

**PROPOSED ADDENDUM TO THE TRACECA PROJECT
"MANAGEMENT ASSISTANCE AND TRAINING IN THE PORT OF BAKU"**

TERMS OF REFERENCE AND APPROACH
AS REQUIRED BY TACIS/EBRD

1. INTRODUCTION AND BACKGROUND

In order to secure sustainability of the efforts the EU is putting into the Traceca programme, the EU expressed its intention to foster projects that eliminate physical bottlenecks or increase considerably the capacity of the Traceca Transport Link.

In this context HPTI and Ramboll Consultants were invited on June 3rd to the EBRD in London for a meeting with representatives of the Bank and of Tacis/Traceca to discuss possible financing of the renovation of the facilities of Baku and Turkmenbashi ports.

During this meeting the Bank confirmed its intention to consider financing the renovation of both ports and Tacis agreed to consider to finance the necessary technical assistance needed for the Bank in this context.

By fax. 23.657/f400/lvdz of 07/06/96, the Traceca Management Team asked HPTI to prepare an addendum to their Management Assistance and Training to the Port of Baku contract. This addendum will give the output needed by the EBRD and be as detailed as in the mentioned fax.

The present document deals with our proposition for this addendum.

In order to ensure closest conformity between the three part-projects envisaged for joint EBRD financing, i.e. renovation of the ferry terminals in Baku and Turkmenbashi, rehabilitation of the cargo areas of Turkmenbashi and rehabilitation of the cargo areas of Baku, we have modelled the following "Objectives and Expected Outputs" closely on the Terms of Reference of the EBRD-Project in Turkmenbashi, and have commented how far the necessary tasks are already covered by our existing contract.

We have supposed (and discussed with them) that Ramboll will take care of the renovation of the Baku Ferry terminal as requested by the EBRD. Our addendum covers the other facilities of the Port of Baku.

During preparation of this addendum we realised that the execution period available for the work described in this addendum is very short. We reduced in our proposal the execution time to what we think is the bare minimum. Possible further compression seems only be possible by reducing the periods for consideration and comments/-approval of the reports between the project phases.

2. OBJECTIVES AND EXPECTED OUTPUT

Remarks

The ultimate objective of this addendum is to foster the renovation/reconstruction of the cargo terminals in the port of Baku.

The technical assistance for the renovation of the ferry terminal is covered by Ramboll Consultants

The study is to be divided into four phases. At the end of each phase there is a "break point" and a period during which the results of the phase will be reviewed by the Baku Commercial Sea Port, Tacis and the EBRD. A decision will then be taken whether to proceed with the next phase or not, and the scope of work for this phase will be confirmed or amended in the light of the findings of the preceding phase.

The phase objectives are as follows:

PHASE 1	
1. Definition of the principle traffic for which the port is to be developed and the probable range of volumes of such traffic	Partly new activity to be developed together with Ramboll
2. For foreign currency earning export commodities, establishment of the total unit transport cost that the various commodities could be expected to sustain while remaining competitive in its probable markets. Hence, derivation of the through port handling costs that could be developed for a viable development	New activity
3. An outline review of the present port facilities and operations	Covered in the present contract
4. "Scoping" and preliminary data collection for the environmental assessment	New activity

Terms of Reference for a Proposed Addendum for the Rehabilitation of Baku Port

PHASE 2	
5. Definition of the functional requirements of the developed port	Partly new activity
6. Preparation of a physical Master Plan for the port	New activity
7. Preparation of a phased development plan relating the costs of the different development phases to traffic capacity, growth and increased revenue	New activity
8. Preparation of an environmental assessment of the development and subsequent port operations	New activity
9. Recommendations for any improvements in management structure and systems	Covered in the present contract
10. Economic and financial analyses of the recommended development	New activity
11. Analytical review of possible options to introduce and facilitate the entry of private investment in parts of the envisaged port infrastructure development (e.g. build-and-transfer, build-operate-and-transfer, rehabilitate-operate-and-transfer, etc.)	Partially new activity

PHASE 3	
12. Preliminary engineering designs and outline specifications for the principle components of the first phase of the recommended development	General cargo and oil facility: New activity
13. Assessment of the Baku International Sea Port's credit worthiness for a possible Bank loan and of possible other project finance arrangements	<i>Based on information obtained from the present contract. Joint effort with Ramboll is needed</i>

PHASE 4	
14. Preparation of Tender Documents for construction and supply for the first phase of the development	New activity
15. Assistance to Baku International Sea Port in inviting contracts for the development, selecting contractors and placing contracts	New activity

3. SCOPE OF WORK

3.0 GENERAL ASPECTS AND OUTPUTS

HPTI will stay in close contact, throughout the project, with the Baku International Sea Port. All the official documents HPTI has to prepare for this project need the official approval of the Baku International Sea Port, of Tacis and of the EBRD. The Baku International Sea Port and/or Tacis and/or the EBRD can seek advice from any organisation, private consultant or ministry to assist them in this matter. The approval of any document does not free HPTI from his responsibility as professional advisor.

All documents will be prepared in English and Russian.

3.1 PHASE 1

3.1.1 Definition of Traffic

<p>1. Definition of the principle traffic for which the port is to be developed and the probable range of volumes of such traffic</p>	<p>Partly new activity to be developed together with Ramboll</p>
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The purpose of this part of the study is to focus on the major traffic on which the viability of the port is likely to depend. Data sources will include a review and analysis of historic traffic through the port, characterised by origin, destination, sizes and types of ships, mode of preceding or onward transport and any pronounced seasonality trends. This review will cover all parts of the port, including the oil jetty.

*Part of the data needed as input has been collected during the present contract. Preparation of a realistic forecast of traffic that can be used as the basis for the investment project is a **new activity**. Close cooperation with Ramboll will be needed.*

In addition to the port's traditional traffic specific attention will be given to the potential for new trade, for example, export of cotton from the hinterland countries and the project cargoes for oil related and other industrial developments. The historical data will be supplemented by an analysis of economic activities in the area of influence (hinterland) of the port and of the present and future transport systems serving it.

The study will also consider the gateway role that the port may play for Central Asian transit traffic. Interviews will be undertaken with major existing and potential shippers both in the public and private sectors.

The study will also provide a review of all the main exportable commodities in the hinterland countries for which the port could be used and also identify any promising import cargoes.

A brief review will be made of the availability of shipping to support the potential traffic and, if it appears likely to present problems, HPTI will report on their initial findings in this respect and recommend further investigations, if necessary.

Terms of Reference for a Proposed Addendum for the Rehabilitation of Baku Port

The results of these studies will be presented as short, medium and long term forecasts over a period of 15 years. Each item of identified traffic will include the following information:

- the possible origins and destinations, and linking trading routes
- the constraints, conditions or qualifications on the development of the traffic
- assessment of the probability of the development of the traffic and the possible variations in the volumes.

3.1.2 Estimates of Unit Transport Costs

2. For foreign currency earning export commodities, establishment of the total unit transport cost that the various commodities could be expected to sustain while remaining competitive in its probable markets. Hence, derivation of the through port handling costs that could be developed for a viable development	New activity
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The purpose of this part of the study is to set approximate yardsticks for the scale of the development that could reasonably be contemplated for each item of traffic. From the data established in 3.1.1, HPTI will estimate the total transport costs of foreign currency earning commodities from their source to their ultimate destination by each of the alternative routes and relate these to the current competitive market price of the commodity. In turn, HPTI will then estimate the proportion of the total transport cost that could be allocated for port handling.

3.1.3 Present Port Facilities and Operations

3. An outline review of the present port facilities and operations	Partly covered in the present contract
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This part of the study comprises a review and engineering evaluation of the present port facilities and an appreciation of the operations. Its purpose is to establish the needs and possibilities for rehabilitation and development of the port. It will include but not be limited to the components listed below.

New activity

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| 1. A topographical survey of the main part of the port. This survey will cover the outline of the port, the inland boundaries and the connecting infrastructure. Accurate benchmarks will be established on which further detailed survey work can be based. A plan shall be produced to at least 1/2500 scale. | New activity |
| 2. An inventory of all existing port infrastructure, major items of equipment and port craft | Partly covered in the present contract; partly new activity |
| 3. An engineering evaluation of the condition of the existing facilities, such as quays, pavements, buildings and equipment | Partly covered in the present contract; partly new activity |
| 4. A review of the navigational conditions. This will include maintenance dredging and, in particular, an appreciation of the problem of the rising water level in the Caspian Sea. An assessment will be made on the effect that this problem could have on the port over the forecast period; it will be necessary to recommend the appropriate design level for future construction works | Partly covered in the present contract; partly new activity |
| 5. An appraisal of the adequacy of the existing utilities, including external services on which the port is dependent | Partly covered in the present contract; partly new activity |

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| 6. | Estimates of the productivity of the port, in terms of cargo handling rates and turnaround times, etc. This will include identification of any capacity constraints imposed by shed and open storage space limitations, inefficient layouts, rail wagon availability or the like | Partly covered in the present contract; partly new activity |
| 7. | An evaluation of the organisational structure and the capability, qualifications and experience of the current port operations staff and administrative personnel | Covered in the present contract |
| 8. | A commentary on financial reporting procedures and controls, maintenance of traffic statistics and general planning data | Covered in the present contract |

3.1.4 Preparation of a Detailed Outline for the Environmental Assessment Based on the "Scoping" Exercise and Preliminary Data Collection

4. "Scoping" and preliminary data collection for the environmental assessment	New activity
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New activity

3.1.5 Phase 1 Report

The Phase 1 report will include HPTI's recommendations on whether the study should be continued to Phase 2 or not. Supporting justification will be included on whether the emphasis or the scope of the Phase 2 work should be amended.

New activity

3.2 PHASE 2

3.2.1 Functional Requirements of Port

5. Definition of the functional requirements of the developed port	Partly new activity
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Based on the results of the Phase 1 work, the functional requirements of the developed port necessary to handle various types and quantities of traffic will be set out in detail. The requirements will be expressed in numbers, types and capacities of the various facilities. This will include the operating assumptions on which the estimates have been made, such as number of ships, average consignments, berth occupancies, handling rates, stacking densities, seasonality and peaking factors. The requirements will include external infrastructure needs and additional land area, if necessary.

In the present contract, today's output and capacity of the various facilities in the port are assessed. Possible capacity increases by introduction of new operating and management systems are defined.

Theses inputs will be used to define the future needs for infrastructure, equipment and land.

3.2.2 Physical Master Plans

6. Preparation of a physical Master Plan for the port	New activity
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A conceptual long-term Master Plan for the port will be prepared to meet the identified functional requirements in the most efficient manner. The plan will consider and include:

New activity

1. recommended zoning for land-use
2. the access and circulation patterns for maritime, road and rail traffic
3. the locations and conceptual outlines of proposed port installations and facilities
4. recommendations to reduce any negative impact of port-related activities on the environment.

In designing the Master Plan HPTI will consider what scope there is for the port to continue to handle cargoes while the development works are undertaken.

The plan will also provide guidelines to reserve the shoreline for port use and zone the land between the shoreline and the town/railway trunk lines for port related activities and industries. (The City Administration will be advised to put on hold all developments in this area until the Master Plan has been agreed and adopted.)

3.2.3 Phased Development Concept

7. Preparation of a phased development plan relating the costs of the different development phases to traffic capacity, growth and increased revenue	New activity
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The development of the port according to the Master Plan will be divided into phases, taking account of the following criteria:

New activity

- Each phase of the development shall be homogenous and capable of operating as a discrete unit
- Each phase shall ideally provide capacity for its foreseen traffic within minimum excess capital expenditure on under-utilised facilities
- Commissioning of the first phase of cargo handling facilities shall be effected as soon as possible

Detailed capital cost estimates will be made for the first phase of the development on the basis of outline engineering concepts. It is expected that the order of accuracy of these will be about +/- 25 percent. Broader overall estimates will suffice for the subsequent phase and will not be carried to a detailed evaluation. The first phase estimates will be based on construction by international contractors selected by ICB procedures and will indicate the split between foreign and local costs.

3.2.4 Environmental Assessment

8. Preparation of an environmental assessment of the development and subsequent port operations	New activity
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Based on the preliminary environmental information obtained in Phase 1, HPTI will conduct an environmental assessment. Anticipated adverse environmental impacts associated with both the construction and operation stages of the port facilities will be evaluated. Recommendations will be made for needed mitigation measures. The need for disposal of all waste products (such as waste water, sewage, garbage, dirty ballast, etc) will be considered and treatment or other disposal facilities will be included as components of the development. Attention will also be given to measures needed in order to ensure compliance with the MARPOL-Convention.

New activity

HPTI will identify any national or local environmental requirement permitting as well as any requirements demanding public participation associated with the project and make recommendations as to how these requirements shall be met. If no formal requirements are identified, measures to be taken to achieve adequate public participation will be advised.

HPTI will define the scope of additional surveys or investigations that may be required, quantify any costs associated with environmental mitigating measures and prepare the Environmental Assessment, using the format outlined in Annex 5 of the EBRD's "Environmental Procedures".

3.2.5 Management Structure and Systems

9. Recommendations for any improvements in management structure and systems	Covered in the present contract
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The purpose of this part of the study is primarily to determine the probable costs associated with institutional improvements in the port's operations. HPTI will analyse the existing port management structures and the permanent staff and recommend what changes are required to make the Baku International Sea Port and the port management functions more efficient. If appropriate, HPTI will recommend ways to increase the involvement of the private sector in port activities and identify legal, regulatory and fiscal pre-requisites which need to be established to attract private entrepreneurship and investment. Specific recommendations will also be made with respect to financial and credit controls and to improving the port's approach to the marketing of its services.

The present contract deals with activities that aim to strengthen the management attitudes and structures by proposing changes and by implementing them by means of ad-hoc training programmes

3.2.6 Economic and Financial Analysis

10. Economic and financial analyses of the recommended development	New activity
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An economic cost/benefit analysis of the recommended development will be conducted, focusing on the costs and benefits to the national economy and identifying potential project risks. Cost estimates for the economic and financial analyses will be comprehensive and include all costs that would be necessary for the development, such as handling equipment, port labour, debt servicing, environmental mitigating measures, etc. Operating costs will be similarly comprehensive and include, for example, dredging, pilotage and tugs, stevedoring and all other operating expenses.

The economic analyses will be carried out based on the discounted cash flows of costs and benefits over 15 years, leading to a Net Present Value and an Internal Rate of Return. Benefits of the project are likely to be reduced transport costs for the key commodities and revenues from traffic that could otherwise not be handled and would be turned away without the proposed development. Sensitivity analyses will be carried out for all significant variables, including the cost of capital.

A financial analysis will be carried out for the recommended development and cover the construction period and the first five years of operations. Assumptions made to estimate cost and revenue flows will be stated, including port tariffs, loan conditions, depreciation schedules and operating costs. The results of the analysis will be reported in terms of net cash flow, profitability and financial rate of return. sensitivity tests will be carried out on the significant variables.

New Activity

The financial and economic analysis of proposed investments will be executed in conformity with the World Bank Guide Lines.

For those investments that prove to be economically feasible, detailed financial analysis will be executed.

From the information already obtained during our present contract, we think that economically feasible projects might prove financially not feasible due to the present regulations on accountable depreciation, availability of foreign exchange earnings generated by the port, on taxation, etc.

If appropriated, required adaptations of the regulations will be proposed in order to allow the port to repay the loans.

3.2.7 Introduction of Private Participation

11. Analytical review of possible options to introduce and facilitate the entry of private investment in parts of the envisaged port infrastructure development (e.g. build-and-transfer, build-operate-and-transfer, rehabilitate-operate-and-transfer, etc.)	Partially new activity
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HPTI will produce an assessment of possible options to introduce and facilitate the introduction of private investment in parts of the envisaged port on associated infrastructure development (e.g. build-and-transfer, build-operate-and-transfer, rehabilitate-operate-and-transfer, etc).

Partially **new activity**

3.2.8 Phase 2 Report

The Phase 2 report will include a concise description of the Master Plan and the recommended development together with recommendations on whether to proceed to Phase 3 of the study or not. The recommendations will be supported by the results of the economic and financial analyses, the conclusions drawn from the sensitivity tests and a commentary on the assessed risks to the success of the development.

New activity

3.3 PHASE 3

3.3.1 Preliminary Engineering Designs

12. Preliminary engineering designs and outline specifications for the principle components of the first phase of the recommended development	General cargo and oil facility: New activity
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The purpose of this part of the study is to carry out preliminary design for the selected development to the level where all items of the project are fully identified with outline specifications and shown on key drawings. HPTI will carry out further topographical surveys and, if necessary, hydrographic surveys to the detail required for eventual design drawings, together with detailed inventories of utilities. It is not intended that geotechnical surveys will be undertaken at this stage. Cost estimates will be detailed more fully and refined on the basis of the preliminary engineering design to an estimated accuracy of +/- 20 percent.

The output from this work will be presented as a Design Report, together with general arrangement drawings and cost tables. This report will provide a brief for subsequent production of detailed designs, tender drawings and Bills of Quantities. The report will be suitable for adoption, if required, to a brief for design-and-build or build-operate-and-transfer (BOT) contracts.

New activity

It is assumed that the results of the past topographical, hydrographical and geological surveys will be made available by the port free of charge. Minor additional topographical and hydrographical surveys are foreseen in this proposal for addendum.

Comparison between the results of present and past sounding campaigns will show the degree of siltation over time.

No allowance has been made for additional geotechnical surveys, given that according to our information

- 1. surveys have been made for all the existing facilities in the port, and*
- 2. the quality of these surveys is said to be excellent*

3.3.2 Assessment of the Baku International Sea Port's Credit Worthiness

13. Assessment of the Baku International Sea Port's credit worthiness for a possible Bank loan and of possible other project finance arrangements	Based on information obtained from the present contract. Joint effort with Ramboll is needed
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HPTI will amplify and extend the financial analysis prepared in Phase 2 to present financial accounts for the port working (balance sheet, P&L account, sources and application of funds, etc). These accounts will originate from an analysis of the three most recent years of the present port working and extend for a further 15 years. Revenues will be based on defined cargo categories and tariffs and working capital will be identified.

In the course of this work, HPTI will review the tariff, fee and rental structure of the port and make recommendations for changes. They will also propose methods for collecting and analysing statistical information on port operations. An organisational restructuring plan together with any new personnel requirements and an appropriate training programme will be prepared and presented to Baku International Sea Port.

As mentioned in 3.2.6 above, the port's credit worthiness might be inadequate, due to regulations in place today concerning depreciation, availability of foreign exchange earned, etc. If appropriate, changes of these regulations will be proposed and their justification documented.

3.4 Phase 4

3.4.1 Preparation of Tender Documents

14. Preparation of Tender Documents for the construction and supply of the first phase of the development	New activity
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On the basis of the Design Report prepared from the Feasibility Studies, HPTI will carry out detailed design for all components of the first phase of the development and prepare tender documents for International Competitive Bidding for the civil construction works and the supply of cargo handling equipment to be included in the development, either as one or several contracts as may be recommended in the Design Report or agreed with the EBRD, Tacis and Baku International Sea Port. The documents will be prepared in accordance with EBRD's Procurement Rules and Policies and the construction contracts will normally be based on FIDIC standard documents, unless otherwise agreed in discussions with the EBRD and Baku International Sea Port.

New activity

3.4.2 Assistance with Contracts

15. Assistance to Baku International Sea Port in inviting contracts for the development, selecting contractors and placing contracts	New activity
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HPTI's advice and assistance to Baku International Sea Port in contract procurement will include but not be limited to the following:

New activity

1. Advising on and drawing up a procurement programme
2. Preparing and issuing Pre-qualification Documents to interested contractors responding to the EBRD's Procurement Notice
3. Evaluating the Pre-qualification submissions and making recommendations to Baku International Sea Port on the suitability of contractors for tender listing
4. Preparing an Engineer's estimate and disbursement schedule for the contract work
5. Preparing and issuing tender documents to selected bidders
6. Arranging tender visits and answering tenderers' enquiries on behalf of Baku International Sea Port
7. Evaluating tenders and making recommendations to Baku International Sea Port on the selection of contractors.
8. Advising Baku International Sea Port on formal contract notices and procedures that may be necessary prior to the commencement of the works.

4. PROJECT SCHEDULE

The time anticipated for the execution of the project is 46 weeks from inception, excluding assistance in tendering and contracting. HPTI will mobilise its team and start work within two weeks after contract signing. An initial meeting should be held with Tacis and the EBRD to agree methodology, logistics, communications and timing of visits.

The reports at the end of each phase will be submitted as drafts. Tacis, the EBRD and the Baku International Sea Port will respond to the reports and give their instructions concerning further work within two weeks for the Phase 1 Report and within one month for the other reports. Following these responses, the reports will be amended if necessary and re-issued as final versions. The project schedule is detailed on the following page, the key dates are as follows:

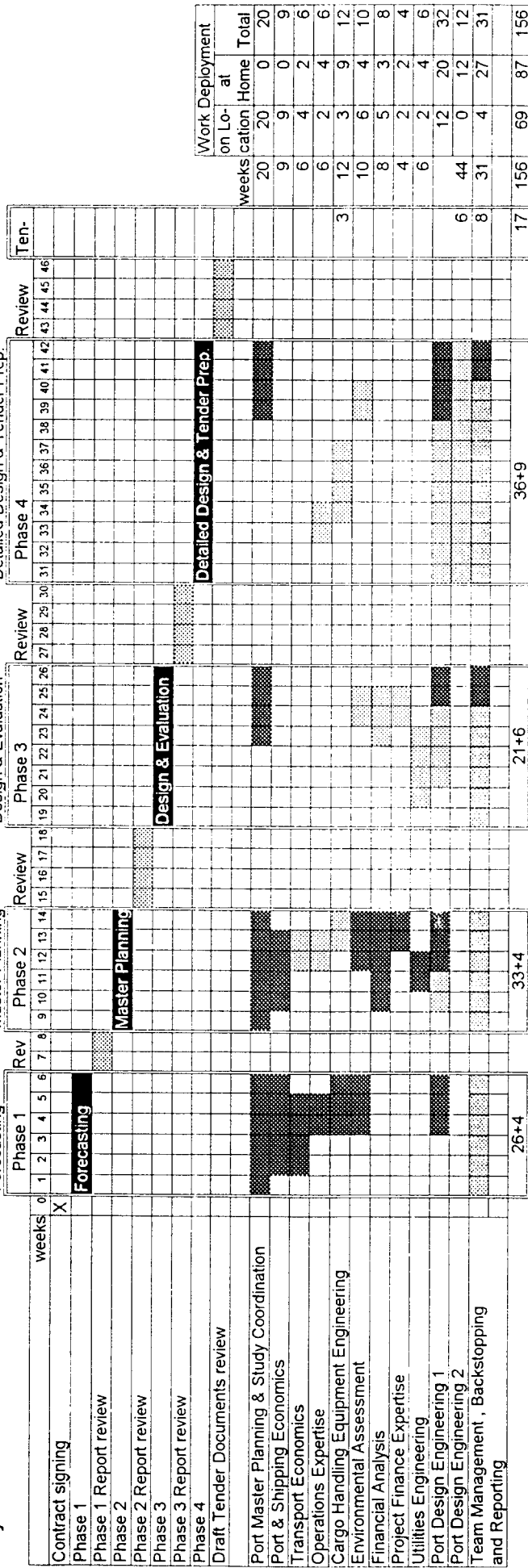
Task	end of week
Contract signing	0
Phase 1 report submitted	6
Start of Phase 2, if ordered	8
Phase 2 report submitted	14
Start of Phase 3, if ordered	18
Phase 3 report submitted	26
Phase 3 Final Report submitted	29
Start of Phase 4, if ordered	30
Draft tender documents	42
Subsequent activities such as pre-qualification and finalising of tender documents after receipt of comments from the Baku International Sea Port, Tacis and the EBRD will proceed in accordance with the agreed procurement schedule.	

After commencement of the study, HPTI is allowed to propose alterations to this schedule, provided that the overall time from contract signing till the submission of the draft tender documents is not increased and the review times for the Baku International Sea Port, Tacis and the EBRD are not reduced without their explicit agreement.

Rehabilitation of the Port of Baku

Masterplanning and Design

Project Schedule



Legend:

- Work in Baku
- Work in Home Office
- Part-time Work in Home Office

Work Input:

- 69 weeks = 16 Man-months
- 87 weeks = 20 Man-months
- 156 weeks = 36 Man-months

Task	Work Deployment
Contract signing	20
Phase 1	9
Phase 1 Report review	6
Phase 2	12
Phase 2 Report review	10
Phase 3	8
Phase 3 Report review	4
Phase 4	6
Draft Tender Documents review	6
Port Master Planning & Study Coordination	12
Port & Shipping Economics	6
Transport Economics	5
Operations Expertise	3
Cargo Handling Equipment Engineering	2
Environmental Assessment	2
Financial Analysis	2
Project Finance Expertise	2
Utilities Engineering	2
Port Design Engineering 1	12
Port Design Engineering 2	0
Team Management, Backstopping and Reporting	31
Total	156

5. REPORTING REQUIREMENTS

HPTI will be accountable directly to the Tacis task officer. It will work in close co-operation with the Baku International Sea Port and relevant representatives of the government, who will be its main counterparts in Azerbaijan.

English is the language of the contract governing HPTI's work and all reports and documents will be issued in English and in Russian.

Reports and documents will be submitted as follows:

Draft Re-ports & Documents	Timing	Language	English no. of copies to whom	Russian no. of copies to whom
Phase 1 Report	end of week 6	English and Russian	Tacis: 2 EBRD: 2 Gov.: 1 Baku Port.: 1	Baku Port.: 2 Gov.: 3
Phase 2 Report	end of week 14	English and Russian	Tacis: 2 EBRD: 2 Gov.: 1 Baku Port.: 1	Baku Port.: 2 Gov.: 3
Phase 3 Report	end of week 29	English and Russian	Tacis: 2 EBRD: 2 Gov.: 1 Baku Port.: 1	Baku Port.: 2 Gov.: 3
Phase 3 Final Report	end of week 31	English and Russian	Tacis: 3 EBRD: 5 Gov.: 3 Baku Port.: 1	Baku Port.: 4 Gov.: 5
Draft Tender Documents	end of week 42	English and Russian	Tacis: 2 EBRD: 2 Gov.: 2 Baku Port.: 1	Baku Port.: 4 Gov.: 5

Final reports will be submitted after receipt of comments by the Baku International Sea Port, Tacis or the EBRD, with the same distribution as for the corresponding draft report or document.

6. IMPLEMENTATION ARRANGEMENTS

6.1 GENERAL

HPTI will carry out the assignment in close co-operation with the management of Baku International Sea Port and the Government of Azerbaijan, who will provide the data and information relevant to the project. At the commencement of the work, HPTI will provide Tacis with a detailed bar chart schedule indicating task activities for each component, disposition of resources and key milestones, such as issue of reports and missions to Baku and the region.

6.2 INPUTS AND BUDGET

The work described above is estimated to require 36 staff months of professional services. This is based on the following provision of expertise:

Expertise (Requirements in weeks)	1	2	3	4	Tender	Total
Port Master Planning & Team Coordination	6	6	4	4	0	20
Port and Shipping Economics	5	4	0	0	0	9
Transport Economics	4	2	0	0	0	6
Operations Expertise	2	2	0	2	0	6
Cargo Handling Equipment Engineering	3	2	0	4	3	12
Environmental Assessment	3	3	2	2	0	10
Financial Analysis	0	5	3	0	0	8
Project Finance Expertise	0	2	2	0	0	4
Utilities Engineering	0	2	4	0	0	6
Port Design Engineering	3	5	6	24	6	44
Team Management, Backstopping, and Reporting	4	4	6	9	8	31
Total	30	37	27	45	17	156
Total Input Required is 156 staff-weeks = 36 staff-months						

HPTI may amend this distribution to correspond better with the available skills of its staff and its perceptions of the requirements if it wishes.

6.3 SUPPORT AND SERVICES TO BE SUPPLIED BY THE BAKU INTERNATIONAL SEA PORT AND THE GOVERNMENT OF AZERBAIJAN

Most of the necessary data is available on location and must be obtained from local sources. The relevant department of the Cabinet of Ministers will co-ordinate with the local counterparts to ensure that HPTI will receive the following data and support:

- ▶ counterpart personnel from the port for the experts on a full time basis during the experts' stay in Baku
- ▶ all previously made development plans for Baku port
- ▶ all engineering documents, surveys, plans, designs and calculations pertaining to the construction of the present facilities, as far as available
- ▶ all engineering documentations and plans available in the port engineering department
- ▶ all financial and accounting documentation and information available in the port and necessary for the study
- ▶ all documents relating to the cargo handling equipment in the port
- ▶ access to economic and traffic studies made for the port, Azerbaijan and the region that are in the hand of the port, the government or any other public entity in Azerbaijan.

6.5 MANAGEMENT TRAINING FOR SELECTED STAFF

HPTI will conduct a management training seminar of four weeks duration in the field of Port Planning, Engineering and Rehabilitation for eight selected staff members of the port's management team.

The purpose of the seminar is to introduce the participants to advanced port planning, port construction and port engineering procedures to enable them to work constructively with the study team and, especially, to continue the planning and rehabilitation process in the future on a permanent basis.

The seminar will include a one-week study tour to other Western European ports to familiarise the participants with the working and planning methods employed elsewhere as well as with the organisational structures in the different ports. During the tour the best practices and differences in approach will be demonstrated that are relevant to Baku in terms of size and operational characteristics.

The seminar will focus on:

- port planning practice: long, medium and short term
- port operations practices
- organisational structure of ports
- liaison with other intermodal operators, especially rail
- maintenance procedures for civil structures and mechanical equipment
- standards as well as requirements and procedures for quality control in engineering in the port sector
- effective environmental protection measures
- modern port construction techniques
- training and manpower development in the engineering field.

For the seminar and the study tour a highly practice-orientated approach will be employed. Only on rare occasions will lectures be given in the traditional style; rather a free exchange of opinions and experiences will be stimulated after an organisation or process or subject area has been introduced by the lecturer in a concise and short manner. All visits and presentations will be highly participative and demand from the participants constant attention, a willingness to take part in deliberations, open mindedness to new concepts and the readiness for critical but positive discussions.

The site visits will develop the participants' sense of reasoning to identify in differently structured organisations the fundamental technical and organisational requirements universal for efficient engineering, planning and rehabilitation in the market-oriented port sector.