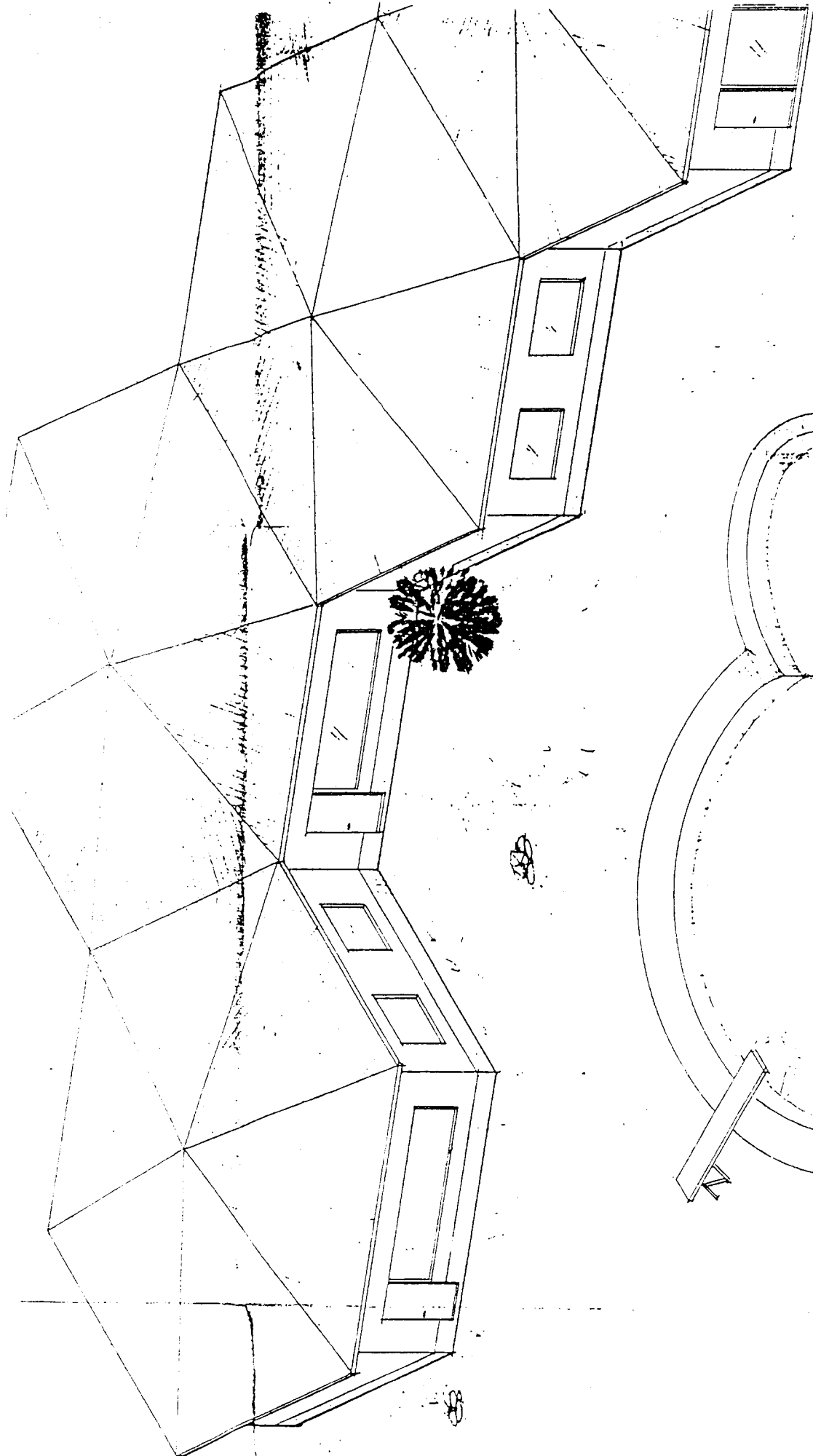
SCALE 1/100



RESTAURANT - KITCHEN

SCALE 1/100



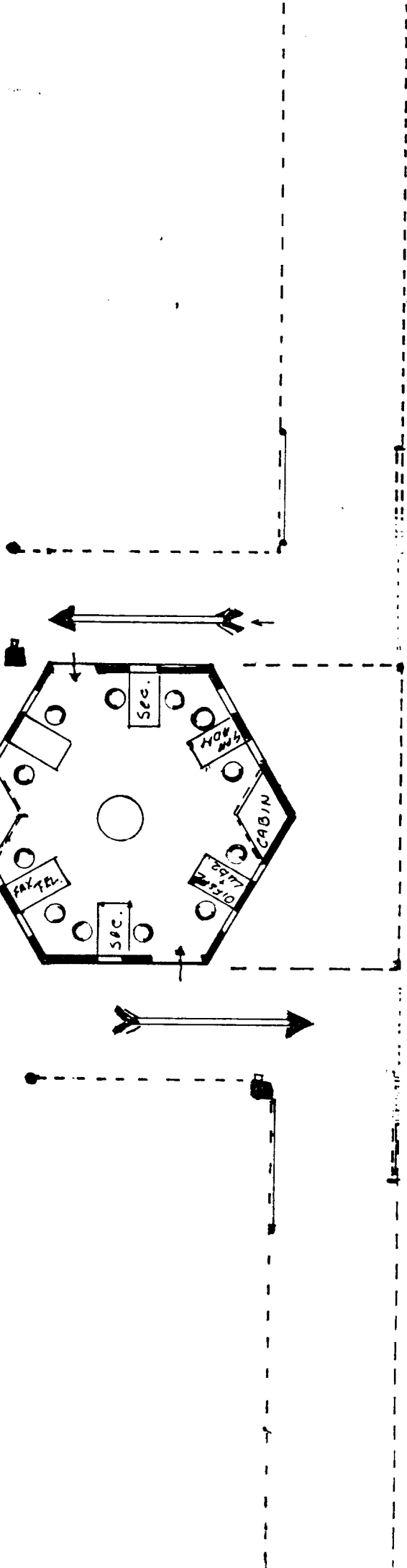
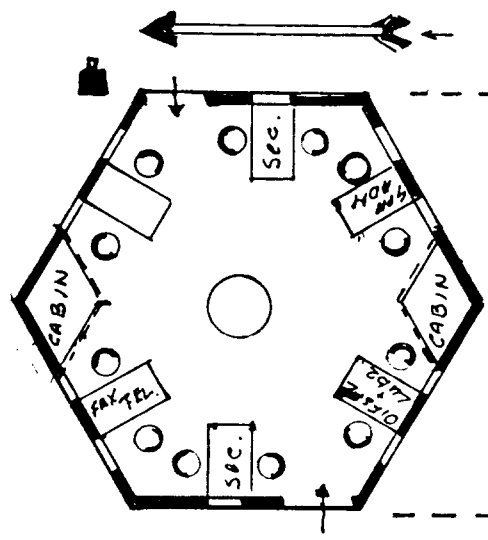
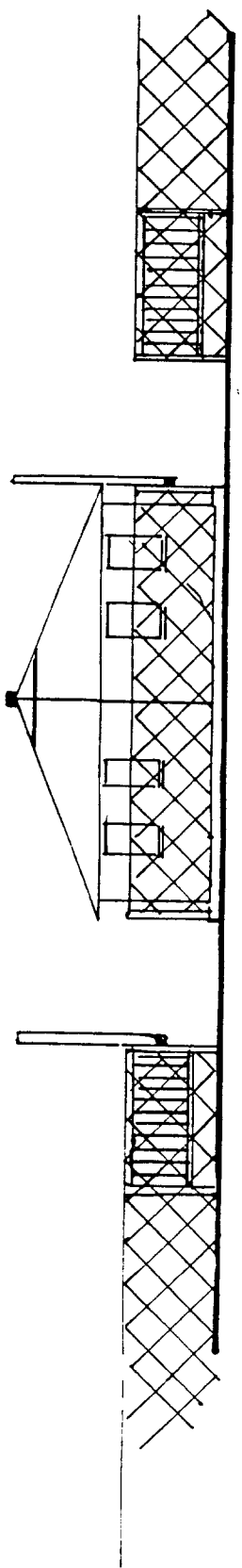


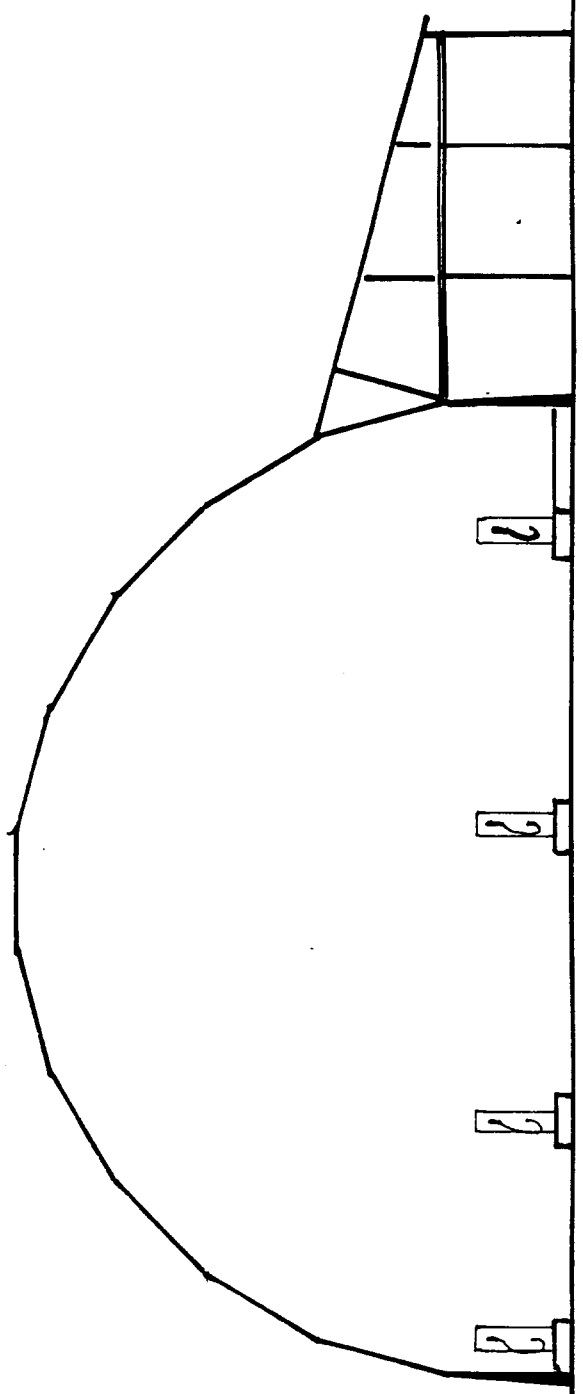
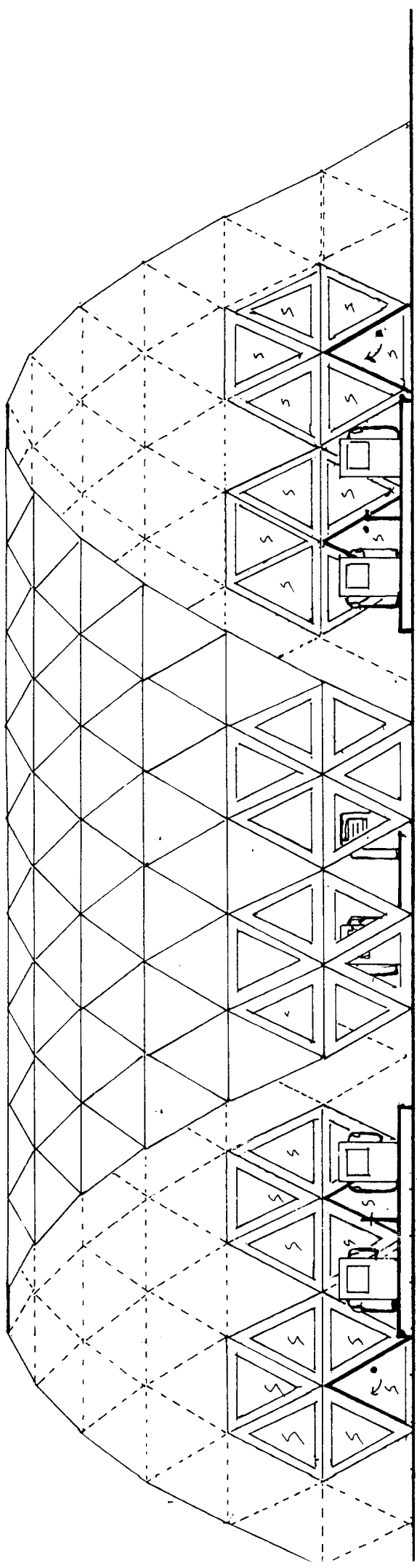
CARAVANSERAI PROJECT

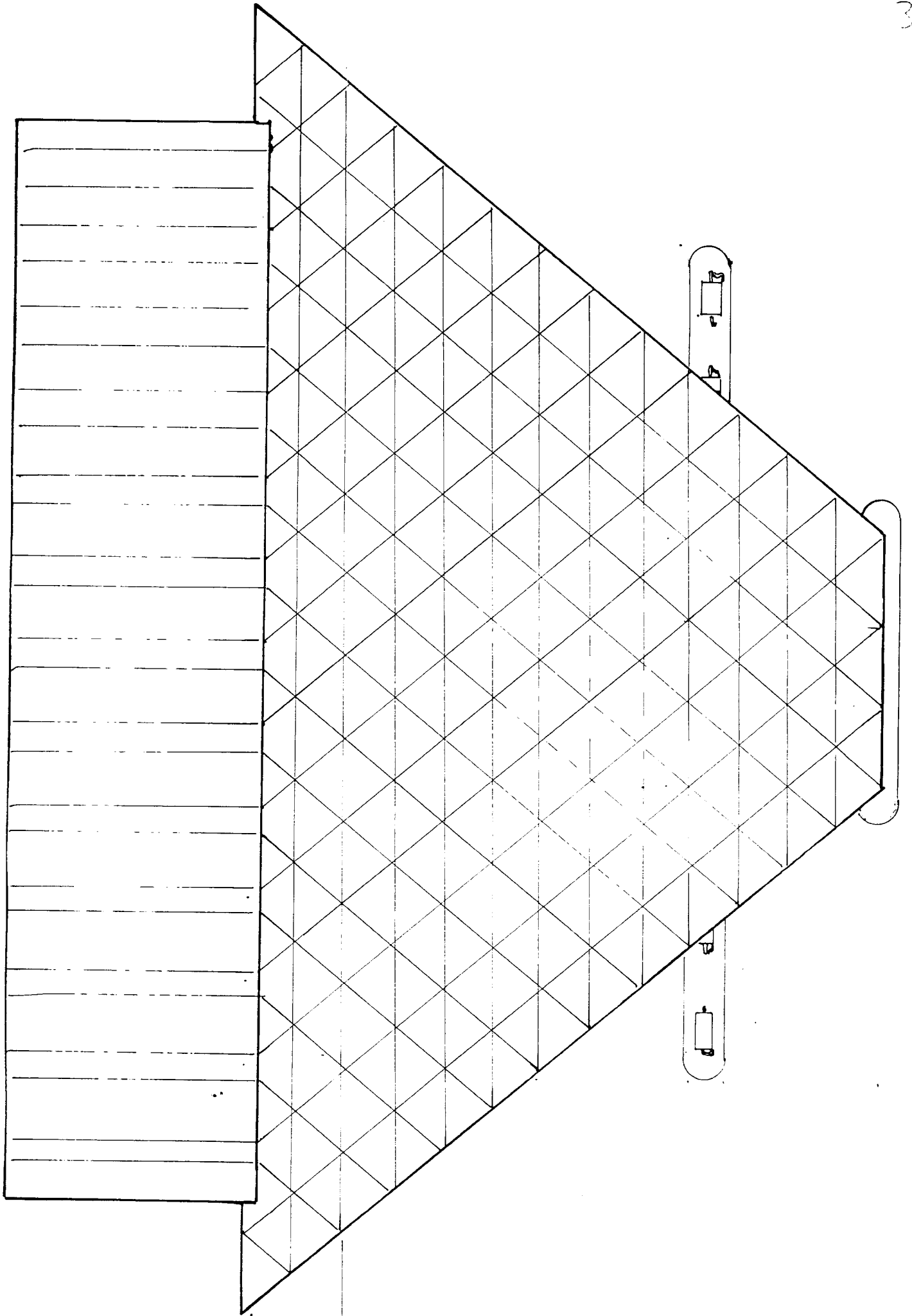
DRAFT LAYOUTS OF VARIOUS INDIVIDUAL ENTITIES
OF A CARAVANSERAI

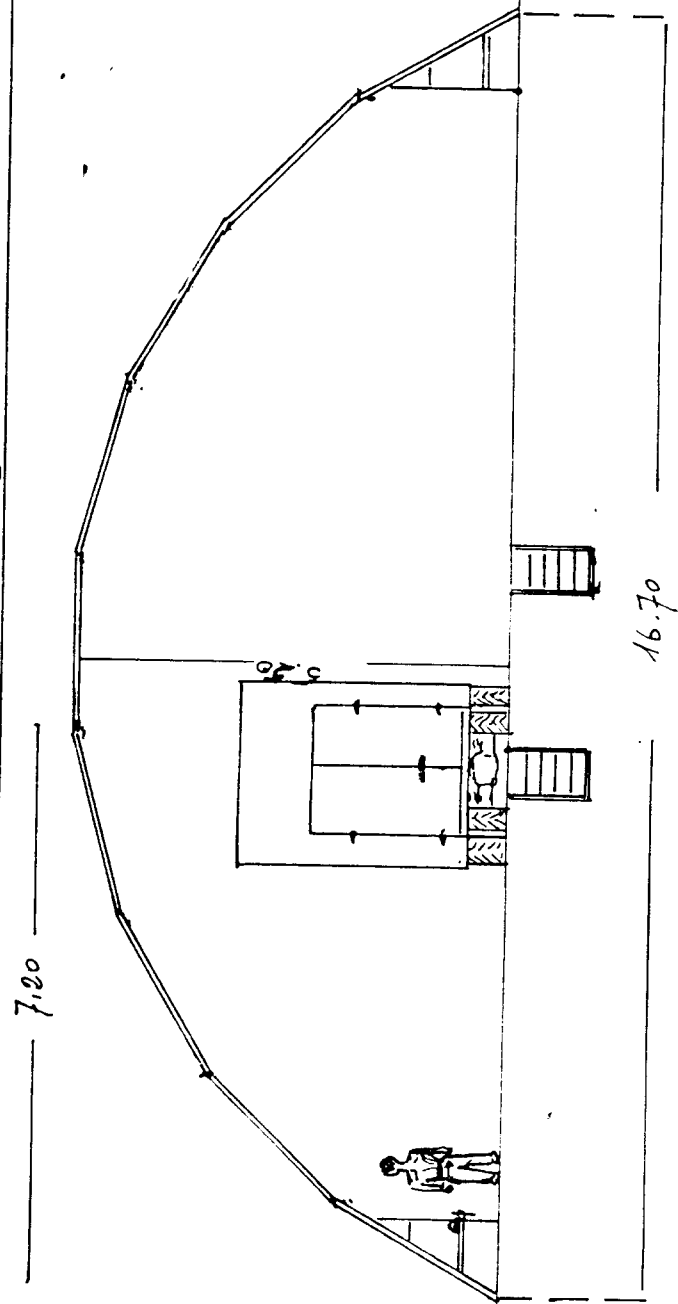
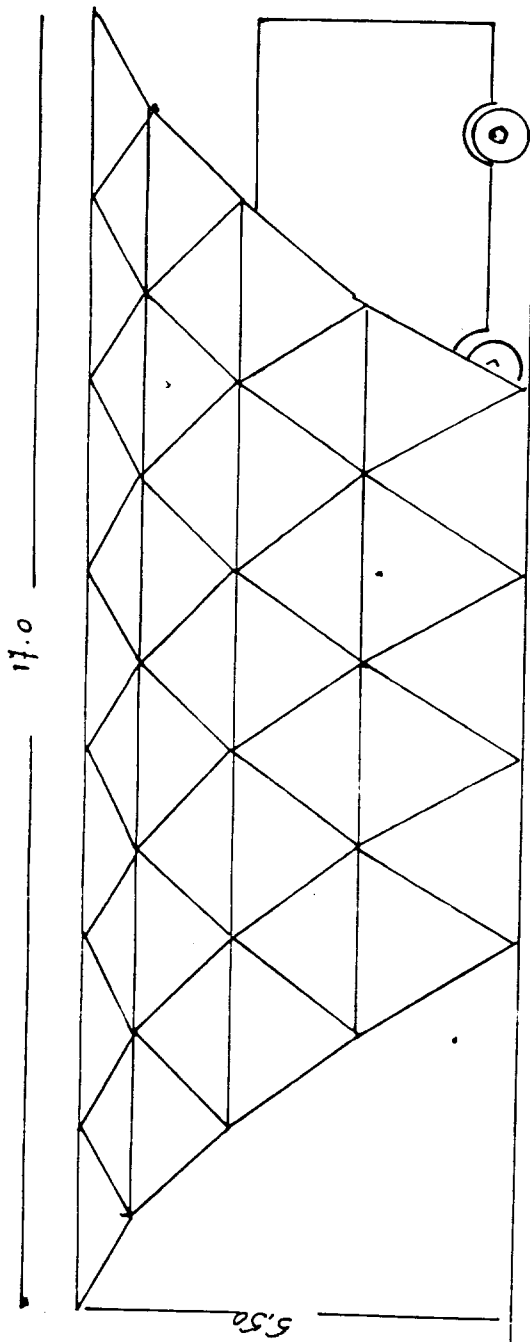
The enclosed layouts provide a first impression:

- | | |
|----------------|--|
| No. 1 | Check Point, Entry 1 Exit, security, diesel / gasoline / oil |
| No. 2, 3, 4, 5 | Filling station |
| No. 6 | Motel, restaurant, reception hall, 10 rooms at this stage, expendable upon growth demand |
| No. 7 | Medical Centre - for emergencies, including pharmaceutical stores |
| No. 8 | WC facilities |
| No. 9 | Spare parts warehouses for different makes |
| No. 10 | Mini Market |





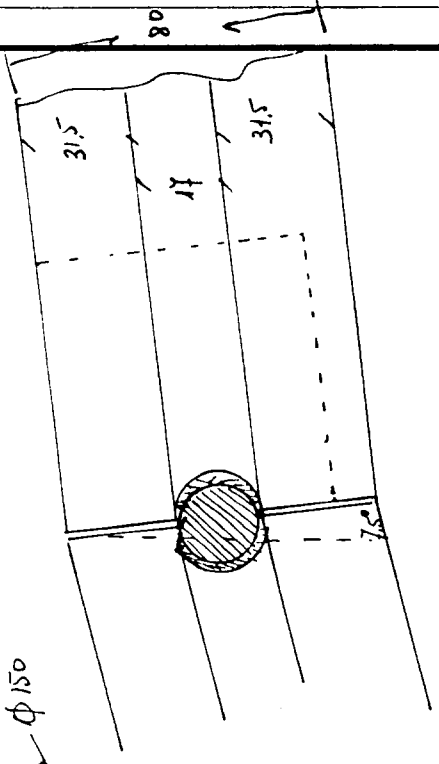
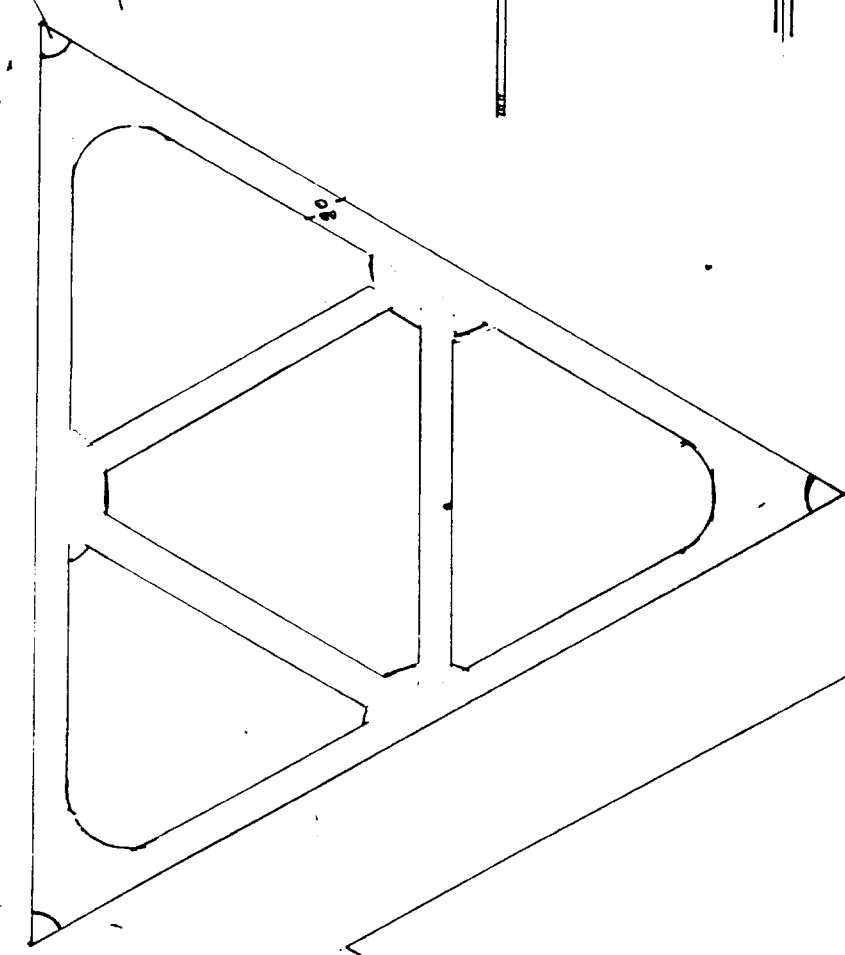




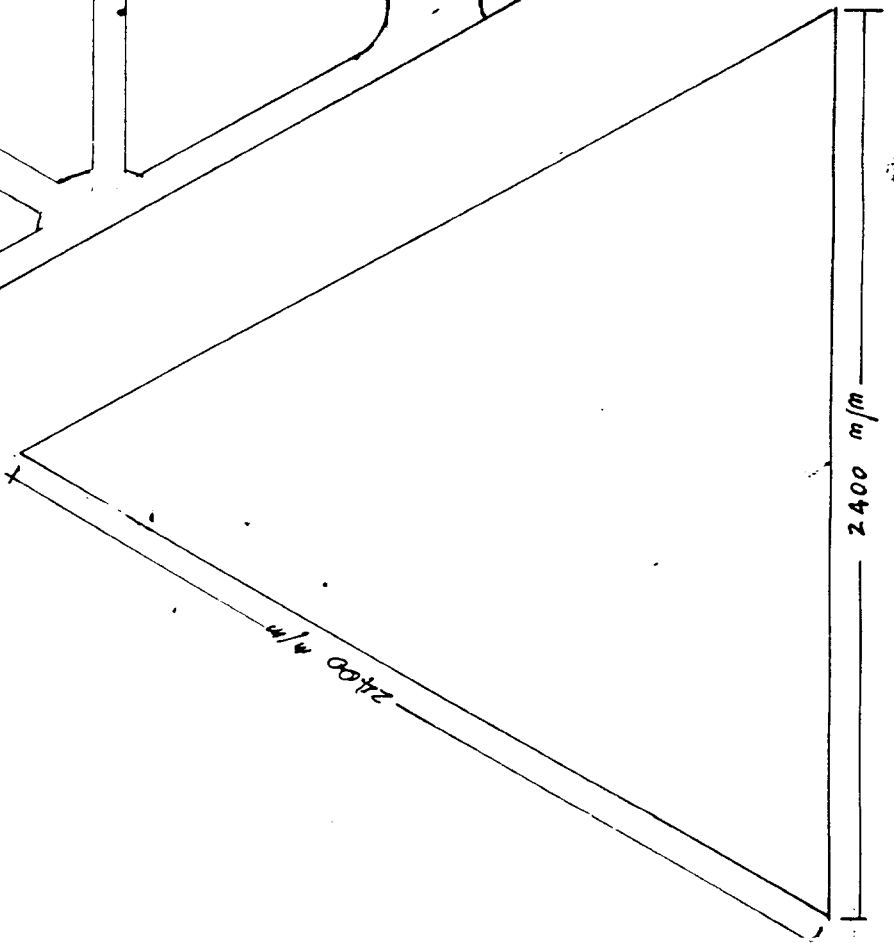
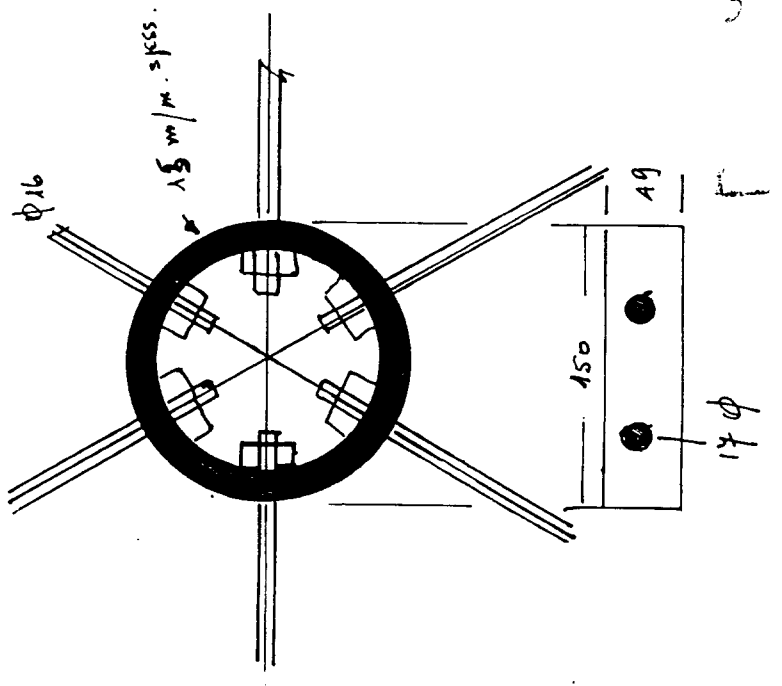
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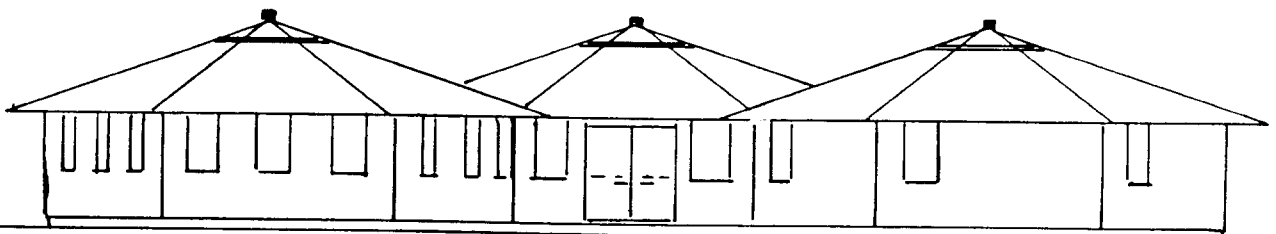
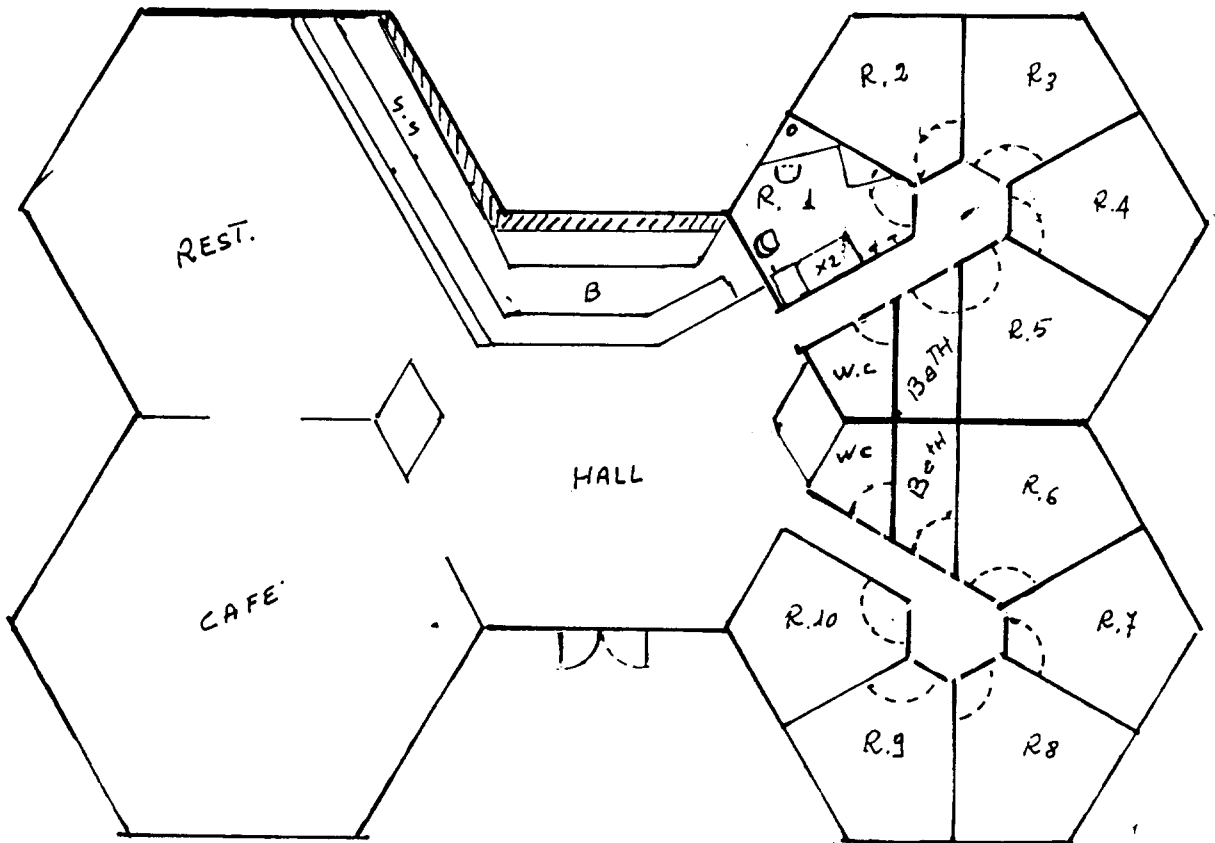


$\phi 150$

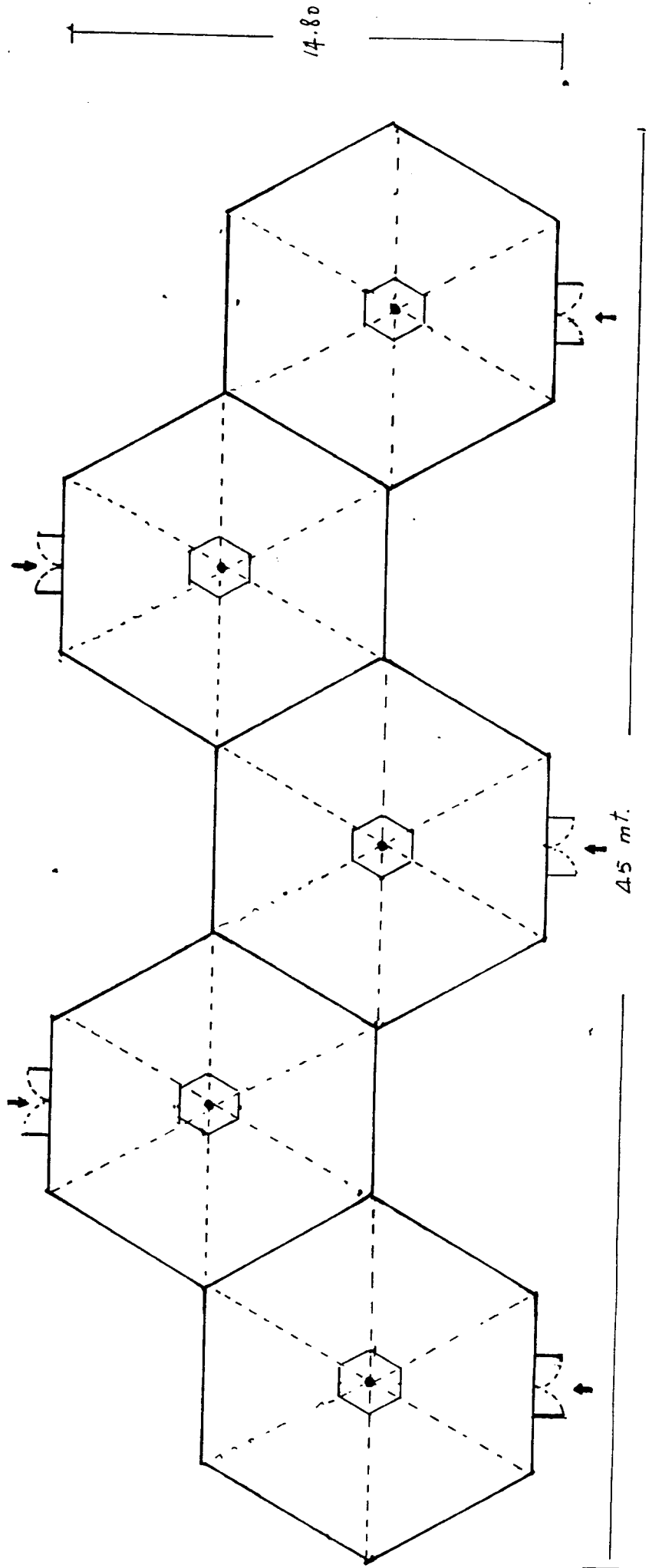
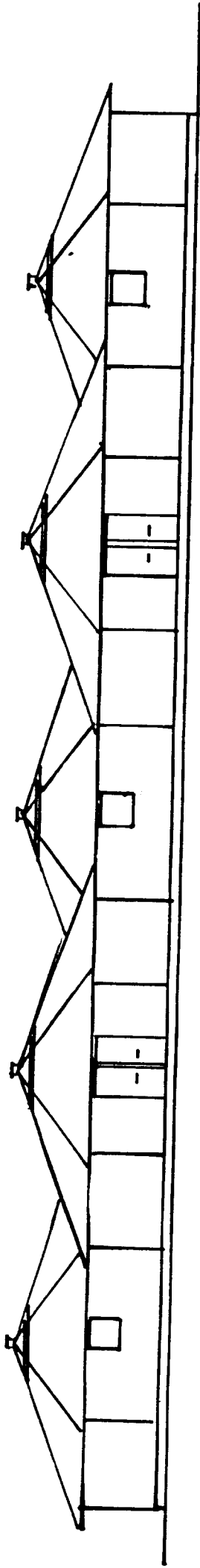


Tizante $\phi 16$





SPARE P. W. 59m 70x5 =



42

