

TRACECA - Railways  
Inter-State Tariff and  
Timetable Structure  
TNREG9501

**Progress report 2**  
31st July 1997

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## PROGRESS REPORT 2

|                |   |  |               |
|----------------|---|--|---------------|
| Project Title  | : | Traceca - Railways Inter-State Tariff and Timetable Structure  |               |
| Project Number | : | TNREG 9501 (Contract Number 96/5156)   |               |
| Countries      | : | Southern republics of the CIS and Georgia :<br>Armenia, Azerbaijan, Georgia, Kazakstan, Kyrgyzstan,<br>Tadjikistan, Turkmenistan, Uzbekistan |               |
|                |   | Local operator   | EC Consultant |
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# Traceca - Railways Inter-State Tariff and Timetable Structure

## Progress Report 2

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# 1. PROJECT SYNOPSIS

|                |   |  |
|----------------|---|--|
| Project Title  | : | Traceca - Railways Inter-State Tariff and Timetable Structure  |
| Project Number | : | TNREG 9501 (Contract n°96/5156)  |
| Countries      | : | Southern Republics of the CIS and Georgia :<br>Armenia, Azerbaijan, Georgia, Kazakstan, Kyrgyzstan,<br>Tadjikistan, Turkmenistan, Uzbekistan |

Project objective(s) : – to promote trade in the Southern Republics of the former Soviet Union,  
– to re-develop international railway traffic,  
– to improve railways economic performance through more accurate cost analysis,  
– to define long term development strategy in international freight common to all railways,  
– to enhance railways co-operation by sharing responsibilities on common bodies,  
– to adapt railway legal environment to world standards

Project outputs : – international freight marketing plan  
– draft international timetables and tariffs  
– modern cost analysis methods (SYSMANAGEMENT)  
– recommendations for the setting up and implementation of a common body (bodies) managing international traffic  
– recommendations for setting up common bodies in charge of freight tariffs, revenue sharing, disputes, etc..  
– recommendations for setting up a clearinghouse

Project activities : – review of railway and related operations (wagon allocating system, timetables, technical constraints, port operations, internal marketing organisation)  
– promotion of modern cost analysis ; training of cost and tariff specialists,  
– analysis of international freight market,  
– review of customs procedures,  
– review of transport legal environment in order to compare with western standards and pin-point necessary changes,  
– managing of Steering Committees of high level officials,  
– reporting

Target group(s) : – high level officials of the Ministries of Transport, Railways,  
– officials of Port Authorities and Sea Lines

Project starting date : 19 July 1996 (date of contract signature : 05/07/96)

Project duration : 18 months

## **1.2. Simplified logical framework**

### **1.2.1. Wider Objectives**

To assist in the definition, implementation and promotion of international railway services throughout the TRACECA states in order to help railways gain back traffic lost to other transport means.

To improve overall economic performance of TRACECA Railways.

To facilitate trade among the Southern Republics of the former Soviet Union and between the Caucasus and Central Asia region and the rest of the world.

### **1.2.2. Specific Project Objectives**

To define realistic timetables and gather specific commitment of participating railway and maritime routes.

To assess cost structure and relevant constraints, including competitive pressure, propose appropriate pricing / revenue sharing mechanisms and gather commitment of participating railway and maritime routes, help implementing them.

Similarly, to propose and implement mechanisms for the sharing of resources and commercial activities, whenever it would result in a more efficient use of resources, or in improved value for users, in particular, consider the impact of alternative wagon owning structures, of one stop shopping facilities for users, and of state of the art clearing mechanisms.

To define and propose institutional mechanisms allowing transportation professionals to contribute to the strategy and organisation of the railways.

To create and coach a team of professionals from the TRACECA states, in a position to take over co-ordinating / regulatory role after the project finishes.

To define and create a body in order to manage international freight traffic in a manner suited to freight forwarding professionals.

### **1.2.3. Outputs - Activities**

#### **1.2.3.1. Outputs**

##### **International freight marketing plan**

Based on market analysis conducted in Traceca states and in Europe, the plan will carefully define the kind of service which is up to world standards ; it will suggest a pricing policy and promotion means and methods.

As partnerships are vital in freight forwarding business, the plan will suggest target partners with whom agreements should be negotiated.

#### **Tariffs and timetables :**

Draft international tariffs for freight, draft agreement on tariffs and revenue sharing and draft timetables for international freight trains will be issued. They will be carefully established with railway technicians, taking into account related problems and constraints. A set of performance criteria will be offered to railway technicians.

#### **Cost analysis :**

At least one technician from each railway is to be trained to use SYSMANAGEMENT. Workshops will be set up in Tashkent and Tbilissi to perform this training.

A thorough analysis will be conducted on Ouzbek and Georgian railways figures ; this will serve as a case study for the other railways.

One computer and SYSMANAGEMENT software will be handed over to the trained technicians so that they can use regularly this modern tool back in their office.

#### **Common operational body :**

Recommendations will be issued so as to make the railways create a common subsidiary or related body managing international freight operations.

Drafts statutes will be proposed to decision making officials so that this part of the project could be started as soon as possible. Eventually, a set of draft agreements with the railways and other operators participating in international traffic could be issued.

#### **Other common bodies :**

Should the future common operator be unable to settle all practical problems ( review tariffs, share international freight revenues on a fair basis, solve disputes, etc...) draft agreements will be issued. They will lead to the creation of specialised bodies handling these matters.

#### **Clearinghouse :**

International freight can be invoiced anywhere along the line ; as a result compensation between railways are of major importance to make sure that each one gets its share of the revenues.

We will issue recommendations so as to set up a clearinghouse ; this will be done taking into account the long experience that western European railways have gained in this field ; our recommendations will adapt European practices to Traceca realities.

#### **Remedial actions plan :**

Even though Traceca railways limited performance do not impair the re-development of international traffic, we will issue a remedial action plan that will help railways to rate technical problems and insist on the most urgent matters.

This will contribute to harmonious future development of railways operations.

#### **Free Trade Zones**

Some Central Asian countries expressed their willingness to negotiate the use of port facilities on the Black Sea. We shall review this problem and issue recommendations on ways to



negotiate specific agreements with Georgian authorities and to which extent customs and tax privileges could be granted to foreign governments.  
Setting up inland free trade zones, though fashionable, seems to be a remote preoccupation. However we will issue a review on current free zone practices and basic bonded warehouse regulation.

### **1.2.3.2. Activities**

#### **Analytical**

- ◇ define timetables and quality of service
- ◇ measure costs
- ◇ evaluate competitiveness of the route
- ◇ propose pricing structure
- ◇ clear legal and customs related obstacles

#### **Operational**

- ◇ promote pilot trains with selected EU shippers and transport professionals
- ◇ promote and help set up a legal body managing international freight traffic

#### **Gathering commitment / consensus**

- ◇ obtain agreement on timetables
- ◇ obtain agreement on pricing
- ◇ obtain set-up for pilot operation
- ◇ obtain agreement on institutional matters

#### **Reporting**

- ◇ ad hoc reports
- ◇ progress reports

### **1.2.4. Inputs**

The Consultant's technical assistance will include :

- 80.1 man months of western short term experts,
- 105 man months of local experts and staff,
- interpreters and translators as needed,
- 2 permanent offices in Tashkent and Tbilissi,
- office equipment for 2 permanent offices in Tashkent and Tbilissi,
- computers and software for the use of railway cost and tariff technicians,
- all back office equipment as needed.

These inputs are recorded on the relevant form thereunder.

## **2. SUMMARY OF PROJECT PROGRESS SINCE THE START**

### **2.1. Summary**

#### **Participation :**

Participation of railways representatives has been very high, showing the railways executives concern about Traceca projects and , particularly ours. Whether in Steering Committees (Tashkent -February- or Tbilissi -may-) or in the first Study Tour, high ranking executives attended our sessions and contributed to the project's progress :

Workshops were attended by technicians of all Traceca states. For local reasons, a special session had to be organized for Turkmen technicians in Ashkabad. This shows that each railways rated well our training sessions in cost accounting and SYSMANAGEMENT.

#### **Overall strategy :**

The railways executives present in Tbilissi, voted unanimously for 2 recommendations :

- to study the set up of a common operator and ask the Consultant to make detailed proposals to this effect,
- to use past experience gained in the direct train Poti/Bakou and consider offering similar services to and from Central Asian cities.

This can be considered as the turning point of the project, as it has always been felt by the Consultant that international traffic would better be developed if it were managed by a common body operating direct trains.

#### **Tasks and reports :**

Little alterations were observed in the overall plan of operations. As a result the Consultant will be able to provide by the end of August three Technical Reports : Cost analysis (SYSMANAGEMENT), Customs Procedures and Assessment of Traceca Route Competitiveness (Part 1 and 2).

As the study of the creation of a common operator has been approved, some tasks had to be slightly modified or postponed. As a result the overall plan of operations has been revised.

Basically, the Consultant has prepared draft proposals on (1) the common operator and (2) the resulting marketing strategy that will become recommendations when validated by railways executives.

#### **Consultant's team :**

The Consultant's Team Leader mission was put to an end in late June by mutual consent.

A new Team Leader has been appointed after the Commission's formal approval. He has an established freight forwarding experience in the Traceca area and has been an active railways partner for a few years.

The Consultant presence in most states has been definitely established as permanent representatives have been appointed in Azerbaijan, Georgia, Kazakhstan, Turkmenistan, and Uzbekistan.

Armenia is visited from Tbilissi, and Kirghistan as well as Tadjikistan from Tashkent.

Offices in Tashkent and Tbilissi have been set up in time and have been equipped to face all office and communication needs.

## **2.2. Revised Overall Plan of Operations**

See charts on the following page



## **3. SUMMARY OF PROJECT PLANNING FOR THE REMAINDER OF THE PROJECT**

### **3.1. Summary**

#### **3.1.1. General strategy / Core problems :**

From the beginning of September on, the Consultant experts will first validate their draft plans :

- draft set up of the common operator
- draft marketing strategy for the operator
- draft marketing strategy for the railways (sale of direct freight trains)

The experts will present their plans to such counterparts as railways executives, importers, exporters freight forwarders, ...

Two formal sessions on these plans will be organized :

- one in Paris, during the second Study tour,
- the other in Baku, during the third Steering Committee.

The objective is to get our strategy clearly approved in early November so as to write our last recommendations in time for the end of 1997 ,Tariffs and time-tables being a by-product of the marketing strategy, they will be included in these last recommendations.

#### **3.1.2. Peripheral subjects**

##### **3.1.2.1. Clearinghouse :**

Two seminars will be organized by the Consultant (one in Tashkent and another in Tbilissi) with railways financial directors so as to draft a first project for the set up of one (or two) Traceca Clearinghouse. Of course, this is a difficult subject and the Consultant intends to proceed very cautiously with this kind of financial matters.

##### **3.1.2.2. « Free Trade Zones » :**

Our expert will pay a visit to the Georgian ports of Poti and Batumi by the end of September. Meetings with Georgian authorities will take place afterwards so that possible co-operation with other Traceca states on the Black Sea port facilities can be reviewed.

Then a visit to state authorities of a Central Asian state (possibly Uzbekistan) will take place and Georgian offers will be screened with this would be partner.

# **4. PROJECT PROGRESS IN REPORTING PERIOD**

## **4.1. Achievements in comparison with planned results**

### **4.1.1. Good understanding of the project concrete results**

Beneficiaries of projects like ours tend to label them as « studies ». Often, they express some disappointment considering that they got enough advice from outside Consultants and that they require concrete results now.

At this point, our counterparts have started to realise that the « Tariff and Time-Table » project was about to deliver real concrete results, such as a draft agreement between railways, a draft marketing strategy including a pricing definite policy and a service level definition, draft agreements with business partners, ....

This, in turn, means that the project can be converted into a money making organisation as soon as the decision to implement the recommendations will be made, some time about the end of our project

### **4.1.2. Identification of all interested parties and protection of national interest**

Railways have numerous business partners. Any changes in operations or marketing policy is liable to bring consequences (wanted or unwanted) to these business relations.

The Consultant has tried to identify which are the parties concerned such as : the States themselves, other Ministries, registered freight forwarding companies, main shippers, etc.... Recommendations have been screened so that the railways will not be faced with unexpected reactions from their partners.

Beneficiaries have voiced their concern about protecting local and national interests. This has been clearly expressed during the Tbilissi meeting.

As a result, all draft recommendations have been checked so that rules governing the multi-nations operator will leave ample room for the protection of individual interest. For instance, the type of relations to be built between the operator and the various railways will be decided on a nation by nation basis, provided that each country is equally treated.

Common bodies can be justified only if they bring more profit to each individual partner and this rule has been clearly set in Tbilissi.

### **4.1.3. Steering Committees and Study Tours**

Apart from their concrete and technical objectives, these gatherings have a side effect : they create an opportunity for making railways executives and consultants meet and discuss freely

their views. Personal relations can develop during these sessions This, in turn, builds up confidence between all interested parties and strategic issues can be openly debated.

The Consultant can be reasonably confident that recommendations will reflect the expectations of their counterparts and that they have a very good chance of being implemented by them in the future.

As our project has such strategic objectives, no other way could better serve this purpose.

During the first Study Tour, for instance, the one day visit to INTERCONTAINER - in fact a full day presentation of INTERCONTAINER policies followed by a questions and answers session - caught the attention of the audience and they started thinking about the advantages of a common subsidiary of all railways ; they even asked questions about a possible co-operation with INTERCONTAINER.

Similarly, in Tbilissi, they decided to vote for a recommendation requesting the Consultant to make a formal proposal for creating a common operator. This was made possible only because a certain degree of trust had been developed between railways executives and the Consultant.

#### **4.1.4. Tasks performed and reports issued**

##### ***4.1.4.1. (3B1) Assessment of Traceca route competitiveness***

The comparison between competing routes has been completed by now. The report is being printed and will be ready, as announced, by the end of August. This comparison provides figures and facts on prices, delays and speed. It is based upon freight forwarders experience and actual shipments have been used to check all pieces of information. Shipping lines, trucking companies, rail agents, etc... , have contributed to the study.

One main result of the study is to show that Traceca line competitiveness must be appraised when reviewing door to door service and conditions (this means from western Europe to Central Asia - or back -). In this respect what happens between western Europe and the Black Sea ports (availability of services, shipping lines prices and conditions, ...) are of major importance. In order to meet success Traceca railways will have to rely on improved services to and from Poti and Batumi, otherwise much time and money will be wasted.

##### ***4.1.4.2. (3B4 / 3B5) Costing methodologies / Co-ordination structures (part)***

SYSMANAGEMENT was used to analyse railways costs :

A complete review of Uzbek and Georgian railways has been completed.

As far as other railways are concerned, the study was started by the railway technicians themselves, during the sessions organised on how to use SYSMANAGEMENT. This was organised in Tashkent for Central Asia and in Tbilissi for the Caucasus. The last session (Caucasus) was completed in May.

Computer equipment and SYSMANAGEMENT software was delivered to the railways technicians during the training session.



As detailed reports on national railways cost analysis show confidential figures, they have been delivered to interested railways only. These reports will not be circulated.

Another set of reports is being issued on the Consultant findings on cost accounting procedures. One main concern is that accurate figures are not frequently available and that results cannot be as accurate as expected. As the representative of Uzbekistan rightly pointed out during the Committee in Tbilissi, the railways lack a good data base of financial and economic figures and an assistance programme dealing with this matter would be welcome.

The Consultant will organise two last sessions in september and october :

- one in Turkmenistan for turkmen technicians, as they had not attended the Tashkent session,
- one in the Caucasus as the training programme had not been completed by some attendants in Tbilissi for personal reasons.

#### **4.1.4.3. (3C2) Recommendations for customs procedures**

A complete review of *transit* customs procedures has been completed in July. No real surprises were unearthed. However our expert stressed two main findings :

- customs authorities are willing to accept any transport document (rail way bill) as long as it is approved by the railways themselves ; this means that we could recommend one standard « Traceca rail way bill » for international trafic ;
- as far as customs documents are concerned, some countries are introducing new legislation and the use of one standard customs transit document seems now a remote possibility.

Reviewing transit procedures, our expert has witnessed a few problems dealing directly with railways or port operations and his report mentions them and offer a few suggestions.

#### **4.1.5 Tasks in progress**

##### **4.1.5.1 (3A) Co-ordination and Operations**

As long as the project of a common operator is being accepted, these subjects become a part of the operator strategy and set up.

Our experts have reviewed most of the subjects . However we shall not issue our recommendations before the draft plan for setting up such an operator has been approved (see 4.1.5.3 under).

##### **4.1.5.2 (3B) Marketing**

Our experts came to a simple conclusion. There are basically two types of traffic :

- (1) one concerns the « captive » freight : freight being controlled by the state or by powerful interests and freight that cannot be diverted from the present transport channels ; in such cases the Consultant has very little to offer and the opinion is that present practices should go on until some restructuration programme is decided at the governmental level ;

- (2) the other type consists of freight available on the free market and subject to change routes depending on the relative competitiveness of the Traceca line.

So far the Consultant has prepared a draft marketing strategy to help the common operator develop international traffic of type (1). The Consultant is also working on a strategy for the railways to develop the offer of direct trains (in this case the common operator would be their first international client).

#### **4.1.5.3 (3D) Legal matters - Regulatory Authority**

As for subjects stated under 4.1.5.2, the Consultant at this point has prepared a draft strategy. This strategy is mainly based on the Consultants experience (through its experts) in western Europe. It will have to be validated during the last phase of the project (see chapter 3 above).

## **4.2. Deviations from original planning**

### **4.2.1. Steering Committees**

A Committee was scheduled for July. In Tbilisi it appeared that (1) very little time was available for most participants to attend another meeting in summertime and (2) that basic decisions having been made in Tbilisi, the Consultant had better work on the recommended agenda and come back to the railways with concrete proposals.

The third Committee was therefore postponed to October/November.

Mister MAMEDOV offered to organise it in Baku and the unanimous vote confirmed this choice. However Tadjikistan declared that they were candidates at any time.

The final date was set to week 45.

### **4.2.2. Assessment of Traceca Route Competitiveness**

It appeared that comparing facts and figures would not offer a clear view of advantages and drawbacks of the Traceca route. Customers exact expectations were of major interest. This is why it was decided to interview operators in international traffic, whether in the Traceca states or in western Europe.

Interviews were conducted in the Caucasus and Central Asia ; in western Europe the experts had not time enough to conduct all their interviews and they will be finished by next October.

### **4.2.3. Free Trade Zones**

Our expert was not available in June as expected due to personal problems ; the study will be conducted mainly in October.

### **4.2.4. Clearinghouse**

Our expert, Mister Erwin NOËL, the General Manager of Bureau Central de Compensation (an Union Internationale des Chemins de Fer - U.I.C.- subsidiary) in Brussels, was not available in the May-July period as the BCC had to be reorganised along new lines decided by the European railways.

He will be on the spot after the summer vacation at a date that is being discussed with the railways.

#### **4.2.5 Marketing**

For reasons explained above all marketing matters have been reviewed. It now appears that our recommendations will not consist of the *preparation* of a marketing plan but will cover :

- the *marketing strategy* of the future operator for developing international traffic,
- the *marketing strategy* of the railways services dealing with the sale of direct freight trains.

It will be more consistent with the project as a whole and, as already stated, the beneficiaries expect more concrete recommendations than draft documents.

#### **4.2.6 Project Manager**

Our Vincent HERRIAU's mission was put to an end (see « summary » above).

The new Project Manager is Mr. Hugues LAURENT, a freight forwarder by trade, speaking Russian, with a long record of managing transport operations in the CIS countries and, particularly, in the Traceca states for several years. Mr. LAURENT is a member of the CALBERSON staff.

### **4.3. Specific action needed from the local authorities and the European Commission**

#### **4.3.1. Turkmenistan**

Turkmen authorities have expressed their wish that a special training session be organised in Ashkabad for railways cost accounting technicians. The dates have been set together and the extra session will take place in September (15-26) ;

We are very pleased to note that Turkmen authorities start to take an active part in our programme.

We would appreciate it if the Commission could help in our effort to stabilise good relations with the Turkmen railways.

## **4.4. Project Progress Report**

See chart on the following page

### 4.4. PROJECT PROGRESS REPORT

(Form 2.2.)

| N°              |                                       | TIME FRAME |   |   |   |   |   |       | INPUTS    |   |                      |            | OTHER |  |
|-----------------|---------------------------------------|------------|---|---|---|---|---|-------|-----------|---|----------------------|------------|-------|--|
|                 |                                       | 1997       |   |   |   |   |   |       | PERSONNEL |   | EQUIPMENT & MATERIAL | FLIGHTS EU |       |  |
| MAIN ACTIVITIES |                                       | 3          | 4 | 5 | 6 | 7 | 7 | EC    | COUNTERP. |   |                      |            |       |  |
| 1a              | Project Management                    |            |   |   |   |   |   | 7,5   | 10        |   |                      | 5          | 211   |  |
| 1b              | Steering Committees                   |            |   |   |   |   |   | 0,75  | 1         |   |                      | 1          | 6     |  |
| 2               | Timetables design                     |            |   |   |   |   |   | 1     | 1         |   |                      | 1          | 30    |  |
| 3               | Wagon owning                          |            |   |   |   |   |   | 0     | 0         |   |                      | 0          | 0     |  |
| 4               | Opportunity for direct freight trains |            |   |   |   |   |   | 0     | 0         |   |                      | 0          | 45    |  |
| 5               | Railway freight marketing org.        |            |   |   |   |   |   | 2     | 2         |   |                      | 1          | 81    |  |
| 6               | Technical constraints and remedies    |            |   |   |   |   |   | 3     | 3         |   |                      | 2          | 0     |  |
| 7               | First Study Tour                      |            |   |   |   |   |   | 0     | 0         |   |                      | 0          | 0     |  |
| 8               | Assessment of TRACECA routes          |            |   |   |   |   |   | 1     | 1         |   |                      | 0          | 25    |  |
| 9               | International tariff policy           |            |   |   |   |   |   | 3     | 3         |   |                      | 1          | 8     |  |
| 10              | Authorities and mech. tariff review   |            |   |   |   |   |   | 2,5   | 2,5       |   |                      | 1          | 53    |  |
| 11              | Costing methodology                   |            |   |   |   |   |   | 4     | 4         |   |                      | 2          | 88    |  |
| 12              | Co-ordination structure               |            |   |   |   |   |   | 4,5   | 4,5       |   |                      | 3          | 13    |  |
| 13              | Cost & revenue sharing agreements     |            |   |   |   |   |   | 1     | 1         |   |                      | 1          | 14    |  |
| 14              | Regulatory Authority                  |            |   |   |   |   |   | 2,5   | 2,5       |   |                      | 1          | 53    |  |
| 15              | Preparation of a marketing plan       |            |   |   |   |   |   | 3     | 3         |   |                      | 2          | 0     |  |
| 16              | Second Study Tour                     |            |   |   |   |   |   | 0     | 0         |   |                      | 0          | 0     |  |
| 17              | Free trade zones                      |            |   |   |   |   |   | 0     | 0         |   |                      | 0          | 21    |  |
| 18              | Recommendations for customs proc.     |            |   |   |   |   |   | 1     | 1         |   |                      | 1          | 14    |  |
| 19              | Legal and financial relationships     |            |   |   |   |   |   | 1     | 1         |   |                      | 0          | 0     |  |
| 20              | Legal restraints/accounting           |            |   |   |   |   |   | 0     | 0         |   |                      | 0          | 0     |  |
| 21              | Impact on UIC membership              |            |   |   |   |   |   | 0     | 0         |   |                      | 0          | 0     |  |
| 22              | Clearinghouse                         |            |   |   |   |   |   | 0     | 0         |   |                      | 0          | 0     |  |
|                 |                                       |            |   |   |   |   |   | 37,75 | 40,5      | 0 | 22                   | 662        |       |  |

Project title : TRACECA - Railways Inter-State Tariff and Timetable Structure  
 Project number : TNREG 9501  
 Contract number : 96/5156  
 Prepared on : July 31st 1997  
 Country : Southern Republics of the CIS and Georgia  
 EC Consultant : S.I.S.I.E. 83 bd Exelimans, 75016 PARIS, FRANCE

Project objectives : to assist in the definition, implementation and promotion of international railway services throughout the TRACECA states

## **4.5. Resource Utilisation Report**

See chart on the following page

## 4.5. RESOURCE UTILISATION REPORT

(Form 2.3)

| Project title : TRACECA - Railways Inter-State Tariff<br>and Timetable Structure   |                   | Project Number : TNREG 9501  | Country : Southern Republics of the CIS and Georgia      |                   | Page : 19               |
|--|-------------------|------------------------------|--|-------------------|-------------------------|
| Contract number : 96/5156  |                   | Prepared on : 31st July 1997 | EC Consultant : S.I.S.I.E. - 83 Bd Exelmans- 75016 PARIS |                   |                         |
| Planning period : from March to end of July 97   |                   |                              |  |                   |                         |
| Project objectives : to assist in the definition, implementation and promotion of international railway services throughout the TRACECA states |                   |                              |  |                   |                         |
| RESOURCES/INPUTS   | TOTAL PLANNED     | PERIOD PLANNED               | PERIOD REALISED  | TOTAL REALISED    | AVAILABLE FOR REMAINDER |
| <b>PERSONNEL</b>   |                   |                              |  |                   |                         |
| <i>EU Experts</i>  |                   |                              |  |                   |                         |
| 1a Project Management  | 19,00 work months | 6,00 work months             | 7,50 work months   | 13,50 work months | 5,50 work months        |
| 1b Project Management  | 1,75 work months  | 1,00 work months             | 0,75 work months   | 1,25 work months  | 0,50 work months        |
| 2 Timetables design  | 2,75 work months  | 1,75 work months             | 1,00 work months   | 2,00 work months  | 0,75 work months        |
| 3 Wagon owning   | 2,00 work months  | 2,00 work months             | 0,00 work months   | 0,00 work months  | 2,00 work months        |
| 4 opportunity for direct freight trains  | 1,00 work months  | 1,00 work months             | 1,00 work months   | 1,00 work months  | 0,00 work months        |
| 5 Railway freight marketing org.   | 4,00 work months  | 1,00 work months             | 2,00 work months   | 2,00 work months  | 2,00 work months        |
| 6 Technical constraints and rematerials  | 4,50 work months  | 2,75 work months             | 3,50 work months   | 3,50 work months  | 1,00 work months        |
| 7 First Study Tour   | 1,25 work months  | 1,25 work months             | 1,25 work months   | 1,25 work months  | 0,00 work months        |
| 8 Assessment of TRACECA routes   | 4,00 work months  | 1,00 work months             | 0,50 work months   | 4,00 work months  | 0,00 work months        |
| 9 International tariff policy  | 3,50 work months  | 1,50 work months             | 2,00 work months   | 2,00 work months  | 1,50 work months        |
| 10 Authorities and mech. tariff review   | 3,50 work months  | 1,25 work months             | 1,50 work months   | 1,50 work months  | 2,00 work months        |
| 11 Costing methodology   | 3,75 work months  | 2,50 work months             | 2,75 work months   | 3,75 work months  | 0,00 work months        |
| 12 Co-ordination structure   | 6,00 work months  | 3,25 work months             | 2,75 work months   | 6,00 work months  | 0,00 work months        |
| 13 Cost & revenue sharing agreements   | 1,25 work months  | 1,25 work months             | 0,75 work months   | 0,75 work months  | 0,50 work months        |
| 14 Regulatory Authority  | 4,00 work months  | 1,50 work months             | 2,50 work months   | 2,50 work months  | 1,50 work months        |
| 15 Preparation of a marketing plan   | 4,00 work months  | 2,25 work months             | 2,50 work months   | 2,50 work months  | 1,50 work months        |
| 16 Second Study Tour   | 1,25 work months  | 0,00 work months             | 0,00 work months   | 0,00 work months  | 1,25 work months        |
| 17 Free trade zones  | 2,00 work months  | 2,00 work months             | 0,00 work months   | 0,00 work months  | 2,00 work months        |
| 18 Recommendations for customs proc.   | 1,00 work months  | 1,00 work months             | 1,00 work months   | 1,00 work months  | 0,00 work months        |
| 19 Legal and financial relationships   | 2,00 work months  | 1,50 work months             | 1,25 work months   | 1,25 work months  | 0,75 work months        |
| 20 Legal restraints/accounting   | 2,50 work months  | 1,25 work months             | 0,50 work months   | 0,50 work months  | 2,00 work months        |
| 21 Impact on UIC membership  | 1,00 work months  | 0,50 work months             | 0,00 work months   | 0,00 work months  | 1,00 work months        |
| 22 Clearinghouse   | 4,10 work months  | 3,00 work months             | 0,00 work months   | 0,00 work months  | 4,10 work months        |
|  | 80,10 work months | 40,50 work months            | 35,00 work months  | 50,25 work months | 29,85 work months       |

## 4.5. RESOURCE UTILISATION REPORT

(Form 2.3)

| RESOURCES/INPUTS                   | TOTAL PLANNED      | PERIOD PLANNED    | PERIOD REALISED   | TOTAL REALISED    | AVAILABLE FOR REMAINDER |
|------------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------------|
| <i>Local experts (Fees)</i>        |                    |                   |                   |                   |                         |
| Experts                            | 65,00 work months  | 35,00 work months | 31,00 work months | 33,00 work months | 32,00 work months       |
| Junior experts                     | 8,00 work months   | 5,00 work months  | 0,00 work months  | 0,00 work months  | 8,00 work months        |
| Secretary                          | 32,00 work months  | 10,00 work months | 9,00 work months  | 14,00 work months | 18,00 work months       |
|                                    | 105,00 work months | 50,00 work months | 40,00 work months | 47,00 work months | 58,00 work months       |
| <i>Local staff (Fees)</i>          |                    |                   |                   |                   |                         |
| Translators                        | 30,00 work days    | 60,00 work days   | 31,00 work days   | 33,00 work days   | -3,00 work days         |
| Translators EU                     | 10,00 work days    | 5,00 work days    | 5,00 work days    | 5,00 work days    | 5,00 work days          |
|                                    | 40,00 work days    | 65,00 work days   | 36,00 work days   | 38,00 work days   | 2,00 work days          |
| <i>Local staff (Reimbursables)</i> |                    |                   |                   |                   |                         |
| Interpreters/Translators           | 18,00 work months  | 10,00 work months | 9,50 work months  | 9,50 work months  | 8,50 work months        |
|                                    | 18,00 work months  | 10,00 work months | 9,50 work months  | 9,50 work months  | 8,50 work months        |
| <b>EQUIPMENT AND MATERIAL</b>      |                    |                   |                   |                   |                         |
| Desk-top computers                 | 3                  | 1                 | 1                 | 3                 | 0                       |
| Portable computers                 | 1                  | 0                 | 0                 | 1                 | 0                       |
| Printers                           | 3                  | 1                 | 1                 | 3                 | 0                       |
| Desk-top computers (training)      | 8                  | 8                 | 8                 | 8                 | 0                       |
| Photocopier                        | 2                  | 0                 | 0                 | 0                 | 2                       |

Page : 20



## **4.6. Output Performance Report**

See chart on the following page

## 4.6. OUTPUT PERFORMANCE REPORT

(Form 2.4)

| Project title : TRACECA - Railways Inter-State<br>Tariff and Timetable Structure<br>Prepared on : 31st July 1997               | Project number : T NREG 9501<br>Contract n° : 96/5156  | Country : Southern Republics of the<br>CIS and Georgia<br>EC Consultant : S.I.S.I.E. 83 Bd Exelmans,<br>75016 Paris - FRANCE  | Page : 22  |
|--|--|---|--|
| Outputs results  | Deviation from original plan   | Reasons for deviation   | Comment on constraints<br>& assumptions  |
| Assessment of Traceca line competitiveness<br>(Technical Report)   | Addition of :<br>Review of local operators (completed)<br>Review of european operators<br>(to be completed by next september)  | Assessment of actual shipments and shipping conditions reflects only present and past situation<br>It was found usefull to review more thoroughly customers expectancies  | Results depend on competing routes offers<br>At present, great changes are not expected  |
| Customs transit procedures<br>(Technical report)   | A review of railways and shipping company operations at border posts has been made with the review of customs procedures themselves  | Customs procedures at border points are based as much on customs rules as on operators procedures   | Customs procedures are being reassessed in most countries.<br>Final decisions will be made later and current rules will probably be altered significantly  |
| Costing methodologies<br>Co-ordination structure (part)<br>Cost and Revenue Sharing<br>Agreements (part)<br>(Technical report) | Results acurateness limited<br><br>Special study of direct trains cost<br><br>Training problems : (1) special session for Turkmen technicians and (2) second session in the Caucasus | Lack of accurate data<br><br>Decision of Tbilissi Steering Committee<br><br>(1) No Turkmen technician showed up in Tashkent for the "central Asia" session.<br>(2) Attendance has been questionable in Tbilissi | Creation and development of a data bank in each railway would change the picture<br><br>Study particularly usefull when railways will follow our recommendations to : (1) create a common operator and (2) approve a direct train policy for their common operator<br><br>Trained technicians have fully endorsed the training programme and people unable to attend regular sessions have requested extra ones from the Consultant. |

Output

## 4.6. OUTPUT PERFORMANCE REPORT

(Form 2.4)

|   |  |  |   |           |
|---|--|--|---|-----------|
|   |  |  |   | Page : 23 |
| Preparation of a Marketing Plan                             | <p>A Marketing Plan for the railways do not fit exactly in our project (see report).</p> <p>A Marketing Strategy will be recommended for (1) the Common Body whose creation was decided in Tbilissi and (2) the railways services dealing with sales of block-trains</p> | <p>Our project can make valuable recommendations only on international traffics available on the market but none on traffics regulated by the state or through international agreements at the government level.</p> <p>Thus, a marketing plan for the railways sales department dedicated to all sorts of international freight makes no sense.</p> | <p>It is assumed that the railways will follow the advice of the Steering Committee</p>   |           |
| Regulatory Authority<br>Sharing Agreements<br>Co-ordination | <p>The creation of a common operator is recommended (see vote of Tbilissi Steering Committee) that will be directly responsible for matters concerning the 8 railways.</p>   | <p>As agreed with the railways in Tbilissi most day to day problems for international shipments would be better solved by a common body with a management style more reactive to customers problems than by the present heavy railway organisation</p>   | <p>It is assumed that the railways will follow the advice of the Steering Committee</p> <p>Project recommendations will have to fit in the overall restructuring policy of the railways</p> |           |

# **5. PROJECT PLANNING FOR NEXT REPORTING PERIOD**

## **5.1. Important observations for project success**

### **5.1.2. Presence of Russian operators in the Traceca area**

It is no secret that Russia has strong ties with the Traceca states in general and, particularly, with their railways.

The Traceca project cannot be considered as unnecessary competition by the Russian parties. In fact this route is another possibility offered to the Traceca states to develop their international trade and it is established that much traffic will come from western Europe and America and will not go through Russia no matter what.

The Consultant feels that this message has to be carried properly to Russian interested parties and some preliminary steps have been taken to that purpose.

### **5.1.3. European Commission / Traceca states authorities**

As our recommendations will end up in a project of setting up a specific multi-national body (the future operator) we would like to organise an official meeting with all interested parties and concerned authorities ( a last « Steering Committee » for instance where other state authorities would be invited).

In this case we need the European Commission's endorsement along with local support from government or railways.

The Consultant is ready to present a specific project for this last meeting.

## **5.2. Proposals for adjustment of overall planning and their consequences**

### **5.2.1. Overall adjustments**

They are minor and they appear in form 2.2 « Revised Overall Plan of Operations » as well as in form 5.3 « Plan of operations for the next period ».

### **5.2.2. General strategy**

The main alteration to the original project was voted in Tbilissi. It concerns the project of setting up an operator common to all railways. All adjustments are a logical consequence of this stand.

Practically speaking, for instance, all legal matters have been postponed so that they will be settled when the draft proposals will have been accepted by the beneficiaries.

In September and October draft proposals for the setting up of the operator and the overall marketing strategies will be validated with our counterparts. Then all technical recommendations will be made accordingly.

### **5.3. Plan of Operations for the next period**

See charts on the following page

5.3. PLAN OF OPERATIONS FOR THE NEXT PERIOD (Work Programme)

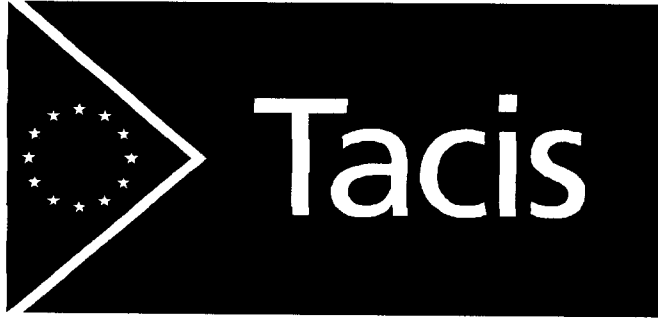
| N° | MAIN ACTIVITIES   | TIME FRAME |   |    |    |    |   |   |    |    |   |  |  | INPUTS |           |           | OTHER |       |     |    |  |
|----|---|------------|---|----|----|----|---|---|----|----|---|--|--|--------|-----------|-----------|-------|-------|-----|----|--|
|    |   | 1997       |   |    |    |    |   |   |    |    |   |  |  | 1998   | PERSONNEL | EQUIPMENT |       | OTHER |     |    |  |
|    |   | 8          | 9 | 10 | 11 | 12 | 1 | 5 | 32 | 90 | 2 |  |  |        |           |           |       |       |     |    |  |
| 1  | Project management  |            |   |    |    |    |   |   |    |    |   |  |  | 1      | 5         | 32        |       |       | 90  | 2  |  |
| 23 | Steering Committee  |            |   |    |    |    |   |   |    |    |   |  |  |        | 1         | 2         |       |       | 15  | 1  |  |
| 2  | (3A1) Timetables design and performance procedures        |            |   |    |    |    |   |   |    |    |   |  |  |        | 0,75      | 1         |       |       | 0   | 0  |  |
| 3  | (3A2) Wagon owning and allocating system                  |            |   |    |    |    |   |   |    |    |   |  |  |        | 2         | 3         |       |       | 34  | 1  |  |
| 4  | (3A3) Opportunity for direct freight trains               |            |   |    |    |    |   |   |    |    |   |  |  |        | 0         | 0         |       |       | 0   | 0  |  |
| 5  | (3A4) Railways freight marketing organisations            |            |   |    |    |    |   |   |    |    |   |  |  |        | 1,5       | 2         |       |       | 30  | 1  |  |
| 6  | (3A5) Technical constraints and remedies                  |            |   |    |    |    |   |   |    |    |   |  |  |        | 1         | 1         |       |       | 22  | 1  |  |
| 7  | (3A6) Study tour 1  |            |   |    |    |    |   |   |    |    |   |  |  |        | 0         | 0         |       |       | 0   | 0  |  |
| 8  | (3B1) Assessment of TRACECA route competitiveness         |            |   |    |    |    |   |   |    |    |   |  |  |        | 0,5       | 0         |       |       | 0   | 0  |  |
| 9  | (3B2) International tariff policy                         |            |   |    |    |    |   |   |    |    |   |  |  |        | 1,5       | 2         |       |       | 22  | 1  |  |
| 10 | (3B3) Authorities and mechanisms for tariff reviews       |            |   |    |    |    |   |   |    |    |   |  |  |        | 2         | 2         |       |       | 34  | 1  |  |
| 11 | (3B4) Costing methodologies                               |            |   |    |    |    |   |   |    |    |   |  |  |        | 0         | 0         |       |       | 0   | 0  |  |
| 12 | (3B5) Co-ordination structure                             |            |   |    |    |    |   |   |    |    |   |  |  |        | 0         | 0         |       |       | 0   | 0  |  |
| 13 | (3B6) Cost and revenue sharing agreements                 |            |   |    |    |    |   |   |    |    |   |  |  |        | 0,5       | 0         |       |       | 0   | 0  |  |
| 14 | (3B7) Regulatory authority and operations body            |            |   |    |    |    |   |   |    |    |   |  |  |        | 1,5       | 2         |       |       | 42  | 2  |  |
| 15 | (3B8) Preparation of a marketing plan                     |            |   |    |    |    |   |   |    |    |   |  |  |        | 1,5       | 1         |       |       | 33  | 1  |  |
| 16 | (3B9) Study tour 2  |            |   |    |    |    |   |   |    |    |   |  |  |        | 1,25      | 2         |       |       | 0   | 0  |  |
| 17 | (3C1) Free trade zones                                    |            |   |    |    |    |   |   |    |    |   |  |  |        | 2         | 2         |       |       | 34  | 1  |  |
| 18 | (3C2) Recommendations for customs procedures              |            |   |    |    |    |   |   |    |    |   |  |  |        | 0         | 0         |       |       | 0   | 0  |  |
| 19 | (3D1) Legal and financial relationships                   |            |   |    |    |    |   |   |    |    |   |  |  |        | 0,75      | 1         |       |       | 15  | 1  |  |
| 20 | (3D2) Legal restraints in national railway accounting law |            |   |    |    |    |   |   |    |    |   |  |  |        | 2         | 3         |       |       | 42  | 1  |  |
| 21 | (3D3) Impact and constraints of UIC memberships           |            |   |    |    |    |   |   |    |    |   |  |  |        | 1         | 0         |       |       | 0   | 0  |  |
| 22 | (3D4) Clearinghouse                                       |            |   |    |    |    |   |   |    |    |   |  |  |        | 4,1       | 2         |       |       | 22  | 3  |  |
|    | REPORTS   |            |   |    |    |    |   |   |    |    |   |  |  |        |           |           |       |       |     |    |  |
|    | TOTAL   |            |   |    |    |    |   |   |    |    |   |  |  |        | 29,85     | 58        |       |       | 435 | 17 |  |

Traceca - Railways Inter-State  
Tariff and Timetable Structure

## **Progress Report 2**

**Annexes**





TRACECA - Railways Inter-  
State Tariff and Timetable  
Structure  
TNREG9501

**STUDY TOUR  
FRANCE**

April 7<sup>th</sup> to 12th, 1997

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**TRACECA - Railways Inter-State Tariff and Timetable Structure - TNREG9501**

**STUDY TOUR - FRANCE**

April 14<sup>th</sup> to 20<sup>th</sup>

List of participants

| Coountry     | Name            |
|--------------|-----------------|
| ARMENIA      | M. ASRYANTS VI. |
| AZERBAIJAN   | M. MAMEDOV Z.   |
| AZERBAIJAN   | M. PANAKHOV     |
| GEORGIA      | M. TCHIKHVAZE   |
| KAZAKHSTAN   | M. ALTAEV       |
| KYRGYZSTAN   | M. ZAKIROV      |
| OUZBEKISTAN  | M. YUSUPOV      |
| TADJIKISTAN  | M. KHABIBOV     |
| TURKMENISTAN |                 |

SEMAINE DU 7 au 12 Avril 1997

## PROGRAMME

**5/6 Avril**

- Arrivée des participants
- Accueil à Orly/Roissy, installation à l'hôtel

**Lundi 7 Avril**  
**10H30-12H30**

### **SISIE Paris**

- Accueil par Monsieur le Général QUESNOT, PDG de SISIE
- Présentation de notre mission dans le cadre du programme général TRACECA
- Présentation du programme de la semaine

Déjeuner sur place

**14H30-17H30**

### **SYSTRA Paris**

Conférence - Débat sur le thème :

« Nature et types d'accords existants entre les réseaux ferrés spécialisés de fret »

Retour à l'hôtel, soirée libre

**Mardi 8 Avril**  
**Journée**

### **Bureau Central de Compensation - BRUXELLES**

Voyage vers Bruxelles : TGV THALLYS

Conférence - Débat sur les thèmes :

- historique de la création du BCC
- statuts et règlement intérieur
- organigramme
- rôle
- méthode de prise de décisions
- méthode de détermination des responsabilités

Retour TGV THALLYS

Soirée libre

**Mercredi 9 Avril**  
**9H30-12H30**

### **SYSTRA Paris**

Conférence - Débat sur le thème :

« Règlement des litiges entre les réseaux ferrés de fret »

Déjeuner au Sénat

**14H30-18H00**

**MINISTERE DES TRANSPORTS PARIS**

Visite et conférence sous le patronage du Secrétaire d'Etat aux Transports

« La directive européenne sur la libéralisation des réseaux ferroviaires »

Soirée libre

**Jeudi 10 Avril**

**INTERCONTAINER/INTERFRIGO - Bâle**

Vol AIR INTER pour Bâle

Conférence - Débats sur les thèmes :

Organisation générale :

- historique de la création
- missions d'INTERCONTAINER/INTERFRIGO
- statuts et règlement intérieur
- organigramme
- responsabilité des organisations  
INTERCONTAINER/INTERFRIGO

Organisation opérationnelle :

- organisation et suivi des mouvements
- documents

Organisation commerciale :

- politique marketing et promotion
- politique de tarifs
- traitements des litiges

Vol retour

Soirée libre

**Vendredi 11 Avril**

**9H30-12H30**

Union Internationale des Chemins de Fer - Paris

Conférence sur le thème :

« Rappel du rôle de l'UIC, point sur les adhésions »

Déjeuner sur place

Après-midi libre

**20H00**

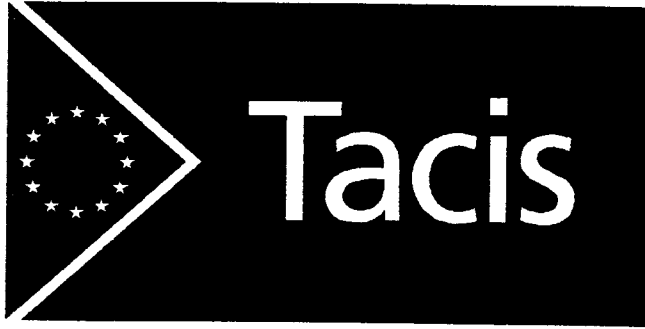
Dîner de gala

**Samedi 12 Avril**

Journée loisirs

**Dimanche 13 Avril**

Départ des participants



TRACECA - Railways Interstate Tariffs and Timetable  
Structure

**Second meeting of the  
Steering Committee**

Tbilisi, May 22-24<sup>th</sup>, 1997

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## ORDRE DU JOUR

### 22 mai

- 08h30 Petit déjeuner
- 10h30 Ouverture du deuxième Comité de Pilotage.
1. Discours de Mr. N.Lékichvili, Ministre d'Etat de Géorgie,
  2. Discours de Mr. A.Tchkhaïdze, Président du Département des chemins de fer de Géorgie,
  3. Discours du représentant de TRACECA/TACIS,
  4. Discours de Mr.B. FASSIER Ambassadeur de France en Géorgie.
- 11h30 Approbation du compte rendu du Comité du 11/02/97  
Promotion de la ligne TRACECA
- les suggestions des participants au premier Comité
  - une marque pour cette ligne: "TRACECA EXPRESS"
- Intervenant: Marc LANDRIN
- 13h30 Déjeuner
- 14h30 Plan marketing: sa structure
- Intervenant: Hélène CAROFF
- La définition du service "TRACECA EXPRESS":
- ce que demande le client
  - comment le formaliser: une charte?
- Intervenant: J-L.ROMANINI
- 17h00 Temps libre
- 18h00 Dîner offert par TRACECA

### 23 mai

- 08h30 Petit déjeuner
- 09h30 La politique de prix
- la définition d'un prix de revient
  - l'analyse marketing
  - l'établissement d'un tarif: pourrait-on aujourd'hui établir un tarif "de bout en bout" en transport de marchandises diverses
- Intervenants: Olivier DEREUDRE  
Vincent HERRIAU
- 11h00 Présentation des ports de BATUMI et POTI
- 12h00 Déjeuner

- 13h00 La coopération entre les réseaux:
- synthèse du voyage d'étude en Europe de l'Ouest
  - l'expérience INTERFRIGO/INTERCONTAINER
  - de quelle façon ces différentes expériences peuvent-elles être transposées dans le cas "TRACECA EXPRESS"
- Intervenants: W. GRITZ, J-L.ROMANINI
- 15h00 Débat sur un thème choisi par les participants
- 16h30 Conclusion des débats et validation du document final
- 17h30 Temps libre
- 18h30 Dîner offert par les Chemins de fer Géorgiens



**TRACECA - TRANSPORTATION CORRIDOR THROUGH CENTRAL ASIA AND THE CAUCASUS  
RAILWAYS INTER-STATE TARIFF AND TIMETABLE STRUCTURE PROJECT**

**PROGRAMME DU SEJOUR**

Programme du séjour des dirigeants des administrations des chemins de fer d'Asie Centrale et de Caucase, des représentants de la Banque Mondiale, Banque Européenne de Reconstruction et de Développement ainsi que de la Banque Asiatique de Développement.

**21-25 mai 1997**

Les dirigeants des administrations des chemins de fer d'Asie Centrale et du Caucase arrivent à TBILISSI le 21 mai 1997 (la liste des participants et les horaires d'arrivée sont fournis par le centre de coordination TRACECA).

Dans la salle VIP de l'aéroport de TBILISSI les invités sont accueillis par:

- Mr.J-L. Romanini, Directeur du projet TRACECA "Structure des tarifs et des horaires internationaux";
- Mr.I. Melkadze, premier adjoint du Président du Département des chemins de fer de Géorgie;
- Mr.Dj.Tchkhikvadze, adjoint du Président des chemins de fer de Géorgie;
- Mr.T.Gvaberidze, adjoint du Président des chemins de fer de Géorgie;
- Mr.T.Tchoutkerachvili, adjoint du Président des chemins de fer de Géorgie;
- Mr.M.Kiknadze, adjoint du Président des chemins de fer de Géorgie.

Les procédures de visa et de douane sont exécutées à l'aéroport de TBILISSI.  
Responsable: T. Tchoutkerachvili adjoint du Président des chemins de fer.

Le transport est assuré par le Département des chemins de fer de Géorgie.

Responsable: Premier adjoint du Président du Département des chemins de fer de Géorgie  
I.Melkadze.

**21 mai**

L'accueil des invités à l'aéroport de TBILISSI est assuré par:

- I.Melkadze, Premier adjoint du Président du Département des chemins de fer de Géorgie;
- Dj.Tchkhikvadze, adjoint du Président des chemins de fer;



- T.Tchoutkerachvili, adjoint du Président des chemins de fer;
- M.Kiknadze, adjoint du Président des chemins de fer.

L'accueil des invités à la gare de TBILISSI est assuré par:

- A.Tchkhaïdze, Président du Département des chemins de fer de Géorgie;
- T.Gvaberidze, adjoint du Président des chemins de fer.

Installation des participants à l'hôtel "Krtzanissi".

18h00 Dîner au nom du Département des chemins de fer de Géorgie, au restaurant "Bagrationi";

## **22 mai**

08h30 Petit déjeuner

10h30 Ouverture du deuxième Comité de Coordination.

1. Discours de Mr. N.Lékichvili, Ministre d'Etat de Géorgie,
2. Discours de Mr. A.Tchkhaïdze, Président du Département des chemins de fer de Géorgie,
3. Discours du représentant de TRACECA/TACIS,
4. Discours de Mr. B. FASSIER, Ambassadeur de France en Géorgie.
- 5.

11h30 Réunion de travail

13h30 Déjeuner

14h30 Réunion de travail

17h00 Temps libre

18h00 Dîner au nom de TRACECA

## **23 mai**

08h30 Petit déjeuner

09h30 Réunion de travail

12h00 Déjeuner

13h00 Discussion et validation du document final

14h30 Réunion de travail  
17h00 Temps libre,  
18h30 Dîner au nom des chemins de fer pour les participants sur le lac des Tortues

**24 mai**

08h30 Petit déjeuner  
09h30 Visite de **T.E.B.Z.** de la gare de TBILISSI  
10h30 Départ pour Kakhétie, visite des curiosités du pays  
22h00 Retour à TBILISSI

**25 mai**

08h30 Petit déjeuner; départ des participants

## **TRACECA - Railways Inter-State Tariff and Timetable Structure - TNREG9501**

Steering Committee - Tbilissi

May 22<sup>nd</sup>-24<sup>th</sup> 1997

List of participants

| Country      | Name                             |
|--------------|----------------------------------|
| ARMENIA      | M. ASIKYAN                       |
| AZERBAIJAN   | M. MAMEDOV                       |
| AZERBAIJAN   | M. PANAKHOV                      |
| AZERBAIJAN   | M. KHALIKOV, Caspian Shipping Cy |
| GEORGIA      | M. TCHK Aidze                    |
| KAZAKHSTAN   | M. ALTAEV                        |
| KYRGHYZSTAN  | M. YUREVICH                      |
| TAJIKISTAN   | M. ESHENJANOV                    |
| TURKMENISTAN | Mme BADIKOVA                     |
| UZBEKISTAN   | M. ARTEMIEV                      |

# COMITE DE COORDINATION

TBILISSI, 22-23 Mai 1997

## MOTIONS ADOPTEES

### **Motion numéro 1**

Le Comité approuve la nomination de la Compagnie de Navigation de la Mer Caspienne (Caspian Shipping Line - CSL) comme membre à part entière du Comité.

### **Motion numéro 2**

Le Comité approuve le compte-rendu de la première session qui s'est tenue à TASHKENT sous réserve des deux modifications suggérées par MM. MAMEDOV et ALTAYEV.

Cette motion est approuvée à l'unanimité.

### **Motion numéro 3**

Le Comité :

- Décide d'adopter une marque commerciale pour la promotion des services ferroviaires internationaux.
- Prend acte de l'autorisation d'utiliser le nom « TRACECA » qui a été accordée par la Commission Européenne.
- Enregistre la proposition des experts de choisir comme marque : « TRACECA EXPRESS ».
- Demande à ses membres de réfléchir à la marque proposée par les experts et, éventuellement, de faire leurs propres propositions de marque, logo et graphisme pour le prochain Comité.
- Décide de reporter le choix définitif au prochain Comité.

Cette motion est approuvée à l'unanimité.

#### **Motion numéro 4**

Le comité approuve la proposition d'étendre le système des trains directs semblables au train POTI/BAKOU aux autres destinations de la zone TRACECA.

Il insiste pour que soient étudiées en détail les conditions de mise en oeuvre de ces trains directs.

Il souhaite recevoir l'aide de la commission européenne dans cette mise en oeuvre.

Cette motion est approuvée à l'unanimité.

#### **Motion numéro 5**

Le Comité approuve la démarche du programme SYSMANAGEMENT permettant de mieux cerner la rentabilité des services ferroviaires.

Il demande que, dans la limite du projet actuel, des informations complémentaires lui soient fournies concernant le prix de revient de trains directs « courts », c'est à dire de trains de moins de 50 wagons.

Il rappelle que les réseaux ne disposent pas à l'heure actuelle d'une base d'informations statistiques et financières suffisante pour obtenir des résultats totalement satisfaisants. Il souhaite en conséquence que la Commission Européenne puisse apporter son aide à la constitution de ces bases ainsi qu'à l'établissement de calculs définitifs.

Cette motion est approuvée à l'unanimité.

#### **Motion numéro 6**

A la suite d'une communication sur les raisons qui ont amené les chemins de fer européens à créer INTERCONTAINER/INTERFRIGO, le Comité instaure un large débat sur l'intérêt et les principes de fonctionnement de ce type d'organisation.

Le comité approuve la proposition de M. PANAKHOV d'étudier la constitution d'une structure opérationnelle de ce type, qui serait commune à l'ensemble des pays de la zone TRACECA et qui serait spécialement chargée de la commercialisation et de l'exécution de services ferroviaires internationaux soumis à la concurrence.

Le Comité demande aux experts de faire des propositions en ce sens.

Cette motion est approuvée à l'unanimité.

#### **Motion numéro 7**

Le Comité accepte à l'unanimité la proposition de M. MAMEDOV d'organiser la prochaine session à BAKOU au mois d'octobre.

