

Project Title : **TRADE AND TRANSPORT CO-OPERATION
WORKING GROUP (TRACECA)**

Project Number : TNREG 9302

Countries : Armenia, Azerbaijan, Georgia, Kazakstan, Kyrgyzstan, Tadjikistan,
Turkmenistan, Uzbekistan

Local Operator

EC Consultant

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FINAL COMPLETION REPORT UPDATED FOR PROJECT EXTENSION

Date of Report : August 30th 1996

Reporting Period : February 27th 1995 to Project Completion

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1. PROJECT SYNOPSIS

Project Title	: TRADE AND TRANSPORT CO-OPERATION WORKING GROUP (TRACECA)
Project Number	: TNREG 9302
Countries	: Armenia, Azerbaijan, Georgia, Kazakstan, Kyrgyzstan, Tadjikistan, Turkmenistan, Uzbekistan

Project Objectives

The project was in fact a programme, engendered by a Conference, organised by the European Union in May 1993, the objectives of which were to:

- to stimulate co-operation among the participating Republics in all matters pertaining to the development and improvement of trade within the Region
- to promote the Central Asian - Trans Caucasian - Europe Transport Corridor
- to identify problems and deficiencies in the Region's trade and transport systems
- to define, in terms of contents and timing a Technical Assistance Programme to be financed by the European Union (EU).

Planned Outputs

- The establishment of four Working Groups, one for each of the following sectors; Trade, Road, Rail, and Maritime Transport. The Working Groups were each to comprise one sectorial representative, or Interlocutor, from each of the eight Recipient States and a Secretary. The latter was to be an EU Sectorial Expert, and Team Member, based in Brussels.
- The development of Technical Assistance projects to support the programme Objectives.
- The organisation of 2-4 Working Group meetings which were to promote programme Objectives in general, and notably to discuss and approve specific project definitions.
- Terms of Reference for technical assistance projects, to be carried out by others.

Project activities

- Extensive missions, to make contact with counter-parts, a broad range of officials and enterprise managers, as well as field observation visits.
- Regular meetings with the TACIS Task Manager, and assistance in the launch of projects, in Brussels
- Regular contacts with the International Financial Institutions (WB, EBRD, ADB,...)
- Organisation of Working Group meetings, in Almaty and in Vienna
- Research for, and writing of TOR for technical assistance projects

Project Starting Date : 27th February 1995

Project Duration : One year extended for six months

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

Three milestones, or pivot points, may be identified in the history of the programme to date:

- the Almaty Working Group Conference
- the Vienna Working Group Conference
- the Venice Working Group Conference

These divide the programme into four phases.

Phase 1. Given the programme Objectives, effective working interfaces with a wide cross-section of Beneficiary State authorities needed to be established. Formally, these were the Interlocutors, but the broad scope of the programme demanded input from a spectrum of voices in the Beneficiary States. For example the needs of the nascent private sector were to be identified.

Accordingly, the Team Members embarked on missions within all of the Beneficiary States (excepting Tadjikistan), Interlocutors were nominated, and technical fact-finding allowed the development of specific Technical Assistance projects.

The first Working Group Conference (WGC) was held during May, in Almaty. Logistic arrangements, including travel and accommodation of participants, and the Conference itself, were made by the Team. Fourteen firm Technical Assistance project proposals were prepared, presented and endorsed at the Conference.

From the perspective of the Beneficiary States The TRACECA concept had been at a near standstill since the May 1993 Conference. The Almaty conference was successful in many respects, but most notably in regenerating visibility, interest and momentum.

Phase 2. commenced with a period of intense activity by the Team to write TOR for fourteen projects. Specific technical and regional interests led to the modularisation of the programme into fifteen projects. These were presented to the TACIS Task Manager who launched calls for tenders. A limited number of missions to the Beneficiary States were carried out, for project development, and in connection with other TACIS actions, outside of but related to TRACECA, to which Team members were asked to contribute. Assistance in the evaluation of tenders was rendered. The projects were launched in two waves of contracts; twelve in the first wave and three in the second, these latter requiring missions to the recipient partners to finalise details.

The second WGC was held in Vienna during October. Tenderers selected for contracts presented their proposals to the Working Groups. In parallel, a Round Table was held with Heads of Delegations to review overall TRACECA strategy. Time was allowed after the conference for Delegates to send in written expressions of their National needs within the reviewed programme strategy decisions of the Round Table. Routing decisions for transport links across the Region were taken at the Round Table, for the TRACECA programme to focus upon.

Phase 3. The Beneficiary State submissions have been condensed into briefing documents for contracting Consultants to commence their projects. New projects have been developed for presentation at the WGC held in Venice.

The contract of the present management team was extended during this period, enabling them to organise the Venice conference, and to complete sixteen further TOR for presentation and discussion at that event.

The third Working Group Conference in Venice did not itself mark a turning point in the programme, as it coincides with the preliminary appraisal missions (PAM) of the launched projects, which is of course a decisive point in the programme development.

Phase 4 is the present phase of the programme, in which most Inception Reports have been received, and the contracted consultants are busy with their tasks.

Furthermore, the documentation for the 1996 TACIS Interstate Programme has been prepared, in order to seek budgets for the many proposed projects which have been discussed with the partner states and International Financial Institutions (IFI) , but which lack funding.

3. PROJECT PROGRESS TABLES

See tables in Annex 6.

4. OVERALL PROJECT REPORT

4.1 Background

During May 1993 a conference was held in Brussels organised by the European Commission and attended by authorities of the eight Republics of the south of the former USSR:

Armenia,	Kyrgyzstan,
Azerbaijan,	Tadjikistan,
Georgia,	Turkmenistan,
Kazakstan,	Uzbekistan.

They are the Beneficiary States of the TRACECA programme.

The objectives of the conference were :

- to stimulate co-operation among the participating Republics in all matters pertaining to the development and improvement of trade within the Region
- to promote the Central Asian - Trans Caucasian - Europe Transport Corridor
- to identify problems and deficiencies in the Region's trade and transport systems
- to define, in terms of contents and timing a Technical Assistance Programme to be financed by the European Union (EU).

TRACECA (Transport Corridor Europe Caucasus Asia) was thence created as a component of the TACIS Interstate programme.

During the following eighteen months four projects were launched:

- Transfer of Legal framework; a fact finding mission to investigate the present framework for transport law, and thus provide guidelines for the Terms of Reference for a Transport Legal Reform project.
- TRACECA Information System; which led to two reports on the technical establishment of systems and semantic contents, but were inconclusive on marketing aspects
- Rising Level of the Caspian Sea; a technical analysis of the phenomena taking place, and the probable impacts on maritime operations
- Rail Management Training; a series of seminars and other activities

The final two projects listed were still active when the present programme management team was nominated.

In order to accelerate activity, and in conformity with the Brussels Conference conclusions emphasising the need for Region collaboration, TACIS management set up the present project to establish Regional sectoral Working Groups (trade, rail, road, maritime), composed of experts and officials from each TRACECA state and the EU. The Terms of Reference for this project are provided in Annex 1 herewith.

4.2 Introduction

The Team appointed to carry out this mission comprised:

- Mr.R.Battersby, Trade Working Group Secretary and Team Leader
- Mr.M.Sims, Roads Working Group Secretary
- Mr.C.Van Eerdenbrugh, Maritime Working Group Secretary
- Mr.C.Van de Perre, Rail Working Group Secretary

All Team members worked full time on the project, except the Mr.C.Van Eerdenbrugh who worked half-time.

The extensions of the contract provided for Mr.Battersby to organise the Venice WGC, for Mr.Sims to act as Team Leader after the departure of Mr.Battersby and to continue with support to TACIS management until the end of the present contract, for Mr.J.Herman to replace Mr.Van der Perre, and for Mr.de Halleux to replace Mr.Van Eerdenbrugh. Mr.Van der Perre and Mr.Van Eerdenbrugh continued to provide some specialist support to the project, during the extensions.

Initial meetings with TACIS established a close working relationship between the Team and the Task Manager(s), which has been preserved throughout the duration of activities. All missions were discussed and approved by the Task Manger, and written reports were presented upon return. All Team activity plans, and documentary output was approved before circulation by the Task Manager. The technical content of output was the responsibility of the Team.

Priority was placed on launching of the Technical Assistance projects. Hence preparation of Terms of Reference and procurement of Statements of Endorsement were considered of utmost priority throughout the Reporting period. A preliminary list and brief description of twenty three projects themes was provided by TACIS. For administrative efficiency and some possible economy of scale, these themes were to be consolidated, eventually into fifteen initial projects.

Furthermore, the delay in visible follow-up to the Brussels conference was frustrating to the Beneficiary States, and an early first Working Group Conference (WGC) was considered essential to re-establish contact and momentum for Regional collaboration. The Working Groups were also foreseen as key instruments in the project development and endorsement process. The nomination of Interlocutors for the WGC was hence of the greatest importance.

4.3 Programme Implementation Actions

Three milestones, or pivot points, may be identified in the history of the programme to date:

- the Almaty Working Group Conference
- the Vienna Working Group Conference
- the Venice Working Group Conference

These divide the programme into four phases, which are convenient to use for our present reporting purpose.

Phase 1 included the initial kick-off meetings with TACIS, documentary review, and telecommunications contacts with the Beneficiary State authorities. The latter were asked to nominate initial counter-parts or Interlocutors.

As soon as possible (in effect after three weeks) the Team embarked upon individual and joint missions to the Region, to make direct contact with counter-parts, and to advise Beneficiary States on the structure of the TRACECA programme, including the role of the Interlocutors. Also potential sites for Working Group Conferences were visited.

Close relationships were developed from the initial contacts with our Interlocutors, and indeed with numerous other counter-part staff in each of the Beneficiary States.

Throughout the reporting period missions have provided much insight into the trade and transport working conditions, lying behind the declared needs expressed by Beneficiary States. These insights have allowed TOR to be closely adapted to local contexts.

Furthermore contacts with the IFI have been developed, to create awareness of TRACECA, co-ordinate our actions, and to promote investment decisions in favour of the TRACECA route.

Almaty, on the 27/28 May was selected by TACIS as the site for the first WGC. Among other considerations, an EBRD Round Table on Central Asian transport policy was already scheduled for the 30/31 May. The two events shared locale and to some extent the same participants. Logistic arrangements for approximately forty Beneficiary State delegates, including travel and accommodation were made by the Team. Delegates from the EBRD, and UN, also attended. A full list of participants and concluding conference documents comprise Annex 6.

Fourteen technical assistance projects were prepared for the WGC in summary outline form ("fiche de projet"). They were presented, discussed, and Statements of Endorsement were obtained from all States excepting Georgia. (The Georgian representatives alone among the delegates doubted their own authority to sign an endorsement).

An excellent "esprit de corps" within the WG was established in Almaty. In general considerable mutual confidence between WG members has developed.

From the perspective of the recipient partners the TRACECA concept had been at a near standstill since the May 1993 Brussels Conference. The Almaty WGC was successful in many respects, but most notably in regenerating visibility, interest and momentum.

The EBRD conference which followed the WGC discussed and approved a Central Asia Outline Transport Strategy final report, which had been prepared by the EBRD with TACIS support.

The Protocol and Press Release of the Almaty WGC are included in Annex 2 of this report.

Phase 2 planning was established immediately after the Almaty conference, with the fourteen projects of a value just over 12MECU to be launched for tender by the end of 1995. This required intense activity to prepare the full TOR. In fact all projects were launched much earlier than the dates prescribed, and most projects were fully contracted by the end of 1995.

Eleven projects were launched in a so-called first wave. These were projects which were considered to be sufficiently generic in nature to require little or no further field investigation for preparation of TOR. Also, the Traffic Forecasting, Transport Legal Reform, and Management Training projects were considered of extremely high priority to the TRACECA programme overall Objectives.

Three other projects were launched in a so-called second wave. The preparation of TOR for these projects required further investigation to tailor them to physical or institutional conditions in the Region.

Team members comprised two of the three evaluation committee members for all TRACECA project tender evaluations. The third committee member was in all cases delegated by DG7.

At the outset of the programme it had been intended to hold WGC alternately in Central Asia and the Caucasus. However the location for a Conference in the Caucasus was problematic given the recent history of antagonism between two of the three States there, the elections scheduled for the third, Georgia, that Autumn, and the difficulties of moving Central Asian delegates to Tblisi. Consequently it was decided to hold the conference in the EU. TACIS selected Vienna as the venue, for the WGC to be held on October 28/29th. All logistic arrangements were made by the Team. A special agreement was reached with Austrian Airlines for the travel of delegates via Moscow. TACIS management and Austrian authorities provided official support for the issue of visas to delegates in Moscow. A Team representative met WG participants in Moscow, to assist with formalities, to arrange there overnight accommodation there, and to accompany them to Vienna.

The proceedings of the Vienna WGC were devoted to two parallel sessions. Heads of delegations participated in a Round Table discussion with TACIS on the programme strategy and detailed route prioritisation, whilst sectoral WG discussed the progress of projects to date. Tendering Consultants who had been selected to carry out TRACECA projects launched to date, presented their project methodologies to delegates and responded to questions. Delegates from IFI explained their approach to investment and specific projects. A full list of participants and a concluding conference documents comprise Annex 3.

The WGC attached a high priority to the launch of a project concerning Rail Tariffs and Timetable Harmonisation. Beneficiary State delegates were asked to furnish written expressions of other projects or themes for consideration in future TRACECA actions.

The Agreed Minutes of the Vienna WGC are included in Annex 3 of this report.

Phase 3 was the concluding phase of the initial contract reporting period.

The Rail Tariffs and Timetables project has been developed into full TOR and SOE have been obtained. A call for tenders was launched. Four road sector projects have been developed in close collaboration with IFI (WB and EBRD), all of which are foreseen to be carried out in addendums to an existing contract. TOR have been prepared for a project of Technical Assistance to the Baku Shipyard.

The written submissions from Beneficiary States, called for at the conclusion of the Vienna WGC, have been received, collated, refined and a short summary report prepared. A rather heterogeneous listing of suggestions was received, many of them being direct requests for investment rather than TA.

Consultants undertaking TRACECA projects were briefed on the Vienna WGC conclusions, for guidance in the performance of their missions. Ongoing assistance and practical guidance is given in answering specific questions from Consultants.

A short Working Information brochure concerning TRACECA is under preparation. A compendium of all project TOR and list of consultants was sent to the TRACECA State CU.

In accordance with the Vienna WGC conclusions, a meeting of IFI representatives is planned to be convened for late February 1996, in Brussels.

The next WGC is planned to be held in Venice at the end of March 1996, and dispositions are in hand to organise this event.

Phase 4 is opened by the Venice WGC. A list of participants and concluding documents forms Annex 8 to this report. The conference was preceded by a one day meeting with the Mr. Ousey and Ms. Phillips of the EBRD, who spoke for both that bank and the World Bank (WB) also. Mr. Ousey and Mr. Albrechts of the EBRD attended the WGC following.

There is clear and unequivocal reluctance on the part of IFI to endorse unconditionally financing for the TRACECA corridor from end to end. Their attitude to financing of transport works, to the existing transport enterprises in our partner states, and to the sovereign states with whom we are dealing, is governed by rules for lending which prevent such blanket endorsements. These rules necessitate a piecemeal approach to individual components of the TRACECA corridor. Thus we are obliged to adopt a more ad hoc approach than TACIS would have wished for.

During the meetings several possible projects and themes for projects were identified. These included the TRACECA ports, and sections of roads. Railways appear more difficult, as the IFI require institutional reform before, or to accompany, any investment. Against this, the partner states and TACIS-TRACECA wish to see clear engagements for investment, to justify the grant TA being provided.

The WGC discussed projects already launched, and new proposals. Most projects under way were at the preliminary appraisal mission stage. Information and impressions concerning them was somewhat incomplete for particular actions to be recommended. It was apparent to all, in a general sense, that coordination of the projects, by TACIS in the field, was necessary. The WGC minutes called for such a mechanism. At the end of the Tractebel management contract a new structure will be set up and plans for this are in hand.

A set of TOR for eighteen new projects was presented for discussion and approval. Two projects were in fact launched already (Interstate Rail Tariffs and JV for the Caucasian Railways). The others were presented in preparation for the TACIS Interstate budget discussions scheduled for mid-year. All projects were approved.

There is now a considerable reserve of approved projects for implementation. Restraints on proceeding are, budget to finance them, and final design of the projects to best match IFI and any other investor intentions.

During this reporting period several missions to the partner states have been carried out to view first hand TRACECA project events, and to maintain liaison with our partner state interlocutors. These included the Management Training Sessions, the kick-off Legal Training Seminar (both events in Almaty), and the Tashkent Auto Symposium held jointly by the Dolphin project and the Uzbekistan Ministry of Automobile Transport. The ambiance at these events was excellent. The partner states are clearly engaging themselves in the programme. It remains to ensure that tangible results are forthcoming.

Much support has been given to TACIS in the production of summary explanatory documentation for the Interstate budget discussions. Given the reduced size of the team, this has to some extent limited the time available for field liaison with the projects.

An important series of meetings was held at the EBRD in London on the 3rd and 4th June 1996. These consolidated and enlarged the EBRD commitment (subject to the internal review process) to invest in the Caspian Sea ports of Baku, Turkmenbashi, and Aktau (see Section 4.4.5 Maritime). If these projects are brought to fruition they would be a major success for the TRACECA programme. The promotion of investment in the Georgian ports, Turkmenistan

roads and other roads projects were discussed. The EBRD is adamant that rail restructuring in the partner states must precede any financial support to that sector.

Meetings were held with local lending agencies in Tashkent, financed by the EBRD. They are able to lend for smaller sums (eg < 5 000 000 USD), to private parnters. However the terms are extremely onerous (counter security,...) It is not immediately evident that transport projects can meet the criteria necessary to open up such investment channels.

Other Actions

Throughout the project discussions and co-ordination of projects with the WB and EBRD has continued. Several meetings have been held in Brussels and London with WB and EBRD staff. Contact with the ADB has been by telephone, and by discussions with their Consultants missions in the Beneficiary States. Other funding agencies known to be interested in the Region are the Kuwait Fund and the Islamic Bank.

Apart from mainstream programme implementation actions dealt with in the three phases preceding, mention is made below of certain other tasks which the team was called upon to carry out.

The GTZ/HPC organisation is providing studies and arranging ongoing support for the Optimisation and Reorganisation of the Ports of Poti and Batumi. The EBRD is studying investments in the Pots of Turkmenbashi and Aktau. Our Maritime Secretary has closely liaised with these activities, regularly and actively participated in meetings and Workshops concerning Regional ports and defining their ultimate vocations. Consequently, to avoid duplication of effort TRACECA Technical Assistance has been concentrated on the Port of Baku Reference is made to Annex 5 which is a summary of actions undertaken in the various ports by outside funding agencies.

The Team leader and the Rail expert were also asked to carry out a fact-finding and subsequent follow-up mission in the three Caucasus countries regarding assistance in the rehabilitation of the three respective railways, for the transport of EU Food Aid.

Certain additional TA funds were made available by TACIS to TRACECA in July 1996. These are being immediately deployed as addendums to acheive the following:

- commence the studies and detail designs for the dry cargo berths and other works foreseen to be financed by the EBRD at Baku port.
- commence the road feasibility studies in Georgia and Azerbaijan, to enable road dehabilitation investment by the Kuwait Fund and the EBRD
- provide TA in road maintenance privatisation, to the Armenian roads department, thus enabling them to fulfill a requirement of the World Bank for roads maintenance funding
- provide some additional traing and technçical equipment for pavement mangement systems

Uzbekistan has taken the decision in principle to export 1 000 000 tonnes of cotton via the TRACECA route. Project consultants have been alerted to this. They have been asked to incorporate assistance to thes shipments in their case studies and pilot projects foreseen in present TOR. They have been invited to submit propositions to provid additional support.

4.4 Technical Aspects

What follows is an overview of the technical approach, or rationale, adopted by the Team for the formulation of projects in each sector. Strategic guidelines have been derived from the Brussels 1993 conference, and the two TRACECA WGC.

Fuller summaries of each of the individual fifteen projects launched are to be found in Annex 4.

Efforts are made to ensure that each project produces substantial output. This involves communication about the projects with investors, and orientation of project actions accordingly. The most important potential investors are the IFI. Projects have also been told to seek to introduce commercial partners into their activities. In particular the three roads transport services projects have been given clear orders to emphasise this aspect to the maximum within their TOR.

4.4.1 Multi-Sector

Two TRACECA projects are grouped in this category *Traffic Forecasting Model* and *Management Training*

Under a rigorously scientific approach the *Traffic Forecasting Model* project would have been launched with a sufficient lead time (e.g.-12 months) to allow the use of its database and scenario simulation capacities by other projects. In fact many needs for transport sector Technical Assistance to the Region are glaringly obvious, and the delay in programme implementation would have been unacceptable from all points of view.

Traffic Forecasting, linked as it is to demand driven provision of transport services, is recognised by the Beneficiary State authorities as one of the principal weaknesses in their technical formation.

Also the International Funding Institutions favour the application of modern network modelling techniques to support investment decisions.

Forecasting models on standard hardware and software will be implemented in each of the Beneficiary States. Sustained benefits are anticipated in the forms of credible projections for road, rail and maritime traffic, which can be revised as time and circumstances demand, as well as transfer of know-how in a domain which is practically unknown in the Region.

The Traffic Forecasting project is also considered as the final response of TRACECA to requests for an transport management information system. Previous projects did not provide sustainable output.

Progress on this project has not been convincingly evident. It is clear that the contracting consultant is over-ontrospective, and does not attach any high priority to his obligation to collaborate with other projects and his ability to provide data to them. He has been called to Brussels for a meeting on the 3rd July and certain demands in terms of output were made, for him to present at the time of his interim report, due in late August.

Likewise, Beneficiary State authorities are avid to acquire Western management know-how. The TRACECA *Management Training* project is a multi-modal course emphasising market forces in the organisation of transport activities. It may be noted that there is still a strong tendency for Beneficiary State authorities to take a centralist approach to the restructuring of

the transport sector (eg. the slow privatisation of large conglomerates,...). Demands for outside assistance are for massive investment. Training is welcome by most of the authorities, and it will assist them and us in focusing their future demands for technical assistance and investment in realisable enterprises.

Technical training needs (eg. Rail/Road Maintenance management) are dealt with in the sectorial projects.

A Management Team member visited both of the seminars which were held in Almaty. The seminars were clearly appreciated by the participants, and they were engaged in active discussion of the course contents. Notably these fairly large scale events (+/- 100 participants in both cases) provide a spontaneous forum for intercourse between the partner states transport professionals. Beyond the training provided there is a bonus in drawing the middle level management levels into contact and thus facilitating ultimate collaboration in agreements and day to day running of their transport systems. It is difficult to provide quantitative indicators of the longer term impact of training actions such as this. The writer's opinion is that when they are correctly run, as this one appeared to be, then they are highly beneficial.

4.4.2. Trade and Legal

The new political order which prevails in the FSU is far more open than previously to a diversity of trade and transport relationships with the wider world. The Region's established legislation, regulation and working practices for trade and transport do not blend well with international conventions, modern technical practice, and free market operations.

The *Transport Legal and Regulatory Framework* project is directed towards the optimum utilisation of the existing transport systems, and the reduction of commercial uncertainties and cross-frontier delays. It should enable the ready integration of the Regional transport networks into world-wide systems. Given the immense scope of the task undertaken, it is the largest of the first year TRACECA projects to date, and is foreseen to last two years.

The main outputs will be the introduction of changes to national transport laws and regulations, as well as adherence to international conventions.

To implement the project an International Task Force of expatriate assistants, and eight National Task Forces of local experts will be set up. The National Task Forces will promote the necessary legislative changes in each TRACECA State, advised by the expatriate assistants, and form the nucleus of future Trade and Transport Legislation Facilitation Committees, to ensure the continuity of the work beyond the project life span.

Information on international transport legislation is not readily available in the TRACECA region. A supporting objective of the project is to rectify this omission, and to connect the national authorities with relevant outside bodies.

There is some concern that this project is over concentrated in Almaty, to the detriment of wider contacts with all of our partner states. A meeting was held with the contracted consultant in Brussels to discuss such worries. The consultant felt that our concerns were groundless. The TACIS insistence on an equitably wide spread of influence of the project was reiterated, and the situation is to be reviewed when the consultants progress report is submitted shortly.

The *Trade Facilitation, Customs Procedures, and Freight Forwarding* project is directed, in co-ordination with the Transport and Legal Framework Project, towards the harmonisation of customs procedures, and the production of essential international documents such as conventions and model contracts in Russian.

Other priorities include the reinforcement of co-operation between the customs services and freight forwarders throughout the TRACECA region, assisting the Customs Services in the procurement of modern control, telecommunications and data processing equipment together with training in their use, the introduction of electronic data interchange, and computerised statistics collection systems.

Assistance will be provided in the creation of trade and freight forwarding associations in the TRACECA region, both on a national and trans-regional basis. Moreover, a study will be made to identify the main surface transport customs bottlenecks within and around the region, with an analysis of common and individual specific problems.

As for the preceding Transport And Legal Framework Project, implementation is by means of a Task Force structure.

Lastly, a project for *Railways, Inter-state Tariff and Timetable Structure* has been included in the Trade section, as the ultimate objectives are the facilitation of trade. Also maritime tariffs, and feasibility studies for free trade zones are included in the project scope of work. The project aims to assist the national railway operating companies to align their tariffs with the best international practice, based on sound market and cost analysis. Furthermore, regional co-operation between the companies is to be encouraged.

4.4.3. Roads

Both road infrastructure and road transport operations needed to be addressed, and the following projects were conceived.

The *Pavement Management Systems (PMS)* project is providing the hardware, software and training to implement modern West European systems for road pavement and bridge maintenance management decision support. It contains a strong economic and financial analysis component. This second component is most important, as the Beneficiary States have in the past never confronted the links between appropriate national expenditure on roads maintenance, benefits and disbenefits to users, and the levels of cost-recovery or taxation justifiable.

IFI require the implementation of PMS to accompany any investment by them in roads infrastructure. Eventually Beneficiary States will have to fund the sector from their own resources. The project furnishes the precursors to autonomy.

An inventory of priority investment projects is to be formulated within the project.

Specific roads feasibility studies are under consideration or preparation, linked to the PMS project and to IFI declared interest. Road improvement projects have been proposed by Beneficiary States. However the present woefully inadequate state of maintenance funding within the region, causes IFI to concentrate on rehabilitation. At the time of writing the EBRD, is rather more open to improvement investment than is the WB. (The WB has to date committed 30MUSD to Armenia, 5MUSD+ to Georgia, and is considering 100MUSD for

Kazakhstan possibly with additional EBRD participation. The EBRD is considering 60MUSD for Turkmenistan and an as-yet-undecided investment in Azerbaijan. The ADB is considering 50MUSD for Kazakhstan and a similar sum for Kyrgyzstan. The Kuwait Fund is considering 15MUSD for Georgia. The Islamic Bank is considering loans to Kazakhstan, Kyrgyzstan Azerbaijan and Turkmenistan.)

The *Dolphin* project was conceived at the time of the Brussels conference, by a Consultant with existing strong links to successful European commercial ventures in Uzbekistan and Turkmenistan. The project addresses for those two States the critical need for motor vehicle spare parts procurement logistics, declared at the Brussels conference. The objective is to establish an pilot company from existing or new entities. The Dolphin project is the only negotiated contract in the TRACECA programme covered by this report (prior contracts were under different management).

The project is concentrating on two themes. These are caravanserai, which are multi-service roadside centres principally for freight hauliers, and tyre retreading plants. Both themes have distinct possibilities to attract commercial partners. To promote this, a small addendum, in collaboration with the Central Asia Roadside Services project, is under negotiation.

Improvement of Road Transport Services comprises two similar projects, one for Central Asia and the other for the Caucasus. They provide assistance with regulatory aspects of international road transport operations, and technico-commercial assistance. Both are to identify pilot enterprises to develop in free-market conditions. The initial title of Improvement of Roadside Services was changed to reflect the wider range of technical assistance requests which the Beneficiary States were expressing. In Central Asia previous projects, now terminated, by USAID to promote privatisation of the sector allows the possibility of some adopting some kernel businesses and avoiding proven pitfalls. The Caucasus project was launched by a fast tender procedure, the only time this method was used for TRACECA.

The project has been slow on commencing and in signs of producing substantive output. Consequently, after a meeting with the contracted consultant, personel changes were made. Moreover, TACIS has asked that the emphasis of the project be on furtherance of commercial partnerships, potentially of benefit to both EU and partner state economic operatives.

The EBRD is interested in investment in the roads transport sector in Azerbaijan, and co-ordination with TRACECA is being encouraged. A project involving feasibility studies for Georgia and Azerbaijan, along with assistance to accompany a World Bank loan to Armenia, is under negotiation at present (July 1996).

4.4.4. Rail

At the outset, about 15 project ideas were derived from the requests expressed at the 1993 Conference and from the initial field visits. Before the Almaty Working Group meeting, the number of possible projects was fixed at between 5 and 7, given the budgets available, and the request of EU to propose projects of sufficient size.

Finally, the multi-sector projects aside, which both contain a rail aspect, 5 specific rail project TORs were prepared : *Inter-modal Transport*, *Rolling Stock Maintenance*, and 2 *Rail Infrastructure Maintenance* projects (one for the Caucasus, and one for Central Asia). One

Rail TOR (Transshipment terminals) was withdrawn later, given the re-orientation decided at the Vienna Working Group meeting.

The *Inter-modal Transport* project aims at providing consultancy advice in order to solve existing problems in the development of inter-modal transport on the indicated Traceca routes, to transfer inter-modal technology know-how, to provide assistance to rail and inter-modal organisations in the area to design and operate commercially oriented intermodal services, to develop proposals for improvement. Apart from a survey of the existing situation, recommendations, and a study visit, the project will comprise an intermodal transport case study aimed at a specific intermodal traffic corridor.

The *Rolling Stock Maintenance* project's aims are to

- Provide consultancy recommendations to solve existing rolling stock maintenance / replacement and manufacturing and supply of spare parts problems in the TRACECA region.
- Provide guidance to rail organisations in the region for the establishment of commercially viable rolling stock maintenance and manufacturing, within the framework of a market-oriented railway system.
- Design a detailed reorganisation plan in the selected area in co-operation with the national authorities.

The condition of rolling stock had seriously decreased since the break-up of the FSU. One reason was that most of the large maintenance facilities were located outside the region or being restructured. The idea now is to not duplicate too much of the maintenance facilities, which is simply uneconomic and impossible for the smaller railways, but to come to a regional understanding between all the countries in the region.

A major result of this project should be to emphasise the need to foster co-operation between the different railways in the region and bring about a greater sharing of facilities between themselves for the maintenance, repair and manufacturing of rolling stock.

The *Rail Infrastructure Maintenance* project (Caucasus) main components are :

- (A) Carry out pre-investment study for the rehabilitation of the main Transcaucasian rail route (Baku - Tbilisi - Batumi - Poti) between Azerbaijan and Georgia
- (B) Provide technical assistance to streamline commercial freight traffic on the main Transcaucasian rail route

The economic and political situation in the Caucasus has had a detrimental effect on the viability and the overall condition of the rail networks in the area. This in turn hampers fluent transport in the region.

Another project has been devised (the Caucasus JV) by which the EU intends to play a catalyst role to :

- foster co-operation and revive the economic situation in the Caucasus region
- support the operational and financial situation of both railway networks.

The Rail Infrastructure Maintenance project (Central Asia)

The rail infrastructure has been decaying by lack of maintenance. Some elements are of a strategic economic importance, and require attention to be upgraded. Also quality of service has to be improved and present or potential bottlenecks removed.

This project will address multiple objectives :

- (A) Carry out feasibility study for the upgrading of AKTAU - BEYNEU rail line
- (B) Survey, training and recommendations to investigate and improve the overall rail traffic service quality on the Traceca main rail routes east of the Caspian Sea
- (C) Feasibility study for the development of the Amudarya road and rail crossing at CHARDZHEV

The partner states are vociferous in their wish to continue electrification of their networks. This was a principal "demand" resultant from the Vienna conference. Several proposed TRACECA projects have been developed to draft TOR stage to satisfy this demand. However, no IFI support for investment electrification projects has been forthcoming. Any TA aimed at investment in the rail sector is going to require careful preparation with the IFI, or risks being too precocious for effectiveness.

4.4.5. Maritime

The first action taken was to define the TRACECA ports. These ports have been initially limited to BATUMI, POTI, BAKU, KRASNOVODSK and AKTAU. This list of "Traceca" ports was confirmed by the maritime working group members during the Almaty WGC and re-confirmed during the Vienna round table.

Port infrastructure, cargo handling equipment and port operations need to be addressed. In all the ports, activity has dropped to relatively low levels as a result of the transition period the economies of the NIS are going through. The massive needs of finance for renovation and rehabilitation of the ports can partially be addressed through projects that are recognised feasible (financial and economic) by IFI.

The Caspian Sea Ports have to cope with the rising of the sea level since more than 17 years. One of the ongoing projects, at the time the management team started, dealt with a survey of that phenomena. The output of this report proved to be very useful, as this rising sea level is a real threat of the Caspian Sea Ports. Their other problem is, as is the case in all ports, the obsolete equipment and infrastructure. The port authorities of the Caspian Sea are having to take urgent stop-gap measures to keep the ports operational, at least in the very near future.

Several agencies, including TACIS and GTZ were already showing interest in the ports at the time of commencing our programme. Hence, in order to make the best use of the limited resources and to avoid duplication of effort, a systematic review of existing initiatives was done and presented for comments on the Almaty conference. This document is annexed to this report, Annex 5.

This overview showed that:

- Pre-investment and identification studies were under the way in the Georgian Ports (GTZ).
- A programme of port renovation combined with a loan had been set-up by the Kazakhstan government and the EBRD.

- A pre-investment study was in the preparation stage for the Port of Krasnovodsk (EBRD).
- No projects were foreseen for the port of Baku.
- The vital ferry link between Baku and Krasnovodsk will be out of service within two to three years if no measures are taken (due to the rising sea level).

This review enabled us to identify those next weak links in the transport chain, which stand immediately behind the issues being addressed by other technical assistance agencies.

The *Technical Assistance For The Development of The Port of Baku, Management Assistance and Training* project aims to strengthen the Port's management in introducing policies and working methods to cope with the challenges that are enforced upon it by the new market oriented environment. The areas of attention for the project are the development of a strategic planning and marketing strategy, institution building, the relation between the management and the government, tariff structure and related cost recovery of port activities, including the needs for investments, port operations, costing and accounting system and the human resources policy.

The *Port Network Plan and Improvement Programme / Ferry Terminals of Baku and Krasnovodsk* project aims to produce the design and the necessary tender documentation for the renovation of the ferry terminals of Baku and Krasnovodsk.

The majority of cargo traffic between the Caucasus region and Central Asia uses the ferry service between Baku and Krasnovodsk. However, the alarming rising of the Caspian sea level since 1977 creates major difficulties in operating the service. At the present rate of sea level rising both terminals will be obliged to cease activities within some 3 years, unless extensive reconstruction works are undertaken. The EBRD is interested in investing in the reconstruction of both terminals. As well as design and tender documents, the project will provide economic and financial feasibility studies for the works.

During the Almaty conference, a request came from the Azery government to initiate a project that could lead to the rehabilitation of the shipyards of Baku. Latter, as a result of the Vienna conference, the beneficiary states produced a list of demands according to their priorities, much of which was a call for investment rather than a definition of TA. For the port sector the demands that could be given a positive reply came from the Azery delegation.

Common demands for harmonisation of custom procedures, documents and tariffs will be taken care off by a project in the trade sector. Similarly, timetable for the ferries are incorporated in the timetable project for rail. The request for a supporting project for the shipyards of Baku was repeated. A technical assistance and training programme for the ship yards is a possible new project.

As mentioned in Section 4.3 Programme Implementation Actions, the EBRD has shown firm support for investment in the ports of Baku, Turkmenbashi and Aktau. We have therefor instructed the contracting consultants for our two projects "Ferry Terminals, Baku and Krasnovodsk" , and "Human Resources Maritime Training" to prepare addendums to cover extra work for rehabilitation of the dry cargo facilities, as well as the ferry terminals, and for all documentation required by the EBRD to contract for the work to be undertaken. TA for the port of Aktau is being handled by the EBRD as a separate Bangkok facility project.

There is distinct interest by the EBRD in financing improvements to the Black Sea ports in Georgia. A TRACECA project is being developed to promote this EBRD interest, and to bring it to fruition.

5. CONCLUSIONS AND RECOMMENDATIONS

The programme has succeeded in re-animating the TRACECA concept. It has emerged as the only significant and active inter-state transport technical assistance programme in the Region (both ECO and UN-ESCAP are secretariats and forums without real backing to follow up their resolutions). The IFI, particularly the WB and EBRD are keenly interested in our activities.

Within the Working Groups formed for the March 95 Almaty conference, the Interlocutors have become familiar with each other, the programme Management Team, and the TACIS processes. Most business within the WGs is conducted with rapidity and consensus is quickly found. The Interlocutors are, for the most part, practical, perceptive and experienced professionals who are recognise the complexities of the Western institutions with which they now deal. There remains however a disappointment on their part that the TRACECA programme is one of technical assistance, not investment.

The Vienna conference presented an open invitation to the Beneficiary States to express their demands of the programme. The submissions received provide a broad matrix of requirements, dominated by requests for investment. In fact TRACECA projects launched to date do at least initiate the Technical Assistance studies required to eventually mobilise investment by IFI.

Inevitably and regrettably, the time between signature of a project Statement of Endorsement and the commencement of activity in the field is typically well over six months. This does cause some loss of attention in the Beneficiary States, which regular communications on project status would alleviate. Likewise IFI investment decision and disbursement processes are slow and deliberate, so that the realisation of a concrete improvement to the transport system is likely to be long (several

years). In this respect, institutional projects have a potentially quicker impact, but are somewhat harder to sell to the recipient partners (eg. privatisation, customs procedures, regulatory, management familiarisation with free-market mechanisms,...).

The Working Group conferences serve a vital purpose in the collective generation of initiatives, the development of projects, and they are above all symbolic of the TRACECA concept. Nevertheless they can not serve as routine management decision making and information exchange bodies.

A regular newsletter or bulletin board would be useful, preferably electronically circulated (e-mail), and designed to be of equal interest to Interlocutors and to Consultants.

For the programme cycle now opening, fifteen or more TRACECA projects have become active in the Region. For contractual integrity, each project has been designed to stand alone, and could be executed without input from any other. However, it is clear that the programme run as a co-ordinated whole could be more valuable than the sum of its separate project parts. While this may be self-evident, the means of exploiting latent synergies is not so clear. It might be suggested that the project team leaders be brought together at regular co-ordination meetings, but this mechanism is no guarantee at all of any added value. Moreover, given the geographical spread of TRACECA activities, it would most certainly consume time and financial resources.

We identify four specific strands of potentially profitable interaction between projects:

- exchange and validation of partial results, typically data relating to existing traffic, economic or industrial projections (eg. macro, mining, agriculture,...), national policy tendencies and commitments
- encouragement of new/extended projects, with mutually supporting work contents (eg. obliging Consultants to interact with other projects for extensions), encouragement of projects to present common Deliverables on closely related themes (eg. Legal Reform, Trade Facilitation, Tariffs,...)
- realisation of the interface with, and between, IFI
- ensuring a constant and visible focus on the concerns of the recipient partners

We feel that there is a definite potential for enhancement of TRACECA by exploiting these strands. The mechanism for action should be on the first hand to set up field offices in the Region, as management centres, and as repositories of programme technical output. From the field and from Brussels the various project component activities should be tracked, and contact stimulated between the actors at all possibly useful occasions (ie. incite project travel schedules which allow meetings between the individual experts on missions, at the field offices, at remote locations, and above all within the offices of our Working Group Interlocutors).

This Final Report does not inventory new project proposals. Such proposals are under quite development with the TACIS management, and IFI. A snapshot image of intentions at an arbitrary moment could be deceptive. New project proposals will be prepared for the Venice conference, which is planned for the end of March 1996. General themes derive from the Vienna demands and cover:

- actions which are catalytic to establish IFI investment programmes, particularly on links along the TRACECA corridor (also the interests of non-transit States such as Armenia, Kyrgyzstan and Tadjikistan should not be neglected)
- accompanying actions to such IFI programmes
- support to autonomous institutional or physical development of the transport sector in Beneficiary States.

Good working relationships have been established between the Management Team and officers of the EBRD and WB. Communications with the ADB have been opened. As this latter IFI is a committed investor in the area (Kazakhstan, Uzbekistan and Kyrgyzstan are presently members and receiving assistance), then it would be opportune to develop firmer relations with them. The Kuwait Fund and Islamic Bank are the other two IFI known to be active in the Region.

Consultants such as the present Team can do much to guide and develop projects in a manner to influence IFI investment decisions at the project officer level, but TACIS management must of course decide on overall strategy in relations with each individual IFI.

The Terms of Reference for the continued co-ordination of TRACECA have been written, and tenders submitted to carry them out. There is therefore little point in making further recommendations on this subject.

As for emphasis, it is considered that TACIS is already fully aware of the need to liaise closely with IFI, to ensure the desired investment fall out in the TRACECA projects. The form of this liaison is evolving, as the different parties learn more about the constraints in which the others

operate. A flexible attitude to the indicators of success for a TACIS project should be adopted. It is for example, not proven that our Management Training project transferred know-how on demand led transport provision and other such desirable ends to our partner states. It is even less obvious that such a project influences infrastructure and equipment investment decisions by IFI. One may however state that such know-how transfer is a vital precursor to the development of the transport system in the TRACECA domain.

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ANNEX 1

Terms Of Reference - TRACECA Working Groups TNREG 9302

Terms of Reference

Management Team for Regional Trade and Transport Cooperation Working Groups, TRACECA Programme

This document replaces the Outline Terms of Reference for the establishment of Regional Trade and Transport Cooperation Committees drawn up during the course of the TRACECA conference held in Brussels in May 1993.

They represent a revised approach to the management of the TRACECA programme replacing the permanent Trade and Transport Cooperation Committees with a more flexible network of sectoral Working Groups.

1. Background

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 cooperation with new partners internationally, require a different approach. There are pressing requirements for new systems of management, at the national level and in cooperation between states; for training for transport managers and specialists; 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 and outside the NIS, is of fundamental importance to the development of healthy trading relationships.

This is particularly true for the countries of 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 conference (TRACECA) was organized by the European Union between May 3rd and May 7th 1993 bringing together representatives of the region's transport and trade sectors and European experts with extensive sectoral and regional expertise. During the conference, separate workshops were organized covering the rail, road, maritime transport and trade sectors.

The objectives of the conference were :

- to stimulate cooperation among the participating Republics in all matters pertaining to the development and improvement of trade and transport within the region.
- to promote the Central Asian-Trans Caucasian-Europe Transport Corridor.
- to identify problems and deficiencies in the region's trade and transport systems.
- to define, in terms of contents and timing, a Technical Assistance Programme to be financed by the EC.

In total, 23 projects were identified during the conference to be implemented over several years. Of the 23, 5 horizontal projects were marked out for immediate implementation.

Since then, four projects ('Transfer of Legal Framework', 'TRACECA Information System', 'Rising Level of Caspian Sea' and a railways training project) have been launched.

What follows is the Terms of Reference for a Team Leader and two sectoral experts, or Working Group Secretaries, who will cover the four sectors (trade, rail, road and maritime) included in the TRACECA Programme. Together, they will provide the managerial expertise, under the supervision of the European Commission, by which all of the TRACECA projects will be developed and implemented.

2. Structure

There will be four Working Groups covering each sector:

- A Railway Transport Cooperation Working Group
- A Highway and Road Transport Cooperation Working Group
- A Maritime Transport Cooperation Working Group
- A Trade Cooperation Working Group

A meeting of each Working Group will be arranged 2-4 times per annum and will take place in the TRACECA region.

One interlocutor from each TRACECA country will be identified for each Working Group. The interlocutor will attend the Working Group meetings and will serve as the permanent contact point for the sectoral experts and the Team Leader in Brussels.

The three team members must, as a group, provide the technical expertise to develop and execute the projects in all four sectors plus the 'horizontal' projects identified at the Brussels Conference as priority actions. To this end, the managerial role of secretary to each Working Group is particularly important. It is up to the parties responding to the invitation to tender to decide how to allocate the various responsibilities within the team of three. Given the number of sectors involved, each team member will necessarily need to fulfill more than one sectoral role (the Team Leader, for instance, could also be secretary to one Working Group).

The Team Leader and the 2 sectoral experts will be based in Brussels.

Overall coordination of the work of the Working Groups will be executed by the Team Leader.

3. Tasks of the Team Leader

General

- 3.1. To provide at central level coordination of all projects and programme activities linked to TRACECA. Namely:
 - 3.1.1. Define, in operational terms, the specific objectives and the overall strategy of the activities through the work of the sectoral Working Groups.
 - 3.1.2. Oversee the operational use of resources:
 - human (team members, short-term experts etc)

- financial (including the travel expenses incurred by the Working Group interlocutors from each of the TRACECA countries, Brussels office costs and team member travel costs all of which will be borne by the contract budget).

3.1.3. Draw up Terms of Reference for various projects and activities in line with the project guidelines and overall objectives established at the TRACECA Brussels Conference.

3.1.4 Assist the Commission in the identification of suitable contractors to be included in short-lists for TRACECA projects.

3.1.5. Assist in the drawing up of tender documents in accordance with TACIS regulations and in cooperation with the Procurement Unit.

3.1.6. Organise and assist in tender evaluation meetings in Brussels in cooperation with the Procurement Unit.

3.1.7. Follow the preparation of contract documents.

3.1.8. Follow-up project activity

- If necessary adjust the project time-table and if need be other resources in coordination with the contractor and in-the-field operators (Delegations, Coordination Units).
- Provide regular feedback to TACIS in Brussels in order to enable a more accurate analysis of the projects, a timely policy development, a clearer definition of future priorities and the establishment of evaluation criteria.

3.1.9. Coordinate closely with other donors or investors involved in TRACECA activities. In particular, close contact will need to be maintained with the EBRD and the World Bank both of which assisted in the inception of the TRACECA Programme.

3.2. 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 programme.

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

3.4 Report directly to Taxis in Brussels.

4 *Sectoral Working Groups*

4.1 Formulate sectoral guidelines, Terms of Reference and a programme of action for each sectoral Working Group.

4.2. Ensure that the sector experts execute their duties in line with the sectoral guidelines drawn up for each Working Group and that close coordination is maintained amongst the sectoral committees and with recipient country organisations.

- 4.3 Ensure that the monitoring and reporting of programme activity for each Working Group is maintained according to the guidelines set out below (Para 11).
- 4.4 Ensure that effective cooperation with Working Groups and Committees established in other TRACECA projects is maintained.

5 Tasks of the Secretary of the Trade Working Group

- 5.1.1 Provide assistance and active involvement for the encouragement of regional trade and transport flows through the development of the TRACECA corridor and the efficient implementation of the EU technical assistance programme including the projects and measures as identified during the TRACECA conference with a view to encourage and stimulate international and regional trade.
- 5.1.2 Assist the Team Leader to draw up sectoral guidelines, Terms of Reference and a programme of action for the Trade Working Group.
- 5.1.3 Execute the duties as sectoral Working Group secretary in line with the sectoral guidelines and action plans drawn up for the Trade Working Group. The preparation and convening of the meetings of the Trade Working Group will, in this respect, be particularly important.
- 5.1.4 Maintain close coordination with the other sectoral Working Groups and with recipient country organizations.
- 5.1.5 Oversee the execution of projects within the sector in question. Of particular importance will be the coordinated and harmonized adoption of international legislation, conventions and agreements related to trade and transport as well as the provision of assistance and advice for the implementation of standardized customs practices, procedures, tariffs and structures.
- 5.1.6 Assist in the drawing up of Terms of Reference for new projects.
- 5.1.7 Assist in the definition of future sectoral priorities and the establishment of sectoral evaluation criteria.
- 5.1.8 Brief the contractors of each project before departure to the TRACECA region.
- 5.1.9 Ensure that the Working Group maintains close contact with, inter alia, the following public, semi-public and private institutions:
 - foreign trade organizations
 - customs
 - the forwarding sector
 - banks, financial institutions
 - insurance companies
 - statutory bodies and official organizations
 - major port/rail/road organizations
 - major trading houses and operators.

5.2.1 In coordination with the Team Leader, arrange for the payment of the travel expenses incurred by the Trade Working Group interlocutors when travelling to the Working Group meetings.

5.2.2 Report directly to the Team Leader in Brussels.

6 Tasks of the Secretary of the Rail Working Group

6.1 To provide assistance and active involvement in the establishment of a harmonized regional rail transport policy, the development of the TRACECA corridor and the efficient implementation of the EU technical assistance programme including the projects and measures as identified during the TRACECA conference with a view to encourage and stimulate international and regional trade. To that end:

6.1.1 Assist the Team Leader to draw up sectoral guidelines, Terms of Reference and a programme of action for the Rail Working Group.

6.1.2 Execute the duties as sectoral Working Group secretary to the Rail Working Group in line with the sectoral guidelines and action plans drawn up for each of the Working Groups. The preparation and convening of the meetings of the Working Group will, in this respect, be particularly important.

6.1.3 Maintain close coordination with the other sectoral Working Groups and with recipient country organizations.

6.1.4 Oversee and monitor the execution of projects within the rail sector.

6.1.5 Maintain the focus of the projects in the Rail sector on, inter alia: The redefinition of the relationship between Governments and railway operators; the modernization of transport planning models and the introduction of capacity analysis techniques; the development of modern cost/benefit analyses; the reform of management structures; the encouragement of private sector involvement; the development of modern customs services; the improvement of rolling stock and infrastructure maintenance; the development of training programmes within the regional setting of the TRACECA programme.

6.1.6 Assist in the drawing up of Terms of Reference for new projects.

6.1.7 Assist in the definition of future sectoral priorities and the establishment of sectoral evaluation criteria.

6.1.8 Brief the contractors of each project before departure to the TRACECA region.

6.1.9 In coordination with the Team Leader, arrange for the payment of the travel expenses incurred by the Rail Working Group interlocutors when travelling to the Working Group meetings.

6.2 Report directly to the Team Leader in Brussels.

7 Tasks of the Secretary of the Roads Working Group

7.1 To provide assistance and active involvement in the establishment of a harmonized regional road transport policy, the development of the TRACECA corridor and the efficient implementation of the EU technical assistance programme including the projects and measures as identified during the TRACECA conference with a view to encourage and stimulate international and regional trade. To that end:

7.1.1 Assist the Team Leader to draw up sectoral guidelines, Terms of Reference and a programme of action for the Road Working Group.

7.1.2 Execute the duties as sectoral Working Group secretary to the Roads Working Group in line with the sectoral guidelines and action plans drawn up for each of the Working Groups. The preparation and convening of the meetings of the Working Group will, in this respect, be particularly important.

7.1.3 Maintain close coordination with the other sectoral Working Groups and with recipient country organizations.

7.1.4 Oversee and monitor the execution of projects within the Roads sector.

7.1.5 Maintain the focus of the projects in the Road sector on, inter alia: The redefinition of the role of the public road authorities and the private service sector; the introduction of advanced management techniques; the encouragement of private sector involvement in construction, maintenance and repair and road services; the improvement of inter-modal facilities and terminals; the adoption of international road transport conventions and agreements; the standardization of roads customs procedures.

7.1.6 Assist in the drawing up of Terms of Reference for new projects.

7.1.7 Assist in the definition of future sectoral priorities and the establishment of sectoral evaluation criteria.

7.1.8 Brief the contractors of each project before departure to the TRACECA region.

7.1.9 In coordination with the Team Leader, arrange for the payment of the travel expenses incurred by the Roads Working Group interlocutors when travelling to the Working Group meetings.

7.2 Report directly to the Team Leader in Brussels.

8 Tasks of the Secretary of the Maritime Working Group

8.1 To provide assistance and active involvement in the establishment of a harmonized regional maritime transport policy, the development of the TRACECA corridor and the efficient implementation of the EU technical assistance programme including the projects and measures as identified during the TRACECA conference with a view to encourage and stimulate international and regional trade. To that end:

8.1.1 Assist the Team Leader to draw up sectoral guidelines, Terms of Reference and a programme of action for the Maritime Working Group.

8.1.2 Execute the duties as sectoral Working Group secretary to the Maritime Working Group in line with the sectoral guidelines and action plans drawn up for the Working Group. The preparation and convening of the meetings of the Working Group will, in this respect, be particularly important.

8.1.3 Maintain close coordination with the other sectoral Working Groups and with recipient country organizations.

8.1.4 Oversee and monitor the execution of projects within the sector in question. A focus of the projects in the Maritime sector should be maintained on, inter alia: The redefinition of the functions of public port authorities and the port's private service sector; the modernization of port and shipping line organizations; the encouragement of private sector involvement in maritime related services; the improvement of port facilities and port infrastructure including multi-modal interfaces; the adoption of international conventions and agreements; the standardization of customs procedures.

8.1.5 Assist in the drawing up of Terms of Reference for new projects.

8.1.6 Assist in the definition of future sectoral priorities and the establishment of sectoral evaluation criteria.

8.1.7 Brief the contractors of each project before departure to the TRACECA region.

8.1.8 In coordination with the Team Leader, arrange for the payment of the travel expenses incurred by the Maritime Working Group interlocutors when travelling to the Working Group meetings.

8.1.9 Report directly to the Team Leader in Brussels

9 Horizontal Tasks

9.1 Follow up and monitoring of the progress of the horizontal projects already launched in the TRACECA programme (Immediate Training Actions in Western Europe, Transfer of Legal Framework, Traceca Information System) must also be covered by the team.

9.1.1 New Terms of Reference for the follow up of the horizontal projects must be drawn up. It will be particularly important that the inventory developed for the Transfer of Legal Framework project is put to use and that the Traceca Information System is swiftly established to satisfy the acute needs felt in the TRACECA region for information in the transport and trade sectors.

10 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.

11 Reporting

11.1 Bi-annual reports will be prepared which will account for progress so far in each sector and will contain an update on the Working Groups' work programmes and time

schedules. They will also include an account by the Team Leader assessing the overall progress of TRACECA, accounting for weaknesses and strengths, suggesting future improvements and setting out future work programmes.

11.2 The reports, prepared in English and Russian, will be delivered to:

- Tacis in Brussels
- Tacis CUs in all TRACECA countries
- All TRACECA interlocutors

12 Qualifications

Team Leader

12.1 The Team Leader will have at least 10 years experience in trade related matters with significant expertise in the transport field. A proven trackrecord in project management, preferably in Central and Eastern Europe or the CIS, is necessary. He/she must possess excellent communication skills and must display accomplished managerial skills. He/she must speak English and French. Spoken Russian will be considered as a very great advantage.

Sectoral Experts

12.2 The sectoral experts will have at least 7 years experience in transport and/or trade related matters (the trade sector expert must have equivalent experience in trade matters). A proven trackrecord in project management, preferably in Central and Eastern Europe or the CIS, is necessary. He/she must possess excellent communication skills and must display accomplished managerial skills. He/she must speak English and French. Spoken Russian will be considered a very great advantage.

13 Logistics

It is the responsibility of the contractor to make arrangements for office space in Brussels. The costs will be paid from the contract budget. All travel costs will also be borne by the contract budget.

14 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.

15 Duration

The contract will run for a period of 12 months.

16 Budget

The budget for the contract is 1 million Ecu.

ANNEX 2

The Almaty Conference Participants and Closing Documents

**PARTICIPANTS AT THE FIRST TRACECA WORKING GROUP
CONFERENCE IN ALMATY**

19th and 20th of May 1995

ARMENIA	SHAKHNAZARIAN	Ashot
AZERBAIJAN	SADIKOV RASULOV GAZANOV EFENDIEV FATALIEV	Ikram Fuat Shakhin Islam Gamza
GEORGIA	TATUNISHVILI IMNIASHVILI LOMADZE	Guran Valerian Levan
KAZAKHSTAN	MUHAMEDZHANOV IDRISOVA KURCHENKOV TARANENKO	Kanat Aigun Aleksy Arkady
KYRGHIZSTAN	RAZMATULLIN TAKYRBASHEV ZHUMBAYEV	Renat Aba Erkim
TURKMENISTAN	YAZBERDYEV VOLODIN	Meret Vladim
TADJIKISTAN	BOLTOV MIRZOYEV	Victor Timur
UZBEKISTAN	DJURAEV PULATOV GUBACHEV AGZAMOV	Erkin Akbar Vladim V.
EUROPEAN COMMISSION	CLEGG CENDROWICZ	Nicholas TACIS Task Manager Nicholas DG VII International Relations
TRACECA PROJECT Management Team	BATTERSBY SIMS VAN DE PERRE VAN EERDENBRUGH	Robert Michael Christiaan Christian

Protocol of the first meeting of the TRACECA Working Group

The representatives of the Republics of Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tadjikistan, Turkmenistan, and Uzbekistan, and of the European Commission, have come together in Almaty on May 19th and 20th 1995 for the first meeting of the TRACECA Working Group.

At this meeting, the Road, Rail, Maritime and Trade Sectoral Working Groups examined outline proposals for the immediate project priorities for the TRACECA programme.

The constructive and friendly atmosphere in which this meeting took place was favourable to finding an agreement on a large number of the projects which were included in the original list adopted at the TRACECA Conference in May 1993. As a result, project n° 1, 3, 6, 7, 8, 10, 11, 12, 13, 14, 15, 17, 19, 20, 21 and 22 will be able to be implemented by the Commission in the forthcoming months.

A consensus was reached on the importance of pursuing work on other sub-sectoral projects as adopted at the TRACECA Conference in order to find an agreement on these project outlines. This work shall be continued at the next TRACECA Working Group Meeting, due to be held in Autumn 1995.

During this meeting, a particular emphasis was placed on the need to make rapid progress on the implementation of the objectives of the "Brussels Declaration" in the light of the delays which the TRACECA programme has so far incurred. It is the belief of all that quickly launching as many of the remaining projects as possible is the correct way forward, and that the agreement reached over the last two days on the outlines of the majority of the projects still to be launched is therefore a significant first step in the implementation of the objectives of the Brussels Declaration.

Signed, on May 20th 1995 in Almaty,

Head of the delegation of Armenia,

H. D. Prof. ARMENIA. SHANNAZARI

Head of delegation of the Azerbaijan Republic,

Seidat Cadevob U. M.

Head of the delegation of the Republic of Georgia,

Shariy Turykhanov P. I.

Head of the delegation of the Republic of Kazakhstan,

Genel Myxanovskov

Head of the delegation of the Kyrgyz Republic,

J. mangysaryev

Head of the delegation of the Republic of Tadjikistan,

Boboyev - V. Boltov

Head of the delegation of Turkmenistan,

Yagberdiev

Head of the delegation of the Republic of Uzbekistan,

B. Fezovlov

Head of the delegation of the European Commission.

TRACECA (Task Manager, 06-54/95)

PRESS RELEASE

First Meeting of EU TRACECA Programme Working Groups (TACIS) Almaty, 19-20 May 1995

On May 19th and 20th representatives from the Republics of Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan met with representatives from the European Commission to launch the first meeting of the Traceca Programme Working Groups. The Traceca Programme, part of the European Union's Technical Assistance programme in the Commonwealth of Independent States (Tacis), is an important initiative designed to promote trade flows and transport routes along the Traceca corridor on an East-West axis from Central Asia, across the Caspian Sea, through the Caucasus towards Europe.

Around twelve specific project proposals in a number of sectors - road, rail, maritime and trade facilitation - were discussed in detail at the Working Group meeting. They include proposals for actions which will significantly enhance cooperation in trade and transport matters throughout the region such as: reform of trade and transport law; the improvement of customs procedures; the rehabilitation of the main Central Asian and Caucasian inter-state rail routes; pre-investment work for the reconstruction of the ports of Krasnovodsk and Baku and the improvement of roadside services for road freight forwarders.

The European Commission has set aside between 17 - 20 million Ecu for the execution of the Traceca Programme in the months and years ahead. The first wave of projects agreed at the Almaty meeting will be launched during the course of the Summer so that practical implementation will be well underway before the end of the year.

Given the delays in the development of Traceca projects since the inception of the programme at a conference of trade and transport Ministers in Brussels in May 1993, the Almaty meeting represents a significant step towards the fulfillment of the concepts of inter-state cooperation and the enhancement of East-West trade which have consistently motivated the Traceca process.

Almaty proved to be an outstanding location for the first Working Group meeting, providing all the necessary facilities to receive up to forty representatives from the Central Asian and Caucasian region. The second Working Group meeting will take place during the Autumn in order to ensure a swift follow-up to the conclusions reached in Almaty and to develop new project ideas.

Further information can be obtained from Mr. Piazzardi of the Delegation of the European Union in Almaty (telephone §§§§§) or from Mr. Nicholas CLEGG of the TACIS programme in Brussels (tel: +322 296 0254).

ANNEX 3

The Vienna Conference Participants and Closing Documents

**PARTICIPANTS AT THE SECOND TRACECA WORKING GROUP
CONFERENCE IN VIENNA**

26th and 27th of October 1995

ARMENIA	SHAKHNAZARIAN TCHSHMARITIAN KRMONIAN MOVSESIAN	A. K. R. V.
AZERBAIJAN	SADIKOV MANSUROV NADIRLE SHARIFOV	I. T. V. A.
GEORGIA	MDIVNISHVILI TSOMAIA VEKUA	T. G. S.
KAZAKHSTAN	MUHAMEDZHANOV LARICHEV KURCHENKOV SAGIMBAEV	K. S. A. S.
KYRGYZSTAN	RAKHMATULLIN ILYIN TAKYRBASHEV	R. V. A.
TURKMENISTAN	YAZBERDYEV VOLODIN BYASHIMOV	M. V. B.
TADJIKISTAN	BOLTOV MIRZOYEV OYMAKHMADOV HABIBOV	V. T. M. H.
UZBEKISTAN	DJURAEV NADJIMIDINOV ERKINOV AGZAMOV	E. K. N. V.
EUROPEAN COMMISSION	FOTIADIS STROOBANTS PEETERS GRAILLE HAHN ROTHACHER	F. D. J-P. M. O. A.
TRACECA PROJECT Management Team	BATTERSBY SIMS VAN DE PERRE VAN EERDENBRUGH	R. M. C. C.
EBRD	OUSEY DELIA	C. M.
WORLD BANK	BONDE	A.

	SMITH	G.
UN	HARITOS	C.
	HUNTER	C.
	CHARLIER	P.
CONTRACTING CONSULT'S	BROERSMA	K.
	SCHUBERT	W.
	SOUTHERN	A.
	WIELER	W.
	ARLT	W.
	VISSER	
	TITE	A.
	RINGWALD	P-M.

TRACECA Second Working Group meeting :

Vienna 26 - 27 October 1995

AGREED MINUTES

The second working group meeting of the Traceca programme was held in Vienna on 26 -27 October 1995. Delegations of the 8 participating Newly Independant States and the European Commission decided on the following :

1. The area of transport represents an appropriate tool for fostering trade flows and thus enhance sustainable development. It is in this spirit that the objective of the Traceca programme shall be the development of the rail, maritime and road routes linking the Georgian Black Sea ports with the Caspian ports and further through the Central Asian Republics. The identified route is attached in annex 1.

2. In order to achieve this objective, the Traceca programme shall focus on 4 areas of action :

- (a) Trade facilitation
- (b) Maintenance and Operations
- (c) Rehabilitation
- (d) Modernisation

Each delegation made recommendations for areas which require action in the areas abovementioned.

These proposals are shown in annex 2.

3. It was agreed that the above constitutes the strategy and the means for the future Traceca work plan.

Any future Traceca project must meet this approach and must be endorsed in common agreement by all participating States and the European Commission.

4. The above objectives shall be implemented through the following steps :

(a) The participating States shall communicate to the services of the European Union (Mr. Fotiadis - Mr. Stroobants : Tel 00-32-2-295 86 80, Fax 00-32-2-296 39 12) by the latest on November 15th the following information :

-detailed description of the proposals contained in annex 2, as proposed by each delegation

-the order of priority of each proposal, indicating in particular the urgency of certain projects

-a comprehensive list of International Financial Institutions and other donors already involved in the areas mentioned in annex 2, and details on the status of their commitments

-suggestions regarding the management structure which should be set up for the optimal implementation of the projects

Information received after November 15th shall not be taken into account for Traceca actions

(b) The commission shall send out a team on a field trip which will travel along the route indicated in annex 1, starting in the beginning of December from Georgia. The objective of this mission shall be in particular the assessment of problems and priorities which need to be addressed to make the route operational in the short term. The recommendations from this mission will be communicated to the Traceca members.

(c) The Commission shall, on the basis of the informations provided by the recipient States (see a above), the annex 2, and the factfinding mission mentioned above, elaborate of new Traceca projects. These project proposals will be submitted to the Traceca States in February 1996 for consideration. The Commission shall also make proposals regarding to the management structure of the Traceca programme.

(d) In February 1996, the Commission shall call an international donors meeting in Brussels in order to present and co-ordinate the new project proposals in view to ensure optimal allocation of resources.

(e) A third Traceca Working Group meeting shall be organised in March 1996 with as objective to achieve comprehensive agreement on the entire list of projects, the timing of their implementation and the appropriate management structure.

(f) The Commission shall subsequently explore the possibility to provide financial resources for the implementation of all or part of the endorsed projects. Providing that the necessary funds can be allocated, implementation will start in the second half of 1996.

5. It was agreed that, in view of their urgency, that a trade facilitation project (tariffs, timetables) shall be launched without delay through the existing Traceca budget allocation, which will complement the ongoing project on customs facilitation.

6. Representatives of International Financial Institutions attended the Working Group activities.

7. The parties consider that the outcome of the Working Group marks a decisive cornerstone in the development of the Traceca programme, as it provided a clear strategic objective, and the means for its accomplishment. It is recognised that both the strategic conception and the means to implement it are the result of an open dialogue among the participants and are based on full consensus. The Commission is extremely satisfied with this outcome.

Done in Vienna on October 27th 1995

Head of delegation of Armenia,

Head of delegation of the Azerbaijan Republic,

Head of delegation of the Republic of Georgia,

Head of delegation of the Republic of Kazakhstan,

Head of delegation of the Kyrgyz Republic,

Head of delegation of the Republic of Tadjikistan,

Head of delegation of Turkmenistan,

Head of delegation of the Republic of Uzbekistan,

Head of delegation of the European Commission,

Schmidt
Amirbayev

S. Kvelidze

Nyumb

Abdusalamov *S. Mammadov*

Aliev

U. Karimov

S. Linn

ANNEX 4

Project Summaries

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TRANSFER - LEGAL FRAMEWORK

Geographic Focus: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

The new political order which prevails in the Former Soviet Union is far more open than previously to a diversity of trade and transport relationships with the wider World. The past introspection has been abandoned, but the Region's established legislation and regulation dealing with trade and transport does not blend well with international conventions, modern technical practice and free-market operations. While these problems were perceived by all concerned at the TRACECA 1993 Brussels conference, there existed no description of the extent of the divergence between the FSU transport legislation and international practice. Thus the objectives of this project were to make an inventory of the problems and to define future technical assistance needs, State by State.

Main Components:

Questionnaires were completed for each State covering:

- transport contractual documentation for road, rail, and maritime modes
- legislative and judicial systems
- geo-economic situation
- current practice in international trade, and transport

Models of all existing documents utilised were sought.

Results:

A comprehensive diagnostic overview of the current state of affairs in each State was created.

Two lines of action were called for:

- implementation of a transport legal framework
- familiarisation of professional operators with new systems

Our principle follow-up to these recommendations is the Legal and Regulatory Framework project, which addresses legislative and regulatory issues. Also, several TRACECA Human Resources projects address familiarisation issues, for professional operators..

A national project in Kazakhstan has been successful locally. Notably, a new Rail codex has been drafted.

Project Budget : 300.000 ecu

Contract awarded to: Kingston Consultants

Implementation timetable: January 1994 through December 1994

INFORMATION SYSTEMS DATA FLOWS EAST-WEST AND WEST-EAST

Geographic Focus: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

In the former Soviet Union information on most subjects of interest to the trade and transport sectors was centralised in Moscow and distributed by the Ministries. At the Brussels TRACECA conference in 1993 participants declared the need of new structures for diffusion of information.

Two projects were conceived to investigate the possibility of using modern information technology to transmit data, respectively, in the East to West direction, and in the West to East direction.

The objective of the projects were to produce feasibility studies and functional analysis covering:

- identification of the required range, scope, and categories of information
- definition and description of potential systems
- evaluation of the market and possible customers for this information system

Main Components:

The concept developed was the the integration of existing sources of information into a commonly accessible database for users:

- multimedia data sources were identified
- an information retrieval system known as TAIGA was proposed for the system software
- model data files were produced
- a model Newsletter was produced

Results:

The cost of establishing even a pilot TAIGA-based system was found to be extremely high relative to the probable willingness of eventual users to pay for the system. Furthermore the Internet may overtake any dedicated system within the near future.

TRACECA will provide hardware and software to each State within the Traffic Forecasting project. Data bases will be set up (off-line), and the hardware to be supplied would support an on-line data retrieval system such as TAIGA. However it remains to be proven that the Regional telecommunications infrastructure is capable of supporting such a system, and that a market-based system would be commercially viable.

TRACECA will provide Legal Databases under the Transport Legal and Regulatory Framework project.

Project Budget : 600.000 ecu

Contracts awarded to: Eurivare and Eutelis

Implementation timetable: February 1994 through December 1994

RISING LEVEL CASPIAN SEA

Geographic Focus : Turkmenistan, Azerbaijan and Kazakhstan

Rationale and Objectives :

Since 1977 the level of the Caspian Sea is rising. The ferry terminals in Baku and Krasnovodsk, essential for the short sea link for wagons and trucks between the Caucasus region and Central Asia, are seriously threatened by rising water levels.

The phenomenon of the rising sea level has been recorded and studied by the competent research institutes in the region. However these efforts have not resulted in action in the ports as yet. In order to respond to the urgent demand, this project was launched.

The objective of the project is to determine the ports' current operating position, and then to develop appropriate alternatives for phased re-construction programmes to secure the ports' operations with special emphasis on the terminals.

Main Components :

1. An assessment of the prevailing situation in the ports that would in particular include the ferry terminals in Baku and Krasnovodsk and all dry cargo and oil handling facilities, and a description of the immediate and long term consequences for these ports in case the water level would continue to rise.
2. The development of urgent measures to be undertaken concerning these port facilities with particular regard to the ferry terminals.
3. An estimation of costs for each alternative solution identified, together with a clear preference for the most appropriate method of action to safeguard operations.
4. The evolution of an outline technical port development programme comprising : (i) a comprehensive review of all recorded and other historical data and information available, (ii) the definition of a set of likely scenarios under alternative forecasts regarding the rise of the water level.

Results :

1. A survey of the ports' infrastructure, its present state and its fitness to operate
2. A good insight in the evolution of the level of the Caspian Sea in the past and a tentative forecast for the future
3. A first approach of the ports' traffic forecast
4. Action plan for the short, medium and long term to keep the harbours operational, taking into account the forecasts of the evolution of the sea level and traffic flow

Contractor : Sofremer

Project Budget : 250.000 ECU

Implementation Timetable : July 1994 through July 1995

HUMAN RESOURCES : RAILWAYS TRAINING

Geographic Focus: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

There was and indeed still is little concept in the region about the required adjustment of the railways to their functioning in a market-oriented economy. Traditional training of railway personnel is not at all adapted to such notions.

The objectives of the project are therefore to :

- Familiarise senior staff from all railway organisations and Ministries of Transport of the TRACECA region with the commercial and operations practices of EU railways
- Stimulate the cooperation of railway organisations in the region between themselves and with EU railways
- Assist the railways in the region to provide a reliable and competitive transport service in their new economic environment

Main Components :

- A start-up seminar was held in Paris 27 February - 03 March 1995 attended by all railway top managers and Ministerial responsables (Tadjikistan excepted)
- 3 training sessions, aimed at senior management, were defined to cover the following subjects :
 1. Commercial management, marketing, sales organisation and information exchange with the customers; legal aspects and adhesion of EU railway companies to various international organisations (Almaty, 23 - 27 October 1995)
 2. Economic and financial management of EU railways, accounting systems, sectoral and activity based costing, use of accounting systems in strategic management, methods used in international transport (Tashkent, 21 - 23 November 1995)
 3. Technical subjects related to rolling stock, operations, information systems (Ashgabad, 4 - 8 December)

These training sessions comprise formal course parts and case studies. In the latter, the participants are asked to give their feedback regarding the applicability of the subjects covered in the local environment.

- A closing seminar was held in Ashgabad 11 - 13 December 1995, to present the conclusions and to propose future actions

Project Budget : 250.000 ecu

Contract awarded to: Union Internationale des Chemins de fer

Implementation timetable: January through December 1995

ROAD VEHICLE SPARE PARTS - "DOLPHIN"

Geographic Focus: Turkmenistan, Uzbekistan

Rationale and Objectives :

It must be recognised that the road freight transport industry in the European Union is efficient, specialised, very highly competitive and exclusively in private ownership. The achievement of a similar situation in the TRACECA region depends, above all, on the emergence of entrepreneurial skills. Three projects including this one attempt in different ways to nurture such skills.

The project will aim to identify potential sourcing and payment including, if necessary, barter arrangements for spares from other Republics of the FSU. It will attempt to establish two pilot enterprises for road transport support services.

The project will also examine available transport services, their effectiveness and alternative services to be developed including door-to-door deliveries; always seen from the eyes of the transport operators.

During phase one of the project, the present situation of transport equipment availability versus demand, as well as the revenue to cost of operation ratio of the recipient fleets will be analysed.

Main Components:

General:

Supply chain evaluation, short local parts production runs, distribution planning associated with the location and the number of depots, assessing information technology requirements for control of warehousing and transport operations, fleet size & mix, load planning, vehicle route scheduling and customer service level survey.

Three activity modules are foreseen:

Module A - Transport Services, Operations & Logistics:

Assessment of the actual situation in recipient countries (Turkmenistan, Uzbekistan) and formulating the problem areas, generating proposals for action and forecasting consequences of proposed solutions, and evaluating them conceptually.

Module B - Operational Concept

Designing an organisational and operational concept for the transport company(ies).

Module C - Parts Procurement & Distribution

Proposing methods for volume purchases, involving Government support and methodology for « paying in kind » for items sourced from neighbouring countries.

Project Budget: 300 000 ecu Contract awarded to: West-East GmbH

Implementation timetable: October 1995 through September 1996.

RAILTRACKER FREIGHT MONITORING SYSTEM

Geographic Focus: Turkmenistan, Uzbekistan, Kazakhstan, Azerbaijan, Georgia

Rationale and Objectives :

During the Traceca conference, the Regional Representatives suggested that, while substantial resources were spent on studies, also a more practical approach, with concrete solutions to management problems, would be most indicated.

It was proposed that such an approach would be followed for the installation of a Rail Traffic Management and Information system.

The system monitors rolling stock and freight movements in near real-time, thus giving both an efficient tool for managing freight wagon operations and a powerful information system for the railways' customers on the exact position of their consignments. Managing wagon operations and providing cargo location information are both highly important factors in enabling a railway to become more efficient and to improve quality of service to customers.

Main Components :

The proposed system, called RailTracker, is the rail module of the ACIS software (Advanced Cargo Information System), which was developed by UNCTAD and already introduced and evaluated by the EU. Extension is possible with the module PortTracker (not included in the present project) which would ensure the creation of an integrated logistics chain for railway and ferry traffic.

The project will comprise:

- Installation of the full basic version of RailTracker on the Turkmenistan and Uzbekistan section of the Traceca route
- Installation of consultation terminals in the headquarters of the railways of Georgia, Azerbaijan and Kazakhstan

The project will be executed over a two year period in four phases :

1. Project Start-up
2. Production of the local version of the RailTracker software in Russian language
3. Installation of RailTracker in Turkmenistan and Uzbekistan
4. Interlinkage of the two systems of Turkmenistan and Uzbekistan, and installation of remote access to these systems in Kazakhstan, Georgia, Azerbaijan and in the port of Krasnovodsk

Computer equipment will comprise:

- In each of the railways of Turkmenistan and Uzbekistan : a local area network, workstations, modems and printers
- For each of the other sites : one PC with modem and printer

Project Budget : 850.000 ecu

Contract awarded to: UNCTAD

Implementation timetable: January 1996 through January 1998

ROAD TRANSPORT SERVICES (CAUCASUS)

Geographic Focus: Armenia, Azerbaijan, Georgia

Rationale and Objectives :

It must be recognised that the road freight transport industry in the European Union is efficient, specialised, very highly competitive and exclusively in private ownership. The achievement of a similar situation in the TRACECA region depends, above all, on the emergence of entrepreneurial skills. Three projects of which the Improvement of Road Transport Services is one, attempt in different ways to nurture such skills.

The project seeks to improve the operating environment for road freight transport enterprises, as well as to provide technical assistance to the enterprises themselves.

Supporting objectives are as follows:

- Regional road freight transport market analysis
- advise and assist in procurement of trucks
- promote adherence to all relevant international conventions on road transport (UN/ECE; TIR, temporary importations, hazardous goods....) and advise on usage
- advise on restructuring and re-deployment of assets belonging to former state-owned enterprises
- identify and propose remedies for legislation, price controls, monopoly situations, restrictive transit agreements or other regulatory handicaps which hinder the development of the industry

Main components :

The Consultant will:

- carry out studies leading to determination of:
 - ◊ the present level of activity in the trucking industry
 - ◊ the truck fleet owned by the recipient states, and the structure of that ownership
 - ◊ the structure and capabilities of the automotive services and supplies industry
- based on the foregoing:
 - ◊ enter into close contact with operators and credible entrants to the industry, and mount collaborative pilot projects
 - ◊ identify opportunities for investment, of interest to International Financial Institutions (IFI) through their Small and Medium Enterprise (SME) agencies or otherwise, as well as to private enterprises, local and foreign
 - ◊ prepare business plans, and actively promote negotiations for business development
- carry out the project in close collaboration with local operators throughout, conduct seminars, and thus ensure a full transfer of technical know-how, and familiarisation with European commercial practice, to the local industry

Project Budget: 250 000 ecu

Contract awarded to: DHV Consultants

Implementation timetable: January 1996 through November 1996.

INTERMODAL TRANSPORT

Geographic Focus: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

Intermodal transport is a key element of all Western economies. The techniques should also be useful in the region with their large distances, and in their new relationship with international transport.

The objectives of the project are :

- Provide consultancy advice in order to solve existing problems in the organisation of intermodal transport within the TRACECA area and in connection with East-West and North-South international routes
- Transfer of intermodal technology know-how, especially in the area of ISO container handling and new transport techniques
- Provide assistance to rail and intermodal transport organisations in the area to design and operate commercially oriented intermodal services.
- Develop proposals to improve intermodal services in the region, including the necessary technical and financial measures to be taken

Main Components :

- Survey of the existing technology, multi-modal terminals and transport system on the indicated routes.
- Technical and economic assessment of the feasibility of establishing a well functioning and efficient intermodal transport network in the area.
- Set up an intermodal freight transport group, covering all TRACECA countries, and carry out with this group a study visit to EU to examine the organisation and operation of multi-modal terminals from a technical and commercial viewpoint.
- Set up an intermodal transport case study, the aims of which are :
 - to provide short-term solutions to facilitate international intermodal traffic in the selected corridor
 - to work together with the local organisations to design intermodal services in the selected corridor and train the staff involved in appropriate intermodal technology and commercialisation
 - to gather information regarding medium term solutions to set up advanced systems for intermodal transport in line with the latest international practice.
- Promotion of single technology and transport documentation

Project Budget : 500.000 ecu

Contract awarded to: BCEOM

Implementation timetable: January 1996 through January 1997

HUMAN RESOURCES : TRANSPORT MANAGEMENT TRAINING

Geographic Focus: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

1. To support regional managements and work forces directing and contributing to the reform process through specific training measures. The Region's Republics want free traffic flow in line with market demand and future economic growth. Therefore, all staff must be acquainted with market oriented systems and administrative procedures suitable for adoption within the Region.
2. To familiarise participants with all aspects of European transport and trade, including methods, systems, and commercial practices. This is to enable them to implement such systems in their Republics and work effectively with European counterparts.
3. Training in marketing strategy, demand segmentation, line of business concepts, and demand-led business development.
4. Training in competitive transport network planning. This would include traffic forecasts based on industrial, agricultural, and transit potential, as well as intercity passenger traffic. The dependency between demand and tariff levels, time, and other factors is to be emphasised.
5. Familiarisation with intermodal methods (as practised in Western Europe) is also important, given that the ports and inland terminals will be essential components of the Europe-Caucasia-Asia Transport Corridor.
6. The programme also intends to foster regional cooperation within the transport and trade sectors. The spirit of the document "The Future Development of the Common Transport Policy" published by the Commission could serve as a useful guideline in this respect. The advantages of open borders are to be emphasised.

Main components:

Seminars will be conducted both in the TRACECA states and in Europe. Given the size of the workforces involved, only a limited number of staff may benefit directly from training by Western experts. A maximum leverage is sought from this programme, by orientating it to two particular sub-groups:

A-Senior Level Management

B-Trainers and Middle to Lower Level Management

Project Budget: 900 000 ecu

Contract awarded to: Nethconsult

Implementation timetable: January 1996 through July 1997.

REGIONAL TRAFFIC FORECASTING MODEL

Geographic Focus: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

Demand forecasting is recognised by all TRACECA States as essential to transport planning and investment, in a free-market demand-led environment.

The project will assemble the data elements and model required to forecast transport demand on all modes, across the Region. The model will be applicable to long term transport planning studies, notably investments in infrastructure. It must be sensitive to disaggregate input and a wide range of scenarios.

Main Components :

1. The following constituent elements must be established:
 - common regional database(s), compatible with EUROSTAT and CETIR for :
 - ◊ transport and trade flows,
 - ◊ transport infrastructure, comprising of links and nodes on rail, road, and maritime, on a pre-defined network (GIS based)
 - ◊ transport costs
 - ◊ a software based multi-modal model for analysing scenarios, developing forecasts, and sensitive to variables such as time, multi-product demand, congestion, network reinforcement, socio-economic changes
 - the database and model are to be permanently accessible at one or more regional centres for use on research and feasibility studies
2. Applications:
 - create comprehensive multi-modal (road/rail/maritime) synoptics of existing transport flows, and of forecasts of future flows based on scenarios
 - highlight the main commercial, institutional, organisational, physical and infrastructure bottlenecks, present and anticipated
 - identify the best positioned centres for development of multi-modal transfer nodes
 - identify and catalogue specific road/rail/maritime and multi-modal projects, which best address problems highlighted, for detailed feasibility studies

3. Know-how Transfer

The transfer of know-how in transport database design and modelling is a prime objective of this project. Furthermore this project will be a key pilot exercise, to assist in the formulation of ongoing technical assistance for TRACECA regional co-operation in these domains.

Project Budget: 700 000 ecu

Contract awarded to: WS Atkins

Implementation timetable: January 1996 through April 1997.

TRANSPORT LEGAL AND REGULATORY FRAMEWORK

Geographic Focus: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

The former Soviet Union developed its own unique transport legal system. This system is ill-adapted to free markets, and to international transport operations.

The objectives of this project will be to provide technical assistance and database support in the field of harmonised and internationally compatible transportation legislation:

- optimum utilisation and harmonisation of the existing transport management systems
- improved use of the equipment, facilities and terminals
- a reduction in commercial risk and cross-frontier delays
- a system for the exchange and diffusion of legal, regulatory and customs computerised information
- advice where necessary in joining international institutions

Main Components:

An International Task Force (ITF) reporting to TACIS is to be established. This Task Force could consist of a core unit of Project Manager and a Transportation Legislation Expert, assisted by a Secretary / Documentalist.

This International Task Force will be complemented by individual National Task Forces (NTF) in each TACIS State which comprise officials from the Transport and Justice Ministries. Each NTF will be assisted by a permanent local secretary/documentalist and by local well qualified short term experts.

It is anticipated that the NTFs will form the nucleus of future Trade and Transport Legislation Facilitating Committees in each TRACECA State. Their role would be to ensure maximum conformity between the laws of their individual States in this sector, as well as continuity of the work initiated by the ITF beyond the life of this project.

Actions will cover:

- the introduction of legislative changes to national transport laws and regulations
- the introduction of technical reforms in the transport sector
- the creation a Legal/Institutional environment conducive to establishing good management practice in the movement of goods
- the facilitation of regional co-operation in the development of infrastructure and services
- the creation of regional harmonisation of the transport sector legal and regulatory framework

Project Budget: 1 500 000 ecu

Contract awarded to: Scott Wilson Kirkpatrick

Implementation timetable: January 1996 through January 1998.

IMPLEMENTATION OF PAVEMENT MANAGEMENT SYSTEMS

Geographic Focus: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

Very limited funds are available for road maintenance. They must be directed towards works which yield maximum benefits. The implementation of PMS is a firm requirement of International Financial Institutions when negotiating loans.

The project aims to introduce Regional roads maintenance authorities to the latest Western pavement management techniques. It is to promote a reduction in road maintenance backlogs, which have arisen in certain states during the past three years. To do so, it must examine problems of financing maintenance activities. While the road maintenance problem is generalised, the focus of this project will be on international transit routes.

Furthermore, by making extensive use of local Research Institutes, the appointed Consultant should re-invigorate their activities, and contribute to their long term survival. Local persons are to be fully trained in the techniques employed throughout the project. Know-how transfer is a prime objective of the project.

Main components :

Two distinct but mutually complementary domains of action are foreseen:

Technical

- Establish databases of:
 - road and bridge conditions, including roughness and pavement strength
 - traffic intensity, including axle-loadings
 - forecasts of future traffic (scenarios)
- Formulate, test and refine technical pavement maintenance strategies (using a computerised deterioration model). Establish Pavement Management Systems in each Regional state
- Implement a Bridge Maintenance System
- Familiarise local authorities with Western
 - road and bridge maintenance techniques and specifications
 - road safety standards
- Review roads design standards

Economic

Expand the resources available for road maintenance by:

- demonstrating the real costs of road utilisation, by users who at present pay little, and thus reinforce arguments for recurrent collections of revenue by charges (taxes) on users
- list and describe road maintenance projects and programmes susceptible to attract IFI interest, including presentation of their economic justification

Project Budget: 1 000 000 ecu
GmbH

Contract awarded to: Kocks Consult

Implementation timetable: January 1996 through March 1997.

HUMAN RESOURCES : MARITIME TRAINING

Geographic Focus: Azerbaijan

Rationale and Objectives:

Strengthen the Port's management in introducing new policies and working methods to cope with the new challenges that are enforced upon it by the new market oriented environment.

The areas of assistance targeted by the project are:

- Development of strategic planning and marketing strategy
- Institution building
- Tariff structure and related cost covering of Port activities
- Port operation
- Costing and accounting system
- Human resources policy

Main Components:

- Management assistance

Assistance to the General Manager for advice on strategic planning, medium and long term planning, structural investment programming, institutional changes, computerisation, commercial and marketing, supervision of investments, follow up of accounting services, analysis of the tariff structure, assistance in setting up training programmes.

Assistance to the Financial Director for advice on planning of financing investments at medium and long term, preparation of yearly budgets, preparation of documents needed for loan agreements for investments, preparation of balance sheets, daily treasury management, assistance in setting up training programmes, preparation and introduction of new payment schemes.

Assistance to the Port Operations Director for advice on daily port planning, control and maintenance, preparation of investment requirements in equipment and construction, preparation of operational budgets, preparation of commercial handling contracts with shipping companies, preparation of training schemes

- Management Training advice for setting up and implementing the training schemes.

Project Budget : 700.000 ecu

Contract awarded to : HPTI

Implementation timetable: January 1996 through May 1997

ROLLING STOCK MAINTENANCE

Geographic Focus: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

The condition of rolling stock had seriously decreased since the break-up of the FSU. One reason was that most of the large maintenance facilities were located outside the region or being restructured. The idea now is to not duplicate too much of the maintenance facilities, which is simply uneconomic and impossible for the smaller railways, but to come to a regional understanding between all the countries in the region.

The project objectives are :

- Provide consultancy recommendations to solve existing rolling stock maintenance / replacement and manufacturing and supply of spare parts problems in the TRACECA region.
- Provide guidance to rail organisations in the region for the establishment of commercially viable rolling stock maintenance and manufacturing, within the framework of a market-oriented railway system.
- Design a detailed reorganisation plan in the selected area in cooperation with the national authorities.

A major result of this project should be to emphasise the need to foster co-operation between the different railways in the region and bring about a greater sharing of facilities between themselves for the maintenance, repair and manufacturing of rolling stock.

Main components :

- Gather data regarding the existing and required fleet of rolling stock and its maintenance strategy and organisation
- Determine the future overall rolling stock maintenance and replacement requirements, and the requirements in the field of spare parts supply and manufacturing
- Survey of facilities and enterprises in the region, and prepare recommendations regarding the future size and structure of the sector
- Case study, to provide assistance to rail organisations in the region to execute rolling stock maintenance and manufacturing services on a commercial and market-oriented basis.
- Study visit to EU countries

Project Budget : 700.000 ecu

Contract awarded to : SYSTRA

Implementation timetable: February 1996 through February 1997

TRACECA TRADE FACILITATION

Geographic Focus: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

In order to facilitate trade throughout the TRACECA region, harmonised customs procedures and trade documentation need to be set up. Furthermore private operators, or freight forwarders are to be encouraged, to assist merchants with their documentation, and to negotiate with carriers and insurers for best service, price, and multi-modal efficiency.

This project will design, develop or provide for the Region the following elements:

- harmonised customs documentation (in co-ordination with Project N°1, Legal Framework)
- essential international documents (e.g. conventions and model contracts) in Russian
- co-operation between customs authorities, and freight forwarders throughout the region
- customs services with modern control, telecommunications and data processing equipment, and staff trained in their use
- a study to identify the principle surface transport customs control points within and around the Region and to analyse common problems as well as those specific to each
- the introduction of EDI (electronic data interchange)
- computerised systems for the collection of statistics
- assistance in the creation of trade and freight forwarding associations in the TRACECA region and the encouragement of links between the national associations

Main Components:

It is proposed that an International Trade Task Force (ITTF) reporting to TACIS be established to carry out the project. This Task Force would cover three specific domains of expertise:

- trade facilitation (Systems Analysis)
- customs procedures
- freight forwarding

The ITTF should be complemented by individual National Trade and Transport Facilitation Task Forces (NTTF) in each TACIS state, which will consist of officials from the Ministry of Trade, the Customs Service, Chambers of Commerce, Freight Forwarding and Customs Agents, Insurers, Bankers, and Transport Operators.

Project Budget: 800 000 ecu **Contract awarded to:** Scott Wilson Kirkpatrick

Implementation timetable: February 1996 through February 1997.

RAILWAYS INFRASTRUCTURE MAINTENANCE (CAUCASUS)

Geographic Focus : Azerbaijan and Georgia

Rationale and Objectives :

The economic and political situation in the Caucasus has had a detrimental effect on the viability and the overall condition of the rail networks in the area. This in turn hampers fluent transport in the region. Therefore, a project has been devised, by which the EU intends to play a catalyst role to:

- foster cooperation and revive the economic situation in the Caucasus region
- support the operational and financial situation of both railway networks.

Main components :

MODULE A : Pre-investment study

The pre-investment study is to cover the requirements for rehabilitation of the main Transcaucasian rail route (Baku - Tbilisi - Batumi - Poti) between Azerbaijan and Georgia

- Examine Institutional and Organisational pre-feasibility
- Establish Traffic volume potential and revenue forecasts
- Carry out a detailed survey of the existing situation of infrastructure (track, signalling, telecommunication, buildings, etc.) and rolling stock situation, repair and maintenance facilities, etc.
- Definition of the required technical repair, upgrading and reconstruction work for various traffic volume hypothesis.
- Economic and financial feasibility, including financing options

MODULE B : Pilot freight train service

Provide technical assistance to Azeri and Georgian railways in preparing and putting into operation a high-quality international freight train service on the main Transcaucasian rail route; monitor the operation of this service during a period of three months.

Particular attention will be paid to:

- Improvements reliability and commercial attractiveness of the freight train service
- Recommend and implement realistic price levels
- Making available sufficient operational capacity
- Reduction of terminal, transport and border crossing delays
- Reduction of product losses

Project Budget : 1.200.000 ecu

Contract awarded to : TEWET

Implementation timetable: February 1996 to March 1997

ROAD TRANSPORT SERVICES (CENTRAL ASIA)

Geographic Focus: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

It must be recognised that the road freight transport industry in the European Union is efficient, specialised, very highly competitive and exclusively in private ownership. The achievement of a similar situation in the TRACECA region depends, above all, on the emergence of entrepreneurial skills. Three projects of which the Improvement of Road Transport Services is one, attempt in different ways to nurture such skills.

The overall objective of the project is to facilitate development of the domestic and international road transport industries within the Recipient States.

The supporting objectives the preceding project "Improvement of Road Transport Services (Caucasus)" are shared. Regulatory objectives, eventually of wider interest, are added.

The end scenario desired is the establishment of a broadly based industry composed of viable private autonomous operators, both carriers and common support service providers, matched to the foreseen demand for national and international road transportation.

Main components :

The Consultant will:

- carry out studies leading to determination of the:
 - ◊ present level of activity in the trucking industry
 - ◊ truck fleet owned by the Recipient States and the structure of that ownership.
 - ◊ structure and capabilities of the automotive supplies industry
 - ◊ clearing-house, forwarding, back-haul or other trucking brokerage services on offer, particularly to SME trucking companies

- enter into close contact with selected enterprises and credible entrants to the industry, and mount collaborative pilot projects.

- formulate recommendations for operator licensing (carriers) and vehicle certification, based on EU standards and DG7 recommendations.

- conduct seminars:
 - ◊ for know-how transfer
 - ◊ to bring together enterprise managers and officials from across the Region in the interests of harmonisation

Project Budget: 600 000 ecu

Contract awarded to: decision pending

Implementation timetable: February 1996 through January 1997.

RAILWAYS INFRASTRUCTURE MAINTENANCE (CENTRAL ASIA)

Geographic Focus: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan

Rationale and Objectives :

Several rail infrastructure elements have been decaying by lack of maintenance. Some elements are of a strategic economic importance, and require attention to be upgraded. Also quality of service has to be improved and present or potential bottlenecks removed. This project will therefore address multiple objectives :

- (A) Carry out feasibility study for the upgrading of AKTAU - BEYNEU rail line
- (B) Survey, training and recommendations to investigate and improve the overall rail traffic service quality on the Traceca and Europe-Asia main rail route east of the Caspian Sea
- (C) Feasibility study for the development of the Amudarya road and rail crossing at CHARDZHEV

Main components :

MODULE A : Feasibility study for AKTAU - BEYNEU rail line

Based upon traffic forecasts, to be worked out very thoroughly, an economical and technical feasibility study is to be carried out according to Western standards. Technologically advanced solutions should be proposed.

MODULE B : Proposals and Training to improve freight and passenger traffic on Traceca and Europe - Asia main rail routes East of the Caspian Sea (Turkmenbashi - Dushanbe - Bishkek - Druzhba) from operational and commercial point of view.

A survey of the existing situation (current train capacity, transit times, tariffs, border crossing delays, operational and commercial organisation) will be followed by recommendations, for the five railways concerned, regarding adjustments to improve the overall transport quality and transit times on the route considered.

A study visit to EU countries will demonstrate participants the operations and commercial organisation and performance of Western railways in international traffic.

MODULE C : Feasibility study for the development of the Amudarya road and rail crossing at Chardzhev

- Establish traffic forecasts for future road and rail traffic
- Inspection of the existing rail bridge. Determine urgent repair work, if any. Determine the future useful life span of the bridge and the cost of future maintenance requirements.
- Feasibility study for the future road and rail crossing, based upon the results of the inspection and the requirements. Review of the existing feasibility study and evaluation of other crossing options.
- Recommendations and conceptual design documents.

Project Budget : 1.200.000 ecu

Contract awarded to : DE-Consult

Implementation timetable: February 1996 through January 1997 (8 months for Module C)

FERRY TERMINALS : BAKU and KRASNOVODSK

Geographic Focus: Azerbaijan and Turkmenistan

Rationale and Objectives :

The majority of cargo traffic between the Caucasus region and Central Asia uses the ferry service between Baku (Azerbaijan) and Turkmenbashi (Turkmenistan). The alarming rising of the Caspian sea level since 1977 creates major difficulties in operating the service.

At the present rate of sealevel rising both ferry terminals will have to stop activities within some 3 years.

The objective of the project is to produce the design and the international tender documents for the reconstruction of the ferry terminals both in Baku and Turkmenbashi.

Main Components:

The project will be executed in four phases:

- Definition of design parameters.
- Design Documents for the ferry terminals and the approaching rail and road routes.
- Economic and financial evaluation of the new terminals and production of supporting documents for international financial institutions.
- Tender Documents, according to the standards of supporting financing organisation.

The new terminals must be designed according to the following standards:

- Two ferry boats should be able to berth (as is the present situation)
- During the construction of the new facilities at least one vessel should be allowed to berth
- The new facilities should be able to accept the existing ferries as well as ferries of the same type.
- The terminal shall be designed to accept as well rail wagons as trucks.
- The design should take into consideration that working at the minimum sea level might need substantial deepening of the sea bottom.
- An extra meter of deepening by propeller scouring should be taken into account
- The approach rail and road should be designed at least 1.7m above the maximum sea level as defined above.

Project Budget : 800.000 ecu

Contract awarded to: Ramboll

Implementation timetable: February 1996 through February 1997

TECHNICAL ASSISTANCE - FOR AKTAU PORT

Geographic Focus : Kazakhstan

Rationale and Objectives :

The project is co-financed by EBRD and TACIS-TRACECA.

Aktau Port is now threatened by both the recent rise in the Caspian Sea and a deterioration of its cargo-handling equipment and operational capabilities.

Following the Government's request, EBRD prepared a master plan. Its short term phase consists of : (i) construction of 400m of quay wall, (ii) equipment rehabilitation, (iii) land acquisition and (iv) technical assistance to the Port Management.

(i), (ii) and (iii) will be subject to an EBRD loan. Component (iv) will be a TACIS - TRACECA technical assistance.

The objectives of the technical assistance are: (i) to support the project implementation, (ii) to enhance the Port's commercial management, (iii) to help planning future investment, (iv) to help develop a privatisation strategy, (v) management training, (vi) to advise on the Port's future organisational structure and (vii) to initiate implementation of financial control and monitoring systems.

Main Components :

Package A, policy, regulation and privatisation

1. Review of existing corporate structures and statutes.
2. Financial and commercial policies.
3. Board structures and procedures.
4. Privatisation strategy and regulatory framework.

Package B, operational support

1. Operational planning during construction.
2. Training in cargo handling and port maintenance procedures.
3. Manpower planning.
4. Documentation and trade facilitation procedures.

Package C, accounting systems and business planning

1. Accounting and financial control systems.
2. Business plan and marketing strategy.
3. Training in financial planning and control systems.

Package D, procurement (minor items)

Package E, management training

1. General training in management skills.
2. Specialist courses and seminars.

Package F, privatisation

1. Identification of private sector participants.
2. Financial restructuring.
3. Tender invitation to the private sector.
4. Assistance during negotiations.
5. Preparation of contract documents.

Project Budget : 1.500.000 ECU

Implementation Timetable : December 1995 till December 1997

LEGAL ADVICE - POTI GRAIN TERMINAL

Geographic Focus: Georgia

Rationale and Objectives:

The EU is committed to provide large quantities of food aid to the Caucasus. Much of this aid comprises grains which are shipped to Georgian ports, and there off-loaded directly onto rail wagons. No storage facilities exist at present, scheduling of trains and ships is complicated, losses are high, and the operation is costly. Consequently the grain terminal at the Port of Poti is to be improved, including the construction of a silo. EBRD and private funding for this and other works can be mobilised, but only within the context of overall restructuring and privatisation of the port. The restructuring is a complex process and a strong legal framework must first be designed, to allow private and EBRD funds to be released.

The specific project objectives are:

- assess the Georgian legal environment within the context of the restructuring and institute a Concession Agreement which would be granted to a Joint Venture (JV).
- provide a recommendation for the structuring of the Concession
- provide a JV agreement and the Charter of the company which will provide a basis for negotiations with the eventual JV partner.

Main Components:

The following activities would form part of the project:

- legal analysis
- drafting of the Concession Agreement, and all other necessary legal documentation
- determination of the process for instituting the Concession
- assist and advise the Georgian Government on:
 - ◊ the Concession Agreement and the project financing package
 - ◊ the encouragement of private investors, and negotiations with them

Private participation in the terminal will be sought by tender, and the Concession Agreement will constitute part of the tender documents.

The Consultant will undertake a substantial part of the work in the field, and work in close collaboration with port authorities and other interested institutions.

Project Budget : **250.000 ecu**

Implementation timetable: December 1995 through July 1996

ANNEX 5

Overall Summary of Technical Assistance Projects in the Maritime Sector, by All Sponsoring Agencies

Port of BATUMI - Georgia

Preparatory Studies and assistance prior to major investments	Studies executed or under the way
Traffic forecast	-GTZ (Germany) Will start in June 1995
Shipping forecast	-GTZ (Germany) Will start in June 1995
Transit corridors	-GTZ (Germany) Will start in June 1995
Institution building Proposals - Possible privatisation	-GTZ (Germany) Will start in June 1995
Port operations - Survey Proposals for improvement	-GTZ (Germany) Will start in June 1995
Intermodal transport - Survey Port hinterland interface	-GTZ (Germany) Will start in June 1995
Technical assistance and training	-Determination of the demand for personnel upgrade -GTZ (Germany) Will start in June 1995
Financial evaluation of proposed improvements	-GTZ (Germany) Will start in June 1995
Special problems - Caspian Sea level	-Not applicable
Delivery of spare parts and equipment rehabilitation	-Batumi Sea Port -Wold Food Programme

Port of POTI - Georgia

Preparatory Studies and assistance prior to major investments	Studies executed or under the way
Traffic forecast	-TACIS - Rogge Marine 1992-1993 -Min. of Transport 1993 -GTZ (Germany) Will start in June 1995
Shipping forecast	-Min. of Transport 1993 -GTZ (Germany) Will start in June 1995
Transit corridors	-TACIS - Rogge Marine 1992-1993 -GTZ (Germany) Will start in June 1995
Institution building Proposals - Possible privatisation	-TACIS - Rogge Marine 1992-1993 -GTZ (Germany) Will start in June 1995
Port operations - Survey Proposals for improvement	-TACIS - Rogge Marine 1992-1993 -GTZ (Germany) Will start in June 1995
Intermodal transport - Survey Port hinterland interface	-TACIS - Rogge Marine 1992-1993 -GTZ (Germany) Will start in June 1995
Technical assistance and training	-TACIS - Rogge Marine 1992-1993 Determination of the demand for personnel upgrade -GTZ (Germany) Will start in June 1995
Financial evaluation of proposed improvements	-TACIS - Rogge Marine 1992-1993 -GTZ (Germany) Will start in June 1995
Special problems - Caspian Sea level	-Not applicable
Delivery of spare parts and equipment rehabilitation	-Poti Sea Port -Wold Food Programme

Port of BAKU - Azerbaijan

Preparatory Studies and assistance prior to major investments	Studies executed or under the way
Traffic forecast	-First approach Tacis - Sofremer/HPC/Deti 1994-1995
Shipping forecast	-None
Transit corridors	-First approach Tacis - Sofremer/HPC/Deti 1994-1995
Institution building Proposals - Possible privatisation	-None
Port operations - Survey Proposals for improvement	-Complete port renovation programme Kaspmorniprojekt Baku 1988 -Survey of infrastructure Tacis - Sofremer/HPC/Deti 1994-1995
Intermodal transport - Survey Port hinterland interface	-Focus on rail ferry terminal Tacis - Sofremer/HPC/Deti 1994-1995
Technical assistance and training	-None
Financial evaluation of proposed improvements	-Complete port renovation programme Kaspmorniprojekt Baku 1988
Special problems - Caspian Sea level	-Kaspmorniprojekt Baku 1988 -EBRD Merc 1994 -Tacis - Sofremer/HPC/Deti 1994-1995
Delivery of spare parts and equipment rehabilitation	-Port of Baku

Port of TURKMENBASHI - Turkmenistan

Preparatory Studies and assistance prior to major investments	Studies executed or under the way
Traffic forecast	-First approach Taxis - Sofremer/HPC/Deti 1994-1995 -EBRD - Planned for 1996 T.O.R. are being prepared
Shipping forecast	-EBRD - Planned for 1996 T.O.R. are being prepared
Transit corridors	-First approach Taxis - Sofremer/HPC/Deti 1994-1995 -EBRD - Planned for 1996 T.O.R. are being prepared
Institution building Proposals - Possible privatisation	-EBRD - Planned for 1996 T.O.R. are being prepared
Port operations - Survey Proposals for improvement	-Survey of infrastructure Taxis - Sofremer/HPC/Deti 1994-1995 -Phased masterplan - Structural design and purchase of equipment for phase 1 EBRD - Planned for 1996 T.O.R. are being prepared
Intermodal transport - Survey Port hinterland interface	-Focus on rail ferry terminal Taxis - Sofremer/HPC/Deti 1994-1995 -EBRD - Planned for 1996 T.O.R. are being prepared
Technical assistance and training	-EBRD - Identification of needs planned for 1996 T.O.R. are being prepared
Financial evaluation of proposed improvements	-EBRD - Planned for 1996 T.O.R. are being prepared
Special problems - Caspian Sea level	-Kaspmorniprojekt Baku 1988 -EBRD Merc 1994 -Taxis - Sofremer/HPC/Deti 1994-1995
Delivery of spare parts and equipment rehabilitation	-Port of Turkmenbashi

Port of AKTAU - Kazakhstan

Preparatory Studies and assistance prior to major investments	Studies executed or under the way
Traffic forecast	-EBRD Merc 1994
Shipping forecast	-EBRD Merc 1994
Transit corridors	-EBRD Merc 1994
Institution building Proposals - Possible privatisation	-EBRD Merc 1994 -EBRD - Planned for 1996 T.O.R. are being prepared
Port operations - Survey Proposals for improvement	-Phased Master plan - EBRD Merc 1994 Structural design and equipment for phase I T.O.R. -EBRD - Posford Duvivier 1995 Tender documents
Intermodal transport - Survey Port hinterland interface	-EBRD Merc 1994
Technical assistance and training	-EBRD - Planned for 1996 T.O.R. are being prepared
Financial evaluation of proposed improvements	EBRD Merc 1994
Special problems - Caspian Sea level	-Kaspmorniprojekt Baku 1988 -EBRD Merc 1994 -TACIS Sofremer/HPC/Deti 1994-1995
Delivery of spare parts and equipment rehabilitation	-Port of Aktau

Port Investment Projects in the pipeline

Port	Investments Projects in the pipeline
Port of POTI or BATUMI	Grain terminal with storage capacity EBRD participation i.e. loan to be guaranteed by the Georgian Government. International tender documents ready end of 1995.
Port of AKTAU	Dry cargo terminals General port services Cargo handling equipment EBRD participation i.e. loan to be guaranteed by the Kaakh Government. International tender documents ready second half of 1995.
Port of BAKU	Ukraine - Azerbaijan agreement is in discussion for the reconstruction of the timber jetty.

Identified Possible Port Investment Projects

Port	Identified possible Port Investments Projects
Port of POTI	<ul style="list-style-type: none"> • Rehabilitation of quay cranes and purchase of spare parts. • Replacement/upgrading of power supply/distribution. • Rehabilitation of some railtracks. • Erect warehouse • Purchase of replacement and additional forklift trucks. • Build mobile equipment maintenance workshop.
Port of BATUMI	<ul style="list-style-type: none"> • Rehabilitation of quay cranes and purchase of spare parts. • Rehabilitation/upgrading of power supply/distribution. • Rehabilitation of tugboat.
Port of BAKU	The TACIS - Sofremer/HPC/Deti study "Caspian Sea Water Level" showed the need to reconstruct at least part of the infrastructure. The ferry terminal, the passengers terminal and part of the oil terminal are threatened by the sea level rising. The main complex is in bad condition and needs renovation.
Port of TURKMENBASHI	The TACIS - Sofremer/HPC/Deti study "Caspian Sea Water Level" showed the need to reconstruct at least part of the infrastructure. The ferry terminal and the bukl terminal are threatened by the sea level rising. The oil terminal is in bad condition and needs renovation.

The EBRD is planning a study for the Port of TURKMENBASHI. This study will deal with the preparation of a phased masterplan, based on a detailed survey of the Port, on a short, a medium and a long term traffic forecast and on the financial justification of proposed investments. In this study international tender documents should be prepared for the investments of phase 1 of the masterplan.

It is proposed to prepare the masterplans for the Port of BAKU and the Port of TURKMENBASHI in one study, financed in a joint effort by EBRD and TACIS/TRACECA, as both ports are comparable in many aspects (sea level problem, same type of existing ferry terminals, same traffic on the short sea link Baku - Turkmenbashi). This study can use the results of the research of Kasporniproject Baku, of the EBRD - Merc study for the Port of Aktau and of the TACIS - Sofremer/HPC/Deti study for the Ports of BAKU and TURKMENBASHI.

ANNEX 6

Project Completion Report Tables

OUTPUT PERFORMANCE REPORT

Project title :TRACECA WORKING GROUP	Project number : TN9302	Country : TRACECA States	Page :see below
Planning period : 27/02/95 - 31/01/96	Prepared on : 31st January 1996	EC Consultant : Trcatebel Development	
Output results	Deviation original plan + or - %	Reason for deviation	Comment on constrains & assumptions
<p>2 Working Group Conferences organised: 1 in partner states and 1 in EU</p> <p>15 Terms of reference and assistance with the launch of 15+ projects covering 18 TA components</p> <p>Mission reports, fact finding and counselling connected with the foregoing, and with other TACIS actions in the region</p> <p>Generation of awareness and promotion of the TRACECA corridor within the partner states</p>	<p>- 1 partner state conference + 1 EU conference</p> <p>None</p> <p>None</p> <p>None</p>	<p>TACIS decision not to hold a conference in Tblisi due to practical reasons, and to hold instead a conference in the EU</p>	

PROJECT COMPLETION REPORT

Project title : TRACECA WORKING GROUP		Project nr : TN9302	Country : TRACECA states	Page : see below
Reporting period :27th February 1995 - 31st January 1996		Prepared on : 31st January 1996	EC Consultant : TRACTEBEL DEVELOPMENT	
REPORTING PERIOD	MAIN ACTIVITIES UNDERTAKEN	EC CONSULTANT	INPUTS UTILISED	
			MATERIALS AND EQUIPMENT	OTHER
29/02/1996 (foreseen)	Organisation of conferences Assistance in the definition and launch of projects	37.5 MM (35.42 at time of preparation of Report)	Computer: 12 M rental (11M at the time of preparation of Report)	International travels and related expenses

ANNEX 7

Текст отчёта на русском языке

1. РЕЗЮМЕ ПРОЕКТА

Название проекта: СОТРУДНИЧЕСТВО В СФЕРЕ ТОРГОВЛИ И
ТРАНСПОРТА РАБОЧАЯ ГРУППА (ТРАСЕКА)

Номер проекта : TNREG 9302

Страны : Армения , Азербайджан , Грузия , Казахстан , Кыргызстан,
Таджикистан , Туркменистан , Узбекистан

Цели проекта

Фактически проект был программой , разработанной Конференцией , организованной Европейским Союзом в мае 1993 г. , целями которой были:

- стимулирование сотрудничества между Республиками- участницами по всем вопросам , имеющим отношение к развитию и улучшению торговли внутри региона
- способствование созданию Центрально- Азиатского - ТрансКавказского - Европейского транспортного коридора
- отождествление проблем и недостатков в региональной системе торговли и транспорта
- определение содержания и временных рамок программы технической помощи, финансируемой Европейским Союзом (ЕС)

Планируемые результаты

- Создание четырех Рабочих Групп, каждая для следующего сектора : Торговля, Автомобильный, Железнодорожный и Морской Транспорт. Каждая Рабочая Группа должна включать Представителя каждого сектора по одному из восьми Стран-Реципиентов и Секретаря. Последний должен быть экспертом ЕС по сектору, базирующийся в Брюсселе
- Развитие проектов Технической Помощи содействует целям программы.
- Организация 2-4 собраний Рабочей Группы, которые в общем должны содействовать целям программы и в частности обсуждать и одобрять специфические определения проекта.
- Техническое Задание по проектам технической помощи должно осуществляться другими.

Мероприятия проекта

- Обширные миссии, налаживание контактов с партнерами, широкий выбор чиновников и руководителей предприятий, а также обзорные поездки на места
- Регулярные встречи с Руководителем Проектов ТАСИС и помощь в запуске проектов в Брюсселе
- Регулярные контакты с Международными Финансовыми Организациями (МФО) (Всемирный Банк, ЕБРР, АБР,...)
- Организация собраний Рабочих Групп в Алматы и Вене
- Исследование и написание Технического Задания для проектов по оказанию технической помощи

Дата начала проекта : 27 февраля 1995 г.

Срок проекта : один год

2. КРАТКОЕ ИЗЛОЖЕНИЕ ПРОГРЕССА ПРОЕКТА С МОМЕНТА ЕГО НАЧИНАНИЯ

Две вехи или два стержневых момента могут быть определены в истории программы для отчета :

- Алматинская Конференция Рабочей Группы (КРГ)
- Венская Конференция Рабочей Группы

Эти мероприятия делят программу на три фазы.

Фаза 1. Отвечает целям программы , необходимо было установить эффективное рабочее пространство с широким перекрестным участием стран - бенефициантов.

Формально эта работа выполнялась , но широкий спектр программы требовал вклада голосов стран - бенефициантов. Например , было необходимо признание потребности в зарождающемся частном секторе .

Соответственно , члены команды начали работу во всех миссиях в странах - реципиентах (кроме Таджикистана) , были назначены представители , а технический сбор фактов позволил развитие специфических проектов по оказанию технической помощи .

Первая Конференция Рабочей Группы (КРГ) состоялась в мае в Алматы. Организационные мероприятия , включая приезд , размещение участников и проведение самой конференции были осуществлены командой .

Четырнадцать предложений фирм по проекту технической помощи были подготовлены , представлены и утверждены конференцией .

С точки зрения стран - бенефициантов концепция ТРАСЕКА была почти в бездействии с майской конференции 1993 г. Алматинская конференция была успешной во многих отношениях , но в основном для привлечения интереса , видимости , толчка .

Фаза2 началась с периода интенсивной деятельности команды по написанию Технического Задания (ТЗ) по четырнадцати проектам . Специфические технические и региональные интересы привели к выделению пятнадцати проектов в программе . Они были представлены руководителю проектов ТАСИС , который объявил тендер . Было осуществлено ограниченное количество миссий в страны - бенефицианты , для развития проекта и в связи с другими акциями ТАСИС вне программы ТРАСЕКА , но связанные с ней , так как членов команды просили внести свой вклад в нее. Была оказана помощь в оценке тендера . Проекты были запущены двумя волнами : двенадцать - в первой волне и три - во второй , которая потребовала отправки миссий в страны - реципиенты для уточнения деталей.

Вторая КРГ была проведена в Вене в октябре. Участники тендера , отобранные для контрактов провели презентацию своих предложений рабочим группам .

Параллельно состоялся Круглый Стол для руководителей делегаций с целью обзора общей стратегии ТРАСЕКА . После конференции время позволило делегатам в письменной форме выразить их национальные потребности в рамках пересмотренной стратегии программы и решений Круглого Стола . Решения о маршрутах для транспортных связей в регионе

были приняты за Круглым Столом с тем , чтобы программа ТРАСЕКА могла сконцентрироваться на них .

Фаза 3. Соглашения стран - бенефициантов были отражены в кратких документах для консультантов по контракту для начала работы над проектами. Новые проекты развиваются для презентации за круглым столом следующей конференции, которая будет проведена в Венеции в конце деятельности руководящей группы или же незадолго до него.

3. ТАБЛИЦЫ О ПРОГРЕССЕ ПРОЕКТА

См. таблицы 6 в приложении.

4. ОБЩИЙ ДОКЛАД О ПРОЕКТЕ

4.1 Справка

В мае 1993 г. в Брюсселе была проведена конференция, организованная Европейской Комиссией с участием руководителей из восьми Республик юга бывшего СССР.

Армения
Азербайджан
Грузия
Казахстан

Кыргызстан
Таджикистан
Туркменистан
Узбекистан

Они являются бенефициантами программы ТРАСЕКА.

Цели конференции :

- стимулирование сотрудничества между Республиками - участницами по всем вопросам, имеющим отношение к развитию и улучшению торговли в регионе
- содействие созданию Центрально -Азиатского - ТрансКавказского - Европейского транспортного коридора
- отождествление проблем и недостатков в торговой и транспортной систем региона
- определение содержания и временных рамок программы оказания технической помощи, финансируемой ЕС

Программа ТРАСЕКА (ТРАНСПОРТНЫЙ КОРИДОР ЕВРОПА КАВКАЗ АЗИЯ) была создана, как компонент межгосударственной программы ТАСИС

В течение последующих восемнадцати месяцев было запущено четыре проекта:

- Передача законодательной системы; миссия по сбору фактов исследует существующее базу для транспортного закона, тем самым предоставляя руководство для Технического Задания по проекту о реформе транспортного законодательства.

- Информационная система ТРАСЕКА; в результате этого проекта было предоставлено два доклада о техническом создании систем и значимого содержания, но он не дал решения маркетинговым вопросам
- Поднятие уровня Каспийского моря; технический анализ происходящего феномена и возможное влияние на морские операции
- Обучение менеджменту железнодорожного транспорта; серия семинаров и другие виды деятельности

Два последних проекта были в действии, когда была назначена команда управления данной программы.

Для ускорения деятельности и в соответствии с решениями Брюссельской конференции, подчеркивающими необходимость регионального сотрудничества, руководство ТАСИС утвердило данный проект по созданию региональных Рабочих Групп по секторам (торговля, железнодорожный, автодорожный и морской виды транспорта), включающих экспертов и официальных представителей из каждой страны и ЕС. Техническое задание по проекту представлено в Приложении 1.

4.2 ВВЕДЕНИЕ

Команда, назначенная для выполнения данной миссии включает:

- г-н Р. Баттерсби, секретарь Рабочей Группы по торговле и руководитель команды
- г-н М. Симз, секретарь Рабочей Группы по автомобильному транспорту
- г-н К. Ван Ерденбург, секретарь Рабочей Группы по морскому транспорту
- г-н К. Ван де Пер, секретарь Рабочей Группы по железнодорожному транспорту

Все члены команды работали по проекту полный рабочий день, исключая г-на К Ван Ерденбурга, который работал на пол-ставки.

Первые собрания с ТАСИС установили тесные рабочие взаимоотношения с командой и руководителем проектов, которые сохранялись в течение всего периода деятельности. Все миссии были обсуждены и одобрены руководителем проектов, а письменные доклады были представлены по возвращении. Все планы деятельности команды и разработанные документы до их циркуляции были одобрены руководителем проектов. Техническое содержание результатов труда является ответственностью команды.

Приоритет был отдан запуску проектов по оказанию технической помощи. Следовательно техническое задание по проектам и предоставление заявления об одобрении рассматривались как исключительно приоритетные в течение всего отчетного периода. Предварительный список и краткое описание тем двадцати трех проектов были предоставлены ТАСИСом. Для административной эффективности и некоторой возможной экономии эти темы были по возможности объединены в пятнадцать начальных проектов.

В дальнейшем задержка в исполнении решений, принятых на Брюссельской конференции, была огорчительной для стран-бенефициантов и ранняя первая Конференция Рабочей Группы была значительной для возобновления контактов и толчка для регионального сотрудничества. Рабочие группы также рассматривались как ключевые инструменты в развитии проекта и в процессе его одобрения. В следствии этого назначение представителей на КРГ стало очень важным.

4.3 ДЕЙСТВИЯ ПО ВЫПОЛНЕНИЮ ПРОГРАММЫ

Две вехи или два стержневых момента могут быть определены в истории программы:

- Рабочей Группы Алматинская Конференция Рабочей Группы
- Венская Конференция

Эти мероприятия делят программу на три фазы, которые удобны для предоставления отчета.

Третья КРГ находится на ранней стадии подготовки при продлении контракта работающих консультантов.

Фаза I включала начальные стартовые встречи с ТАСИС, обзор документов и телекоммуникационные контакты с руководством стран-бенефициантов. К ним обратились с просьбой назначить первоначальных партнеров или представителей

Как можно скорее (по истечении трех недель) команда отправилась в индивидуальные и совместные миссии в регион для установления прямых контактов с партнерами и предоставления советов странам-бенефициантам по структуре программы ТРАСЕКА, включая роль представителей. Кроме того были посещены потенциальные места проведения КРГ.

Тесные взаимоотношения были установлены с первых контактов с представителями и действительно многочисленным персоналом партнеров в странах-бенефициантах.

В течение отчетного периода миссии проявили способность проникновения в рабочие условия торговли и транспорта, описанные в заявленных потребностях стран-бенефициантов. Эта способность проникновения в сущность предмета позволила тесно адаптировать технические задания по проектам к местным условиям.

Дальнейшие контакты с международными финансовыми организациями развивались, придавая значимость проекту ТРАСЕКА, координируя наши действия и содействуя решениям о капиталовложениях в пользу маршрута ТРАСЕКА.

27-28 мая г. Алматы был выбран ТАСИСом как место проведения первой КРГ. Кроме других соображений Круглый Стол ЕБРР по Центрально-Азиатской транспортной политике был уже назначен на 30-31 мая. Два мероприятия проходили в одном месте и в некоторой степени в них

приняли участие те же участники. Организационные меры для приблизительно сорока делегатов стран-бенефициантов, включая проезд, и размещение были предприняты командой. Кроме того, на встрече присутствовали делегаты от ЕБРР и ООН. Полный список участников и итоговые документы конференции даются в приложении 6.

Четырнадцать проектов по оказанию технической помощи были подготовлены для КРГ в общей форме ("рыба проекта"). Они были представлены, обсуждены и одобрены всеми странами, исключая Грузию. (Только представители Грузии среди остальных делегатов сомневались в своем праве подписать заявление об одобрении).

Прекрасное ядро Рабочей Группы сформировалось в Алматы. В целом было достигнуто значительное внутреннее доверие между членами РГ.

С точки зрения партнеров-реципиентов концепция ТРАСЕКА была почти в бездействии с момента проведения Брюссельской конференции в мае 1993 года.

Алматинская КРГ была успешной во многих отношениях, но в особенности в привлечении интереса, видимости, толчка.

Конференция ЕБРР, которая последовала за КРГ, обсудила и одобрила заключительный доклад о Центрально-Азиатской транспортной стратегии, который подготовлен ЕБРР с поддержкой ТАСИС.

Фаза 2 Сразу после Алматинской конференции было запланировано четырнадцать проектов общей стоимостью более 12 млн ЭКЮ с объявлением тендера в конце 1995 г. Это постребовало интенсивной деятельности по подготовке полного технического задания по проектам. Практически все проекты были начаты намного раньше назначенных дат и по многим из них были заключены контракты к концу 1995 г.

Одиннадцать проектов были запущены так называемой первой волной. Это были проекты, которые носили общий характер и требовали небольших или никаких полевых исследований для подготовки ТЗ. Проекты по прогнозу перевозок, транспортным юридическим основам и обучению менеджменту рассматривались как исключительно приоритетные с точки зрения общих целей программы ТРАСЕКА.

Три других проекта были запущены в так называемой второй волне. Подготовка Т.З. для этих проектов потребовала дальнейших исследований для того, чтобы приспособить их к физическим или же существующим условиям Региона.

Члены команды включали двух из трех членов комитета по оценке для всех тендеров по проектам ТРАСЕКА. Третий член комитета во всех случаях был делегирован транспортной комиссией ЕС.

В начале программы было решено проводить КРГ или в Центральной Азии или на Кавказе. Однако организация Конференции на Кавказе стала проблематичной из-за недавней истории антогонизма между двумя из трех государств, голосованием была выбрана третья страна - Грузия, осенью, но возникли сложности с поездкой Центрально-Азиатских делегатов в Тбилиси.

В результате было принято решение проводить конференцию в ЕС. ТАСИС

выбрал Вену и назначил КРГ на октябрь 28-29. Все организационные вопросы взяла на себя команда. Специальное соглашение было принято с Австрийской авиалинией о поездке делегатов через Москву. Представитель команды встречал участников КРГ в Москве, помог при оформлении документов и сопровождал в Вену.

КРГ в Вене проходила двумя параллельными сессиями. Главы делегаций принимали участие в дискуссии круглого стола о стратегии программы и детальной приоритизации маршрута, в то время как члены РГ в секциях обсуждали прогресс проектов. Принявшие участие в тендере консультанты, которые были отобраны для выполнения проектов ТРАСЕКА, представили свою методологию проектов делегатам и ответили на их вопросы. Делегаты МФО объяснили свой подход к инвестициям и специальным проектам. Полный список участников и заключительные документы конференции даются в приложении 3.

КРГ отметила особую приоритетность проекта, касающегося железнодорожных тарифов и гармонизации расписаний. Делегатов стран-бенефициантов попросили представить письменные соображения о других проектах и темах для будущих акций ТРАСЕКА.

Протокол Венской конференции рабочих групп находится в Приложении 3.

Фаза 3 является заключительной для отчетного периода.

Проект о железнодорожных тарифах и расписаниях развился в полное ТЗ и было получено его одобрение. Был объявлен тендер. Четыре проекта по сектору автодорог были разработаны в тесном сотрудничестве с МФО (Всемирным банком и ЕБРР), все они будут проводиться в дополнение к существующему контракту. Подготовлено ТЗ по проекту технической помощи Бакинской судовой верфи.

Письменное согласие от стран-бенефициантов, предусматриваемое по завершению Венской КРГ было получено, сличено, в результате чего был подготовлен краткий заключительный доклад. Был получен довольно разнородный список предложений, многие из которых являются скорее прямыми просьбами об инвестициях, чем о технической помощи.

Консультанты проектов ТРАСЕКА были нацелены на решения КРГ в Вене в качестве руководства при выполнении их миссий. Продолжающаяся помощь и практическое руководство были предоставлены консультантам при ответе на их специфические вопросы.

Короткая информационная брошюра о деятельности ТРАСЕКА находится в процессе подготовки. Резюме о всех ТЗ проектов и список консультантов были посланы во все координационные бюро государств-участников программы ТРАСЕКА.

В соответствии с решениями Венской КРГ совещание представителей МФО планируется созвать в конце февраля 1996 г. в Брюсселе.

Следующую КРГ планируется провести в Венеции в конце марта 1996 г. и есть все необходимое для организации этого мероприятия.

ДРУГИЕ АКЦИИ

Продолжается обсуждение и координация проектов со Всемирным банком и ЕБРР. Проведено несколько встреч с персоналом ВБ и ЕБРР в Брюсселе и Лондоне. Контакты с АБРР осуществлялись по телефону и посредством дискуссий с консультантами миссий в странах-бенефициантах. Другие финансовые агентства региона - это Кувейтский фонд и Исламский банк.

Кроме основных акций по выполнению программы, рассматриваемых в трех фазах, ниже упомянуты некоторые другие задания, выполненные командой.

Организация GTZ/НРС предоставляет обучение и постоянную поддержку в оптимизации и реорганизации портов Поти и Батуми. ЕБРР изучает инвестиции в порты Туркменбаши и Актау. Наш секретарь по морскому транспорту тесно связан с этой деятельностью, регулярно и активно участвует в собраниях и семинарах, касающихся региональных портов и определения их конечного назначения. Соответственно, чтобы избежать дубликации усилий техническая помощь ТРАСЕКА сконцентрирована на порте Баку. См. приложение ... с кратким описанием действий в различных портах другими финансовыми агентствами.

Руководителя команды и эксперта по железнодорожному транспорту также попросили осуществить миссию по сбору фактов в три Кавказских страны для оказания помощи в реабилитации их железных дорог, транспортировки продовольственной помощи ЕС.

4.4 ТЕХНИЧЕСКИЕ АСПЕКТЫ

Ниже дается обзор технического подхода или обоснование, адаптированного командой для формулировки проектов в каждом секторе. Стратегическое руководство исходит из Брюссельской конференции 1993 г. и двух КРГ ТРАСЕКА.

Более полное изложение каждого из пятнадцати запущенных индивидуальных проектов дается в приложении 4.

4.3.1 МУЛЬТИ-СЕКТОР

Два проекта ТРАСЕКА сгруппированы в категории " Модель прогноза транспорта" и " Обучение руководящего состава ".

При строгом научном подходе проект " Модель прогнозирования транспорта " была бы запущена со значительным опережением времени (например, 12 месяцев), чтобы дать возможность использовать его данные и повторить его сценарий в других проектах. Но фактически многие потребности в технической помощи для транспортного сектора региона абсолютно очевидны, и задержка в осуществлении программы была бы неприемлема со всех точек зрения.

Прогнозирование транспорта, связанное с потребностью в предоставлении транспортных услуг, признано руководством стран-бенефициантов слабым звеном в их техническом развитии. Также МФО предпочитают применение

техники моделирования современной транспортной сети при поддержке инвестиционных решений .

Модели прогнозирования по стандартным компьютерным программам будут внедрены в каждой стране-бенефицианте. Устойчивая выгода предвидится в форме заслуживающих доверия прогнозов для автодорожного, железнодорожного и морского транспортов, которые могут быть пересмотрены, если того потребуют время и обстоятельства; кроме того полезен перенос ноу-хау в сферу, практически неизвестную в регионе.

Проект по прогнозированию транспорта также является последним ответом программы ТРАСЕКА на просьбы об информационной системе для управления транспортом.

Предыдущие проекты не дали нужного результата.

Кроме того, страны-бенефицианты жаждут приобрести западный менеджмент ноу-хау. Проект "Обучение менеджменту" является мультимодальным курсом, выделяющим рыночные силы в организации транспортной деятельности.

Можно отметить, что все еще существует сильная тенденция со стороны руководства стран-бенефициантов в использовании централизованного подхода к реструктурированию транспортного сектора (например, медленная приватизация крупных конгломератов). Необходима внешняя помощь для крупных инвестиций. Обучение приветствуется большинством руководителей, оно должно помочь им и нам сфокусировать будущие потребности в технической помощи и инвестициях предприятиям, которые могут их реализовать.

Потребности в техническом обучении (например, менеджмент содержания железных и автодорог рассматриваются в проектах по секторам).

4.3.2 ТОРГОВЛЯ И ЮРИДИЧЕСКАЯ ОСНОВА

Новый политический строй, который преобладает в бывшем Советском Союзе, гораздо более открытый, чем раньше, к разнообразным торговым и транспортным отношениям с внешним миром. Устоявшиеся в регионе законодательство, положения и рабочая практика не совсем соотносятся с международными конвенциями, современной технической практикой и свободными рыночными операциями.

Проект " Регулирующая и законодательная структура транспорта" направлен на оптимальное использование существующих транспортных систем и сокращение коммерческой неуверенности, задержек при пересечении границ. Он призван способствовать включению региональной транспортной системы во всемирную. Принимая во внимание огромный масштаб задачи, этот проект на сегодняшний день является самым большим среди проектов ТРАСЕКИ и его выполнение предусмотрено на двухлетний период.

Основным результатом будет внесение изменений в национальные транспортные законы и положения, а также приверженность международным конвенциям.

Для выполнения проекта будет создана небольшая международная команда из ассистентов-эмигрантов и восьми местных экспертов. Эта команда будет содействовать необходимым юридическим изменениям в каждой стране по совету ассистентов-эмигрантов, создаст ядро будущих комитетов по содействию торговому и транспортному законодательству, обеспечат преемственность этой работы после завершения проекта.

Информация о международном транспортном законодательстве не всегда доступна в регионе ТРАСЕКА. Дополнительная цель проекта - заполнить этот пробел и связать национальные власти с соответствующими зарубежными организациями.

Проект "Содействие торговле, таможенные процедуры и отправка грузов" направлен, в координации с проектом "Регулирующая и законодательная структура транспорта", направлен на гармонизацию таможенных процедур и производство наиболее важных документов, таких как конвенции и модельные контракты на русском языке.

Другими приоритетами, включающими подкрепление сотрудничества между таможенными службами и перевозчиками грузов через регион ТРАСЕКА, является оказание помощи таможенным службам посредством обеспечения современного контроля, телекоммуникаций и оборудования для обработки информации, а также обучение использованию этого оборудования, внедрение электронной почты и компьютерной системы сбора статистических данных.

Будет оказана помощь в создании ассоциаций по торговле и грузоперевозке в регионе ТРАСЕКА на национальном и транснациональном уровнях. Более того, будет проведено исследование по определению основных транспортных таможенных помех внутри и за пределами региона с анализом общих и индивидуальных специфических проблем.

Что касается предыдущего проекта "Регулирующая и законодательная структура транспорта", то он будет выполняться небольшой специально созданной командой экспертов.

И наконец проект "Железные дороги, межгосударственные тарифы и структура расписания" был включен в сектор торговли в качестве конечной цели для содействия торговле. Также морские тарифы и технико-экономическое обоснование для свободной торговой зоны включены в сферу деятельности проекта. Цель проекта - помочь действующим национальным железнодорожным компаниям уравнивать их тарифы с лучшей международной практикой, основанной на здоровом анализе рынка и затрат. Кроме того будет поощряться региональное сотрудничество между компаниями.

4.3.3. АВТОДОРОЖНЫЙ ТРАНСПОРТ

Необходимо решить вопросы, связанные как с дорожной инфраструктурой, так и с дорожнотранспортными операциями, поэтому были приняты

следующие проекты.

Проект “ Системы управления покрытиями “ (СУП) предоставляет компьютеры, программное обеспечение и обучение по внедрению современной западно-европейской системы дорожных покрытий и принятию решений по содержанию мостов. Он включает компонент сильного экономического и финансового анализа. Второй компонент наиболее важный, так как страны-бенефицианты в прошлом никогда не сталкивались со связью между соответствующими национальными расходами на содержание дорог, выгодой и потерями потребителей и уровнем окупаемости или оправданным налогообложением.

МФО требуют, чтобы СУП сопровождал их любые инвестиции в дорожную инфраструктуру. Возможно странам-бенефициантам придется финансировать этот сектор из своих собственных ресурсов. Проект предоставляет им всё необходимое для автономии.

Инвентарь приоритетных инвестиционных проектов должен быть сформулирован внутри проекта.

Рассматриваются и готовятся специфические ТЭО исследования автодорог, связанные с проектом СУП и декларируемыми интересами МФО. Проекты по улучшению дорог были предложены странам-бенефициантам. Однако существующее удручающее неадекватное состояние в финансировании содержания дорог внутри региона вынуждает МФО концентрироваться на реабилитации. Во время составления отчета ЕБРР более открыт для инвестиций по улучшению дорог, чем ВБ. (ВБ предоставил 30 млн долларов США Армении, свыше 5ти миллионов долларов - Грузии; рассматривается вопрос о предоставлении 100 млн Казахстану с возможным дополнительным участием ЕБРР. ЕБРР рассматривает вопрос о предоставлении 60 миллионов долларов Туркменистану и еще не решен вопрос об инвестициях Азербайджану. АБР рассматривает вопрос о 50 млн Казахстану и аналогичной суммы Кыргызстану. Фонд Кувейта - о 15 млн Грузии. Исламский банк решает вопрос о предоставлении займов Казахстану, Кыргызстану, Азербайджану и Туркменистану.

Проект “ Дельфин “ был представлен во время Брюссельской конференции консультантом, связанным с успешными Европейскими коммерческими совместными предприятиями в Узбекистане и Туркменистане. Проект адресован двум странам, остро нуждающимся в автомобильных запчастях, о чем говорилось на Брюссельской конференции. Цель проекта заключается в создании экспериментальной компании на базе существующих или новых предприятий. Проект “ Дельфин “ является единственным согласованным контрактом в программе ТРАСЕКА (остальные контракты были под управлением разных компаний).

“ Улучшение дорожно-транспортных услуг “ включает два аналогичных проекта: один для Центральной Азии и второй для Кавказа. Они предоставляют помощь в регулирующих аспектах международных дорожно-транспортных операций и технико- коммерческую помощь. Оба проекта выбирают пилотные предприятия для их развития в условиях свободного рынка. Первоначальное название проекта “ Улучшение придорожных услуг “ было изменено, чтобы охватить более широкий круг технической помощи по просьбе стран-бенефициантов. Предыдущие проекты USAID в

Центральной Азии закончились, они содействовали приватизации в секторе и дали возможность извлечь рациональное зерно и избежать ловушки. Кавказский проект был запущен первым тендером, тогда этот метод был впервые использован программой ТРАСЕКА.

ЕБРР заинтересован в инвестициях в дорожно-транспортный сектор Азербайджана, поощряя сотрудничество с программой ТРАСЕКА.

4.4.4 ЖЕЛЕЗНОДОРОЖНЫЙ ТРАНСПОРТ

На начальном этапе в результате просьб, выраженных на конференции 1993 года и первых полевых визитов, появилась идея о 15 проектах. До совещания Алматинской Рабочей Группы количество возможных проектов колебалось от 5 до 7 в соответствии с располагаемым бюджетом и просьбой ЕС предоставлять проекты определенного размера.

В конечном итоге, не включая мульти-секторные проекты, которые оба имеют железнодорожный аспект, было подготовлено 5 ТЗ специфических железнодорожных проектов : “ Интермодальный транспорт “, “ Содержание подвижного состава “ и два проекта “ Содержание железнодорожной инфраструктуры “ (один для Кавказа и один для Центральной Азии). Одно ТЗ (Трансгрузовые терминалы) было отозвано из-за переориентации, принятой на совещании Венской Рабочей Группы.

Проект “ *Интермодальный транспорт* “ имеет цель предоставить советы для решения существующих проблем в развитии интермодального транспорта на маршруте ТРАСЕКА, передать интермодальную технологию ноу-хау, оказать помощь железнодорожным и интермодальным организациям в сфере дизайна и предоставления коммерчески ориентированных услуг, разработать предложения по улучшению. Кроме исследования существующей ситуации, рекомендаций и визитов, проект включит изучение специфического интермодального транспортного коридора.

Цели проекта “ *Содержание подвижного состава* “ :

- Предоставить рекомендации для решения существующей проблемы
- содержания/замены подвижного состава и производства и обеспечения запасными частями региона ТРАСЕКА.
- Предоставить руководство железнодорожным организациям региона для создания коммерчески выгодного содержания и производства подвижного
- состава в рамках рыночно ориентированной железнодорожной системы.
- Разработать детальный план реорганизации данного сектора в сотрудничестве с национальным руководством.

Состояние подвижного состава ухудшилось с момента развала Советского Союза. Одна из причин заключается в том, что большинство предприятий

по содержанию расположены за пределами региона, а некоторые перестраиваются. Идея заключается в том, чтобы не дублировать предприятия по содержанию, что просто экономически невыгодно и невозможно для небольших железных дорог, а прийти к региональному пониманию этой проблемы.

Основным результатом данного проекта должно стать придание особого значения необходимости поощрять сотрудничество между различными железными дорогами региона и создание совместных предприятий для содержания, ремонта и производства подвижного состава.

Основными компонентами Кавказского проекта “ *Содержание железнодорожной инфраструктуры* “ являются :

- поощрение сотрудничества и оживление экономической ситуации в Кавказском регионе
- поддержка оперативной и финансовой ситуации в обоих железнодорожных сетях.

Центрально-Азиатский проект “ *Содержание железнодорожной инфраструктуры* “

Несколько элементов железнодорожной инфраструктуры пришли в упадок из-за недостатка материально-технического обслуживания. Определенные элементы стратегически и экономически важны и требуют повышенного внимания. Качество услуг должно быть улучшено, а существующие и потенциальные узкие места (пробки, помехи) должны быть устранены.

Этот проект имеет много целей :

(А) Разработать ТЭО для улучшения качества железнодорожной линии АКТАУ-БЕЙНЕУ

(Б) Исследовать, обучить, дать рекомендации для улучшения качества железнодорожных услуг по маршруту ТРАСЕКА к востоку от Каспийского моря

(В) ТЭО для развития Амударьинской авто- и железной дорог при пересечении около ЧАРДЖОУ

4.4.5 МОРСКОЙ ТРАНСПОРТ

Первым предпринятым действием было определение портов ТРАСЕКА. Вначале они были ограничены портами БАТУМИ, ПОТИ, БАКУ, КРАСНОВОДСК и АКТАУ. Этот список портов ТРАСЕКА был одобрен членами морской рабочей группы на Алматинской КРГ и еще раз подтвержден во время Венского круглого стола.

Необходимо рассмотреть инфраструктуру портов, оборудование для работы с грузами и портовые операции. Во всех портах деятельность снизилась до относительно низкого уровня в результате переходного периода, переживаемого экономикой стран СНГ. Огромные потребности в финансировании для обновления и реабилитации портов могут быть

частично адресованы через проекты, признанные МФО возможными в финансовом и экономическом планах.

Порты Каспийского моря должны справляться с поднятием уровня моря в течение более чем 17 лет. Один из ранее начатых проектов занимается исследованием данного феномена. Результаты их доклада крайне важны, потому что поднятие уровня моря является реальной угрозой портам Каспийского моря. Другая общая проблема всех портов - это устаревшее оборудование и инфраструктура. Руководство портов Каспийского моря должно предпринять срочные меры для сохранения оперативной деятельности портов по крайней мере в ближайшем будущем.

Несколько агентств, включая ТАСИС и GTZ, проявили интерес к портам со времени начала нашей программы. Чтобы лучше использовать ограниченные ресурсы и избежать дублирование усилий, было осуществлено систематическое исследование существующих инициатив, результаты которого были представлены для комментариев на Алматинской конференции. Этот документ дается в приложении 5 данного доклада.

Этот обзор показал, что :

- Прединвестиционные исследования проводились в портах Грузии (GTZ).
- Программа обновления порта с займом ЕБРР была предпринята правительством Казахстана.
- На стадии подготовки было прединвестиционное исследование для порта Краснодарск (ЕБРР).
- Для порта Баку проекты не рассматривались.
- Жизненно важное паромное соединение между Баку и Краснодарском выйдет из строя через 2-3 года (из-за поднятия уровня моря), если не будут приняты меры .

Этот обзор позволил определить несколько слабых звеньев в транспортной цепи благодаря технической помощи других агентств.

Целью проекта “ *Техническая помощь для развития порта Баку, помощь в управлении и обучение* “ является усиление менеджмента порта путем введения политики и рабочих методов, позволяющих справиться с задачами в новой рыночно- ориентированной окружающей среде. Проект направлен на развитие стратегического планирования и маркетинга, создание организации, отношений между управлением и правительством, тарифную структуру и связанную с окупаемостью деятельностью порта, включающую потребность в инвестициях, портовых операциях, системе бухгалтерского учета и политике человеческих ресурсов.

Проект “ *План сети порта и программа улучшения / Паромные терминалы Баку и Краснодарска* “ нацелен на производство дизайна и необходимых тендерных документов для обновления паромных терминалов Баку и

Красноводска.

Большинство грузовых перевозок между Кавказским регионом и Центральной Азией пользуется паромными услугами между Баку и Красноводском. Однако вызывающее тревогу поднятие уровня моря с 1977 г. создает большие трудности в предоставлении этих услуг. При существующей скорости поднятия уровня моря оба терминала будут вынуждены прекратить свою деятельность в течение 3 лет, если не провести обширные работы по реконструкции. ЕБРР заинтересован в реконструкции обоих терминалов.

Проект разработает ТЭО работ, а также документы для дизайна и тендера.

Во время Алматинской конференции поступила просьба от Азербайджанского правительства начать проект по реабилитации судовой верфи Баку. Позднее в результате Венской конференции страны-бенефицианты составили список потребностей в соответствии со своими приоритетами. Большинство из них - это просьбы об инвестициях (см. список в приложении). Положительный ответ может быть дан на просьбу Азербайджанской делегации по сектору портов.

Общие просьбы о гармонизации таможенных процедур, документов и тарифов будут удовлетворены проектом в секторе торговли. Аналогично расписание для паромов включено в проект по железнодорожным расписаниям. Просьба о поддерживаемом проекте для судовой верфи Баку была повторена.

Техническая помощь и учебная программа для судовой верфи возможно будет новым проектом.

5. ЗАКЛЮЧЕНИЕ И РЕКОМЕНДАЦИИ

Программа преуспела в реанимации концепции ТРАСЕКА. Она проявила себя как единственно существенная и активная программа по оказанию технической помощи межгосударственному транспорту в регионе (обе организации ЕСО и UN-ESCAP являются секретариатами и форумами без реальной возможности выполнять свои решения). МФО, в частности ВБ и ЕБРР сильно заинтересованы в нашей деятельности.

Представители Рабочих Групп, созданных на Алматинской конференции в марте 1995 г., познакомились друг с другом, программой команды управления и процедурами ТАСИСа. Большинство вопросов внутри РГ решается скоро, а согласие достигается быстро. Почти все представители - это практикующие, восприимчивые и опытные профессионалы, осознающие сложности западных организаций, с которыми они сейчас работают. Однако остается разочарование тем, что программа ТРАСЕКА является технической помощью, а не инвестицией.

Венская конференция предоставила странам-бенефициантам широкую возможность выразить их требования к программе. Среди полученного большого количества требований доминировали просьбы об инвестициях. Действительно, проекты ТРАСЕКА по оказанию технической помощи требуют мобилизации инвестиций МФО.

К сожалению неизбежно, что период времени между подписанием заявления об одобрении проекта и началом работы на месте составляет более шести месяцев. Это вызывает ослабление внимания в странах-бенефициантах, которое может быть устранено регулярной связью о статусе проекта. Аналогично, как принятие решения об инвестиции МФО и фактическое предоставление выплат по ссудам является долгим и осмотрительным процессом, так и реализация конкретного улучшения транспортной системы может быть длительным процессом. В этом отношении организационные проекты потенциально оказывают более быстрое влияние, но их труднее продать партнерам-реципиентам (например, приватизация, таможенные процедуры, положения, менеджмент и механизмы свободного рынка...).

Конференции РГ служат жизненной цели генерации инициатив, развития проектов и более того являются символом концепции ТРАСЕКА. Однако они не могут быть использованы как рутинное средство принятия решений и обмена информацией.

Было бы полезно регулярно издавать информационный бюллетень, предпочтительно распространяемый электронной почтой и представляющий равный интерес как для представителей, так и консультантов.

В запускаемом сейчас цикле программы более 15-ти проектов являются в настоящий момент активными в регионе. Для контрактной целостности каждый проект спланирован таким образом, чтобы он мог выполняться без вклада другого. Однако ясно, что программа, выполняемая как скоординированное целое, могла бы быть более значимой, чем сумма отдельных проектов. Даже если это очевидно, средство использования их синтезированной энергии не ясно. Можно предположить, что руководители команд будут регулярно встречаться координационных совещаниях, но этот механизм не является гарантией добавочной значимости. Более того, из-за географического разброса деятельности ТРАСЕКА это, конечно, потребует времени и финансовых ресурсов.

Мы определили четыре специфических средства потенциально выгодного взаимодействия между проектами :

- обмен и оценка предварительных результатов, типовой информации,
- связанной с существующим транспортом, экономическими и промышленными планами (например, в макроэкономике, горной промышленности, сельском хозяйстве и т.д.), тенденциями национальной политики и обязательствами
- поощрение новых и продленных проектов, взаимная поддержка (нужно
- обязать консультантов поддерживать связь с другими проектами для
- продления), взаимодействие тематически связанных проектов (например,
- юридические реформы, содействие торговле, тарифы и т.д.)
- реализация отношений с МФО
- постоянное осязаемое внимание заботам партнеров-реципиентов

Мы чувствуем, что есть определенный потенциал для усиления программы ТРАСЕКА путем использования этих средств. Механизм действия в первую очередь заключается в открытии офисов в регионе, как центров менеджмента и депозитария для технических результатов проекта. Различные компоненты деятельности проекта должны быть прослежены на местах и из Брюсселя, нужно стимулировать контакты участников проекта во всех полезных случаях (составленное расписание командировок индивидуальных экспертов миссий позволит им встречаться в офисах, отдаленных местах с представителями Рабочих Групп).

Этот заключительный доклад не является описью новых предложений по проекту. Такие предложения рассматриваются руководством ТАСИСа и МФО. Быстрое рассмотрение намерений может быть обманчивым. Новые предложения по проекту будут полготовлены к конференции в Венеции, которая планируется в конце марта 1996 г. Общие темы происходят от Венских запросов и охватывают :

- действия, которые могут вызвать создание инвестиционных программ МФО, в особенности на соединениях вдоль коридора ТРАСЕКА (кроме того, не нужно пренебрегать интересами нетранзитных государств, таких как Армения, Кыргызстан и Таджикистан)
- действия, сопровождающие такие программы МФО
- поддержка самостоятельного организационного и физического развития транспортного сектора в странах-бенефициантах

Хорошие рабочие отношения сложились между командой управления и сотрудниками ЕБРР и ВБ. Состоялось знакомство с АБР. Так как последняя международная финансовая организация является инвестором в регионе (Казахстан, Узбекистан и Кыргызстан - члены этой организации и получатели помощи), нужно установить более устойчивые отношения с ней. Фонд Кувейта и Исламский банк являются двумя другими активными МФО в регионе.

Консультанты команды могут сделать много для руководства и развития проектов таким образом, чтобы оказать влияние на принятие инвестиционных решений МФО на уровне сотрудников проекта, но руководство ТАСИС должно, конечно, решать общую стратегию отношений с каждой индивидуальной МФО.

ANNEX 8

The Venice Conference Participants and Closing Documents

THIRD TRACECA WORKING GROUP CONFERENCE
(VENICE 27-28.03.1996)

LIST OF PARTICIPANTS

ARMENIA

Vardan Movsesian Deputy Minister of Economy
Ashot Shahnazarian Vice Minister of Transport
Ararat Oganessian Government Secretariat, the Head of the
Economic Management Board
Karen Tchshmaritian Vice Minister

AZERBAIJAN

Aydin Mamedov Director of Baku International Trade Port
Aydin Bashirov President of Caspian Shipping Company
Abid Sharifov Deputy Prime Minister
Vakhyd Nadirly General Director of Azerbaijan Railway
Oktai Heibatov TACIS National Coordinator
Farkhad Kassimov Representative to the Commission of the EU

GEORGIA

Akaki Chkaidze Chairman, Transport Coordination
Council
Guram Nakaidze Director, Euroasian Transport Corridor
Problems Center
Valeri Gegidze General Director of the Poti Port
Konstantin Zaldastanashvili TACIS National Coordinator

KAZAKHSTAN

Kanat Mukhamedjanov	Deputy Minister of Transport and Communications
Aleksey Kurchenkov	Vice Director of the Merchant Marine Department
Sergey Larichev	Director of the Road Department
Aigul Idrisova	Department of Foreign Economic Relations
Arkadiy Taranenko	Chief of the Board for Development of Transport, Science and Technical Policy. Ministry of Transport and Communications

KYRGYZSTAN

Suleiman. Zakirov	Deputy of Transport and Communications Department of the Government
Rinat. Rakhmatulin	Head of the Road Department, Ministry of Transport
Victor Ilyin	Head of the Department of Economic Cooperation

TADJIKISTAN

Victor Boltov	Ministry of Economics and External Economic Relations, Deputy Minister
Timur Mirzoev	State Project Research Institute "Tadjikiprotransstroy", Director
Muhammad Habibov	The Chief of the Railways

TURKMENISTAN

Moukhamedberdy Berdyev	Coordination Unit Manager
Meret Iazberdyev	Head of the Transport Department of the Cabinet of Ministers
Vladimir Volodin	Deputy to the Head of the State Committee "Turkmenavtoellary"

UZBEKISTAN

Vokhid Azamov State Road Inspector

Erkin Djuraev Ministry of Foreign Affaires, Head of Transport
Department

Navruz Erkinov Deputy Chief of Service, Department of
International Communications, Uzbek
Railways

Khurshit Nadjmitdinov Motor Transport Corporation

EROPEAN UNION

Mr. F. Fotiadis TACIS Head of Unit 1A/C4

Mr. D. Stroobants Task Manager 1A/C4

TRACECA Management Team:

Mr. M. Sims

Mr. Chr. Van Eerdenbrugh

Mr. Chr. Van de Perre

Mr. J. Herman

Mr. R. Battersby

Ms. Ludmilla Van der Zwaan

EBRD

Mr. Ousey

Ms. Ch. Philipps

TRACECA THIRD WORKING GROUP CONFERENCE: VENICE 27-28 March 1996

Agreed Minutes.

1. The Working Group reviewed the recent developments in relation to the growing traffic volumes along the TRACECA route (eg. Transport agreements concerning cotton, petroleum equipment and other products). These developments were considered of paramount importance, as they will make a major contribution to the economic viability and sustainability of the TRACECA route. In view of these growing volumes it was considered essential to step up co-ordination, co-operation, and communication among the relevant authorities of the Republics involved in the TRACECA route.

2. The Working Group recommended that the TRACECA programme should be opened to other interested Republics which are beneficiaries of the TACIS programme (in particular to Ukraine), and if possible countries which are beneficiaries of the PHARE programme. Synergies between the TRACECA route and other routes in the Region should be encouraged.

3. Ongoing projects were reviewed in detail by the Sectoral Working Groups and suggestions were put forward by delegations on certain aspects to be taken into account in the Inception Phase of these projects. The Commission undertook to transmit these recommendations to the contracted consultants, and will ensure their consideration subject to rules and procedures of TACIS projects.

4. It was recognised that there is an urgent need for co-ordination of ongoing projects on site. The Commission informed delegates that a team of European resident regional experts would be made available from July 1996 onwards, which would be exclusively entrusted with the co-ordination of all TRACECA projects.

It was agreed that for each TRACECA project a working party shall be established on site, which will monitor the progress of each project. The working party shall consist of representatives of each Republic concerned by the project, the contracted consultant of the project and the resident regional experts mentioned above. 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.

5. Delegations recommended that local expertise should be mobilised in projects to the maximum extent possible. The Commission endorsed this view. It considered that participation by local experts is already foreseen in the ongoing projects and undertook to promote still further their involvement.

6. The Working Group strongly recommended that a follow-up to the existing TRACECA programme is urgently needed in order to achieve the sustainability of the programme, and ensure its success. In this respect suggestions which were put forward by delegations during the Vienna Working Group were translated into a number of possible follow-up projects, which were discussed in details and were endorsed by all participants. In addition delegations put forward a number of new proposals for follow-up projects. The list of all follow-up projects is annexed.

It was agreed that follow-up projects should concentrate to the maximum extent possible on projects with bankable feasibility studies in order to attract private and commercial investments as well as financial support by the IFI.

7. All delegations made a strong call upon the Commission to provide the financial means necessary for the proposed follow-up projects from the TACIS inter-state programme for the years 1996 and 1997. They consider that the follow-up for the TRACECA programme should form a priority of the TACIS interstate programme. They announced their intention to support this position in the course of the forthcoming discussions of the interstate programming in 1996.

8. The parties reconfirmed the support of their Governments for the implementation of the project "Silk Road 2000".

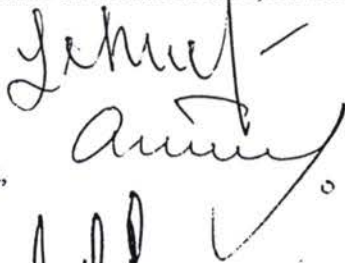
9. The Kazakh delegation announced their intention to organise a conference-exhibition on international transit in Almaty during May 1997.

10. The Mongolian delegation which attended as an observer expressed its interest in studying the inclusion of Mongolia in the TRACECA programme on the basis of mutual benefit, and will continue consultations with the Commission on this issue.

11. The next meeting of the Working Group shall take place in September 1996 after the decision on the budgetary allocations of the 1996 interstate programme.

Done in Venice on 29 March 1996, for the delegations of,

Armenia,



Azerbaijan,

Georgia,

Kazakhstan,

Kyrgyzstan,

Tadjikistan

Turkmenistan,

Uzbekistan,

The Commission of the European Union.



Annex

ANNEX

List of Projects Endorsed at the TRACECA Working Group Conference - Venice

1. Railway Electrification Study - Caucasus, including Georgian electric locomotive plant
2. Railway Electrification Study - Central Asia
3. Development of Intermodal Transport Systems
4. Railway Rolling Stock Maintenance
5. Transit Route Study - Armenia and Georgia
6. Transit Route Study - Kazakhstan and Kyrgyzstan
7. Transit Route Study - Tadjikistan and Uzbekistan
8. Road Improvement Plan - Turkmenistan
9. Roads - Winter Maintenance/Lanslides
10. Roads - Materials, Plant, Standards.
11. Intercity Passenger Road Transport
12. Road Infrastructure - Rehabilitation and completion of the Red Bridge.
13. General Cargo and Container Study Baku.
14. General Cargo and Container Study Turkmenbashi
15. Development of the Baku Ship Yard
16. Railway Ferry Terminal in Poti for a link with Ukraine, Bulgaria, and Roumania.

New TRACECA Project Themes Proposed by Delegations for Consideration

1. Improvement of Border Crossing Facilities
2. Harmonisation of National Trade Regulation Systems with International standards
3. Interstate Tariff Structures for Road Transport
4. Training of Railway Specialists
5. Information Systems for TRACECA Ports (Batoumi, Poti, Baku, Turkmenbashi, Aktau)
6. Container Terminal Study for Poti
7. Training Programme for Road Specialists
8. Pavement Management Study
9. Study of Urban Congestion on TRACECA through routes.
10. Joint Ventures for Roadside Service Facility Developments.
11. Road Link to Mongolia.
13. International transit symposium-exhibition in Almaty, May 1997.
14. Feasibility study for the Railway Line Kurgan-Tube-Kulov.
15. Transit Routes - Azerbaijan-Georgia.
16. Reconstruction of the Main Railway Track on the Route Bekabad-Kanibadam, length 60km.
17. Repair and Upgrading of Railway Maintenance at Almaty.