

Terms of Reference

TRACECA CO-ORDINATION TEAM

1. Background

The states of the NIS have inherited a system of transport infrastructure and management designed for trade and economic relations centered on and directed from Moscow. The needs of a free market system, and new possibilities for trade and cooperation with new partners internationally, require a different approach. There are pressing requirements for new systems of management, at a national level and in coordination between states for training of transport managers and for preparation for the major investments required to bring transport infrastructure up to current international standards. An effective transport system, oriented towards actual and potential markets in Europe and other countries outside the NIS, is of fundamental importance to the development of healthy trading relationships.

This is particularly true for the countries in the Caucasus and Central Asia where the need to foster trade both within the region and between the region and the EU and third countries is acutely felt. For this reason a TRACECA conference was organised by the European Union in May 1993 bringing together representatives of the 8 participating Caucasian and Central Asian states and European experts with extensive transport expertise. The objectives of this conference were:

- to stimulate cooperation among the participating Republics in all matters pertaining to the development of trade and transport within the region.
- to promote the Transport Corridor Europe Caucasus Asia
- to identify problems and deficiencies in the region's trade and transport systems
- to define a Technical Assistance programme to be financed by the EC

During this conference in Brussels a number of project proposals were made for the Traceca programme. Since the time of the conference the programme has been developed by way of four sectoral working groups (trade facilitation, rail, road and maritime) consisting of representatives from all participating states. These working groups were serviced by a team of four sectoral specialists based in Brussels who are responsible for the organisation of the working groups, project identification missions and drawing up of Terms of Reference.

13.

Three such Working Group meetings have taken place and 17 projects are under implementation in April 1996. During the last meeting in Venice on 28-29 March 1996 a strong call was made by the participating states to provide additional technical assistance and to install resident coordination of the projects within the TRACECA programme.

In particular the following demand was put forward by the participating republics: "*To establish working parties on site for each Traceca project which will monitor the progress of each project. The working party shall consist of representatives of each republic concerned by the project and the regional experts of the coordination team. These working parties shall meet at regular intervals and shall insure the permanent flow of information, reporting and coordination of the project in question. The resident regional experts shall report on progress of other Traceca projects with a view to ensure coordination between projects, make full use of synergies, and avoid duplication*".

The team of sectoral experts based in Brussels will be replaced on the demand of the participating republics by a team of resident regional experts: "The Traceca Coordination Team".

2. Structure

The TRACECA Coordination Team will have three members:

- a Team Leader based in Brussels
- a Coordinator for Central Asia based in Tashkent
- a Coordinator for the Caucasus based in Tbilisi

The three team members must as a group provide the technical expertise to develop and execute the projects in the rail, road, maritime and horizontal sector. To this end they are required to have the engineering, economic and operational skills in order to implement and to coordinate the projects identified as priority actions by the sectoral working groups.

The coordinators will organise the working parties for ongoing projects in their region and will report to the Team Leader in Brussels. The Team Leader will ensure overall coordination and will organise the working group meetings (2 per annum in Europe), he will report on a daily basis to the Task Manager.

The budget will cover all office accommodation and all operational costs.



3. Tasks of the Team Leader

A. To provide a central level of coordination of all projects and programme activities linked to Traceca. Nameiy:

A.1 Define, in operational terms, the specific objectives and the overall strategy of the activities through the work of the sectoral working groups and the regional working parties.

A.2 Oversee the operational use of resources: human (team members, short term experts etc), financial (travel expenses incurred by working groups and working parties etc).

A.3 Draw up Terms of Reference for various projects and activities in line with the project guidelines and overall objectives established at the Traceca working group meetings.

A.4 Assist in tender evaluation meetings in Brussels in cooperation with Tacis Procurement Unit.

A.5 Ensure follow-up of ongoing projects through analysis of project outputs, evaluation of time-tables, definition of future project priorities.

A.6 Coordinate closely with other donors and investors involved in Traceca activities. In particular, close contact will need to be maintained with EBRD, World Bank, International Union of Railways, International Road Union.

A.7 Liaise directly with all relevant recipient country institutions to maximise the implementation of the projects and to preserve the regional character and coherence of the project.

A.8 Set up a library of all available technical assistance projects' reports dealing with issues related to the Traceca programme.

A.9 Distribute project information to other donors and investors involved in the Traceca programme and inform the participants in the Traceca programme by a monthly newsletter on the progress of ongoing projects.

B. Coordinate the development of the Traceca corridor, where possible, with the objectives of EU's transport policy and in particular in the Trans European Networks.

C. Report directly to Tacis in Brussels on all aspects of the projects including coordinating team member activities in the participating republics.

4. Tasks of the Co-ordinators

- A. To provide a regional level of coordination of all projects and programme activities linked to Traceca. Nameiy:
- A.1 Organise working parties meetings on site for all ongoing Traceca projects with concerned and related contractors, with representatives of participating republics and eventually with representatives from international institutions or commercial partners. The delegation will be involved in all meetings involving international institutions and local ministries.
- A.2 Act as a secretary to the sectoral working group meetings in order to coordinate all ongoing and new planned projects within one particular transport mode (rail,road, maritime transport).
- A.3 Establish regional offices (Tbilisi/Tashkent) in order to ensure on site coordination between contractors. The task co-ordinator will remain in close contact with EC Delegation and authorities of participating states including the Coordination Unit.
- A.4 Ensure coordination and reporting of programme activity for each project and any activity linked to the Traceca project.
- A.5 Provide assistance and active involvement for the encouragement of regional trade and transport flows through the development of the Traceca route.
- A.6 Assist the teamleader in the drawing up of Terms of Reference for new projects.
- A.7 Assist the teamleader in the definition of future regional transport priorities
- A.8 Liaise with the other regional coordinator for projects which cover both regions.
- A.9 Review and comment on all reports issued by the contractors
- A.10 Report directly to the teamleader in Brussels.
- A.11 In Countries where a Delegation is established, the task co-ordinator will report to the Delegation on a bi-monthly basis.

5. Task Sharing

None of the aboved mentioned tasks necessarily reflect individual roles. The number of tasks imply that the members of the team will need to be responsible for more than one task.

6. Reporting

Bi-annual reports will be prepared which will account for progress so far in each region. They will also include an account by the teamleader assessing the overall progress of Traceca, accounting for weaknesses and strenghts, suggesting future improvements and setting out future work programmes.

Copies of report will be sent to

- the recipient organisations
- EC Delegation
- States Coordination Units
- EC Headquarters

7. Logistics

It is the responsibility of the contractor to make arrangements for office space in Brussels, Tibiisi and Tashkent. The cost will be paid from the contract budget. All travel and accomodation costs, including travel by national experts of participating states, will also be borne by the contract budget.

8. Conflict of interest.

Any company or party responding to an invitation to tender must do so on the understanding that any companies or parties which have active links with any members of the proposed team will automatically be excluded from bidding for any subsequent specific project work within the Traceca programme.

9. Duration

The contract will run for a period of 12 months.

10. List of ongoing projects annexed.

3-

1.Freight Traffic Managment Information System	850.000 ECU
2.Regional Traffic Forecasting Model	700.000 ECU
3.Human Resources: Managment Training	900.000 ECU
4.Legal and Regulatory Framework	1.500.000 EC
5.Trade Facilitation, Customs Procedures and Freight Forwarding	800.000 ECU
6.Intermodal Transport Systems	500.000 ECU
7.Railways: Infrastructure Maintenance Central Asia	1.200.000 EC
8.Railways: Infrastructure Maintenance Caucasus	1.200.000 EC
9.Railways: Rolling Stock	700.000 ECU
10.Improvement Road Services Caucasus	250.000 ECU
11.Improvement Road Services Central Asia	600.000 ECU
12.Spare Parts Procurement	300.000 ECU
13.Pavement Managment Systems	1.000.000 EC
14.Human Resources: Maritime Training	700.000 ECU
15.Port Network Plan	800.000 ECU
16.Joint Venture Caucasian Railways	2.000.000 EC
17.Tariffs and Time-tables	1.500.000 EC

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1. Background

The states of the NIS have inherited a system of transport infrastructure and management designed for trade and economic relations centered on and directed from Moscow. The needs of a free market system, and new possibilities for trade and cooperation with new partners internationally, require a different approach. There are pressing requirements for new systems of management, at a national level and in coordination between states for training of transport managers and for preparation for the major investments required to bring transport infrastructure up to current international standards. An effective transport system, oriented towards actual and potential markets in Europe and other countries outside the NIS, is of fundamental importance to the development of healthy trading relationships.

This is particularly true for the countries in the Caucasus and Central Asia where the need to foster trade both within the region and between the region and the EU and third countries is acutely felt. For this reason a TRACECA conference was organised by the European Union in May 1993 bringing together representatives of the 8 participating Caucasian and Central Asian states and European experts with extensive transport expertise. The objectives of this conference were:

- to stimulate cooperation among the participating Republics in all matters pertaining to the development of trade and transport within the region.
- to promote the Transport Corridor Europe Caucasus Asia
- to identify problems and deficiencies in the region's trade and transport systems
- to define a Technical Assistance programme to be financed by the EC

During this conference in Brussels a number of project proposals were made for the Traceca programme. Since the time of the conference the programme has been developed by way of four sectoral working groups (trade facilitation, rail, road and maritime) consisting of representatives from all participating states. These working groups were serviced by a team of four sectoral specialists based in Brussels who are responsible for the organisation of the working groups, project identification missions and drawing up of Terms of Reference.

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Three such Working Group meetings have taken place and 17 projects are under implementation in April 1996. During the last meeting in Venice on 28-29 March 1996 a strong call was made by the participating states to provide additional technical assistance and to install resident coordination of the projects within the TRACECA programme.

In particular the following demand was put forward by the participating republics: "*To establish working parties on site for each Traceca project which will monitor the progress of each project. The working party shall consist of representatives of each republic concerned by the project and the regional experts of the coordination team. These working parties shall meet at regular intervals and shall insure the permanent flow of information, reporting and coordination of the project in question. The resident regional experts shall report on progress of other Traceca projects with a view to ensure coordination between projects, make full use of synergies, and avoid duplication*".

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3. Tasks of the Team Leader

A. To provide a central level of coordination of all projects and programme activities linked to Traceca. Nameiy:

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1. Background

1.1. Needs of the beneficiaries.

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- to define a Technical Assistance programme to be financed by the EC

1.2. Problems to be addressed.

During this conference in Brussels a number of project proposals were made for the Traceca programme. Since the time of the conference the programme has been developed by way of four sectoral working groups (trade facilitation, rail, road and maritime) consisting of representatives from all participating states. These working groups were serviced by a team of four sectoral specialists based in Brussels who are responsible for the organisation of the working groups, project identification missions and drawing up of Terms of Reference.

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In particular the following demand was put forward by the participating republics: *"To establish working parties on site for each Traceca project which will monitor the progress of each project. The working party shall consist of representatives of each republic concerned by the project and the regional experts of the coordination team."*

These working parties shall meet at regular intervals and shall insure the permanent flow of information, reporting and coordination of the project in question. The resident regional experts shall report on progress of other Traceca projects with a view to ensure coordination between projects, make full use of synergies, and avoid duplication".

The team of sectoral experts based in Brussels has been replaced in September 1996 on the demand of the participating republics by a team of resident regional experts : "The Traceca Coordination Team". The continuation of the activities of this team will now be assured through this particular project.

1.3. Relation to past and present Traceca projects.

The list of the ongoing Traceca projects:

1.	Freight Traffic Management Information System	850.000 ECU
2.	Regional Traffic Forecasting Model	700.000 ECU
3.	Human Resources: Management Training	900.000 ECU
4.	Legal and Regulatory Framework	1.500.000 ECU
5.	Trade Facilitation, Customs Procedures and Freight Forwarding	800.000 ECU
6.	Intermodal Transport Systems	500.000 ECU
7.	Railways: Infrastructure Maintenance Central Asia	1.200.000 ECU
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12.	Spare Parts Procurement	300.000 ECU
13.	Pavement Management Systems	1.000.000 ECU
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15.	Port Network Plan	800.000 ECU
16.	Joint Venture Caucasian Railways	2.000.000 ECU
17.	Tariffs and Time-tables	1.500.000 ECU

1.4. Co-ordination with other donors

Since one of the major objectives of the Traceca Programme is to facilitate investment in the beneficiary states through technical assistance projects, it is of paramount importance to have and maintain excellent contacts with the International Financing Institutions such as EBRD, World Bank and Asian Development Bank.

2. RATIONALE AND OBJECTIVES

2.1. Overall objectives

The establishment of the Coordination Team has to facilitate the coordination of a complex programme such as Traceca. A transport project of this size with 10 beneficiary states (Ukraine and Mongolia have joint the programme) and with more than 15 ongoing projects, has special requirements in terms of coordination between European experts and beneficiaries, and between the teams of consultants who are contributing to the programme.

2.2. Project purpose

This particular project has to improve the information and communication channels to the beneficiaries of each individual project. With the assistance of a network of local experts (which will be hired by the contractor) all necessary information on related projects and activities in neighbouring countries will be permanently provided to the beneficiaries.

At the same time this information will be provided to all consultancy teams working in the Traceca Programme also in order to identify critical interfaces between projects and in order to avoid duplication of work.

2.3. Results

The operations of the Coordination Team will ensure the global understanding of the beneficiaries of the Traceca Programme through all the individual projects. It will result in gaining time and financial resources by providing information to contractors and by assisting them in their relations to beneficiaries.

The Coordination Team will contribute in the build up of relations with the participating states through the establishment of a network of local experts.

The team will also assist in the determination of future actions to be undertaken in the Traceca Programme. The members of the team will draft and finalise ToR for future projects and will attend the evaluation committees.

3. RISKS AND ASSUMPTIONS

3.1. Assumptions

The project has received explicit approval of the Ministries of Transport of all participating states (Statement of Endorsement).

The project should start on 20 September 1997, in order to guarantee the continuation of the first Coordination Team. This project is foreseen as a two stage project covering a first stage from 09/97 till 09/98 and with a second stage from 09/98 till 09/99 (through an additional budget).

Assessment will be made after the first period, in September 1998, whether or not the project will continue for the second stage. The assessment will be composed of the inputs from the Monitoring Reports and of a specific evaluation which will be made by each participating states in the Traceca programme.

The EC has the possibility to propose qualified experts for specialised tasks other than the proposed staff by the participants in the tender.

3.2. Risks

Major risks affecting the objectives of this project are:

- Failure in the set up of a network of local experts
- Bad communications between Team members in Caucasus, Central Asia and Brussels
- Insufficient build-up of relations with counterparts

4. MAIN COMPONENTS

4.1. Tasks

The proposed structure of the team will have three bases : Brussels, Tashkent and Tbilissi. These bases should be equiped with at least the following members:

- a Team Leader based in Brussels
- a Coordinator for Central Asia based in Tashkent
- a Coordinator for the Caucasus based in Tbilisi

The team members must as a group provide the technical expertise to develop and execute the projects in the rail, road, maritime and horizontal sector. To this end they are required to have the engineering, economic and operational skills in order to implement and to coordinate the projects identified as priority actions by the sectoral working groups.

The coordinators will organise the working parties for ongoing projects in their region and will report to the Team Leader in Brussels. The Team Leader will ensure overall coordination and will organise the working group meetings (1 per annum in Europe, estimated cost 75.000 Ecu), he will report on a daily basis to the Task Manager. The budget will cover all office accomodation and all operational costs in Brussels, Tashkent and Tbilissi, and of the network of local experts.

4.1.1. Tasks of the Team Leader

- A. To provide a central level of coordination of all projects and programme activities linked to Traceca. Namely:

- A.1. Define, in operational terms, the specific objectives and the overall strategy of the future projects through the work of the sectoral working groups and the regional working parties.
- A.2. Oversee the operational use of resources: human (team members, short term experts etc), financial (travel expenses incurred by working groups and working parties etc).
- A.3. Draw up Terms of Reference for various projects and activities in line with the project guidelines and overall objectives established at the Traceca working group meetings.
- A.4. Assist in tender evaluation meetings in Brussels in cooperation with Tacis Procurement Unit.
- A.5. Ensure follow-up of ongoing projects through analysis of project outputs, evaluation of time-tables, definition of future project priorities.
- A.6. Coordinate closely with other donors and investors involved in Traceca activities. In particular, close contact will need to be maintained with EBRD, World Bank, International Union of railways, International Road Union.
- A.7. Liaise directly with all relevant recipient country institutions to maximise the implementation of the projects and to preserve the regional character and coherence of the project.
- A.8. Set up a library of all available technical assistance projects' reports dealing with issues related to the Traceca programme.
- A.9. Distribute project information to other donors and investors involved in the Traceca programme and inform the participants in the Traceca programme by a monthly newsletter on the progress of ongoing projects.
- B. Coordinate the development of the Traceca corridor, where possible, with the objectives of EU's transport policy and in particular in the Trans European Networks.
- C. Report directly to Tacis in Brussels on all aspects of the projects including coordinating team member activities in the participating republics.

4.1.2. Tasks of the Co-ordinators

- A. To provide a regional level of coordination of all projects and programme activities linked to Traceca. Namely:
 - A.1. Organise working parties meetings on site for all ongoing Traceca projects with concerned and related contractors, with representatives of participating republics and eventually with representatives from international institutions or commercial partners.

- A.2. Act as a secretary to the sectoral working group meetings in order to coordinate all ongoing and new planned projects within one particular transport mode (rail,road, maritime transport).
- A.3. Establish regional offices (Tbilisi/Tashkent) in order to ensure coordination with all contractors and all on site operators (Delegations, Coordinating Units, Representatives of participating states).
- A.4. Ensure coordination and reporting of programme activity for each project and any activity linked to the Traceca project.
- A.5. Provide assistance and active involvement for the encouragement of regional trade and transport flows through the development of the Traceca route.
- A.6. Assist the teamleader in the drawing up of Terms of Reference for new projects.
- A.7. Assist the team-leader in the definition of future regional transport priorities.
- A.8. Liaise with the other regional coordinator for projects which cover both regions.
- A.9. Review and comment on all reports issued by the contractors.
- A.10. To assure the supervision of small scale infrastructure investments financed through Traceca.
- A.11. Report directly to the teamleader in Brussels.

NB : Task Sharing

None of the above mentioned tasks necessarily reflect individual roles. The number of tasks imply that the members of the team will need to be responsible for more than one task.

4.2. Outline of implementation procedures

- Location

The project shall be executed on an equal basis in all Traceca States. The Contractor will provide offices for the European experts in Brussels, Tbilissi and Tashkent, even so the necessary administrative support for the Team Leader in Brussels will be provided through the contractor. For the resident coordination the charges of the deployment for a network of local experts will be included in the budget of this project.

- Management

The project will be headed by a Team Leader in Brussels who will report directly to the Task Manager and who will obtain all information from the resident coordinators in the regions.

- Expertise and staff provided by the contractor

The contractor shall provide expertise in :

- a team leader with general management capacities
- resident coordinators with specific experience in the region
- all necessary back-up staff

- Local experts and local support

The selection of local experts for the project shall be made in agreement between the contractor and the beneficiary. The charges in hiring this local support are included in the budget of the contractor.

4.3. Rough Timetable

The project shall be completed within 12 months after start. As mentioned above, contractually the possibility is left open for an additional 12 months through an additional budget (this cost has not to be included in the financial proposal for the first 12 months).

4.4. Global Budget

The budget for this contract is 900.000 ECU for a project duration of 12 months. At the end of the contract the work of the consultants will be evaluated. This evaluation will be based on the Monitoring report and on a particular evaluation by the participating states, expressed by the members of the Working Group meeting.

The overall 900.000 Ecu budget can be split according to the indicative breakdown given below :

- | | |
|--|-------------|
| - European experts (fees and per diem) : | 550.000 Ecu |
| - Local experts : | 100.000 Ecu |
| - Travelling : | 85.000 Ecu |
| - Equipment : | 90.000 Ecu |
| - Conference (Working Group meeting) : | 75.000 Ecu |

5. REPORTING

Bi-annual reports will be prepared which will account for progress so far in each region. They will also include an account by the team-leader assessing the overall progress of Traceca, accounting for weaknesses and strenghts, suggesting future improvements and setting out future work programmes.

6. MONITORING & EVALUATION

6.1. Definition of indicators

The contractor shall incorporate monitoring mechanisms for periodic assessment of progress of the project components. These mechanisms shall be specified in the project plan and the observed performance shall be described in the periodic progress reports.

The essential points to be monitored are :

- deviations of milestones and deliverables from their planned dates
- adherence to the workplan in terms of content of the activities actually carried out
- deviations in effort needed to complete an activity, as compared to plan
- introduction of work not initially planned
- shifting of the common understanding of the objectives and priorities between contractor and recipient
- appearance of unexpected difficulties likely to require special measures or shift of project resources.

7. CONFLICT OF INTEREST

Any company or party responding to an invitation to tender must do so on the understanding that any companies or parties which have active links with any members of the proposed team will automatically be excluded from bidding for any subsequent specific project work within the Traceca Programme.

1. Background

1.1. Needs of the beneficiaries.

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This is particularly true for the countries in the Caucasus and Central Asia where the need to foster trade both within the region and between the region and the EU and third countries is acutely felt. For this reason a TRACECA conference was organised by the European Union in May 1993 bringing together representatives of the 8 participating Caucasian and Central Asian states and European experts with extensive transport expertise. The objectives of this Conference were:

- to stimulate cooperation among the participating Republics in all matters pertaining to the development of trade and transport within the region.
- to promote the Transport Corridor Europe Caucasus Asia
- to identify problems and deficiencies in the region's trade and transport systems
- to define a Technical Assistance programme to be financed by the EC

1.2. Problems to be addressed.

During this conference in Brussels a number of project proposals were made for the Traceca programme. Since the time of the conference the programme has been developed by way of four sectoral working groups (trade facilitation, rail, road and maritime) consisting of representatives from all participating states. These working groups were serviced by a team of four sectoral specialists based in Brussels who are responsible for the organisation of the working groups, project identification missions and drawing up of Terms of Reference.

Four such Working Group meetings have taken place and 17 projects are under implementation in April 1996. During the last meeting in Venice on 28-29 March 1996 a strong call was made by the participating states to provide additional technical assistance and to install resident coordination of the projects within the TRACECA programme.

In particular the following demand was put forward by the participating republics: *"To establish working parties on site for each Traceca project which will monitor the progress of each project. The working party shall consist of representatives of each republic concerned by the project and the regional experts of the coordination team."*

These working parties shall meet at regular intervals and shall insure the permanent flow of information, reporting and coordination of the project in question. The resident regional experts shall report on progress of other Traceca projects with a view to ensure coordination between projects, make full use of synergies, and avoid duplication".

The team of sectoral experts based in Brussels has been replaced in September 1996 on the demand of the participating republics by a team of resident regional experts : "The Traceca Coordination Team". The continuation of the activities of this team will now be assured through this particular project.

1.3. Relation to past and present Traceca projects.

The list of the ongoing Traceca projects:

1.	Freight Traffic Management Information System	850.000 ECU
2.	Regional Traffic Forecasting Model	700.000 ECU
3.	Human Resources: Management Training	900.000 ECU
4.	Legal and Regulatory Framework	1.500.000 ECU
5.	Trade Facilitation, Customs Procedures and Freight Forwarding	800.000 ECU
6.	Intermodal Transport Systems	500.000 ECU
7.	Railways: Infrastructure Maintenance Central Asia	1.200.000 ECU
8.	Railways: Infrastructure Maintenance Caucasus	1.200.000 ECU
9.	Railways: Rolling Stock	700.000 ECU
10.	Improvement Road Services Caucasus	250.000 ECU
11.	Improvement Road Services Central Asia	600.000 ECU
12.	Spare Parts Procurement	300.000 ECU
13.	Pavement Management Systems	1.000.000 ECU
14.	Human Resources: Maritime Training	700.000 ECU
15.	Port Network Plan	800.000 ECU
16.	Joint Venture Caucasian Railways	2.000.000 ECU
17.	Tariffs and Time-tables	1.500.000 ECU

1.4. Co-ordination with other donors

Since one of the major objectives of the Traceca Programme is to facilitate investment in the beneficiary states through technical assistance projects, it is of paramount importance to have and maintain excellent contacts with the International Financing Institutions such as EBRD, World Bank and Asian Development Bank.

2. RATIONALE AND OBJECTIVES

2.1. Overall objectives

The establishment of the Coordination Team has to facilitate the coordination of a complex programme such as Traceca. A transport project of this size with 10 beneficiary states (Ukraine and Mongolia have joint the programme) and with more than 15 ongoing projects, has special requirements in terms of coordination between European experts and beneficiaries, and between the teams of consultants who are contributing to the programme.

2.2. Project purpose

This particular project has to improve the information and communication channels to the beneficiaries of each individual project. With the assistance of a network of local experts (which will be hired by the contractor) all necessary information on related projects and activities in neighbouring countries will be permanently provided to the beneficiaries.

At the same time this information will be provided to all consultancy teams working in the Traceca Programme also in order to identify critical interfaces between projects and in order to avoid duplication of work.

2.3. Results

The operations of the Coordination Team will ensure the global understanding of the beneficiaries of the Traceca Programme through all the individual projects. It will result in gaining time and financial resources by providing information to contractors and by assisting them in their relations to beneficiaries.

The Coordination Team will contribute in the build up of relations with the participating states through the establishment of a network of local experts.

The team will also assist in the determination of future actions to be undertaken in the Traceca Programme. The members of the team will draft and finalise ToR for future projects and will attend the evaluation committees.

3. RISKS AND ASSUMPTIONS

3.1. Assumptions

The project has received explicit approval of the Ministries of Transport of all participating states (Statement of Endorsement).

The project should start on 20 September 1997, in order to guarantee the continuation of the first Coordination Team. This project is foreseen as a two stage project covering a first stage from 09/97 till 09/98 and with a second stage from 09/98 till 09/99 (through an additional budget).

Assessment will be made after the first period, in September 1998, whether or not the project will continue for the second stage. The assessment will be composed of the inputs from the Monitoring Reports and of a specific evaluation which will be made by each participating states in the Traceca programme.

The EC has the possibility to propose qualified experts for specialised tasks other than the proposed staff by the participants in the tender.

3.2. Risks

Major risks affecting the objectives of this project are:

- Failure in the set up of a network of local experts
- Bad communications between Team members in Caucasus, Central Asia and Brussels
- Insufficient build-up of relations with counterparts

4. MAIN COMPONENTS

4.1. Tasks

The proposed structure of the team will have three bases : Brussels, Tashkent and Tbilissi. These bases should be equiped with at least the following members:

- a Team Leader based in Brussels
- a Coordinator for Central Asia based in Tashkent
- a Coordinator for the Caucasus based in Tbilisi

The team members must as a group provide the technical expertise to develop and execute the projects in the rail, road, maritime and horizontal sector. To this end they are required to have the engineering, economic and operational skills in order to implement and to coordinate the projects identified as priority actions by the sectoral working groups.

The coordinators will organise the working parties for ongoing projects in their region and will report to the Team Leader in Brussels. The Team Leader will ensure overall coordination and will organise the working group meetings (1 per annum in Europe, estimated cost 75.000 Ecu), he will report on a daily basis to the Task Manager. The budget will cover all office accomodation and all operational costs in Brussels, Tashkent and Tbilissi, and of the network of local experts.

4.1.1. Tasks of the Team Leader

- A. To provide a central level of coordination of all projects and programme activities linked to Traceca. Namely:

- A.1. Define, in operational terms, the specific objectives and the overall strategy of the future projects through the work of the sectoral working groups and the regional working parties.
- A.2. Oversee the operational use of resources: human (team members, short term experts etc), financial (travel expenses incurred by working groups and working parties etc).
- A.3. Draw up Terms of Reference for various projects and activities in line with the project guidelines and overall objectives established at the Traceca working group meetings.
- A.4. Assist in tender evaluation meetings in Brussels in cooperation with Tacis Procurement Unit.
- A.5. Ensure follow-up of ongoing projects through analysis of project outputs, evaluation of time-tables, definition of future project priorities.
- A.6. Coordinate closely with other donors and investors involved in Traceca activities. In particular, close contact will need to be maintained with EBRD, World Bank, International Union of railways, International Road Union.
- A.7. Liaise directly with all relevant recipient country institutions to maximise the implementation of the projects and to preserve the regional character and coherence of the project.
- A.8. Set up a library of all available technical assistance projects' reports dealing with issues related to the Traceca programme.
- A.9. Distribute project information to other donors and investors involved in the Traceca programme and inform the participants in the Traceca programme by a monthly newsletter on the progress of ongoing projects.
- B. Coordinate the development of the Traceca corridor, where possible, with the objectives of EU's transport policy and in particular in the Trans European Networks.
- C. Report directly to Tacis in Brussels on all aspects of the projects including coordinating team member activities in the participating republics.

4.1.2. Tasks of the Co-ordinators

- A. To provide a regional level of coordination of all projects and programme activities linked to Traceca. Namely:
 - A.1. Organise working parties meetings on site for all ongoing Traceca projects with concerned and related contractors, with representatives of participating republics and eventually with representatives from international institutions or commercial partners.

- A.2. Act as a secretary to the sectoral working group meetings in order to coordinate all ongoing and new planned projects within one particular transport mode (rail,road, maritime transport).
- A.3. Establish regional offices (Tbilisi/Tashkent) in order to ensure coordination with all contractors and all on site operators (Delegations, Coordinating Units, Representatives of participating states).
- A.4. Ensure coordination and reporting of programme activity for each project and any activity linked to the Traceca project.
- A.5. Provide assistance and active involvement for the encouragement of regional trade and transport flows through the development of the Traceca route.
- A.6. Assist the teamleader in the drawing up of Terms of Reference for new projects.
- A.7. Assist the team-leader in the definition of future regional transport priorities.
- A.8. Liaise with the other regional coordinator for projects which cover both regions.
- A.9. Review and comment on all reports issued by the contractors.
- A.10. To assure the supervision of small scale infrastructure investments financed through Traceca.
- A.11. Report directly to the teamleader in Brussels.

NB : Task Sharing

None of the above mentioned tasks necessarily reflect individual roles. The number of tasks imply that the members of the team will need to be responsible for more than one task.

4.2. Outline of implementation procedures

- Location

The project shall be executed on an equal basis in all Traceca States. The Contractor will provide offices for the European experts in Brussels, Tbilissi and Tashkent, even so the necessary administrative support for the Team Leader in Brussels will be provided through the contractor. For the resident coordination the charges of the deployment for a network of local experts will be included in the budget of this project.

- Management

The project will be headed by a Team Leader in Brussels who will report directly to the Task Manager and who will obtain all information from the resident coordinators in the regions.

- Expertise and staff provided by the contractor

The contractor shall provide expertise in :

- a team leader with general management capacities
- resident coordinators with specific experience in the region
- all necessary back-up staff

- Local experts and local support

The selection of local experts for the project shall be made in agreement between the contractor and the beneficiary. The charges in hiring this local support are included in the budget of the contractor.

4.3. Rough Timetable

The project shall be completed within 12 months after start. As mentioned above, contractually the possibility is left open for an additional 12 months through an additional budget (this cost has not to be included in the financial proposal for the first 12 months).

4.4. Global Budget

The budget for this contract is 900.000 ECU for a project duration of 12 months. At the end of the contract the work of the consultants will be evaluated. This evaluation will be based on the Monitoring report and on a particular evaluation by the participating states, expressed by the members of the Working Group meeting.

The overall 900.000 Ecu budget can be split according to the indicative breakdown given below :

- | | |
|--|-------------|
| - European experts (fees and per diem) : | 550.000 Ecu |
| - Local experts : | 100.000 Ecu |
| - Travelling : | 85.000 Ecu |
| - Equipment : | 90.000 Ecu |
| - Conference (Working Group meeting) : | 75.000 Ecu |

5. REPORTING

Bi-annual reports will be prepared which will account for progress so far in each region. They will also include an account by the team-leader assessing the overall progress of Traceca, accounting for weaknesses and strenghts, suggesting future improvements and setting out future work programmes.

6. MONITORING & EVALUATION

6.1. Definition of indicators

The contractor shall incorporate monitoring mechanisms for periodic assessment of progress of the project components. These mechanisms shall be specified in the project plan and the observed performance shall be described in the periodic progress reports.

The essential points to be monitored are :

- deviations of milestones and deliverables from their planned dates
- adherence to the workplan in terms of content of the activities actually carried out
- deviations in effort needed to complete to complete an activity, as compared to plan
- introduction of work not initially planned
- shifting of the common understanding of the objectives and priorities between contractor and recipient
- appearance of unexpected difficulties likely to require special measures or shift of project resources.

7. CONFLICT OF INTEREST

Any company or party responding to an invitation to tender must do so on the understanding that any companies or parties which have active links with any members of the proposed team will automatically be excluded from bidding for any subsequent specific project work within the Traceca Programme.

1. Background

1.1 Needs of the beneficiaries

The states of the NIS have inherited a system of transport infrastructure and management designed for trade and economic relations centred on and directed from Moscow. The needs of a free market system, and new possibilities for trade and co-operation with new partners internationally, require a different approach. There are pressing requirements for new systems of management, at national level and in co-ordination between states for training of transport managers and for preparation for the major investments required to bring transport infrastructure up to current international standard. An effective transport system, oriented towards actual and potential markets in Europe and other countries outside the NIS, is of fundamental importance to the development of healthy trading relationship.

This is particularly true for the countries in the Caucasus and Central Asia where the need to foster trade both within the region and between the region and EU and third countries is acutely felt. For this reason a TRACECA conference was organised by the European Union in May 1993 bringing together representatives of the 8 participating. Caucasian and Central Asian states and European experts with extensive transport expertise. The objectives of this Conference were :

- to simulate co-operation among the participating Republics in all matters pertaining to the development of trade and transport within the region.
- to promote the Transport Corridor Europe Caucasus Asia
- to identify problems and deficiencies in the region's trade and transports systems
- to define a Technical Assistance programme to be financed by the EC

1.2 Problems to be addressed

During this conference in Brussels a number of project proposals were made for the TRACECA programme. Since the time of the conference the programme has been developed by way of four sectoral working groups (trade facilitation, rail, road and maritime) consisting of representatives for all participating states. These working groups were serviced by a team of four sectoral specialists based in Brussels who are responsible for the organisation of the working groups, project identification missions and drawing up of Terms of Reference.

Five such Working Groups meetings have taken place and 22 TA and 6 investment projects are under implementation in August 1998. During the meeting in Venice on 28-29 March 1996 a strong call was made by the participating states to provide additional technical assistance and to install resident co-ordination of the project within the TRACECA program.

In particular the following demand was put forward by the participating republics : *“To establish working parties on side for each TRACECA project which will monitor the progress of each project. The working party shall consist of representatives of each republic concerned by the project and the regional experts of co-ordination team. These working parties shall meet at regular intervals and shall insure the permanent flow of information, reporting and co-ordination of the project in question. The resident regional experts shall report on progress of other TRACECA projects with a view to ensure co-ordination between projects, make full use of synergies, and avoid duplication”.*

The team of sectoral experts based in Brussels has been replaced in September 1996 on the demand of the participating republics by a team of resident regional experts : “The TRACECA Co-ordination Team”. The continuation of the activities of this team was assured through this particular project, and would be assured through its extension for a further year.

At the Fifth Working Group Conference, which took place in Tbilisi on 5-6 May 1998, the Beneficiaries requested TACIS' special attention on programming and identification of new projects. The report 'Evaluation of TACIS Interstate Programme in Transcaucasus and Central Asia' (*Final Report, TecneEcon, June 1998*) on the other hand insisted on well thought-out programming, wide dissemination of information and continued promotion of multi-lateral agreements, thus creating new challenges for the TRACECA co-ordination team.

1.3 Relation to past and present TRACECA projects

The list of past and ongoing TRACECA TA projects :

1. 'Dolphin' Project (Feasibility Study for Caravanserai)	475.000 ECU
2. Freight Traffic Management Information System	850.000 ECU
3. Regional Traffic Forecasting Model	700.000 ECU
4. Human Resources Management Training	900.000 ECU
5. Legal and Regulatory Framework	1.500.000 ECU
6. Trade Facilitation Custom Procedures and Freight Forwarding	800.000 ECU
7. Intermodal Transport Systems	500.000 ECU
8. Railways : Infrastructure Maintenance Central Asia	1.200.000 ECU
9. Railways : Infrastructure Maintenance Caucasus	1.200.000 ECU
10. Railways : Rolling Stock	700.000 ECU
11. Improvement Road Services of Caucasus	250.000 ECU
12. Improvement Road Service of Central Asia	600.000 ECU
13. Spare Parts Procurement	300.000 ECU
14. Ferry Terminals Baku and Turkmenbashi	1.550.000 ECU
15. Pavement Management Systems	1.000.000 ECU
16. Human Resources : Maritime Training	700.000 ECU
17. Port Network Plan	800.000 ECU
18. Joint Venture Caucasian Railways	2.000.000 ECU
19. RW Tariffs and Time-Tables	1.500.000 ECU
20. TRACECA Co-ordination Team	900.000 ECU
21. CA Railways Restructuring and Telecom Studies	2.000.000 ECU
22. Roads Maintenance	2.500.000 ECU
23. Feasibility Study of New Terminal Facilities in the Georgian Ports of Poti and Batumi	1.500.000 ECU
24. Restructuring of the Georgian and Azeri RW	1.000.000 ECU
25. Intermodal Services Implementation and Training	2.000.000 ECU

The list of past and ongoing TRACECA investment projects :

1. Rehabilitation of the Red Bridge and Construction of the TRACECA Bridge	2.500.000 ECU
2. Bukhara Cotton Export Distribution Centre	2.000.000 ECU
3. Container Services between Baku and Turkmenbashi	5.000.000 ECU
4. Design and Construction of Rail Ferry Facilities in the Port of Poti, Georgia	5.000.000 ECU
5. Improvement of the Existing Rail Ferry Terminal and Construction of Facilities at Illiychevsk, Ukraine	10.000.000 ECU
6. Supply of Intermodal/Terminal Equipment	7.000.000 ECU

The list of planned TRACECA projects on the 1998 budget :

1. Inter-Governmental Joint Commission for Implementation of a Multi-Lateral Agreement	1.100.000 ECU
2. International Road Transport Transit Facilitation	3.000.000 ECU
3. Traffic Forecasting, Caspian Sea and Chardzev Bridge	2.000.000 ECU
4. Intermodal/Terminal Equipment	2.500.000 ECU
5. Rail Tank Wagon Cleaning Boilers, Baku	500.000 ECU
6. TRACECA Co-ordination Team	900.000 ECU

1.4 Co-ordination with other donors

Since one of the major objectives of the TRACECA Programme is to facilitate investment in the beneficiary states through assistance projects, it is of paramount importance to have and maintain excellent contacts with the International Financing Institutions such as EBRD, World Bank and Asian Development Bank.

2. Rationale and objectives

2.1 Overall objectives

The establishment of the Co-ordination Team has to facilitate the co-ordination of a complex programme such as TRACECA. A transport project of this size with 11 beneficiary states (Ukraine and Mongolia have joint the programme end 1996, Moldavia mid-1998) and with more than 28 ongoing projects, has special requirements in terms of co-ordination between European experts and beneficiaries, and between the teams of consultants who are contributing to the programme.

2.2 Project purpose

This particular project has to improve the information and communication channels to the beneficiaries of each individual project. With the assistance of a network of local experts (which will be hired by the contractor) all necessary information on related projects and activities in neighbouring countries will be permanently provided to the beneficiaries.

At the same time, this information will be provided to all consultancy teams working in the TRACECA Programme also in order to identify critical interfaces between projects and in order to avoid duplication of works.

Special care shall be taken for the programming of future activities, the definition of new projects, the dissemination of information and the development of multi-later agreements.

2.3 Results

The operations of the Co-ordination Team will ensure the global understanding of the beneficiaries of the TRACECA Programme through all the individual projects. It will result in gaining time and financial resources by providing information to contractors and by assisting them in their relation to beneficiaries. The Co-ordination Team will contribute in the build up of relations with the participating states through the establishment of a network of local experts.

The team will also assist in the determination of future actions to be undertaken in the TRACECA Programme. The members of the team will draft and finalise ToR for future projects and will attend the evaluation committees.

3. Risks and assumptions

3.1 Assumptions

The project has received explicit approval of the Ministries of Transport of all participating states (Statements of Endorsement at the WGC in Athens, October 1996, and Tbilisi, May 1998).

The project extension should start on 19 September 1998, in order to guarantee the continuation of the current Co-ordination Team. This project was foreseen as a two stage project covering a first stage from 09/97 till 09/98 and with a second stage from 09/98 till 09/99 (through an additional budget).

3.2 Risks

Major risks affecting the objectives of this project are :

- Failure in the set up of network of local experts
- Bad communications between Team members in Caucasus, Central Asia and Brussels
- Insufficient build-up of relations with counterparts

4. Main components

4.1 Tasks

The proposed structure of the team will have three bases : Brussels, Tashkent and Tbilisi. These bases should be equipped with at least the following members :

- a Co-ordinator based in Brussels
- a Co-ordinator for Central Asia based in Tashkent
- a Co-ordinator for the Caucasus based in Tbilisi

The team members must as a group provide the technical expertise to develop and execute the projects in the rail, road, maritime and horizontal sector. To this end they are required to have the engineering, economic and operational skills in order to implement and to co-ordinate the projects identified as priority actions by the sectoral working groups.

The co-ordinators will organise the working parties for ongoing projects in their region and will report to the Co-ordinator in Brussels. The Co-ordinator in Brussels will ensure overall co-ordination and will organise the working group meeting (1 per annum in Europe, estimated cost 75.000 ECU), he will report on a daily basis to the Task Manager. The budget will cover all office accommodation and all operational costs in Brussels, Tashkent and Tbilisi, and of the network of local experts.

4.1.1. Tasks of the Brussels Co-ordinator

A. To provide a central level of co-ordination of all projects and programme activities linked to TRACECA.

Namely:

- a) Define, in operational terms, the specific objectives and the overall strategy of the future projects through the work of the sectoral working groups and the regional working parties.
 - b) Oversee the operational use of resources : human (team members, short term experts etc.), financial (travel expenses incurred by working groups and working parties etc.).
 - c) Draw up Terms of Reference for various projects and activities in line with the project guidelines and overall objectives established at the TRACECA working group meeting.
 - d) Assist in tender evaluation meetings in Brussels in co-operation with TACIS Procurement Unit.
 - e) Define new projects through evaluation of past and ongoing projects, contacts with beneficiaries and IFI's, and dialogue with TACIS.
 - f) Co-ordinate closely with other donors and investors involved in TRACECA activities. In particular, close contact will need to be maintained with EBRD, World Bank, International Union of railways, International Road Unions.
 - g) Set up a library of all available technical assistance projects report dealing with issues related to the TRACECA programme.
 - h) Distribute project information to other donors and investor involved in the TRACECA programme and inform the participants in the TRACECA programme by a monthly newsletter on the progress of ongoing projects.
- B. Co-ordinate the development of the TRACECA corridor, where possible, with objectives of EU's transport policy and in particular in the Trans European Network
- C. Report directly to TACIS in Brussels on all aspects of the projects including co-ordinating team member activities in the participating republics

4.1.2. Tasks of the field Co-ordinators

A. To provide a regional level of co-ordination and programme activities linked to TRACECA. Namely :

- a) Organise working parties meeting on site for all ongoing TRACECA projects with concerned and related contractors, with representatives of participating republics and eventually with representatives from international institutions or commercial partners.
- b) Act as a secretary to the sectoral working group meetings in order to co-ordinate all ongoing and new planned projects within one particular transport mode (rail, road, maritime transport).
- c) Establish regional offices (Tbilisi / Tashkent) in order to ensure co-ordination with all contractors and all on site operators (Delegations, Co-ordinating Units, Representatives of participating states).
- d) Ensure co-ordination and reporting of programme activity for each project and any activity linked to the TRACECA project.
- e) Provide assistance and active involvement for the encouragement of regional trade and transport flows through the development of the TRACECA route.
- f) Assists the Brussels co-ordinator in the drawing up of Terms of Reference for new projects.
- g) Assists the Brussels co-ordinator in the definition of future regional transport priorities.
- h) Liaise with the other regional co-ordinator for projects which cover both regions.
- i) Review and comment on all reports issued by the contractors.
- j) Report to the task manager at TACIS, through the co-ordinator in Brussels.

NB : Task Sharing

None of the above mentioned tasks necessarily reflect individual roles. The number of tasks imply that the members of the team will need to be responsible for more than one task.

4.2. Outline of implementation procedures

– Location

The project shall be executed on an equal basis in all TRACECA States. The Contractor will provide offices for the European experts in Brussels, Tbilisi and Tashkent, even so the necessary administrative support for the Co-ordinator in Brussels will be provide through the contractor. For the resident co-ordination the charges of deployment for a network of local experts will be included in the budget of this project.

– Management

The co-ordinator in Brussels will report directly to the Task Manager and will obtain all information from the resident co-ordinators in the regions.

– Expertise and staff provided by the contractor

The contractor shall provide expertise in :

- a Brussels co-ordinator with general management capacities
- resident co-ordinators with specific experience in the region
- all necessary back-up staff

– Local experts and local support

The selection of local experts for the project shall be made in agreement between the contractor and the beneficiary. The charges in hiring this local support are included in the budget of the contractor.

4.3. Rough Timetable

The project shall be completed within 12 months after start. As mentioned above, contractually the possibility is left open for an additional 12 months through an additional budget (this cost has not to be included in the financial proposal for the first 12 months).

4.4. Global Budget

The budget for this contract is 900.000 ECU for a project duration of 12 months. At the end of the contract the work of the consultant will be evaluated. This evaluation will be based on the Monitoring report and on a particular evaluation by the participating states, expressed by the members of the Working Group meeting. The overall 900.000 ECU budget can be split according to the indicative breakdown given below :

- European experts (fees and per diem) :	540.000 ECU
- Local experts :	130.000 ECU
- Travelling :	90.000 ECU
- Equipment :	65.000 ECU
- Conference (Working Group meeting) :	75.000 ECU

5. Reporting

Bi-annual reports will be prepared which will account for progress so far in each region. They will also include an account by the Brussels co-ordinator assessing the overall progress of TRACECA, accounting for weaknesses and strengths, suggesting future improvements and setting out future work programmes.

6. Monitoring and evaluation

6.1. Definition of indicators

The contractor shall incorporate monitoring mechanisms for periodic assessment of progress of the project components. These mechanisms shall be specified in the project plan and the observed performance shall be described in the periodic progress reports.

The essential points to be monitored are :

- deviations of milestones and deliverables from their planned dates
- adherence to the workplan in terms of content of the activities actually carried out
- deviations in effort needed to complete an activity, as compared to plan
- introduction of work not initially planned
- shifting of the common understanding of the objectives and priorities between contractor and recipient
- appearance of unexpected difficulties likely to require special measure or shift of project resources.

7. Conflict of interest

Any company of party responding to an invitation to tender must do so on the understanding that any companies or parties which have active links with any members of the proposed team will automatically be excluded from bidding for any subsequent specific project work within the TRACECA Programme.