



**Restructuring of the Azeri and
Georgian Railways**

Contract No: 98-0171

Project No: TNREG 9701

Inception Report

July 1998



RESTRUCTURING OF THE AZERI AND GEORGIAN RAILWAYS

INCEPTION REPORT

by

GIBB Ltd

in association with

CIE Consult



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Restructuring of the Azeri and Georgian Railways Inception Report

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1. PROJECT SYNOPSIS

1 PROJECT SYNOPSIS

Project Title:	Restructuring of the Azeri and Georgian Railways
Project Number	98-0171
Country	Azerbaijan and Georgia
Project Objectives: Wider Objectives:	To: <ul style="list-style-type: none">• Assist the countries of the Caucasus to develop transport corridors which promote trade between the Caucasus and Europe• To support railway commercialisation and assist the railway managers to respond to competitive transport markets.
Specific Objectives:	<ul style="list-style-type: none">• To develop a railway commercialisation strategy• To assist the railways with support in the preparation of specific engineering projects
Planned Outputs:	<ul style="list-style-type: none">• The Railways, with the assistance of the Contractor will have drafted a new railway law. This will allow the incorporation of the Railways as State-owned Joint-Stock Companies under the direction of the Ministry of Transport (in Georgia) or the Cabinet of Ministers (in Azerbaijan)• The Railways, with the assistance of the Contractor, will have drafted a proposal for the reorganisation of the respective railways into compartment divisions,• The Railways, with the assistance of the Contractor, will have drafted Business Plans for each of their divisions.• The Railways, with the assistance of the Contractor, will have drafted technical specifications for the investment component of the proposed EBRD loans.
Project Activities	<ul style="list-style-type: none">• Review of existing legal background in each country and preparation of draft legislation.• review and analyse Railway corporate governance, organisation and management structures : recommend options for new structures : work with the Railways to prepare process and timetable for implementation.



- Assist the Railways to develop a 5 year Business Plan
- review existing environmental laws and regulations : review environmental problems and procedures, assist each railway to prepare an Environmental Management Plan.



2. ANALYSIS OF PROJECT - START SITUATION

2 ANALYSIS OF PROJECT - START SITUATION

The railways in both Georgia and Azerbaijan are operated by state-run railway departments which report to the Ministry of Transport (in Georgia) and the Cabinet of Ministers in Azerbaijan. The departments are responsible for all of the railway functions.

Both railways have previously operated under the systems and procedures imposed under the Former Soviet Union : many of these remain in place. The dissolution of the FSU has resulted in a substantial reduction in traffic and in the funding available for the operation of the railways. Investment in maintenance and renewals has fallen behind requirements and the condition of the railway infrastructure and rolling stock has deteriorated. Staffing levels have not reduced in proportion to revenues available.

Both railways have applied to EBRD for loans to cover investment in infrastructure. EBRD have agreed to finance priority improvements, and have agreed with the Georgian Ministry of Transport and Azeri Cabinet of Ministers to develop a commercialisation strategy for each railway which will improve their ability to service the loan.

This project covers the development with the railways of a commercialisation strategy and support in the preparation of specific engineering projects which are subject of the investment.

2.1 Relevant Project Context

2.1.1 Azerbaijan

Traffic on the Azerbaijan railway system has dropped from about 92 million tonnes (37 billion ntkm) and 15 million passengers (1827 million pkm) in 1990 to current levels of about 4 billion ntkm of freight and about 90 million pkm of passenger traffic i.e. about 5% and 20% of 1990 levels.

The railway is a state enterprise and a defined legal entity, with a number of fully-owned subsidiary companies. The General Manager reports to the Cabinet of Ministers who have a major say in determining railway policy.

The General Manger has eight groups, including administrative, locomotives and traffic inspection reporting directly to him. Other activities report through three Regional Managers and six Deputy General Managers.

The Railway has about 28,000 staff on the railway proper plus some 12,000 employees in ancillary operations including waterhops, ballast quarries, depots and railway schools and hospitals.

International traffic, particularly freight is a major element of the railway business, including an oil transport agreement with the oil producer Chevron. Relations with other railways are conducted through the Organisation for the Cooperation of Railways (OSShD) in the CIS, the Council for Rail Transport, agreements with Georgia, Turkmenistan and Uzbekistan; and membership of the UIC. These provide effective operational and technical arrangements with its neighbours, except with Armenia.

The network of 2125 route km includes a main link to Russia via Chechnya; the trans-Caucasus main line to Georgia; a main line through Armenia to Nakichevan in Azerbaijan (currently operated only to the Armenian border owing to unrest); and a line to Iran from Osmanti Novy on the Nakichevan line. Some 75% of traffic is related to the trans-Caucasus line.

The railway rolling stock and locomotive fleet is generally adequate for current traffic owing to the reduced demand. Capacity for petroleum traffic is limited and some 1000 tank wagons have been leased for the Chevron traffic: this should accommodate demand provided that maintenance and repair can be carried out on schedule.

The railway track condition is sub-standard over significant proportions of main line, despite an ongoing renewal programme which is inadequate owing to lack of materials and plant.

The railway has reported a small profit in recent years despite falling revenues.

2.1.2 Georgia

Traffic on the Georgian railway system has dropped from about 36 million tonnes and 17 million passengers in 1998 to about 10% and 20% respectively of these levels in 1996. Traffic has increased in 1997, particularly as a result of Chevron oil traffic and freight levels are now estimated to be about 9 m tons / year.

The railway is a division of the Ministry of Transport reporting to the Minister. The Chairman of the Georgian Railway Department has twenty four Deputies reporting to him, including Regional Directors and Chief Engineers, support services and ancillary businesses.

The railway has about 18,000 staff on the railway proper plus some 8,500 employees in ancillary operations including workshops, schools, institutes and hospitals etc.

As in Azerbaijan, international traffic is a major element of freight business and relations with other railways are conducted through the Organisation for the Cooperation of Railways (OSShD) in the CIS, the Council for Rail Transport, agreements with Azerbaijan and Armenia; and membership of the UIC. These provide effective operational and technical arrangements with its neighbours.

The network of 1569 km includes the trans-Caucasus main line of 725 km and 806 km of single track branch lines. Currently some 90% of traffic is on the main line.

The signalling system has been severely degraded by theft and damage of the equipment but continues to function at a capacity sufficient for the reduced traffic.

The railway rolling stock and locomotive fleet is generally adequate for current traffic owing to the reduced demand although some conversion of wagon types is envisaged by the railway in the near future to match changed demand patterns.

There is a large track maintenance back-log resulting in significant lengths of substandard track: a limited renewal programme is in hand.

The railway reports profit, some of which arises from low levels of staff salaries.

2.2 Main Problems

Both railways have management / institutional set-ups and staff levels which have not changed significantly since the period of high traffic and assured income prior to collapse of the FSU. Whilst revenues remain sufficient to result in the reporting of profits they operate to a large extent on a basis where expenditure is determined by the income that can be generated, and are unable to allocate all the funding necessary to adequately maintain or renew the major railway assets of infrastructure and rolling stock. Whilst the rolling stock surplus resulting from the reduced traffic levels is sufficient to allow this, the infrastructure maintenance has fallen behind.

In Georgia, no contribution to the railway finances is made now or can be expected in the future from the state. The railway is a major employer in an economy where unemployment levels are high. It has a tradition of operating social services for the staff and a reduction in manning levels will result in widespread social difficulties. Estimates within the railway of future traffic levels are optimistic: preparation of forecasts and achieving agreement with the railways on these will be an important part of the study.

In Azerbaijan, on account of the expansion of the oil industry employment levels are higher and the social problems associated with reduction in size of the railway staff will not be as severe in the Baku area, whilst a similar situation is expected to exist otherwise.

Both railways have passenger services which provide an essential transport service particularly in the suburban context. Viability of some of the services may be questionable at present and subsidy from the freight services may be disguised within the accounting structure. It will be necessary to identify passenger service costs and revenues in future accounting processes.

2.3 Target Groups

2.3.1 Georgia

The beneficiary in Georgia is the Ministry of Transport. In discussion the Deputy Minister has expressed the following views:

- there is significant local expertise in Georgia and this must be mobilised in our study
- the Ministry has great confidence in the expertise within the Railways and wishes us to incorporate and develop this as much as possible
- the Ministry recognises the need for development of expertise in preparation of business plans and wishes the Railway staff to benefit from the experience of preparation jointly with the Contractor
- pension provisions for retired staff will be a major concern in financial planning
- adequate business plans are seen as essential by the Ministry in order to attract investment
- the Ministry is anxious to prepare the railways for commercialisation.

The Head of the Railways in Georgia has indicated recognition of a need to reduce numbers of staff and to pay proper salaries to the remaining employees. He has warned of the need to allow for high social costs arising from restructuring in the first decade. The social institutions within the Railway (schools, medical facilities etc) are an important part of the railway culture and must be treated with care and consideration in any restructuring process.

He confirmed the existence of substantial expertise within the railway, and nominated individuals to correspond with the contractors team in the development of the proposals and business plans within this project.

The railway is responsible for development of technical specifications for the items to be procured under the EBRD Loan. Discussions with the railway have elicited that:

- specifications for trackwork materials can be readily prepared
- specifications for Ballast Tamper and Sleeper Changing machine will be available.
- specifications for spares relate to a Russian built ballast cleaning machine and whilst this is readily specified there may be difficulty in satisfying EBRD procurement rules.
- specifications for bridgework are still to be prepared. The railway has this in hand, and local tender is envisaged, so the contractor must arrange to satisfy EBRD procurement rules.
- the Railway will wish to procure signalling equipment which is compatible with the existing Russian equipment. Preparation of specifications is not well advanced and significant input may be required both from the railway and the Contractor.

2.3.2 Azerbaijan

Contact in Azerbaijan has been made with the Deputy General Manager (Economic) of the Railway, who has been designated by the Cabinet of Ministers and the General Manager to coordinate the railway input. The comment imparted by the railway includes the following:

- the concept of reconstruction is understood and is welcomed. The length of this study is seen as very short for the volume of consideration and decisions to be carried out.
- restructuring has been considered by the Railways previously and proposals in 1996 were radical but insupportable in Azeri law.
- the Railway believes that the time scale allocated for this study is too short
- the Railway is keen to restructure and will do all that it can to assist the Contractor
- the Railway wishes to have its own institutes involved as far as possible where local consultant input is required
- the use of Giprozavodtrans (Ukrainian design institute specialising in wagon repair shops) is approved by the Railways, for whom they have worked previously.

In terms of the preparation of Technical Specifications for the EBRD loan items the following emerged:

- the Railway has not progressed specifications for the Baku Wagon Repair Works beyond the work previously discussed by CIE on behalf of EBRD. Accordingly the Contractor set up meetings with the Railway and Giprozavodtrans and have concluded an agreement

with Giprozavodtrans to prepare the specifications for items agreed between the Railway and the Contractor.

- specifications for the upgrade Balajari Wagon Washing Works have been progressed in discussions between the Contractor and the Railway in July 1998 and the assistance of the Railways Design Institute. Azeldoprojekt has been arranged to progress this work with the guidance of the Contractor.
- specifications for track components (rails, sleepers, fittings) have been discussed with the Railway and can be readily prepared.
- specifications for a ballast tamping machine can also be readily prepared.

2.4 Beneficiaries

2.4.1 Georgia

The direct beneficiary in Georgia is the Ministry of Transport. The Railway Department is an indirect beneficiary.

2.4.2 Azerbaijan

The direct beneficiary is Azerbaijan's The Cabinet of Ministers. The Railway is an indirect beneficiary.

2.5 Commitments

Commitments made by the Railways to date include

2.5.1 Georgia

- Provision of office space within their headquarters.
- Oral commitment to provide personnel to work with the Contractor on preparation of structural adjustments business plan and environmental management plans.
- Oral commitment to provide technical specifications for procurement under EBRD loans.

2.5.2 Azerbaijan

- Provision of office space within their headquarters
- Oral commitment to provide specialists within the organisation for development of structural adjustments, business plans and environmental management plans.
- Commitment to provide technical specifications for Balajari Wagon Crushing Plan investment equipments.

2.6 Changed circumstances

The following aspects of the study appear to have changed since the time of bidding for the project:

2.6.1 Technical Specifications and Procurement

Article 4.1.4 of the Terms of Reference indicates that the railways will provide all preliminary technical specifications and that the Contractor is to assist in production. It has become apparent in respect of the Baku Tank Wagon Repair Works that specifications have not been progressed by the Railway and therefore the Contractor is to provide additional help with the assistance of Giprozavodtrans.

3. PROJECT PLANNING

3 PROJECT PLANNING

3.1 Relation with other projects

The railways in the Caucasus have been thoroughly studied in other projects. The Terms of Reference recognise this, as have the instructions to the Contractor at initial briefing meetings. Since the time of writing the TOR an additional investment study has been carried out on each railway for EBRD by CIE consult, who have reported with Project Identification Report for the respective railways. The effect of these studies is that the need to identify investment projects is reduced, but there is a greater need to ensure that the definition of these is well advanced so that the loan preparations can continue as planned.

The EBRD and Georgian Railways have also made progress on railway law in Georgia, where the Ministry of Transport Railways have prepared a first draft law, the EBRD has offered comment, and the Minister has responded to this comment. The format is not fully compliant with the model proposed by the TRACECA Legal Reform Project but in view of the progress to date it is seen as appropriate to progress the present draft rather than to seek compliance, and to modify the resulting Georgian model as necessary for the Azerbaijan context.

A first draft financial model has been prepared for EBRD for the two railways. The format however has an emphasis on economic matters for the purpose of justification of investments and it is not seen as likely that the model will be developed in its present form by this study where the emphasis is seen as better directed toward the development of a model for the future financial management of the railways. Some of the work done to date will be useful to the railways in preparation of new models, but the model does not at present represent a major development in the context of this project.

In addition the EU Tacis programme has progressed in parallel with the preparation for grant-funded investment in the two railways on the following critical items

- Azeri Railways

 - Provision of boilers for the Balajari Wagon Washing Unit

- Georgian Railways

 - Provision of a fibre-optic cable and associated communications equipment in main-line stations.

The contractor has been requested to review the procurement documentation for these as an additional duty under this project and arrangements to do this are already in hand.

3.2 Project Objectives

Objectives have been set out in Part 2 above and will be followed by the project team. The overriding objective will be to develop the capability of the two railways to:

- understand the commercial business planning and monitoring process
- propose new structures to meet the commercial needs

- prepare business plans
 - prepare environmental management plan
-

3.3 Project approach

The project has commenced with initial visits to the two countries to:

- make initial contacts with the Railways
- obtain initial overall comment and views
- establish contact points within the Railways for the expert inputs to proceed
- establish offices and logistic support for the expert tasks
- establish relationships with the regional consultants and set up initial working arrangements for the critical activities
- review progress by the Railways on the preparation of Technical Specifications for the EBRD investment items
- progress the initial aspects of these specifications
- identify any need for additional different specialist inputs by short-term experts.

A series of meetings has been conducted at senior level in the Railways and in the Ministry of Transport in Georgia. These meetings are listed in Annexure I.

Broad activity proposals for the separate disciplines are given below:

3.3.1 Legislative environment and new Railway Law

Activities

- Review existing draft prepared for Georgia including responses by EBRD and Ministry. Establish broad suitability and sufficiency of content
- Review existing legislation including that covering Joint Stock Companies, transport, and State owned enterprises. Establish background for operation of the new law.
- Discuss amendments to current draft with Railway legal department : incorporate comment
- Prepare new draft and discuss this with Railway and Ministry of Transport
- Repeat process in Azerbaijan

Key Issues

- development of a budgetary compensation mechanism for loss-making passenger services or other loss-making commitments inflicted by Government

- freedom of freight tariff setting and independent regulation of freight tariff regulation only where abuse of monopoly power exists
- separation and divestment of ancillary and other non-core rail businesses
- encouragement of private sector participation and investment in the railway industry
- obligation to meet minimum environmental standards

Deliverables

- Commentary on legislative background
- Commentary on positions expressed by beneficiaries
- Recommendations for a new draft law in each country.
- separation of policy, regulatory and operating responsibilities in the railway sector and requirements for operation to be commercially driven
- Transformation of Railways Departments into Joint Stock Companies
- elimination, step-by-step of cross-subsidy of passenger services by freight;
- development of a budgetary compensation mechanism for loss-making passenger services or other loss-making commitments inflicted by Government
- freedom of freight tariff setting and independent regulation of freight tariff regulation only where abuse of monopoly power exists
- separation and divestment of ancillary and other non-core rail businesses
- encouragement of private sector participation and investment in the railway industry
- obligation to meet minimum environmental standards

3.3.2 Organisation and Management Structures

Objectives

- Assist the Railways to review, analyse and recommend appropriate changes to Railway corporate governance, organisation and management structures
- recommend a preferred choice for an efficient structure to deliver policy objectives

Activity

- review existing structure and links with Government
- Macro level reviews of relationships, organisation, links, responsibility, efficiency and need
- review organisation in headquarters and regions on similar basis
- review responsibilities, functions, outputs and resource requirements
- develop alternative proposals for structure to meet the new responsibilities and functions required of a commercial organisation.
- present in outline, modify in discussion, develop recommended format including structures for headquarters and a typical region, definition of lines of authority, function and role.
- identify means of achieving new structure by transitional changes including outline programme and resource development.

Deliverables

- identification of main constraints and issues
- detailed organisation charges

- specification of departmental responsibilities
- core relationships and integration of decision making processes between departments
- timetable for implementation

3.3.3 Business Plan - Overall

Contributions to the Plan will come from items 3.3.4 to 3.3.7

Objectives

Assist each Railway in the development of a 25 year strategic plan and a 5 year business plan to stabilise and improve commercial performance, taking account of

traffic forecasts
revenue freedom
resource constraints
productivity improvements

Activities

A general application of modern business planning models working closely with railway managers will examine current and future decision making processes, business objectives and constraints to success, using processes such as SWOT. Activities will include

- review of economic situation
- projections of passenger and freight traffic by critical analysis of previous reports, prognosis of future economic trends, modal split, influence of tariffs
- analysis of current levels of the most important traffic : assessment of costs: assessment of tariffs achievable: assessment of future profitability.
- identification where possible from existing data of unprofitable lines and services : identification of necessary subsidies for essential services, proposals for divertment of unprofitable and inappropriate services

Deliverables

- Narrative Business Plan outlining the processes, assumptions and recommendations for a 5-year commercial business and including
 - Operations Review
 - Infrastructure Review
 - Maintenance and Renewals
 - Corporate Financial Model
 - Human Resources Development

3.3.4 Operations Review

The operations review will contribute to both the management restructuring and the Business Plan as described above.

It will include an examination of existing practices, review of constraints to change of practice, discussion with the railways on potential changes to practice and identification of any investment required for improved operations with justification of the same. The particular activities to be undertaken will include:

- analysis of passenger and freight carryings, in terms of volume, quality and reliability

- train planning, manning levels, productivity. Rolling stock distribution, availability and utilisation
- station capacity and services
- quality of service on offer to the customer
- catering services
- intercity services
- local and commuter services
- international passenger service
- marshalling yards
- wagon load traffic
- multimodal traffic
- freight transit traffic
- block train working
- containerisation and prospects for consolidation of marshalling yards and introduction of modern intermodal terminals
- consult Railways on any proposals for change / investment
- provide recommendations for change / investment
- broad justification of change / investment in collaboration with Economist team

3.3.5 Network Infrastructure Review

The network infrastructure review will contribute to both the management restructure and Business Plan activities as described above. It will include an extension of the infrastructure review carried out in the 1998 EBRD / CIE investment studies to identify maintenance and renewal resource requirements and costs. Network objectives will be set out and broad physical and financial targets will be set out for:

- track
- rolling stock
- train control
- power supply
- communications
- asset management MIS
- work practices, labour levels and productivity
- investments including outline justification

Activities

- Update and extension of existing reviews
- Projection of resource requirement
- Proposals for changes in maintenance practices and manning
- Review with Railway authorities
- Recommendations for changes
- Broad justification of investments proposed in collaboration with Economists team

3.3.6 Financial Review and Corporate Financial Model

The review and model will be a significant portion of the Business Plan output as described above. It will also include the following

Activities

A. Preliminary assessment of the financial situation of the railways

- review of the structure and content of financial statements for the railways core and non-core activities. This is normally limited to an assessment of the published income statement and balance sheet and any supplementary financial schedules that are available.
- Identification of any material departures from international accounting practice that needs to be highlighted. This is usually an adjustment for depreciation, bad and doubtful debts, treatment of railway costs as distributions of profit e.g. provision of social facilities to staff such as medical care and housing.
- preparation of an adjusted set of financial statements and a commentary

B. Review of the structure of the Finance / Economics departments

- Obtain current organisation charts and discuss the functions of the departments with the Chief Accountant and Chief Economist
- Prepare suggested structure based revised financial control / financial reporting requirements

C. Preview of financial MIS

- Discuss current method of data processing with senior finance staff
- Prepare a summary overview of suggested financial data flows in a modern railway organisation to guide management in the development of financial systems

D. Preparation of Financial Model and Financial Projection for the Railway Departments

- Work with railway counterparts on the separation of costs between the business units
- Identify a suitable activity base for each cost category to be used in the prediction of future costs and identify the number of activity units and the cost per activity unit
- Use input from other technical experts on the project to determine changes in the level of activity in each functional area and changes in unit costs that result from operation improvements / investment etc.
- Prepare projects of revenue and costs for each Business Unit
- Obtain details of proposed Investments and Loans required and reflect the impact of these in the Railways cashflow position
- Prepare projected balance sheets for the Railway

3.3.7 Human Resources Development

Human Resources Development and Training inputs will support the overall project on policy matters including the discovery of existing policy and procedures, the extent to which they are followed, the compatibility of these with recognised good practice and the need for any improvements.

The inputs will make an active contribution to the development of Business Plans and provide advice and material to these plans.

Activities

- To gather and analyse information on manning
- Based on existing Job Specifications and proposed new Job Roles, establish skill levels and determine Training gaps both now and for the future

- Make recommendations on Education, Training and Developmental interventions to bridge those gaps
- Where possible to introduce the idea of Competency rather than the narrow qualifications based way job skills are described. This would be useful in helping to gain understanding of essential concepts in the change process such as leadership, communications and decision taking
- Recommend on Training and Development activities to support the ongoing development of a Leadership culture
- Examine and make recommendations on downsizing taking into account the facts, impacts and cultural context. The latter to include management style and trade union role(s)
- To assist with the development of a model for consultation taking into account the traditions of the existing mechanisms as well as the need for the business imperative to be the prime determinant in making future decisions
- Establish the facts of the Social Safety Net and the degree to which this will help or hinder the potential success and pace of a downsizing programme
- Identify the key issues in implementation and make recommendations to deal with them
- Coordinate the running of three 5 - day Forums
- Review the communications mechanisms used to inform employees on business matters and recommend the development of two-way communications models for the future
- Evaluate the existing computerised HR information systems and recommend changes where appropriate.

3.3.8 Environmental Action Plan

Objectives

- Identification of environmental laws and regulations
- Development with the Railways of environmental procedures and action plans addressing any existing environmental problems and potential situations with an environmental threat.

Activities

- review of laws and regulations
- Review of railway activities and environmental impact
- review of existing procedures and action plans and the extent to which these meet requirements
- Review of any investment proposals and environmental impacts
- Assistance to the Railways in development of new procedures and plans

Deliverables

- New environmental procedure
- New action plans

3.3.9 Know-How Transfer

Objectives

- Transfer of technical skills in commercial and environmental matters

Activities

- Seminars on Commercial matters. Currently the following are proposed:
 - elements of a business plan and sources of data
 - assembling of a business plan and corporate financial model
 - EBRD procurement procedures and technical specifications

Deliverables

- Seminar in both countries
- Course notes.

3.3.10 Technical specifications

Azerbaijan

Investment in Baku Wagon Works

A technical specification is being prepared for a single design and build contract to be let to cover the EBRD financed work.

Funding has been allocated as follows :

Baku Wagon Repair Works - Financing Plan				
	Cost (US \$ million)			
	EBRD	TACIS	Local	Total
Health and safety measures	6.30	-	0.87	7.17
Modernisation and renewal	6.45	-	3.30	9.75
Additional production facilities	5.37	-	0.71	6.08
Total	18.12	-	4.88	23.00

Meetings have been held with the railway staff who have been identified by the Railway as responsible for input to the technical specification of the project - the Chief of Technical Department, the Chief of Wagon Services, and the Director of the Baku Wagon Repair Works. The input will be co-ordinated by the Chief of the Technical Department.

A protocol of intent has been drawn up for obtaining outline permissions and the required parameters from the various authorities for inclusion in the technical specification, so that the appropriate local and national standards can be specified, and statutory approvals obtained in due course. Responsibilities have been identified in the Railway. The key dates to be met to complete the technical documentation by the end of September are being specified.

Obtaining statutory approvals in due course will be a crucial task for the appointed contractor, after he completes the design stage, and before construction starts.

It has been identified and agreed that the design capacity of the works is to be 1500 wagons per annum - 1000 wagons on normal shift, and 1500 with double shift. Additional environmental works may be required for double shift working.

A meeting has been held in early July, in Baku, with Giprozavodtrans Institute, the Ukrainian consultants who were engaged by the Railway in 1996 to prepare a feasibility study for the

Tank Wagon Works, the main proposals of which are the basis of the current investment programme.

The world market concept of design and build has been carefully explained to both the Railway and Giprozavodtrans, and they both have a full understanding of the concept and responsibilities.

A contract has been entered into by Gibb to engage Giprozavodtrans to draw up a technical specification for use as the basis of a design and build contract for the works on behalf of the railways. Giprozavodtrans will also provide a translation into English

The original proposals were drawn up for tank wagons only, but now that the Railway have a requirement for other types of freight wagons to be overhauled at the works, the scope of work will be modified to take this into account.

Sample specifications are due early August for comment and approval by the contractor and the Railway, and an updated cost estimate will be prepared by mid August, for discussion by the contractor with the Railway, to agree the final work content.

It is probable that revised unit costs will be lower and the amount of work to be included can be increased within the project estimate of US \$23m. Giprozavodtrans have agreed that the full technical specification for the works to be undertaken will be available by the end of September for the contractor to check the suitability for international tender.

Balajari Tank Wagon Washing Plant

Work has started on the technical specifications to be prepared for the three contracts to be financed by a loan from the EBRD, and the technical specification for the boilers to be paid for by TACIS.

Funding has been allocated as follows :

Balajari Washing Plant - Financing Plan				
Project	Cost (US \$ million)			
	EBRD	TACIS	Local	Total
Boilers - replacement	-	0.55	0.03	0.58
Water treatment plant - additional	1.65	-	0.03	1.68
External wash plant - new	0.39	-	0.51	0.90
Internal wash plant - refurbish	0.94	-	0.15	1.09
Amenity block - upgrade	-	-	0.03	0.03
Total	2.98	0.55	0.75	4.28

The three EBRD contracts consist of a design and build contract for the refurbishment of the internal wash plant, and supply and install contracts for the water treatment plant and the exterior wash. There is also ancillary work associated with each project to be financed by the Railway.

Meetings have been held with the railway staff who will be dealing with the Balajari project - the Chief of Technical Department, the Chief Engineer of Wagon Services, and the Director of the Balajari Tank Washing Plant. Again the project will be co-ordinated by the Chief of the Technical Department.

Separate protocols of intent have been drawn up for each of the three contracts, for obtaining permissions and the necessary parameters from the various authorities for inclusion in the technical specifications, so that the appropriate local and national standards can be met, and

statutory approvals obtained in due course. Responsibilities have been identified in the Railway. The key dates to be met to complete the technical documentation by the end of September are being specified.

The Railway have appointed their in house design team, Azeldorproject, to draw up the technical specifications for the design and build contract for the upgrading of the tank interior washing plant and the bitumen tank plant. A meeting has been held with Azeldorproject and the concept of design and build has been carefully explained, and they have a full understanding of the concept and responsibilities.

Technical specifications are also being prepared for the two supply and install contracts for the exterior wash and the oil/water treatment plant.

Again sample specifications are due mid August for comment and approval by the contractor. Translations into English has still to be arranged.

Balajari - Boilers to be financed by the EU through TACIS

Discussions have been held with the TRACECA Manager - Caucasus, on the contract for the two boilers to be supplied for Balajari Tank Wagon Washing Plant.

The outline specification received has been discussed with the Railway, and their requirements will be set out in more concise parameters.

The target is to have the technical specification ready for tender by mid August.

Track materials and Track Machinery

Specifications are known and can be put into appropriate format

Activities

- complete Wagon Workshop specifications through Giprozavodtrans, amend Giprozavodtrans output as necessary to meet EBRD procurement requirements. Discuss revised estimates with Railway and amend scope of procurement if necessary to suit budget.
- Receive draft specifications for Balajari works from Aveldorprojekt and Railway, discuss with Railway, amend as necessary to meet EBRD rules
- Prepare track materials and track machinery specifications with Railway to meet EBRD rules
- Receive specifications for Boilers from EU TACIS, review for suitability, respond to EU.

Deliverables

- Technical specifications for the EBRD loan procurement components in format suitable for EBRD procurement
- Review of specifications for Balajari Boilers.

Georgia

The major inputs to specifications for the EBRD procurement is for the signalling component and bridge works. Other items are reasonably well defined.

Activities

- Review status of existing signalling system with Railways. Obtain detailed data on components required to restore the installation.
- Consider whether the signalling components can be described by a performance specification suitable for supply by competitive bidding or whether equipment has only a single source of supply. In the latter case discuss procurement possibilities with EBRD. If performance specification can be prepared, assist Railway in preparation and review output. Discuss with Railway the format of a Nominated Sub-contract for installation of signal components by the Railway. Include in technical Specifications.
- Arrange with Railways for the preparation of technical Specifications for bridge works suitable for tender in Georgia. Discuss these with Railways and ensure that format is sufficiently open.
- Discuss the requirement for spares for ballast cleaning machines with the Railway. Develop performance specifications if possible.
- Assist Railway to develop technical specifications for track materials and track machines to suit EBRD rules.

Deliverables

- Technical Specifications to EBRD rules.

3.4 Project Planning

This project has a very short duration, having a requirement for a draft final report at the end of four months and a need to mobilise a team to work in two countries. Both beneficiaries, who are required to participate in the process, have remarked on the tight time scale. Both have indicated willingness to cooperate in achieving the objectives despite their recognition that the month of August, when study activity must be at a peak, is traditionally a holiday month when railway staff who do remain in post are occupied in maintaining momentum in the absence of others.

On the basis that assurance has been given of cooperation by the two railways a project programme has been developed with a target date for a final report at the end of October given a start date of end June 1995. This programme is shown as Annexure 2, and is the designated Overall Plan of Operations Deployment of the Contractor. EU staff to meet this programme is shown at Annexure 3.

An Overall Output Performance Plan is shown at Annexure 4.

3.5 Short term specialists

Short term specialists are required for this project both because a series of rapid actions must be carried out in two countries and because some activities demand specialist experience. A list of short term specialists, together with the reasons for their deployment and CVs is shown at Annexure 5.

3.6 Equipment

Two offices have been set up in the region to support the activities of the EU experts. These must be equipped as soon as possible. The only practical means of equipping is to purchase locally for the following reasons:

- to ensure availability of local support both during the project and after handover of employment to beneficiaries
- to acquire equipment and set this to work in time for it to be useful on the project

Quotations have been received from regional suppliers for equipment of EU origin, and it is proposed to proceed with purchase. A schedule of equipment is attached at Annexure 6.

ANNEXURE 1

ANNEXURE 1

Meetings held in Region

Azerbaijan	Individual	Organisation - Designation
9.7.98	Mr Ahmedzade	Director, Baku Wagon Repair Works Azeri Railways
10.7.98	Mr M Panahov	Deputy GM (Economics) Azeri Railways
10.7.98	Mr Wajafov	Chief Engineer Azeri Railways
10.7.98	Mr Ahundov	Director, Balajari Wash Plant Azeri Railways
11.7.98	Mr Akmedzade	Director, Baku Works Azeri Railways
11.7.98	Representatives of Giprozavodtrans Design Institute	
12.7.98	Mr S Moretti	Tractebel
13.7.98	Mr Panahov Mr Hassanov Mr Guliyev Ms Lala Gouliyeva	Head of Track Services Chief Engineer Track Services EBRD

Several meetings were also held with the TACIS Coordination Unit (Mr Kazimov) and Traceca Coordination Unit (Mr Ismail).

Further meetings held in week 13/7/98 to 17/7/98 with Directors of Wagon Works and Wash Plant.

Georgia

18/7/98	Mr Chkhaidze	Head of Railways
13/7/98	Marc Graille	Traceca Coordination Unit
14/7/98	Irma Khvedliam	Tacis Coordination Unit
14/7/98	Mr Lombadze	Deputy Minister for Transport
14/7/98	Mr Tsagarelli	Traceca Problem Center
15/7/98	Mr Tatishvili	Chief of the Service of Foreign Relations, Georgian Railway Dept

15/7/98	Mr Rostomashvili	Deputy Chief, Service of Foreign Relations, Georgian Railway Dept
15/7/98	Mr Gongoladze	Head of Division, Service of Foreign Relations, Georgian Railway Department
15/7/98	Mr P Daubresse	EU Delegation
15/7/98	Mr J Schramm	Resident Representative, EBRD
16/7/98	Mr I Melkadze	Chief Engineer, Georgian Railways
16/7/98	Mr H Maters	Tacis Monitoring Unit
16/7/98	Mr A Arobelidze	Ar & C Consulting
17/7/98	Mr Zibzibadze	Chief of Track Services, Georgian Railways
17/7/98	Mr Arveladze	Head of Communications and Signal Services, Georgian Railways
17/7/98	Mr N Melikadze	Strategic Research Center
17/7/98	Mr E Meladse	Technical Institute for Railway Design

ANNEXURE 2

ANNEXURE 2

OVERALL PLAN OF OPERATIONS

Project Title : Restructuring of Azeri and Georgian Railways		Project Number : 98-0171		Country : Azerbaijan and Georgia		Page :				
Planning Period : July 1998 - December 1998		Prepared on : July 1998		EC Consultant : Gibb Ltd, UK						
Project Objective : Inception Report : develop transport corridor and support railway commercialisation										
No.	MAIN ACTIVITIES	TIME FRAME						INPUTS		
		1998						PERSONNEL	EQUIPMENT AND MATERIAL	OTHER
		Jul	Aug	Sep	Oct	Nov	Dec			
1	Establish Offices	▬						EU Consultants	Computers	
2	Technical Specifications	▬	▬	▬	▬			Regional Consultants	Furniture	
3	Draft New Railway Laws	▬	▬	▬	▬				Telephone	
4	Organisation and Management		▬	▬	▬				Fax	
5	Business Plan		▬	▬	▬					
	Forecasts		▬							
	Operations		▬	▬	▬					
	Infrastructure		▬	▬	▬					
	Rolling Stock		▬	▬	▬					
	Human Resources		▬	▬	▬					
6	Seminars			▬	▬					
7	Environmental Management Plan		▬	▬	▬					
8	Draft Final Report									
9	Final Report									

ANNEXURE 3

ANNEXURE 3

**RESTRUCTURING OF THE AZERI AND GEORGIAN RAILWAYS
DEPLOYMENT OF EU EXPERTS**

	July			August			September			October			November			December			Totals (Days)										
	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	Azerbaijan	Georgia	EU
PROJECT DIRECTOR																													
J Higgins																													
PROJECT MANAGER																													
B G Brent / J A Kelleher																													
BUSINESS PLANNER																													
D Giblin																													
INSTITUTIONAL																													
D Waters																													
ECONOMIST																													
B Arrowsmith																													
P Crotch																													
FINANCIAL																													
G O'Mahoney																													
LEGAL																													
M Carroll																													
OPERATIONS																													
T Eaton																													
C Stamp																													
ROLLING STOCK																													
S Myers																													
INFRASTRUCTURE																													
I Ogurcak																													
K Tomlinson																													
TRAINING																													
B Culliton																													
MISCELLANEOUS																													
V Hoey																													
ENVIRONMENTAL																													
G Mudge																													

Key:
 ■ Azerbaijan (Calendar Days)
 ▨ Georgia (Calendar Days)
 □ UK (5 days / week)

ANNEXURE 4

ANNEXURE 4**OVERALL OUTPUT PERFORMANCE PLAN**

Project Title : Restructuring of Azeri and Georgian Railways	Project Number: 98-0171	Country: Azerbaijan and Georgia	Page:
Planning Period : July 1998 - December 1998	Prepared on : July 1998	EC Consultant : GIBB Ltd, UK	
Outputs	Agreed Objective Verifiable Indicators Constraints and Assumptions C/A		
DRAFT RAILWAY LAW Georgia 30/10/98 Azerbaijan 30/10/98	Compatibility with Existing Laws. Suitability for Commercial Railways.		
CORPORATE STRUCTURE Georgia 30/10/98 Azerbaijan 30/10/98	Compatibility with Future Business Agreement with Railway Authorities		
BUSINESS PLAN Georgia 30/10/98 Azerbaijan 30/10/98	Compatibility with Future Business Availability of Disaggregated Historical Data		
TECHNICAL SPECIFICATIONS Georgia 30/10/98 Azerbaijan 30/10/98	Suitability for EBRD Procurement Development by the Railways		
ENVIRONMENTAL MANAGEMENT PLANS Georgia 30/10/98 Azerbaijan 30/10/98	Compatibility with EBRD Procedures		
FINAL REPORT	Comments by Beneficiaries Comments		

ANNEXURE 5

Traceca Restructuring Azeri and Georgian Railways Contract 98-0171

Proposed short-term experts

Name	Expertise	Reason for deployment
K Tomlinson	Signalling	Requirement for Signals Expert identified, to prepare detailed technical specifications for the EBRD procurement in Georgia.
C Stamp	Operations	<ul style="list-style-type: none">• Requirement to evaluate operations in two countries• T Eaton unable to leave UK until end August owing to illness of his spouse.
L Sarybekova	Environmental Russian Speaker	<ul style="list-style-type: none">• Review of existing legislation, all written in Russian
J Kelleher	Project Manager	<ul style="list-style-type: none">• Project management activity required in three centres:<ul style="list-style-type: none">■ Europe■ Baku■ Tbilisi <p>The need for an additional person in support is recognised.</p>
K Polyanska	Russian Technical Editor	<ul style="list-style-type: none">• For support in preparation of technical documents
P Boen	Procurement	<ul style="list-style-type: none">• Advice on contractual aspects of procurement and technical specifications.

CURRICULUM VITAE

PROPOSED POSITION IN THE PROGRAMME:

1. FAMILY NAME: Tomlinson
2. FIRST NAME: Keith
3. DATE OF BIRTH: 1940
4. NATIONALITY: British
5. CIVIL STATUS:
6. EDUCATION:
Bachelor of Technology Degree in Electrical Engineering (2:2)
Diploma in Management Studies Course, Leeds College of Commerce
7. LANGUAGE SKILLS:

Language	Reading	Speaking	Writing
English	5	5	5

8. MEMBERSHIP OF PROFESSIONAL BODIES:

9. OTHER SKILLS:

Senior Executive Course, Manchester Business School
Effective Management Course, Watford
SSI Appreciation Course, Derby
IECC Appreciation Course, Derby
Various Safety Courses

10. PRESENT POSITION:

Signal Engineer

11. YEARS WITHIN THE FIRM:

12. KEY QUALIFICATIONS: (Relevant to the programme)

A professional Signal Engineer of 39 years experience. This experience ranges from:

- Design and development of projects
- Production of working details
- Testing and Implementation
- Maintenance
- Production of standards.

All the above activities have been both undertaken personally and have been managed.

Since the privatisation of British Rail additional experience in the contracting world has been obtained.

Since joining GIBB worked as part of the team developing the signalling for the Leeds Resignalling project and on a level crossing feasibility scheme.

13. SPECIFIC EASTERN EUROPEAN COUNTRIES EXPERIENCE:

Country	Date: from (year) to (year)

14. PROFESSIONAL EXPERIENCE RECORD:

1996 to date

Signalling 125 Ltd: contracted to Adtranz, York as Design & Test Engineer/Quality Assurance Engineer for the Railtrack Division

An 18 month contract with Adtranz, duties were virtually unchanged from my previous post with them but later I took on more of the quality assurance role beginning by setting standards to combine the best practices of the former ABB and Interlogic, and investigating complaints. I am also a competence assessor for Institution of Railway Signal Engineers.

1994-1996

Interlogic Control Engineering as Design and Test Engineer, York/Reading

Responsible for allocation of resources to design and test elements of projects, as well as setting and maintaining relevant standards for the company. This included analysing the effect of changed and new Railtrack Standards on the operations of the company. Originally with staff on three sites the company decided to concentrate its activities onto two sites and I became responsible for overseeing the closure of the York Office.

In January 1996 Interlogic was purchased by a company (Adtranz) set up under a joint venture between ABB and Daimler Benz. Role remained similar except the ABB office at Derby came under my control. Later offices were set up at Glasgow and York.

April 94 to Dec 94: Production Engineer (EG1). The Signalling Projects Group of British Rail was split into two subsidiary companies in preparation for privatisation. I was allocated to Interlogic Control Engineering.

In this post I was responsible for all aspects of the Engineering and Project Management of Contracts allocated to the Group. Major projects included Leeds North West, Jubilee Line and Low Fell Royal Mail Terminal.

1992-1994

Signalling Projects Group, Reading as Acting Group Manager/Production Engineer (HGD to EG1), Signalling Projects Group, Reading

An initial four week secondment to the Reading Signalling Project Group was extended to 18 months. During the first five months I acted as Group Manager until a permanent appointment was made following which I remained at Reading to act as Production Engineer. I was involved with all aspects of the management of the Group, overseeing the Project Engineering of several multi million pound schemes. Procedures were put in place to set the Group on a sound footing to face the commercial challenges of the future.

In September 1993 I attended a Senior Executive Course at Manchester Business school which gave me a foundation on which to base a commercial approach to the future management of the group. I successfully completed the Safety Management Course for Projects in November 1993.

Two important steps during this period were the process of seeking BS 5750 (ISO 9001) accreditation and the appointment of a Finance Manager to ensure that we managed our assets in the most effective way.

Signalling Projects Group as Signal Engineer (Projects), York

During the short time I spent in this post I was in charge of a Project Group which had responsibility for the Great Eastern Resignalling Project. This involved the production of the Specification for the Signalling Contract and the commissioning of the Southend Victoria area onto Liverpool IECC.

1988-1992

Signalling Projects Group as Schemes Development Engineer, York

Responsible for the development of schemes up to the appraisal stage and was the contact point with the customer for all new schemes coming into the office. For part of the time I was involved in formalising all the procedures within the S & T Department during the Development of a Project from first idea to Authority. My role was as a BR client working with a QIT using Consultants United Research as facilitators. This involved the production of fully documented procedures with obtaining clear concise specifications of achievable Customer requirements/expectations at the start of a Project in order to avoid rework at a later stage. During this time I was seconded to act as Tester in Charge for Tyneside IECC 2 Stageworks and later as Project Manager for an Office move from Hudson House to Holgate Villa.

1983-1988

Project Engineer (Level Crossings) (MS4), York

As Project Engineer I had full responsibility for all aspects of a project. Provision of RETB on the East Suffolk Line is an example of a project which contained many novel features which had to be resolved prior to implementation, by adapting existing standards and practices to suit the new system. This involved considerable liaison with the ROM, Derby Research and Contractors. Other projects were smaller in size but because of their nature involved detailed Resource Planning. The Annual Level Crossing Programme consisted of up to 100 schemes and during this time the Standard Circuits had to be amended to suit the revised HMRI requirements.

After a period in various Drawing Offices I have also held posts as follows:

1974-1983

Assistant Schemes/Design Engineer, (MS3), York

1972-1974

Co-ordination and Planning Assistant, (MS3), York

1970-1972

Assistant Divisional S & T Engineer, (MS1), Norwich

15. OTHERS:

CURRICULUM VITAE

PROPOSED POSITION IN THE PROGRAMME:	Rail Operations Engineer
--	--------------------------

1. **FAMILY NAME:** Stamp
2. **FIRST NAME:** Christopher John
3. **DATE OF BIRTH:** 16.03.1950
4. **NATIONALITY:** British
5. **CIVIL STATUS:** Single
6. **EDUCATION:**

6.1	Institution:	NEBOSH
	Dates:	1993
	Degree:	NEBOSH General Certificate in Occupational Safety & Health

7. **LANGUAGE SKILLS:**

Language	Reading	Speaking	Writing
English	5	5	5

8. **MEMBERSHIP OF PROFESSIONAL BODIES:**

Associate Member of the Chartered Institute of Transport

9. **OTHER SKILLS:**

10. **PRESENT POSITION:**

Executive Engineer

11. **YEARS WITHIN THE FIRM:**

1 year

12. **KEY QUALIFICATIONS: (Relevant to the programme)**

Over 25 years wide experience in general railway management predominantly at front line level, the last four years being HQ based. Areas covered include operational and terminal aspects of passenger freight, parcels and postal services.

Directly involved in local and system wide practical operation of commuter services around London, Birmingham and Sheffield, managing interfaces with other rail services and transport operators.

Skills have been developed in simple and complex organisational change management from scheme concept and authorisation through consultation to implementation.

Considerable experience in safety management through direct involvement in operational and occupational health and safety schemes utilising risk management and ALARP procedures.

Since joining GIBB, involved in various studies, audits and reviews focusing on railway operational issues both abroad and in this country including work for OPRAF on Thameslink 2000 and the West Coast Main Line Passenger Upgrade proposals and UK Department of Transport for freight route upgrade proposals.

Provided operational input to a capacity feasibility and cost study of the West London Line for Railtrack plc.

Advice to PRISM Rail plc, CONNEX and GOVIA on their bids for six passenger railway franchises three of which were successful. This advice covered preparation of financial forecasts, operations, new stations and service developments.

Currently involved in an operations management review of urban, metro and freight railways in Hong Kong covering transport interfaces, investment priorities and new rail systems. A key feature involves the intermix of freight conveying dangerous goods and container traffic with commuter trains in tunnelled sections.

Participated in a review of commuter train services around Bangkok to validate proposals for future development and rolling stock procurement.

Provided an operational and financial overview of railway operations in Poland focused on Poznan and the E20 route. The study covered the impact of infrastructure improvements on operational interfaces between freight, local and inter-city services. The opportunity to promote enhanced maintenance facilities was taken as part of the study.

13. SPECIFIC EASTERN COUNTRIES EXPERIENCE:

Country	Date: from (month/year) to (month/year)
Poland	1996 to date
Developed operational requirements as part of the Poznan rail node study and E20 route upgrade.	

14. PROFESSIONAL EXPERIENCE RECORD:

1996 to date
GIBB Ltd (formerly Sir Alexander Gibb & Partners Limited).

Member of Croydon Tramlink design team responsible for validating timetable and rolling stock needs.

Developed operational requirements as part of the Poznan rail node study and E20 route upgrade.

Worked with Mouchel in Hong Kong on urban, metro and freight railway proposals as part of the ongoing Railway Development Study.

Participated in a review of Bangkok Commuter Rail services for DANIDA, the Danish aid organisation.

Reviewed, as part of Polands strategic E20 route upgrade, the key node of Poznan in terms of operational flexibility and infrastructure requirements.

Undertook a strategic capacity study of the West London Line for Railtrack.

Worked for OPRAF on Thameslink 2000 and West Coast Main Line Passenger Upgrade proposals. Concerned particularly with capacity and engineering disruption effect.

Working for Department of Transport on the freight upgrade proposals to provide route clearances for Piggy Back/High Cube traffic on UK mainland.

Project Manager for a review of Railtrack's group standards to evaluate the contractual effect of changes.

1994-1996

Operations Manager (Central Trains Limited).

Member of the National Leaffall management working group in 1994 and 1995.

Member of Operations Safety Standards Committee in 1995 - the cross industry senior standards group responsible for Railway Group Standards.

Member of British Rail Safety Group - the senior BR group developing directives and Codes of Practice to meet Railway Group Standards - 1994-1996.

Responsible for delivery of Central Trains Limited's Railway Safety Case for vesting in November 1995. Involved in negotiating and development of the Railtrack/Train Operating Companies Track Access Agreements, in particular the performance regimes under Schedule 8.

Operational responsibility for opening of new lines for Snow Hill (Stage II) in Birmingham and Robin Hood (Stage II) in Nottingham.

Development of performance computer systems, processes and control organisation to meet the financial risk of new industry performance penalty and reward scheme (Schedule 8) and variable track access charge.

Finalised Central's traincrew strategy of owning its traincrews through reduction in depots from 22 to 11.

Member of the Driver Restructuring Steering Group developing new Conditions of Service to meet the requirements of the 1995 pay settlement.

1993-1994

Safety, Performance, Operating & Quality Manager. (Regional Railways Central).

Responsible for the HQ Operations function and TQM organisation within Regional Railways Central. Deputised for the Regional Operations Manager.

Responsible for Total Quality Management organisation delivering quality training and development programmes.

Produced company safety plan and audit process.

Validated organisational change both internally and as a panel member for other BR organisation.

Undertook Safety Validation for Central Train Operating Unit in readiness for the industry restructuring in April 1994.

1992-1993

Safety, Performance and Operating Manager, (Regional Railways Central).

Project Manager for Regional Railways Central leaffall initiative to reduce the business risk through various actions to improve safety, performance and financial bottom line.

Detailed development of various line speed improvements scheme on the Cambrian line and the Nottingham to Norwich axis.

Introduced performance reporting arrangements to effect Passenger Charter requirements.

1988-1992

Area Operations Manger, Area Manager Sheffield.

Initial operational scheme development for Tinsley Yard rationalisation in conjunction with Sheffield Supertram.

Station redevelopments at Barnsley Interchange and Sheffield Midland.

New Station developments at Meadowhall and Swinton.

Area reorganisation to deliver freight and passenger split.

Level Crossing modernisation programme in Lincolnshire.

Operational participation in Aldwarke Junction rationalisation, including main line dequadrification and opening of new Roundwood chord.

Local introduction of British Incident Monitoring System (BRIMS) for accident and incident recording.

Participated in setting up the Midland Main Line Quality Council and processes to support the national quality initiatives.

Development and introduction of Area Operations Control focused on passenger services.

Disaggregated operational and safety responsibilities on closure of the Area under the 1992 national Organising for Quality reorganisation.

1984-1988

Relief Manager, Area Manager Middlesbrough.

Development and implementation of centralised passenger and freight control at Middlesbrough.

Developed and implemented new carriage cleaning arrangements at Middlesbrough sidings.

Focus for BR's participation in Darlington's Railside Revival environmental project.

Involved in operational aspects of East Coast Main Line electrification and re-signalling between Northallerton and Ferryhill.

Developed with Cleveland Potash a greater tonnage but more resource efficient practical train programme.

Eliminated hump shunting in Tees Yard through yard remodelling, resignalling and resource rationalisation scheme.

Operational responsibility for satisfactory opening of Wilton Coal terminal and preliminary work on Wilton Freightliner Terminal.

1981-1984

Relief Manager, Area Manager Tinsley (Sheffield).

Involved in the closing of the Manchester, Sheffield, Wath line with associated train service and traincrew depot rationalisation.

Implementation of 'cardless TOPS' computer system at Tinsley Yard for controlling freight vehicles and locomotives.

Managed Sheffield Freight Terminal and set up Rotherham Masborough Steel Terminal following involvement in the feasibility study and being responsible for local implementation of the latter.

Involved in the merger of Tinsley and Barrow Hill area management areas.

Developed and implemented Tinsley Yard rationalisation to one yard operation.

1979-1981

Station Manager, Tonbridge.

Managed an outer suburban main line station at Tonbridge with signalbox and marshalling yard.

Developed Parcel Depot to relieve congestion in London.

1977-1979

Assistant Terminals Manager, Bricklayers Arms South Eastern Division.

1974-1977

Assistant Station Manager, Lewisham and Herne Hill, South Eastern Division.

1969-1974

`B' Controller, Maintrol CMEE Croydon.

`A' Controller, Divisional Office, Croydon.

Assistant Controller, Divisional Office, Wimbledon.

Railway Student.

15. OTHERS:

Publications:

CURRICULUM VITAE

PROPOSED POSITION IN THE PROGRAMME:

1. FAMILY NAME: Sarybekova
2. FIRST NAME: Liazzat M
3. DATE OF BIRTH: 29.08.1969
4. NATIONALITY: Kazakh
5. CIVIL STATUS:
6. EDUCATION:

6.1	Institution:	Kazakh State Academy of Architecture and Civil Engineering
	Dates From-To:	1992
	Degree:	MA (Hons) Architecture

6.2	Institution:	Central European University, Hungary
	Dates From-To:	1996
	Degree:	MSc Environmental Sciences and Policy

7. LANGUAGE SKILLS:

Language	Reading	Speaking	Writing
English	5	5	5
Russian	5	5	5

8. MEMBERSHIP OF PROFESSIONAL BODIES:

9. OTHER SKILLS:

10. PRESENT POSITION:

Environmental Specialist

11. YEARS WITHIN THE FIRM:

12. KEY QUALIFICATIONS: (Relevant to the programme)

- Environmental Specialist with over three years experience of working with international foundations and agencies, local authorities and institutions in the field of environmental management and public awareness
- Five years of teaching experience.

1998 to date
Environmental Specialist, GIBB Environmental, Reading.

1997-1998
Environmental Specialist, GIBB office in Kazakstan.

1996-1998
Researcher and Project Manager, International City/County Management Association, Almaty, Kazakstan.

1996-1998
Consultant, Soros Foundation, Almaty, Kazakstan.

1992-1997
Lecturer, Kazakh State Academy of Architecture and Civil Engineering, Departments of Architecture and Environmental Engineering, Almaty, Kazakstan.

13. SPECIFIC EASTERN EUROPEAN COUNTRIES EXPERIENCE:

Country	Date: from (year) to (year)

14. PROFESSIONAL EXPERIENCE RECORD:

1998 to date
Environmental Specialist, permanent full-time staff member at GIBB Environmental, Reading.

1997-1998
Environmental Specialist, part-time employee at GIBB office in Kazakstan. Worked on several projects including:

- Kazakstan Water Supply, Sanitation and Health Project Feasibility Study
- KazkommertzBank Project.

1996-1998
Researcher and Project Manager, International City/County Management Association - responsible for managing projects, collecting and analysing data, and advising on issues related to housing reform in Kazakstan. These included such aspects as rational use of natural resources (gas, water), energy conservation, infrastructure management and maintenance, urban environmental and safe neighbourhoods, domestic waste management practices, and development of local government institutional structure.

1996-1998
Consultant, Soros Foundation in Kazakstan. Responsible for reviewing project proposals, developing strategy for funding environmental projects and organising international network of environmental specialists.

1996
Research work with the SWAP Ltd. (Safe Waste & Prosper), Leeds, England. Undertook research on waste management options for multi-storey residential buildings as a part of MSc research work.

1992-1997
Principal Lecturer, Kazakh State Academy of Architecture and Civil Engineering, Department of Architecture and Department of Environmental Engineering. Responsibilities included:

- Lecturing in both Departments
- Developing of the special environmental course for disciplines "Architecture" and "Architecture and Management"
- Development of EIA course for Masters programme at the Department of Environmental Engineering

- Development of Waste Management course for Masters programme at the Department of Environmental Engineering.

15. OTHERS:

Publications:

Analysing the Housing Reform in Kazakstan, ICMA, Golikov V, Sarybekova L, Pasko E (1997).

CURRICULUM VITAE

PROPOSED POSITION IN THE PROGRAMME:

1. FAMILY NAME: Kelleher
2. FIRST NAME: John Anthony
3. DATE OF BIRTH: 09.01.1935
4. NATIONALITY: British
5. CIVIL STATUS:
6. EDUCATION:

6.1	Institution:	Westminster Technical College
	Dates From-To:	1956-1958
	Degree:	Higher National Certificate (with distinction) plus endorsements

7. LANGUAGE SKILLS:

Language	Reading	Speaking	Writing
English	5	5	5
Russian	3	-	-
Romania	-	3	-
French	-	3	-

8. MEMBERSHIP OF PROFESSIONAL BODIES:

Fellow of the Institution of Civil Engineers

9. OTHER SKILLS:

10. PRESENT POSITION:

Technical Director, Project Management Division

11. YEARS WITHIN THE FIRM:

43 years

12. KEY QUALIFICATIONS: (Relevant to the programme)

Technical Director in the Project and Construction Management Group responsible for client care and performance of GIBB services on various management projects, including those in the construction stage.

27 years as Manager of multi-discipline and multi-contract projects responsible for overall planning and control of resources and technical quality and progress. Projects include the Frigate and Nuclear Submarine Complexes at Development Dockyard, UK, the Bulk Cargo Terminal in UAE, numerous road and infrastructure projects in the redevelopment of derelict dock sites in London, UK, and redevelopment for leisure and recreation of an island in Budapest, Hungary.

Of the 42 years total experience in civil engineering, all with GIBB, has spent more than 13 years overseas in Australia, Iraq, United Arab Emirates, Hungary and Romania. Has also had short stays in Poland, Czechoslovakia, Saudi Arabia, Sri Lanka, Greece, Libya, etc.

At least 17 years have been spent on site supervising construction works, both in UK and overseas. Presently Site Director for six road and bridge rehabilitation contracts covering 570 km of roads and motorways in Romania. Was Site Director/Engineer's Representative on the £250 m Limehouse Link road tunnel, UK and Bulk Cargo Terminal in UAE. Also in senior position on site for Airport in Iraq and Power Stations in Australia and UK. In total site works covered roads, bridges and other infrastructure works as well as buildings and civil engineering works. Gained knowledge of various forms of Conditions of Contract and contract administration.

Earlier experience gained in design of bridges and infrastructure works for power stations, airports and industrial areas.

Many of the projects involved training of local staff and giving seminars on project management and contract administration.

13. SPECIFIC EASTERN EUROPEAN COUNTRIES EXPERIENCE:

Country	Date: from (year) to (year)

14. PROFESSIONAL EXPERIENCE RECORD:

1955 to date

With GIBB Ltd (formerly Sir Alexander Gibb & Partners). Appointed Chief Engineer in 1974, Associate in 1985 and Technical Director in 1989.

1976 to date

Preparing technical and financial aspects of consultancy proposals for various multi-disciplined projects.

1983 to date

Seeking and maintaining contacts with clients with prospective new job opportunities.

1990 to date

In Project and Construction Management Group. Managing staff, preparing proposals, directing projects, auditing quality management, marketing and financial monitoring.

1993 to date

In Romania as Project Director and Engineer for four separate contracts for rehabilitation of 460 km roads including over 100 bridges, two separate contracts for upgrading 100 km of motorway. Client -National Administration of Roads, Ministry of Transport, Romania and Funding Agency - European Bank for Reconstruction and Development. Planned training of Romanian personnel is an important element of both projects.

1997

Project Director in Romania leading survey of civil works industry in Romania and study to recommend action plans to assist local contractors.

1993 & 1996

Submitted prequalification document and proposals for consultancy services on Romanian Roads Rehabilitation Program. Negotiated contracts for appointment of GIBB as Engineer and Supervision Consultant for six contracts worth \$200 million.

1992-1993

Preparing a number of design briefs on projects under the Defence Works Services, Ministry of Defence, options for change program. Projects included airfields, roads, buildings, equipment etc.

1991-1992

In Hungary as Project Manager advising client and owner of a dis-used shipyard on an island in Budapest how to set up a development and planning organisation to encourage leisure and tourism on the 32 hectare site. Recommended the strategy as well as a conceptual Master Plan and site improvement works, land management, funding etc. Training and know-how transfer was a requirement.

1989-1990

Site Director acting as Engineer for supervision of construction of the £250 m Limehouse Link, a 1.8 km road in tunnel through London docklands. Box structure built by top down construction within diaphragm walls through congested residential area. Environmental considerations of prime concern. Set up site office and appointment of staff. Responsible for over 80 staff. Staff training and seminars for local authorities and the public were given.

1987-1989

Divisional Executive responsible for progress and financial control of about 40 projects within London Docklands. Advising on all aspects of urban renewal, particularly in relation to land reclamation, roads, infrastructure and dock works and treatment of contaminated sites. Also liaison with public authorities and other professionals and organisations. Set up London branch office. Attended and gave seminars.

1986-1987

Project Manager for the engineering study of the 240 acre site where the River Lea joins the River Thames, London. Study included river and dock walls, locks, bridges, and existing public and private services. In addition schemes were considered for straightening the meandering course of the River Lea. Proposals were made for new roads and services to prepare the area for redevelopment.

- Landscape works
- Demolition of apartment blocks, warehouses, quays etc
- Seven floating piers, at Greenland Lock, Masthouse Terrace, Butlers Wharf etc
- New river walls
- New infrastructure works
- Land reclamation and treatment of contaminated land

1985-1987

Project Manager for the underwater survey of the walls and floor of West India and Millwall Docks on Isle of Dogs, London and the subsequent design and supervision of necessary repairs.

1984-1985

Project Manager for feasibility studies for new 250 room hotel, medical centre and 100 000 sq ft office development on Isle of Dogs, London.

1983-1987

Project Manager for design and site supervision of several contracts for infrastructure and engineering works in preparing the old dockland site around Greenland and South Docks, Southwark, for redevelopment as a residential area.

Project involved new roads, services, river walls, lock gates, dam, road and pedestrian bridges, river pier and other structures. In addition existing buildings and lock machinery were renovated. Grade II listed structures and buildings had to be preserved. Responsibilities included co-ordination with Planners, Architects, Quantity Surveyors, Local Council, Public Utility and other authorities and seeking adoption of roads and sewers.

Prepared presentation of history of the area, display of recovered artifacts and provision of heritage trail with signposting and plaques.

Witness at Public Inquiry giving advice on engineering and building matters.

Gave engineering advice to developers on schemes for housing and commercial projects and provision of a marina.

1981-1982

Senior Resident Engineer in Ruwais, Emirate of Abu Dhabi on the construction of the first phase of civil works for the General and Bulk Cargo Terminal. Concurrently remained Project Manager.

Responsibilities included setting-up the site office, its continued administration and control, the management of the site supervisory staff and dealing direct with the Client and Contractor.

1978-1980

Project Manager for General and Bulk Cargo Terminal for Industrial Complex at Ruwais, the Emirate of Abu Dhabi. Responsible for the planning as well as the management, co-ordination and financial control of design and construction. Liaised with the Client and advised on all contract, technical, programming and other matters. Controlled the firm's staff working on the project.

The first stage of the project was to establish the requirements for importing and exporting goods by sea and to prepare alternative layouts and comparative costs. The second stage of the project was to prepare detailed civil designs and specifications for the chosen layout and to monitor construction on site.

The project includes dredging, land reclamation, rockfill breakwaters, roads, main services, buildings, 500 m jetty on steel tube piles, cargo handling systems, cooling water intake and outfall channels for a nearby power station etc.

Prepared schedules of engineering workload and cost both of design and construction activities and ensured compliance with the forecasts. Wrote all reports and documents including Conditions of Contract, using drafts prepared by specialist departments and approved all in-house design and specifications.

1978-1979

Responsible for production of Tender and Working Drawings for earthworks for airport of Jubail Industrial Complex, Saudi Arabia. Reviewed technical specifications for Seawater Cooling system for Jubail Industrial Complex, Saudi Arabia.

1978

Project co-ordinator for the preparation of a Project Master Plan and Specification and then the report on a Contractor's Turn Key offer for total construction of a new self-contained residential/leisure township of 25000 population on the coast south of Jeddah in Saudi Arabia. Involved discussions with and co-ordinating the requirements of Client, Contractor and various departments within firm's offices in Reading and overseas. Project included dredging, land reclamation, main access and local roads, main services plant and collection/distribution systems as well as private and public buildings and facilities.

1977

In firm's Head Office as Project Engineer for the preparation of a Master Plan and Tender Documents for a Turn Key project to provide a maintenance base for the Presidential Jet Aircraft Fleet of Abu Dhabi (includes apron, hangar, VIP suite, offices and support buildings, including all services).

1972-1977

In the firm's Head Office as Project Manager for the nuclear Submarine Refitting and Refuelling Complex at HM Naval Base, Devonport, England.

Duties included discussions with Client, User and specialists on handling, storing and working on sophisticated equipment needed to maintain modern submarines.

Responsibilities included developing the layout to achieve vertical and horizontal but separate circulation of vehicles, personnel and the extensive services on a confined site. Led and directed team responsible for the structural design consisting of multi-storey buildings on three level basement between dry docks. Co-ordinated and approved all civil, architectural, mechanical and electrical designs.

Prepared schedules for design, construction and commissioning to achieve completion on target. Assisted in preparation of cost estimates.

Liaised with Client, Architects, Contractor and site supervisory staff on civil, structural, architectural, mechanical and electrical aspects of design and construction.

Also appointed Chairman of joint Client/User/Contractor/Consultant Committee to co-ordinate the installation and commissioning of all services feeding into and distributed within the Submarine Refitting and Refuelling Complex at Devonport.

1973-1974

Wrote Specification for structural and external road and landscaping works and advised on structural design for factory at Northampton.

1970-1972

In the firm's Head Office assisting in the planning and the preparation of reports on the Industrial Area and Free Customs Zone of Thessaloniki (Greece) for UNIDO. Responsible for road design and stormwater and sewage systems.

Project Engineer for design of Frigate Complex, HM Naval Base Devonport, England. Developed structural concept for the large buildings covering three dry docks. Investigated the materials to be used for cladding the buildings and organised wind tunnel tests to investigate structural loading and internal air flows.

1968-1970

Section Engineer in the design of prestressed concrete bridges for the M4 Motorway with particular responsibility for the production of all precast units, including visiting fabrication yards to supervise construction.

1966-1968

Deputy Resident Engineer in Iraq on Baghdad International Airport Buildings, including roads, drainage, 7-storey office block, aircraft hangar (of precast, prestressed concrete), freight-handling terminal and numerous smaller buildings.

Responsibilities included the control of the site supervisory staff of all disciplines as well as dealing direct with the Client and Contractor. This involved liaising with local staff and passing on technical knowledge and experience.

1964-1965

Resident Project Engineer on design, programming and construction of Torrens Island thermal power station in Australia. Responsible for observing construction by the Client's own labour and giving advice on the firm's design requirements.

1963-1964

In the firm's Australia Office responsible for design of reinforced concrete culverts, cable tunnels and foundations for the Torrens Island Scheme.

1962-1963

Resident Engineer for a 1400 ft. timber bridge forming part of the Torrens Island Scheme in Australia.

1962

Resident Engineer on Tilbury 'B' Power Station in the United Kingdom with responsibility for piling, excavation and foundations.

1960-1962

Assistant Engineer on site supervising construction of river works at West Thurrock Power Station in England. Work include piling, jetty and buildings, outfall works, a reinforced concrete power house sunk as a caisson and culverts. Also responsible for supervising construction of a cast iron and concrete lined tunnel under compressed air.

1955-1960

Employed on design work in firm's Head Office in connection with Blyth Steam Power Station; Wairakei Geothermal Station, New Zealand and a 275 KW power line across River Thames.

1953-1955

National Service with Intelligence Corps.

15. OTHERS:

Publications:

Author:- "Massive Construction complete at Devonport" - Civil Engineering, October 1980.

Author:- "Old Ports for New: - International Construction, September 1980, Volume 19.

Author:- "For Refitting Nuclear Submarines" - Consulting Engineer, October 1980, Volume 44 Number 10.

Joint Author:- "Devonport Dockyard Submarine Refit Complex design and construction management of main works" ICE Proc. Part 1 May 1981 Vol 70.

Author:- "Greenland and South Docks" - British Construction Profile, September 1986

Joint Author:- "Engineering Studies in London Docklands" - Docklands Review, November 1987.

Author:- "Greenland and South Docks" - Architectural Design Awards - August 1989

Author:- "Experience of an International Consultant in Romania" - Paper for IX National Conference on Roads and Bridges, Romania, 1994.

CURRICULUM VITAE

PROPOSED POSITION IN THE PROGRAMME:	Support
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1. **FAMILY NAME:** Polyanskaya
2. **FIRST NAME:** Ekaterina
3. **DATE OF BIRTH:** 17.06.1972
4. **NATIONALITY:** British
5. **CIVIL STATUS:**
6. **EDUCATION:**

6.1 Institution:	University of Reading, Department of Linguistic Science
Dates From-To:	1992-1996
Degree:	1 st Class (Hons) BA in Linguistics with a Foreign Language (French) Cross-cultural Language Studies

6.2 Institution:	University of St Petersburg, Department of Economics
Dates From-To:	1989-1991
Degree:	Wide ranging subjects including: economics; statistics; money circulation in the capitalist economy; project on market research; mathematical analysis of the economy; and world and Russian economic history

7. LANGUAGE SKILLS:

Language	Reading	Speaking	Writing
Russian	5	5	5
English	5	5	5
French	5	5	5
Polish	3	3	3

8. MEMBERSHIP OF PROFESSIONAL BODIES:

9. OTHER SKILLS:

Computer literate - Microsoft Word and Excel, Abacus, Apple Macintosh

10. PRESENT POSITION:

Russian Projects Assistant

11. YEARS WITHIN THE FIRM:

12. KEY QUALIFICATIONS: (Relevant to the programme)

13. SPECIFIC EASTERN EUROPEAN COUNTRIES EXPERIENCE:

Country	Date: from (year) to (year)

14. PROFESSIONAL EXPERIENCE RECORD:

1997

Russian Project Assistant

Marketing, administration and translation. Liaison with clients and government officials. Providing advice on Russian and East European culture.

Project administration on projects in Russia and CIS, including:

- Ust-Luga Port Development, St Petersburg, Russia
- St Petersburg Flood Protection Barrier, St Petersburg, Russia
- High Speed Railways Moscow - St Petersburg, Russia
- Chisinau Water and Wastewater Project, Moldova
- Syr Darya River and North Aral Sea Control, Kazakstan
- Water Supply, Health and Education Sector Rehabilitation, Rostov and Novosibirsk, Russia
- Turkmenistan Water and Wastewater Rehabilitation Project.

1996-1997

International Executive Services Assistant, Arthur Andersen, Reading

- International tax consulting
- Advising top executives of Microsoft, British Gas, Northern Telecom, HFC Bank, Armstrong and other companies.

15. OTHERS:

CURRICULUM VITAE

PROPOSED POSITION IN THE PROGRAMME: Contracts Procurement Expert
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1. **FAMILY NAME:** **Booen**
2. **FIRST NAME:** **Peter Leslie**
3. **DATE OF BIRTH:** **09.07.1943**
4. **NATIONALITY:** **British**
5. **CIVIL STATUS:** **Married**
6. **EDUCATION:**

6.1	Institution:	University College, London
	Dates From-To:	October 1962 - June 1965
	Degree:	Bachelor of Science, Engineering Honours

7. LANGUAGE SKILLS:

Language	Reading	Speaking	Writing
English	5	5	5

8. MEMBERSHIP OF PROFESSIONAL BODIES:

Fellow of the Institution of Civil Engineers
Fellow of the Chartered Institute of Arbitrators

9. OTHER SKILLS:

Contract Law

10. PRESENT POSITION:

Senior Contracts Engineer

11. YEARS WITHIN THE FIRM:

25 years

12. KEY QUALIFICATIONS: (Relevant to the programme)

Since 1978, he has been Contract Management Engineer in GIBB's head office, responsible for construction management (including prequalification, tender/contract documents and administration, and all financial aspects) of major projects, including:

He has written various consultancy, investigation, demolition, construction, repair, plant and design/construct contracts, and administered all aspects of such contracts. His legal training includes English and Scots laws, arbitration and conciliation; he has given expert evidence at arbitration and is a member of the UK Society of Construction Law. He gives expert advice on all procurement, contractual and constructional matters, including resolving disputes. He is active in FIDIC as a principal drafter of contracts (including the Conditions of Contract for Design-Build and Turnkey, the Guide thereon and the updates of the standard civil engineering and plant contracts) and has presented papers at seminars on such subjects.

13. SPECIFIC EASTERN EUROPEAN COUNTRIES EXPERIENCE:

Country	Date: from (year) to (year)
Estonia	May 1996 to date
Macedonia	1996

14. PROFESSIONAL EXPERIENCE RECORD:

1972 to date
With GIBB Ltd

1996 to date
Construction Management Engineer responsible for tender and contract documents and administration for rehabilitation of the Tallin-Narva line for Estonian Railways.

1996
Construction Management Engineer responsible for tender and contract documents, prequalification of contractors, tender evaluation and contract administration for rehabilitation of Skopje Airport, Macedonia. Reconstruction of part of the runway was followed by asphaltic overlay over runway, taxiways and apron, with a separate lighting contract, all funded by the European Bank for Reconstruction and Development.

1995
Contracts expert advising banks on design-build-operate-transfer projects: Izmit Water Supply in Turkey, A1(M) Alconbury-Peterborough & A419/A417 Swindon-Gloucester in UK. Also wrote tender and contract documents for the terminal extension at Newcastle Airport, and for runway overlay contracts at Southend and Biggin Hill, UK.

1994
Expert Witness for a UK arbitration including preparing report and attending five week hearing to receive and give evidence. Also assisted UK Atomic Energy Authority in procurement procedures, to decommission radioactively-contaminated facilities.

1993 to date
Principal drafter in Fédération Internationale des Ingénieurs-Conseils (FIDIC) Task Groups, writing the major FIDIC forms of contract, including leading the updating of the international standard contracts, the red and yellow books.

1993-1995
Construction management engineer responsible for writing tender and contract documents, post-qualification of contractors, tender evaluation and contract administration for the rehabilitation of Owen Falls dam and hydro-electric project in Uganda, funded by the World Bank. This project was constructed in the early 1950s and required detailed investigations in the dam and propping in the power station.

1992 to date
Construction management engineer responsible for the preparation of tender and contract documents and construction management for the rehabilitation and 10 m heightening of the Roseires Dam in the Sudan. This project, constructed in the 1960s, included a 68 m high concrete dam 1.6 km long, 12.5 km of zoned earthfill embankment dams, 210 MW powerhouse and hydraulic and other equipment.

1992 to date
Construction management engineer responsible for the preparation of tender and contract documents, prequalification, tendering and construction management of Karameh Dam for the Jordan Valley Authority. The project includes a 45 m high zoned fill dam, spillway, pumping station and pipeline to the King Abdullah Canal.

1992-1993

Construction management engineer responsible for the preparation of design-and-construct tender documents for 8 m high 40 m long Avon Weir in Bristol, UK.

1991-1994

Financial Monitoring Consultant appointed by the UK Overseas Development Administration (ODA), funding agency for the 600 MW Pergau hydro-electric project in Malaysia. This involved many visits to site and manufacturers' works to monitor compliance with funding conditions, audit monthly valuations, and confirm the validity of the Engineer's application of the contract provisions for extreme risks, variations and other payments. The project includes a 75 m high zoned fill dam, underground power house, re-regulating pond, 23 km tunnel aqueduct and transmission lines.

1991-1993

Project manager for the rehabilitation of Providenciales Airport, Turks and Caicos Islands, responsible for the preparation of tender and contract documents, prequalification of contractors, tender evaluation and construction management, including recruitment of site staff. Reconstruction of part of the runway was followed by asphaltic overlay over runway and apron, funded by the UK ODA.

1991

Appointed Head of Discipline - Contracts and wrote design-build-operate-transfer tender documents for an energy-from-waste facility for Hampshire County Council.

1990-1992

Contracts expert advising in Turkey on prequalification and tender documents for the Izmir Project, funded by the World Bank to supply 6 m³/s of potable water.

1989-1992

Contract management engineer responsible for the preparation of tender documents and contract administration for the rehabilitation of Menai suspension bridge in Wales.

1989-1991

Construction management engineer responsible for the rehabilitation on a cost reimbursable basis of Reading sewage treatment works for Thames Water, UK.

1987-1993

Construction management engineer responsible for writing all tender and contract documents, prequalification of contractors, tender evaluation and reporting, contract administration and settlement of accounts for the rehabilitation of Owen Falls dam and hydro-electric project in Uganda, funded by the World Bank and UK. This work included underwater video inspection and repair of concrete, anchoring, water-proofing of roofs and replacing hydraulic equipment. This involved liaison with Uganda Electricity Board and with funding agencies, including many visits to Uganda.

1985-1988

Contract engineer responsible for the preparation, in Sri Lanka, of tender documents for the proposed Maduru Oya System B Irrigation Project.

1983-1989

Contract engineer responsible for the preparation of tender documents for site investigation and demolition contracts for Batheaston-Swainswick Bypass in UK.

1978-1991

Contract management engineer responsible for the preparation of tender and contract documents, prequalification of contractors, tender evaluation, contract administration, computer-aided cost control and settlement of accounts and claims for Victoria Dam and Hydroelectric Project, commissioned in 1984 for the Mahaweli Authority of Sri Lanka. This project comprises a 120 m high concrete dam, 6 km tunnel, surge chamber, steel penstocks, a 210 MW surface power station and associated buildings. This involved liaison with the

Client's representatives in Sri Lanka and with the UK funding agencies (ODA & ECGD), including many visits to Sri Lanka.

1978

Transferred to head office, advising on Scottish contractual matters. Firstly responsible for tender and contract documents, tender evaluation and contract administration for modifications to the Foyers hydraulic equipment for the North of Scotland Hydroelectric Board and improvements to Bowater-Scott's Northfleet Jetty.

1975-1977

Contract engineer in Edinburgh office responsible for the preparation of estimates and tender and contract documents, tender evaluation, contract administration, and the settlement of accounts and claims for Scottish Development Department's contracts for 13 km of A9 trunk road and ten bridges.

1973-1974

Site measurement engineer responsible for cost control, final measurements and evaluation of claims at North of Scotland Hydroelectric Board's Foyers Project: 4 km tunnels, surge chamber and 300 MW surface pumped-storage power station.

1965-1971

With Charles Brand & Sons Limited, Civil Engineering Contractors:

1971

Sub-agent on the 930 m long access tunnel for Camlough pumped storage scheme, Northern Ireland, with additional responsibility for safety and explosives.

1967-1970

Site engineer on the East Twin Dry Dock and other harbour facilities in Belfast and Carrickfergus, Northern Ireland, and on a design-build contract for McNaughton-Blair's office, responsible for planning, construction supervision, costing and measurement.

1965-1966

In head office, planning and designing harbour and other works.

15. OTHERS:

Author of "Guide to the Use of FIDIC Conditions of Contract for Design-Build and Turnkey" FIDIC, 1996.

Principal drafter of "Conditions of Contract for Design-Build and Turnkey" FIDIC, 1995.

Co-author of "Pre-contract project management aspects of the Victoria Project on the Mahaweli Ganga" Proceedings of the Institution of Civil Engineers, 1984, Volume 76.

ANNEXURE 6

ANNEXURE 6 **Equipment to be supplied purchased and used by Contractor and handed over to Beneficiary**

The budget quoted in the Proposal was 65,000 Ecu.

The latest estimate of the minimum equipment is shown below, and purchase will depend on the approval / changes of TACIS.

Ref	Description	Number In		Estimated Price/Unit	Amount ECU (approx)
		Tibilisi	Baku		
1-1	Desk top Pentium	2	2	\$900	
1-2	Notebook Pentium	2	2	\$3045	
	Mouse	2	2	\$25	
	Carrying case	2	2	\$40	
	Spare battery	2	2	\$231	
1-3	Laser printer	1	1	\$513	
1-4	Portable inkjet printer (B/W)	1	1	\$212	
1-5	Voltage stabiliser (500VA)	1	1	\$218	
1-6	Accessories (Essential)	1	1	\$200	
1-7	Internet Connection	1	1		
					21,410
Office Communications					
2-1	Fax machine	1	1	\$514	
2-2	Telephone	1	1	\$75	
2-3	Mobile telephone	1	1	\$100	
					1,550
Office Furniture					
3-1	Metal file cabinet (4 drw)	2	2		
3-2	Typists chair	6	6		
3-3	Desk (1.5mx0.7m) with drawers	3	3		
3-4	Lockable steel cabinet	1	1		
3-5	Filing tray	10	10		
3-6	Paper punch	6	6		
3-7	Stapler	6	6		
3-8	Table Lamp	3	3		
3-9	Refrigerator (small)	1	1		
3-10	Fan	1	1		
3-11	Tea/coffee set & crockery	1	1		
3-12	Kerosene heater	1	1		
Miscellaneous					
4-1	Provisional	1	1		<u>34,000</u>
				TOTAL	64,745

Notes:

1. Desktop pentium to be of European make and to have 200 MHz, 16MbRAM, 1Gb HDD, 15" SVGA Monitor and CD ROM
2. Notebook Pentium to be of European make and to have 120 MHz, 16 Mb RAM, 1Gb HDD, Colour screen and trackball / touch pad
3. It is assumed that a photocopier (collation facility) is available for use
4. The above equipment is for the Contractor's initial requirements and may need to be increased in items and quantities depending on the way the project proceeds and number of personnel in each office. Additional equipment may be needed for the Beneficiaries. Thus the budget of 65,000 ECU (according to TOR not to exceed 100,000 ECU) must be maintained but expenditure will be controlled by TACIS.
5. Prices exclude VAT.

