

TRACECA - Railways
Inter-State Tariff and
Timetable Structure
TNREG9501

**Project
Completion
Report**

February 28, 1998


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PROJECT COMPLETION REPORT

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 : Armenia, Azerbaijan, Georgia, Kazakstan, Kyrgyzstan, Tadjikistan, Turkmenistan, Uzbekistan	
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Date of report : 28/02/1998

Reporting period : 1/11/97 to the end of project

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Traceca - Railways Inter-State Tariff and Timetable Structure

Completion Report

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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 : Armenia, Azerbaidjan, Georgia, Kazakhstan, Kyrgyzstan, 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 (19/7/1997 – 19/1/1998)

FOREWORD :

A last meeting of project beneficiaries was organised in Brussels on January 16th 1998.

During this meeting, called “ Convention of Traceca Railways”, a major decision was reached when participants signed the “Protocol of Intention” in order to set up a common subsidiary for all Traceca Railways designated so far as the “Common Operator”.

The Protocol was signed in the presence of representatives of the European Commission.

Several last minute alterations had to be made to our recommendations and reports so as to take into account the consequences of this major success for all parties. As a result, these reports have been slightly delayed.

2. SUMMARY OF PROJECT PROGRESS SINCE THE START

2.1 Reporting and Technical Recommendations

During the project the following reports have been circulated :

Progress Reports :

Inception Report

Progress Report 1 : covering the period from start to February 28, 1997

Progress Report 2 : covering the period from March 1st to July 31st, 1997

Progress Report 3 (Draft Final Report) : covering the period from August 1 to October 31st, 1997

Progress reports have included several important appendixes regarding decisions reached in the course of the project.

Technical reports :

Audit of Uzbek Railways

Audit of Georgian Railways

Customs and Transit Procedures

Railways Infrastructures

Assessment of Traceca Line competitiveness

Draft Marketing Strategy ("Launch of a new rail service on Traceca corridor")

Conversion of Traceca Currencies – Creation of Regional Clearing Centres

OSJD Transit Tariff agreements

Legal issues

Confidential Technical Reports :

These reports concern results of Sysmanagement applied to railways in the following countries :

Georgia, Kazakhstan, Turkmenistan, and Uzbekistan.

These results show, among others, results on a service by service basis; such reports being confidential, they have been delivered to the beneficiaries and have not been circulated outside.

2.2 Meetings and Working Sessions

The following meetings and training sessions have been organized :

Sysmanagement Training Sessions :

Three sessions have been organized : one in Tashkent for Central Asia (March 97) , another in Tbilissi for the Caucasus (May 97), and a last session specifically organized for the Turkmen railways technicians who had not been able to attend the Tashkent session

(October 97). These were intended to train railways economists and enable them to adapt and run Sysmanagement programs to their specific railways.

Seminars on clearing operations :

A seminar in Tbilissi was attended by railways people from Armenia, Azerbaijan and Georgia (October 97). Another in Tashkent was attended by railways people from Kyrghyzstan, Tadjikistan and Uzbekistan (November 97).

Study tours :

They have been set up in order to receive railways top managers and have them meet western counterparts such as railways people, freight forwarders or western clients.

Two study tours took place in April 97 (France, Belgium, Switzerland) and in September/October 97 (France).

Steering Committees :

Three Committees have taken place in Tashkent (February 97), Tbilissi (May 97) and Baku (October/November 97). It must be stressed that close personal relationship between railways delegates and between them and the project experts have been created during these Committees; no breakthrough such as the decision to create the Common Operator would have been possible otherwise. Other important decisions have been made during the Committees such as the set up of a Committee of all Traceca railways in order to study specific tariffs for new large traffics.

2.3 Equipment and Software

Equipment and software have been delivered to the railways technicians according to the Terms of Reference ; trained technicians in all 8 countries have been offered SYSMANAGEMENT set of programs in order to apply this system to their own railways ; matching computers have been offered at the same time.

2.4 Convention of Traceca Railways

On January 16th 1998, the highest ranking delegates from Traceca railways met in Brussels in the presence of representatives of the European Commission.

There, they signed a "Protocol of Intention" in order to set up a common subsidiary called "COMMON OPERATOR", open to western partnerships and specifically devoted to the development of international freight.

The Consultant strongly recommended such a move which enables the railways to apply immediately world class service standards to railways international shipments in the Traceca area.

3. PROJECT PROGRESS IN FINAL PERIOD

3.1. Achievements in comparison with planned results

3.1.1. General strategy / Set up of the COMMON OPERATOR :

The Consultant feels that the end of this project met a great success when Traceca Heads of Railways attended the 'Convention of Traceca railways' held in Brussels on January 16th 1998.

The purpose was to sign a "Protocol of Intention" along the lines recommended so far and thoroughly discussed during the 3rd Steering Committee in Baku.

The Convention was attended by most Heads of railways. The Georgian representative could not attend for domestic reasons but he, and the Ministry of transport of Georgia, confirmed that they were willing to sign the Protocol. No Turkmen representative could attend either but this is not a surprise : in Baku it had been stated that it was too early for the Turkmen Railways to join their colleagues but a special provision had been voted – and is included in the Protocol – specifying that any railways joining later on would still be considered as a founding member of the Common Operator.

Participants decided that the new company should be created as soon as possible – within the next 6 months. They thanked the European Commission for its help and suggested that its support be extended to the actual set up of the COMMON OPERATOR.

The protocol and other decisions made in Brussels appear in Appendix 1.

3.1.2. Legal matters

Proposals made earlier have been thoroughly examined and discussed with the beneficiaries. Alterations have been suggested and the Consultant has taken this into account when writing the report on legal matters. There has been some reluctance to consider opening the capital of the COMMON OPERATOR to western partners. As a result more research has been done in order to offer new ways to meet beneficiaries expectancy.

A short study of OSJD International Tariff has been added, upon request, in order to review basic rules and regulations and to ascertain that there is enough room for establishing almost any specific tariff agreement concerning any specific traffic.

3.1.3. Marketing strategy

It is now quite clear that Traceca railways cannot, and do not want to, endanger existing large traffics controlled by the states or by big private interests.

On the other hand they have more freedom for developing new traffics that either do not exist at present or are using other routes. They are now convinced that this development can only

be insured by (1) respecting international service standards and (2) reaching partnership agreements with western counterparts (freight forwarders, operators or direct clients). A strategy based on offering direct train services through a common body has been the basis for our recommendations. This appears in the specific report on this subject.

3.1.4. Clearinghouse

Training sessions have been organised with the full support of the BUREAU CENTRAL DE COMPENSATION (BCC) and of UNION INTERNATIONALE DES CHEMINS DE FER (UIC), our expert Mr. Erwin NOEL being in fact the General manager of BCC in Brussels.

Attendants to both seminars have been very active and have offered recommendations. It must be noticed that the seminar met a very positive reaction in Turkmenistan and has probably contributed to the good understanding that has recently developed between Turkmen Railways and the Consultant

3.2 Deviations from original planning

No particular deviation from original planning has been encountered. The Consultant devoted a little more time than expected on the general strategy of Traceca Railways for developing international freight and a little less time on specific legal matters than can be easily solved in the framework of the Common Operator.

3.3 Project Progress Report

See chart on the following page 8 (form 2.2)

3.4 Resource Utilisation Report

See chart on the following pages : 9 to 10 (form 2.3)

3.5 Output Performance report

See chart on the following pages : 11 to 12 (form 2.4)

3.3. PROJECT PROGRESS REPORT

(Form 2.2.)

Project title : TRACECA - Railways Inter-State Tariff and Timetable Structure and Timetable Structure		Project number : TNREG 9501 Contract number 96/5156		Country : Southern Republics of the CIS and Georgia		Page : 8		
Planning period : from November 1997 to end		Prepared on : Febr. 28th 1998		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								
N°	MAIN ACTIVITIES	TIME FRAME			INPUTS			
		1997	1998	1999	PERSONNEL	EQUIPMENT & MATERIAL	OTHER	
		11	12	1	EC	COUNTRP	FLIGHTS EU	PER DIEM
1a	Project Management				2	6,5	2	30
1b	Steering Committees				1,25	2	0	0
2	Timetables design				0	0	0	0
3	Wagon owning				0,5	0	0	0
4	Opportunity for direct freight trains				0	0	0	0
5	Railway freight marketing org.				1	1	1	25
6	Technical constraints and remedies				0	0	0	0
7	First Study Tour				0	0	0	0
8	Assesment of TRACECA routes				0	0	0	0
9	International tariff policy				1,5	0	0	0
10	Authorities and mech. tariff review				1	1	0	0
11	Costing methodology				0	0	0	0
12	Co-ordination structure				1,25	1,5	1	16
13	Cost & revenue sharing agreements				0	0	0	0
14	Regulatory Authority				1,5	1,5	1	25
15	Preparation of a marketing plan				1	0	1	20
16	Second Study Tour				0	0	0	0
17	Free trade zones				0	0	0	0
18	Recommendations for customs proc.				0	0	0	0
19	Legal and financial relationships				0,75	0,5	0	0
20	Legal restraints/accounting				1	0	0	0
21	Impact on UIC membership				0,5	0	0	0
22	Clearinghouse				4,1	1,5	2	24
					17,35	15,5	8	140

3.4. RESOURCE UTILISATION REPORT

(Form 2.3)

Project title : TRACECA - Railways Inter-State Tariff and Timetable Structure		Project Number : TNREG 9501 Contract number : 96/5156		Country : Southern Republics of the CIS and Georgia		Page : 9
Planning period : from november 1997 to end of project		Prepared on : 28 February 1998		EC Consultant : S.I.S.I.E. - 83 Bd Exelmans - 75016 PARIS		
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	
PERSONNEL						
<i>EU Experts</i>						
1a Project Management	20,00 work months	2,00 work months	2,00 work months	20,00 work months	0,00 work months	0,00 work months
1b Project Management	1,75 work months	0,25 work months	1,25 work months	2,75 work months	-1,00 work months	-1,00 work months
2 Timetables design	2,75 work months	0,00 work months	0,00 work months	2,75 work months	0,00 work months	0,00 work months
3 Wagon owning	2,00 work months	1,50 work months	0,50 work months	1,00 work months	1,00 work months	1,00 work months
4 opportunity for direct freight trains	1,00 work months	0,00 work months	0,00 work months	1,00 work months	0,00 work months	0,00 work months
5 Railway freight marketing org.	4,00 work months	1,00 work months	1,00 work months	4,00 work months	0,00 work months	0,00 work months
6 Technical constraints and remedies	4,50 work months	0,00 work months	0,00 work months	4,50 work months	0,00 work months	0,00 work months
7 First Study Tour	1,25 work months	0,00 work months	0,00 work months	1,25 work months	0,00 work months	0,00 work months
8 Assessment of TRACECA routes	4,00 work months	0,00 work months	0,00 work months	4,00 work months	0,00 work months	0,00 work months
9 International tariff policy	3,50 work months	1,50 work months	1,50 work months	3,50 work months	0,00 work months	0,00 work months
10 Authorities and mech. tariff review	3,50 work months	1,00 work months	1,00 work months	3,50 work months	0,00 work months	0,00 work months
11 Costing methodology	3,75 work months	0,00 work months	0,00 work months	3,75 work months	0,00 work months	0,00 work months
12 Co-ordination structure	7,00 work months	1,00 work months	1,50 work months	7,50 work months	-0,50 work months	-0,50 work months
13 Cost & revenue sharing agreements	1,25 work months	0,00 work months	0,00 work months	1,25 work months	0,00 work months	0,00 work months
14 Regulatory Authority	4,00 work months	0,75 work months	1,25 work months	4,50 work months	-0,50 work months	-0,50 work months
15 Preparation of a marketing plan	4,00 work months	0,50 work months	1,00 work months	4,50 work months	-0,50 work months	-0,50 work months
16 Second Study Tour	1,25 work months	0,00 work months	0,00 work months	1,25 work months	0,00 work months	0,00 work months
17 Free trade zones	0,00 work months	0,00 work months	0,00 work months	0,00 work months	0,00 work months	0,00 work months
18 Recommendations for customs proc.	1,00 work months	0,00 work months	0,00 work months	1,00 work months	0,00 work months	0,00 work months
19 Legal and financial relationships	2,00 work months	0,75 work months	0,75 work months	2,00 work months	0,00 work months	0,00 work months
20 Legal restraints/accounting	2,50 work months	1,00 work months	1,00 work months	2,50 work months	0,00 work months	0,00 work months
21 Impact on UIC membership	1,00 work months	0,50 work months	0,50 work months	1,00 work months	0,00 work months	0,00 work months
22 Clearinghouse	4,10 work months	4,10 work months	4,10 work months	4,10 work months	0,00 work months	0,00 work months
	80,10 work months	15,85 work months	17,35 work months	81,60 work months	-1,50 work months	-1,50 work months

3.4. 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	19,00 work months	15,50 work months	61,50 work months	3,50 work months
Junior experts	8,00 work months	8,00 work months	0,00 work months	0,00 work months	8,00 work months
Secretary	32,00 work months	10,00 work months	12,00 work months	34,00 work months	-2,00 work months
	105,00 work months	37,00 work months	27,50 work months	95,50 work months	9,50 work months
<i>Local staff (Fees)</i>					
Translators	30,00 work days	0,00 work days	0,00 work days	30,00 work days	0,00 work days
Translators EU	10,00 work days	0,00 work days	0,00 work days	10,00 work days	0,00 work days
	40,00 work days	0,00 work days	0,00 work days	40,00 work days	0,00 work days
<i>Local staff (Reimbursables)</i>					
Interpreters/Translators	18,00 work months	5,18 work months	3,00 work months	15,82 work months	2,18 work months
	18,00 work months	5,18 work months	3,00 work months	15,82 work months	2,18 work months
EQUIPMENT AND MATERIAL					
Desk-top computers	3	0	0	3	0
Portable computers	1	0	0	1	0
Printers	3	0	0	3	0
Desk-top computers (training)	8	0	0	8	0
Photocopier	2	0	0	2	0

3.5. OUTPUT PERFORMANCE REPORT

(Form 2.4)

Project title : TRACECA - Railways Inter-State Tariff and Timetable Structure Prepared on : 28 February 1998	Project number : TNREG 9501 Contract n° : 96/5156	Country : Southern Republics of the CIS and Georgia EC Consultant : S.I.S.I.E. 83 Bd Exelmans, 75016 Paris - FRANCE	
Outputs results	Deviation from original plan	Reasons for deviation	Comment on constraints & assumptions
Acceptance of the currency conversion mechanism	none		Decisions made by delegates have to be formally approved by local authorities and implemented by railways
Creation of a Regional Clearing Centre	none		This recommendation needs the approval of heads of railways. In Uzbekistan it needs adaptation to the national law on joint ventures
Definition of a new Traceca rail service	none		This service is based on operating direct trains. It requires : (1) full acceptance of the concept by railways (2) partnerships(s) with western professionals (3) the set up of a common body professionals
Pricing policy on international freight	Two cases have to be considered : (1) present traffics : usually large and state controlled (2) new traffics (such as intermodal) The T.O.R. were asking for recommendations on International Tariff	State and big private interest are at stake Complete reform of present practice is unrealistic Proposals concern new traffic. Tariff and regulations changes on railways current practice will occur later on, when success on new traffic will have been established.	Present regulation enable the railways to quote any price they decide. However their procedures do not fit with international practice A sound tariff policy can only be implemented if local authorities make the decision to shift to new management rules and adapt to market realities. It might be a difficult political decision.

3.5. OUTPUT PERFORMANCE REPORT

(Form 2-4)

Outputs results	Deviation from original plan	Reasons for deviation	Comment on constraints & assumptions
Creation of a Traceca Line Tariff Committee	in line with the T.O.R.s	This would be in fact one of the first bodies to be created outside of the OSJD. However, the railways intentions are to limit its field to specific negotiations on large new traffics.	It is assumed that Railways Management is willing to reorganize tariff negotiations for new traffic and to make sure that most of the profit stays with the railways.
Creation of the COMMON OPERATOR "Protocol of intention"	A set of international bodies and mechanisms were foreseen. A unique "Common Operator" has been recommended for new traffic.	Sophisticated agreements between 8 railways and one or several shipping lines appeared too difficult to agree upon.	It is assumed that Trukmenistan will join its railway partners. The Common Operator could operate without Turkmen participation anyhow.

4. OVERALL REPORT ON THE TOTAL PROJECT

4.1 General Comments on project implementation

Identification of all interested parties and protection of national interest

Railways have numerous business partners. Any change 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 voiced their concern about protecting local and national interests. This has been clearly expressed several times.

Our counterparts realise that the " Tariff and Time-Table " project is delivering real concrete results, such as a proposal for draft agreements between railways, a draft marketing strategy including the definition of a new service, draft agreements with operators,

This, in turn, means that the project can be converted into a money making organisation as soon as the decisions will be implemented, particularly for the next project "Intermodal Services".

All 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.

Steering Committees

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 had such strategic objectives, no other way could better serve this purpose.

Study Tours

During the first Study Tour 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.

The second Study Tour made participants meet clients and professionals : NESTLE, CALBERSON, SNCF,

Such tours have made railways managers more familiar with western ways in transport circles and have showed them the major importance of good marketing practices.

Convention of Traceca Railways

This appears as one of the major outcomes of the project.

Following the Consultant recommendation, Traceca railways decided to meet once again in order to sign a Protocol of intention (January 16th, 1998) and create the COMMON OPERATOR (see chapter 3 of the present report). This decision was made in the presence of representatives from the European Commission and the Consultant has heard since that steps are being taken to implement the decision.

The Consultant's team

Project Manager

Our Project Manager's mission was put to an end in June 1997.

A new team leader has been appointed. He is a Mr. Hugues LAURENT, 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.

Other experts

Minor changes have occurred and have been accepted by the Task Manager.

Turkmenistan

Though extremely good relations have been built with Traceca railways, Turkmenistan has lagged behind other networks in participating to our working sessions and in accepting needed reforms.

Thanks to efforts made by all parties the situation has improved. A special training session on SYSMANAGEMENT has been organised in ASHKABAD for Turkmen railways. However Turkmenistan has not signed the Protocol of Intention concerning the COMMON OPERATOR.

It seems that they are considering joining later on and a special provision was made to that effect.

4.2 Main Tasks performed

Assessment of Traceca route competitiveness

The comparison between competing routes has been completed. 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.

Costing methodologies

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. A last session was specifically organised for Turkmenistan and completed in October.

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

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

Railways lack a good data base of financial and economic figures and results can be questionable. An assistance programme dealing with this matter would be welcome.

Recommendations for customs procedures

A complete review of *transit* customs procedures has been completed in July. 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 (see points 4.1.5.3 under).

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.

The Consultant has prepared a draft marketing strategy in order to offer a new service, i.e.direct trains similar to the ones operated in western Europe.

Clearing of debts

Railways financial directors agreed on the method recommended by our expert (see chapter 3). They are also supporting the idea of creating 2 regional Clearing centres, one in Georgia and the other in Uzbekistan.

This will be a major change compared with present procedures which are completely unsatisfactory.

Legal matters

The report on legal matters has been postponed in order to take into account the results of the Brussels Convention.

Recommendations and proposals are now appearing in their definite version in the report on legal issues distributed with the Project Completion report.

4.3 Project Completion report (see following page)

See chart on the following pages : 17, 18, 19 (form 3.2)

4.4 Output Performance Summary

See chart on the following pages : 20, 21, 22, 23 (form 3.3)

4.3. PROJECT COMPLETION REPORT

(Form 3.2)

REPORTING PERIOD	MAIN ACTIVITIES UNDERTAKEN	EC CONSULTANT (work months)	INPUTS UTILISED		
			FLIGHTS	PER DIEM	EQUIPMT
Project title : TRACECA - Railways Inter-State Tariff and Timetable Structure	Project number : TNREG 9501 Contract n° : 96/5156	Country : Southern Republics of the CIS and Georgia	Page : 18		
Reporting period : 7 / 1997 - 1 / 1998	Prepared on : 28 February 1998	EC Consultant : S.I.S.I.E. 83 Bd Exelmans,75016 PARIS, France			
from start to 28 February 1997	Project Management Steering Committee	6	8	172	3 PCs
	Times tables design and performance	0,5	1	7	Photocopier
	Assessment of Traceca Line competitiveness	3,5	2	26	
	Costing methodologies	1	1	18	
	Co-ordination structure	3,25	2	54	
from March 1997 to 31 July 1997	Project Management Steering Committees	7,5	5	211	1 PC
	Timetables design	0,75	1	6	
	Wagon owning	1	1	30	
	Opportunity for direct freight trains	0	0	0	
	Railway freight marketing org	0	0	45	
	Technical constraints and remedies	2	1	81	
	First Study Tour	3	2	0	
	Assesment of TRACECA routes	0	0	0	
	International tariff policy	1	0	25	
	Authorities and mech. tariff review	3	1	8	
	Costing methodology	2,5	1	53	
	Co-ordination structure	4	2	88	8 PCs
	Cost & revenue sharing agreements	4,5	3	13	
	Regulatory Authority	1	1	14	
	Preparation of a marketing plan	2,5	1	53	
	Second Study Tour	3	2	0	
		0	0	0	

4.3. PROJECT COMPLETION REPORT

(Form 3.2)

REPORTING PERIOD	MAIN ACTIVITIES UNDERTAKEN	EC CONSULTANT (work months)	INPUTS UTILISED		
			FLIGHTS	PER DIEM	EQUIPMT
	Free trade zones	0	0	21	
	Recommendations for customs proc.	1	1	14	
	Legal and financial relationships	1	0	0	
	Legal restraints/accounting	0	0	0	
	Impact on UIC membership	0	0	0	
	Clearinghouse	0	0	0	
from July 1997 to 31 October 1997	Project Management	4,5	3	45	
	Steering Committees	0,25	0	0	
	Timetables design	0,75	0	0	
	Wagon owning	0,5	0	0	
	Opportunity for direct freight trains	0	0	0	
	Railway freight marketing org	1	1	26	
	Technical constraints and remedies	1	1	26	
	First Study Tour	0	0	0	
	Assessment of TRACECA routes	0	0	0	
	International tariff policy	0	0	0	
	Authorities and mech. tariff review	1	1	12	
	Costing methodology	0	0	0	
	Co-ordination structure	0	0	0	
	Cost & revenue sharing agreements	0,5	0	0	
	Regulatory Authority	0,75	1	23	
	Preparation of a marketing plan	1	0	0	
	Second Study Tour	1,25	0	0	
	Free trade zones	0	0	0	
	Recommendations for customs proc.	0	0	0	
	Legal and financial relationships	0	0	0	
	Legal restraints/accounting	1	1	20	
	Impact on UIC membership	0,5	0	0	
	Clearinghouse	0	0	0	

4.3. PROJECT COMPLETION REPORT

(Form 3.2)

REPORTING PERIOD	MAIN ACTIVITIES UNDERTAKEN	EC CONSULTANT (work months)	INPUTS UTILISED	
			FLIGHTS	PER DIEM EQUIPMT
from November 1997 to end	Project Management	2	2	30
	Steering Committees	1,25	0	0
	Timetables design	0	0	0
	Wagon owning	0,5	0	0
	Opportunity for direct freight trains	0	0	0
	Railway freight marketing org.	1	1	25
	Technical constraints and rematerials	0	0	0
	First Study Tour	0	0	0
	Assesment of TRACECA routes	0	0	0
	International tariff policy	1,5	0	0
	Authorities and mech. tariff review	1	0	0
	Costing methodology	0	0	0
	Co-ordination structure	1,25	1	16
	Cost & revenue sharing agreements	0	0	0
	Regulatory Authority	1,5	1	25
	Preparation of a marketing plan	1	1	20
	Second Study Tour	0	0	0
	Free trade zones	0	0	0
	Recommendations for customs proc.	0	0	0
	Legal and financial relationships	0,75	0	0
	Legal restraints/accounting	1	0	0
	Impact on UIC membership	0,5	0	0
	Clearinghouse	4,1	2	24

4.4. OUTPUT PERFORMANCE SUMMARY

(Form 3.3)

Project title : TRACECA - Railways Inter-State Tariff and Timetable Structure Prepared on : 28 February 1998	Project number : TNREG 9501 Contract n° : 96/5156	Country : Southern Republics of the CIS and Georgia EC Consultant : S.I.S.I.E. 83 Bd Exelmans, 75016 Paris - FRANCE	Page : 21
Outputs results	Deviation original plan (+ or - %)	Reason for deviation	Comment on constraints & assumptions
Assessment of Traceca Line Competitiveness	no deviation		Results depend mostly on competitors moves and reactions
Customs transit procedures	+ review of all transit procedures has been added	Time wasted in transit results from several procedures that are not co-ordinated but have to be reviewed at the same time.	Much relies on local states authorities. Transit operations could be speeded up if they take into account our recommendations
Costing methodologies SYSMANAGEMENT	+ A specific session had to be organized for Turkmen railways. More time has been devoted to auditing railways (particularly in Uzbekistan - first railway to be audited in the course of this project -)	Railways economists response has been extremely positive. beneficiaries demands	Railways will have to decide if they wish to constitute the economic data base that is compulsory for properly running SYSMANAGEMENT.
Clearing house	no deviation		Railways and state authorities will have to decide when to create Regional Clearing centres. Railways technicians response has been very positive.

4.4. OUTPUT PERFORMANCE SUMMARY

(Form 3.3)

Outputs results	Deviation original plan (+ or - %)	Reason for deviation	Comment on constraints & assumptions
Draft Marketing Plan	Marketing actions had to be studied and recommendations made in a more limited framework than was expected.	<p>Modern marketing services simply do not exist in Traceca Railways.</p> <p>Sophisticated strategies cannot be implemented in the present framework.</p> <p>The set up of a common subsidiary free to design its own marketing plan had to be recommended.</p> <p>Besides, present large international traffic of commodities are state controlled and no significant change can be expected from the state authorities.</p> <p>Recommendations had to be made for new types of traffic only.</p> <p>In fact recommendations are more for a new marketing strategy than for an actual marketing plan.</p>	<p>Page : 22</p> <p>Much depends upon the effective creation of the common body.</p> <p>Success might bring significant changes later on and influence other freight services.</p>
Tariffs	<p>No customers tariff was recommended MTT can still be used</p> <p>A recommendation was made in order to study a new offer for direct trains.</p>	<p>The expectation for a new tariff (which, once railways) seemed completely unrealistic.</p> <p>It would have been in contradiction with all our findings on the necessity to adapt to the competition and discuss freely prices and conditions with clients.</p> <p>MTT rules are loose enough to allow almost any quotation. As a result there is no need to waste time in renegotiating any international tariff agreement.</p>	<p>This matter is typically under the responsibility of the future common body.</p> <p>New services and direct trains will depend upon the railways ability to work with properly selected western partners and to establish with them long term agreements or Joint ventures.</p> <p>The Consultant's report on marketing strategy is based on this assumption.</p>

4.4. OUTPUT PERFORMANCE SUMMARY

(Form 3.3)

Outputs results	Deviation original plan (+ of - %)	Reason for deviation	Comment on constraints & assumptions
Time Table	Time Table will be designed later on and be based on customers needs A maintenance program has been recommended	Traceca networks running at 10% of previous workload there is definitely no capacity problem.	<p>Page : 23</p> <p>In the future capacity depends on maintenance procedures. No network can keep most of its capacity without a proper maintenance program. The Consultant has made a recommendation in order to optimize choices.</p>
Cost and revenue sharing agreements / Regulatory Authority etc	For most present traffic, keep current set up For new traffic, create a COMMON OPERATOR	<p>(1) Railways are faced with deep problems and must move carefully (2) State and private interested have to be accounted for and prevented us from recommending immediate and radical changes. (3) New traffic can be developed in the framework of more modern bodies abiding to international rules. (4) Western professional partnerships can only be attracted in the framework of private agreements or companies.</p>	<p>For the near, future creation of the COMMON OPERATOR is expected but depends on final decisions made by states highest authorities. Later on, COMMON OPERATOR experience might decide railways and state authorities to start deeper reforms.</p>
Steering Committees	no deviation		<p>Steering Committees have played a kee role in building confidence between the Consultant experts and railways managers. Without mutual trust : - it would have been impossible to discuss the set up of the Common Operator, - beneficiaries would have never accepted to state that OSJD rules were not binding,</p>

4.4. OUTPUT PERFORMANCE SUMMARY

(Form 3.3)

Outputs results	Deviation original plan (+ or - %)	Reason for deviation	Comment on constraints & assumptions
Brussels Convention of Traceca Railways	This proposal met with unexpected success when considering doubts and critics voiced earlier.	Beneficiaires accepted the idea to sign a Protocol of Intention in order to create as soon as possible the COMMON OPERATOR.	<p style="text-align: center;">Page : 24</p> <p>The 6 months deadline will have to be respected if railways wish to benefit fully from incoming projects such as INTERMODAL SERVICES Turkmen participation at a later stage would be welcome.</p>

5. LESSONS LEARNT AND RECOMMENDATIONS

5.1. Important observations on the total project success

This project was one of the first ones concerning the development of transport operations. It could only succeed with market conscious counterparts. We feel that, so far, railways policies are not sufficiently market oriented. Railways managers, though trained in basic marketing concepts do not seem to integrate them in their strategy. There are great differences from one country to another; however this general observations can be applied to most railways.

The Consultant understands that other major problems have to be solved by the railways managers and, needless to say, this should not be considered as a critic of railways present strategies. The Consultants feels however that a little more attention to customers needs, competition, international rules and habits, etc ... would ease railways problems. In any case, major paying customers are western clients and this should be accounted for.

The Consultant feels that more training on specific marketing practices and, particularly, some support on mid term actions designed to meet western counterparts, should be available to railways managers

Heads of railways have been very positive all along the project. From the first Steering Committee in Tashkent to the Convention of Traceca Railways in Brussels, attendance has been very high and top managers made themselves available. This resulted in great progress of some new concepts (such as Committees organised outside OSJD framework, innovative clearing methods and regional clearinghouses or the creation of the Common Operator).

Close personal relations and mutual trust has built up between Heads of railways and their staff on one hand and the Consultant's experts on the other. As a result, touchy issues have been raised and discussed openly.

Steering Committees, which are sometimes questioned, have proved a very efficient way of exchanging views and making decisions or recommendations on strategic matters. Railways are managed along long established rules : however in the framework of Committees, standard positions could be challenged and innovative solutions have been proposed by the very managers that had supported conservative view in the beginning.

The Consultant found that reforms could be welcome, provided they were supported by experienced experts with an established success record in the transport business.

Project results are based on two apparent contradictions :

(1) there is a growing potential of international freight eastbound as well as westbound, and
(2) the Traceca Line will only carry a small part of the total traffic which will continue using the north route (through Russia) as well as the developing south route.

Russian and other long established interests will not suffer from the development of efficient Traceca new services. Thus the railways can feel free to launch an aggressive marketing strategy with the help of selected western partners.

5.2. Chart on Recommendations

The Consultant is making some recommendations that appear on the chart 5.2 (see following page).

Basically next assistance projects could cover the following main fields :

- creation of the COMMON OPERATOR and Joint Ventures,
- more training in marketing of international freight,
- programs designed to meet western partners,
- improvement of economic railways data bases used for cost calculations.

As far as investment is concerned, the maintenance program designed in our "Infrastructure" report is of utmost importance.

See chart on the following page

5.2. RECOMMENDATIONS

(Consultant Form 5.2)

Project title : TRACECA - Railways Inter-State Tariff and Timetable Structure		Project number : TNREG 9501 Contract n° : 96/5156		Country : Southern Republics of the CIS and Georgia		page 27	
Prepared on : 28 February 1998							
Subjects	Recommendations	Comments	Investment	Rating		Urgency	
				Importance	Urgency		
UIC membership	Joins as soon as possible	International freight development can only be based on international practice Joining international organizations is an absolute necessity	no investment annual fees	5	5	5	
Currency conversion method	Implement as soon as possible the BCC method	No other convenient method is available as of now Converting local currencies into Roubles, US\$ and Swiss Francs is necessary	no investment	4	4	4	
Regional Compensation Centre	Set up immediately a Centre for the Caucasus in Tbilissi Set up another centre in Tashkent when local legal problems have been solved	There is much to gain : (1) from regular payments between railways which is not the case at present (2) from low cost compensation methods Cost for the set up of a centre is quickly amortized	40.000 XEU per Centre	3	2	2	
Freight tariffs (potential new large traffic)	Traceca Tariff Committee Set up of one of the first inter-railways bodies outside OSJD	This is a Committee's decision in Baku Specific large traffics should be discussed, and tariffs quoted, within the framework of this body	no investment	2	1	1	

5.2. RECOMMENDATIONS

(Consultant Form 5.2)

Subjects	Recommendations	Comments	Investment	Rating	
				Importance	Urgency
Freight tariffs (inter-railways tariffs)	Sign a "Saraks" type of agreement for international traffic in the Traceca zone (50% rebate on MTT or a flat rate)	This will allow marketing bodies (marketing departments, common subsidiaries, registered freight forwarders) to offer more competitive services and amortize the present excess capacity	no investment lower rates will result in more freight and a higher turnover	3	3
Freight tariffs (direct trains)	Establish a "direct train" tariff i.e. a tariff incorporating only revenues expected from traction operations	Partnership with operators managing end of the line operations, freight and wagon reservations, etc.... will enable railways to desing simplified services and quote more competitive prices	no investment new types of services will attract more customers and generate a higher turnover	3	2
Inter Railways Agreements Revenue Sharing, Claims, Tariffs,...	Set up a COMMON OPERATOR	A common subsidiary will (1) have the necessary freedom to apply an aggressive marketing strategy and (2) the possibility to attract western partners	Charges for setting up the company and solving latest problems : XEU 400.000 (estimate) COMMON OPERATOR Capital : to be decided (it can consist of equipment such as wagons or other ...)	5	5
Transit and legal problems	Design a "Traceca Bill of lading" Have it approved by all national customs	Time wasted in transit procedures is a major drawback of the Traceca route. A "Traceca Bill" would greatly simplify	no investment	4	3

Page : 28

5.2. RECOMMENDATIONS

(Consultant Form 5.2)

Subjects	Recommendations	Comments	Investment	Rating	
				Importance	Urgency
		transit procedures			
Cost accounting	Use of SYSMANAGEMENT Improve economic railways data bases	Delegates at seminars or Committees pointed out that, though much satisfied with SYSMANAGEMENT, they could not use it as much as expected. They suggested that more time be spent on improving railways economic data bases and accounting methods.	an estimated time of 1 to 2 man x years of economist in each railway plus support from a western expert (depending upon railways needs)	3	2
Infrastructure	Set up of a maintenance programme along the lines of our july 97 report	Lack of proper maintenance is not acceptable any longer. Estimates show that investments needed for maintaining the line in running conditions are moderate and can be amortized.	300 M. XEU according to our expert estimate	5	3
Marketing	More training for railways management and marketing/sales agents	Railways are not sufficiently market oriented. More training in specific marketing methods (new services, sales networks, partnerships, promotion, ...) on location as well as trips to meet potential clients and partners is badly needed.	to be estimated it will depend upon available foreign assistance	4	2

Traceca - Railways Inter-State Tariff and Timetable Structure

Project Completion report

Annexes

Set up of the COMMON OPERATOR / Brussels Convention of Traceca Railways

Protocol of Intention

Decision N° 1

Decision N° 2

Letter from the Minister of transport of Georgia, Mr. ADEISHVILI

Letter from the head of railways of Georgia Mr. TCHKHAIDZE

CLEARING HOUSE

Protocol signed in Tbilissi

Protocol signed in Tashkent

Last Steering Committee (Baku)

Recommendations

APPENDIX 1

COMMON OPERATOR

BRUSSELS CONVENTION OF TRACECA RAILWAYS

PROTOCOLE D'INTENTION

CREATION D'UN OPERATEUR COMMUN AUX CHEMINS DE FER TRACECA

Article 1^{er} : Délégations

Le 16 janvier 1998, à Bruxelles, en présence des représentants de la Commission Européenne, se sont réunies les délégations représentant les autorités suivantes :

- M. ASRYANTS représentant les Chemins de fer d'Arménie,
- M. MAMEDOV, représentant les Chemins de Fer d'Azerbaïdjan,
- M. KHALIKOV représentant la Compagnie de Navigation de la Mer Caspienne (Azerbaïdjan),
- M. ABDRAKHMANOV représentant les Chemins de fer du Kazakhstan,
- M. UREVITCH représentant les Chemins de fer de Kirghizie,
- M. ERMETOV représentant les Chemins de Fer d'Ouzbékistan,

Article 2 : Décision de créer un Opérateur Commun

Les délégations ont approuvé le principe de la création d'un Opérateur Commun, destinée à la commercialisation et au développement du fret international ferroviaire.

Les membres fondateurs de cette société sont les réseaux de chemin de fer du Caucase et de l'Asie Centrale ainsi que la Compagnie maritime de la mer Caspienne. La société pourrait être ouverte à d'autres partenaires qui seraient susceptibles de soutenir son développement.

Article 3 : Principes

Les délégations décident de mettre au point d'une part des statuts concernant le futur opérateur commun et d'autre part une convention entre les réseaux de chemins de fer et l'opérateur commun.

Pour l'élaboration de ces documents il sera fait appel aux travaux des experts de l'union européenne.

Article 4 : Mise en oeuvre :

4.1 Travail en commissions :

Des commissions seront constituées dès que possible dans le but de régler les problèmes juridiques, administratifs, financiers, commerciaux, d'exploitation et autres.

Chacune des parties signataires nommera un délégué chargé de la représenter.

4.2 Centre opérationnel :

Le Centre Opérationnel de la société est fixé à TASHKENT; d'autres centres d'exploitation pourront être créés sur décision des actionnaires.

4.3 Réseaux non signataires

Les réseaux de chemins de fer de la zone Traceca, non signataires du présent accord, pourront s'y associer ultérieurement tout en conservant les privilèges des membres fondateurs.

Article 5 : Date de fondation de la société :

Les délégations s'engagent à créer la société au plus tard le 30 juin 1998.

ARMENIE

Monsieur ASRYANTS

AZERBAIDJAN

Monsieur KHALIKOV

KYRGHYZSTAN

Monsieur UREVITCH

AZERBAIDJAN

Monsieur MAMEDOV

KAZAKHSTAN

Monsieur ABDRAKHMANOV

OUZBEKISTAN

Monsieur ERMETOV

ПРОТОКОЛ НАМЕРЕНИЙ

О СОЗДАНИИ ОБЩЕГО ОПЕРАТОРА ДЛЯ ЖЕЛЕЗНЫХ ДОРОГ ТРАСЕКА

Статья 1: Делегации

16 января 1998 года, в Брюсселе, в присутствии представителей Европейской Комиссии собрались делегации, представляющие следующие ведомства:

Г-н АСРИЯНЦ, представляющий железную дорогу Армении,

Г-н МАМЕДОВ, представляющий железную дорогу Азербайджана,

Г-н ХАЛЫКОВ, представляющий Компанию Каспийского морского пароходства (Азербайджан),

Г-н АБДРАХМАНОВ, представляющий железную дорогу Казахстана,

Г-н ЮРЕВИЧ, представляющий железную дорогу Кыргызстана,

Г-н ЭРМЕТОВ, представляющий железную дорогу Узбекистана,

Статья 2: Решение о создании Общего оператора

Делегации подтвердили принцип создания Общего оператора, предназначенного для коммерциализации и развития международных грузовых железнодорожных перевозок.

Членами-учредителями этого оператора являются железные дороги Кавказа и Центральной Азии, а также Компания Каспийского морского пароходства. Общий оператор будет открыт другим партнерам, которые могли бы поддержать его развитие.

Статья 3: Базовые принципы

Делегации решают разработать устав будущего Общего оператора и соглашение между железными дорогами, Компанией Каспийского морского пароходства и Общим оператором.

Для разработки этих документов будут привлечены эксперты Европейского Союза.

Статья 4: Осуществление

4.1. Работа в комиссиях

Комиссии будут учреждены при первой же возможности с целью урегулирования юридических, административных, финансовых, эксплуатационных, коммерческих и других проблем.

Каждая из сторон, подписывающих Протокол намерений, назначит делегата, уполномоченного ее представлять.

4.2. Операционный центр

Операционный центр предприятия определен в Ташкенте: другие эксплуатационные центры могут быть созданы по решению акционеров.

4.3. Железные дороги, не подписывающие Протокол намерений

Железные дороги зоны Трасека, не подписывающие настоящий Протокол, могут к нему присоединиться позднее, сохраняя привилегии членов-учредителей.

Статья 5: Дата основания Оператора

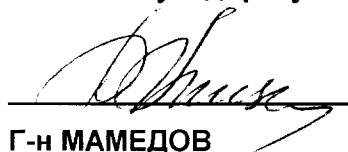
Делегации обязуются создать Общий оператор до 30 июня 1998 года.

За железную дорогу Армении



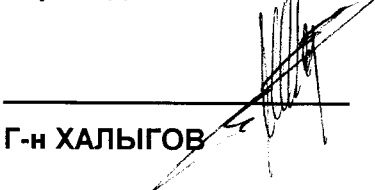
Г-н АСРИЯНЦ

За железную дорогу Азербайджана



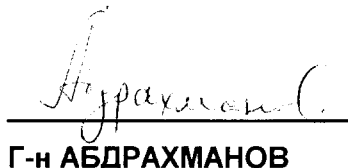
Г-н МАМЕДОВ

За Компанию Каспийского морского пароходства



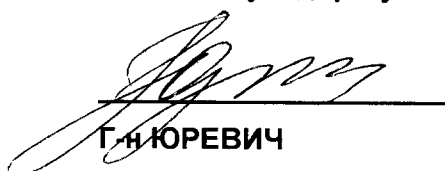
Г-н ХАЛЫГОВ

За железную дорогу Казахстана



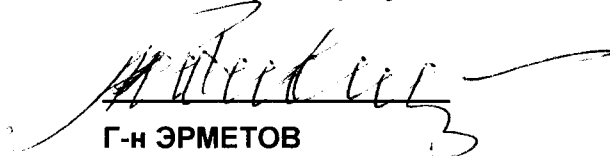
Г-н АБДРАХМАНОВ

За железную дорогу Кыргызстана



Г-н ЮРЕВИЧ

За железную дорогу Узбекистана



Г-н ЭРМЕТОВ

**TACIS
TRACECA**

Ligne TRACECA

**CONVENTION DE BRUXELLES
(16 Janvier 1998)**

Résolution 1

Les bénéficiaires du projet « Traceca Railways Tariff and Timetable Structure » se sont réunis le vendredi 16 Janvier 1998 en Convention à Bruxelles.

A travers les études menées en collaboration avec le consultant chois par l'Union Européenne, les bénéficiaires du projet ont pu prendre la mesure de l'impérieuse nécessité de collaborer dans la promotion et le développement du couloir TRACECA.

Dans ce but ils ont décidé, ce jour, la création d'un Opérateur Commun.

Ils remercient l'Union Européenne qui les a aidé dans ces travaux.

ARMENIE

Monsieur ASRYANTS



AZERBAIDJAN

Monsieur MAMEDOV



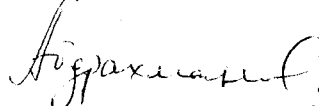
AZERBAIDJAN

Monsieur KHALIKOV



KAZAKHSTAN

Monsieur ABDRAKHMANOV



KYRGHYZSTAN

Monsieur UREVITCH



OUZBEKISTAN

Monsieur ERMETOV



**ТАСИС
ТРАСЕКА**

Линия ТРАСЕКА

**БРЮССЕЛЬСКАЯ ВСТРЕЧА
(16 января 1998 г.)**

Решение № 1

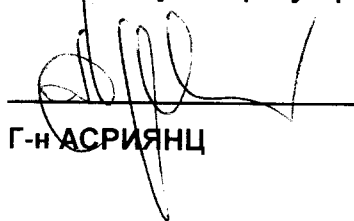
Получатели проекта "Трасека - Железные дороги. Структура межгосударственных тарифов и расписаний движения собрались в пятницу, 16 января 1998 года на Брюссельской встрече.

Через посредство исследований, проведенных в сотрудничестве с назначенным консультантом, получатели проекта смогли принять меры по обязательной необходимости в сотрудничестве, в стимулировании и развитии коридора ТРАСЕКА.

С этой целью они решили сегодня создать Общего оператора.

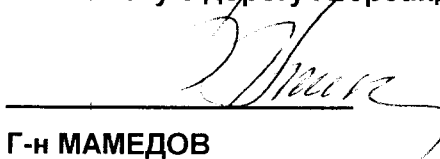
Они благодарят Европейское Сообщество, которое им помогло в этой работе.

За железную дорогу Армении



Г-н АСРИЯНЦ

За железную дорогу Азербайджана



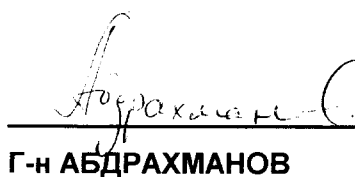
Г-н МАМЕДОВ

**За Компанию Каспийского морского
пароходства**



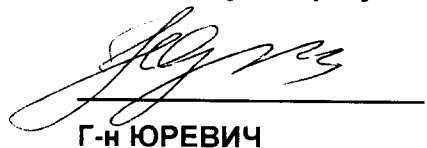
Г-н ХАЛЫГОВ

За железную дорогу Казахстана



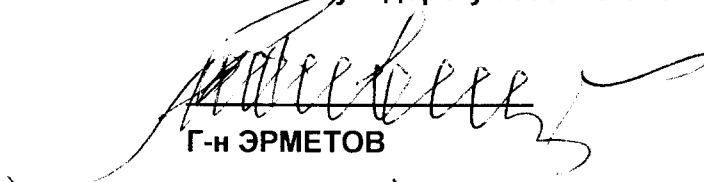
Г-н АБДРАХМАНОВ

За железную дорогу Кыргызстана



Г-н ЮРЕВИЧ

За железную дорогу Узбекистана



Г-н ЭРМЕТОВ

**TACIS
TRACECA**

**Ligne TRACECA
CONVENTION DE BRUXELLES
(16 Janvier 1998)**

Résolution 2

Les bénéficiaires du projet « Traceca Railways Tariff and Timetable Structure » se sont réunis le vendredi 16 Janvier 1998 en Convention à Bruxelles.

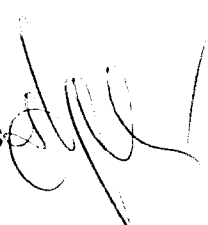
Ils ont décidé la création d'une filiale commune provisoirement appelée Opérateur Commun qui, en plus de sa mission régionale, permettra de développer les échanges avec l'Union Européenne.

Pour la mise en œuvre de cette filiale commune, élément essentiel pour la mise en place d'un trafic intermodal, les membres fondateurs souhaitent bénéficier du soutien actif de l'Union Européenne par la mise à disposition d'experts qui ont élaboré avec eux le projet de l'Opérateur Commun.

L'Opérateur Commun doit être créé au plus tard le 30 juin 1998.

ARMENIE

Monsieur ASRYANTS



AZERBAIDJAN

Monsieur MAMEDOV



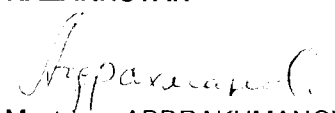
AZERBAIDJAN

Monsieur KHALIKOV




KAZAKHSTAN

Monsieur ABDRAKHMANOV



KYRGHYZSTAN

Monsieur UREVITCH



OUZBEKISTAN

Monsieur ERMETOV



ТАСИС ТРАСЕКА

Линия ТРАСЕКА

БРЮССЕЛЬСКАЯ ВСТРЕЧА
(16 января 1998 г.)

Решение № 2

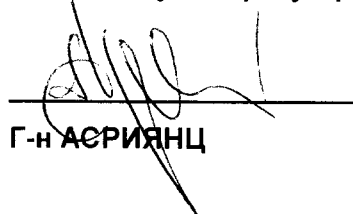
Получатели проекта "Трасека - Железные дороги. Структура межгосударственных тарифов и расписаний движения собрались в пятницу, 16 января 1998 года на Брюссельской встрече.

Они решили создать Общего оператора, который, в дополнение к своим региональным функциям, позволит развивать обмен с Европейским Сообществом.

Что касается создания данного Общего оператора, основного элемента для внедрения интермодальных перевозок, члены-учредители желают получить активную поддержку Европейского Союза посредством привлечения экспертов, которые с ними выработали проект Общего оператора.

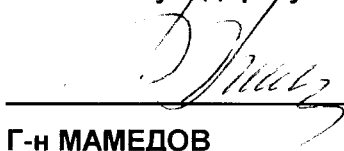
Общий оператор должен быть создан до 30 июня 1998 года.

За железную дорогу Армении



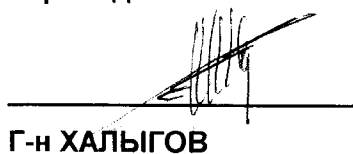
Г-н АСРИЯНЦ

За железную дорогу Азербайджана



Г-н МАМЕДОВ

За Компанию Каспийского морского
пароходства



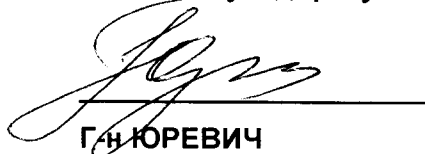
Г-н ХАЛЫГОВ

За железную дорогу Казахстана



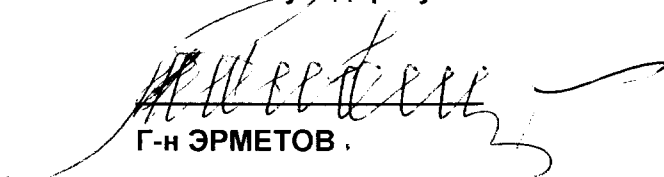
Г-н АБДРАХМАНОВ

За железную дорогу Кыргызстана



Г-н ЮРЕВИЧ

За железную дорогу Узбекистана



Г-н ЭРМЕТОВ



საქართველოს ტრანსპორტის სამინისტრო
MINISTRY OF TRANSPORT OF GEORGIA

23.02.98

Dear Mr Romanini

The Ministry of Transport of Georgia expresses its willingness to cooperate with other partners in set up of the Common Operator on the Railways. I deliver the consent of the Georgian Railways Department to sign the Protocol of Intention on set up of the Common Operator on the Railways.

Later we shall let you know who will sign the Protocol.

Annex 1 p.

Sincerely yours,

Dr Merab Adcishvili
Minister

Mr Jean Louis Romanini
Project Director
Traceca Railways Tariff and Time Table Structure
AXIS/CALBERSON
24/26 rue du Cotentin, 75015, PARIS, France

23/02/98
23.02.98



საქართველოს რკინიგზის დეპარტამენტი

ДЕПАРТАМЕНТ ЖЕЛЕЗНОЙ ДОРОГИ ГРУЗИИ GEORGIAN RAILWAYS DEPARTMENT

380012 თბილისი თბილისი რკინიგზის ქუჩა №15 380012 Тбилиси проспект Тamar Мene № 15 15 Tamar Mene avenu Tbilisi 380012

Tel-Fax: 955-184

Tel: 941-336

Tel-Fax: 952-527

№ 120

„30“ января 1998г.

Европейская Комиссия
Относительно Проекта Трасека “Железные дороги-структура
межгосударственных тарифов и расписаний движения”.
Создание Общего Оператора.

Уважаемый господин Романини,

По объективным причинам мы с опозданием сообщаем о нашем
решении, за что глубоко сожалеем.

Хотим сообщить, что Грузинская железная дорога согласна подписать
протокол о намерениях создания Общего Оператора, подготовленный
Брюссельской конвенцией 16-17 января 1998 года.

Разрешите ещё раз заверить Вас в своем глубоком уважении.

Начальник Департамента
железных дорог Грузии

А. Чхайдзе

APPENDIX 2

CLEARINGHOUSE

RECOMMANDATIONS DES EXPERTS

suite au Séminaire tenu à TBILISSI du 20 au 24 Octobre 1997

dans le cadre du Projet TRACECA

A l'appui d'une documentation de base comprenant :

- la description exhaustive du Bureau Central de Compensation (2^e édition – 1995)
- les propositions statutaires et réglementaires pour un Centre de Clearing régional (Statuts, Règlement Opérationnel, Règlement d'Ordre Intérieur et Règlement d'Administration Interne)

et grâce aux informations et éclaircissements fournis par le Directeur du BCC, les participants -dont la liste figure en annexe- recommandent ce qui suit :

1. l'idée de la création d'un Bureau Régional de Clearing pour le Caucase est soutenue à l'unanimité.
2. les Chemins de fer géorgiens évalueront les dépenses de fonctionnement annuelles nécessaires pour ce Bureau et, dans une deuxième phase, un groupe de travail devra déterminer la justification économique de ce projet.
3. ce centre devra être établi à TBILISSI.
4. les dispositions statutaires, légèrement adaptées en séance (art. 9 : ajout de la Compagnie Maritime de la Géorgie comme un des associés-fondateurs, suppression de l'art. 4) devront être revues en fonction de la législation géorgienne applicable aux sociétés coopératives par actions. Les Chemins de fer géorgiens apporteront en ce leur soutien.
5. certaines dispositions de la proposition de Règlement Opérationnel doivent être revues pour tenir compte de l'intervention de l'USD en tant que monnaie de paiement (la monnaie de décompte et de compensation restant le CHF) et de l'absence de liens économiques, financiers et commerciaux entre certains pays.
6. le Groupe de Travail dont il est question sous le point 2, devra également poursuivre l'étude approfondie des textes réglementaires proposés. A cette fin, tous les participants feront parvenir leurs remarques au Directeur du BCC avant le 15 décembre 1997.
7. à ce Groupe de travail devrait participer un représentant de la Compagnie Maritime de la Géorgie.

(fait en langue russe à Tbilissi, le 24 octobre 1997 et signé par toutes les délégations)

Рекомендации экспертов
выработанные в конце семинара, состоявшегося в г.
Тбилиси с 20 по 24 октября 1997 года в рамках
проекта ТРАСЕКА

На основании базовой документации, содержащей:

- подробное описание Центрального бюро компенсации, 2-ое издание, 1995 г.,

- уставные и регламентирующие предложения Регионального клирингового центра (Уставы, Предложения по Операционному Уставу, Устав внутреннего управления)

и благодаря информации и разъяснений, представленных Директором ВСС, Участники, список которых представлен в приложении, рекомендуют нижеследующее:

1- Идея создания Регионального Клирингового бюро для Кавказского региона поддерживается единогласно.

2- Грузинская железная дорога определит необходимые годовые расходы, связанные с функционированием этого бюро и во второй фазе рабочая группа определит экономическое обоснование этого проекта.

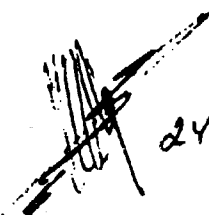
3- Этот Центр мог бы быть основан в г. Тбилиси.

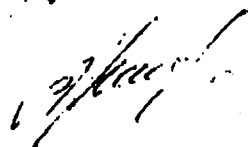
4- Уставные правила частично адаптированные во время работы семинара (статья 2 к списку учредителей добавляется Грузинское пароходство, как один из учредителей товарищества; статья 14: исключена). должны быть пересмотрены в свете грузинского законодательства, касательно создания акционерных обществ. Грузинская железная дорога окажет содействие в проведение данной работы.

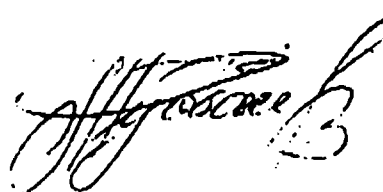
5- Некоторые условия предложения по операционному Уставу должны быть пересмотрены с тем, чтобы учесть введение USD как денежной единицы для оплаты (денежной единицей для взаиморасчетов и компенсаций остается CHF). и отсутствие экономических, финансовых и коммерческих связей между некоторыми странами-участницами.

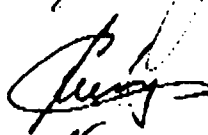
6- Рабочая группа, о которой идет речь, согласно пункта 2, должна также продолжить глубокое изучение предложенных правовых уставных текстов. В этих целях все участники направят Директору ВСС свои замечания до 15 декабря 1997 года.

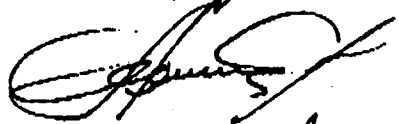
7- В работе рабочей группы должен принять участие представитель Грузинского пароходства.


 24.10.97г.

 24.10.97г.

 24.10.97

 24.10.97г.

 24.10.97г.

 24.10.97г.

РЕКОМЕНДАЦИИ ЭКСПЕРТОВ

по итогам семинара, проходившего в Ташкенте с 24 по 28 ноября 1997 г.
в рамках проекта ТРАСЕКА

При помощи базовой документации, включающей:

- исчерпывающее описание Центрального Компенсационного Бюро Брюсселя (2-ое издание, 1995 г.);
- предложения по уставу и регламенту для Регионального клирингового центра (Устав, Операционный устав, Устав внутреннего порядка и Устав внутреннего управления),

и благодаря информации и разъяснениям Директора ЦКБ Брюсселя, участники, список которых фигурирует в приложении, рекомендуют следующее.

1. Идея создания Регионального клирингового центра для Центральной Азии горячо поддерживается всеми участниками. Они считают, что предлагаемое многостороннее решение представляет значительный экономический интерес по сравнению с существующей практикой двусторонних взаиморасчетов.
2. Этот Центр мог бы быть основан в Ташкенте.
3. Предложенные положения устава должны быть пересмотрены в соответствии с законодательством Республики Узбекистан, применяемым к фирмам типа "ассоциация". Железная дорога Узбекистана окажет свою поддержку.
4. Участники желают, чтобы как можно быстрее была создана Рабочая группа для продолжения углубленного изучения предложенных документов. Рабочая группа должна возглавляться Директором ЦКБ Брюсселя, который определит состав группы по каждому собранию по согласованию с каждым руководителем железных дорог. Кроме того, данная Рабочая группа должна выработать предложения по погашению существующих задолженностей, препятствующих нормальному функционированию регионального центра, создание которого Рабочая группа должна подготовить.
5. Некоторые положения предложенного Операционного устава должны быть пересмотрены, чтобы учесть участие доллара США как валюты платежа (швейцарский франк, однако, остается валютой расчетов и взаимозачетов).
6. Участники направят Директору ЦКБ Брюсселя свои замечания по предложенным документам до конца 1997 года.

Устав 28.11.97

Устав - 28.11.97
Устав - 28.11.97

Устав 28.11.97

Кооперативное товарищество с ограниченной ответственностью ЦКБ Брюсселя
BCC – Avenue Fonsny 49A
B 1060 BRUXELLES / BELGIQUE
Tel: 32-2 / 534.74.64

УЗБЕКИСТАН

НАМ Руслан Федорович, Заместитель начальника Финансовой службы по экономическим вопросам ГАЖК "Узбекистон темир йуллари"

У.Нам 28.11.97.

ТУРСУНОВ Шукур Эсанович, Заместитель начальника Экономической службы ГАЖК "Узбекистон темир йуллари"

Ш.Турсун 28.11.97.

КЫРГЫЗСТАН

ВЯЗИКОВА Ольга Ивановна, Ведущий специалист Информационного вычислительного центра железной дороги Кыргызстана

В.Вязикова 28.11.97.

ТАДЖИКИСТАН

АЗИМОВ Бахридин Ибрагимович, Начальник отдела международных расчетов и контрактов железной дороги Таджикистана

Б.Азимов 28.11.97.

APPENDIX 3

LAST STEERING COMMITTEE

BAKU



PROJECT N° TNREG9501 :

Traceca Railways Interstate Tariff and Time-Table Structure

Steering Committee - Baku - November 6-7, 1997

RESOLUTIONS FINALES DU COMITE

Résolution N°1 : Création du Comité de tarifs de la ligne TRACECA

Le Consultant propose le résultat de ses analyses au Comité, :

- 1) les trafics importants, principalement de matière première, sont gérés de façon profitable par les institutions existantes et il paraît inutile d'en changer les méthodes dans l'immédiat,
- 2) le tarif de transit qui existe actuellement (MTT) résulte d'accords internationaux et il serait trop long et trop complexe d'engager une grande réforme internationale dans le but de le modifier.

Les membres du Comité partagent cette analyse mais font valoir que les tarifs doivent être améliorée sur c points précis dans le but d'acquérir de nouveaux trafics.

Ils indiquent que le tarif de transit (MTT) permet une très grande souplesse d'application et que des prix de transport adaptés peuvent facilement être conclus dans le cadre de ce tarif.

Il convient, par contre, d'organiser une concertation régulière entre les réseaux de la ligne TRACECA pour discuter des adaptations nécessaires.

En conséquence, le Comité propose de créer sans délai une "COMMISSION DES TARIFS DE LA LIGNE TRACECA" qui réunira les réseaux de chemins de fer ainsi que la Compagnie de Navigation de la Mer Caspienne.

Cette résolution est adoptée à l'unanimité.

Résolution N° 2 : Création de l'Opérateur Commun

Le Comité de Tbilissi du mois de Mai avait prévu d'étudier la création d'un Opérateur Commun et demandé au Consultant de faire des propositions à cet effet.

Cette décision a été confortée par les enquêtes marketing auprès de la clientèle ainsi que par les visites de chargeurs effectuées pendant le voyage d'études à Paris.

Les membres du Comité, ont pris connaissance des premières propositions du Consultant; ils ont effectué un certain nombre de remarques dans le but d'améliorer son projet; en particulier ils ont prévu les modifications principales suivantes :

- installer le centre opérationnel du futur Opérateur Commun à Tashkent, conformément à la proposition de la délégation ouzbèke,
- accepter comme un associé de type "A", c'est à dire à l'égal des réseaux de chemins de fer, la Compagnie de Navigation de la Mer Caspienne (avec l'accord des réseaux fondateurs de l'Opérateur Commun),

En conséquence, le Comité :

- 1) demande au Consultant de modifier ses recommandations en tenant compte des décisions prises en séance.**
- 2) recommande aux autorités nationales de tutelle de créer l'Opérateur Commun sur la base des principes ainsi adoptés.**

Cette résolution est adoptée à la majorité , la délégation Turkmène s'étant abstenue.

Résolution N° 3 : Signature d'une DECLARATION D'INTENTION DE CREER L'OPERATEUR COMMUN" :

Le Consultant propose de constituer au plus vite le dossier concernant le création de l'Opérateur Commun. Les propositions qu'il a faites seront remaniés pour tenir compte des remarques et des aménagements souhaités par le Comité.

Le Consultant se rendra le plus rapidement possible auprès des autorités des pays Traceca pour présenter les nouveaux textes

Ensuite, le Consultant propose d'organiser une réunion des décideurs, à Bruxelles, sous l'égide de la Commission Européenne, dans le but de signer une déclaration commune.

En conséquence, le Comité approuve la proposition du Consultant; il recommande la signature à Bruxelles d'une déclaration commune prévoyant la création de l'Opérateur Commun sur la base des principes approuvés au Comité de Bakou.

Cette résolution est adoptée à l'unanimité.

