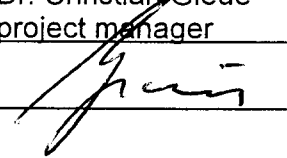


PROJECT PROGRESS REPORT

Project Title	:	Traceca: Infrastructure Maintenance 1 - Railways Pre-Investment Study and Pilot Train Baku - Tbilisi - Batumi/Poti	
Project Number	:	TNREG 9307	
Country	:	Azerbaijan/Georgia	
		Local operator	EC Consultant
Name	:	<u>Azerbaijan Railways</u>	<u>Georgian Ministry of Transport</u>
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Date of report : 30/08/96

Reporting period : project phase 5 - 8/96

Author of report : Dr. Christian Gleue

EC M & E team	_____	_____	_____
	[name]	[signature]	[date]
EC Delegation	_____	_____	_____
	[name]	[signature]	[date]
TACIS Bureau [task manager]	_____	_____	_____
	[name]	[signature]	[date]

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- Annex 5 Technical pre-feasibility of the main Trans-Caucasian railway line
- Annex 5.1 Track and construction works
- 5.2 Rolling stock and workshops
- 5.3 Signalling and telecommunication

Project synopsis

Project Title:	<i>Traceca: infrastructure maintenance 1, railways pre-investment study (module A)</i>
Project Number:	<i>WW03.05/05.01/B0.14</i>
Country:	<i>Azerbaijan and Georgia</i>

The project consists of two main parts, Module A and B, which are relatively independent. This project synopsis deals with Module A only.

Wider project objective

- Streamlined and increased commercial through traffic on the Transcaucasian rail line and improvement of the operational and financial situation of the Azerbaijan Railways and Georgia Railways.

Specific objective(s)

- Pre-investment study on the Transcaucasian main line Baku-Tbilisi-Poti/Batumi, in order to determine the scope of reconstruction and the order of priority and chronological order of necessary investments.

Planned outputs

- The overall scope of reconstruction to be necessary on the line, and weighting of individual project parts.
- Bankable documents (business plans) to the final recipients for up to three (3) of the most urgent investment measures at a time, required to apply for the necessary credits.

Project activities

- 1100: determination of the institutional and organisational pre-feasibility:
 - 1110: analysis of the relevant regulations of freight and passenger services;
 - 1120: assessment of the intentions and subsidies planned, including envisaged measures for the roads and pipelines;
 - 1130: assessment of the investment policy, including organisational and managerial structure of the participating railways.
- 1200: determination of the commercial pre-feasibility:
 - 1210: forecast of future traffic levels;
 - 1220: forecast of revenues, including the examination of the current situation regarding rail tariffs and recommendations regarding future tariff structure and levels and the utilisation of through tariffs for international traffic.
- 1300: determination of the technical pre-feasibility regarding rolling stock, track, and signalling and telecommunication:
 - 1310: survey of the existing situation;
 - 1320: identification of bottlenecks;
 - 1330: definition of volume of repair works;
 - 1340: definition of training needs;
 - 1350: recommendations and realisation schedule.
- 1400: determination of financial pre-feasibility:
 - 1410: definition of construction and equipment costs;
 - 1420: definition of maintenance costs;
 - 1430: estimation of benefits and disbenefits;
 - 1440: assessment of the economic and financial feasibility;

- 1450: *examination of the financing possibilities.*
- 1500: *further selection of criteria and ranking:*
 - 1510: *examination of further selection criteria;*
 - 1520: *ranking of alternatives and recommendations.*

Project starting date: 22 January 1996.

Project duration: 14 months.

Project synopsis

Project Title:	<i>Traceca: infrastructure maintenance 1, pilot train Baku-Batumi (module B)</i>
Project Number:	<i>WW03.05/05.01/B014</i>
Country:	<i>Azerbaijan and Georgia</i>

The project consists of two main parts, Module A and B, which are relatively independent. This project synopsis deals with Module B only.

Wider project objective

- *Streamlined and increased commercial through traffic on the Transcaucasian rail line and improvement of the operational and financial situation of the Azerbaijan Railways and Georgia Railways.*

Project objective(s)

- *Preparation and putting into operation a high-quality international freight train service, and monitor the service during a period of three months.*
- *The scheduled freight train service aims especially at: (i) reliable and commercial attractiveness; (ii) implementation of realistic price levels; (iii) reduction of product losses; (iv) making available sufficient operational capacity; and (v) reducing terminal, transport and border crossing delays.*

Planned outputs

- *Marketing and sales campaign organised.*
- *Scheduled freight train (operating between Baku and Poti through Tbilisi) prepared.*
- *Scheduled freight train operated for a period of three (3) months.*
- *10 experts trained of Azerbaijan Railways and 10 of Georgia Railways, in accounting/management and technical procedures and standards. The training will consist of 5/5 days basic training in Azerbaijan/Georgia, 14 days training in Germany and 7/7 days consolidation and application training in Azerbaijan/Georgia.*
- *Proposals for further development of rail transport produced.*

Project activities

- *2100: selection of origins-destinations, commodities and sites for the pilot train.*
- *2210: exploration of problems of the current situation:*
 - *2211: exploration of political and economic possibilities to streamline commercial traffic on the main Transcaucasian rail line between Azerbaijan and Georgia;*
 - *2212: definition of organisational measures in order to run a high quality commercial freight service.*
- *2220: assessment of the technical conditions:*
 - *2221: assessment of the needs of technical repair of infrastructure;*
 - *2222: assessment of the needs of technical repair of rolling stock;*
 - *2223: co-ordination and monitoring of the execution of repair works.*
- *2230: organisation of sales training :*
 - *2231: definition of training needs;*
 - *2232: organisation and execution of sales/accountancy/management training;*
 - *2233: definition, organisation and execution of training in technical assets management.*
- *2240: management and organisation of the pilot train service:*

- 2241: *determination of type of service of the pilot train;*
- 2242: *advise on terminal infrastructure and handling equipment;*
- 2243: *review and advice on terminal organisation and operation;*
- 2244: *design the operation of train service;*
- 2245: *determination of market-based tariffs and rail costs;*
- 2246: *organisation of a sales campaign with potential clients, freight forwarders and shippers;*
- *unnumbered: supply of spare parts, execution of repair of infrastructure and rolling stock, and operation of the pilot trains;*
- 2247: *co-ordination and monitoring of the organisations in the running of the train service during three months.*
- 2250: *make proposals for the future development of rail transport:*
 - 2251-3: *identify future market volume, geographical aspects and transportation technologies.*

Project starting date: 22 January 1996.

Project duration: 14 months.

2 Summary of project progress since the start

On the basis of the project contents' revision in the Inception Report and the approval of the final recipients, concrete work on the project started in 5/96. In accordance with the Work Programme, processing focused on the following complexes, in the period of 5 - 8/96:

Module A

- Analysis of the institutional and organisational conditions of the two railways and of the main Trans-Caucasian railway line
- Forecast of the traffic volume for goods and passenger traffic
- Analysis of the financial status of the railways and preparation of key features for drawing up documentation on priority investment projects acceptable to banks
- Investigation of technical conditions on the Baku - Tbilisi - Poti/Batumi line with regard to
 - ◆ superstructure, bridges
 - ◆ rolling stock, repair capacities
 - ◆ signal, safety and communication installations

The prerequisites were prepared in Module A for quantifying the necessary refurbishment requirement, structured according to importance and time horizons, for the most important technical components of the line. Thus, the basis was created for selecting the measures for which documentation acceptable to banks is to be drawn up, in coordination with the railway administrations.

Module B

- Analysis of the conditions and possibilities for freight traffic on the Baku - Tbilisi - Poti line
- Preparation of system characteristics for a Pilot Train under the given technical and technological conditions
- Coordination of the measures for the start of the Pilot Train in October 1996 with the railways involved
- Definition of the main areas for training measures, during the Management Study Tour to Germany (16 - 30/09/1996)

Work in Module B concentrated on preparing the Pilot Train, which is to run as a container train initially in the relation of Baku - Tbilisi - Poti and back, according to agreements reached.

Concrete measures for the further preparation of the Pilot Train, which is to operate as

Trans-Caucasian Logistic-Express,

were coordinated during a meeting (compare Annex 4) of the project team with the experts of the Azerbaijani and Georgian railways (Tbilisi 14 -16/08/1996).

3 Summary of project planning for the remainder of the project

Module A

On the basis of the fundamental information gathered in WP 1310 ...1340 on the condition of the infrastructure and rolling stock, the respective recommendations and time stages for necessary repair and construction measures will be drawn up in WP 1350. The selection of the priority projects, for which documentation acceptable to banks are to be prepared, is to be accomplished within the scope of WP 1430/1440. The necessary business plans for applying for the required loans shall be prepared within the scope of processing WP 1450, 1510 and 1520.

There will be coordination with the affected railway administrations and the other parties involved in Azerbaijan and Georgia on selecting the priority projects, in order to secure acceptance throughout and state support for the planned loan applications.

Module B

Further project work concentrates on the preparation and implementation of the Pilot Train, which is to run for the first time

*on 14th October between Baku - Tbilisi - Poti and
on 17th October between Poti - Tbilisi - Baku*

and subsequently on a weekly basis, as agreed with the railways involved.

The necessary individual activities for the preparation and implementation of the Pilot Train are laid down in the plan of operation agreed during the meeting of the project group and the two railways (compare Annex 4 of this report).

Respective marketing activities are of special importance for a permanent operation of the Pilot Train. The measures included in WP 2246 can naturally only have a limited effect and have to be reinforced by supplementary activities of other TRACECA project teams and the TRACECA management.

Following the planned three-month test and introductory phase, necessary conclusions and recommendations for action have to be deduced within the scope of WP 2250 for stabilising and possibly extending this new logistic offer in the TRACECA corridor.

4 Project progress in reporting period

The work on the **forecast of traffic volume** constituted one focus of the project team's work during the reporting period.

After coordination with the final recipients during the inception phase, the task for Module A was extended to include not only the planned pre-feasibility study for the railway line of Baku - Tbilisi - Poti/Batumi but also the preparation of documents acceptable to banks for selected investment projects. In order to be able to draw up such documents acceptable to banks, the assessment of the financial situation of the entire railways of the country is necessary. That is why it was indispensable to draw up also a forecast regarding the performance development of the entire railways, over and above the originally planned traffic volume forecast.

Furthermore, the final recipients expressed special interest in the most detailed forecast on the development of freight traffic. Attention focuses especially on future potentials for transit traffic along the mentioned corridor. Within the scope of the material and time resources available, the investigation of the development of foreign trade and traffic relations between the Central Asian republics of the former Soviet Union was further pursued.

Apart from the general problems in drawing up a forecast for traffic development under the current political and economic conditions in the region, explained in the following point, there were additional difficulties due to existing problems in making available the necessary statistical reference data. The official statistics of both countries are undergoing a period of change or of reconstruction. Whereas relatively detailed internal statistical data on the development of traffic could be made available by the Azerbaijani Railways, the Georgian Railways have not got available such detailed data.

Unfortunately, there were no details on road traffic in either country, neither for total traffic nor cross-border traffic.

The very informative Azerbaijani statistics on foreign trade offered an important basis for drawing up the forecast. Furthermore, national foreign trade statistics of Western European and Central Asian countries as well as of the CIS were included in the investigations.

Due to the data availability described above, assumptions or own calculations were necessary in many cases to work on. These cases are explained in detail in the report (Annex 1).

A further focus of work during the reporting period was on the analysis of the financial status (cost and revenue situation) of the two railways.

The assessment of the financial situation of the two railways was conducted in conjunction with the stocktaking of the cost and operating result accounting (the operating result accounting contains the registration of revenue and appropriation).

The business parameters of 1995 served as basic data in comparison with those of 1994. A trend assessment of transport services rendered up to the year 2015 was included for deducing development trends in the financial situation.

The economic result of the railways is influenced by two decisive factors. Firstly, the disintegration of the former Soviet Union and, secondly, the road towards market-economy instruments embarked upon by the two state governments. The disintegration of the former state alliance led to military conflicts, differing in nature and the effect on the results of transport services according to the country, on the one hand, and to organisational changes in accountancy, on the other hand.

The following statements on the economic development are generally true for both Trans-Caucasian railways:

1. The transport services rendered in 1995 constituted only a fraction of those in 1989.
2. The release of the formerly subsidised prices, e.g. for material, energy and repairs as well as the revaluation of the basic means led to an explosion in costs, which in turn resulted in continuous rises in tariffs.
3. The sharp drop in transport services, especially in goods transport, led to a significant cut in the revenue of the railways.

The organisational changes in accountancy resulted mainly from the dissolution of the formerly central structures. For instance, the methodological basics, e.g. structure of cost centres, types of costs, uniform classification of accounts, calculation guidelines and guidelines for price formation, had all been drawn up by the former Ministry of Transport of the USSR (MPS) and issued to all railways. The financing of investments and the cost of supplying and maintaining the infrastructure and the rolling stock, too, had been provided in a uniform manner by the MPS.

After the fall of the central structures and regulations, the individual state railways now have to work out own procedures for their financing. This results in changes especially in the operating result accounting and the guidelines on the appropriation of the profit, which can be characterised by selected examples:

- extension of the cost nomenclature,
- formation of own funds (e.g. accumulation and amortisation funds) according to capital economy principles,
- further development of the tariff regulations and the price formation rules,
- drafting of new profit appropriation guidelines in connection with new stipulations of the tax legislation in the respective states.

These above mentioned changes had a different effect on the cost and operating result accounting and on the entire financial situation respectively of both the Azerbaijani and Georgian state railways. Thus they have to be analysed for each of these railways individually.

The work on the analysis of the technical condition of the infrastructure and the rolling stock, for the part of the railway facilities as well as signalling and telecommunication technology, concentrates on

- registering the actual condition of tracks, bridges, signalling installations, communication links
- determining the scope of necessary maintenance or reconstruction measures
- assessing the conditions for a proper implementation of the maintenance measures
- evaluating the deficits identified as a condition for drawing up a stage programme for repair or new equipment

Investigations in the area of rolling stock and overhead lines concentrated on the following complexes:

- determining the actual status - engines, wagons, overhead lines
- translating the actual conditions into an estimate for the currently possible transport volumes
- translating the traffic-forecast into establishing the required amounts of wagons and engines
- identifying the necessary repair requirements
- drawing up the necessary equipment for engine and wagon workshops
- proposals for the future development of the maintenance system for engines and wagons
- necessary reconstruction of overhead lines and power supply

Annex 5 summarises first results from the analysis of the infrastructure and the rolling stock.

Work within the scope of **Module B** is concentrating on the analysis of the current status of freight traffic along the Trans-Caucasian railway thoroughfare and the identification of prerequisites and conditions as well as chances for the implementation of a Pilot Train between the Caspian and the Black Sea, as a significant part of the TRACECA Corridor, as laid down by the task.

The results of this analysis form the basis for characterising the system of a

Trans-Caucasian-Logistic-Express.

These system characteristics were discussed by the project team with the railways involved during their meeting 14th to 16th August 1996. On the basis of the outcome of this meeting, the system characteristics were revised and a plan of operation was agreed for the further preparatory measures.

The respective materials are attached to this report as annexes.

The main features of the system are:

1. During the first stage of implementation, a train is to be offered
 - from Poti/Batumi to Kishli (Baku) and
 - from Kishli (Baku) to Poti/Batumiat a fixed time and day, once a week.
2. The transport time between the two terminal points is regarded as guaranteed transport period, which shall be adhered to at least.
3. During the first stage of implementation, the train shall run as a container block train only, with a minimum number of 20 container wagons and a maximum number of 30 container wagons. Other goods wagons shall not be used during the first steps of implementation.
4. The consignments from and to Batumi will be added or taken off at Tbilisi as a group of wagons, according to the requirements. Thus, the train has the nature of a feeder train for the relation from and to Poti and Batumi.
5. The train will run with a high security standard. It will be protected by an armed escort of the transport police. This escort will influence the planned and proper treatment of the transport at stations and at the border, and they will protect the train against criminal assaults.
6. The introduction of the train will be supported by a broad-based marketing campaign in the countries of Azerbaijan, Georgia, Uzbekistan and Turkmenistan.

The most important professional results of the project work up to 08/96 are contained in the annexes to this Project Progress Report:

- Annex 1 Traffic volume forecast
- Annex 2 Economic evaluation of Azerbaijani and Georgian railways
- Annex 3 Organisational design for a Pilot Freight Train on the main Trans-Caucasian railway line
- Annex 4 Minutes of the meeting between representatives of the Azerbaijani and Georgian Railways and the Project Team (Tbilisi, 14/08 - 16/08/96)
- Annex 5 Technical pre-feasibility of the main Trans-Caucasian railway line
 - Annex 5.1 Track and construction works
 - 5.2 Rolling stock and workshops
 - 5.3 Signalling and telecommunication

PROJECT PROGRESS REPORT

Project title : Infrastructure maintenance 1. Railways - Caucasus		Project number : TNREG 9307		Country : Azerbaijan / Georgia		Page : 1							
Planning period : 5/96 - 8/96		Prepared on : 30/08/96		EC Consultant : TEWET Transport East West Expert Team GmbH, Berlin									
Project objectives : Processing of a pre-investment study and realization of a pilot freight train on the main Trans-Caucasian railway line Baku - Tbilisi - Batumi/Poti													
No	ACTIVITIES IMPLEMENTED	TIME FRAME 1996				INPUTS							
		Months				PERSONNEL EC CONSULTANT		COUNTERPART		EQUIPMENT AND MATERIAL		OTHER	
		5	6	7	8	Planned ¹	Utilised ²	Planned ¹	Utilised ²	Planned ¹	Utilised ²	Planned ¹	Utilised ²
001/2	Project management	XXXX	XXXX	XXXX	XXXX	1,5	1,2	0,5	0,4			4 flights, 20 DSA	2 flights, 24 DSA
1200	Comm. pre-feasibility	XXXX	XXXX	XX		3,0	3,0	2,0	2,0			2 fl., 25 DSA	3 fl., 33 DSA
1300	Techn. pre-feasibility	XX	XXXX	XXXX	XXXX	3,5	3,2	6,0	5,0			5 fl., 55 DSA	3 fl., 51 DSA
1400	Financial pre-feasibility			XX	XXXX	2,0	1,0	3,2	1,4			2 fl., 36 DSA	2 fl., 28 DSA
2120	Evaluation of O/D	XXX	X			0,7	0,7	0,7	0,7			1 fl., 15 DSA	1 fl., 10 DSA
2210	Problems of current situation	XXXX				1,1	1,1	1,0	1,0			1 fl., 15 DSA	1 fl., 10 DSA
2220	Technical conditions	X	XXXX			3,0	1,2	6,5	2,0			3 fl., 45 DSA	2 fl., 36 DSA
2230	Training			X	XX	2,5	0,5	0,7	0,3			40 DSA (20 / 280)	18 DSA (- / -)
2240	Management		XXXX	XXXX	XXXX	3,2	2,2	4,0	3,0			2 fl., 75 DSA	2 fl., 84 DSA
2250	Future Development	XXX				0,5	0,5	0,4	0,4			5 DSA	4 DSA
TOTAL						21,0	14,8	25,0	17,2			20 / 331 (20/280)	15 / 298 (- / -)

¹ planned for the period 05 - 09 / 96
² utilised in the period 05 - 08 / 96

RESOURCE UTILISATION REPORT

Project title : Infrastructure maintenance 1. Railways - Caucasus		Project number : TNREG 9307		Country : Azerbaijan / Georgia		Page : 1					
Planning period : 5/96 - 8/96		Prepared on : EC Consultant : TEWET Transport East West Expert Team GmbH, Berlin									
Project objectives : Processing of a pre-investment study and realization of a pilot freight train on the main Trans-Caucasian railway line Baku - Tbilisi - Batumi/Poti		EC Consultant : TEWET Transport East West Expert Team GmbH, Berlin									
RESOURCES/INPUTS		PERIOD PLANNED		PERIOD REALISED		TOTAL REALISED		AVAILABLE FOR REMAINDER			
PERSONNEL		EC	locals	EC	locals	EC	locals	EC	locals		
Short term experts:											
001 / 2		6,0	2,0	1,5	0,5	1,2	0,4	4,2	0,7	1,8	1,3
1100		1,9	3,0	-	-	-	-	1,9	3,0	-	-
1200		5,0	3,0	3,0	2,0	3,0	2,0	5,0	3,0	-	-
1300		3,5	6,0	3,5	6,0	3,2	5,0	3,2	5,0	0,3	1,0
1400		3,3	6,0	2,0	3,2	1,2	2,4	1,2	2,4	2,1	3,6
1500		1,5	-	-	-	-	-	-	-	1,5	-
2100		4,0	4,0	0,7	0,7	0,7	0,7	4,0	4,0	-	-
2200		17,5	19,5	10,3	12,6	5,5	6,7	6,4	7,2	11,1	12,3
Sub-total		42,7	43,5	21,0	25,0	14,8	17,2	25,9	25,3	16,8	18,2
EQUIPMENT AND MATERIAL											
Sub-total											
OTHER INPUTS											
Sub-total											
TOTAL		42,7	43,5	21,0	25,0	14,8	17,2	25,9	25,3	16,8	18,2

5 Project planning for the next reporting period

The participation in a Management Study Tour to Germany is scheduled for 10 representatives respectively of the Azerbaijani and Georgian railways, for the period of 16th to 30th September. Based on the findings of the previous project work on important areas of imparting experience and of a know-how transfer, the following complexes will constitute the focus of the Study Tour.

- Organisational and structural reform of "Deutsche Bahn"
- market position of the railways on a liberalised transport market
- legal and social problems of the railways
- designing commercial processes/tariff formation/tariff structures
- market work/cooperation with customers
- organising and implementing maintenance and construction of tracks, wagons and engines
- applying modern solutions for train safety and telecommunication
- organisation and technical solutions for railway ferry traffic

The findings gained during the Study Tour, shall be taken up again and entrenched during a further course phase in November in the respective countries.

Work on WP 1400/1500 is being continued in the following direction:

- describing the cost/tariff situation of both railways; deducing criteria for calculating a price proposal for the Pilot Train from Baku to Poti/Batumi
- calculating the cost and revenue as well as the profit for the traffic forecast of the two railways up to the year 2015, structured according to passenger and freight traffic.

This includes in the main:

- ⇒ performance potential expressed in volume and performance parameters
- ⇒ types of cost of staff costs, fuel, depreciation, maintenance and interest in their annual development
- ⇒ type of revenue, in particular fare and freight revenue and other revenue
 - ⇒ profit in its structure
 - ◆ balance profit
 - ◆ tax depreciation
 - ◆ tax to state and others
 - ◆ appropriation of profit for accumulation and other capital investments

- analysing the calculation and deduction of the basis for granting loans and repaying them
- coordinating the documents necessary for applying for a loan with the potential issuing organisation such as EBRD, KfW and others

The future use of the Baku - Poti line as a transit corridor between the Caspian and the Black Sea is of key importance for the project as well as for the introduction and stable operation of the Pilot Train.

The following main points of further work result in this connection:

1. *Installation and stabilisation of the Pilot Train*

- Preparation and inauguration of the first train service (14/10 from Baku, 17/10/1996 from Poti)
- Monitoring of the train during the three-month testing period
- Drawing up of a computer based monitoring programme with registration sheet, evaluation algorithm and breakdown of results
- Monthly assessment of the results of the testing according to
 - ⇒ technical service and
 - ⇒ customer logistic aspects
- Investigating causes for irregularities

2. *Marketing activities*

- Completing the list of customers for the Pilot Train (dispatchers and forwarders)
- Conducting meetings with customers
- Supporting the conclusion of an agreement between the railways (AGZD, GRZD) as well as the railways and large customers
- Continuing the publicity campaign
- Conducting forums with customers

3. *Cooperation with the railways (AGZD, GRZD) and others involved*

- Monthly assessment of the testing results with the specialised services of the railways
- Analysing the sources of disruption
- Coordinating measures to eliminate weak points

- Meetings with customs officials in Azerbaijan and Georgia to improve the conditions for customs clearance of the Pilot Train consignments
- Liaising with police on experience of the armed escort of the Pilot Train

4. Preparation of the Final Report

- Drawing up the draft of the Final Report
- Coordinating the draft of the Final Report with the specialised services of AGZD and GRZD on
 - ⇒ the results of the testing
 - ⇒ the conclusions for a permanent setting up of the Trans-Caucasian-Logistic-Express
 - ⇒ proposals for the further development of the system (2nd and 3rd development stages)

PLAN OF OPERATIONS FOR THE NEXT PERIOD (Work programme)

Project title : Infrastructure maintenance 1. Railways - Caucasus		Project number : TNREG 9307		Country : Azerbaïjan / Georgia		Page : 1										
Planning period : 09/96 - 03/97		Prepared on : 30/08/96		EC Consultant : TEWET Transport East West Expert Team GmbH, Berlin												
Project objectives : Processing of a pre-investment study and realization of a pilot freight train on the main Trans-Caucasian railway line Baku - Tbilisi - Batumi/Poti																
No	ACTIVITIES	TIME FRAME												INPUTS		
		1996/97 (months)												PERSONNEL		
		September	October	November	December	January	Febr./March	EC Consultant	Counterpart							
001/2	Project management / Document.	X.....X	1,8 MM	1,3 MM	PC's, software, printer, copier	4 flights, 20 DSA					
1300 1350	Technical pre-feasibility Recommendations	XXX	0,3 MM	1,0 MM		1 flight, 8 DSA					
1400	Financial pre-feasibility	XXXX	XXXX	XXXX	XXXX	XXXX	0,6 MM	1,6 MM		1 flight, 16 DSA					
1430	Estimates of benefits and disbenefits	XXXX	XX	XXXX	XXXX	XXXX	0,8 MM	2,0 MM							
1440	Economic and finan. profitability	XXXX	XXXX	XXXX	XXXX	XXXX	0,7 MM								
1450	Financing possibilities	XXXX	XXXX	XXXX	XXXX	XXXX	0,6 MM			15 DSA					
1500	Further criteria and ranking	XXXX	XXXX	XXXX	XXXX	XXXX	0,9 MM								
1510	Examination of further select. criteria	XXXX	XXXX	XXXX	XXXX	XXXX	1,8 MM	4,5 MM	repair rolling stock commun. equipm.	1 flight, 10 DSA					
1520	Ranking of alternatives and recomm.	XXXX	XXXX	XXXX	XXXX	XXXX	1,8 MM	0,4 MM	teaching materials	2 fl., 22 DSA					
2220	Technical conditions	XXXX	XXXX	XXXX	XXXX	XXXX	1,8 MM	0,4 MM		20fl., 280 per diem(trainees)					
2223	Coordination and monitoring	XXXX	XXXX	XXXX	XXXX	XXXX	1,8 MM	2,4 MM		4 flights, 45 DSA					
2230	Training measures	XXXX	XXXX	XXXX	XXXX	XXXX	1,0 MM	1,0 MM							
2232	Sales/accounting/management	XXXX	XXXX	XXXX	XXXX	XXXX	0,5 MM	1,0 MM							
2233	Training in technical assets manag.	XXXX	XXXX	XXXX	XXXX	XXXX	1,2 MM	3,0 MM							
2240	Management/organisation	XXXX	XXXX	XXXX	XXXX	XXXX	2,0 MM	0,3 MM		1 flight, 14 DSA					
2244	Train/transportation service	XXXX	XXXX	XXXX	XXXX	XXXX	0,2 MM	0,3 MM							
2245	Costs/tariffs	XXXX	XXXX	XXXX	XXXX	XXXX	0,3 MM	0,3 MM							
2246	Organisation of sales campaign	XXXX	XXXX	XXXX	XXXX	XXXX	0,5 MM								
2247	Monitoring of trains running	XXXX	XXXX	XXXX	XXXX	XXXX									
2250	Future development	XXXX	XXXX	XXXX	XXXX	XXXX									
2252	Geogr./international extension	XXXX	XXXX	XXXX	XXXX	XXXX									
2253	Transportation technologies	XXXX	XXXX	XXXX	XXXX	XXXX									
2254	Technical/financial precond.	XXXX	XXXX	XXXX	XXXX	XXXX									
TOTAL								16,8 MM	18,2 MM			14 flights, 150 DSA (20 flights, 280 per diem trainees)				