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In association with



UNIFIED POLICY ON TRANSIT FEES AND TARIFFS

Technical Proposal



Prepared for:

**European
Commission**

August 2001

SERVICE TENDER SUBMISSION FORM

Ref: SCR-E/111964/C/SV/WW

Contract title: "Unified Policy on Transit Fees and Tariffs"

One signed original and two copies of this form and each of the documents mentioned in it must be supplied.

1 SUBMITTED by

Tenderer name*	Scott Wilson Kirkpatrick & Co. Ltd
----------------	------------------------------------

*In the case of a consortium, insert the agreed name of the consortium

2 CONTACT PERSON (for this tender)

Name	Adrian Tite
Address	Scott House, Basing View, Basingstoke, Hampshire, England RG21 4JG
Telephone	01256 461161
Fax	01256 816835
e-mail	adrian.tite@swkeurope.com

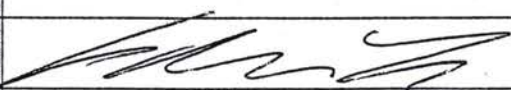
3 STATEMENT

I, the undersigned, being the authorised signatory of the above tenderer (including all consortium partners, in the case of a consortium), hereby declare that we have examined and accept without reserve or restriction the entire contents of the tender dossier for the tender procedure referred to above. We offer to provide the services requested in the tender dossier on the basis of the following documents, which comprise our Technical offer, and our Financial offer, which is submitted in a separate, sealed envelope:

- Organisation & Methodology
- Key experts (comprising a list of the key experts and their CVs)
- Tenderer's declaration (including one from every consortium partner, in the case of a consortium)
- Statements of exclusivity and availability signed by each of the key experts

We undertake to guarantee the eligibility of the sub-contractors for the parts of the services for which we have stated our intention to sub-contract in the Organisation and Methodology.

The independent and suitably qualified auditor who would provide the audit certificate prior to the final payment, as mentioned in the draft contract, is Ward Williams Chartered Accountants, 43 - 45 High Street, Weybridge, Surrey, KT13 8BB, UK. Tel: 01932 830664, Fax: 01932 830733 & e-mail: malcolm@wardwilliams.co.uk. Our bank account details are as follows: Account no. 37126781, Sort Code. 40-03-28 HSBC Plc, Holborn Circus, 31 Holborn, London. EC1N 2HR. This tender is subject to acceptance within the validity period stipulated in Clause 6 of the Instruction to tenderers. Signed on behalf of the tenderer

Name	Adrian Tite
Signature	
Date	2/08/01

Scott Wilson Kirkpatrick & Co Ltd
Scott House,
Basing View,
Basingstoke,
Hampshire
RG21 4JG
England

Telephone +44 (0)1256 461161
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www.scottwilson.com



EuropeAid A/6 L-41 4/89
Rue de la Loi 200
1049 Brussels
Belgium

Your Reference: SCR-E/111964/C/SV/WW

Our Reference: LEMSB/Z00SB

Date: 16 July 2001

Dear Sir/ Madam

TENDERER'S DECLARATION

In response to your letter of invitation to tender for the above contract, we hereby declare that we:

- Nominate the following person to act on our behalf for the purposes of this tender and any subsequent contract based on it:

Name	Adrian Tite
Position	Director
Organisation	Scott Wilson Kirkpatrick & Co Ltd

- Reconfirm that we are not in any of the situations excluding us from participating in contracts which are listed in **Section 2.3 of the Manual of Instructions** for External Relations Contracts (available from the following internet address: http://europa.eu.int/comm/europeaid/index_en.htm);
- Agree to abide by the ethics clauses in **Section 7 of the Manual of Instructions** and, in particular, have no potential conflict of interests or any relation with other short-listed candidates or other parties in the tender procedure at the time of the submission of this tender;
- Will inform the Contracting Authority immediately if there is any change in the above circumstances at any stage during the tender process or during the implementation of the contract; and
- Fully recognise and accept that any inaccurate or incomplete information deliberately provided in this tender may result in our exclusion from this and other contracts funded by the European Communities.

In the event that our tender is successful, we undertake to provide the proof usual under the law of the country in which we are established that we do not fall into categories (a), (b), (c), (e), or (f) of the grounds for exclusion listed in Section 2.3 of the Manual of Instructions. The date on the evidence or documents provided will be no earlier than 180 days before the deadline for submission of tenders and, in addition we will provide the proof within 15 calendar days after receiving notification of award, or if the information provided is proved false, the award will be considered null and void.

Yours faithfully,
For SCOTT WILSON KIRKPATRICK & Co Ltd

Adrian Tite
Director





TEBODIN
Consultants & Engineers

Tebodin B.V.

► EuopeAid A/6 L-41 4/89
Rue de la Loi 200,
1049 Brussels.
Belgium.

SCR-E/111964/C/SV/WW
LEMSB/Z00SB (TLO-047)

C. Harvey

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+ 31 70 348 0505

c.harvey@tebodin.nl

17 July 2001

Suppliers Declaration

your reference
our reference
dealt with by
direct dialling
direct telefax number
e-mail
date
subject

*Brief Ann
GXT Contract
China
Beijing*

Dear Sir/Madan

In response to your request, we hereby

- Nominate the following as the successful tenderer and any subsequent variations of this

Name	_____
Position	_____
Organisation	Wilson Kirkpatrick & Co Ltd

- Reconfirm that we are not in any of the situations excluding us from participating in contracts which are listed in **Section 2.3 of the Manual of Instructions** for External Relations Contracts (available from the following internet address: http://europa.eu.int/comm/europeaid/index_en.htm);
- Agree to abide by the ethics clauses in **Section 7 of the Manual of Instructions** and, in particular, have no potential conflict of interests or any relation with other short-listed candidates or other parties in the tender procedure at the time of the submission of this tender;
- Will inform the Contracting Authority immediately if there is any change in the above circumstances at any stage during the tender process or during the implementation of the contract; and
- Fully recognise and accept that any inaccurate or incomplete information deliberately provided in this tender may result in our exclusion from this and other contracts funded by the European Communities.

Laan van Nieuw Oost-Indië 25
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P.O. Box 16029
2500 BA The Hague
the Netherlands

telephone +31 70 348 09 11
telefax +31 70 348 06 45

ABN AMRO Bank, The Hague
no. 43.00.25.777
swift code ABN.A.NL.2R
VAT identification no.
NL004877664B09
Trade Register no. 27061188



TEBODIN
Consultants & Engineers

- ▷ In the event that our tender is successful, we undertake to provide the proof usual under the law of the country in which we are established that we do not fall into categories (a), (b), (c), (e), or (f) of the grounds for exclusion listed in Section 2.3 of the Manual of Instructions. The date on the evidence or documents provided will be no earlier than 180 days before the deadline for submission of tenders and, in addition we will provide the proof within 15 calendar days after receiving notification of award, or if the information provided is proved false, the award will be considered null and void.

Tebodin B.V.

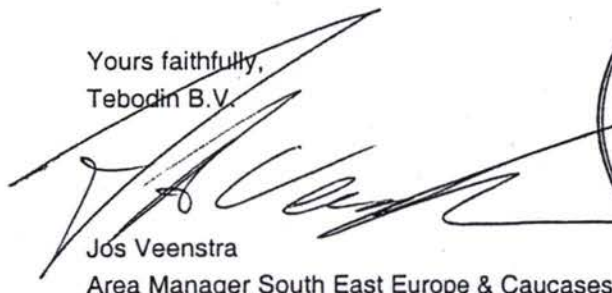
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LEMSB/Z00SB

17 July 2001

page 2 of 2

Yours faithfully,
Tebodin B.V.



Jos Veenstra
Area Manager South East Europe & Caucasus

Tebodin B.V.
Consultants & Engineers
P.O. Box 18029
2500 BA The Hague
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Com. Reg. 27061188

441818616274



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Belgium

SCR-E/111964/C/SV/WW
LEMSB/Z00SB

16 July 2001

Dear Sir/ Madam

TENDERER'S DECLARATION

In response to your letter of invitation to tender for the above contract, we hereby declare that we:

- Nominate the following person to act on our behalf for the purposes of this tender and any subsequent contract based on it:

Name	Adrian Tite
Position	Director
Organisation	Scott Wilson Kirkpatrick & Co Ltd

- Reconfirm that we are not in any of the situations excluding us from participating in contracts which are listed in **Section 2.3 of the Manual of Instructions for External Relations Contracts** (available from the following internet address: http://europa.eu.int/comm/europeaid/index_en.htm);
- Agree to abide by the ethics clauses in **Section 7 of the Manual of Instructions** and, in particular, have no potential conflict of interests or any relation with other short-listed candidates or other parties in the tender procedure at the time of the submission of this tender;
- Will inform the Contracting Authority immediately if there is any change in the above circumstances at any stage during the tender process or during the implementation of the contract; and
- Fully recognise and accept that any inaccurate or incomplete information deliberately provided in this tender may result in our exclusion from this and other contracts funded by the European Communities.

In the event that our tender is successful, we undertake to provide the proof usual under the law of the country in which we are established that we do not fall into categories (a), (b), (c), (e), or (f) of the grounds for exclusion listed in Section 2.3 of the Manual of Instructions. The date on the evidence or documents provided will be no earlier than 180 days before the deadline for submission of tenders and, in addition we will provide the proof within 15 calendar days after receiving notification of award, or if the information provided is proved false, the award will be considered null and void.

Yours faithfully,

Ebby Adhami
Director

Scott Wilson Kirkpatrick & Co Ltd
Scott House,
Basing View,
Basingstoke,
Hampshire
RG21 4JG
England

Telephone +44 (0)1256 461161
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1049 Brussels
Belgium

Your Reference SCR-E/111964/C/SV/WW

Our Reference LEMSBZ00SB

Date 25 July 2001

Dear Sir/ Madam

TRACECA: Unified Policy on Transit Fees and Tariffs

We confirm that Scott Wilson Kirkpatrick & Co Ltd has agreed to form a consortium with Tebodin Consultants & Engineers and Corporate Solutins, to jointly prepare and submit a proposal for the above project and accept joint and several liability with other consortium partners for the execution of the contract. We confirm that if the proposal is successful we will undertake the subject Services as specified in the Request for Proposal dated 19 June 2001.

This confirmation is given on 25 July 2001

Yours sincerely
for Scott Wilson Kirkpatrick & Co Ltd

A handwritten signature in black ink, appearing to read 'Adrian Tite'.

Adrian Tite
Director





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Tebodin B.V.

SCR-E/11964/C/SV/MW
RL/JC/LEMSB
C. Harvey
+ 31 70 348 0611
+ 31 70 348 0505
c.harvey@tebodin.nl
26 July 2001

your reference
our reference
dealt with by
direct dialling
direct telefax number
e-mail
date
subject

TRACECA: Unified Policy on Transit Fees

Dear Sir/Madame,

We confirm that Tebodin B.V. has agreed to form a consortium with Scott Wilson Kirkpatrick & Co Ltd and Corporate Solutions Consulting Ltd, to jointly prepare and submit a proposal for the above project and accept joint and several liability with other consortium partners for the execution of the contract. We confirm that if the proposal is successful we will undertake the subject Services as specified in the Request for Proposal Dated 19 June 2001.

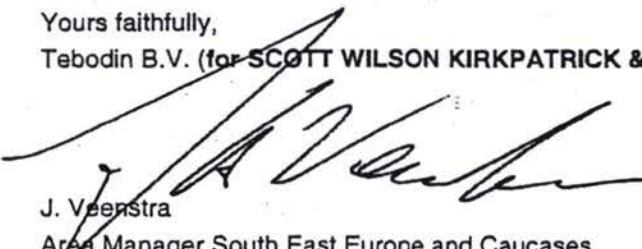
Laan van Nieuw Oost-Indië 25
2593 BJ The Hague
P.O. Box 16029
2500 BA The Hague
the Netherlands

It is agreed and confirmed that Scott Wilson will assume the position of the Leading partner and is authorised to represent Tebodin B.V. as the principal contracting party in all matters pertaining to the execution of the contract.

telephone +31 70 348 09 11
telefax +31 70 348 06 45

This confirmation is given on 26 July 2001

Yours faithfully,
Tebodin B.V. (for SCOTT WILSON KIRKPATRICK & Co LTD)


J. Veenstra
Area Manager South East Europe and Caucases



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swift code ABN.A.NL2R
VAT identification no.
NL004877664B09
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Belgium

SCR-E/11964/C/SV/WW

RL/JC/LEMSB

26 July 2001

Dear Sir/ Madam

TRACECA: Unified Policy on Transit Fees and Tariffs

We confirm that Corporate Solutions Consulting Ltd has agreed to form a consortium with Scott Wilson Kirkpatrick & Co Ltd and Tebodin B.V, to jointly prepare and submit a proposal for the above project and accept joint and several liability with other consortium partners for the execution of the contract. We confirm that if the proposal is successful we will undertake the subject Services as specified in the Request for Proposal Dated 19 June 2001.

It is agreed and confirmed that Scott Wilson will assume the position of the Leading partner and is authorised to represent Corporate Solutions Consulting Ltd as the principal contracting party in all matters pertaining to the execution of the contract.

This confirmation is given on 26 July 2001

Yours sincerely
for Corporate Solutions Consulting Limited

Eddy Adhami

Job	
Original	
Enclosures	
Action	
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31 JUL 2001	
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Annex

I

GENERAL CONDITIONS FOR SERVICE CONTRACTS

ANNEX I: GENERAL CONDITIONS FOR SERVICE CONTRACTS FINANCED BY THE EUROPEAN COMMUNITY

CONTENTS

PRELIMINARY PROVISIONS	1
ARTICLE 1 DEFINITIONS	1
ARTICLE 2 NOTICES AND WRITTEN COMMUNICATIONS	1
ARTICLE 3 ASSIGNMENT.....	2
ARTICLE 4 SUB-CONTRACTING	2
OBLIGATIONS OF THE CONTRACTING AUTHORITY	2
ARTICLE 5 SUPPLY OF INFORMATION	2
ARTICLE 6 ASSISTANCE WITH LOCAL REGULATIONS	2
OBLIGATIONS OF THE CONSULTANT	2
ARTICLE 7 GENERAL OBLIGATIONS	2
ARTICLE 8 CODE OF CONDUCT	3
ARTICLE 9 CONFLICT OF INTEREST	4
ARTICLE 10 SPECIFICATIONS AND DESIGNS	4
ARTICLE 11 INDEMNIFICATION	4
ARTICLE 12 MEDICAL AND INSURANCE ARRANGEMENTS	4
ARTICLE 13 PROPRIETARY RIGHTS IN REPORTS AND DOCUMENTS.....	5
NATURE OF THE SERVICES	5
ARTICLE 14 THE SCOPE OF THE SERVICES.....	5
ARTICLE 15 PROVISION OF EXPERTS	5
ARTICLE 16 PERSONNEL AND EQUIPMENT.....	6
ARTICLE 17 REPLACEMENT OF PERSONNEL	6
ARTICLE 18 TRAINEES	6
PERFORMANCE OF THE CONTRACT	7
ARTICLE 19 DELAYS IN PERFORMANCE.....	7
ARTICLE 20 SUSPENSION	7
ARTICLE 21 AMENDMENT OF THE CONTRACT	7
ARTICLE 22 WORKING HOURS.....	8
ARTICLE 23 LEAVE ENTITLEMENT	8
ARTICLE 24 INFORMATION.....	8
ARTICLE 25 RECORDS	8
ARTICLE 26 FINAL REPORT	8
ARTICLE 27 APPROVAL OF REPORTS AND DOCUMENTS.....	8
PAYMENTS	9
ARTICLE 28 PAYMENT AND INTEREST ON LATE PAYMENT	9
ARTICLE 29 REVISION OF PRICES	11
ARTICLE 30 PAYMENT TO THIRD PARTIES.....	11
BREACH OF CONTRACT AND TERMINATION	11
ARTICLE 31 BREACH OF CONTRACT.....	11
ARTICLE 32 TERMINATION BY THE CONTRACTING AUTHORITY	11
ARTICLE 33 TERMINATION BY THE CONSULTANT	12
ARTICLE 34 FORCE MAJEURE.....	12
ARTICLE 35 DECEASE.....	12
SETTLEMENT OF DISPUTES	13
ARTICLE 36 SETTLEMENT OF DISPUTES	13

PRELIMINARY PROVISIONS

Article 1 Definitions

1.1 The headings and titles in these General Conditions shall not be taken as part thereof or be, taken into consideration in the interpretation of the Contract.

1.2 The following definitions apply to the contract.

Administrative order: any writing instruction or order issued by the Project Manager to the Consultant regarding the performance of the services.

Beneficiary country: the country or state outside the European Union with which the European Community has an agreed programme of co-operation.

Budget breakdown: in a fee-based contract, the schedule which breaks down the contract value, stating out the fee rates and the provision for incidental expenses.

Cashflow forecast: the Consultant's estimate of the cashflows arising directly from the execution of the contract.

Commission: the European Commission.

Consultant: the party which will perform the services.

Contract: the signed agreement entered into by the parties for the performance of the services, including all attachments thereto and all documents incorporated therein.

Contracting Authority: the government of the beneficiary country or the legal person governed by public or private law concluding the contract, or on behalf of which the contract is concluded, with the Consultant.

Contract value: the sum stated in the contract representing the maximum or total amount payable for the provision of the services.

Day: calendar day.

EC: the European Community.

EU: the European Union.

Euro: the European single currency.

Fee-based contract: a contract under which the services are provided on the bases of fixed fee rates.

General damages: the sum, not stated previously in the contract, which is awarded by a court or arbitration tribunal, or agreed between the parties, as compensation payable to an injured party for a breach of the contract by the other party.

Global price contract: a contract under which the services are performed for an all-inclusive fixed price.

Liquidated damages: the compensation stated in the contract as being payable by one contracting party to the other for failure to perform the contract or part thereof.

Month: calendar month

National currency: the currency of the country of the Contracting Authority.

Project: the project in relation to which the services are to be provided under the contract.

Project Manager: the natural or legal person responsible for monitoring the implementation of the contract on behalf of the Contracting Authority.

Services: activities to be performed by the Consultant under the contract such as technical assistance, studies, training and designs.

Terms of reference: the document drawn up by the Contracting Authority giving the definition of its requirements and/or the objectives in respect of the provisions of services, specifying, where relevant, the methods and resources to be used by the Consultant and/or the results to be achieved by it.

Time limits: those periods in the contract which shall begin to run from the day following the act or event which serves as the starting point for those periods. Should the last day of the period fall upon a non-working day, the period shall expire at the end of the first working day following the last day of the period.

1.3 Where the context so permits words importing the singular shall be deemed to include the plural and vice versa and words importing the masculine shall be deemed to include the feminine and vice versa.

1.4 The word "country" shall be deemed to include State or Territory.

1.5 Words importing persons or parties shall include firms and companies and any organisation having legal capacity.

Article 2 Notices and written communications

2.1 Whenever there is a deadline for the receipt of a written communication, the sender should ask for an acknowledgement of receipt of its communication. In any event, the sender shall take all the necessary measures to ensure receipt of the communication

2.2 Any notice, consent, approval, certificate or decision by any person required under the contract must be in writing, unless otherwise specified, and shall not be unreasonably withheld or delayed.

Article 3 Assignment

- 3.1 An assignment is a written agreement by which the Consultant transfers its contract or part thereof to a third party.
- 3.2 The Consultant shall not, without the prior written consent of the Contracting Authority, assign the contract or any part thereof, or any benefit or interest thereunder.
- 3.3 The approval of an assignment by the Contracting Authority shall not relieve the Consultant of its obligations for the part of the contract already performed or the part not assigned.
- 3.4 Assignees must satisfy the eligibility criteria applicable to the award of the contract.

Article 4 Sub-contracting

- 4.1 A written agreement by which the Consultant entrusts performance of a part of the services to a third party is considered to be a sub-contract.
- 4.2 The Consultant must seek the prior written authorisation of the Contracting Authority before entering into a sub-contract. This authorisation will be based on the services to be sub-contracted and the identity of the intended sub-contractor. The Contracting Authority shall, with due regard to the provisions of Article 2.2, within 30 days of receipt of the notification, notify the Consultant of its decision, stating reasons, should it withhold such authorisation.
- 4.3 No sub-contract can create contractual relations between any sub-contractor and the Contracting Authority.
- 4.4 The Consultant shall be responsible for the acts, defaults and negligence of its sub-contractors and their experts, agents or employees, as if they were the acts, defaults or negligence of the Consultant, its experts, agents or employees. The approval by the Contracting Authority of the sub-contracting of any part of the contract or of the engagement by the Consultant of sub-contractors to perform any part of the services shall not relieve the Consultant of any of its obligations under the contract.
- 4.5 If a sub-contractor is found by the Contracting Authority or the Project Manager to be incompetent in discharging its duties, the Contracting Authority or the Project Manager may request the Consultant forthwith, either to provide a sub-contractor with qualifications and experience acceptable to the Contracting Authority as a replacement, or to resume the performance of the services itself.
- 4.6 Sub-contractors must satisfy the eligibility criteria applicable to the award of the contract.

OBLIGATIONS OF THE CONTRACTING AUTHORITY

Article 5 Supply of information

- 5.1 The Contracting Authority shall supply the Consultant promptly with any information and/or documentation at its disposal which may be relevant to the performance of the contract. Such documents shall be returned to the Contracting Authority at the end of the period of execution of the contract.
- 5.2 The Contracting Authority shall as far as possible co-operate with the Consultant to provide information that the latter may reasonably request in order to perform the contract.

Article 6 Assistance with local regulations

- 6.1 The Consultant may request the assistance of the Contracting Authority of the beneficiary country to obtain copies of laws, regulations, and information on local customs, orders or by-laws of the country in which the services are to be performed, which may affect the Consultant in the performance of its obligations under the contract. The Contracting Authority may charge the Consultant for such assistance, which would be provided at the Consultant's own expense.
- 6.2 Subject to the provisions of the laws and regulations on foreign labour in the country in which the services are to be performed, the Contracting Authority of the beneficiary country shall make every effort to facilitate the procurement by the Consultant of all required visas and permits, including work and residence permits, for the personnel whose services the Consultant and the Contracting Authority consider necessary as well as residence permits for their families.
- 6.3 The Contracting Authority shall issue to its employees, agents and representatives all such instructions as may be necessary or appropriate to facilitate the prompt and effective performance of the services.

OBLIGATIONS OF THE CONSULTANT

Article 7 General obligations

- 7.1 The Consultant shall respect and abide by all laws and regulations in force in the beneficiary country and shall ensure that its personnel, their dependants, and its local employees also respect and abide by all such laws and regulations. The Consultant shall indemnify the Contracting Authority against any claims and proceedings arising from any infringement by the Consultant, its employees and their dependants of such laws and regulations.
- 7.2 The Consultant shall perform the services under the contract with due care, efficiency and

diligence, in accordance with the best professional practice.

- 7.3 The Consultant shall comply with administrative orders given by the Project Manager. Where the Consultant considers that the requirements of an administrative order go beyond the authority of the Project Manager or of the scope of the contract, it shall, on pain of being time-barred, notify the Project Manager, explaining its opinion, within 30 days after receipt thereof. Execution of the administrative order shall not be suspended because of this notice.
- 7.4 The Consultant shall treat all documents and information received in connection with the contract as private and confidential, and shall not, save in so far as may be necessary for the purposes of the performance thereof, publish or disclose any particulars of the contract without the prior consent in writing of the Contracting Authority or the Project Manager after consultation with the Contracting Authority. If any disagreement arises as to the necessity for any publication or disclosure for the purpose of the contract, the decision of the Contracting Authority shall be final.
- 7.5 If the Consultant is a consortium of two or more persons, all such persons shall be jointly and severally bound to fulfil the terms of the contract. The person designated by the consortium to act on its behalf for the purposes of this contract shall have the authority to bind the consortium.
- 7.6 Any alteration of the composition of the consortium without the prior written consent of the Contracting Authority shall be considered to be a breach of contract.

Article 8 Code of conduct

- 8.1 The Consultant shall at all times act loyally and impartially and as a faithful adviser to the Contracting Authority in accordance with the rules and/or code of conduct of its profession as well as with appropriate discretion. It shall, in particular, refrain from making any public statements concerning the project or the services without the prior approval of the Contracting Authority, and from engaging in any activity which conflicts with its obligations towards the Contracting Authority under the contract. It shall not commit the Contracting Authority in any way whatsoever without its prior written consent, and shall, where appropriate, make this obligation clear to third parties.
- 8.2 For the period of execution of the contract, the Consultant and its personnel shall respect human rights and undertake not to offend the political, cultural and religious practices prevailing in the beneficiary country.
- 8.3 If the Consultant or any of its sub-contractors, personnel, agents or servants offers to give or agrees to offer or to give or gives to any person, any bribe, gift, gratuity or commission as an

inducement or reward for doing or forbearing to do any act in relation to the contract or any other contract with the Contracting Authority, or for showing favour or disfavour to any person in relation to the contract or any other contract with the Contracting Authority, then the Contracting Authority may terminate the contract, without prejudice to any accrued rights of the Consultant under the contract.

- 8.4 The payments to the Consultant under the contract shall constitute the only income or benefit it may derive in connection with the contract and neither it nor its personnel shall accept any commission, discount, allowance, indirect payment or other consideration in connection with, or in relation to, or in discharge of, its obligations under the contract.
- 8.5 The Consultant shall not have the benefit, whether directly or indirectly, of any royalty, gratuity or commission in respect of any patented or protected article or process used in or for the purposes of the contract or the project, without the prior written approval of the Contracting Authority.
- 8.6 The Consultant and its staff shall maintain professional secrecy, for the duration of the contract and after completion thereof. In this connection, except with the prior written consent of the Contracting Authority, neither the Consultant nor the personnel employed or engaged by it shall at any time communicate to any person or entity any confidential information disclosed to them or discovered by them, or make public any information as to the recommendations formulated in the course of or as a result of the services. Furthermore, they shall not make any use prejudicial to the Contracting Authority, of information supplied to them and of the results of studies, tests and research carried out in the course and for the purpose of performing the contract.
- 8.7 The execution of the contract shall not give rise to unusual commercial expenses. If such unusual commercial expenses emerge, the contract will be terminated. Unusual commercial expenses are commissions not mentioned in the contract or not stemming from a properly concluded contract referring to the contract, commissions not paid in return for any actual and legitimate service, commissions remitted to a tax haven, commissions paid to a recipient who is not clearly identified or commission paid to a company which has every appearance of being a front company.
- 8.8 The Consultant shall supply to the Contracting Authority on request supporting evidence regarding the conditions in which the contract is being executed. The Contracting Authority may carry out whatever documentary or on-the-spot checks it deems necessary to find evidence in case of suspected unusual commercial expenses.

Article 9 Conflict of interest

- 9.1 The Consultant shall refrain from any relationship which would compromise its independence or that of its personnel. If the Consultant fails to maintain such independence, the Contracting Authority may, without prejudice to compensation for any damage which it may have suffered on this account, terminate the contract forthwith, without giving formal notice thereof.
- 9.2 The Consultant shall after the conclusion or termination of the contract, limit its role in connection with the project to the provision of the services. Except with the written permission of the Contracting Authority, the Consultant and any other contractor, consultant or supplier with whom the Consultant is associated or affiliated shall be disqualified from the execution of works, supplies or other services for the project in any capacity, including tendering for any part of the project.
- 9.3 As a general rule, civil servants and other agents of the public administration of the beneficiary country, regardless of their administrative situation, shall not be recruited as experts in contracts financed by the EC in the beneficiary country.
- 9.4 The Consultant and anyone working under its authority or control in the performance of the contract or on any other activity, shall be excluded from access to EC financing available under the same project.

Article 10 Specifications and designs

- 10.1 The Consultant shall prepare all specifications and designs using accepted and generally recognised systems acceptable to the Contracting Authority and taking into account the latest design criteria.
- 10.2 The Consultant shall ensure that the specifications and designs and all documentation relating to procurement of goods and services for the project are prepared on an impartial basis so as to promote competitive tendering.

Article 11 Indemnification

- 11.1 At its own expense, the Consultant shall indemnify, protect and defend, the Contracting Authority, its agents and employees, from and against all actions, claims, losses or damage arising from any act or omission by the Consultant in the performance of the services, including any violation of any legal provisions, or rights of third parties, in respect of patents, trade marks and other forms of intellectual property such as copyrights.
- 11.2 At its own expense, the Consultant shall indemnify, protect and defend the Contracting

Authority, its agents and employees, from and against all actions, claims, losses or damages arising out of the Consultant's failure to perform its obligations provided that:

- a) the Consultant is notified of such actions, claims, losses or damages not later than 30 days after the Contracting Authority becomes aware of them;
- b) the ceiling on the Consultant's liability shall be limited to an amount equal to the contract value, and such ceiling shall not apply to actions, claims, losses or damages caused by the Consultant's wilful misconduct;
- c) the Consultant's liability shall be limited to actions, claims, losses or damages directly caused by such failure to perform its obligations under the contract and shall not include liability arising from unforeseeable occurrences incidental or indirectly consequential to such failure.
- 11.3 At its own expense, the Consultant shall, upon request of the Contracting Authority, remedy any defect in the performance of the services in the event of the Consultant's failure to perform its obligations under the contract.
- 11.4 The Consultant shall have no liability whatsoever for actions, claims, losses or damages occasioned by:
- a) the Contracting Authority omitting to act on any recommendation, or overriding any act, decision or recommendation, of the Consultant, or requiring the Consultant to implement a decision or recommendation with which the Consultant disagrees or on which it expresses a serious reservation; or
- b) the improper execution of the Consultant's instructions by agents, employees or independent contractors of the Contracting Authority.
- 11.5 The Consultant shall remain responsible for any breach of its obligations under the contract for such period after the services have been performed as may be determined by the law governing the contract.

Article 12 Medical and insurance arrangements

- 12.1 The Contracting Authority may request the Consultant and/or its personnel performing the services to undergo a medical examination by a qualified medical practitioner before leaving their usual place of residence and shall as soon as is practicable furnish the Contracting Authority with the medical report resulting therefrom.
- 12.2 For the period of execution of the contract, the Consultant shall obtain medical insurance for itself and other persons employed or contracted by it under the contract. The Contracting Authority shall be under no liability in respect of the medical expenses of the Consultant.

Article 16 Personnel and equipment

- 16.1 The personnel which the Consultant uses for the implementation of the contract shall be approved by the Contracting Authority. The terms of reference shall specify the minimum level of training, qualifications and experience of the Consultant's personnel and, where appropriate, the specialisation required.
- 16.2 References and/or curriculum vitae of experts other than the key experts identified in the contract to be employed under the contract shall be submitted to the Contracting Authority for approval.
- 16.3 Staff approved by the Contracting Authority shall commence their duties on the date or within the period laid down in the terms of reference, or, failing this, on the date or within the periods notified to the Consultant by the Contracting Authority or the Project Manager.
- 16.4 Save as otherwise provided in the special conditions, the staff of the Consultant shall reside close to their place of work. Where part of the services is to be performed outside the country of the Contracting Authority, the Consultant shall keep the Project Manager informed of the names and qualifications of staff assigned to that part of the services and of the equipment used.
- 16.5 The Consultant shall:
- forward to the Project Manager within 30 days of the signature of the contract by both parties, the timetable proposed for placement of the staff, specification of their duties and a list of the equipment it intends to use for the services;
 - inform the Project Manager of the date of arrival and departure of each member of staff;
 - submit to the Project Manager for his written approval a timely request for the appointment of any non-key experts.
- 16.6 The Consultant shall adopt all measures necessary to provide and continue to provide its staff with the equipment required enabling them to carry out their specified duties under conditions which are most conducive to efficiency.

Article 17 Replacement of personnel

- 17.1 The Consultant shall not make changes in the personnel without the prior written approval of the Contracting Authority. The Consultant must on its own initiative propose a replacement in the following cases:
- In the event of death, in the event of illness or in the event of accident of a member of staff.
 - If it becomes necessary to replace a member of staff for any other reasons beyond the Consultant's control (e.g. resignation, etc.).

17.2 Moreover, in the course of performance, and on the basis of a written and justified request, the Contracting Authority can ask for a replacement if it considers that a member of staff is inefficient or does not perform its duties under the contract.

17.3 Where a member of staff must be replaced, the replacement must possess at least equivalent qualifications and experience, and the remuneration to be paid to the replacement cannot exceed that received by the member of staff who has been replaced. Where the Consultant is unable to provide a replacement with equivalent qualifications and/or experience, the Contracting Authority may either decide to terminate the contract, if the proper performance of it is jeopardised, or, if it considers that this is not the case, accept the replacement, provided that the fees of the latter are renegotiated to reflect the appropriate remuneration level.

17.4 Additional costs incurred by the replacement of staff are the responsibility of the Consultant. Where the expert is not replaced immediately and it is some time before the new expert takes up its functions, the Contracting authority may ask the Consultant to assign to the project a temporary expert pending the arrival of the new expert, or to take other measures to compensate for the temporary absence of the missing expert. Whatever the case may be, the Contracting Authority makes no payment for the period of the expert's or his/her replacement's absence.

Article 18 Trainees

18.1 If required in the terms of reference, the Consultant shall provide training for the period of execution of the contract for trainees assigned to it by the Contracting Authority under the terms of the contract.

18.2 Instruction by the Consultant of such trainees shall not confer on them the status of employees of the Consultant. However, they must comply with the Consultant's instructions, and with the provisions of Article 8, as if they were employees of the Consultant. The Consultant may on reasoned request in writing obtain the replacement of any trainee whose work or conduct is unsatisfactory.

18.3 Unless otherwise provided in the contract, remuneration for trainees and travel, accommodation and all other expenses incurred by the trainees, shall be borne by the Contracting Authority.

18.4 The Consultant shall report at quarterly intervals to the Contracting Authority on the training assignment. Immediately prior to the end of the period of execution of the contract, the Consultant shall draw up a report on the result of the training and an assessment of the qualifications obtained by the trainees with a view to their future employment. The form of such reports and the procedure for presenting

- 12.3 Within 20 days of signing the contract, the Consultant shall take out and maintain a full indemnity insurance policy for a sum up to the higher of the maximum amount foreseen by the legislation of the country of the Contracting Authority and the amount foreseen by the legislation of the country in which the Consultant has its headquarters and covering, during the period of execution of the contract, the following aspects:
- a) the Consultant's liability in respect of sickness or industrial accident affecting its employees, including the cost of repatriation on health grounds;
 - b) loss of, or damage to, the Contracting Authority's equipment used to perform the contract;
 - c) civil liability in the event of accidents caused to third parties or to the Contracting Authority and any employee of that Authority arising out of the performance of the contract.
 - d) accidental death or permanent disability resulting from bodily injury incurred in connection with the contract; and
- 12.4 The Consultant shall also insure the personal effects of its employees, experts and their families located in the country of the Contracting Authority against loss or damage.
- 12.5 The Consultant shall furnish proof of the insurance policy and of regular payment of premiums without delay whenever required to do so by the Contracting Authority or the Project Manager.

Article 13 Proprietary rights in reports and documents

- 13.1 All reports and data such as maps, diagrams, drawings, specifications, plans, statistics, calculations and supporting records or materials acquired, compiled or prepared by the Consultant in the performance of the contract shall be confidential and shall be the absolute property of the Contracting Authority. The Consultant shall, upon completion of the contract, deliver all such documents and data to the Contracting Authority. The Consultant may retain copies of such documents and data, but shall not use them for purposes unrelated to its contract without the prior written consent of the Contracting Authority.
- 13.2 The Consultant shall not publish articles relating to the services or refer to them when carrying out any services for others, or divulge information obtained from the Contracting Authority, without the prior written consent of the Contracting Authority.

NATURE OF THE SERVICES

Article 14 The scope of the services

- 14.1 The scope of the services is specified in the Terms of reference.
- 14.2 Where the contract is for an advisory function for the benefit of the Contracting Authority and/or Project Manager in respect of all the technical aspects of the project which may arise out of its execution, the Consultant shall not have decision-making responsibility.
- 14.3 Where the contract is for management of the execution of the project, the Consultant shall assume all the duties of management inherent in supervising the execution of a project, subject to the Project Manager's authority.
- 14.4 If the Consultant is required to prepare a tender dossier, the dossier shall contain all documents necessary for consulting suitable contractors, manufacturers and suppliers, and for preparing tender procedures with a view to carrying out the works or providing the supplies or services covered by an invitation to tender. The Contracting Authority shall provide the Consultant with the information necessary for drawing up the administrative part of the tender dossier.

Article 15 Provision of experts

- 15.1 Where the contract is for the provision of experts for the execution of a project, the Consultant shall provide such experts in specific fields relating to the execution of the project, in the form of technical assistance in an advisory and/or managerial role. Such experts shall be under the direct authority of the Project Manager.
- 15.2 The services shall be carried out by the experts specified in the contract for the periods of time indicated therein. The Consultant may, with the prior approval of the Contracting Authority, make minor adjustments to such periods as may be appropriate to ensure the efficient performance of the services, provided that such adjustments will not cause payments made under the contract to exceed the contract value.
- 15.3 The Consultant shall be responsible for the quality of the experts which it places at the disposal of the Contracting Authority.
- 15.4 The Consultant may not without the Contracting Authority's prior agreement make use of experts who do not fulfil the same eligibility criteria with regard to nationality which apply to the Consultant itself.

them shall be as laid down in the terms of reference.

PERFORMANCE OF THE CONTRACT

Article 19 Delays in performance

- 19.1 If the Consultant does not perform the services within the period of execution specified in the contract, the Contracting Authority shall, without formal notice and without prejudice to its other remedies under the contract, be entitled to liquidated damages for every day, or part thereof, which shall elapse between the end of the period of execution specified in the contract and the actual end of the period of execution.
- 19.2 The daily rate for liquidated damages is calculated by dividing the contract value by the number of days of the period of execution.
- 19.3 If these liquidated damages exceed more than 15% of the contract value, the Contracting Authority may, after giving notice to the Consultant:
- terminate the contract; and
 - complete the services at the Consultant's own expense.

Article 20 Suspension

- 20.1 The Contracting Authority is entitled to suspend the performance of the services or any part thereof for such time and in such manner as it may consider necessary.
- 20.2 If the period of suspension exceeds 90 days and the suspension is not due to the Consultant's default, the Consultant may, by notice to the Project Manager, request permission to resume performance of the services within 30 days or terminate the contract.

Article 21 Amendment of the contract

- 21.1 Any amendment of the contract must be set out in writing in an addendum, to be concluded on the same terms as the original contract. If the request for an amendment comes from the Consultant, the latter must submit such a request to the Contracting Authority at least 30 days before the amendment is intended to enter into force, except in cases which are duly substantiated by the Consultant and accepted by the Contracting Authority.
- 21.2 However, where the amendment does not affect the basic purpose of the contract and, for a fee-based contract, the financial impact is limited to a transfer within the Fees or between the Fees and the Provision for incidental expenditure involving a variation of less than 10% of the original amount in the Budget breakdown, the Project Manager shall have the power to order any variation to any part of the services necessary for the proper execution of the

contract, without changing the object or scope of the contract. Such variations may include additions, omissions, substitutions, changes in quality, quantity, specified sequence, method or timing of performance of the services.

- 21.3 No such order for a variation may imply any extension of the period of execution.
- 21.4 Prior to any administrative order for variation, the Project Manager shall notify the Consultant of the nature and form of such variation. As soon as possible, after receiving such notice, the Consultant shall submit to the Project Manager a written proposal containing:
- a description of the service to be performed or the measures to be taken and a programme for execution; and
 - any necessary modifications to the programme of performance or to any of the Consultant's obligations under the contract; and
 - For a fee-based contract, any adjustment to the contract value in accordance with the following principles:
 - where the task is of similar character and executed under similar conditions to an item priced in the budget breakdown the equivalent numbers of working days shall be valued at the fee rates contained therein;
 - where the task is not of a similar character or is not executed under similar conditions, the fee rates in the contract shall be applied to the estimated numbers of working days so far as is reasonable, failing which, a fair estimation shall be made by the Project Manager;
 - where a variation is necessitated by a default or breach of contract by the Consultant, any additional cost attributable to such variation shall be borne by the Consultant.
- 21.5 Following the receipt of the Consultant's proposal, the Project Manager shall, after due consultation with the Contracting Authority, and where appropriate with the Consultant, decide as soon as possible whether or not the variation shall be carried out. If the Project Manager decides that the variation shall be carried out he shall issue the administrative order stating that the variation shall be carried out under the conditions given in the Consultant's proposal or as modified by the Project Manager in accordance with Article 21.4.
- 21.6 On receipt of the administrative order requesting the variation, the Consultant shall proceed to carry out the variation and be bound by these General Conditions in so doing as if such variation were stated in the contract.
- 21.7 Changes of address, changes of bank account and changes of auditor may simply be notified by the Consultant to the Project Manager, although this shall not affect the Contracting Authority's right to oppose the Consultant's choice of bank account or auditor.

21.8 No amendment shall be made retroactively. Any change to the contract which has not been made in the form of an administrative order or an addendum shall be considered as null and void.

Article 22 Working hours

The days and hours of work of the Consultant or the Consultant's personnel in the country of the Contracting Authority shall be fixed on the basis of the laws, regulations and customs of the country of Contracting Authority and the requirements of the services.

Article 23 Leave entitlement

23.1 Annual leave to be taken during the period of execution of the contract must be at a time approved by the Project Manager.

23.2 For a fee-based contract, the fee rates are deemed to take into account the annual leave of up to 2 months for the Consultant's personnel during the period of execution of the contract. Consequently, days taken as annual leave shall not be considered to be working days.

23.3 The Consultant's personnel shall not be entitled to either sick or casual leave provided, however, that the Project Manager may, at his sole discretion whether for compassionate reasons or otherwise, permit the Consultant to take unpaid leave during the period of execution of the contract.

Article 24 Information

The Consultant shall furnish the Project Manager with such information relating to the services and the project as the Project Manager may at any time request.

Article 25 Records

25.1 The Consultant shall keep full accurate and systematic records and accounts in respect of the services in such form and detail as is sufficient to establish accurately that the number of working days and the actual incidental expenditure identified in the Consultant's invoice(s) have been duly incurred for the performance of the services.

25.2 For a fee-based contract, timesheets recording the days worked by the Consultant's personnel must be maintained by the Consultant. The amounts invoiced by the Consultant must correspond to these timesheets.

25.3 Such records must be kept for a 5-year period after the last payment made under the contract. These documents comprise any documentation concerning income and expenditure and any inventory, necessary for the checking of

supporting documents in particular timesheets, plane and transport tickets, pay slips for the remuneration paid to the experts. Failure to maintain such records constitutes a breach of contract and will result in the termination of the contract.

25.4 The Consultant shall permit the Project Manager or any person authorised by him to inspect or audit, at any reasonable time, the records and accounts relating to the services and to make copies thereof both during and after provision of the services.

Article 26 Final report

26.1 Immediately prior to the end of the period of execution of the contract the Consultant shall draw up a confidential final report together with, if appropriate, a critical study of any major problems which may have arisen during the performance of the contract. For a fee-based contract, this final report shall include a financial analysis of the project and an audit certificate provided by the auditor identified in Article 11.1 of the Special Conditions.

26.2 This final report shall be forwarded to the Project Manager not later than 60 days after the end of the period of execution of the contract. Such report shall not bind the Contracting Authority.

26.3 Where the contract is performed in phases, the execution of each phase shall give rise to the preparation of a final report by the Consultant.

Article 27 Approval of reports and documents

27.1 The approval by the Contracting Authority of reports and documents drawn up and forwarded by the Consultant shall certify that they comply with the terms of the contract.

27.2 The Contracting Authority shall, within 30 days of receipt, notify the Consultant of its decision concerning the documents or reports received by it, giving reasons should it reject the reports or documents, or request amendments. For the final report, the time limit is extended to 60 days. If the Contracting Authority does not give any comments on the documents or reports within the time limit, the Consultant may request written acceptance of them. The documents or reports shall be deemed to have been approved by the Contracting Authority if it does not expressly inform the Consultant of any comments within 30 days of the receipt of this written request.

27.3 Where a report or document is approved by the Contracting Authority subject to amendments to be made by the Consultant, the Contracting Authority shall, prescribe a period for making the amendments requested.

- 27.4 Where the contract is performed in phases, the execution of each phase shall be subject to the approval, by the Contracting Authority, of the preceding phase except where the phases are carried out concurrently.

PAYMENTS

Article 28 Payment and interest on late payment

- 28.1 Payment procedures are set out in Article 7 of the Special Conditions and follow one of the two options below.

Option 1: Fee-based contract

The Contracting Authority will make payments to the Consultant in the following manner:

- an advance of 60% of the cashflow forecast for the 12 months following the commencement date, within 60 days of receipt by the Contracting Authority of the Contract signed by both parties and of a financial guarantee, as defined in Article 28.4;
- interim six-monthly payments, if any, as indicated in Article 7.2 of the Special Conditions, within 60 days of the Contracting Authority receiving an invoice setting out the days actually worked and the incidental expenditure actually incurred during the period, as evidenced by the accompanying interim report, subject to approval of that report in accordance with Article 28.2;
- the balance of the final certified contract value, after deduction of the interim payments, within 60 days of the Contracting Authority receiving a final invoice accompanied by the final report and audit certificate from the auditor identified in Article 11.1 of the Special Conditions, subject to approval of the final report and audit certificate in accordance with Article 28.2.

The interim invoices must be paid such that the sum of the advance and the interim payments do not exceed 90% of the maximum contract value stated in Article 3 of the Special Conditions, the balance being paid by deduction from the advance.

Option 2: Global price contract

The Contracting Authority will make payments to the Consultant in the following manner:

- an advance of 60% of the contract value stated in Article 3 of the Special Conditions within 60 days of receipt by the Contracting Authority of the Contract signed by both parties and of a financial guarantee, as defined in Article 28.4;
- interim payments, if any, totalling 60% of the contract value stated in Article 3 of the Special Conditions, within 60 days of the Contracting Authority receiving the corresponding interim reports and shall

be paid by deduction from the advance, subject to approval of such reports in accordance with Article 28.2;

- a final payment of 40% of the contract value stated in Article 3 of the Special Conditions if there have been interim payments, or 100% of the contract value if there have been no interim payments, within 60 days of the Contracting Authority receiving a final invoice accompanied by the final report, subject to approval of that report in accordance with Article 28.2.

- 28.2 The payment deadline of 60 calendar days referred to in Article 28.1 shall expire on the date on which the Contracting Authority's account is debited. Without prejudice to Article 32.3, the Contracting Authority may halt the countdown towards this deadline for any part of the invoiced amount disputed by the Project Manager by notifying the Consultant that that part of the invoice is inadmissible, either because the amount in question is not due or because the relevant report cannot be approved and the Contracting Authority thinks it necessary to conduct further checks. In such cases, the Contracting Authority must not unreasonably withhold any undisputed part of the invoiced amount but may request clarification, alteration or additional information, which must be produced within 30 days of the request. The countdown towards the deadline will resume on the date on which a correctly formulated invoice is received by the Contracting Authority.

- 28.3 Once the deadline referred to above has expired, the Consultant may, within two months of late payment, claim late-payment interest:

- at the rate applied by the European Central Bank to its main refinancing transactions in euro where payments are in euro,
- at the rediscount rate applied by the central bank of the country of the Contracting Authority where payments are in the currency of that country.

on the first day of the month in which the deadline expired, plus one and a half percentage points. The late-payment interest shall apply to the time which elapses between the date of the payment deadline (inclusive), and the date on which the Contracting Authority's account is debited (exclusive).

- 28.4 Advances of EUR 50,000 or more must be fully secured by a financial guarantee remaining valid until it is released by the Contracting Authority following final payment. The financial guarantee shall be in conformity with or match the model below:

**SPECIMEN FINANCIAL GUARANTEE FOR THE
REPAYMENT OF ADVANCES**

To the <name and address of the Contracting Authority>, hereinafter referred to as "the Contracting Authority",

Subject: Guarantee No ...
Financial guarantee for the repayment of advances payable under Contract <Contract number and title>

We the undersigned, <name and address of financial institution> hereby irrevocably declare that we guarantee as primary obligor, and not merely as a surety, on behalf of <name and address of the Consultant>, hereinafter referred to as "the Consultant", payment to the Contracting Authority of <amount > euro, this amount representing the part of the cost of the Operation payable as an advance under Grant Contract <Contract number and title> concluded between the Consultant and the Contracting Authority.

Payment shall be made into account <account number> held by the Contracting Authority, without objection or legal proceedings of any kind, upon receipt of your first written claim (sent by recorded delivery) stating that the Consultant has not repaid the advance on request or that the Contract has been terminated for any reason whatsoever. We shall not delay the payment, nor shall we oppose it for any reason whatsoever. We shall inform you in writing as soon as payment has been made.

We note that the guarantee will be released 60 days at the latest after the final payment provided for in the Contract.

The law applicable to this guarantee shall be that of <country in which the financial institution issuing the guarantee is established>. Any dispute arising out of or in connection with this guarantee shall be referred to the courts of the Contracting Authority's country.

This guarantee will come into force and will take effect on receipt of the advance in the account designated in the Contract by the Consultant to receive payments.

.....
<Date> <Signature>¹

28.5 Payments due from the Contracting Authority shall be made into the bank account referred to in Article 7.1 of the Special Conditions.

28.6 The Contracting Authority will make payments in euro or in the currency of the country to which it belongs, in accordance with the stipulations of the Special Conditions. Where payment is in euro, for the purposes of the Provision for incidental expenditure, actual expenditure shall be converted into euro at the rate published by the European Central Bank in the "C" series of

the Official Journal on the first working day of the month in which the invoice is dated.

28.7 The Consultant shall use the advance exclusively for operations connected with the performance of the services. Should the Consultant misuse any portion of the advance, it shall become due and repayable immediately.

28.8 Should the advance guarantee cease to be valid and the Consultant fail to re-validate it, either a deduction equal to the amount of the advance may be made by the Contracting Authority from future payments due to the Consultant under the contract, or if in the opinion of the Contracting Authority such deduction is impracticable, the Contracting Authority may terminate the contract.

28.9 If the contract is terminated for any reason whatsoever, the guarantees securing the advances may be invoked forthwith in order to repay the balance of the advances still owed by the Consultant, and the guarantor shall not delay payment or raise objection for any reason whatever.

28.10 For fee-based contracts, provision may be made for the payment of interim payments only in respect of services rendered and, in the case of the part of the contract based on the reimbursement of costs, for the expenditure really incurred. For the latter, appropriate supporting documents shall be kept by the Consultant for the purpose of audits as foreseen in Article 25.4.

28.11 Payment of the final balance shall be subject to performance by the Consultant of all its obligations relating to the execution of all phases or parts of the services and to the approval by the Contracting Authority of the final phase or part of the services. Final payment shall be made only after the final report and a final statement, identified as such, shall have been submitted by the Consultant and approved as satisfactory by the Contracting Authority. Any amount which the Contracting Authority has paid, or caused to be paid, in accordance with Article 35 in excess of the Consultant's entitlement under the contract, shall be reimbursed by the Consultant to the Contracting Authority within 30 days after receipt by the Consultant of notice thereof.

28.12 If any of the following events occurs and persists, the Contracting Authority may, by written notice to the Consultant, suspend in whole or in part, payments due to the Consultant under the Contract:

- a) the Consultant defaults in the execution of the contract;
- b) any other condition for which the Consultant is responsible under the contract and which, in the opinion of the Contracting Authority, interferes, or threatens to interfere, with the successful completion of the project or the contract.

¹ The name and title of the person(s) signing for the guarantor should be added in printed characters.

Article 29 Revision of prices

29.1 Unless otherwise stipulated in the special conditions, contracts shall be at fixed prices which shall not be revised.

Article 30 Payment to third parties

30.1 All orders for payments to third parties may be carried out only after an assignment made in accordance with Article 3.

30.2 Notification of beneficiaries of assignment shall be the sole responsibility of the Consultant.

30.3 In the event of a legally binding attachment of the property of the Consultant affecting payments due to it under the contract and without prejudice to the time limit laid down in Article 28, the Contracting Authority shall have 60 days, starting from the day when it receives notification of the definitive lifting of the obstacle to payment, to resume payments to the Consultant.

BREACH OF CONTRACT AND TERMINATION

Article 31 Breach of contract

31.1 Either party commits a breach of contract where it fails to discharge any of its obligations under the contract.

31.2 Where a breach of contract occurs, the party injured by the breach shall be entitled to the following remedies:

- a) damages; and/or
- b) termination of the contract.

31.3 Damages may be:

- a) general damages; or
- b) liquidated damages.

31.4 In any case where the Contracting Authority is entitled to damages, it may deduct such damages from any sums due to the Consultant or call on the appropriate guarantee.

31.5 The Contracting Authority shall be entitled to compensation for any damage which comes to light after the contract is completed in accordance with the law governing the contract.

Article 32 Termination by the Contracting Authority

32.1 The Contracting Authority may, at any time and with immediate effect, terminate the contract after giving 7 days notice to the Consultant.

32.2 Termination shall be without prejudice to any other rights or powers under the contract of the Contracting Authority and the Consultant.

32.3 In addition to the grounds for termination defined in these General Conditions, the Contracting Authority may terminate the contract in any of the following cases where:

- a) the Consultant fails to carry out the services substantially in accordance with the contract;
- b) the Consultant continues to default for a period of 14 days after the Contracting Authority has given notice to it of suspension of payments under Article 28.12;
- c) the Consultant fails to comply within a reasonable time with the notice given by the Project Manager requiring it to make good the neglect or failure to perform its obligations under the contract which seriously affects the proper and timely performance of the services;
- d) the Consultant refuses or neglects to carry out administrative orders given by the Project Manager;
- e) the Consultant assigns the contract or sub-contracts without the authorisation of the Contracting Authority;
- f) the Consultant becomes bankrupt or insolvent, or has a receiving order made against it, or enters into an arrangement with its creditors, or carries on business under a receiver, trustee or administrator for the benefit of its creditors, or goes into liquidation;
- g) any adverse final judgement is made in respect of an offence affecting the professional conduct of the Consultant;
- h) any legal disability hindering performance of the contract occurs;
- i) any organisational modification occurs involving a change in the legal personality, nature or control of the Consultant, unless such modification is recorded in an addendum to the contract;
- j) the Consultant fails to provide the required guarantees or insurance, or if the person providing a guarantee or insurance is not able to abide by its commitments.

32.4 The Contracting Authority may, thereafter, complete the services itself, or conclude any other contract with a third party, at the Consultant's own expense. The Consultant's liability for delay in completion shall immediately cease when the Contracting Authority terminates the Contracts without prejudice to any liability thereunder that may have already been incurred.

32.5 Upon termination of the contract or when it has received notice thereof, the Consultant shall take immediate steps to bring the services to a close in a prompt and orderly manner and in such a way as to keep costs to a minimum.

32.6 The Project Manager shall, as soon as is possible after termination, certify the value of

the services and all sums due to the Consultant as at the date of termination.

- 32.7 The Contracting Authority shall not be obliged to make any further payments to the Consultant until the services are completed, whereupon the Contracting Authority shall be entitled to recover from the Consultant the extra costs, if any, of completing the services, or shall pay any balance due to the Consultant.
- 32.8 If the Contracting Authority terminates the contract, it shall be entitled to recover from the Consultant any loss it has suffered up to the maximum amount stated in the contract. If no maximum amount is stated, the Contracting Authority shall, without prejudice to its other remedies under the contract, be entitled to recover that part of the contract value which is attributable to that part of the services which has not, by reason of the Consultant's failure, been satisfactorily completed.
- 32.9 If the termination is not due to an act or omission of the Consultant, the Consultant shall be entitled to claim in addition to sums owing to it for work already performed, a compensation for any loss or injury suffered.

Article 33 Termination by the Consultant

- 33.1 The Consultant may, after giving 14 days notice to the Contracting Authority, terminate the contract if the Contracting Authority:
- fails to pay the Consultant the amounts due under any certificate of the Project Manager after the expiry of the time limit stated in Article 28; or
 - consistently fails to meet its obligations after repeated reminders; or
 - suspends the progress of the services or any part thereof for more than 90 days for reasons not specified in the contract, or not due to the Consultant's default.
- 33.2 Such termination shall be without prejudice to any other rights of the Contracting Authority or the Consultant acquired under the contract.
- 33.3 In the event of such termination, the Contracting Authority shall pay the Consultant for any loss or injury the Consultant may have suffered. Such additional payment may not be such that the total payments exceed the amount specified in Article 3 of the Special Conditionst.

Article 34 Force majeure

- 34.1 Neither party shall be considered to be in breach of its obligations under the contract if the performance of such obligations is prevented by any circumstances of force majeure which arise after the date of signature of the contract by both parties.

34.2 The term "force majeure", as used herein shall mean acts of God, strikes, lock-outs or other industrial disturbances, acts of the public enemy, wars, whether declared or not, blockades, insurrection, riots, epidemics, landslides, earthquakes, storms, lightning, floods, washouts, civil disturbances, explosions, and any other similar unforeseeable events, beyond the control of either party and which by the exercise of due diligence neither party is able to overcome.

34.3 Notwithstanding the provisions of Article 19 and Article 32, the Consultant shall not be liable for liquidated damages or termination for default if, and to the extent that, its delay in performance or other failure to perform its obligations under the contract is the result of an event of force majeure. The Contracting Authority shall similarly not be liable, notwithstanding the provisions of Article 28 and Article 33, to payment of interest on delayed payments, for non-performance or for termination by the Consultant for default, if, and to the extent that, the Contracting Authority's delay or other failure to perform its obligations is the result of force majeure.

34.4 If either party considers that any circumstances of force majeure have occurred which may affect performance of its obligations it shall notify the other party immediately giving details of the nature, the probable duration and likely effect of the circumstances. Unless otherwise directed by the Project Manager in writing, the Consultant shall continue to perform its obligations under the contract as far as is reasonably practicable, and shall seek all reasonable alternative means for performance of its obligations which are not prevented by the force majeure event. The Consultant shall not put into effect such alternative means unless directed so to do by the Project Manager.

34.5 For a fee-based contract, if the Consultant incurs additional costs in complying with the Project Manager's directions or using alternative means under Article 34.4 the amount thereof shall be certified by the Project Manager subject to the maximum contract value.

34.6 If circumstances of force majeure have occurred and persist for a period of 180 days then, notwithstanding any extension of the period of execution that the Consultant may by reason thereof have been granted, either party shall be entitled to serve upon the other 30 days' notice to terminate the contract. If at the expiry of the period of 30 days the situation of force majeure persists, the contract shall be terminated and, in consequence thereof, the parties shall be released from further performance of the contract.

Article 35 Decease

- 35.1 If the Consultant is a natural person, the contract shall be automatically terminated if that person dies. However, the Contracting Authority

Annex

II

TERMS OF REFERENCE

EUROPEAN UNION - TACIS

Technical Assistance to the Southern Republics of the
CIS - TRACECA

TRADE AND TRANSPORT SECTORS

Terms of Reference

**UNIFIED POLICY
ON
TRANSIT FEES AND TARIFFS**

Final Recipients:
National Commissions TRACECA
and Ministries of Transport

shall examine any proposal made by his heirs or beneficiaries if they have notified their wish to continue the contract within 15 days of the date of decease. The decision of the Contracting Authority shall be notified to those concerned within 30 days of receipt of such a proposal.

- b) in all other cases, under the rules of Conciliation and Arbitration of the International Chamber of Commerce (Paris) by one or more arbitrators appointed in accordance with the said rules. The request for arbitration must be submitted within 60 days as from the end of the period of conciliation.

- 35.2 If the Consultant is a group of natural persons and one or more of them die, a report shall be agreed between the parties on the progress of the services and the Contracting Authority shall decide whether to terminate or continue the contract in accordance with the undertaking given within 15 days of the date of decease by the survivors and by the heirs or beneficiaries, as the case may be. The decision of the Contracting Authority shall be notified to those concerned within 30 days of receipt of such a proposal.
- 35.3 Such persons shall be jointly and severally liable for the proper performance of the contract to the same extent as the Consultant. Continuation of the contract shall be subject to the rules relating to establishment of any guarantee provided for in the contract.

SETTLEMENT OF DISPUTES

Article 36 Settlement of disputes

- 36.1 The Contracting Authority and the Consultant shall make every effort to amicably settle any dispute relating to the contract which may arise between them, or between the Project Manager and the Consultant.
- 36.2 Once a dispute has arisen, the parties to this contract shall notify each other in writing of their positions on the dispute as well as of any solution which they envisage possible. If any of the two parties deems it useful, the parties to this contract shall meet and try and settle the dispute. Each party shall respond to a request for amicable settlement within 30 days of such request. The period to reach an amicable settlement shall be 120 days. Should the attempt to reach an amicable settlement not be successful or should a party not respond in time to any requests for settlement, each party shall be free to proceed to the next stage in reaching a settlement in accordance with Article 36.3.
- 36.3 The parties may agree to the settlement of the dispute by conciliation within a specific time limit by a third party after the amicable settlement procedure adopted has failed.
- 36.4 The amicable settlement or conciliation procedure adopted shall in all cases involve a procedure in which complaints and responses are notified to the other party.
- 36.5 In the absence of an amicable settlement or settlement by conciliation within the maximum time limits specified, the dispute shall be settled:
- a) in the case of a national contract, in accordance with the national legislation of the country of the Contracting Authority; and

CONTENTS

1. **Background**
2. **Rationale and Objectives**
3. **Risks and Assumptions**
4. **Main Components**
5. **Reporting**
6. **Factors Ensuring Sustainability**
7. **Environmental Impact**
8. **Monitoring and Evaluation**

1. Background

1.1 Needs of Beneficiaries

During May 1993, a conference organised by the European Commission was held in Brussels at which the states of Armenia, Azerbaijan, Georgia, Turkmenistan, Uzbekistan, Kazakhstan, Kyrgyzstan and Tajikistan were represented.

The objectives of the Conference were:

- To promote co-operation among the participating states in all matters pertaining to the development of trade and transport in the region.
- To promote the Central Asian-Trans-Caucasian-Europe transport corridor.
- To identify problems and deficiencies in the regional trade and transport systems.
- To define in terms of content and timing a Technical Assistance Programme to be financed by the EU.

From this conference the TRACECA (Transport Corridor Europe Caucasus Central Asia) programme was created as a component of the TACIS interstate programme.

On September 7-8, 1998, delegations of 32 countries and 13 international organisations gathered in Baku for the International TRACECA Conference. Nine Presidents and one Prime Minister, Ministers, Ambassadors and heads of delegation discussed the importance of the TRACECA programme as the shortest way of integration into the international economic structures, as a guarantee of political and economic stability and also as a means to improve regional co-operation.

During this Conference, 12 countries:

Azerbaijan Republic	Republic of Moldova
Republic of Armenia	Romania
Republic of Bulgaria	Republic of Tajikistan
Georgia	Turkish Republic
Republic of Kazakhstan	Republic of Uzbekistan
Kyrgyz Republic	Ukraine

signed a Multi-Lateral Agreement (MLA) on International Transport in the transport corridor Europe-Caucasus-Central Asia (and four supplementary technical annexes on Customs, road, maritime and rail transport), which has been ratified by 10 countries. It is anticipated that Turkey and Kazakhstan will ratify the Agreement by the end of 2000.

In accordance with the MLA a Permanent Secretariat in Baku was set up.

On 10-11 March 2000 in Tbilisi the First Conference of the TRACECA Intergovernmental Commission (IGC) was held. The Conference adopted the Intergovernmental Commission rules and procedures as well as the statutes of the Permanent Secretariat and elected its first Secretary-General.

National TRACECA Commissions have been set up and a National Secretary appointed in most of the TRACECA States and it is anticipated that all will be in place by the beginning of 2001. The National Commissions have been asked to make comment on proposals for new

projects and their comments and recommendations are reflected in the content and structure of these Terms of Reference.

It must be noted that Turkmenistan was not present in Baku and Mongolia, which was represented, has not yet signed the MLA. However, article 14 provides that the basic Agreement is "open for accession of any state". This provision is clearly intended to make room for them, once they have considered the benefits they may obtain from membership.

1.2 Problems to be addressed.

Since the break-up of the Soviet Union TRACECA states have entered into a series of agreements to regulate transit traffic between and across their territories. These may be summarised as:

- bi-lateral agreements, which are the most prolific, and somewhat difficult to catalogue and administer.
- multi-lateral agreements, such as the "Sarakhs agreement" of May 1996 which is a rare example but working proof of the regional will to regulate transit traffic on a broad basis. Other agreements exist within the framework of the OCJD for rail transport, and there is also the Customs Union which links, at least nominally, certain of the TRACECA states with Russia.

For road transport operators, in the absence of detailed application of the MLA, a somewhat chaotic situation exists at the operator level. Road carriers are confronted by a confusing and ever changing regulatory environment and road transit fee structure, sometimes administered at both national and oblast level, and this continues to lead to uncertainty, delays and inefficiencies throughout the journey. The effect of all this uncertainty is an increase in transport charges to traders, who then pass on these extra costs in higher prices to the consumer.

For rail transport the MTT tariff system (with discounts subject to negotiation), does not always seem to provide the degree of flexibility needed on the TRACECA route to attract more goods and passenger transport. Where the trader or user of the transport service has freedom of choice (where there are alternatives), and where the trade is not route sensitive, a more flexible system is needed. Such a system needs more accurately to reflect the nature of the traffic, for example high volume/time sensitive/ temperature controlled or perishable.

An alternative solution is to set a permanent discount to a level that will attract volume traffic. Following the Sarakhs agreement a discount of 50% was set for the TRACECA route and with governmental support large volumes of traffic were diverted to the TRACECA route. Later, the discount was selectively reduced in some States, and the traffic volume declined.

The transport of oil and oil products, minerals and bulk goods, by rail should be seen as a separate issue, subject to long term contracts and high volumes at a relatively low price. As an example, over 80% of international rail transport in Azerbaijan is of oil and oil products and could be seen to be competing (with some products) on price with pipelines. With such rail movements the main issue seems to be one of excessive border delays and Port charges, rather than transit tariffs. This issue will be dealt with under the Harmonisation of Border Crossing Procedures project.

Where goods are time sensitive, have high value or are perishable, rail freight needs to be able to offer a service that can compete effectively with other transport modes. In many countries the security of containerised goods movement provided by rail (with two 20-foot containers loaded on the rail wagon with the doors facing together), is seen as a unique benefit, more valuable than time or cost. This is a marketing issue that needs to be exploited more fully.

For Maritime and Port operations there are perceived to be excessive charges levied for port handling, stevedoring and warehousing for all modes of transport, relative to the work done and by comparison to other Ports of an equal size in countries outside the region.

1.3 Relation to past and present TACIS projects

Past and present TRACECA projects have analysed the current situation of the transport sector in the region. The projects of most relevance to a Unified Policy on Transit fees and Tariffs include the following:

- A project for road transport to establish a road transport training centre under the overall control of the National Association of Road Hauliers/Carriers, who are the IRU members, in each TRACECA state. This included a training element to assist in understanding road transport costing and marketing.
- For all modes of transport, a project to provide assistance in the establishment of a Transport Legal Framework in each TRACECA state. The project worked with local experts on a draft multi-lateral agreement (MLA) that included provision for transit fees and tariffs.
- For road and rail transport, a project entitled "Trade Facilitation" which carried out a detailed survey of current trade documentation usage, border-crossing conditions and recommended streamlined procedures. These recommendations have already been partially implemented in the region and they included reference to Transit Fees and unauthorised payments levied on road transporters.
- A project to set up a database and forecasting model of freight movements within the region (Traffic Forecasting).
- The Central Asian Rail restructuring project which considered the reorganisation of the concerned operating companies to become more commercially oriented, and determined investment packages of interest to IFIs to support their development.
- A rail project "Tariffs and Timetables" that among other project components, analysed the input costs of providing rail freight services and proposed a new cost accounting system for the railway companies.

Training and familiarisation in international transport practices including customs, tariffs and transit procedures, has been included in the content of most TRACECA projects.

At the time of writing, two new TRACECA projects and one national TACIS³ project sharing certain domains of interest with this project should be commissioned within the time frame of the project:

- The Harmonisation of Border Crossing Procedures project will build on earlier TRACECA projects and generate an implementation programme to deliver a series of performance improvement targets that have already been agreed in principle. This will include the introduction of simplified model documents and the rationalisation of documentation flows to speed up border crossing transit times.

- The Common Legal Basis for Transit Transport project will give guidance in the organisation of a common legal basis for transit traffic in each TRACECA State.
- The TACIS National Project, in Kazakhstan on "Support to the development of a Transit Corridors Policy, in the Republic of Kazakhstan" will look at specific aspects of transit transport including a review of goods and passenger flow statistics. It will also look at the application of on-line transport management systems.

The Contractor should closely co-ordinate its work with the above mentioned projects. It is to be noted that the activities of the present project are to concentrate on the technical and operational aspects of achieving the stated objectives. To the extent that any legislative consequences might arise from aspects of the project work these should be the concern of the Common Legal Basis for Transit Transportation project.

1.4 Relation with other donors

There appears to be a number of other agencies that are either active in the region currently, or have plans to become active shortly. The consultant carrying out this project will be expected to co-operate with other donors to fullest degree possible. The present project will be particularly attentive to complementary actions, collaboration, exchange of information and cross referencing in reports, with the other donors initiatives.

A report entitled "Trade Facilitation in the Caucasus" (November 2000) has been prepared by World Bank. Its content should be taken into consideration by this project. Likewise, several reports have been published by ESCAP and should be considered.

2. Rationale and Objectives

2.1.1. Road transport transit fees, situation analysis

Road transport transit fees of various types are imposed in all TRACECA states.

As in all countries, there is some justification for imposing user charges on all road vehicles based on the amount of damage they are calculated to impose on roads and bridges. In the case of heavy trucks a transit fee charge is levied on a number of factors that may include the gross weight of the vehicle, the number and type of axles and the distance between the axles. The issue of transit fees imposed on goods vehicles, in particular, is a very contentious one and those TRACECA States that have many borders to cross to reach their markets feel disadvantaged by them.

There have also been many reported incidents of the arbitrary imposition and charging of "transit fees" by some regional authorities. Such charges are not authorised by central governments and the charges imposed are not justified or uniformly applied. There is also seen to be a general lack of transparency in the economic and legal basis for some transit fees that are perceived by some operators to be rather like a ransom demand.

If excessive or arbitrary fees are imposed, unrelated to any service provided by the transit country, then the transporter and trader may seek alternative routes and markets for their goods that are more certain for their business. They are not in business to take unnecessary risks or to enter into contracts that have an undetermined cost base. If they succeed in doing

this then the regional economy of the transit State, by-passed in this way, suffers to the detriment of all of the people in the region, and the regional economic activity is suffocated.

2.1.2. Rail transit tariffs, situation analysis

Rail transit tariffs are set according to the International Transit Tariff (MTT) scale, which is periodically adjusted (the next review is in November 2000 for tariffs to be applied in 2001), but which is subject to a review twice each year on the level of discounts that may be applied. This is done within the Organisation of Co-operation of Railways (OCJD) forums.

The OCJD is an organisation that is not unlike the International Union of Railways (UIC). The OCJD is involved in regrouping railway systems from the former eastern block. The principles of the tariff scales are thought to be based on a system dating from the former Soviet central planning era that may no longer have any relevance to actual operating costs. However, it is known that some rail companies have already refined and revised their costing systems on a more realistic base and can tell the level of income needed to cover the repair and replacement of vital infrastructure. It is not known to what extent utilisation and availability considerations are taken into account when deciding whether or not to accept particular traffic, and what line capacity or pathing issues are considered.

The MTT scales allow for heavy discounts on published prices, which may compensate for the apparent unrealistic level at which the rates are first set. This discount system allows for some commercial flexibility, but the process of achieving discounts is time consuming and convoluted. For rail rates on bulk commodities such as oil and minerals, such delays may be acceptable within the contract negotiations. For consumer goods and high value or perishable products, the trader will seek an early answer on availability and price. Failing a quick response the trader may look elsewhere. It is also thought, but not proven, that high rail transit tariffs may cross-subsidise domestic rail traffic.

It may be more realistic to consider an approach where rail transport operations are organised in such a way as to develop their activity according to competitive principles. Such a system would envisage that prices were established freely on the market, based on the availability and utilisation of rolling stock and other equipment, and with an allowance for infrastructure cost recovery.

It may also be considered that tariffs and taxes should be based at minimum cost recovery levels, looking towards a base cost set at direct cost level with the addition of a small percentage cost addition. In brief, the "Cost Plus" basis. There are many options available.

A previous TRACECA project attempted to set up a completely new tariff methodology, but it was found that the MTT scale is so deeply implanted in the sales and marketing philosophy of the whole region, that it proved difficult to convince the parties concerned that such a plan was practical. It is felt that the level of expertise in some local rail management on this subject is not well developed and attitudes could be difficult to change.

2.1.3. Port tariffs and shipping rates

Some of the TRACECA port tariffs are reported to be among the highest in the world (disbursement, stevedoring, etc.). Likewise maritime shipping rates in the region are reported to be high and seen to be unrealistic in terms of the distance and service provided. In some

cases the handling cost per tonne can be higher than the rail cost to reach the Port from many hundreds of kilometres away. This may be a volume related issue but one that needs to be analysed.

Such seemingly un-justified high costs contribute to the factors that restrict the growth of traffic volumes, cause traders to look for alternative routes and lead to a lack of traffic with the corresponding reduction in revenue for the operators and high unit cost of both road and rail feeder services.

2.2 Overall Objective

The overall objective of this project is to find practical solutions to local problems that will enable the whole TRACECA route from the Chinese border to the borders of West European states, to be seen as **commercially competitive and attractive** to all traders, in both time and cost. The TRACECA route **needs to be seen** as one that traders will use from choice as it is the shortest route to Black Sea Ports, and provides known cost and better security than the alternative routes available.

Results

The expected final result of the project will be a more transparent tariffs and transit fees structure and the removal of illegal, non-physical barriers to effective international trade and transport services within the TRACECA region. This should ultimately result in a reduction in transport costs and unnecessary delays notably for road carriers. In addition the traders will have a route of predetermined cost which is vital for sustainable international transport movements.

It must be appreciated that full delivery of these benefits cannot be guaranteed during the project timescale and that on-going monitoring and evaluation by the IGC and the National Commissions will be required over a number of years following completion of the project tasks.

2.3 Project Purpose and Deliverables

In order to reach the above stated overall objectives the project purpose and deliverables are defined as follows:

- To determine a unified policy and equitable levels for the imposition of legitimate road transit fees and to seek clarification and with the active participation of the National Commissions, Freight Forwarding and Carriers Associations, expose those that cannot be justified.
- To carry out a study of both the positive and negative features of the existing MTT rail tariff scheme so that it can be compared to any new proposals made by the contractor.
- To establish a permanent working group entitled "Council of Heads of Railways" for TRACECA, through the IGC and Permanent Secretariat. This would unify the approach of the TRACECA States within the MTT Tariff Committee enabling the rail companies to conduct their tariff negotiations from a position of greater strength.
- To improve the contact between traders and the rail companies by easier access through all freight forwarders, so that there is greater opportunity to establish competitive tariffs for new business.

- To clarify the present methodology behind the setting of rail tariffs and to provide external assistance on a regional basis to promote cost accounting methodology, region-wide commercial analysis, and regional collaboration.
- To examine maritime rates and port fees, in detail and to propose a basis on which a series of more commercially rational scales can be established.

Results

Results should consist of the achievement of the above project deliverables.

3. Risks and Assumptions

The principal assumption is that the ratification of the MLA, and approval of these Terms of Reference, provides a sufficient mandate for the National Commission in each state to resolve the many issues that will arise.

It is assumed that in the majority of States the Beneficiary will be the National TRACECA Commission. Where the government designates an alternative Beneficiary the same support structures should be available to the Contractor and on the same basis, as would be the case if a National Commission were the designated Beneficiary.

Risks are several:

- That decisions contrary to the MLA, are taken by National Authorities, possibly in pursuit of other initiatives being taken in the region through other international organisations.
- That the IGC and its Working Groups are used as a mere talking forum by the National Delegations, without members taking any decisions on key issues.
- That road, rail, maritime and port operators refuse to co-operate with the Contractor and the National TRACECA Commissions.
- That Oblasts or National Agencies are not informed about, or do not respect, the engagements of the MLA and its Annexes.
- That it proves impossible to achieve harmony between the TRACECA States to form a united approach to the International MTT Tariff Committee.
- That decisions made in relation to rail tariffs, at international level, prove incapable of concrete implementation within the region.

4. Main Components

4.1. Tasks

4.1.1 Working Groups

The Contractor will establish a working group entitled "Council of Heads of Railways" for TRACECA, through the IGC and Permanent Secretariat. The Contractor, in close co-operation with the Permanent Secretariat in Baku will design ToR for such a Council. This would unify the approach of the TRACECA States within the MTT Tariff Committee

enabling the rail companies to conduct their tariff negotiations within this body from a position of greater strength.

With the active co-operation of the Permanent Secretariat, the Contractor will set up three Transit Fees and Tariffs Working Groups (TFTWG), road, rail and maritime, attached to each of the National Commissions. The Transit Fees and Tariffs Working Groups should meet at approximately monthly intervals and their members should be deeply involved in all project activities. The team will include one or more experienced local experts in each National Commission.

Overall there will be a need to discuss the advantages and disadvantages of revising fee and tariff scales and mechanisms, bringing this debate back into the IGC for action, when a clear consensus on regional interest emerges. The IGC will wish to ensure that any reform of freight rates, Transit Fees and Tariffs presently set by State authorities are moved towards market-driven systems based on the need to find improved efficiencies and reductions in cost.

Following completion of the project the TFTWGs should remain in place with the dual task and status of continuing input to the work of the IGC and Permanent Secretariat, and maintaining the momentum of the work done by the National Traceca Commissions.

4.1.2 Review of previous work and recommendations

The Contractor and each TFTWG should together review the work done under previous TRACECA programmes in the area of transit fees and tariffs in order to make recommendations and promote improvement in current practices.

Valid recommendations from previous projects which cannot be taken forward within the present terms of reference should be restated in the Contractor's final report to be incorporated in future action programmes.

4.1.3 Unified Policy for road transit fees

The Contractor will determine a unified policy and equitable levels for the imposition of legitimate road transit fees and will seek clarification and with the active participation of the National Commissions, Freight Forwarding and Carriers Associations, expose those that cannot be justified.

As a first step the Contractor will compile an inventory of all fees and permits, national or regional, levied on road transport operators, to improve transparency of the issues and to enable some priorities to be set in resolving the more important issues first. The inventory will need to examine the transparency of the publication procedures, as it has been reported that the details are sometimes hard to establish in advance. The review needs to take into account differences that may exist between actual fees charged and the published rates.

The Contractor should next identify and analyse the economic benefits that change would bring and estimate the losses currently being experienced (both in time delays and in cash terms) due to the present transit traffic regime in each State.

Finally the Contractor should contrast current practice with a recommended scheme of logical and fair road transit fees that should be applied uniformly in each State.

4.1.4 Management development and training

The Contractor will:

- Produce a User Guide for transport operators and traders wishing to use the TRACECA States road and rail network. It will contain a summary of useful information on trading conditions, tariffs and transit fees in all TRACECA States. This could be produced with the assistance of each National Commission, using as the basis some of the existing publications produced by Road Transport Associations together with relevant rail freight tariffs and trading conditions. Such a publication would have commercial value to international traders and could be sold for a small fee to defray the cost of mass production.
- Disseminate the content and import of the MLA and its Annexes to all parties concerned in respect of the issues regarding road and rail tariffs.

The Contractor will provide on-the-job training and assistance in the region with such re-organisation as may be needed to introduce new procedures and tariffs.

It is not envisaged that any training will take place outside the region within this project though the Contractor is welcome to assess what *long-term* on-the-job training might usefully be provided in Europe for specific Transport Managers and Operators in the future. The concept of a job-exchange with (say) a rail or road freight company in Europe could be explored.

There have been sufficient Europe-based familiarisation training and study tours organised by numerous previous projects for such initiatives to be considered superfluous in the present environment.

4.1.5 Evaluation of the MTT system and recommendations for change

The Contractor will carry out a study of both the positive and negative features of the existing MTT rail tariff scheme so that it can be compared to any new proposals made by the contractor.

The Contractor should produce a schedule of comparative levels of rail transit tariffs relative to costs within and adjacent to the TRACECA corridor in order to draw comparisons between them and to be able to take an informed view of the transport choices available to international traders. The previous TRACECA Tariffs and Timetables project output and working papers should provide a base from which to build a clearer understanding of the current cost accounting practice of the railways.

4.1.6 Improved access for traders to the rail system

The Contractor will improve the contact between traders and the rail companies by easier access through all freight forwarders (not just those attached to the Railways), so that these have a greater opportunity to establish competitive tariffs for new business.

The Contractor should evaluate the manner in which tariffs are currently negotiated, the way in which tariff discounts are set, the authorities that set them and the time it takes. It should make recommendations for improvements.

4.1.7 Improved methodologies in setting rail freight tariffs

The Contractor will clarify the methodology behind the setting of tariffs and provide external assistance on a regional basis to promote cost accounting methodology, region-wide commercial analysis, and regional collaboration.

The Contractor should make recommendations on establishing possible new tariff scales, methodologies for adjusting them and the likely effect differently structured tariffs would have on future traffic volumes.

4.1.8 Analysis and recommendations on maritime rates and port fees

The Contractor will examine existing maritime rates and port fees in detail and propose a basis on which a series of more commercially rational scales can be established.

A detailed study of port authorities and shipping companies' tariffs should be carried out comparing the tariff with actual costs incurred in the provision of specific services. In order for this to be effective there will need to be close involvement between the IGC, National Committees, Freight Forwarding Associations and representatives of the various transport sectors.

Having compiled the data it will need to be analysed so that proposals for tariff modifications to introduce realistic rates reflecting actual costs can be discussed. Where existing costs are too high in comparison with those of other Ports and shipping services of a similar size in other countries the Contractor should make provisional recommendations as to how these might be reduced. Any detailed planning would, however, have to be taken forward by a future project.

4.2 Implementation Procedures

4.2.1 Staffing requirements

Proposing the exact composition of the team of experts is left to the discretion of the Contractor, but it should include a qualified transport practitioner with wide practical experience of road, rail and maritime transport as full time Project Manager. The Project Manager will be assisted by three key experts (Road, Rail and Maritime Economists) and a range of part time specialists for short to medium term assignments.

Expert profile for key experts:

Project Manager

Education: Transport Economist

Experience and references:

At least 15 years experience in the field of Transport economics and in particular Tariffs and Transit Fees.

At least 3 years experience in Project Management is required.

Field experience in NIS and/or Central European countries would be a distinct advantage

Knowledge of the Russian language is highly desirable

Transport Economist

Education : Transport Economist (specialised in Road Transport)

Experience and references:

At least 10 years experience in Road Transport Economics and Road Transit Transportation. Knowledge of the Freight Forwarding and Carriers Associations is required.

Field experience in NIS and/or Central European countries would be a distinct advantage

Knowledge of the Russian language is highly desirable

Transport Economist

Education : Transport Economist (specialised in Rail Transport)

Experience and references:

At least 10 years experience in Rail Transport Economics, Transit Fees and Transit Transportation. Knowledge of the MTT rail tariff is required

Field experience in NIS and/or Central European countries would be a distinct advantage

Knowledge of the Russian language is highly desirable

Transport Economist

Education : Transport Economist (specialised in Maritime Transport)

Experience and references:

At least 10 years experience in Maritime Transport Economics, Maritime Rates and Port Fees.

Field experience in NIS and/or Central European countries would be a distinct advantage

Knowledge of the Russian language is highly desirable

The Contractor is free to compose its team of specialists for short and medium term visits, as it thinks fit. However, although not exclusive, the following domains of expertise should be clearly visible in its proposed staff list:

- Transport Tariffs and Transit Fee experience
- International freight and logistics knowledge
- Freight forwarding, legal aspects and codes of practice
- Transport Economics and planning, road, rail and maritime
- Port and Harbour operations and financial planning
- Customs Legislation and procedures, world wide
- Documentary requirements and systems including EDI

The Contractor's proposal must fully describe the experts to be assigned to the project, their precise domain of expertise applicable to the project, their individual roles in the achievement of the project objectives, the timing, duration and location of their assignments. Time spent in the beneficiary states and at home office is to be clearly shown. Proposals should also be included of the methodology to be used to co-ordinate the working groups and the communication between each of them and the Contractor.

Counterparts (and in particular the National TRACECA Commissions) will be expected to provide assistance and to participate fully in meetings and discussions and to provide copies of previous relevant studies and documentation. For this to be effective, some personnel from the National Commissions will need to be seconded to the Contractor to ensure the necessary level of management authority and to provide the element of on-the-job-training.

The proposed time-cost element for such contributions should be clearly visible in the Contractor's proposal. There should aim to be a reasonable balance between inputs from local experts in different TRACECA states.

4.2.2 Project Management

The project is to be managed from a regional centre. The Contractor will work closely with the Permanent secretariat in Baku at all times, with National competent authorities, primarily the TRACECA Commissions at local level, and where appropriate, with other relevant National and International institutions and organisations. In designing project deliverables it may be appropriate for the Contractor's staff to work for periods alongside staff of the Permanent Secretariat.

The principal objective of this project is regional harmonisation and the majority of deliverables will be uniform and applicable to all the participating states. Therefore activity in each individual state should always be clearly focussed on the international dimension. The Contractor should regard individual national counterparts as sources of verification of proposed overall regional solutions and should not be diverted into advising and working on purely local problems, which are the responsibility of national TACIS programmes.

The Contractor should bear in mind this regional (rather than local) emphasis in planning its travel and staffing requirements and a draft schedule of visits including flight requirements and overall travel budget should accompany its proposal. It is appreciated that this may need to be adjusted at inception report stage or later with the agreement of the Task Manager.

The ratio of working time spent in the Contractor's home office, at the Permanent Secretariat, at a regional centre (if a centre other than Baku is selected) and on mission in the region should be clearly visible in the Contractor's proposal.

The Contractor will be required to attend occasional co-ordination meetings in Brussels.

4.2.3 Project kick-off meeting

The Contractor will organise a project kick-off meeting in Baku to agree the pre-inception report phasing of the work and to establish priorities in discussions with the Permanent Secretariat. It will be helpful if the Permanent Secretariat can organise attendance of at least some of the National Secretaries for this initial round of meetings and brainstorming.

4.2.4 Informing National Commissions through presentation of reports

The Contractor will attend the Working Group meetings of the Permanent Secretariat in order to inform, evaluate and discuss reports and comments with the Secretary General and the National Secretaries.

4.2.5 Logistics

The Contractor shall be responsible for arranging necessary living accommodation, travel, telecommunications and other expenses of project experts as well as interpretation, translation, the cost of printing, photocopying and similar office expenses required for the purposes of the work. This shall include the arrangements for regional meetings other than in Baku, as more particularly described in 4.2.4.

It is assumed that office accommodation and services will be available to the Contractor at the Baku Permanent Secretariat and by arrangement with each of the National Commissions.

The Contractor should budget for an appropriate sum of money to reimburse these arrangements following the guidelines set out in 4.4 below.

4.3 Rough Timetable

The project is to be substantially completed within 24 months.

4.4 Global Budget

A maximum budget of 2,000,000 Euro is available.
The maximum for Incidental Expenditure is 700,000 Euro

The Contractor is free to indicate in its proposal the proportion of the global budget which it proposes to allocate to each task but it is appreciated that the exact emphasis may not be clear until presentation of the project inception report.

This project does not envisage the specific purchase of equipment for counterparts, as this has been a major component of previous projects. Also the Contractor will have access to the resources of the Permanent Secretariat in Baku and also to those of the National Secretariats.

Therefore there should be no requirement for separate office accommodation and indeed the Contractor is strongly encouraged to integrate its project activities within the above mentioned bodies.

In order to assist the sustainability of the Regional and National Secretariats and to defray foreseeable expenditure arising from its use of office resources the Contractor should indicate in its bid the sum it would allocate to the Permanent Secretariat in Baku and to the National Secretariats.

For indicative purposes only the following may serve as a guideline:

In Euro per working day

Interpreters 90, Translators 70, Drivers 30, local support staff 85

In Euro per working month

Communications 1,000, Copying and Courier 800, Office Consumables 900

No expenditure is foreseen for formal training seminars but the Contractor should allocate funds (and would be prudent to evaluate financial requirements and present them in his proposal) to cover the cost of:

- Providing on-the-job training for key personnel in central locations
- Providing any presentations of the project or its recommendations on a country by country basis that the Contractor may feel would enhance the overall sustainability of the project.

5. Reporting

All reports are to be delivered in the numbers, languages and locations as follows:

	Bound English	Russian	Loose-leaf English	Russian	Diskette (Eng.+Rus)
Brussels	2	0	0	0	1
Permanent Secretariat in Baku	3	3	1	1	1
12 National Secretaries	1	1	0	0	1

The Contractor is to provide reports directly to key Beneficiaries, which may substitute for some of the reports to be distributed other than according to the table above. Lists of addressees for each issue of the reports are to be provided to Brussels and the Permanent Secretariat.

Copies of the Delivery Notes to the recipient(s) are to be provided by fax or mail to the Permanent Secretariat.

The importance of high quality Russian texts, delivered on time, cannot be over emphasised. The reporting dates in these ToR are for the delivery of the Russian and English language text to be provided at the same time.

5.1 Computerisation

In order to include reports on the TRACECA web site and to allow further data processing, each report must be provided by the contractor under an electronic file ".doc" (Microsoft Word) or ".pdf" (Adobe Acrobat). In any case, all texts must be composed with COMMON and SCALEABLE fonts in order to include photographs, booklets, maps, diagrams and drawings.

Only photographs, logos and facsimiles of original documents will be accepted under a bitmap graphic format (inside the ".doc" or ".pdf" file) though in this case they cannot be used in the document data processing. The resolution of bitmap files must be 150 dpi or less.

Each report must correspond to one ".doc" or ".pdf" file. Reports transmitted in multiple files and files of a different kind will be refused

Contractors are invited to contact the Webmaster before any file transfer is attempted.

All information to obtain the necessary software (Adobe Acrobat Pro 4.0 or higher) for creating Acrobat Reader files can be obtained at the following Internet address:

<http://www.adobe.com/store/products/acrobat.html>

5.2 Project inception report

An Inception Report in Russian and English shall be issued within 4 months of the start of the project. It must summarise initial findings and propose any modifications to the methodology and work plan, in accordance with TACIS Guidelines.

It will also confirm or modify those bodies to be directly involved in the implementation.

5.3 Deliverables

In addition to the specific deliverables mentioned in 4.1, Working Papers on the many issues covered by the project should be issued regularly and discussed with the Beneficiaries.

5.4 Project progress reports

These reports will be submitted at the end of month 10, and month 16 and 22 and shall be in accordance with TACIS Guidelines. The third progress report will be the draft Final. Each report should be presented in the region as discussed in 4.2.4 above.

In order to meet TACIS reporting requirements a brief administrative report will also be required on a quarterly basis (the inception, month 10, 16 and 22 progress reports shall be deemed to satisfy their respective quarterly requirement). Production of the quarterly reports should not be allowed to take resources away from the principal task of achieving project deliverables and objectives.

A monthly information report, the format of which is left to the Contractor's discretion and which should not normally exceed 5 pages in length, should in addition be provided to Brussels, the Permanent Secretariat in Baku and National Secretaries.

5.5 Final Report

The Final Report will be submitted at month 24.

All Reports required to be in accordance with TACIS Guidelines must include an Executive Summary. Progress reports and quarterly reports should note any deviation from the Contractor's schedule and any difficulties encountered as well as actions proposed to overcome them.

6. Factors Ensuring Sustainability

6.1 Institutional appraisal

The project poses a considerable institutional challenge, both at the national and regional level. The harmonious development of the present situation is the core objective of the project. The signature and ratification of the MLA indicates that the beneficiaries are themselves placing the highest priority on achieving concrete results, which TRACECA wishes to support by this project. The Contractor should not hesitate to invoke the support of the IGC via the Permanent Secretariat in Baku where local impediments cannot be overcome via the TRACECA National Commissions though it is assumed that these Commissions will themselves have all necessary authority to deal with situations which arise.

6.2 Economic and financial appraisal

Most of the beneficiary countries have already created a National TRACECA Commission comprising personnel from key Government Ministries and National Associations. The TRACECA States will benefit from the long-term financial viability of the project, as its main aim is to reduce overall costs and delays and minimise unauthorised payments. Quicker delivery times should reduce inventory costs that are inevitably passed on to the consumer in the form of higher prices. The volume of trade will have the potential to be increased within the same infrastructure cost, which should result in economies of scale for the traders, lower prices for the consumer and with increased volume of better managed trade there should be an increased tax revenue to the government.

6.3 Political Environment

The signature and ratification of the MLA indicates a positive political environment with potential for the highest level support.

7. Environmental Impact

With transparency in transit fees and simplified procedures on tariffs (with co-ordinated actions by the Harmonisation of Border Crossing Procedures Project) there should be a reduction in waiting time of road vehicles and trains at border crossings. This could have significant environmental benefits for the local environment.

Annex

III

ORGANISATION & METHODOLOGY

CONTENTS

Annex I General Conditions for service contracts financed by the European Community

Annex II Terms of Reference

Annex III Organisation and Methodology

III.1 INTRODUCTION

- III.1.1 Invitation to Tender
- III.1.2 Contents and Layout of the Proposal
- III.1.3 The Team and its Experience
- III.1.4 Strengths of the Team
- III.1.5 Staff and Project Management Programme

III.2 OBJECTIVES AND MAIN TASKS

III.3 RATIONALE

- III.3.1 Comments on the Terms of Reference
- III.3.2 Key Issues
 - III.3.2.1 Rail
 - III.3.2.2 Ports and shipping
 - III.3.2.3 Road and Transit Tariffs
 - III.3.2.4 Variations in Progress in Reform
 - III.3.2.5 Regulation versus Competition
 - III.3.2.6 Variation in Benefits of Harmonisation
- III.3.3 Risks and Measures to Minimise Them

III.4 STRATEGY

- III.4.1 Outline of the proposed approach
(Including related activities, inputs and outputs)
 - III.4.1.1 Inception Phase :Review of Past Studies; Tariff Setting Practices; and Design of a User Survey.
 - III.4.1.2 Working Groups
 - III.4.1.3 Unified Policy for Road Transit Fees
 - III.4.1.4 Training, Management Development and Dissemination of Information
 - III.4.1.5 Evaluation of MTT System and Recommendations for Change
 - III.4.1.6 Improved access for traders to the rail system
 - III.4.1.7 Improved methodologies in setting rail freight tariffs

III.4.1.8 Analysis and recommendations on maritime and port fees

III.4.2 Distribution of tasks between consortium team members

III.4.3 Description of support (back-up) facilities

III.4.4 Description of subcontracting arrangements

III.5 TIMETABLE OF ACTIVITIES

III.5.1 Schedule of Activities

III.5.2 Milestones and Reports

III.5.1 Staff Schedule

APPENDIX A: EXPERIENCE OF THE FIRMS

Scott Wilson

Corporate Solutions

Tebodin

Annex IV Key Experts & CVs

Annex V Budget Breakdown (in separate volume)

Abbreviations

MLA	Multi Lateral Agreement on International Transport
IGC	TRACECA Intergovernmental Commission
OCJD	Organisation of Cooperation of Railways
UIC	International Union of Railways
MTT	International Transit Tariff
CHR	Council of Heads of Railways
IGC	TRACECA Intergovernmental Commission
TFTWG	Transit Fees and Tariffs Working Groups
NTC	National TRACECA Commission
AGC	Agreement on Containers
AGCT	Agreement on Container Terminals
TT	Transit Tariffs
FSU	Former Soviet Union

Annex III

Organisation and Methodology

III.1 INTRODUCTION

III.1.1 Invitation to Tender

Scott Wilson were invited to tender for this project, as the leader of a consortium, in a letter from the European Commission dated June 19th 2001.

The consortium consists of three companies - Scott Wilson, Tebodin and Corporate Solutions.

III.1.2 Contents and Layout of the Proposal

This volume contains the technical proposal for the project. It sets out our proposed approach, which would be subject to modification following initial meetings and discussions with the project recipients, its beneficiaries and the European Commission

The contents of the proposal are as follows:

Annex I General Conditions for service contracts financed by the European Community

Annex II Terms of Reference

Annex III Organisation and Methodology

Introduction
Rationale
Strategy
Timetable of Activities

Annex IV Key Experts & CVs

Annex V Budget Breakdown (covered in a second volume)

Further details of the contents are given in the full "Contents Page" at the beginning of this volume.

III.1.3 The Team and its Experience

The Team proposed for this project has been selected on the basis of extensive international and local experience in terms of both skills and regional expertise. Each firm brings its own strengths to the consortium and together they are able to provide a team of diverse and experienced experts for the project.

As the lead firm, **Scott Wilson** has wide experience of Trade and Transit Facilitation projects in the TRACECA states - on behalf of Tacis, ADB and the World Bank. They have undertaken Tacis projects in the Newly Independent States, the Caucasus, and the Central Asian Region since 1995 and are currently involved in projects in Ukraine, Moldova, Georgia, Azerbaijan, Armenia, Kazakhstan, Kyrgyzstan, Turkmenistan, Tadjikistan and Uzbekistan, with project offices in each state.

Scott Wilson is supported in this project by two firms -Tebodin and Corporate Solutions.

Corporate Solutions also have considerable recent experience in both the subject and the region. They have worked recently on the introduction of cost-based tariff structures and financial management and accounting systems for Georgian Railways and Turkmenistan Port; and on various financial and economic projects in Kyrgyzstan, Kazakhstan, Azerbaijan, Turkmenistan, Tajikistan and Uzbekistan. They have a representative office in Moscow and Dushanbe with access to high quality local resources.

Tebodin, via its network of offices in Central and Eastern Europe, The Caucasus and Central Asia, has recently worked on assignments in Odessa, Varna, Constantza, Poti, Batumi and Baku - including institutional building, financial assistance and technical audits.

Further details of the relevant experience are given in Appendix A at the end of Annex III.

III.1.4 Strengths of the Team

The extensive track record of our consortium and the proposed team members in recent projects in the region has given our group several key strengths. They include the following:

- Our approach is practical rather than theoretical. Although all the principal staff proposed have a very sound grasp of the theory, we recognise the importance of a business oriented rather than an academic approach to the project. A clear hands-on understanding of the practical problems facing international transport by rail, water or road, and associated procedures and bottlenecks in the Traceca region is considered vital to success in achieving harmonisation in a difficult area.
- We have been working directly with a number of key operators along the main TRACECA route. This is important because, although transport tariffs are usually approved by national bodies, they are in practice applied by individual operators. These operators have flexibility in the way tariffs are implemented and can therefore influence the total costs to consignees and consignors. We are familiar with the methods used for setting tariffs by operators and the factors that influence their pricing policies in practice. This will assist the credibility of our team, and enable our recommendations to be based on reliable information and data.

- We have developed good working relationships with the senior management of a large number of the operators in the TRACECA region. This places our team in a strong position to engage the senior management of the operators in the process of rationalising and simplifying the existing tariffs. Indeed, in some cases some progress has already been made with individual operators towards achieving this objective.
- Tariffs are only one factor influencing the choice of freight owners. Other equally important factors, such as speed, reliability and safety, have to be considered simultaneously. Our in-depth knowledge of the practices of the individual operators combined with projects covering cross border issues places us in a unique position to arrive at recommendations that are balanced and well founded.
- In practical terms, the consortium partners have, between them, the advantage of local offices, country representatives or local co-ordinators in all of the Traceca countries
- Hands-on experience of relevant Traceca countries including the Traceca Trade Facilitation, Traceca International Road Transport Transit Facilitation, and Traceca Legal and Regulatory Framework
- The ability of the Consortium to provide experienced specialists who have worked on these related projects
- Strong Scott Wilson management of complex projects, as shown by a proven track record of successfully completing over 10 Tacis and Traceca-related projects in the past 6 years

III.1.5 Staff and Project Management Programme

III.1.5.1 Proposed Staff

The proposed team would consist of the following staff:

Longer Term Experts

Project Director:	Adrian Tite
Project Manager:	David Roberts
Team Leader, Rail	Douglas Rasbash
Rail Accountant	John Crawford
Rail/Multimodal Economist	Ian Smith
Team Leader, Maritime	Ted Laing
Maritime Economist	Marina Pannekeet
Port operations	Kaas Laandzaad
Team Leader, Road	Ian Jenkins
Road Economist	Ken Grundy

Highway Engineer Robert Weekes

Training and Management
Development Richard Levett
Trainer Pervis Kassamaly
Change Management Alan Cooper

Short term Experts

Cost Accountant Ian Ritchie
Freight-Logistics Customs
Procedures Tony Bayley
EDI/Documentation Michael Swartzter
Transport lawyer Jean Luc Fioux
Financial Port Elena Stebbings
Financial Rail Anna Terentieva
Financial Planning/Management Ebby Adhami
Port Engineer Simon Thomas

Local staff

The consortium led by Scott Wilson has good working relationship with many of the project recipients listed in the Terms of Reference, including National Secretaries in each of the TRACECA countries:

ARMENIA	Gagik Grigoryan
AZERBAIJAN	Rafik Zeynalov
BULGARIA	
GEORGIA	Vadim Turdzeladze
KAZAKHSTAN	Yerzhan Suleymenov
KYRGYZSTAN	Suleyman Zakirov
MOLDOVA	Vacheslav Untila
ROMANIA	
TAJKISTAN	
TURKEY	Ahmet Balci
TURKMENISTAN	
UKRAINE	Yuriy Tertyshnik
UZBEKISTAN	Sabirdjan Abdrakhmanov

We are also familiar with the Ministries of Transport; and have comprehensive knowledge of the local transport related institutions, including Freight Forwarding Associations, Associations of International Carriers and individual transport operators in each of the TRACECA countries. This will be an advantage when we try to finalise the local consultants at the very early stages of the Inception Phase.

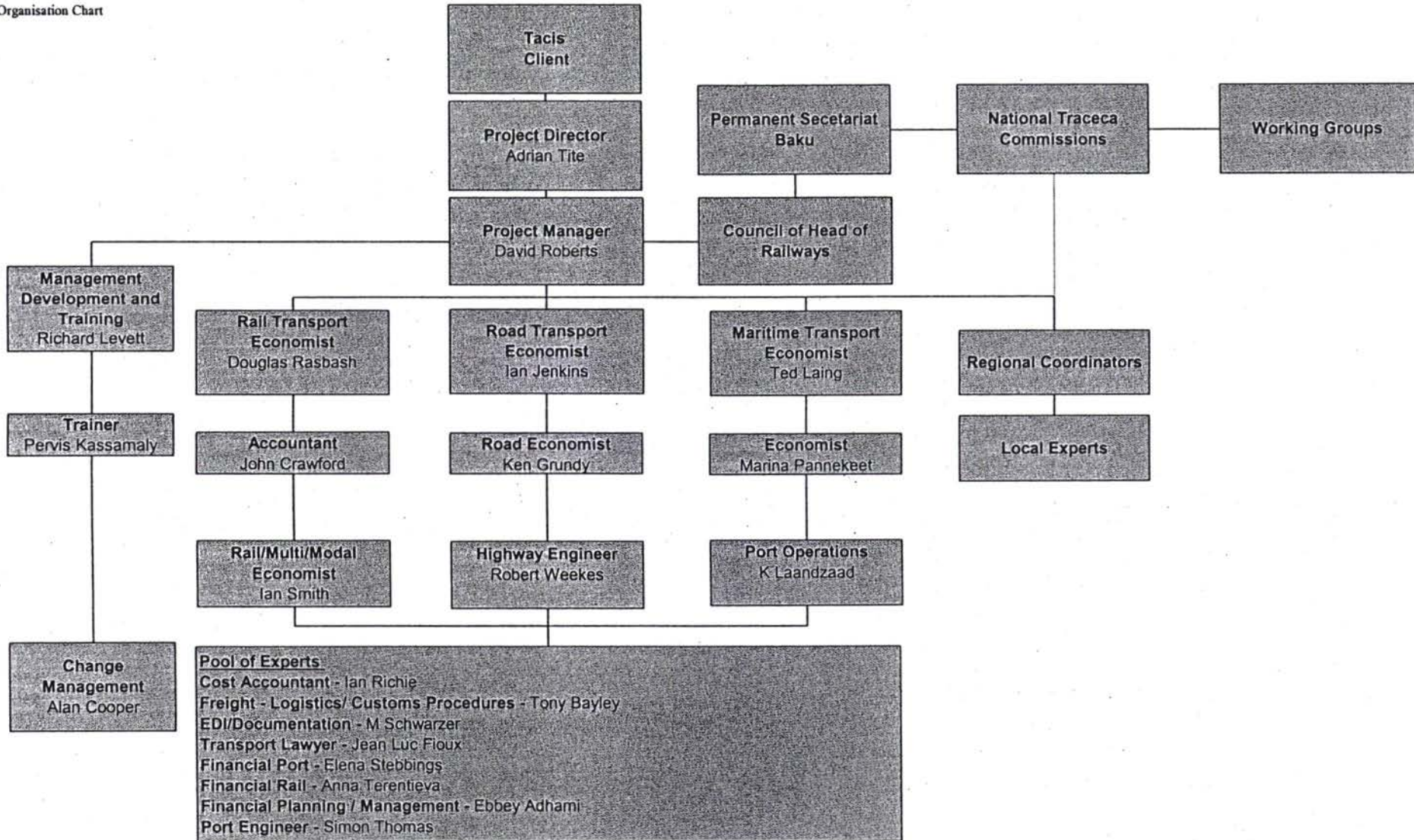
The network of SWK regional co-ordinators in the TRACECA countries has been working since 1996, and many of the co-ordinators have worked on the TRACECA projects before. They have experience on TRACECA Legal & Regulatory

Framework; Trade Facilitation, Freight Forwarding & Customs Procedures; International Road Transport Transit Facilitation Project. This helps to maintain good knowledge of the situation on the ground, and also the very close contacts with the above mentioned transport related agencies.

Long term experts

The responsibilities of the key staff members are summarised as follows. The **Project Director** (home-based) would be responsible for overall performance of the contract. The **Project Manager** would be responsible for technical and operational matters (based in Baku, full time). The **three Team Leaders for road, rail and maritime transport** (all economists) would be responsible for the work in their specific modes and would divide their time between home office (about one third) and the region about two thirds). The **team leader for management development and training** would be responsible for coordination of the workshops and the preparation of the user guide. The **short term experts** will provide input as needed. And the local experts are envisaged to provide inputs as needed and specified during the Inception phase.

Organisation Chart



**CURRICULUM VITAE:****Richard Michael LEVETT**

Proposed position in the programme

TRAINING EXPERT

1. **Family Name:** LEVETT
2. **First Names:** Richard Michael
3. **Date of Birth:** 18 September 1939
4. **Nationality:** British
5. **Civil Status:** Married
6. **Education**

Institution	Brixton School of Building UK
Date:	9/60 to 9/64
Diploma obtained	HNC Civil Engineering

7. **Language Skills:**

Language	Reading	Speaking	Writing
English	5	5	5

8. **Membership of Professional Bodies:** European Engineer
Member of Institution of Civil Engineers
Member of Institute of Personnel and Development
9. **Other Skills:** Computer literacy
10. **Present Position:** Training Manager
11. **Years with Firm:** 13
12. **Key Qualifications:**

Richard Levett is Training Manager for Scott Wilson, and has extensive experience in designing and implementing training both in the UK and overseas. He has variously occupied the position of Team Leader, Project Manager and Training Expert in these assignments, and has extensive experience of working in the Former Soviet Union since 1994. Mr Levett's training experience covers a wide range of areas inclusive of all the requirements of this project.

As training expert for the major TRACECA Projects, he has organised regional conferences and workshops for local experts and is experienced in co-ordination of the working groups activities.

13. **Specific Central and Eastern European and NIS experience**

COUNTRY	DATE
Armenia	7/96
Azerbaijan	3/98
Georgia	9/96, 3/98, 6/00
Kazakhstan	94, 95, 2/00
Kyrgystan	9/95
Macedonia	5/98
Turkmenistan	9/95, 2/96
Ukraine	5/ 00

**CURRICULUM VITAE:****Richard Michael LEVETT**

Uzbekistan	9/95, 1/96
Bosnia	9/00

14. Professional Experience Record

Date:	1998 to date
Location:	UK
Company:	Scott Wilson Kirkpatrick
Position:	Training Manager
Description:	<p>Team Leader for EBRD funded project for preparation of material for project induction workshops. The project involves delivering pilot workshops in Georgia, Sarajevo and Kazakhstan. The purpose being to prepare Project Implementation Units to appreciate EBRD procurement procedures for works, goods and services, and also good project management practice.</p> <p>Project manager and Training Expert: Delivered Training in Procurement Procedures in China for the State Development Planning Commission (SDPC) under a 2-year EC-funded project.</p>

Date:	1995 to 1998
Location:	UK
Company:	Scott Wilson Kirkpatrick
Position:	Training Manager
Description:	<p>Project Manager and Training Expert for two major European Commission Funded TACIS projects - TRACECA Trade Facilitation and Customs Procedures and TRACECA Legal and Regulatory Project. Carried out in country planning and management of regional conferences in Kazakhstan and Georgia, also training workshops in Armenia and Kyrgyzstan. Managing an international team of lawyers and customs experts developing model transport legislation taking account of national, international and European norms, including an overall transport law, road code, rail code and maritime code. Assistance was also given on joining International Conventions, including TIR. Liaison with EBRD on common interests in Azerbaijan.</p> <p>Managing a team of Transport Lawyers and specialists providing Institutional Strengthening to the Ministry of Transport in Kazakhstan. Carried out a training needs analysis and organised and contributed to a series of management training seminars in Kazakhstan. Organised an intensive European Study Tour for Experts from Kazakhstan.</p>

Date:	1992 to 1995
Location:	UK
Company:	Scott Wilson Kirkpatrick
Position:	Training Manager



CURRICULUM VITAE:

Richard Michael LEVETT

Description:	Appointed Training Manager in 1992 developing and co-ordinating training particularly for Overseas Engineers and managers including organising and contributing to jointly run courses with Crown Agents, Transport Research Laboratory and Thames Water. The road programmes include a 12 week Roads Maintenance Management and Practice Course held in UK, a shorter 4 week course held in Africa and a 2 week Senior Roads Management Course held in UK. The water related courses include Ground Water Management and River Basin Management with particular emphasis on India.
Date:	1992 to 1995
Location:	UK & Overseas
Company:	Scott Wilson Kirkpatrick
Position:	Assistant Principal Engineer
Description:	Project Manager for a seawall and jetty project at Roseau, Dominica. The rock armour protected mass concrete seawall is built 20m seaward of the existing hurricane damaged wall. The works include a tied sheet piled jetty, reclamation, roads and landscaping. Preparation of project from inception to finished construction including review of claims.
Date:	1985 to 1986
Location:	UK
Company:	Sir Alexander Gibb
Position:	Graduate Training Officer
Description:	Appointed Graduate Training Officer with responsibility for guiding the training of 'Engineers under Agreement'. Obtained the Institution of Civil Engineers approval for the Gibb 'in house' training scheme. He took an active part in graduate selection and gave presentations on training.
Date:	1984 to 1986
Location:	UK
Company:	Sir Alexander Gibb
Position:	Senior Engineer
Description:	Directing design and issue of working documents, review of contractors' submissions and support for site team constructing a naval base in Oman. The marine works included a protected non-tidal maintenance basin entered by a 23m wide flap gate, a 106m long shiplift, maintenance and operational wharves and jetties. Liaison with client, cost control, fee estimates and direction of site supervisory team. The demolition works included removal of hazardous waste, blue asbestos and lubricating oil. Also carried out an inspection of old caisson and mitre gates to dry docks.
Date:	1956 to 1986
Location:	UK & overseas
Company:	Sir Alexander Gibb
Position:	Senior Engineer
Description:	Project Manager for multi-discipline projects. Supervision of the training of client engineer in the UK design office.

**CURRICULUM VITAE:****Perviz KASSAMALY****Proposed position in the programme:****TRAINER**

1. **Family name:** KASSAMALY
2. **First names:** Perviz
3. **Date of Birth:** 1959
4. **Nationality:** Portuguese
5. **Civil Status:** Married
6. **Education**

Institution	Lisbon Classical University
Date: from	1983
To	1988
Degree(s) or Diploma(s) obtained	MA German and English Modern Languages and Literature
Institution	Lisbon Classical University
Date: from	1989
To	1991
Degree(s) or Diploma(s) obtained	Post Graduation Sciences of Education
Institution	União dos Sindicatos
Date: from	1995
to	
Degree(s) or Diploma(s) obtained	Trainers Training Course, (EC funded)

7. **Language skills:** (Mark 1 to 5 for competence)

Language	Reading	Speaking	Writing
Portuguese	5	5	5
English	5	4	5
French	4	3	3
German	3	3	3
Russian	1	1	
Polish		1	
Gujarati		3	

8. **Other skills:** Computer Literate
Documentation and Personnel Management
9. **Present position:** Independent Consultant – Training and Education
Registered Teacher
10. **Years in experience:** Consultant (7) Teacher (8) Management - Business, Personnel, Office (10),
Other (5)

11. **Key qualifications: (relevant to the programme)**

Training and education specialist for the transport sector, Experienced teacher specialised in training, education and technical assistance. Training strategy formulation, course design, assessment, monitoring, supervision and support to trainers. Follow-up on-the-job training.

Consulting project management, experienced in the transport sector. computing, business, office and personnel management skills.

12. **Eastern European Experience**

Country	Date: from to
Macedonia	2/01 ongoing



CURRICULUM VITAE:

Perviz KASSAMALY

Based Poland, , Belarus, Russia, Ukraine Moldova	2/99 to 1/01
Albania	6/96 to 8/96
Russia	11/95 to 3/96
Russia	7/95 to 8/95

13. Professional experience:

International	
Date:	1994 – present
Location	Malawi, Belarus, Moldova, Russia, Ukraine, Poland, Albania, South Africa, Zimbabwe
Companies	Gopa Consult, Dorsch Consult, Halcrow, Finnroad, Scetaroute, ISIS, Louis Berger, BKS,Thorburn Colquhoun UK,
Positions	Consultant – Training & Manpower Development; Training Coordination and Supervision; Training Coordination, Assistant to Transport Policy Specialist, Assistant to Project Manager and Designated specialist in Education Sector Development, Assistant to Team Leader , Resident Assistant to Project Manager,
Description	<p>RoadManagement Support Programme EC, mid term evaluation. TA, staff training and private sector manpower development; also health, social and gender issues;</p> <ul style="list-style-type: none"> • Improvement of Traffic Flows on pan European Transport Corridors II and IX, EC, Tacis Training strategy formulation, coordination of design of 13 courses including rail investment, HDM, safety, maintenance, multi modal development, etc, assessment, monitoring, supervision, support to trainers. Follow up on-the-job training. Pre-Feasibility and Feasibility Study for and International Transport Academy. Coordination and documentation for 4 international seminars. Web site management; contacts data base formulation. Documentation standards coordination. <p>Railway Sector Reconstruction , EC, Phare Albania Preparation of terms of reference for technical assistance and training sub-components</p> <ul style="list-style-type: none"> • International Research Project, EC DGV7 Fourth Framework Programme Preparation of data base and project management assistance to facilitate international cooperation in research and education <p>European programme for the the reconstruction and development of South Africa Technical Assistance in preparation of proposal for EC DG8, designated team leader for Education</p> <p>Advice to the Ministry of Transport Russia on Planning, Regulations and Budgeting; EU Tacis Programme. Assistance to Monitor TA transfer. Seminar and workshop organisation, documentation and administrative support</p> <p>Transport Deregulation Programme Zimbabwe World Bank, Nordic Fund Administrative and documentation management</p>
National	1992 – 1997
Location	Portugal
Position	Founder/Manager/Paedogogical Director
Company	PK – Educational, Training & Office Services
Description	<p>Foundation and management of private company providing Educational, Training, Translation, Documentation and Office Services; Training Trainers, Advisory service to Students with special needs; management, coordination and monitoring effectiveness of all courses.</p>
	1989 – 1997
Location	Portugal
Position	Teacher, Paedagogical Director,
Company	Ministry of Education



Description	Identification of learners economic, psychological and social background Chair-person - learners / parental advisory pannel Identification of learners economic, psychological and social background Adult Evening Remedial Classes, Secondary Level Developing strategies for the teaching/learning according to learners' objectives and needs. Preparation and delivery of teaching/learning and assessment materials and reports. Participation in the implementation of Educational Reform; Evening classes for adult refugees/immigrants from Angola, Mozambique, Macau, Timor and Cape Verde Development of learning and assessment materials; long, medium and short term teaching/learning curriculae development; development of learning strategies; development of strategies for self-evaluation Secondary, English and Portuguese languages teacher
National/EU	1999
Location	Portugal
Position	Trainer
Company	União dos Sindicatos
Description	German Language training for German industries workers; development of teaching materials according to trainees' needs, development of assessment tools and evaluation

Note:

1978 to 1990 - worked and financed own education



Proposed position in the programme: CHANGE MANAGEMENT SPECIALIST

1. Family name: COOPER
2. First names: Allan John
3. Date of Birth: 13 January 1949
4. Nationality: British
5. Civil status: Married
6. Education:

Institution:	Touche Ross & Co.
Date:	1986
Qualification obtained:	Fellow Institute of Chartered Accountants in England and Wales
Institution:	University of Liverpool
Date:	1970
Qualification obtained:	Bachelor of Commerce (Business)

7. Language skills (Mark 1 to 5 for competence):

Language	Reading	Speaking	Writing
English	5	5	5
Russian	4	4	3

8. Membership of professional bodies: Institute of Chartered Accountants in England and Wales
9. Other skills: Computer literate
10. Present position: Director / Associate Consultant
11. Years with firm: 8 / 1
12. Key qualifications:

Allan Cooper is a qualified chartered accountant with considerable experience in project and business management. Allan has extensive international experience included ten years managing Price Waterhouse's operation in the Russia. Before relocating to Russia, he was a managing consultant with PW in London delivering strategy and change management solutions to major corporations internationally. Presently Allan is carrying out consultancy and change management assignments in Russia, the Caspian basin and the UK. His experience covers a wide range of industries including many transport related projects.

13. Specific experience in the region:

Country	Date:
Georgian Republic	2000 - Present
Central Asian Republics	1993 - Present
Russia	1989 - 1993

14. Professional experience:

Date:	2000 - Present
Location	Georgian Railways (Tbilisi)



Company	Corporate Solutions
Position	Consultant
Description	Allan is advising the Corporate Solutions on restructuring options for the Georgian Railways Limited. This includes the reorganisation of the business into business units, setting up none-core activities into separate businesses and divestment of social assets.

Date:	1993 - Present
Location	<i>Tuapse Seaport - (Russia)</i>
Company	DTE Limited
Position	Consultant
Description	Strategic evaluation of the redevelopment plans for this Black Sea port, to assess viability and determine best way forward to achieve port development. Technical and economic feasibility plans included evaluation of developments to hinterland infrastructure of the port (road/rail connections) and inter-modal transportation opportunities, including an assessment for privatisation of the rail access link to the port.. Work included assessment of long-term traffic throughput contracts, port fees and revenue generation conditions. Also investigated the possibility of 'listing' the port on an international exchange, involving discussions with a number of brokers and placement agents in the London market to explore fully the implications of such a share swap on the legal/financial and tax positions of the port under Russian legislation.

Date:	
Location	<i>Transportes Aereas Portuguesas (Portugal)</i>
Company	
Position	
Description	Member of a consultancy team advising the airline on restructuring to increase financial viability of its activities. Allan was responsible for financial planning and IT aspects of the project. Emphasis of the work was to model the financial implications of structural changes, including: reorganising overseas representations, changing aspects of flight operations, commercial management and maintenance departments, reorganisation of a number of administrative departments to reduce staff costs, strengthening of hotel, feeder airline and tourist support links, fare structure changes, air-cargo business strengthening to identified markets. In addition, introduced zero budgeting throughout the airline.
Date:	
Location	<i>Aviastar and Saratov Aviation Enterprise (Russia)</i>
Company	
Position	
Description	Allan led a team from Price Waterhouse to evaluate the future strategic impact of privatisation on these two aircraft factories in separate projects and recommend a plan for their privatisation.
Date:	
Location	<i>Cape York Consortia (Australia and Russia)</i>
Company	
Position	
Description	On behalf of a consortium of international aerospace companies (US, Japan, Australia, India) undertook exploratory meetings with the Soviet space complex through NPO Energia, constructors of Russian space launchers and vehicles, to assess their interest in joining a consortium evaluating setting up an international commercial space centre based at Cape York, Australia.

Date:	
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Location	<i>NFC – Transport Market Entry Strategies</i>
Company	
Position	
Description	On behalf of NFC investigated the distribution systems operated in the Soviet Union, costs and tariffs and the reliability of systems. Commented on internal reforms proposed to the systems as far as could be ascertained and what opportunities for foreign carriers might develop on privatisation of the system or components of it. Work focused also on possible alternate market entry strategies with their potential risk/reward profiles. The work also looked at various component operations to the system, such as truck and rail carriage manufacturers, river/sea operators, internal waterways/canal management systems etc.
Date:	
Location	<i>Laroute SA (Switzerland)</i>
Company	
Position	
Description	On behalf of NFC investigated the distribution systems operated in the Soviet Union, costs and tariffs and the reliability of systems. Commented on internal reforms proposed to the systems as far as could be ascertained and what opportunities for foreign carriers might develop on privatisation of the system or components of it. Work focused also on possible alternate market entry strategies with their potential risk/reward profiles. The work also looked at various component operations to the system, such as truck and rail carriage manufacturers, river/sea operators, internal waterways/canal management systems etc.
Date:	
Location	<i>Inward Trade Mission. (Russian Black/Azov Sea Transport Hubs)</i>
Company	
Position	
Description	Organised this major international transportation business event in London in April 2000. The inward delegation from Russia was headed by senior government officials, the Vice-Chairman of the Committee for International Affairs of Russian Federal Duma and the deputy Minister of Transport of the RF with 5 further senior regional politicians and top directors of 25 Russian port and major transport companies in the Black/Azov Sea region. The event was related to the CPC pipeline and port infrastructure developments in region.
Date:	
Location	<i>Novorossiysk Port Authority (Novorossiysk, Russia)</i>
Company	
Position	
Description	Following signing of a Protocol in November 2000 with this Federal Structure for development of South-East area of the port, now waiting conclusion of accompanying economic agreement to enable work to be started on the redevelopment of the Port.
Date:	Various
Location	
Company	Various
Position	
Description	1993-1998 Importing a variety of consumer goods into the south of Russia, including custom clearance. 1995. Analysis of costs of internal rail/road and port handling charges for the export of sunflower seeds from the Kuban region. 1996. Analysis of tariff structure of road v railway carriage for transportation of wheat around Russia from the Kuban region. 1998. Analysis of costs of exporting coriander oil from the Kuban region.

**CURRICULUM VITAE:****Ian RITCHIE**Proposed position in the programme: **COST ACCOUNTING ECONOMIST**

1. Family name: RITCHIE
2. First names: Ian
3. Date of Birth: 23 April 1960
4. Nationality: British
5. Civil status: Married
6. Education:

Institution	Paisley University, Scotland
Date:	2002
Qualification obtained:	PhD Doctoral Thesis – “The Development of Financial Reporting Systems in the Former Soviet Union”
Institution	KPMG London
Date:	ICAEW Chartered accountancy professional examinations
Qualification obtained:	1986
Institution	St John’s College University of Oxford
Date:	1982
Qualification obtained:	MA in Philosophy, Politics and Economics

7. Language skills (Mark 1 to 5 for competence):

Language	Reading	Speaking	Writing
English	5	5	5
French	4	4	4
German	3	3	3
Russian	2	2	1

8. Membership of professional bodies: British Association of Accountants
9. Other skills: Computer literate
10. Present position: University Lecturer / Management Consultant
11. Years with firm: 6 / 4
12. Key qualifications:

Ian Ritchie is a senior consultant with Corporate Solutions who has significant experience in financial management and the development of cost accounting systems. During the past five years he has been assisting businesses in Russia and Central Asia with designing restructuring programmes, implementing cost accounting systems and introducing effective financial management practices. In addition to his consulting duties, Ian is a part-time lecturer in international finance and accounting at the University of Paisley in Scotland.

13. Specific experience in the region:

Country	Date:
Russian Federation	1993 - 1999
Bulgaria	1999
Bosnia and Herzegovina	2000 – Present
Armenia	1995 – Present
Turkmenistan	1997 – 1998
Georgia	2000 – Present
Tajikistan	1998 - 1999

**CURRICULUM VITAE:****Ian RITCHIE**

Czechoslovakia	1990 – 1993
Poland	1990 – 1993
Hungary	1990 – 1993

14. Professional experience:

Date:	2000 - Present
Location	Georgian Railways Limited - Georgia
Company	Corporate Solutions Consulting Ltd
Position	Finance Specialist
Description	Ian is responsible for defining the requirements of Georgian Railways Limited for a cost accounting system to help the marketing function with developing a cost-based tariff structure. This has involved a review of the structure of the business and its reorganisation into four business units; infrastructure, rolling stock, freight and passenger. He is presently leading a small team conducting a review of the business units' activities in order to determine the cost structure of each business unit, identify the main cost drivers and define a mechanism for allocating costs to the transportation of different types of freight. He has also been responsible for designing and delivering training courses in financial management and IAS accounting practices.

Date:	1984 - 1988
Location	United Kingdom
Company	KPMG
Position	Auditor & Consultant
Description	Ian worked in the Strategic Financial Management Group of KPMG specialising in Business Planning and played a major part in the development of the firm's methodology for the preparation of Strategic Business Plans. He was involved in numerous business planning assignments in both the private and public sector and had a great deal of involvement in the planning of the new transport companies that followed deregulation of the transport sector in the UK. He also assisted in the preparation of five-year business plans for a number of operating units of London Regional Transport.

Date:	1988 - 1990
Location	United Kingdom
Company	London Transport
Position	Finance Director
Description	Following his work in the transport sector with KPMG, Ian was invited to join London Transport as a Finance Director responsible for financial planning, cost accounting, management and financial reporting. In this role he helped in defining the company's strategic direction and overhauled its financial management and reporting systems.

Date:	2000 - 2001
Location	Tbilisi, Georgia
Company	BiH Telecommunications Sector
Position	Finance Specialist
Description	Ian was appointed to develop a plan for the separation of telecommunication and postal services in Bosnia and Herzegovina. This involved an analysis of the company's operation and assets, defining projections of income for postal and telecom services and defining a separation strategy. The management of the company approved the plan and Ian was retained to assist with its implementation.

Date:	1990 - 1993
Location	Czech Republic
Company	Lubbock Fine



CURRICULUM VITAE:

Ian RITCHIE

Position	Finance Specialist
Description	Ian established a permanent infrastructure for a UK firm of auditors and accountants in the Czech Republic. In addition to developing the firm's business portfolio in the country, he was also responsible for building and training the Czech finance and accounting team. The latter included introducing professional accounting standards and audit programmes appropriate to Czech legislation, training of staff, developing quality control procedures, and systems to monitor work in progress.

Date:	1999
Location	Bulgaria
Company	National Electricity Company (NEK) of Bulgaria
Position	Finance Specialist
Description	Ian developed a long-term financial forecast for the National Electricity Company (NEK) of Bulgaria. The forecast covered a period of 15 years and included a detailed plan of sales, production, income and expenditure. The forecast was based on detailed calculations of financial and economic assumptions taking into account GDP growth and price elasticity. The output of the model included an Income Statement, Balance Sheet, Cash Flow Statement and an Investment plan.

Date:	1998 - 1999
Location	St Petersburg, Russia
Company	Polygraph
Position	Cost Accountant
Description	<p>Ian assisted a printing company in St Petersburg with introducing an order-based costing system as part of implementing a more effective pricing policy and an integrated quality control system. Ian's responsibilities included:</p> <ul style="list-style-type: none"> ▪ Identifying and classifying all the costs associated with the production and administration of the enterprise; ▪ Designing an order-based costing system that could be integrated with the proposed financial accounting system, including the design of data collection forms and management reports; ▪ Ensuring that management reports could identify contribution and profitability of individual orders.

Date:	1992 - 1993
Location	Czech Republic
Company	Lubbok Fine
Position	Senior Consultant
Description	<p>Ian has acted as an economist and restructuring consultant on a number of restructuring projects. These included:</p> <ul style="list-style-type: none"> ▪ Velamos – advising a bicycle manufacturer seeking to raise external finance as part of the Czech Privatisation Program. Ian's duties included the analysis of profitability, preparation of a business plan, production of IAS compliant financial statements and cash flow forecasts. ▪ MEZ – participating in the restructuring of an electric motor manufacturer in the Czech Republic. Ian's work involved critically examining the cost structure of the enterprise and working with marketing consultants to design a strategy that would help the enterprise return to profitability.

**CURRICULUM VITAE:****Anthony BAYLEY**

Proposed position in the programme:

FREIGHT – LOGISTICS/ CUSTOMS PROCEDURES

1. **Family name:** BAYLEY
2. **First names:** Anthony Nigel
3. **Date of Birth:** 15 March 1945
4. **Nationality:** British
5. **Civil status:** Married
6. **Education:**

Institution	Oundle School
Date:	1956 - 1963
Qualification obtained	Advanced Level General Certificate of Education

7. **Language skills (Mark 1 to 5 for competence):**

Language	Reading	Speaking	Writing
English	5	5	5
French	3	3	2
Russian	1	1	1

8. **Membership of professional bodies:**
 - Member Institute of Logistics
 - Member Market Research Society
 - PPL 1 (Civil Aviation Authority)
9. **Other skills:** Computer literate
10. **Present position:** Associate Consultant
11. **Years with firm:** 15
12. **Key qualifications:**

Over 30 years experience in international transportation - air, marine, rail and road - both as an operational manager in the private sector and for the last 16 years as a Transport and Logistics Consultant. Projects have extended through Europe, the CIS, Africa and the Far East and have involved multi-modal logistics, freight forwarding, port operations, air cargo, trade facilitation, institutional and corporate reform in the freight industry, regulatory changes to enhance trade, warehousing and terminal design, customs procedures, pricing structures, and movement of hazardous cargo. He has worked for many of the international funding agencies including the EU, EBRD, World Bank and ADB.

He has been involved in development of trade facilitation and Customs in the TRACECA for the last 5 years. He was the Team Leader for the Trade Facilitation Procedures project and has undertaken evaluations at most of the nominated border crossings and is familiar with border procedures in the TRECECA region. Under the CBC programme he was responsible for the needs assessment of the border crossings, including upgrading procedures and in the TRACECA Road Transit project he is working with Customs on the installation of SafeTIR. In the Takis Corridors 11 and 1X project he was responsible for proposals to improve the rail borders. He was responsible for the development of the Cross Border Framework Agreement for the ADB and is currently developing a Customs Reform Programme covering Central Asia for the ADB.

13. Specific experience in the region:

Country	Date:
Armenia	1995 – present
Azerbaijan	1996 – present
Bulgaria	
Georgia	1996 – present
Kazakstan	1997 – present
Kyrgyzstan	1997 – present
Moldova	1999 – present
Romania	2000
Tadjikistan	1997 – present
Turkey	2000
Turkmenistan	1997 – present
Ukraine	1997 – present
Uzbekistan	1997 – present

14. Professional experience:

Date:	1982 – present
Location	Worldwide, mainly CIS
Company	Independent, mainly Scott Wilson
Position	Associate Consultant
Description	<p>Trade Facilitation Specialist to develop a regional programme for development of a Customs Reform Programme covering Central Asia and Xinjiang Region of China. This required detailed evaluation of existing constraints at both border and central Customs. Proposals were made for a programme of policy advice, technical assistance and targeted development loans leading towards sequenced reform. Proposals include development of border procedures and changes in legislation to comply with WTO accession and the Kyoto Convention (ADB).</p> <p>Logistics and Customs specialist on project to improve the traffic flows on TENS Corridors No II and IX. A Feasibility Study was undertaken on the development of new border facilities at Brest, which is the main road entry point from the EU/CEEC to Belarus, Russia and through to Kazakstan. This included concept design and costing of a new freight terminal. Team Leader to provide Feasibility Studies for redevelopment of 4 selected rail border crossings in Ukraine and Moldova (EU).</p> <p>Team Leader for project to develop the TIR system throughout the southern republics of the CIS and Mongolia by implementation of the Convention. This requires changes to national legislation, the development of international transport associations and their development into Guaranteeing Associations in the countries not within the system. In complying countries, the SafeTIR computer systems was installed following site assessments and extended to the main offices of exchange through a 0.5 m Euro procurement programme (EU).</p> <p>Team Leader for technical assistance programme for the development of the border crossings between the EU-CEEC and NIS. The project required the production of documentation to the EU Commission to enable them to activate ECU34 million of border improvement funding. This involved identification of the specific needs of the 18 borders, production of individual feasibility studies covering infrastructure development, equipment and training on new procedures. Following approval project tender files and Memorandums of Agreement were developed with State Customs (EU).</p>

Transport Consultant for project to identify the border constraints for trade and road transportation between Kazakstan and Kyrgyzstan in preparation for a major road rehabilitation programme. Recommended solutions and an Action Plan were developed to provide compatible policy and regulations either side of the border to expedite transit. A Cross-Border Framework Agreement was produced to both Governments to sign as a condition of the Loan Agreement (ADB).

Team Leader for EC TACIS Trade Facilities, Customs Procedures, and Freight Forwarding project in the CIS countries (TRACECA) for project to harmonise transport and trade documentation, improve customs procedures and facilities, introduce new management information systems, and develop a multi-modal freight forwarding industry. Project was site based with extensive travel inspecting ports, road and rail terminals and 78 border crossing throughout the Caucasus and Central Asia.(EU)

Trade Facilitation Expert for EC TACIS Legal and Regulatory Framework Project in the CIS countries (TRACECA), including Kazakstan, with specific responsibility for advising on freight forwarding, Customs codexes, and warehouse and depot regulations and recommending changes to existing legislation to enhance trade. (EU)

Transport Specialist for project to evaluate the policies and strategies of the TRACECA programme covering the southern republics of the CIS on behalf of the European Commission. This required an appraisal of the multi-modal transport programme, its policy objectives and evaluation of selected individual projects in order to provide recommendations on possible re-orientation and improvements in the project cycle. This was in order to make the TRACECA programme more effective in meeting the needs of both the Commission and the recipient countries (EU)

Team Leader for project to provide Strategic Transport Plans for the Nizhny Novgorod Region. The Plan is designed to cover both passenger and freight transport by road, rail and internal waterways and to further develop EU corridor No 2 through to the Urals. This involved research on the trade and transport throughout the area to establish planning priorities for the removal of constraints and development of freight transport by all modes. All planning documents provided and facilitated initial consultation process (EU).

Other Tacis Projects:

Team Leader for major project to restructure the Russian Internal Waterways and River Sea Shipping to permit access by EU shipping.

Port Operations Specialist for project at Russian ports of Taganrog and Azov in the Sea of Azov.

Team Leader for feasibility study to restructure and privatise the state-owned Georgian Shipping Company.

Team Leader for technical assistance project to help the Government of Uzbekistan to re-route their exports of cotton through the Georgian ports.

Marketing Strategy and Trade Facilitation Expert for project to re-develop the Port of Aktau in Kazakstan on the Caspian Sea.

Port Logistics/Trade Facilitation Expert for project to re-develop the Port of Novorossiyk on the Black Sea from a naval to a major commercial port.



Proposed position in the programme:

EDI/ DOCUMENTATION

- 1. Family Name SCHWARZER
- 2. First Names Michael George
- 3. Date of Birth 11 May 1949
- 4. Nationality British
- 5. Civil Status Married
- 6. Education

Institution	Wigan Technical College
Dates	1967-1969
Degrees/Diplomas	Ordinary National Diploma, Electrical/Mechanical Engineering
Institution	Huddersfield Polytechnic
Dates	1969 – 1972
Degrees/Diplomas	BSc Electronics

7. Language skills

Language	Reading	Speaking	Writing
English	5	5	5
German	2	3	2

8. Membership of Professional bodies

- 9. Other skills Computer Literate
EDI Experience
Overseas Work Experience

10. Present Position EDI Specialist

11. Years with Firm 4 years

12. Key Qualifications

Mike Schwarzer has almost 30 years experience of the IT industry, of which the last 14 years have been concerned with development of IT solutions for the transport environment that are designed to enhance and control trade and transport. He has worked on Takis projects with Scott Wilson in the CIS for the last 3 years and is familiar with the systems used by many Customs Authorities in the TRACECA region, as well as the existing IT border control methodologies. He is currently working on development of IT systems with Customs on an existing TRACECA project. He has been responsible for development and design of community-type systems involving Customs control, DTI, use of EDI and is familiar with international Customs software.

13. Specific experience in the region

Country	Date: From	To
Russia	01/1993	04/2001
Ukraine	11/1999	04/2001
Moldova	11/1999	04/2001
Armenia	11/1999	04/2001
Georgia	11/1999	04/2001
Azerbaijan	11/1999	04/2001
Kyrgyzstan	11/1999	04/2001
Kazakhstan	11/1999	04/2001

14. Professional Experience Record:

Date	2000-2001
Location	Delhi, Mumbai and Chennai India
Company	Scott Wilson Kirkpatrick
Position	IT, EDI, Customs and Community System Team Leader
Description	<p>EU-India Maritime Project</p> <p>Technical Expert responsible for liaison between all Port Community members to improve the efficiency of Indian Sea Port by use of IT and EDI Technology. Also responsible for investigation and liaison with Indian Customs Authorities to improve flow of data within the Port Community by integrating and harmonising Customs procedures in line with European standards.</p> <p>Team member responsible for the implementation of true Community Computerised System in co-operation with Central and Regional Government, Central and Local Customs Authorities and all Sea Port Users.</p> <p>Responsible for the specification and acquisition of the necessary computer hardware, communication equipment and software within the Port Community. Project aims are an overall, measurable improvement in the efficiency of the Port sector in India. The project is scheduled to be completed by mid 2003.</p>

Date	1998 - 2000
Location	Switzerland, TRACECA Republics of the CIS, including Kazakhstan,
Company	Scott Wilson Kirkpatrick
Position	IT and EDI Team Leader
Description	<p>TACIS Project: International Road Transport Transit Facilitation, TRACECA Project</p> <p>Technical Expert/Team Leader responsible for the technical liaison between beneficiaries - Country Customs and Road Transport Organisation and the IRU (International TIR) in Geneva to facilitate additional techniques utilising Computer Technology and EDI communications to speed up the flow of SafeTIR discharge data. SafeTIR utilises standard WP30 formatted data strings</p> <p>Responsible for the specification and acquisition of the necessary computer and communication equipment via EC tender regimes.</p> <p>Installation, set up and operation of these improvements is expected by mid 2001.</p>

Date	1998 -2000
Location	Moscow and Nizhny Novgorod, Russia
Company	Scott Wilson Kirkpatrick
Position	IT and EDI Specialist
Description	<p>TACIS Project: Internal Russian Waterways and River-Sea Transport Project, ref. TNRUS 9603</p> <p>Technical expert responsible for the technical evaluation, system specification, selection and procurement of a Port Management system for the Port of Nizhny Novgorod and its associated Logistics Centre. The system has been installed and is in test phase at present</p>

Date	1998 - 2000
Location	Nizhny Novgorod, Russia
Company	Scott Wilson Kirkpatrick
Position	IT and EDI Team Leader



CURRICULUM VITAE:

Mike SCHWARZER

Description	<p>TACIS Project: Nizhny Novgorod Regional Transport Development, re TNRUS 9804</p> <p>Technical expert/Team Leader responsible for the technical evaluation, design, specification and selection of an IT system for the Nizhny Novgorod Transport community, linking and exchanging data between the transport department of the regional government and the major transport operators of Road, Rail and waterways including the Nizhny Novgorod Port.</p> <p>The project involves a Multimodal Information system to provide data collection on all modes and types of cargo movements within the Nizhny Novgorod region to allow overall development of transport within the region.</p> <p>Data from the system, in addition to statistical purposes, will be automatically provided and transmitted to a newly developed Freight Traffic forecasting Model.</p> <p>The 5 interlinked systems are currently being installed with a live start date early 2001.</p>
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Date	1998 -1998
Location	Jeddah & Riyadh, Saudi Arabia
Company	Maritime Cargo Processing, UK
Position	IT and EDI specialist
Description	<p>MCP Internal Project: Sales/Technical visit, funded by Government officials to ascertain if the widely used Felixstowe Port Community system (FCP80) could be adapted for use throughout Saudi Arabia.</p> <p>Discussions and technical presentations to Jeddah Port and related community partners as well as Government Officials in Riyadh.</p>

Date	1986 to date
Location	UK Wigan
Company	Ideal Internet Services Limited
Position	Director
Description	<p>Responsible for the development and implementation of the UNITRACK total concept computer system. This system consists of modular software packages for the control of containers, vehicles, general and bulk cargoes, including integrated EDI facilities in ports and terminals, Inland Clearance Depots, M&R depots and for owned container fleets.</p> <p>EDI facilities in the Shipping and Distribution arena are predominantly UN/EDIFACT style messaging originally using a plethora of communications means, now almost entirely via the Internet medium.</p> <p>UN/EDIFACT Message Formats include:</p> <ul style="list-style-type: none"> Customs Cargo report – CUSCAR Ingates and Outgates – CODECO Discharge and Loading – COARRI Dangerous Goods notification – IFDGN Customs declaration – CUSDEC Customs response – CUSRES Container pre-arrival notification – COPARN <p>Knowledge of EDI methodologies for Direct Trader Input (DTI), Inventory Control, Imports, Exports, Dangerous Goods.</p> <p>Full understanding of the benefits for the Port Community including: Port Operators, Stevedoring Organisations, Clearing Agents, Local, Regional and Country Customs, Shipping/Liner Agencies, Clearing Agents, Road and Rail companies</p> <p>The UNITRACK systems provides for planning, managing and tracking containers, general cargo and vehicles with a port or depot environment.</p>



Proposed position in the programme

TRANSPORT LAWYER

1. Family name: FIOUX
2. First names: Jean-Luc
3. Date of Birth: 12 September 1947
4. Nationality: French
5. Civil status: Married
6. Education:

Institution	University of Paris II
Date:	1967 - 1973
Degree(s) or Diploma(s) obtained	Doctorate in Law (with Distinction) 1973 Higher Diploma in Private/Public Law 1969/71

7. Language skills (Mark 1 to 5 for competence):

Language	Reading	Speaking	Writing
French	5	5	5
English	4	3	3
German	3	1	1
Spanish	4	2	1
Italian	4	3	2

8. Membership of professional bodies: Legal Expert Corporation - Court of Appeals of Paris, Deputy Chairman
IRU Legal Assistance Network
9. Other skills: (e.g. Computer literacy, etc) Familiar with operations and use of personal computers
10. Present position:
 - 1) Legal Consultant
 - 2) Transport Expert at the Paris Court of Appeal
 - 3) Visiting Lecturer in European Transport Law at the University of Pau
11. Years with firm: 6 years

12. Key qualifications:

Jean-Luc Fioux is a practising lawyer, a court-appointed expert on transport law at the Court of Civil Appeals in Paris, and visiting lecturer in European Transport Law at the University of Pau. For the last 20 years he has specialised in domestic and international transportation law, and customs law. He also specialises in the provision of seminars and training programmes in France and abroad including training for Directors of transport companies in devising and negotiating contracts with public, state, or local authorities for operations under the new French deregulated environment.

Overseas he has acted as a visiting legal expert on a number of EC funded projects including:

- under the EC TACIS Legal and Regulatory Framework in TRACECA Transport Corridor he gave advice on regional harmonisation of railway and customs law; integration with international conventions and world trade practices; institutional development; and training;
- advice on transport legal reforms in Kazakhstan.



- training on EU-China Public Procurement Pilot Project
- technical assistance for regulatory codes related to the carriage of perishable goods in refrigerated wagons in Russia;

Prior to this he gained extensive institutional experience during 16 years with the French Road Passenger and Freight Haulage Trade Association (F.N.T.R) and 20 years with the French Transport Management Training Association (A.F.T).

He also has extensive previous experience of consultations and negotiations with state and other public officials in relation to legal and fiscal problems. He was formerly an International Road Transport Union (I.R.U.) expert on fiscal matters in its representation to the European Commission and was also a member of the I.R.U. Legal Commission.

13. Specific experience in the region

Country	Date
Armenia	1995 – 1997
Azerbaijan	1995 – 1997
Georgia	1995 – 1997
Kazakhstan	1994 – 1997
Kyrgyzstan	1995 – 1997
Tadjikistan	1995 – 1997
Turkmenistan	1995 – 1997
Uzbekistan	1995 – 1997

14. Professional experience

Date:	1987 – Ongoing
Location	France
Company	Court of Civil Appeals
Position	Legal Expert
Description	Court appointed expert on Transport Law in Paris (Court d'Appel). During this period he has also provided independent advice on transport and legislative issues to a number of public transport executives and private transport companies including training of senior managers in preparing and negotiating contracts for operating in the new French deregulated environment.

Date:	1991 – Ongoing
Location	China
Company	Scott Wilson Kirkpatrick
Position	Legal Expert
Description	He is presently involved in the EU – China Public Procurement Pilot Project assisting in the training to assist China's accession to the WTO. He is responsible for the training of large numbers of executors covering the monitoring and regulation of bidding laws including the necessary requirements of the new law to prevent corruption.



Date:	1995 – ongoing
Location	Russia
Company	S.I.S.I.E
Position	Transport Legal Expert
Description	Visiting expert for EC TACIS project in Russia providing technical assistance for regulatory codes related to the carriage of perishable goods in refrigerated wagons including harmonising with EU legislation and international conventions.

Date	Dec 1995 - Dec 1997
Location	TRACECA Countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmanistan, Uzbekistan
Company	Scott Wilson Kirkpatrick
Position	Railway/Customs Law Expert
Description	Visiting expert for EC TACIS Legal and Regulatory Framework in TRACECA Transport Corridor including advice on regional harmonisation of railway and customs law; integration with international conventions and world trade practices; institutional development; and training.

Date:	1994 – 1995
Location	Kazakhstan
Company	Scott Wilson Kirkpatrick
Position	Transport Law Expert
Description	Visiting expert for EC TACIS Transport Law Reform Project in Kazakhstan covering land, sea and air transport modes. Responsible for advising on legal reforms, developing action plans for future technical assistance needs, integrating with international transport and customs conventions, and training counterpart legal personnel.

Date:	1975 – 1991
Location	France
Company	French Passenger and Freight Haulage Association
Position	Head of Legal, Fiscal and Insurance Services
Description	Responsible for all legal and fiscal services including advice and assistance to member companies on legal problems, negotiation of international transport and customs conventions and agreements; negotiations with State and other public officials; and management training. During this period he was also a member of the IRU Legal Commission in Brussels and the IRU expert representative on fiscal matters to the European Union.

Proposed position in the programme

Financial Specialist

1. Family name: STEBBINGS
2. First names: Elena
3. Date of Birth: 1973
4. Nationality: Russian
5. Civil status: Married

6. Education:

Institution	Samara State University, Russia
Date:	1990 to 1995
Diploma obtained	English, French, Economics, IT. Equivalent to BA in Europe
Institution	British Institute for Supervision and Management, UK
Date:	1996-1997
Degree	Diploma in Management
Institution	Henley Management College, UK
Date:	1998
Degree	currently completing MBA course

7. Language skills:

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

8. Membership of professional bodies:

Member of the Institute of Supervision and Management, Diploma in Management
 Student Member of the Chartered Institute of Transport
 Associate Member of the Institute of Freight Professionals

9. Other Skills:

Computer Literate - Technical Systems and Management Packages

10. Present position: Project Manager, Financial Consultant

11. Years with firm: nearly 8

12. Key qualifications:

Elena Stebbings specialises in financial management of projects. She is deeply involved in overall Management Information Systems including the development of Financial Management Systems and has been involved in development of the flexible cost based tariff system for the FSU ports. Elena has also amassed considerable experience in conducting on-the-job training, capacity building through training and transfer on know-how, and preparation of seminar materials.

13. Specific Eastern European and FSU Countries Experience:

Country	Date: from to
Ukraine	1999 – ongoing
Moldova	1999 – ongoing
Kazakhstan	1999 – ongoing
Turkmenistan	1998 – ongoing
Azerbaijan	1999 – ongoing
Uzbekistan	2000 – ongoing

Georgia	2000 – ongoing
Russia	1996 – 1999

14. Recent Professional Experience Record

Date:	2000 – date
Location	Ukraine
Company	Scott Wilson
Position	PIU and financial specialist
Description	EBRD funded project on Development of Railways. Elena is responsible for setting up and running PIU to oversee compliance with financial, operational and other covenants of the Loan and Guarantee Agreements, including review of the 5 year business plan and the tariff structure for freight and passenger transportation.
Date:	2000
Location	United Kingdom
Company	Scott Wilson
Position	Trainer
Description	Preparation of the training materials for PIUs on EBRD funded projects in public sector. Responsible for subjects related to setting up and managing PIU, roles of various stakeholders in the projects, procurement process and financial management. Organising and conducting several pilot workshops for just established PIUs in the recipient countries of Kazakhstan, Georgia and Bosnia & Herzegovina.
Date:	1999 – date
Location	Ukraine, Moldova, Turkmenistan, Azerbaijan, Uzbekistan, Kazakhstan
Company	Scott Wilson
Position	Regional co-ordinator, business planning specialist
Description	EC Tacis TRACECA International Road Transport Transit Facilitation Project, the objectives of which are to assist in the promotion of international trade by road transportation, to provide trained transport operators capable of developing the road transport sector and to promote international trade and transport agreements in the 11 countries of the TRACECA region. The project created permanent road transport training centres, provided in-country training in CPC, ADR and SafeTIR. Responsible for regional co-ordination and business planning for training centres.
Date:	1998 – date
Location	Turkmenistan
Company	Scott Wilson
Position	Project Manager, financial specialist
Description	The scope of work is to ensure that the Turkmenbashi Port Development Project is implemented efficiently in accordance with the conditions of the (EBRD) Loan and Guarantee Agreements, to budget and on schedule while helping the Client develop its project management capabilities. This included detailed tariff study for the ports of the Caspian basin, development of the Tariff Plan and facilitation of its implementation. Projects also include aspects of new accounting systems and tariff plan, policy change in respect of separating regulatory and operational functions under the same entity, re-organisation and

CURRICULUM VITAE:

Elena STEBBINGS

	management development, trade facilitation, marketing, Ferry Service Agreement with the Caspian Shipping company, Maritime Legislation (new maritime code), environment and technical design, procurement and construction.
Date:	1997 – 1998
Location	Azov & Taganrod, Russia
Company	Scott Wilson
Position	Local Project Manager
Description	EC Technical Assistance Project. Responsible for Institutional Development Project in Taganrog Port. Project included internal restructuring, identification of business potential, tariff structure development in line with the new trading conditions, business planning, management change.
Date:	1996 – 1997
Location	Novorossiysk, Russia
Company	Scott Wilson
Position	Deputy Project Manager
Description	European Commission – Tacis TNRUS 9402 – Institutional Development of the Port of Novorossiysk. Project included: <ul style="list-style-type: none"> • working closely with Maritime Authority and regional government on future port development, promoting competitive environment and antimonopoly policy; • assistance in management restructuring and post-privatisation change; • implementation of management accounting and financial management systems; • developing marketing function for the port and development of the Tariff Structure in new operating conditions; • implementation of overall cost awareness strategy at all levels of the company.
Date:	1994 – 1996
Location	Samara, Russia
Company	Scott Wilson
Position	Assistant Project Manager
Description	Tacis Project FDRUS/9245 – Establishment of Wholesale Markets. Improvement of Multi-modal Transport Systems Development of the freight forwarding industry and establishment of a new freight forwarding agency on the basis of the former state transport company. Assistance in commercialisation, management change, introduction of a new financial management systems; marketing research for transport operating companies, analysis of markets, exploration of opportunities for diversification or mergers aiming at the development of the company. Development of the policy for organising a transport hub and development of multi-modal transport systems.

Proposed position in the programme: **TARIFF ECONOMIST**

1. Family name: TERENTIEVA
2. First names: Anna
3. Date of Birth: 20 August 1977
4. Nationality: Russian (UK Resident)
5. Civil status: Single
6. Education:

Institution	Ashbridge School of Management – UK
Date:	1999
Qualification obtained:	Introduction to Management, Finance and Economics, Influencing and Organisational Development skills
Institution	Moscow Institute of Business and Policy
Date:	1999
Qualification obtained:	Degree in International Business Studies
Institution	Flour Bluff High School, Texas, USA
Date:	1995
Qualification obtained:	Honours Diploma in English Economics, Government, US History, and Business Computer systems

7. Language skills (Mark 1 to 5 for competence):

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

8. Membership of professional bodies: None
9. Other skills: Computer literate
10. Present position: Management Consultant
11. Years with firm: 5
12. Key qualifications:

Anna Terentieva is a consultant with Corporate Solutions in Moscow. She has over five years experience in business consulting gained in Russia and Central Asia. Prior to joining Corporate Solutions she worked for Deloitte & Touche CIS on a major restructuring project in Russia where she was responsible for market research and project administration. In the last five years Anna has gained significant knowledge and experience in finance, marketing and organisational restructuring. Her specialist areas include market research, business planning, tariff systems and pricing policies.

13. Specific experience in the region:

Country	Date:
Russia	1995 – Present
Georgia	2000 - Present
Turkmenistan	1998 – 2000
Azerbaijan	1997 – 1999



Uzbekistan	2001 – 2002
Tajikistan	1998 - 1999

14. Professional experience:

Date:	2000 – Present
Location	Georgian Railways Limited Georgia
Company	Corporate Solutions Consulting Ltd
Position	Consultant
Description	Anna is assisting this client with developing a five-year business plan and a new tariff setting system. Under the supervision of a British rail transport specialist, Anna's responsibility included forecasting demand for passenger and freight services, measuring the financial and operational performance of the company for a period of three years and building a model for scenario analysis and generation of financial projections. Under the supervision of one of our British economists, Anna is also helping this client with developing cost based tariff procedures.

Date:	1998 – 2000
Location	Turkmenistan Sea Administration – Turkmenistan
Company	Corporate Solutions Consulting Ltd
Position	Consultant
Description	Anna was responsible for supporting a British port specialist with conducting a detailed tariff study. This included forecasting traffic, relating costs to services and devising new tariff adjustment procedures. Her responsibilities included gathering and analysing statistics about the Port's performance, obtaining trade statistic, finding out tariffs charged by other ports in the region and conducting an interview programme with freight and shipping lines and government ministries.

Date:	1997 - 1999
Location	Azerbaijan Air Navigation Services – Azerbaijan
Company	Corporate Solutions Consulting Ltd
Position	Consultant
Description	Anna worked with a British economist to develop an improved charging system for airlines using the Azeri airspace. In this role she was responsible for analysing the cost structure of the company and comparing these against different internationally approved charging systems. This work led to the definition of a revised tariff system generating some 16% additional fees.

Date:	2000 – 2001
Location	Low Voltage Starters, Russia
Company	Corporate Solutions Consulting Ltd
Position	Consultant
Description	Anna undertook extensive market research in Russia in support of a joint venture between a major French company and a Russian producer of low voltage starters. This research was used to assess the competitive position of the Russian company and to forecast market demand for a five-year period. The Two companies are presently negotiating the financial terms for the establishment of the joint venture.

Date:	2001 – 2002
Location	Enterprise Restructuring – Uzbekistan
Company	Corporate Solutions Consulting Ltd
Position	Consultant



CURRICULUM VITAE:

Anna TEREENTIEVA

Description	Anna is acting as a marketing consultant for a canning factory in Uzbekistan. Her work, which is part of a larger restructuring project, is aimed at helping the company to develop a more effective marketing strategy for increasing sales in Russia. This will include competitor analysis and a critical examination of the company's pricing policies.
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Date:	1998 - 1999
Location	Business Advisory Services –Tajikistan
Company	Corporate Solutions Consulting Ltd
Position	Consultant
Description	Anna was a market research consultant on this project funded by the EBRD. Her main responsibility was to assist local businesses with finding relevant business information in the CIS and the rest of the world about products, suppliers, markets, competitors and joint venture partners.

Date:	1997
Location	Enterprise Restructuring Support Programme (ERSP) – Uralelectro – Russia
Company	Corporate Solutions Consulting Ltd
Position	Consultant
Description	<p>Anna was a consultant working under the supervision of British sales and marketing consultants. Her responsibilities included:</p> <ul style="list-style-type: none">▪ Obtaining and analysing information on sector growth and investment in Russia in order to identify key target sectors;▪ Designing and administering two questionnaires to existing buyers and dealers;▪ Analysing and categorising sales data by region, sector, product, and distribution channel as input to the formulation of a product and marketing strategy; <p>In addition to the above duties, she undertook a study into the use of information technology resources within the company and generated recommendations for improving its effectiveness.</p>

Date:	1998 - 1999
Location	Joint Venture Establishment Uralelectro –Russia
Company	Corporate Solutions Consulting Ltd
Position	Consultant
Description	Anna accompanied the General Director of Uralelectro to the UK to meet and discuss joint venture opportunities with Italian, French, and British companies. As a result of this trip a collaboration agreement was signed with an Italian company. Anna was responsible for arranging meetings, interpreting, and assisting with the preparation of the contract with the Italian company.



Proposed position in the programme:

CHANGE/FINANCIAL MANAGER

1. Family name: ADHAMI
2. First names: Ebby
3. Date of Birth: 29 October 1957
4. Nationality: British
5. Civil status: Married
6. Education:

Institution	Brunel University
Date:	1987
Qualification obtained:	Masters of Business Administration
Institution	Strathclyde University
Date:	1983
Qualification obtained:	MSc in Production Management and Manufacturing Technology
Institution	Coventry University
Date:	1981
Qualification obtained:	BSc (1st) Honours in Computer systems Engineering

7. Language skills (Mark 1 to 5 for competence):

Language	Reading	Speaking	Writing
English	5	5	5
Tajik	4	4	4
Azeri	4	4	2
Russian	3	3	2

8. Membership of professional bodies: Institute of Chartered Engineers
British Computer Society
Institute of Electronic Engineers
9. Other skills: Numerous
10. Present position: Director
11. Years with firm: 7
12. Key qualifications:

Ebby Adhami is a Director of Corporate Solutions with considerable experience of change management in transitional economies. He has over eighteen years of consulting experience gained with Corporate Solutions, Ernst & Young, and Data Logic Limited. Since the early 1990s, Ebby has specialised in assisting organisations in Russia and Central Asian Republics with business restructuring and change management. His experience in the transport sector includes Turkmenistan Shipping Authority, Azerbaijan Air Navigation and Georgian Railways Limited.

13. Specific experience in the region:

Country	Date:
Russian Federation	1991 – Present
Byelorussia	1997 – 1998
Azerbaijan	1997 – 1999
Kyrgyzstan	1995 – 1997
Turkmenistan	1998 – 2000
Georgia	2000 – Present

**CURRICULUM VITAE:****Ebby ADHAMI**

Tajikistan	1998 - 1999
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14. Professional experience:

Date:	2000 - 2002
Location	Georgia
Company	Corporate Solutions Consulting Ltd
Position	Project Manager
Description	Ebby is managing a two-year project to assist Georgian Railways Limited with the implementation of restructuring measures. This covers organisational and management structures, a five-year business plan, a corporate financial model and an environmental management plan.

Date:	1998 - 2000
Location	Turkmenistan
Company	Corporate Solutions Consulting Ltd
Position	Project Director
Description	Ebby was the project director for this project, which helped the Port to introduce financial management and accounting practices in line with international standards. We also designed and implemented a financial management information system to facilitate management reporting and obtaining accurate cost information. In addition, we conducted a detailed tariff study, which included forecasting traffic, relating costs to services and devising new tariff adjustment procedures

Date:	1997 - 1999
Location	Azerbaijan
Company	Corporate Solutions Consulting Ltd
Position	Project Manager
Description	Ebby directed a project to assist the Azerbaijan Air Navigation Services company with the introduction of sound management practices and modern financial control and accounting systems. This included introduction of procedures and computerised tools for the production of IAS financial statements, implementation of a cost accounting system for tariff setting, and introduction of a process for financial planning and budgeting.

Date:	1997 - 1999
Location	Tajikistan
Company	Corporate Solutions Consulting Ltd
Position	Project Manager
Description	In 1997, Ebby was appointed as the project manager to establish a Business Advisory Centre in. The overall aim of the centre was to generate viable projects to be financed under a credit line established by the EBRD through Orientbank.

Date:	1999 - 1999
Location	Tajikistan
Company	Corporate Solutions Consulting Ltd
Position	Project Manager
Description	Corporate Solutions was awarded a contract to conduct a detailed assessment of Tajprombank as a potential candidate for receiving equity investment from the EBRD.

Date:	1996 - 1997
Location	Russia
Company	Corporate Solutions Consulting Ltd
Position	Project Manager
Description	Ebby was the project manager for restructuring of Uralelectro, a Russian manufacturer of

**CURRICULUM VITAE:****Ebby ADHAMI**

	<p>electric motors and low voltage starters. He was also the sales and marketing consultant for this project. His responsibilities included:</p> <ul style="list-style-type: none">▪ Managing a team of specialists in finance, manufacturing, and marketing▪ Ensuring the quality of the work and project deliverables▪ Formulating the corporate and marketing strategies for the company▪ Identifying potential joint venture partners and investors
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Date:	1999 - 1999
Location	Tajikistan
Company	Corporate Solutions Consulting Ltd
Position	Business Consultant
Description	Corporate Solutions was awarded a contract to conduct a financial and operational review of the company and develop an action plan to manage the financial crisis. The recommendations of Corporate Solutions were presented to the EBRD and the company's shareholders.

Date:	1997 -1998
Location	Russia
Company	Corporate Solutions Consulting Ltd
Position	Project Manager
Description	Ebby was the project director for the first project awarded by the Russian Privatisation Centre as part of the pilot phase of the ERSP programme funded by the World Bank. The aim of the project was to assist Uralelectro with the implementation of restructuring recommendations developed as part of the PIES project

Date:	1996 - 1996
Location	Russia
Company	Corporate Solutions Consulting Ltd
Position	Project Manager
Description	Ebby was the project director for a restructuring project in Rayzan funded by the British Know Fund. The aim of the project was to introduce effective business processes to improve the profitability of the company and implement a computerised management information system.

Date:	1998 - 1999
Location	St Petersburg
Company	Corporate Solutions Consulting Ltd
Position	Project Manager
Description	Ebby led a team to assist Polygraph, a producer of printing and packaging material, with conducting a review of its commercial and production management practices. Our consultants worked with the company's management to design and implement an order-based costing and a management reporting system.

Date:	1998 - 1999
Location	Russia
Company	Corporate Solutions Consulting Ltd
Position	Project Manager
Description	Ebby was the project director to assist STM s.p.a with the formation of a joint venture with Uralelectro. The joint venture was established in 1998 and presently we are assisting the company with forming a new joint venture with a French company.



CURRICULUM VITAE:

Simon THOMAS

Proposed position in the programme:

PORT ENGINEER

- 1. **Family Name:** THOMAS
- 2. **First Names:** Simon
- 3. **Date of Birth:** 6 September 1947
- 4. **Nationality:** British
- 5. **Civil Status:** Married
- 6. **Education:**

Institution	Brighton College of Technology (Now University of Brighton)
Date:	1965-1968
Degree(s) or Diploma(s) obtained	Bachelor of Science (Hons Class 2/1) in Civil Engineering

- 7. **Language skills: (Mark 1 to 5 for competence)**

Language	Reading	Speaking	Writing
English	5	5	5
Spanish	4	3	3
French	3	2	2

- 8. **Membership of professional bodies:** European Engineer (Eur.Ing)
Chartered Engineer (C.Eng)
Member, Institution of Civil Engineers (MICE)
Member, International Navigation Assocn. (PIANC)

- 9. **Other skills:** Computer literate

- 10. **Present position:** Associate

- 11. **Years within the firm:** 21 (total)

12. Key qualifications:

Simon Thomas has held his current position with Scott Wilson as Associate responsible for maritime projects since 1986. He has specialised throughout his professional career in planning, design, procurement and supervision of harbours, ports, terminals, shipyards and other industrial facilities worldwide. He is currently engaged on the following projects in CEE/NIS:

- Kotlin Island Port, St Petersburg, Russia. Project Manager advising a port operator on design and construction of a new container terminal. (Client: private)
- Constanta Oil Terminal, Romania. Team Leader for implementation of environmental improvements to assist in preparing the terminal for privatisation. (Client: Ministry of Finance/EC-Phare)
- Turmenbashi Port, Turkmenistan. Advising Project Implementation Unit including review of procurement documents and procedures for rehabilitation and upgrading of general cargo and train ferry ro/ro terminal on the Caspian Sea. (Client: Turkmen Maritime Lines/EBRD)

Other regional experience includes:

- Russian Inland Waterways project – business plans for several sub-projects (EC-Takis)
- Novorossiysk Port, Russia - multi-modal seaport and inland cargo terminal – business plans (EC-Takis Bistrou fund)
- Novorossiysk Port, Russia - feasibility report for development of marine terminal to handle container, ro/ro, dry bulk and general cargoes, and technical assistance to terminal operator (EC-Takis)
- National Fishing Ports, Albania – review of development proposals and preparation of environmental and operational management plans (Ministry of Agriculture/World Bank)
- Constanta Port, Romania – planning of multi-modal container terminal (private client)



Relevant experience as Project Manager / Team Leader in other regions includes :

- Pipavav Port, India. Phase 1 Task Manager, covering master plan and jetty design reports for major development including container and bulk terminals with dredging and reclamation.
- Luanda Oil Service Centre, Angola. Project Manager for expansion of existing port allowing for its eventual conversion to a container terminal, including planning, documentation, procurement and supervision of several investigation and works contracts covering dredging, reclamation, quay wall and onshore works.
- Soyo Channel, Angola. Project Manager for advising on design and procurement of dredging works for approach channel.
- Port Qasim, Pakistan. Project Manager for upgrading navigational aids along 45km long entrance channel. Feasibility, design, procurement, contract administration.
- Tanjung Pelepas Port, Malaysia. Review for a leading terminal operator of planning for Phase 1 and advising on future planning of a very large container port.
- Dibden Terminal, Southampton, UK. Review of port planning reports for a major new terminal on a greenfield site.
- Bulk Terminal, Mozambique. Ports Team Leader for a multimodal transportation study for mineral exports, with options for use of road, rail and barges, including regulatory aspects.
- Oil Terminal, Vadinar, India. Lender's Engineer for construction of the marine, rail and road terminals including pipelines and tank farms associated with a new refinery.
- LNG Terminal, Gulf of Khambhat, India. Completion of comparative study report for alternative import terminal sites.
- Berths 6-9 Container Terminal, Karachi, Pakistan. Review of planning report for landside terminal development and the BOT bid documents prepared for the overall terminal concession.
- Montevideo, Uruguay: Resident Project Manager for feasibility and design for redevelopment of existing naval facilities and their integration with the port container terminal, and of two new naval bases. Included detailed port traffic forecasts, wave studies, detailed facility planning, economic analysis of development proposals, and environmental and legal appraisals.
- La Paloma Port, Uruguay. Feasibility report for log / woodchip export terminal on the Atlantic coast. Included wave and sediment modelling for several harbour layouts.
- Isle of Grain, UK: Project Manager for advising on alternative uses and developments of existing bulk cargo jetties.
- Berths 5-10, Karachi Port, Pakistan. Project Manager for planning, design and tender stage of the reconstruction and upgrading of five deepwater berths. Included site investigations, hydraulic modelling, feasibility report, economic and financial analyses, tender documents/evaluation for 950m length of quay now completed.
- Sapangar Bay, Malaysia. Resident Project Manager for planning of major new marine container terminal at a green field site in Sabah, including traffic forecasting and operational studies. Project Director for detailed design of Phase 1A marine structures.
- Naval Base, Pakistan. Master plan, design and tender documents for major new facility. Dredging/reclamation, quays, shiplift/transfer yard, rebuild hangars, industrial facilities, machinery and equipment, amenities and infrastructure.
- Singapore Port: Resident Project Manager for planning report for a very large offshore container terminal. Included hydraulic modelling, computer simulation of terminal operations, marine and land-use planning and a review of road links.
- Galway Harbour, Ireland: Project Manager for preparation of a multi-discipline strategic development plan, including urban planning and financial aspects.
- Taweelah Naval Base, Abu Dhabi: Team Leader for functional and operational planning report for repair and maintenance facilities for 120 vessels at a new naval base.

13. Experience of Working in CEEC/NIS Countries

Country:	Date:	from	to	(total)
Turkmenistan		2000	2001	(1.0 mths)
Romania		1999	2001	(0.5 mths)



CURRICULUM VITAE:

Simon THOMAS

Russia	1997	1999	(6.0 mths)
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13. Professional Experience Record

Date:	1986 – to date
Location	UK and overseas
Company	Scott Wilson Kirkpatrick & Co Ltd
Position	Associate
Description	Technical assistance for ports and waterways – Russia, Turkmenistan. Audit of marine terminal design and construction – UK, India, Nigeria, Congo. Planning, design and procurement of port developments - Angola, Pakistan, Malaysia, UAE. Planning of container, oil and dry bulk terminals – India, Malaysia, Romania, UK, Mozambique, Uruguay, Singapore. Fishing port developments – Albania. LNG terminal options study - India. Strategic port studies - Ireland, UK. Planning and design of naval facilities - Pakistan, Uruguay, Kenya, UAE. Structural review of lock and dock - UK. Contract documents for port developments - Nigeria, Eritrea, Tanzania, Mozambique, UAE, Qatar, Caribbean, UK. Miscellaneous other projects including shipyards, marinas, urban development, BSI breakwaters code.
Date:	1983 - 1986
Location	UK and overseas
Company	Scott Wilson Kirkpatrick & Co Ltd
Position	Senior Engineer
Description	Engineering for port planning studies – Bombay, Greek main ports. Engineering and procurement of port and channel development - China. Contract documents for port works - Eritrea, Tanzania. Drafting of BS Code for design of quays and jetties.
Date:	1978 - 1983
Location	UK and overseas
Company	Livesey & Henderson
Position	Senior Engineer
Description	Design and procurement for covered drydock, quay and slipway works - India. Master plan for Nouadhibou Port, Mauritania. Planning for bulk river terminal - Bolivia. Fishery development studies – Mauritania, Colombia. Design and tender documents for port works - Ecuador, Peru, Sudan.
Date:	1968 –1978
Location	UK and overseas
Company	various
Position	Port Engineer
Description	Design, construction supervision

15. Publications/Papers

Container Terminals – Planning, Design and Procurement. Marine Asia 2000, Colombo, Sri Lanka, Nov 2000.
 Construction of a New Quay Wall in the Port of Luanda, Angola (joint author). ASCE Ports 2001, Norfolk, USA, May 2001.

IV.3 SUMMARY LIST OF LOCAL STAFF

TABLE III: SUMMARY LIST OF LOCAL STAFF

TENDERER: SCOTT WILSON

PROJECT REFERENCE: SCR-E/111964/C/SV/WW

IV.3 NON-KEY STAFF; LOCAL STAFF (TO BE DECIDED DURING THE INCEPTION PHASE)

Name of Expert	Present Employer and Position	Years of Experience	Age	Nationality	Educational Background	Specialist Areas of Knowledge	Experience in the Beneficiary States	Languages and Degree of Fluency (VG, G, W)
								Russian - VG
								Russian – VG

III.1.5.2 Logistics and travel

We would expect a large part of the work to be carried out via the working groups in the Traceca states. Their agendas and work programmes would be directed by the team leaders for the three modes, and they would receive visits when necessary. The need for travel within the region should be kept flexible, but it is likely that most countries will have to be visited at least twice by the rail, road and maritime specialists. Because of the large number of countries to be visited, the modal teams will divide the countries up into groups. The most intensive travel within the region is likely to be around months four and six. In addition, local experts from the working groups would visit key meetings, which would be held throughout the project at various locations, starting in Baku.

III.1.5.3 Reporting

Language

All output documents will be printed in both English and Russian languages.

Format

Presentation of report will be in hard copy and in accordance with Tacis guidelines. A digital format is expected to be available from through the Tacis or TRACECA web site.

Distribution

The distribution of reports will be as specified in the ToR or as amended from time to time and approved by the EC.

Schedule

The titles and programme for reports are presented below.

Reporting Schedule

Sector	Report Title	Draft (Month)	Final (Month)
Project Management	Inception		4
	Progress 1		10
	Progress 2		16
	Progress 3		22
	Completion		24
Road Transit	Draft Unified Road Transit Policy Document	9	21
	Final Unified Road Transit Policy Document	9	21

	A record of unjustifiable transit fees.	9	21
Rail Transit	Terms of reference of a permanent 'Council for Heads of Railways'	2	4
	Terms of reference of the TFTWG	2	4
	A study on the MTT tariff structure (rates and method)	8	21
	Draft and Final Proposals for new rail tariffs	8	18
	Access to TRACECA railways. Paper.	10	18
	Proposed Methodology	18	20
Port	A study on maritime rates and port fees.	9	21
	A port tariff structure (scales)	9	21
All	'Towards the reform and regionalisation of freight transit rates' Paper	8	18
	A User Guide for transport operators and traders'	6	12,18,24

III.2 OBJECTIVES AND MAIN TASKS

The objective of the project, as stated in the Terms of Reference (page 8) is:

"to find practical solutions to local problems that will enable the whole TRACECA route from the Chinese border to the borders of Western Europe to be seen as commercially competitive and attractive to all traders in both time and cost. "

The expected result is:

**"more transparent tariffs and transit fees ...
and the removal of illegal, non-physical barriers to trade"**

It is emphasised that the central aim is regional harmonisation rather than solution of local problems. (see page14).

The main tasks necessary to achieve these e objectives are listed in the Terms of Reference. They are:

- To determine a unified policy and equitable levels for...legitimate road transit fees; and... to expose those that cannot be justified
- To study the existing MTT rail tariff system and to compare its advantages and disadvantages with proposals for a revised system
- To establish a "Council of Heads of Railways", a permanent working group, for TRACECA, through the Permanent Secretariat and the TRACECA Intergovernmental Commission (IGC)
- To improve contact between traders and rail companies by easier access through freight forwarders, to help establish competitive tariffs for new business.
- To clarify the principles behind the setting of rail tariffs and to assist in promotion of cost accounting, commercial approaches and regional collaboration.
- To examine port charges and shipping freight rates and propose a basis for making charges more commercially rational.

III.3 RATIONALE

III.3.1 Comments on the Terms of Reference

The Terms of Reference are very clear. They set out unambiguous objectives and tasks, but concede that "the full delivery of (the) benefits cannot be guaranteed during the project timescale" (page 8). They realistically identify various risks. We propose measures to minimise these risks in section III.3.3.

III.3.2 Key Issues

III.3.2.1 Rail

The members of the consortium do not under-estimate the difficulties of achieving change in TRACECA rail tariffs. The MTT structure has been in place for many years and is ingrained in the culture of all ex-soviet railway authorities. The MTT permitted the railways to cover the costs of operations as estimated by the Ministry of Railways in Moscow. It also provided a basis for the allocation of those revenues to the separate railway administrations where traffic crossed one or more of its boundaries.

The basis of the tariff was to fully recover *direct operating costs*, which may or may not include an element of terminal handling costs depending on the commodity, origin and destination of the traffic.

The tariff, however, did not recover the cost of providing infrastructure, buildings or the replacement of locomotives and other assets, because the investment came from outside the railways, being based on strategic, political as well as economic needs. Furthermore, the tariff may not have covered all of the social costs of employment - including housing, education and health for the 2.5 million employees for which the MoR was responsible.

Except in a private transaction, payment was generally by transfer between state enterprise organisations. There was relatively little individual invoicing and billing. Where a new service was needed, economists at an appropriate railway institute might calculate an appropriate tariff. It was only rarely that railway personnel negotiated new tariffs or indeed conducted any significant commercial transaction. Railways were fundamentally operating organisations neither involved in planning, development or commercial activities.

Since the dissolution of the USSR and through the process of economic transition MTT has provided the only rational background from which to develop the tariff mechanism - to allow greater cost recovery and to price a wider variety of services and commodities. But it has probably been stretched to the limit in terms of adjustments and the original structure and logic may well have been lost. Despite this, it has provided an anchor to the railways whose commercial policy and financing remain largely regulated by government.

Thus, to conceive of a radical change to MTT is difficult at this stage, as has already been experienced. It may be more pragmatic, at least in the short term, to attempt to

simplify the structure, rationalising commodity codes and reducing the number of discounts. In the medium term, as the rationality of the MTT is completely lost, the time will come where the railways will accept a new basis which can be explored in this project. In the long term, as restructuring takes effect, transit traffic may become the responsibility of an independent organisation that takes the commercial risks, contracting the railways to provide paths and capacity that they then sell at market rates.

One of the main hurdles is that transit transport often provides a soft target for easy foreign earnings used to cross subsidise other parts of the system such as passenger transport and domestic freight. It is very difficult to remove the subsidy because it means that passenger will have to pay more and domestic tariff may increase, but the thistle has to be grasped as first step to unifying the tariff policy for transit traffic and a progressive change should be agreed by TRACECA countries. .

Railways are understandably conservative organisations, having been very much part of the state machinery, with a large security role and with operational safety the most important priority. The training programmes at various railway colleges and schools are adopting new courses in management, marketing, planning and so on. In time, attitudes will change with training and new recruitment, but as with many EU railways, it will not happen overnight.

The project provides an opportunity to see what can be done to improve tariff setting and cost recovery at least for railway transit traffic by bringing experts together from the TRACECA and EU countries. There are no universally applicable prescriptions and the approach must be pragmatic.

III.3.2.2 Ports and shipping

Experience gained during previous projects in the region has shown that a move to cost-based tariffs for ports and shipping should have large benefits in the region. The clear identification of cost centres and the obligation to cover expenses with revenues should usually lead to improved efficiency in the ports. The specific advantages of cost based tariffs include:

- clarifying the profitability of each individual services offered (in particular, cargo handling, tugs, pilotage, storage, and the provision of berths and infrastructure);
- highlighting *the need for changes, such as staff reductions and efficiency improvements*, to retain or increase business;
- the discipline of the need to cover costs;
- giving signals for investment and disinvestment; and
- the fundamental equity of a system whereby the user pays what the service costs.

Furthermore, a switch from the old FSU system of accounting and pricing to a modern commercial system would be a major step forward for the TRACECA countries. A new, uniformly applied cost-based structure would have the great advantage of assisting transparency and comparability of tariffs across the region.

The development of cost-based tariffs, in which we have wide experience, is relatively straightforward in theory.

But in practice the process of introducing cost-based tariffs often uncovers more *deep-rooted problems*. In particular:

- it is often found that the port's costs are too high because of endemic over-staffing and inefficient working practices. If the tariffs were to be based on what the costs *should be rather than what they are* this raises the problems of radical reforms as a precondition to a new cost-based system. Often the necessary reforms face strong opposition, especially from labour organisations;
- the ability to charge tariffs that appear reasonable by international standards have often been undermined by sharp falls in traffic since the collapse of the FSU. The ports were often constructed for higher traffic, and they cannot cover costs and pay the monthly salary bills unless they charge proportionally higher tariffs *per tonne*;
- joint costs usually account for a large part of the total costs. These joint costs include dredging, breakwater, buildings, access roads, administration staff, accounts, personnel, etc. They can, in total, approach the direct costs of the specific services such as cargo handling. They have to be allocated in a relatively arbitrary manner. Consequently, cost-based tariffs are often not as precise as they appear. (This, however, does have the advantage of giving a rational basis for discounting and more "commercial" pricing to win business.)
- The most important port tariff is that of cargo handling, and modern trends are towards private cargo handling companies competing freely in the market, using price flexibility as a crucial tool.
- Transit traffic will often account for only a small part of total traffic. The ports may therefore have reservations about changing their whole pricing system to suit a small part of their business.

Also, it is necessary to take into account the role of the other main approach to pricing - the value-based approach (alternatively known as demand-based, or "what the market will bear", approach) which is often preferred in the commercial world.

The ability to compete strongly on price has been central to the spectacular reductions in freight rates and improved efficiency in shipping, and also ports, over the last 25 years. Before that, the period of (self-) regulated shipping cartels (the "conferences") had been a period of fixed, cost-based and *high* prices. It was ended by the entry of price-cutting outsiders, which led to the break-up of the conferences. Since then, the cost of sea transport has fallen sharply, to the advantage of trade. Price competition has been one of the main agents for creating efficient, low cost industries - shipping being a good example.

On the other hand, the "what the market will bear" approach to pricing has weaknesses which are exemplified in the subject of this study - i.e. the imposition of transit fees which raise transport cost and choke off trade. This is seen at its extreme in highly regulated developing countries whose economic growth had been impeded by excessive regulation and imposition of fees and permits. India is a prime example, with arbitrary and high "octroi" charges imposed for moving between states, further aggravated by long queues and delays at the borders. Transit fees are rare in developed economies.

It is recommended that the optimal approach should be given careful thought in the early stages of the project. The ideal mix may be a combination of cost-based and value-based approaches - promoting the discipline of cost accounting without ruling out the incentives to efficiency offered by price competition. If it were possible to set up such a system, it might be best to regulate and harmonise only where necessary - i.e. where there are elements of monopoly. In other cases it may be possible to rely on competition, the "best regulator", where possible. The ideal solution might also feature maximum tariffs rather than rigid prescriptions, leaving operators the scope to cut costs and therefore tariffs to win business

III.3.2.3 Road and Transit Tariffs

The establishment of independent republics in Central Asia has created new opportunities for trade routes, but it has also created new physical and institutional barriers.

Stimulated by economic reforms, road transport has responded by offering new regional and international services, and traffic has grown along the TRACECA corridor.

However, the new border crossing points which have been established often have inadequate facilities and procedures which have become new bottlenecks. Furthermore, the legal framework for road transport is not yet fully in place; standards for international road transport are not yet clearly defined or enforced; and the basis for financing and managing roads is not adequate. Consequently, international road transport is handicapped by poor roads, frequent and lengthy delays at and between borders, excessive costs, variable safety standards and arbitrary imposition of various charges on road transporters.

Each country in the TRACECA region has reacted to these problems in its own way. Transit fees tend to be applied in various ways through a multitude of bilateral road transport agreements, and it is reported that the imposition of "transit fees" by regional (as opposed to national) authorities along the TRACECA corridor is a common practice. Transporters complain that the transit fees are often excessive. Together with excessive delays at border posts, they lead to transporters seeking alternative routes, and to negative impacts on the regional economies. The invisible hand in these cases leads to sub-optimal results. The quest for individual gain leads to a vicious circle of high transport costs which chokes off trade. They are comparable with the international tariff barriers to trade which the WTO has been labouring to dismantle for many years.

In principle, road transit charges may come in several forms. They include:

- road taxes, tolls and fees - for example, the fuel taxes and bridge tolls which are used in most countries for funding road maintenance (although low rates in TRACECA countries mean that other taxation sources would have to be tapped to prevent road maintenance standards falling below minimum required levels);
- fees for issuing transport authorisations or international permits for international drivers or road vehicles - or for carrying excess loads (which rarely raise much revenue in overall terms but can impact adversely on particular road users such as international hauliers on certain routes); and
- other charges for specific international road transport-related services - such as organising truck convoys by customs (usually where customs have not yet implemented modern methods of transit traffic regulation such as the TIR Carnet system, used in European countries) but excluding general import/export charges and taxes that are applied irrespective of use of roads.

In practice, however, fuel taxes in most TRACECA countries fail to cover the full cost of road maintenance (especially for heavy vehicles). Furthermore, it is considered difficult to raise tax levels because of fears of inflationary effects. And, in any case, it would often be relatively easy for international hauliers to avoid higher fuel taxes in a particular country by purchasing supplies in neighbouring countries. Consequently specific transit fees are imposed in order to raise additional revenue from international hauliers. However, the scope for raising revenue in this way is rather small, especially since bilateral agreements frequently grant mutual exemptions to normal transit charges.

Countries that have many borders to cross feel disadvantaged by the imposition of transit fees. Nevertheless many countries in the Region are reluctant to give up the freedom to set their own transit charges, especially those in which transit traffic makes up a significant proportion of total traffic. Without development of common policies and/or multilateral agreements, there is a risk that, perhaps through retaliatory actions, transit tariffs will rise excessively.

III.3.2.4 Variations in Progress in Reform

The process of harmonisation will be complicated by wide differences in the degree of transport sector reform achieved in TRACECA countries so far. One group, consisting of countries such as Turkey, Romania, and Bulgaria will probably join the European Union and adopt its regulations. A second group, consisting of countries like Ukraine and Moldova, have advanced, or are about to advance, various reforms in the transport sector including railway restructuring, port privatisation and deregulation of road transport and have to some extent accepted the need for EU harmonisation. Whereas another group, including Uzbekistan, Tajikistan, Kazakhstan and Kyrgyzstan, has a varied approach to transport reform and is moving forward with commercialisation at differing speeds. Other countries have yet to sign the MLA.

But despite the varied approach to reform countries have confirmed their interest in promoting international transport, by their support of TRACECA through continued attendance at its meetings and conferences, the establishment of a Permanent Secretariat in Baku and of National TRACECA Commissions. The participation of these countries in a common forum is a significant achievement that should serve well

in progressing common areas of interest and in the area of transport transit fee and tariff reform in particular. The extent of the participation of TRACECA countries at future meetings will be of importance to the implementation of this exercise.

The grouping of countries according to their geographical position and likely response to the project may serve a useful purpose in planning and managing the work required.

III.3.2.5 Regulation versus Competition

Some of the TRACECA countries favour government control and regulation, while others now pursue policies based on market forces, free competition and unregulated pricing. Paradoxically, it may be more difficult to achieve the benefits of harmonisation in these more forward looking states.

III.3.2.6 Variation in Benefits of Harmonisation

Small countries may have to bear a relatively higher proportion of the cost of providing for transit and rely more heavily on the income derived from fees. Larger economies benefit more through lower trading costs. It is therefore necessary to be pragmatic when proposing reform.

III.3.3 Risks And Measures to Minimise Them

The ToR lists several risks to which the project is vulnerable. Most of them are associated with non-compliance with the aims of the MLA and lack of co-operation by the IGC, its working groups, the NTCs and the transport operators. Measures to mitigate these risks should be taken at the earliest possible stage.

The following general measures are suggested. First, the recipients, represented by the IGC and NTCs, should have an opportunity to review and if necessary help to update and strengthen the ToR at an early stage. This would reinforce "ownership". Secondly, prospective beneficiaries will need to be formally advised by the ITC's prior to project start up, and invited to participate.

The risk management strategy we propose to deal with the *specific dangers* listed in the ToR are as follows

1. *Decisions contrary to the Multi Lateral Agreement on International Transport ((MLA) may be taken by national authorities - possibly in pursuit of other objectives being promoted via other international organisations*

All countries will have interests other than TRACECA harmonisation. Indeed, there are other "working groups", possibly with conflicting interests. This risk would be reduced by early identification of other interests (not only those being promoted through international organisations), and seeking to reconcile their different approaches.

2. The TRACECA Intergovernmental Commissions (IGCs) may be used as a discussion forum, avoiding decisions on key subjects

This risk will be reduced by requiring that the role of IGC and Working Groups should go beyond organising meetings, and that its goal should be to address specific issues relating to the implementation of unified tariffs in each country. It should take its recommendations to the member countries rather than relying solely on events organised in Baku to disseminate general recommendations. We would also consider the introduction of a **reward system** for the Working Groups, based on results. This could open up the possibility of attracting high calibre candidates and offering them the motivation to achieve tangible results.

3 Road, rail, shipping and/or port operators do not cooperate with the study or the national Traceca Commissions

Our consortium is probably in a better position to manage this risk than others, as we have actively worked with a number of the key operators and have credibility with their management. We could endeavour to obtain a formal response from the senior management of some of the key operators to the recommendations being made. We are also aware of the issues, which are beyond the control of the senior management and would require government intervention. It would therefore be helpful for the consortium to define, based on its experience, the areas in which support would be required from the management of the regional operators and specific difficulties that may be faced in obtaining it. This will provide a basis for quantifying and managing this area of risk.

4 The Oblasts or national agencies are not informed about, or do not respect, the MLA.

We will deal with this risk by targeting problem agencies in the educational/training/dissemination of information activities.

5 The states cannot agree on a united approach to the International MTT Tariff Committee

The mitigation of this risk will depend partly on the ability of the principal staff to persuade recalcitrant agencies of the benefits of harmonisation.

6 Decisions on rail tariffs reached at international level cannot be implemented in the separate states

This will be fully taken into account before recommendations are generated. It is for this reason that we must provide an adequate coverage of each individual region and operator.

One risk not mentioned is that of commercial confidentiality. The necessary data on tariffs, rates, prices, revenue and performance data, etc. may be more difficult to acquire for more commercially oriented operators which are replacing the public sector operators.

III.4 STRATEGY

III.4.1 Outline of the proposed approach

(Including related activities, inputs and outputs)

This section describes our proposed approach to the project. It covers the following tasks which are listed on pages 9-12 of the Terms of Reference:

- Review of Past Studies; Initial Review of Tariff Setting Practices; and Design of a User Survey.
- Working Groups
- Unified Policy for Road Transit Fees
- Training, Management Development and Dissemination of Information
- Evaluation of MTT System and Recommendations for Change
- Improved access for traders to the rail system
- Improved methodologies in setting rail freight tariffs
- Analysis and recommendations on maritime and port fees

For each task, the text includes the proposed activities, inputs and outputs

III.4.1.1 Inception Phase

(a) *Review of Past Studies*

The project would begin with a **review of all relevant studies**. The objectives would be to obtain a comprehensive overview of what has been achieved so far, and to avoid repetition and overlap with previous projects. It would focus on drawing up an initial picture of:

- the pricing systems and transit fees in the TRACECA countries;
- the existing transit traffic and its potential for growth;
- the relevant importance of non-transit traffic, which is likely to be the majority, and which may well dominate the operators' approaches to pricing; and
- the identification of countries and transport modes where potential for transit traffic growth is large and where it is small.

(b) *Initial Review of Tariff Setting Practices:*

The objective of this task would be to document the existing procedures for tariff setting and comment on their strengths and weaknesses. We would also identify the original principles behind present methodologies and potential barriers to change.

One of the consortium's members has already carried out detailed review of a sample of the operators in the region. This would give our team a good foundation for developing generic models that could be used for assessment of the tariff systems of the individual operators.

(c) *Design of a User Survey.*

Previous experience has shown that it would be important to be aware of the views of the users of TRACECA routes at an early stage - to supplement the viewpoints of government transport agencies and government reports. The user survey would focus on obtaining the opinion of hauliers and freight forwarders on factors that hinder or would facilitate the use of the TRACECA corridor. The specific objectives would be to ascertain:

- The natural advantages and disadvantages of the TRACECA corridor
- The alternative routes being used and their associated costs, advantages and disadvantages
- The real cost of using the corridor
- The ranking of cost as a factor in selecting a route
- An estimate of the volumes of goods being transported in and out of the region
- The impact of improvements in tariffs on traffic volumes

The intention would be to gain, as far as possible, a thorough understanding of the market demand and preferences. The consortium members are already familiar with the major hauliers and freight forwarders active in the area and have solicited their opinions regarding transportation of freight in the region in the context of specific tariff studies (e.g. Turkmenistan port, Baku port, Georgian Railways, etc.). Also, we have developed long-term traffic forecasts for various operators.

The users survey would be arranged by Western and local experts, via the Working Groups (see below).

Activities

- Collect reports and information, internet search, prepare bibliography
- Review works and list major recommendations
- Determine actions, interventions of other donors in TRACECA
- Present and discuss in TFTWG progress made, problems etc
- Single out best recommendations for later implementation
- Design of User Survey

Outputs

- Review of past work
- User Survey

III.4.1.2 Working Groups (ToR 4.1.1)

A key task, to be undertaken simultaneously with the initial review, would be the setting up of the Transit Fees and Tariff **Working Groups**. These groups would be crucial to the success of the project. Much of the work would take place via these groups; and they would be retained for continuity and sustainability after the end of the project.

There would be three working groups in each country - one each for the road, rail and maritime sectors. They would be set up in co-operation with the Permanent Secretariat and attached to the National Commissions in each country. Each National

Commission would contain at least one local expert who would be a member of the team for this project.

The working groups would meet regularly, at least once a month.

The consulting team would define the roles and responsibilities of each working group and their mandate. This would be done in consultation with the various stakeholders. The mandate would be published and distributed to all the regional operators. Each of the working groups would be directed by one of our economists, who would help the group define a programme of work closely related to the objectives of the project. It would include a modus operandi for each group, a schedule of events and meetings, and the design of a mechanism for communicating information widely amongst the operators (e.g. events, newsletters, web site, etc.). It may be helpful to bring key members of the working groups to Baku for an induction session at the outset.

The main tasks of the working groups would be likely to include:

- working with the consulting team on most stages of the project
- maintaining continuing discussion with all interested parties in their countries on tariff harmonisation - in both public and private sectors
- exchanging the views of their national governments and the Permanent Secretariat; and endeavouring to reach agreements
- promoting the advantages of harmonisation
- participating in user surveys
- arranging meetings with transport operators and other relevant bodies
- disseminating information about the project
- collecting data
- working with the main project team members when they visit
- participating in training

Each working group would be expected to be actively involved in defining and leading the consulting work. The intention would be for the working groups to take ownership of the project and recommendations arising from it. During the process they would be fully trained by our consultants to ensure that they can play an active role in the implementation of a unified tariff policy.

Each working group would be expected to submit a brief monthly progress report in both English and Russian, summarising achievements, issues to be addressed at regional or governmental level and a programme of work for the next period.

A special and particularly important working group would be the "**Council of Heads of Railways**", which would have a different modus operandi. This group would be set up in consultation with the Intergovernmental Commission and the Permanent Secretariat, which would jointly draw up a Terms of Reference and future agenda. It would focus on harmonising the approaches of the TRACECA countries within the MTT Tariff Committee, and strengthen the prospects of participation at a high level.

Activities:

- Determine draft programme for the TFTWG
- Present at kick off seminar in month 2 agree first meeting

- Prepare and circulate Draft agenda
- Hold meeting month 4, agree ToR, Inception Report meetings programme elect, Chairman, Secretary etc
- Hold meetings according to programme
- Carry out tasks with the TFTWG
- Determine a basis for their continued functioning following completion of the project.
- Determine draft programme for the Council of Heads of Railways
- Present at kick off seminar in month 2 agree first meeting
- Prepare and circulate Draft ToR
- Hold meeting month 4, agree ToR, Inception Report meetings programme elect, Chairman, Secretary etc
- Hold meetings according to programme

Outputs:

- Setting up the Working Groups for Road, Rail and Maritime
- Agenda for their immediate and longer term functioning.
- The establishment and terms of reference of a permanent 'Council for Heads of Railways'

III.4.1.3 Unified Policy for Road Transit Fees (ToR 4.1.3)

The consortium team would use its practical experience in transport projects in the region to focus at an early stage on the main issues relevant to the harmonising of road transit fees. We are already sufficiently familiar with the theoretical issues to be able to avoid loss of time prior to tackling the practical problems.

The unified policy for road transit fees would be developed mainly through the road Working Group. The group should include representatives from user and operator organisations such as freight forwarders and the International Road Union (IRU) as well as government agencies, to ensure that all legitimate stakeholder concerns are considered. Working Group activities should be coordinated with equivalent groups already established in the region (especially the UN's Project Working Group for Transport and Border Crossing) to maximise the effectiveness of the Group's work.

Discussion of a possible unified policy for transit tariffs will raise complex issues, with each country attaching different importance to each issue. This requires a sensitive, practical approach that recognises the different concerns of each country and establishes the areas of agreement and possible disagreement. Effective policies would build on the areas of agreement, give general direction to develop policy further, and encourage development of practical mechanisms for resolving remaining areas of disagreement in a step by step manner.

When developing the framework of the unified policy, full use would be made of existing international agreements - especially multilateral agreements such as the MLA and its technical annex on roads. They already provide principles for tariff setting, agreed by TRACECA countries, such as:

- article 5 of the MLA: the general basis for charging transit taxes, and
- article 6 of the MLA: the principle of not giving favourable treatment and tariffs to particular Parties.

For analysing how best to develop this policy in specific terms, comparative information would be collected about each country to illustrate its particular circumstances. This information would provide a basis for discussing the issues raised by each country, covering important aspects such as:

- the general policy concerns of each country;
- transit trade volumes and trends in each country
- the specific policies and strategies which have been adopted (or are planned to be implemented) for road user charges and transit tariffs,
- the extent to which finance from transit tariffs contributes to financing of the road network, and
- the extent to which transit tariffs, in conjunction with other road user charges, cover road maintenance and other provision costs.

It is recognised in the Terms of Reference that there are real risks of non-compliance with the aims of the MLA and non-cooperation - for example, in providing information and engaging in dialogue. These pose particularly serious risks for developing a unified transit tariff policy and would be assessed at an early stage in the project so that they can be mitigated as soon as possible.

Activities:

The key activities in the development of the unified road transit fees policy would be as follows:

- establish the Road TFT Working Group and define its objectives, organisation and scope of activities,
- appoint Group members, including chairman, secretary and other key positions,
- establish links with similar working groups in the region, to identify areas of common concern and to coordinate activities (if necessary through exchange of information and joint discussions).
- prepare a draft programme for the Road TFT Working Group (along the lines tentatively suggested in the table below),
- confirm the exact programme after all stakeholder views have been considered and the main project risks have been identified, and agree achievable targets for possible agreements,
- invite contributions from all Working Group members at an early stage, to help identify the main road transit tariff issues,
- design a practical questionnaire in cooperation with Working Group members, to deliver the basic information needed to identify the tariff issues,
- supported by the National TRACECA Commissions and other beneficiaries, collect questionnaire and other information required from each country,

- compile an inventory of all fees and permits, national or regional, levied on road transport operators to provide, clearly and systematically, country by country, the basic information required to assess alternative policies and actions,
- compile other data on road network, traffic levels, and road provision costs that are needed to develop and assess a unified policy,
- based on the identified issues and information collected, analyse current tariff problems in terms of the costs and benefits, and identify alternative options for improvement,
- draft paper recommending a logical and fair road transit fee scheme and conduct further Working Group discussions to identify implementation constraints and the degree of consensus on such recommendations, and
- recommend a unified tariff policy that would realistically improve TRACECA corridor efficiency.

Outputs:

The recommended unified tariff policy would be a written document that clearly states:

- proposed goals and objectives for road tariff policy that have broad support in the TRACECA Region,
- a realistic strategy for achieving these objectives, taking account of implementation constraints, covering not only revisions to the structure and level of existing tariffs but also more effective control over unjustifiable, or even illegal, transit charges,
- necessary actions that can be taken in the short-term to start implementing the strategy, and
- areas in which continued support can be given by TACIS and other agencies in developing and implementing the recommended unified tariff policy.

The project would also:

- identify reasonable levels for legitimate road transit fees;
- estimate current losses due to road fees and time delays in each state;
- estimate the economic benefits of reform; and
- compare the recommended scheme with current practice

III.4.1.4 Training, Management Development and Dissemination of Information (ToR 4.1.4)

(a) Training

The ability to reform tariffs and procedures will require on-the-job training and assistance with re-organisation.

The project will be concerned mainly with bringing about changes in tariff policies of TRACECA corridor countries and getting the various national operators to harmonise their tariff systems. This will require a programme of change management and the development

of local institutions to continue working on the implementation of unified tariffs after the conclusion of the project. Effective change management requires clear goals, agreed by all parties involved, and a strategy for achieving those goals, taking into account the requirements of different stakeholders, and a means of motivating stakeholders to achieve them.

The ToR, section 2.1.2, paragraph 6, states that "It is felt that the level of expertise in some local rail management on this subject is not developed and attitudes could be difficult to change." The Consultant envisages a start towards amending attitudes in the early months of the project, with the kick-off Seminar/Working Group Meeting, where all project-related Traceca Member States and EU relevant participants/experts will be present. Understanding the issues better, exchanging concerns and know-how, agreeing on the way forward, will certainly contribute towards the ownership of project. Activities targeting "changing attitudes" will take place throughout the project life - for example, in parallel to which workshops will also take place.

Particular effort will be focused on convincing the different transport modes to co-operate rather than to maximise own operations and/or performances. These are not unrealistic expectations based on theoretical ideas. They are based on practise in international trade. The concept of chain management will be promoted.

Activities

- List existing training courses available in the region that are of relevance to Transit fees and Tariff setting.
- Identify possible trainees, i.e. those currently engaged in transit fee and tariff policy formulation and determination of rates
- Assess the impact of pertinent training given in previous TRACECA projects
- Identify the needs for training in the field of Road Transit fees and Rail and Port Tariff setting.
- Agree a programme of training courses (to be held in parallel with the functioning of the TFTWGs for road rail and port possibly numbering 20
- Design training courses.
- Implement courses at workshops and
- Monitor the results.
- Make proposals for proposals future on the job training for example for railway and port tariff clerks to ensure consistency, accuracy and better customer relations etc.
- Make also for other types of know how transfer including job exchanges.

Outputs:

- Training
- Management development

(b) User Guide

A User guide for transport operators, consignors and consignees wishing to use the TRACECA countries transport network would be prepared.

It is proposed that the user guide would come in two forms - (a) a booklet and (b) a web site)

The information in the **booklet** would be in summarised form. It might contain *inter alia*:

- a list of TRACECA member states,
- a summary of the main tariffs and transit fees
- road, rail, port and shipping route maps,
- main operators with contact details,
- TFTWG contact details;
- relevant projects
- courses in the region;
- notice of changes of regulations;
- summarised trading conditions
- Advertising of operators and traders;

The **Web Site** might contain more detailed information on:

- trading conditions,
- tariffs and transit fees in all TRACECA States, updated regularly.

Users access to this information might be conditional to registration with the National or International WG and from second year on upon payment of an annual fee? Advertisement and fees would work towards sustainability of the updating. On the other hand the publication on this media contributes also towards transparency of legal procedures and charges, diminishing the ground for illicit manoeuvres.

It would be produced with the assistance of each National Commission, using some of the existing publications produced by Road Transport Associations together with relevant rail freight tariffs and trading conditions. The User Guide and Internet information could be published both in English and Russian, simultaneously.

The publication could also disseminate the content and import of the MLA and its Annexes to all parties concerned in respect of the issues regarding road and rail tariffs.

Activities:

- Obtaining agreement from the Commissions of TRACECA States to open access to useful information for users;
- Production of latest maps for road, rail and ports;
- Identifying location for information/ contact points nationally;
- Identification of main operators nationally;
- Clarifying the TFTWGs on their responsibilities towards customers;
- Obtaining TFTWGs willingness to monitor and improve customer services by means of receiving suggestions/complaints. Thus, obtaining their agreement in publicising their contact details;
- Identifying and updating info on related projects and courses financed by the EU and other donors in the region;
- Research on changes of regulation;

- Summarising info in trading conditions
- Contacting operators to seek interest from operators and traders to register and advertise their companies and products in the Users Guide and also in the Internet;
- Agreeing a circulation list at a regional and international level; (registered and advertising companies would receive the Paperback Edition free of charge; the others would receive a letter announcing the publication and the price);
- Determination of appropriate actions for sustainability.

Output:

- User guide

III.4.1.5 Evaluation of MTT System and Recommendations for Change (ToR 4.1.5)

Past projects managed by the consortium partners in the rail sector allow us to anticipate that the likely output of this task would be proposals for new rail tariffs, for short and possibly longer term implementation

The consultants believe that the short-term changes to the MTT which are likely to be acceptable are harmonisation of discounts and certain rationalisation of rates. In the medium term simplification of the MTT should be possible while in the longer term either MTT is substituted or transit operations will be privatised. These and other possibilities will be explored following an appraisal of the MTT itself.

Activities

The main activities would be:

- Examination of the structure, taper, discounts, special rates contract
- Analysis of selective rates - e.g. higher value, perishables, containers etc.
- Analysis of revenues (per code) to determine most commonly used rates
- Analysis of transit trade volumes and trends by country
- Establishing a sample of through rates for selected commodities
- Determination of the consistency and accuracy of quoted rates from different sources.
- Proposals for simplification of selective rates
- Pilot scheme for the simplified rates, and evaluation (year 2)
- A programme for MTT simplification

Outputs:

- Commentary on strong and weak points of current pricing system
- Comparative schedule of rail tariffs and costs in and around the Traceca corridor
- Draw conclusions about the route choices available
- Proposal of new rail tariffs, (for short and possibly longer term implementation)

III.4.1.6 Improved access for traders to the rail system (ToR 4.1.6)

Rail projects carried out by the consortium members both in the TRACECA region and also in Russia have shown that trader access to railway organisations is not as effective as it should be for a commercial relationship. Railways are still quasi military, uniformed and secretive, whereas the market is more demanding of quality services, personal attention and accountability. Recommendation will be made for regional and national actions that will assist in the development of marketing strategies and improve trader operator relations.

Activities:

- Assessment of traders' needs
- Appraisal of railway marketing policy
- Evaluation of customer relations and complaints procedures.
- List present information / contact points and test them.
- Examine alternative means of access
- Proposals for change and action plan.

Output:

- Access to the railways for consignors and consignees

III.4.1.7 Improved methodologies in setting rail freight tariffs ToR 4.1.7

The basis for MTT is probably no longer appropriate, being rooted in the ideology of former centrally planned economies. In contrast, modern structures combine a cost-based foundation with flexibility to vary rates to win and retain business.

Furthermore, transit rates should be uniform in transit countries, varying simply with distance and without a taper, given that handling costs apply only in the exporting and importing countries. The consultant will explore different methodologies until one is found that is broadly acceptable.

Activities

- Determine underlying basis for the MTT,
- Examine cost recovery for selected commodities and overall
- Determine contribution of transit fees to railway profitability
- Determine principals for cost recovery including removal of cross subsidies,
- Determine pricing strategy including discounts and seasonal variations
- Make proposals for change in methods and time scale.
- Issue a study on the MTT tariff structure

Main Outputs:

- Promotion of cost accounting and commercial approaches in the states
- Assistance for regional collaboration
- Recommendations on new tariff scales
- Mechanisms for future adjustments
- Forecast effect of new tariffs on traffic levels

III.4.1.8 Analysis and recommendations on maritime and port fees (ToR 4.1.8)

The ToR (page 7) states that

"the TRACECA ports tariffs are reported to be *amongst the highest in the world*... handling cost per tonne can be higher than the rail cost to reach the port from many hundreds of kilometres away"; and

"maritime shipping rates are reported to be high and seem to be unrealistic in terms of distance and service provided"

There may well be a vicious circle. The high tariffs choke off traffic, and therefore higher tariffs have to be charged per tonne to cover costs.

The ToR (page 12) require the project team to "examine existing maritime rates and port fees.... and to propose a basis on which ... more commercially rational scales can be established".

(a) Port Tariffs

The fundamental task here is to "propose tariff modifications to introduce *realistic rates reflecting actual costs*" (ToR, page 12)

Cost-based tariffs are relatively straightforward in theory. The consortium has considerable experience of port tariff studies, and international agencies such as the World Bank, UNCTAD and UN ESCAP have written guides and commentaries on the subject.

The main steps of the analysis, to be undertaken by a combination of the project's maritime group and the working group in each state, would be as follows:

- Description of the existing tariff system in each country and its underlying principles. Most of the tariff schedules are assumed to be based on the old FSU system, although some will have been revised over the last decade
- Identify port traffic, recent trends (which will be downwards in most cases) and future growth. This is important as the traffic in TRACECA ports is often well below the levels for which the port was built. The result is that high charges have to be imposed *per tonne of cargo*.
- Identify total revenues obtained from each of the main services. They are likely to be dominated by revenues from cargo handling, storage, towage, pilotage and port dues.
- Identify costs shown in the accounts.
- Define the cost centres associated with the key services and rework the costs of each. Total costs are usually dominated by three items - staff, capital (depreciation and interest) and maintenance. Important issues here would include:

- (i) The value of physical assets. They may not have been revalued in recent years,
 - (ii) The required rate of return on assets
 - (iii) The allocation of joint costs
- Compare revised costs with revenues
 - Consolidation of conclusions on tariff changes necessary to obtain an acceptable return on each service.

However, although straightforward in theory, problems are often encountered in setting cost-based tariffs. Common problems mentioned in Key Issues (section III.1.2) are that:

- Ports' costs are often too high because of over-staffing and inefficient working practices. Existing operations are often poor foundations for cost-based tariffs.
- The prospects of charging tariffs close to international standards have often been undermined by sharp falls in traffic since the collapse of the FSU.
- Joint costs usually account for a large part of the total costs.
- Cargo handling is already private, or is being privatised, in many countries, and private companies usually prefer to price according to "what the market will bear". It will therefore be necessary to take into account the role of the other main approach to pricing - i.e. the demand-based (or value of service based) approach. For this purpose, the views of port users (shipping lines, importers and exporters) on the impact of a shift to cost-based tariffs would be sought.

The "commercially rational" rates to be identified may have to be based on a compromise between cost-based and value-based approaches - combining the discipline imposed by cost accounting, but retaining the incentives to efficiency offered by price competition.

The question of regulation versus free market pricing would also need examination. If it were possible to set up such a system, it might be best to regulate and harmonise only where necessary - i.e. where there are elements of monopoly. In other cases it may be possible to rely on competition, the "best regulator". The ideal solution might also feature maximum tariffs rather than rigid prescriptions, leaving operators the scope to cut costs and therefore tariffs to win business

Finally, there is a specific risk associated with ports. It is that transit traffic will often account for only a small part of total traffic. The ports may therefore be reluctant to change their whole pricing system to suit a small part of their business. The team will endeavour to overcome this obstacle in the early stages of the project

Activities:

- Description of current tariff systems and underlying principles
- Calculation of cost-based tariffs
- Commercial considerations in pricing
- Recommendations on commercially rational tariffs
- Comparison of existing and proposed tariffs with international levels

- Proposals for how to reduce cost/tariffs where they are high by international standards

Output

- Proposals for realistic modifications to tariffs.
- Recommendations on how to reduce costs/tariffs which are found to be too high in comparison with other countries, via cost reductions, improved efficiency or other approaches.

(b) *Shipping Tariffs*

Shipping tariffs would be subject to similar analysis.

Shipping in Traceca countries is limited to two seas - the Caspian and Black Seas. Shipping on the Black Sea is reasonably competitive, with major (container) shipping lines, or their feeders, calling at major ports as Odessa/Illyichevsk, Constantza, Poti and Burgas/Varna.

The shipping on the Caspian Sea, however, is much less competitive. It is dominated by the Caspian Shipping Company in Baku. Only a few other companies sail in this closed sea, which is not internationally recognised. Near-monopoly causes high prices, and it is therefore of vital importance for new shipping companies to start operations, and for TRACECA countries to accept their respective ships in their ports. Additionally non-discriminatory port fees should be agreed in some of the ports, where national shipping liners still get substantial discounts (but this does not mean that shipping costs will be low).

Consequently, Caspian cargoes tend to use other routes, including the railway route through the northern Caspian via Russia to Ukraine vice versa. It is considered as essential to intensify contacts between the maritime players in the TRACECA countries in order to promote the case for working together to generate more sustainable and larger flows of sea borne cargoes.

It should be emphasised, however, that the current rates are often high for two valid reasons. The first is the depth and climatic constraints of the Volga-Don canal, which is the only maritime route out of the Caspian Sea. The cold winters freeze the canal for about four months a year, and the water depths limit ship size to about 3000 DWT. This rules out the economies of size from which most international shipping can benefit. And, secondly, the low volumes of cargo moving put additional constraints on the ability to achieve economies of size.

III.4.2 Distribution of tasks between consortium team members

The members of the consortium have complementary strengths. **Scott Wilson** has a long track record in trade facilitation, customs procedures, freight forwarding and the legal and regulatory framework in Central Asia. **Corporate Solutions** is highly experienced in the introduction of commercial management, sound financial systems, cost accounting and restructuring in the region. While **Tebodin** has experience of tariff reform, business planning and port projects in the region. It also has the

advantage of a large number of offices or representatives in the region - Azerbaijan, Georgia, Turkey, Ukraine, Moldova, Bulgaria and Romania. Complementing this geographical coverage, Scott Wilson has offices or local co-ordinators in Kazakstan, Kyrgyzstan, Georgia, Turkmenistan, Turkey, Ukraine, Moldova, Romania

To a large extent, however the modal specialists on the team have been selected from a range of candidates with the specific intention of being able to support and stand in for each other. This will be necessary because of the large number of countries which will have to be visited within a short time for data collection, discussions with government and obtaining views from the operators.

III.4.3 Description of Support (Back-Up) Facilities

The team would be well provided with backstopping support facilities. The main modal teams would be staffed by individuals who could stand in for each other, partly because the large number of countries to be visited at key stages requires 2-3 individuals. Also, there is an additional team of short-term experts to draw on.

In terms of physical facilities, the consortium members have local offices, representatives or co-ordinators in all except two of the Traceca countries (see last section)

III.4.4 Description of Subcontracting Arrangements

There are no subcontracting arrangements planned.

III.5 TIMETABLE OF ACTIVITIES

III.5.1 Schedule of Activities

III.5.2 Milestones and Reports

III.5.1 Staff Schedule

TRACECA: Unified Policy on Transit Fees and Tariffs
 Technical Proposal

2 MAJOR MILESTONES	Months																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Description of Activity																								
Mobilisation	==																							
Key Meetings																								
Project Kick-Off Meeting in Baku	●																							
Meetings of Council of Heads of Railways Forum Meetings, rotating by country (Chaired by Project Manager, attended by selected team staff and		▲		▲		▲		▲		▲		▲		▲		▲		▲		▲				
			■		■		■		■		■		■		■		■		■		■			
Reports																								
Inception Report			→																					
Draft conclusions and recommendations Draft Final report, with summary of progress/difficulties in implementation								→																
Final Report, with summary of progress and outstanding issues																						→		
Finalisation of report after comments																							→	
User Guide																								
1st Draft					→																			
2nd												→												
3rd															→									
Final																					→			

3 STAFF SCHEDULE

Name	Position	Months																								EU	CIS
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24		
Adrian Tile	Project Director																									0.5	
David Roberts	Project Manager																									0.5	18
Douglas Rasbash	Rail Transport Economist																									2	4.5
John Crawford	Accountant																									2	2
Ian Smith	Rail/Multimodal																									1.5	1.5
Ted Laing	Maritime Transport Economist																									2	3.5
Marina Parakeet	Port Economist																									1	1.5
K Laandzaad	Port Operations																									0.5	1.5
Ian Jenkins	Road Transport Economist																									1.5	3
Ken Grundy	Road Economist																									0.5	1.5
Bob Weekes	Highway Engineer																									0.25	0.25
Richard Levett	Training Manager																									0.5	1
Pervis Kassamal	Trainer																									1.5	
Alan Cooper	Change Management Expert																										1
	Pool of Experts																									0.5	2.5
Ian Ritchie	Cost Accountant																										
Tony Bayley	Freight-Logistics/Customs Procedures																										
Jean Luc Floux	Transport Lawyer																										
Anna Terentieva	Financial Rail																										
Elana Stebbings	Financial Ports																										
Ebby Adhami	Financial Planning/Management																										
Simon Thomas	Port Engineer																										
	Local Staff, Traceca states																										
Senior Experts																											120
Junior Experts																											50
	Total International Staff																									14.75	41.75
	Total Local Staff																										170

ANNEX III.

APPENDIX A

EXPERIENCE OF THE FIRMS

This section describes the experience of the companies in the Consortium.

1 Scott Wilson



Scott Wilson is a leading international consultancy, one of whose specialisations is the transportation sector. Scott Wilson provides an integrated range of capacity building, management, planning, engineering and environmental services, and undertakes projects from initial planning and conception through to procurement commissioning and maintenance for Clients worldwide.

Scott Wilson's international reputation is based upon its recognised high performance and its comprehensive understanding of regional environments with their specific needs. This is reflected in its well-established and long-term presence in many countries. This situation is only possible when a Consultant is able to undertake projects that meet the aspirations of the project recipients.

Scott Wilson has a well-deserved reputation for strong leadership of technical projects and has successfully completed many Tacis and TRACECA projects. The Company is able to manage multi-sector projects and prides itself in the ability to successfully transfer knowledge and experience to counterparts during the life of a project, and to do this in the most sustainable and practical way.

Over the past 9 years Scott Wilson has been involved with many transport-related projects throughout the CIS and has had a permanent presence in Central Asia since 1995. The Company has a strong and solid record worldwide in all transport related fields, including those required for this project:

Scott Wilson's relevant recent experience includes:

- Tacis TRACECA International Road Transport Transit Facilitation – training of trainers for the road transport industry
- EBRD Institutional Development for Turkmenbashi Port
- EBRD Institutional Development for Port of Aktau, Kazakhstan
- ADB Customs Reform Programme

Technology Transfer

Scott Wilson's expertise in technology and knowledge transfer is built upon a philosophy of working closely with counterpart staff, the Client organisation, beneficiaries, recipients and stakeholders in order to ensure the long-term sustainability of results. Our understanding of the diverse range of individuals and organisations potentially affected by any programme of change or implementation enables us to ensure that likely outcomes are understood and anticipated at the outset of the project and that potential disruption within and without an organisation is kept to an acceptable minimum.

Where change is required, Scott Wilson ensures that the change programme is developed jointly with consultation at all levels within the organisation, and with other stakeholders as appropriate. The process of consultation, development of a longer term vision, identification of change management needs and new skills through training are all essential elements in ensuring that change becomes institutionalised within the culture of the workforce and durable, even over the longer term. Communication between the consultant and the client organisation is of primary importance throughout the process of management of change.

It is vital that the strategic potential of the organisation's human resource is recognised and that its development can be planned for. Through on-the-job training, Scott Wilson has established a prominent reputation for fostering the emergence of individual skills and providing institutions with the ability to function effectively long after the departure of expatriate staff. Sustainability is the key to all our work methods.

Quality Assurance

Scott Wilson's quality system is based upon the requirements of those parts of BS EN ISO 9001 that are relevant to a consultancy service. Scott Wilson is registered by BSI (QA) as providing an effective quality system.

Scott Wilson Experience in the CIS Region

Since 1991, Scott Wilson has managed and undertaken many projects throughout the CIS. We are currently working on projects with both Customs and Ministries of Transport on behalf of these organisations in the Region and are extremely familiar with the project environment and the issues to be addressed. Projects in the Region and CIS of particular relevance to this project are shown in the following table.

Scott Wilson: Relevant Experience

Funding Agent Year Country	Project Description	Relevance
EC Tacis TRACECA 1996-1997 Kazakhstan Kyrgyzstan Turkmenistan Uzbekistan Tadjikistan Armenia Azerbaijan Georgia	Trade Facilitation, Customs Procedures and Freight Forwarding <ul style="list-style-type: none"> ▪ Proposals for EDI and management information systems for national Customs authorities ▪ Site surveys and recommendations for development of border crossings ▪ Standardisation of transport and trade documents ▪ Formation of Freight Forwarding Associations ▪ Proposals for reform of customs procedures to facilitate trade ▪ Institutional strengthening including the promotion of transport and trade associations ▪ Training and transfer of technology (courses in 7 countries) 	Recommendations for improvements to border facilities Proposals on development of Customs IT systems Institutional development within Customs and the forwarding industry Training
EC Tacis 1997 - 1999 Moldova Ukraine Russia Poland Belarus	Border Crossing Study Phases 2 and 2a <ul style="list-style-type: none"> ▪ To promote the facilitation of trade and the movement of people between the EU/CEEC and the NIS by the development of infrastructure, equipment and services at the NIS borders ▪ To liberate the constraints imposed upon trade and traffic flows by inefficient border crossing procedures and inadequate infrastructure at 15 border control zones through the production of feasibility studies, design of modern border crossing facilities and improvement of equipment resources ▪ Preparation of long term strategic plans for transport, covering road and rail aspects, and development of proposals for upgrading freight border facilities, including new terminals and road/rail infrastructure ▪ Preparation and signature facilitation of Memoranda of Understanding between the European Commission and the national governments for border crossing procedures and co-operation ▪ Procurement of works contracts for design and construction of new border crossing infrastructure at each of the borders ▪ Development of Terms of Reference for follow-on projects for Customs training and equipment procurement to be let by the European Commission 	Border crossing facility design and appraisal Identification of procedural, equipment and infrastructure constraints Border zone traffic management and facility layout Production of detailed specifications of equipment to enhance controls Institutional strengthening and capacity building Procurement construction works Production of Feasibility Studies

Funding Agent Year Country	Project Description	Relevance
<p>EC Tacis TRACECA</p> <p>1999-April 2002</p> <p>Kazakhstan Kyrgyzstan Turkmenistan Uzbekistan Tadjikistan Ukraine Moldova Georgia Azerbaijan Armenia</p> <p>Mongolia</p>	<p>International Road Transport Transit Facilitation</p> <ul style="list-style-type: none"> ▪ Assist 11 countries of the TRACECA region to create the most favourable conditions for road transport ▪ To set up the basic elements with national Customs Authorities and Ministries of Transport ensuring adherence to the ADR Agreement, the TIR Convention and SafeTIR, in countries where the principle has been established and to encouraging the use of the TIR Convention of 1995 in those countries not yet compliant. ▪ Creation of working pilot systems for SafeTIR transmission of data to IRU ▪ Procurement agents for SafeTIR IT and training equipment ▪ To establish a permanent training structure for the road transport industry in each of the countries, so that they can be financially secure, beyond the duration of the project ▪ Train trainers to deliver courses international transport related courses to transport operators 	<p>Procurement of IT equipment</p> <p>Evaluation and development of IT systems to facilitate border transits</p> <p>Delivery of training in Customs procedures</p>
<p>EC Tacis TRACECA</p> <p>1995-7</p> <p>Kazakhstan Kyrgyzstan Turkmenistan Uzbekistan Tadjikistan Armenia Azerbaijan Georgia</p>	<p>Legal and Regulatory Framework</p> <ul style="list-style-type: none"> ▪ The introduction of legislative changes to national transport laws and regulations to promote regional harmony ▪ Institutional Strengthening including the promotion of trade and transport association. ▪ Reform of customs and freight forwarding procedures ▪ Training and technology transfer 	<p>Training</p> <p>Customs legislation</p>
<p>ADB Nov 2000 Ongoing Kazakhstan, Kyrgyzstan Uzbekistan Tadjikistan China</p>	<p>Development of Customs Reform Programme</p> <ul style="list-style-type: none"> ▪ Identification of current Customs environment and constraints ▪ Evaluation of current reform programmes ▪ Assessment of existing and proposed programmes in the region relating to Customs assistance of all the IFIs ▪ Identification of programme deficiencies ▪ Proposals for a targeted development programme based on technical assistance and development loans to achieve sequenced reforms within Customs in the region so as to promote trade 	<p>Assessment of border operations and constraints</p> <p>Evaluation of current Customs programmes in IT</p> <p>Identification of communication deficiencies</p>

Funding Agent Year Country	Project Description	Relevance
EC Tacis Dec 1998 – Ongoing Ukraine Poland	Bug River Bridge Proposed Second Crossing <ul style="list-style-type: none"> ▪ Feasibility study for reconstruction of bridge and approach road at the border zone between Ukraine and Poland ▪ Inspection of condition of existing facilities and identification of upgrade/replacement requirements ▪ Review of design of replacement facilities ▪ Development of tender documentation ▪ Preparation and signature facilitation of Memorandum of Understanding between the European Commission and the Governments of Ukraine and Poland for border crossing procedures and co-operation ▪ Procurement of works contracts for construction 	Feasibility study Tender documentation & evaluation Road bridge design and condition appraisal Border zone traffic management and facility layout

2 Corporate Solutions



Corporate Solutions was established in the early 1990s with the sole purpose of assisting businesses in transitional economies with financial management, enterprise restructuring and investment planning. The company's headquarters is based in London with subsidiaries in Moscow, Dushanbe and Sarajevo.

During the last decade, Corporate Solutions has undertaken a large number of projects in Central Asia in the transport, telecommunication, energy, banking and manufacturing sectors. This has included developing cost based tariff structures for railways, ports and air navigation companies.

The main relevant services offered by Corporate Solutions are:

- Development of cost accounting systems and cost based tariff structures;
- Implementation of financial planning and budgeting processes supported by computerised tools;
- Traffic forecasting and the development of commercial pricing policies.

Other services offered by Corporate Solutions include:

- Enterprise restructuring and institutional development
- Implementation of accounting procedures in line with IAS
- Design and implementation of Management Information Systems
- Investment planning and identifying sources of capital

In addition to commercially funded projects, we have conducted projects for the EBRD, World Bank, IBRD, Tacis and DFID. During the past decade, we have provided business and management advisory services to a number of private and state-owned organisations in **Russia, Kyrgyzstan, Byelorussia, Kazakhstan, Azerbaijan, Turkmenistan, Albania, Bosnia, Bulgaria, Armenia, Georgia and Tajikistan.**

Some examples of Corporate Solutions; recent transport projects in Central Asian countries are shown on the following pages.

Corporate Solutions: Relevant Experience (i)

Project Name: Financial Management Information System	Country: Turkmenistan	
Location within the country: Turkmenbashi	Professional Staff provided by Corporate Solutions:	
Name of Client: Turkmenistan Shipping Authority	Number of staff: 5	
	Number of person-months: 20	
Start Date: Sep 98	Completion Date: Mar 00	Value: US\$ 400 K
Name of associated Firms: Baxter Eadie Ltd	Number of person-month: 4	
Name of senior staff:		
Ebby Adhami – Project Director – Directing the centre and defining the services to be offered Alexei Zemko – Team Leader – Day to day management and liaison with the client Kuvan Kasymbekov – IAS Accountant – Introduction of IAS procedures		
Description of the project:		
<p>Turkmen Sea Administration (TSA) was established over 100 years ago as the authority with overall responsibility for shipping through the port of Turkmenbashi. TSA is a state owned enterprise with over 800 employees. The overall objective of TSA is to extend and modernise the Republic's port infrastructure along international standards and to institute commercially oriented management practices. In December 1997, TSA negotiated a loan of US\$30m from the EBRD to rehabilitate its cargo and ferry terminals.</p> <p>In 1998 Corporate Solutions was awarded a contract to assist TSA with commercialisation of its financial management practices. Over eighteen months, we worked with the management of TSA to reengineer its financial management and accounting practices and implement a computerised management information system. We also conducted a tariff study to help TSA introduce tariff charges that reflect market demand and the cost structure of the port. This was followed by the implementation of a computerised system to help TSA forecast traffic and calculate tariff charges taking in to account its operating and financing costs.</p>		
Detailed description of actual services provided by Corporate Solutions:		
<ul style="list-style-type: none"> ▪ Implementation of accounting procedures compliant with IAS ▪ Restatement of 1998 & 1999 financial statement in accordance with IAS ▪ Development of procedures for financial planning and budgeting ▪ Introduction of a tool for traffic forecasting and pricing ▪ Implementation of the 1C Accounting System ▪ Development of cost-based tariff procedures and associated computerised tools ▪ Implementation of a computerised system for invoicing and management reporting ▪ Selection and appointment of an international auditor 		

Corporate Solutions: Relevant Experience (ii)

Project Name: Implementation of Restructuring measures	Country: Georgia	
Location within the country: Tbilisi and regions	Professional Staff provided by Corporate Solutions:	
Name of Client: Georgian Railways Limited	Number of staff: 7	
Start Date: Sep 00	Completion Date: Dec 01	Value: US\$ 550 K
Name of associated Firms: Transport Strategies Limited	Number of person-month: 30	
Name of senior staff:		
Ebby Adhami – Project Director – Directing the project and managing the quality of work Alexei Zemko – Team Leader Restructuring – Implementation of restructuring measures Kuvan Kasymbekov – Team Leader IAS – Implementation of IAS procedures and systems		
Description of the project:		
Georgian Railways Limited was established in 1998, as a state-owned limited liability company. Following this, the European Bank for Reconstruction and Development granted a loan to GRL to be used for upgrading the Trans-Caucasian rail link connecting the Black Sea ports to Baku port in Azerbaijan. In addition, a EU TRACECA study completed at the end of 1998 defined a plan for restructuring of GRL into independent business units and implementing modern financial planning and management practices in line with international standards.		
Corporate Solutions was selected from amongst six consulting companies to assist GRL with the implementation of restructuring measures and the establishment of sound financial management practices and reporting systems. Over a period of 15 months a team of business consultants, IAS accountants and railway specialists will help GRL to define a new organisational structure, implement IAS accounting procedure and introduce an effective business planning process.		

Corporate Solutions: Relevant Experience (iii)

Project Name: Development of Cost Accounting and MIS	Country: Azerbaijan	
Location within the country: Baku	Professional Staff provided by Corporate Solutions:	
Name of Client: AZANS	Number of staff: 5	
	Number of person-months: 22	
Start Date: Nov 96	Completion Date: Aug 99	Value: US\$ 330 K
Name of associated Firms: Hyder Consulting (UK)	Number of person-month: 2	
Name of senior staff:		
Ebby Adhami – Project Director – Directing the centre and defining the services to be offered Alexei Zemko – Team Leader – Day to day management and liaison with the client Declan Fitzgerald – IAS Accountant – Introduction of IAS procedures		
Detailed narrative description of the project:		
<p>In April 1996, the State Concern for Civil Aviation in Azerbaijan established Azerbaijan Air Navigation Services (AZANS). This brought together, under a single umbrella, the responsibility for the development and management of all civil and military air navigation. The overall objective of AZANS is to extend and modernise the country's air navigation systems along international standards and to introduce commercially oriented management practices. In 1996, AZANS secured a loan from the EBRD to invest in the development of its infrastructure and modern navigation equipment.</p> <p>An important condition of the EBRD loan was that AZANS must introduce effective management practices to run the company on a fully commercial basis and implement a modern computerised accounting system. Corporate Solutions was selected, from amongst a number of consulting companies, to assist AZANS with achieving that objective. The Corporate Solutions team, including an air navigation specialist from Hyder Consulting, helped AZANS in reengineering its financial management and accounting practices. This included the implementation of the Sun Business System and the development of software for traffic forecasting.</p>		

3 Tebodin B.V.



Tebodin is an independent international company of consultants and engineers, with know-how in a wide range of industries and technological areas. Experience built up over more than five decades guarantees an optimal approach tailored to meet clients' requirements. With over 2,000 employees in principal offices within the Netherlands, Europe, the Middle East and the Caribbean, Tebodin is capable of handling projects which are large or small, single or multi-disciplinary. The skilled and highly qualified professional staff keeps the company firmly in touch with the fast growing developments in the industrial and infrastructure world, where innovations and software based techniques emerge at a rapid pace.

Tebodin B.V. is a member of the Hollandsche Beton Group (HBG) of companies, one of Europe's largest construction companies with a world-wide turnover of NLG 9 (USD 5) billion. HBG is listed on the Amsterdam Stock exchange and its substantial capital resources offer significant financial security.

Services

For our clients, which include major international companies, governments and multilateral financing institutions worldwide, Tebodin offers services which include consultancy, project management, design and engineering, procurement and construction management.

Tebodin is also involved in turnkey and Engineering/Procurement/Construction Management projects over a wide range of industrial sectors including oil and gas, chemicals, pharmaceuticals, food, telecommunications, environment and energy.

Quality

Quality is vital to the services provided by Tebodin. The basic guidelines on quality are set out in the Tebodin Quality System (TQS), which also covers subjects such as safety, health, welfare and the environment (SHWE). The TQS Handbook is certified according to ISO 9001.

Our services for the maritime sector

Tebodin has extensive international knowledge and experience in providing engineering and consulting services in the field of **ports and terminals**. Our services cover a wide spectrum of activities ranging from preliminary studies for port development to the detailed design and construction supervision of terminals. Closely related to port development are shipping studies to assess the viability of new (liner) services, the traffic developments, financing and optimal appropriate port routing.

Some examples of Tebodin's recent transport projects in Central Asian countries are shown on the following pages.

Tebodin: Relevant Experience (i)

	Project title		EBRD: Institutional Development and Financial Management at Port of Baku					
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Tebodin	Azerbaijan	998,000	70%	8	Port of Baku /EBRD	Bangkok Facility	March 2001 – August 2001	Price Waterhouse Coopers and Port of Rotterdam
Detailed description of project						Type of services provided		
<p>As preparation of managing the loan of 16 million Euro from the EBRD for the reconstruction of the rail ferry terminal, Tebodin assists the management of the Port of Baku in a number of vital issues:</p> <ul style="list-style-type: none"> • Contract negotiations and contracting with clients of Port of Baku. • Evaluation of existing tariff structure and its compliance with actual costs and cost recovery • Business planning including market study and competitive position of Port of Baku as compared with routes via Baltic ports and Iranian port Bandar-a-Abbas. This included a detailed study on the different multimodal transport routes. • Implementation of International Accounting System. • Valuation of assets and preparation of annual accounts • Operational support and advice for cargo handling and rail ferry (un)berthing • Preparation of Environmental Action Plan • Assistance to local PIU at Port of Baku 						<ul style="list-style-type: none"> • Institutional strengthening • Tariff studies (routes and in port itself) • Tariff forecasts • Financial Modelling/Business Planning • Project Management • Financial supervision and management • Financial MIS • Port operations • Environmental Planning • Training 		

Tebodin: Relevant Experience (ii)

Project title		Large Private Dutch dredging company – Port development in ports of Poti and Batumi and breakwater development in port of Poti						
	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Tebodin	Georgia	240,000	90%	5	Private	Private and Dutch Ministry of Economic Affairs	January 2000 – August 2001	None
Detailed description of project						Type of services provided		
<p>Due to increasing dredging demands in the Black sea, a regional market analysis was performed on port development and especially the ports in Georgia and its transport developments in the Caucasus and Central Asia. Most appropriate port development plans were prepared for the ports of Poti and Batumi, including cost estimates, market analysis, competitive position of both ports and traffic forecasts. Special focus was put on:</p> <ul style="list-style-type: none"> • Assistance in design works for breakwater in Port of Poti • Business Planning and financial modelling • Market Research and traffic forecasts, including tariffs and transit costs • Masterplanning for expansion of both ports. 						<ul style="list-style-type: none"> • Tariff forecasts • Financial Modelling • Business Planning • Project Management • Transit and traffic analysis • Masterplanning/design works 		

Tebodin: Relevant Experience (iii)

Project title		Dutch Ministry of Economic Affairs – Restructuring of general cargo terminal in Port of Poti						
Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any	
Tebodin	Georgia	650,000	70%	8	Port of Poti	Dutch Ministry of Economic Affairs	January 2000 – October 2001	Price Waterhouse Coopers and Port of Rotterdam
Detailed description of project					Type of services provided			
<p>In the framework of bilateral technical assistance from the Netherlands to the Georgian transport sector, a full recovery plan was prepared for the rehabilitation of the general cargo terminal in the Port of Poti. Topics that were covered in this project were:</p> <ul style="list-style-type: none"> • Technical assistance of facilities including buildings and warehouses • Environmental auditing • Market assessment of possible future port and cargo handling services • Privatisation support in terms of recommending institutional settings (relation with Ministry of transport) • Traffic forecasts and business planning • Financial modelling • Warehouse design for rehabilitation and improvement of lay out, including lay out for whole terminal • Competition analysis (including tariff comparisons) • Identification of hinterland transport bottlenecks. 					<ul style="list-style-type: none"> • Institutional strengthening • Tariff studies (routes and in port itself) • Tariff forecasts • Financial Modelling/Business Planning • Project Management • Design works for rehab of warehouse • Design work for upgrading existing terminal • Training 			

Annex

IV

STAFFING AND CVs

IV.1 SUMMARY LIST OF KEY EXPERTS

A complete list of all the candidates actively involved with the project has been included as Table I. Curriculum Vitae have been included with letters of exclusivity and availability for each candidate.

TABLE I: SUMMARY LIST OF KEY EXPERTS

TENDERER: SCOTT WILSON.

PROJECT REFERENCE: SCR-E/111964/C/SV/WW

IV.1 KEY STAFF:

Name of Expert	Present Employer and Position	Years of Experience	Age	Nationality	Educational Background	Specialist Areas of Knowledge	Experience in beneficiary country	Languages and Degree of Fluency (VG, G, W)
David ROBERTS	Scott Wilson Senior Management Consultant/ Senior Economist	38	58	British	BSc Economics University of London	<ul style="list-style-type: none"> ▪ Experienced as a full time Project Manager on transport projects ▪ Experienced in transport policy and strategy development in maritime, roads sectors ▪ Traffic and revenue forecasts ▪ Economic and financial development impact studies ▪ Development and testing of alternative tariff scenarios and policies ▪ Legislative analysis and recommendations ▪ Assessment of social, financial, economic, developmental, intermodal, macroeconomic impacts 	Kazakhstan Turkmenistan Azerbaijan Bulgaria Poland	English – VG French – G Russian – G

Name of Expert	Present Employer and Position	Years of Experience	Age	Nationality	Educational Background	Specialist Areas of Knowledge	Experience in beneficiary country	Languages and Degree of Fluency (VG, G, W)
Ian JENKINS	Scott Wilson Principal Transport Economist	38	53	British	BSc Mathematical and Physical Sciences, University of Sussex PhD, University of Durham	<ul style="list-style-type: none"> ▪ Experienced road and railway transport economist ▪ Road and railway transport policy analysis ▪ Demand forecasting ▪ Financial and economic evaluations ▪ Knowledge of freight forwarding and carriers associations ▪ Transport regulation, privatisation ▪ Investments impact assessment and investment planning 	Ukraine 1992-1997 Kazakhstan 1992-1993	English – VG French – G
Ted LAING	Scott Wilson Principal Transport Economist	33	58	British	MA Economics and Politics Oxford University	<ul style="list-style-type: none"> ▪ Experienced maritime transport economist ▪ Financial policies for ports ▪ Tariff reforms specialist ▪ Transit charges and fees policies 	Kazakhstan 1997 Turkmenistan 1996 Bulgaria 1993-1994	English – VG Russian – W
Douglas RASBAH	Scott Wilson Principal Transport Economist	33	51	British	BSc, University of Bradford MSc Transport Economics and Planning, University of Leeds	<ul style="list-style-type: none"> ▪ Experienced rail transport economist ▪ Transit fees policies ▪ Transit transportation ▪ MTT rail tariff ▪ Policy, strategy, planning and regulatory aspects specialist ▪ Market demand forecasting ▪ Costing studies ▪ Corridor development planning ▪ Border crossing feasibility and costing studies 	Moldova 1997-2001 Ukraine 1997-2001	English – VG French – G Russian – W Portuguese – G



Proposed position in the programme:

PROJECT MANAGER

1. Family name: ROBERTS
2. First names: David John William
3. Date of Birth: 15 October 1942
4. Nationality: British
5. Civil status: Married
6. Education:

Institution	University of London
Date:	1975
Qualification obtained	B.Sc. Economics (Upper Second Class Honours)

7. Language skills (Mark 1 to 5 for competence):

Language	Reading	Speaking	Writing
English	5	5	5
French	4	4	4
Russian	3	3	3

8. Membership of professional bodies: Transport Economists Group, U.K.
Chartered Institute of Transport, U.K.
Institute of Logistics and Transport, UK
9. Other skills: Examinations of Institute Cost and Management Accountants. Computer literate
10. Present position: Consultant
11. Years with firm:
12. Key qualifications:

Direction and management of major projects, including Channel Tunnel Traffic Forecasting Studies, Urumqi (China) Urban Transport Improvement Project; and various multimodal, urban transport and policy/strategic studies for the World Bank in Philippines and Togo.

Extensive experience in the field of Transport Economics – from the position of Transport Economic Analyst to Senior Transport Economist with wide ranging responsibilities, including development and recommendations on Tariffs and Fees, development of tariff strategies, etc.

His activities in the transport policy field have included recommendations on heavy vehicle policy for Laos (2000), advice on tariff policy for the Channel Tunnel (1991-3), toll-road development strategy for New Zealand (1990), fares strategy, development gain and value capture analyses for the Jubilee Line extension in East London (1988), transport strategy for Metro Manila (1984), deregulation strategy for Philippines transport (1983-4), and introduction of minibus services in Kuala Lumpur (1975).

Numerous economic/financial and development impact studies, including Poland A2 motorway study; SW Ghana PMS study; Sri Lanka southern transport corridor study; Bangladesh roads and bridges study; urban highway investment projects in 3 China medium cities; Indonesia Second and Fourth highway projects post evaluation; Laos heavy vehicle management study; Mindanao Container Terminal Project.

13. Specific experience in the region:

Country	Date:
Azerbaijan	1995 – 1996
Bulgaria	1995
France	1991 – 1998
Germany	
Greece	1993
Kazakstan	1997
Poland	1997 – 1999
Sweden	1994
Turkmenistan	1997 – 1998
UK	1966 - present

14. Professional experience:

Date:	April 2001 – June 2001
Location	PCI Tokyo (JBIC funded)
Company	Independent
Position	Senior Transport Economist
Description	Market research. Cargo forecasts, economic and financial evaluation for proposed bulk cargo terminal facility in Cagayan de Oro, Philippines. Recommendations on policy for bulk terminal development in southern Philippines. Advice on likely impacts of alternative port tariff setting policies

Date:	October 2000 – March 2001
Location	PCI Asia (JBIC funded)
Company	Independent
Position	Senior Transport Economist
Description	Market research. Cargo forecasts, economic and financial evaluation for Mindanao Container Terminal, Philippines. Recommendations on policy for containerisation terminal development in southern Philippines. Testing of alternative scenarios for port tariffs

Date:	May – July 2000
Location	World Bank/Lao PDR Government
Company	Independent
Position	Senior Transport Economist
Description	Heavy Vehicle Management Program: responsible for economic, policy and legislative analysis and recommendations. Included assessment of effects of alternative penalty levels for overloaded vehicles, and recommended border crossing fees. Presentation of findings and recommendations to wide ranging forum

Date:	1991 - 1998
Location	United Kingdom / France
Company	Wilbur Smith Associates
Position	Joint Project Manager (SETEC Economic)
Description	Management and technical direction of firm's activities as Eurotunnel's Traffic and Revenue Consultants. The project was concerned with development of macro-economic assumptions, stated/revealed preference modelling, estimation of costs/tariffs for all cross-Channel modes, network specification, traffic data analysis, effects of the Single Internal Market and national transport regulatory regimes, and impacts of planned infrastructure and operational developments of



CURRICULUM VITAE:

David ROBERTS

	competing/complementary modes - all leading to forecasts of Eurotunnel's traffic and revenue in the short and long-term. In-depth assessment of alternative tariff setting strategies for Eurotunnel, allowing for effects of reactions of competing ferries and air services in terms of capacity "swamping" and cut-throat pricing.
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Date:	1994
Location	Sweden
Company	Wilbur Smith Associates
Position	Project Director
Description	Stockholm Ring Road Study. Responsible for directing study reviewing traffic and revenue models/forecasts for Stockholm Motorway Ring and Outer Western Bypass. Particularly concerned with developing overall strategy and formulating alternative scenarios for testing tariff policies on potential toll road users

Date:	1993 - 1999
Location	Greece, Azerbaijan, Bulgaria, Croatia, Poland, Kazakhstan, Hungary, Turkmenistan, China
Company	Wilbur Smith Associates
Position	Project Director on the projects financed by Citibank/ Macedonian Metro JV, EC-TACIS, EC-PHARE, EBRD, ADB, IBRD
Description	Responsibilities included overall project management, formulation of policies, overall approaches and specific tariff setting strategies. Macroeconomic forecasts, tariff growth forecasts, economic evaluation. Assessment of effects of alternative tariff policies

Date:	1989 - 1990
Location	UK
Company	Wilbur Smith Associates
Position	Senior Transport Economist, Financial Analyst & Transport Planner
Description	Engaged on traffic and revenue forecasting for the Channel Tunnel (for Eurotunnel and funding banks). Specifically concerned with estimation of costs/tariffs for all modes - road, rail, ferries, Ro-Ro, air; networks specification; traffic data analysis; determination of alternative Eurotunnel pricing policy options

Date:	1996 - 1988
Location	Worldwide
Company	Various
Position	Transport Economic Analyst, Transport Planner, Transport economics & planning Adviser
Description	Financial & economic evaluation of national and urban transport planning strategies. Identification of stakeholders. Development of fares strategies. Recommendation on border crossing fees. Development gain and capture study. Cost/ benefit analysis

Richard Levett

STATEMENT OF AVAILABILITY AND EXCLUSIVITY

PUBLICATION REF: SCR-E/111964/C/SV/WW


I, the undersigned, hereby declare that I agree to participate exclusively with the tenderer Scott Wilson Kirkpatrick Co Ltd in the above mentioned service tender procedure. I further declare that I am able and willing to work for the period(s) foreseen for the position in which my CV has been included in the event that this tender is successful, namely:

From	To
November 2001	November 2003

I confirm that I am not engaged in another EC funded project in a position for which my services are required beyond the expected starting date of my services under this tender.

By making this declaration, I understand that I am not allowed to present myself as a candidate to any other tenderer submitting a tender to this tender procedure. I am fully aware that if I do so, I will be excluded from this tender procedure, the tenders may be rejected and I may also be subject to exclusion from other tender procedures and contracts funded by the EC.

Furthermore, should this tender be successful, I am fully aware that if I am not available at the expected start date of my services for reasons other than ill-health or force majeure, I may be subject to exclusion from other tender procedures and contracts funded by the EC and that the notification of award of contract to the tenderer may be rendered null and void.

Name	DAVID I W ROBERTS
Signature	
Date	31/7/2001

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Proposed position in the programme:

ROAD TRANSPORT ECONOMIST

1. Family name: JENKINS
2. First names: Ian Alexander
3. Date of Birth: 24 March 1948
4. Nationality: British
5. Civil status: Single
6. Education:

Institution	Sussex University	Durham University
Date:	1966 - 1969	1969 - 1973
Qualification obtained	BSc	PhD

7. Language skills:

Language	Reading	Speaking	Writing
English	5	5	5
French	3	3	2

8. Membership of professional bodies: Member of Chartered Institute of Transport and Logistics
9. Other skills: Computer literate
10. Present position: Consultant
11. Years with firm: 13
12. Key qualifications:

Ian Jenkins is an independent consultant in transport planning and economics. In 1973 he was appointed as a founder member of Newcastle University's Transport Operations Research Group, where he carried out research into transport and traffic problems in Britain and overseas. He was responsible for teaching courses for the University's MSc degree in Transport Engineering and Planning, and for liaising with the transport industry on research priorities and the effectiveness of research. He was awarded a Japanese Government Scholarship to research into transport operations at Kyoto University in 1978.

Since 1979 he has worked as an independent consultant in over 30 countries in eastern and western Europe, Africa, the Middle East, Asia and Latin America. He has worked for development agencies, including the Asian Development Bank, the World Bank, and the European Bank for Reconstruction and Development, and a variety of consultant companies. Major projects include those in Ethiopia, Vietnam, Zimbabwe, The Philippines and the Commonwealth of Independent States.

Areas of expertise include transport policy analysis, demand forecasting, financial and economic evaluation, project appraisal, transport administration and regulation, privatisation, and development of planning activities in transport organisations. Has experience of all major modes of transport in both urban and non-urban areas, and has a specialist interest in road transport policy-making. Has management experience of two projects in Egypt, of an evaluation project in Zambia, of a monitoring and evaluation programme in Zimbabwe and of a road transport study in Mozambique.

13. Specific experience in the region:

Country	Date:
Armenia	1997
Azerbaijan	1997
Bulgaria	
Georgia	1997
Kazakstan	1992 – present
Kyrgyzstan	1997 - 2000
Moldova	1997
Romania	
Tadjikistan	1997 - 2000
Turkey	
Turkmenistan	1997 - 2000
Ukraine	1992 – 1997
Uzbekistan	1997 – 2000

14. Professional experience:

Date:	1980 - present
Location	Worldwide, substantially in CIS (see regional experience below)
Company	With World Bank, ADB, EBRD and consultant companies
Position	Independent Consultant
Description	<p>2000-01 Road Sector Finance Study, Kazakstan Transport economist for the European Bank for Reconstruction and Development on this study, which reviewed financing issues in road transport. Made recommendations on road user charges and related policies. Subsequently gave further assistance on updating the study, developing government's strategy for roads and preparing the Bank's assistance programme.</p> <p>2000 Transport Policy Issues for Regional Cooperation, Central Asia Transport policy specialist for the Asian Development Bank, responsible for reviewing policies that would facilitate cooperation in the Central Asian Region and recommending ways in which cooperation could be enhanced. Presented the findings at an Inter-Ministerial Conference organised by the Bank.</p> <p>1999 World Bank Road Transport Information Resources Co-authored the bank's web pages on road transport for inclusion in the Knowledge Management System being developed by the Roads and Highways Thematic Group, in order to disseminate current good practice in road transport policy-making and regulation, and to discuss important outstanding issues.</p> <p>1998 Second Road Development Project, Mongolia Transport policy specialist with SWK consultants on this Asian Development Bank technical assistance project. Responsible for reviewing the road transport sector and recommending institutional strengthening, regulatory and other policy measures for improving roads and road transport services.</p> <p>1997 Cross-Border Study, CIS Economist with Scott Wilson Kirkpatrick on this TACIS project to improve border facilities and services between CIS countries and Europe. Responsible for evaluating proposed investments and institutional improvements, and for preparing terms of reference for follow-up work.</p> <p>1997 Road Rehabilitation Project, Uzbekistan Road Transport Specialist with Scott Wilson Kirkpatrick on this Asian Development Bank technical assistance project, giving advice on reforming the</p>



	<p>road transport industry, on financing of roads and on drafting a road transport policy document.</p> <p>1997 Railway Rolling Stock Maintenance Study, TRACECA Region Economist with CIE Consult on this study of ways to improve railway maintenance in the TRACECA region of the CIS, especially through cooperation between the different railways in the region. Responsible for evaluating investment proposals.</p> <p>1996-1997 Highways Project, Kazakhstan Road transport specialist for the World Bank on missions to prepare this project. Responsible for reviewing the privatisation and regulatory situation, and assisting in the preparation of a reform plan.</p> <p>1994 Transport Sector Review, Kazakhstan Road transport specialist for the World Bank on a transport sector mission. Responsible for identifying the main problems in the road transport industry and recommending how these should be addressed.</p> <p>1994 Kiev-Western Border Highway Development Study, Ukraine Transport economist with the Economic Studies Group, Rendels, on this TACIS study. Responsible for developing recommendations concerning road user charges and funding the provision of roads.</p> <p>1992 - 1994 Roads and Road Transport Sector Study, Russia, Ukraine, Belarus, Kazakhstan Road Transport Industry Specialist with TecEcon on this European Bank for Reconstruction and Development project. Reviewed the state of the bus and trucking industries in the four republics and future needs during the transition to market economies. Recommended policy measures for privatisation and regulation, and potential projects suitable for foreign finance.</p>
Date:	1973 - 1980
Location	Newcastle upon Tyne, UK
Company	University of Newcastle upon Tyne, Transport Operations Research Group
Position	Senior Research Associate
Description	Responsible for contract research and MSc teaching in transport operations

PLEASE ADD OTHER RELEVANT INFORMATION

RECENT PUBLICATIONS

Jointly with T Kennedy. Transport Policy Issues for Regional Cooperation in the Central Asian Region. Inter-Ministerial Conference, Almaty, Asian Development Bank, September 2000.

Jointly with G Smith. Road Transport. Web pages for the Roads and Highways Thematic Group, World Bank, April 1999. (http://www.worldbank.org/html/fpd/transport/roads/rd_trans.htm)

All change - new directions for the road transport industries of Russia, Ukraine, Kazakhstan and Belarus. Transport Reviews, 14 (4), October 1994.

Road transport priorities in adapting from planned to market economies. LATSS Research, 17 (2), 1993.

Jointly with M J Heraty and others. Developing World Land Transport. Grosvenor Press International, 1987.

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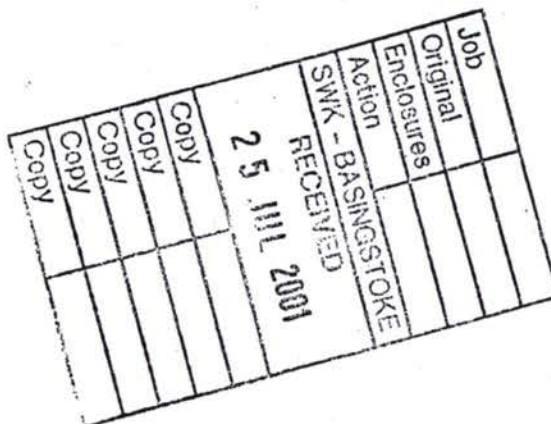
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November 2001	November 2003

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Name	Ian Jenkins
Signature	
Date	24 July 2001





Proposed position in the programme:

PORTS AND SHIPPING ECONOMIST

- 1. Family name: LAING
- 2. First names: Edward Temperley
- 3. Date of Birth: 22 June 1943
- 4. Nationality: British
- 5. Civil status: Married
- 6. Education:

Institution	Oxford University
Date:	1961-64
Qualification obtained	MA, Philosophy, Politics and Economics

7. Language skills:

Language	Reading	Speaking	Writing
English	5	5	5
French	2	1	1
Russian	1		

- 8. Membership of professional bodies: International Consulting Economists Association
- 9. Other skills: Computer literate
- 10. Present position: Associate Consultant
- 11. Years with firm: 10
- 12. Key qualifications:

Thirty two years as a maritime transport economist. Projects carried out for private firms, banks, government departments, international agencies (including World Bank, the EU, Asian Development Bank, EBRD, Overseas Development Administration, US AID and Danida), local government organisations and port trusts. Particular areas of specialisation include financial and economic evaluation, pricing, privatisation, regulatory policy, transport economics, traffic forecasts, market evaluation, container transport, and shipping and port operations.

He has worked regularly on the financial aspects and tariffs of ports throughout the world in recent years (see list of projects); and has carried out full cost-based tariff reform studies in Malaysia for the Bintulu Port Authority in 1997, in Mauritius for Port Louis and the World Bank in 1994, in Angola for the Benguela Corridor Development Study and the World Bank in 1992, and the Kenya Port Authority and the UK ODA in 1988.

He has worked extensively in FSU and Eastern European countries, including Bulgaria, Russia, Kazakstan, Turkmenistan, Estonia, Latvia and Lithuania. He has basic grounding in the Russian language.

13. Specific experience in the region and FSU:

Country	Date:
Bulgaria	1993-4, 1996
Russia	1996
Turkey	1996
Turkmenistan	1996
Kazakstan	1997
Latvia	1994
Lithuania	1999
Estonia	1996

14. Professional experience:

Date:	1977 - present
Location	Worldwide
Company	Independent
Position	Maritime Transport Economist
Description	See project list for last five years below. Similar project list for 1969-95 available

- Port and Regional Development Study, Inhambane, Mozambique, with Scott Wilson (2001)
- Analysis of East Mediterranean Shipping for Gaza Logistics and Transport Study, Israel, for Louis Berger/USAID (2001)
- Review of Management/Institutional/Regulatory Practices in Ports in Other Countries for the Netherlands Treasury, to assist in policy on public-private partnerships for major new developments at Port of Rotterdam, with GHK (2001)
- Review of the Case for a New Container Port at Dibden Bay, Southampton, UK with Maxwell Stamp, for Southampton City Council (2001)
- Maritime Economist on Java Arterial Road Study, Indonesia, for World Bank, with Carl Bro (2001)
- Study of the Impact of Water and Energy Projects, for Asian Development Bank (2001)
- Review of Funding Options for New Container Berths, for Port of Cork, Ireland, with Posford Duvivier (2000)
- Hong Kong container port traffic forecasts, for the Hong Kong Port Development Board, with GHK (2000)
- Market and Tariff Prospects for a Private Purchase of a Container Terminal in Rio de Janeiro, for international terminal operator, with MDS (2000)
- Privatisation Strategy for Lake Ferries, Presidential Parastatal Sector Reform Commission, Tanzania (2000)
- Study of Opportunities for Bulk Cargo Terminals in Hong Kong, for the Hong Kong Port Development Board, with GHK (2000)
- Review of Economics of Dredging for Kingston Container Terminal, Jamaica, with Mott MacDonald (2000)
- Evaluation of Market and Tariff Prospects for a private container port in southern India, for the Port of Liverpool (2000)
- Evaluation of Market and Tariff Prospects for a private container port in India, for Mott MacDonald (2000)
- Economist on Philippine Port Development Study. Traffic forecasts, economic evaluation and financial evaluation for five ports for Japanese OECF funding assistance, for Pacicon (2000)
- Evaluation of Market Prospects for a private bulk port in India, with the Port of Liverpool (1999)
- Review of Market Prospects for Privatisation of a Lithuanian Shipping Line, for Phare, European Union, with Maxwell Stamp (1999)
- Evaluation of Traffic and Tariff prospects for a Private Container Port Terminal in Thailand, for ICTSI, with MDS Transmodal (1999)
- Evaluation of Market Prospects for a private port in Lebanon to serve transit traffic, with MDS (1999)
- Analysis of Economics of Port Development and Shipping Options for Belize Sugar Industries, with Posford Duvivier (1999)
- Evaluation of Market Prospects for a private port in India, with the Port of Liverpool (1999)
- Staff Consultant, Evaluation of Asian Development Bank assistance to ports in Indonesia, for Asian Development Bank (1999)
- Review of Container Port Traffic and Financial Forecasts for new private container terminal in Bangladesh, for Interbeton, Netherlands, (1999)
- Shipping and Ports Specialist, Philippine Transport Infrastructure and Capacity Development Project, for Asian Development Bank/NEDA, with Halcrow Fox (1998-9)
- Review of traffic forecasts for port masterplan for Asia Terminals Ltd, Manila, with PCI (1999)
- Due Diligence Study for Hong Kong Bank financing new private P&O container terminal at port of Nhava Sheva, India, with GHK (1998)
- Hong Kong container port back up study, for the Hong Kong Port Development Board, with GHK (1998)

- Review of Container Shipping Traffic Forecasts for Port of Cochin, India, for Interbeton, and ECT Netherlands, (1998)
- Shipping Economist on pre-feasibility study for Norwegian Export Terminal, with Posford Duvivier (1998)
- Financial Analyst on Study of Private Port Development at Alexandria, Egypt, with MDS, Halcrow (1998)
- Economist on Big Creek Port development Study, Belize, for EU, with Posford Duvivier (1998)
- Traffic Forecast and Marketing Plan for Port of Mina Qaboos, Oman, with Port of Liverpool (1998)
- Oil Storage Feasibility Study, Port of Fujairah, UAE, with Mott MacDonald (1998)
- Hong Kong port traffic forecasts, for the Hong Kong Port Development Board, with GHK (1997)
- Financial Evaluation of Cost Recovery Scheme for Aktau Port, Kazakstan, with Maxwell Stamp/ Mouchel, for EBRD (1997)
- Economist on Port Said Container Port and EPZ Development Study, for Egyptian Government with MDS and Halcrow (1997)
- Economist on Bangladesh National Port Study, for World Bank, with Port of Liverpool and Mott MacDonald (1997-8)
- Financial evaluation and traffic forecasts for a new industrial port in Abu Dhabi, with Bechtel/Posford Duvivier and MDS (1997)
- Economist on Port Raysut Developmnet Study, Salalah, Oman, with Posford Duvivier (1997)
- Traffic Forecasts for Private Port in China, with Babtie BMT (1997)
- Financial analysis of Private Port Development in Thailand, with Tecnecon/Hyder (1997)
- Economist on Xiamen Port Development Study, with Hyder/Tecnecon, for Asian Development Bank (1997)
- Port Tariff study for the Bintulu Port Authority, Malaysia, with Tecnecon (1997)
- Traffic forecasts for new port in West Malaysia, for private developers, with Posford Duvivier (1997)
- Traffic review for private port development in India, with Scott Wilson (1997)
- Review of Turkmenbashi Port Development Plan, Turkmenistan, Former Soviet Union, for EBRD (1996)
- Economist and financial analyst on Parnu Port Development Study, Estonia, with Cowi/Danport, for EC (1996)
- Privatisation specialist on TACIS assistance to the Port of Novorossisk, Russia, with SWK (1996)
- Financial Analysis of Indonesian Coal Mine and Transport Project, with Posford Duvivier, for the prospective investor (1996)
- Financial Analysis on Sohar Port Development Study, Oman, with Hyder/Tecnecon (1996)
- Economic Analysis on Kelang Port Channel Development Study, Malaysia, with Posford Duvivier (1996)
- Economist and financial analyst on Feasibility Study for new private container port, Dempport, Turkey, with Posford Duvivier and Port of Felixstowe (1996)
- Economist on Banjul Port Dredging Study, The Gambia, for Gambia Port Authority and World Bank, with Portconsult (1996)
- Maritime Economist on Philippine National Transport Strategy Study, with Halcrow Fox (1996)
- Maritime Economist on Bahrain Port Development Study, with Posford Duvivier (1996)
- Port traffic forecast review for Sapangar Bay Container Port Development, Malaysia, with Scott, Wilson Kirkpatrick (1996).
- Maritime Transport Economist on Varna Power Plant Feasibility Study, Bulgaria, with Posford Duvivier (1996)
- Financial model for a Industrial Port and Plant in Asia, with Arthur Andersen and Posford Duvivier (1996)
- Traffic Forecasts for Privatisation of Sabah Ports, for private transport company, Malaysia, with Posford Duvivier (1996)
- Evaluation of investment programme for the Port of Larne, Northern Ireland, for European Regional Development Fund assistance (1996)
- 1977-1995 Similar projects
- 1973 to 1977 Liverpool University Marine Transport Centre, Research Fellow
- 1968 to 1973 Economist Intelligence Unit, London, Consultant, Ports
- 1964 to 1968 British Petroleum, London, Economist in Pricing Division

- PUBLICATIONS for various journals, including the Journal of Transport Economics and Policy, Maritime Policy and Management, Economist Intelligence Unit, Commonwealth Secretariat Investment and Trade Almanac and PTRC Conference

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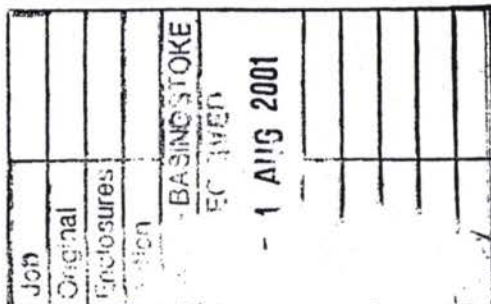
From	To
November 2001	November 2003

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Name	EDWARD TEMPERLEY LAING
Signature	E. T. Laing
Date	July 25th 2001





Proposed position in the programme:

RAIL TRANSPORT ECONOMIST

1. Family name: RASBASH
2. First names: Douglas
3. Date of Birth: 1950
4. Nationality: British
5. Civil Status: Married
6. Education

Institution	University of Bradford UK
Date: from	1968
To	1972
Degree(s) or Diploma(s) obtained	B. Sc Civil Engineering
Institution	University of Leeds UK
Date: from	1975
To	1976
Degree(s) or Diploma(s) obtained	M. Sc Transport Planning and Economics

7. Language skills: (Mark 1 to 5 for competence)

Language	Reading	Speaking	Writing
English	5	5	5
French	2	1	1
Russian	1	1	
Portuguese	2	2	1

8. Other skills: computer literate, author
9. Present position: Independent Transport Consultant
10. Years in experience: 21
11. Key qualifications:

Consultancy manager, railway economist, specialising in policy, economics, strategy, planning, regulatory aspects. Has worked for the most IFIs and other national agencies including the EC within all phases of the project development cycle in politically reforming and economically developing countries.

Assignments have included technical assistance, project preparation, feasibility studies, training, institution building, management consulting and market demand forecasting, tariff and costing studies, environmental appraisal, and performance monitoring and evaluation.

Project experience has included rail traffic costing and tariff studies, corridor development planning, border crossing studies, feasibility studies rehabilitation studies, combined transport planning, deregulation and privatisation studies, national and local transport studies.

Assignments in Eastern Europe as Project Director for development of the Trans European Corridors II & IX; Project Manager for Cross Border Programme covering Russia, Belarus, Ukraine and Moldova and currently, as rail economist on the development of transport performance indicators for the EU; as rail team leader for the Taxis Kaliningrad Transport Plan.

Empathises well with client organisations and has excellent communication skills.

12. Eastern European Experience

Country	Date: from to
Macedonia	2/01 ongoing
EU and Central Europe	2/01 ongoing
Based Poland Russia, Belarus, Ukraine Moldova	2/99 to 1/01
Based Poland Russia, Belarus, Ukraine Moldova	9/97 to 1/99
Russia / EU	6/97 to 8/99



Russia /Kaliningrad	2/97 to 5/97
Slovenia	9/96 to 12/96
Albania	6/96 to 8/96
Russia	5/95 to 3/96
Russia	2/95 to 11/95

13. Professional experience:

Date:	1981 – present
Location	Worldwide, CIS since 1995
Company	Independent
Position	Consultant – railway and related assignments
Description	<ul style="list-style-type: none"> • Multi-modal Specialist for EU funded transport Sector reform Programme for Macedonia involving market definition, service specification costing and pricing.2001 • Railway Economist for USAID funded Southern African NS Multi-modal project involving market definition, service specification costing and pricing 2001. • Railway Specialist for EU funded performance indicators study 2001 to set basic parameters from which EU level policy can be evaluated and investment prioritised • Team Leader for EU transport sector reform programme Malawi – Mid Terms Evaluation 2001 to prepare the country for economic recovery and relief of poverty • Project Director For EU Tacis TEN Corridors II and IX study, involving rail road and multi-modal transport 1999/01 covering TRACECA and other countries to improve international transport through better integration, investment, training. • Project Manger for EU Tacis technical assistance programme for the development of the border crossings between the EU-CEEC and NIS 1997.99 to reduce non tariff barriers and improve the efficiency of cross border operations. • Rail Team Leader for EU Tacis project for Kaliningrad Special Enterprise Zone 1997 To set up strategy for restructuring, and development of new services, including costing and pricing. • Railway Economist for EU Phare proposed new container development strategy Slovenia • Project Manager for EU funded TA to MOT Russia 1995/6 to set up planning and budgeting procedures and assist in deregulation • Transport Specialist for preparation 1995 Russian country programme for EU Tacis to set up transport projects for implementation • Railway Economist for EU Phare railway corridor project Albania 1996 to prepare railway projects for EU funding • Railway Economist for World Bank 7th Loan to Chinese Railways 1995, economic and financial analysis of loan components • Railway Economist to World Bank TA project for Indonesia Railways 1990 to set up traffic costing procedures and review pricing procedures and tariffs. • Railway Economist for UNHCR project for Bangladesh Railways 1989 to set up traffci costing procedures and review pricing procedures and tariffs. • Team Leader India Railways study and container development Strategy for the ODA • Railway economist for Egyptian National Railways for Cairo Alexandria ICD development • Railway Economist for World Bank study of corridor viability Southern Africa 1989 to develop regional railway costing model and apply to determine railway service profitability • Railway Economist for several railway rehabilitation project in Southern Africa 1983/9 • Numerous railway studies in Europe • Railway Economist for SIDA funded National Transport Study in Zimbabwe 1983/5 • Railway Economist for OPEC fund feasibility study in Mozambique 1985 • Railway Economist for new railways in middle east various 1981/7



14. Publications:

1. "The value of passenger information", PTRC Summer Conference 1993
2. " The cost of inadequacies of the European Transport System", PTRC 1992
3. " A transport planning workshop", PTRC 1990
4. " Reopening of a passenger rail service", PTRC 1989
5. " Environmental evaluation of road schemes using property value changes", Jnl.HIT,UK
1983
6. " Controlling transport demand", Master's thesis 1976

15 Software

HIPERMIS A geographic information system for the performance monitoring of transport systems
RAILCOST A normalised railway costing model prepared for the World Bank

STATEMENT OF AVAILABILITY AND EXCLUSIVITY

PUBLICATION REF: SCR-E/111964/C/SV/WW

I, the undersigned, hereby declare that I agree to participate exclusively with the tenderer Scott Wilson Kirkpatrick Co Ltd in the above mentioned service tender procedure. I further declare that I am able and willing to work for the period(s) foreseen for the position in which my CV has been included in the event that this tender is successful, namely:

From	To
November 2001	November 2003

I confirm that I am not engaged in another EC funded project in a position for which my services are required beyond the expected starting date of my services under this tender.

By making this declaration, I understand that I am not allowed to present myself as a candidate to any other tenderer submitting a tender to this tender procedure. I am fully aware that if I do so, I will be excluded from this tender procedure, the tenders may be rejected and I may also be subject to exclusion from other tender procedures and contracts funded by the EC.

Furthermore, should this tender be successful, I am fully aware that if I am not available at the expected start date of my services for reasons other than ill-health or *force majeure*, I may be subject to exclusion from other tender procedures and contracts funded by the EC and that the notification of award of contract to the tenderer may be rendered null and void.

Name Douglas Leonard Rasbash

Signature 

Date July 25, 2001

IV.2 SUMMARY LIST OF NON-KEY EXPERTS

A complete list of backstopping support experts and specialists has been included as Table II below. Curriculum Vitae for these candidates have also been included.

**TABLE II: SUMMARY LIST OF NON-KEY STAFF
 DIRECTOR**

TENDERER: SCOTT WILSON

PROJECT REFERENCE: SCR-E/111964/C/SV/WW

IV.2 NON-KEY STAFF

Name of Expert	Present Position	Years of Experience	Age	Nationality	Educational Background	Specialist Areas of Knowledge	Experience in the Beneficiary States	Languages and Degree of Fluency (VG, G, W)
Adrian TITE	Director	26	56	British	BSc University of Brighton MSc Imperial College, London	<ul style="list-style-type: none"> ▪ Direction of EC – TACIS TRACECA Projects ▪ Reform Programmes Management ▪ Excellent Knowledge of the TRACECA Region 	All the TRACECA region countries since 1996	English - VG French - W

TABLE II: SUMMARY LIST OF NON-KEY STAFF

TENDERER: SCOTT WILSON

PROJECT REFERENCE: SCR-E/111964/C/SV/WW

IV.2 NON-KEY STAFF

Name of Expert	Present Position	Years of Experience	Age	Nationality	Educational Background	Specialist Areas of Knowledge	Experience in the Beneficiary States	Languages and Degree of Fluency (VG, G, W)
Ian SMITH	Rail / Multimodal Economist	39	67	British	BSc in Economics and Politics University of Manchester	<ul style="list-style-type: none"> ▪ Experience as a rail, ports and road transport economist ▪ Tariff/cost policies ▪ Feasibility studies ▪ Master and business planning ▪ Investment appraisal 	Armenia 1994 Kazakhstan 1997 – 1998 Turkmenistan 1995	English - VG French - W German - W
Robert WEEKS	Highway Engineer	35	56	British	BSc Civil Engineering, Swansea University	<ul style="list-style-type: none"> ▪ Highway planning and design ▪ Costing of new developments 	Tajikistan 2000	English – VG
Marina PANNEKEET	Economist	10	34	Dutch	BSc Business Economics MSc Business Administration	<ul style="list-style-type: none"> ▪ Economist in maritime, rail and road transport ▪ Tariff studies ▪ Economic and financial analysis ▪ Investment appraisal 	Azerbaijan 2000-2001 Georgia 1999-2000 Ukraine 2000-2001	English - VG French - W German - W

Name of Expert	Present Position	Years of Experience	Age	Nationality	Educational Background	Specialist Areas of Knowledge	Experience in the Beneficiary States	Languages and Degree of Fluency (VG, G, W)
Kaas LAANDZAAD	Port operations specialist	23	55	Dutch	Numerous courses on port management at different practise-Oriented institutes in the Netherlands	<ul style="list-style-type: none"> ▪ Experienced port operations specialist ▪ Port development ▪ Cost effectiveness of port operations 	Uzbekistan 1998 Georgia 1998 Ukraine 1998 Azerbaijan 2000 – to date	English – VG Dutch - VG German - VD French - G Russian - W
Ken GRUNDY	Transport economist	23	50	British	MSc, Plymouth Polytechnic MBA, Edinburgh Business School	<ul style="list-style-type: none"> ▪ experienced in transport policy, road, rail and aviation studies ▪ management, institutional specialist ▪ maritime transport economist ▪ transport corridors 	Uzbekistan 2000 Kirgystan 1997	English– VG Spanish –G Portuguese , Russian - W
John CRAWFORD	Accountant Costing specialist	37	65	British	MA University of Edinburgh C.dip.A.F. Association of Certified Accountants (Certified Diploma in Accounting and Finance)	<ul style="list-style-type: none"> ▪ Economic Appraisal ▪ Railway 'restructuring' and reorganisation ▪ Promotion of a 'market orientated' business ▪ Expenditure Accounting and Analysis ▪ Budgetary and Project Cost Control ▪ Traffic Costing 	Kazakhstan 1997 Uzbekistan 1997 Ukraine 1999 Bulgaria 1995	English – VG

Name of Expert	Present Position	Years of Experience	Age	Nationality	Educational Background	Specialist Areas of Knowledge	Experience in the Beneficiary States	Languages and Degree of Fluency (VG, G, W)
Richard LEVETT	Management Development and Training Expert	40	62	British	Brixton School of Building UK HNC Civil Engineering	<ul style="list-style-type: none"> ▪ Management development specialist ▪ Training in transport sector ▪ International project management 	Armenia 1996 Azerbaijan 1998 Georgia 1996-2000 Kazakhstan 1994-2000 Kyrgyzstan 1995 Turkmenistan 1995-1996 Uzbekistan 1995-1996	English - VG
Pervis KAZAMALI	Trainer	26	42	Portuguese	MA, Phd - Lisbon Classical University União dos Sindicatos In Training	<ul style="list-style-type: none"> ▪ Development of relevant training manuals ▪ Training strategy formulation ▪ Course design ▪ Assessment, monitoring, supervision ▪ Support to trainers ▪ Follow-up on-the-job training 	Belarus Moldova Russia Ukraine Poland 1997-2001	English - VG Portuguese- VG French - D German - G Russian - W
Alan COOPER	Change Management	30	52	British	Business Administration	<ul style="list-style-type: none"> ▪ Change management specialist ▪ Business and market development ▪ Management accountant ▪ Experience in transport sector 	Georgia 2000-2001	English – VG Russian – G French - G

Name of Expert	Present Position	Years of Experience	Age	Nationality	Educational Background	Specialist Areas of Knowledge	Experience in the Beneficiary States	Languages and Degree of Fluency (VG, G, W)
Ian RICHIE	Cost Accountant	10	31	British	MA in Philosophy, Politics and Economics, University of Oxford PhD, Paisley University Scotland	<ul style="list-style-type: none"> ▪ Financial management ▪ Development of cost accounting systems ▪ Cost accounting ▪ Tariff studies 	Bulgaria Armenia Turkmenistan Georgia Tajikistan Azerbaijan 1995-2001	English - VG French - W German - W Russian - W
Anthony BAYLEY	Freight, Logistics and Customs specialist	37	54	British	A Levels	<ul style="list-style-type: none"> ▪ Fully up to date with Customs in all the beneficiary countries ▪ Experienced border crossing expert ▪ Familiar with border crossing procedures in CIS ▪ Logistics expert ▪ Legal and regulatory changes to enhance trade ▪ Customs procedures, terminal design ▪ Familiar with customs' technical requirements in CIS 	Kyrgyzstan 1997-current Kazakhstan 1997-ongoing Tadjikistan 1997-ongoing Turkmenistan 1997-ongoing Uzbekistan 1997-ongoing Armenia 1996-ongoing Georgia 1996-ongoing Azerbaijan 1996-ongoing	English - VG French - G Russian - W

Name of Expert	Present Position	Years of Experience	Age	Nationality	Educational Background	Specialist Areas of Knowledge	Experience in the Beneficiary States	Languages and Degree of Fluency (VG, G, W)
Mike SCHWARZER	EDI/Documentation expert	25	51	British	Huddersfield University BSc Electronics, 1972	<ul style="list-style-type: none"> ▪ IT solutions for the transport industry ▪ EDI for ports ▪ Familiar with existing Customs IT situation in CIS ▪ Responsible for the specification and acquisition of the necessary computer and communication equipment via EC tender regimes. 	Moldova 1999 - 2001 Ukraine 1999 - 2001 Armenia 1999 - 2001 Georgia 1999 - 2001 Azerbaijan 1999 - 2001 Kyrgyzstan 1999 - 2001 Kazakhstan 1999 - 2001	English - VG German - G
Jean Luc FIOUX	Transport Lawyer	26	54	French	Doctorate in Law (with Distinction) 1973 University of Paris II	<ul style="list-style-type: none"> ▪ Experienced in the region ▪ Legal expert in the EC TACIS TRACECA Legal and Regulatory Framework where he advised on regional harmonisation of railway and customs law; integration with international conventions and world trade practices; institutional development; and training. 	Armenia 1995 - 1997 Azerbaijan 1995 - 1997 Georgia 1995 - 1997 Kazakhstan 1994 - 1997 Kyrgyzstan 1995 - 1997 Tadjikistan 1995 - 1997 Turkmenistan 1995 - 1997 Uzbekistan 1995 - 1997	

Name of Expert	Present Position	Years of Experience	Age	Nationality	Educational Background	Specialist Areas of Knowledge	Experience in the Beneficiary States	Languages and Degree of Fluency (VG, G, W)
Elena STEBBINGS	Financial Maritime specialist Freight forwarding specialist	8	28	Russian (UK resident)	BSc Samara University Diploma in Management, British Institute for Supervision and Management MBA, Henley Management College	<ul style="list-style-type: none"> ▪ Financial management in maritime and road transport sector ▪ Economic appraisals ▪ Business planning ▪ Cost control systems ▪ Establishment of freight forwarding agency from the governmental organisation in Russian ▪ Management development and restructuring 	Azerbaijan 1999 - 2001 Georgia 2000 - 2001 Kazakhstan 1999 - 2001 Turkmenistan 1998 - 2001 Uzbekistan 1999 - 2001 Moldova 1999-2000 Ukraine 1999-2001	English – VG Russian – VG French – G Ukrainian - G
Anna TERENCEVA	Financial Rail specialist	6	24	Russian (UK resident)	BSc, Flour Bluff High School, Texas, USA Degree in International Business Studies, Moscow University; Ashridge School of Management - UK	<ul style="list-style-type: none"> ▪ Financial management specialist ▪ market research ▪ Business planning ▪ Tariff systems ▪ Pricing policies 	Georgia 2000-2001 Turkmenistan 1998-2000 Azerbaijan 1997-1999 Uzbekistan 2001 – 2002 Tajikistan 1998 - 1999	English – VG Russian – VG

Name of Expert	Present Position	Years of Experience	Age	Nationality	Educational Background	Specialist Areas of Knowledge	Experience in the Beneficiary States	Languages and Degree of Fluency (VG, G, W)
Ebbey ADHAMI	Financial planning and management consultant	24	44	British	BSc, Coventry University MBA, Brunel University MSc, Strathclyde University	<ul style="list-style-type: none"> ▪ Change management in transitional economies ▪ Business restructuring ▪ Financial management ▪ Business planning ▪ Tariff policies development 	Azerbaijan Kyrgyzstan Turkmenistan Georgia Armenia Tajikistan 1993-2001	English -VG Tajik – G Azeri - VG Russian - VG
Simon THOMAS	Port Engineer	38	60	British		<ul style="list-style-type: none"> ▪ Port infrastructure design ▪ Costing for new developments 	Turkmenistan 1999-2001 Azerbaijan 2000	English – VG



Proposed position in the programme

PROJECT DIRECTOR

1. Family name: TITE
2. First names: Adrian Percy
3. Date of Birth: 1945
4. Nationality: British
5. Civil status: Married
6. Education:

Institution	Imperial College - London University
Date: from - to	1970 - 1971
Degree(s) or Diploma(s) obtained	MSc

Institution	University of Brighton
Date: from - to	1963 - 1967
Degree(s) or Diploma(s) obtained	BSc

7. Language skills:

Language	Reading	Speaking	Writing
English	5	5	5
French	1	1	1

8. Membership of professional bodies: Member Institute of Management Services
European Engineer (Eur Ing)
Fellow Institution of Civil Engineers
9. Other Skills: Computer Literate
10. Present position: Director
11. Years with firm: 26
12. Key Qualifications:

Adrian Tite has 26 years world-wide experience of managing and leading large scale multi-disciplinary public and private sector projects in the transport and infrastructure sectors involving policy, planning, economic, and technical services; institutional, organisational and human resource development; and legal and regulatory reform; trade facilitation, freight forwarding, customs, and commercialisation and privatisation of transport operations.

He is currently Project Director for the EC Takis TRACECA International Road Transport Transit Facilitation Project and was Project Director for the EC Takis Border Crossing Study Phases II and IIa, the EC Takis TRACECA Trade Facilitation, Customs Procedures and Freight Forwarding Project, and the EC Takis TRACECA Legal and Regulatory Framework Project.

Project experience encompasses all aspects of reform and project investment including feasibility studies, engineering, procurement, project management, and implementation for all modes of surface transport. A feature of many of the projects has been deregulation, improvement of trade and flow of goods, transport infrastructure, customs, equipment procurement, security and regulations.

He has extensive experience of working in the public sector within ministries, state owned enterprises and private owned transport operators, particularly in FSU and countries in transition economies.



Adrian has a wide experience of evaluations, reviewing, and monitoring of development projects and of procurement and training through aid funding particularly with PHARE and Tacis programmes, World Bank, DfID, FINNIDA, NORAD and DANIDA.

13. Specific regional experience

Country	Date
Moldova	1998 – ongoing
Kyrgyzstan	2000 – ongoing
Ukraine	1998 – ongoing

14. Recent Professional Experience Record

Date: from - to	1984 - date
Location	UK and International Assignments
Company	Scott Wilson
Position	Director
Description	1999 - ongoing Director for the EC Tacis International Road Transport Transit Facilitation Project . The project spans 11 FSU countries, including Ukraine and Moldova, and will provide training centres for road transport professionals to deliver courses in CPC, ADR, DGSA and Customs. 22 training courses will be run in the TRACECA region and the development of the IRU SafeTIR programme will also be addressed.
	1998 – 1999 Director for technical assistance to Armenian Ministry of Economy to help develop a National housing policy.
	1997 – ongoing Director for EC Tacis Border Crossing Study Phase II of 16 road and rail border crossings between FSU and Central Europe. The work includes making recommendations for improvement to operating methods and procedures, infrastructure and traffic flow improvement. Workshops were held with all Recipients to gain consensus and acceptance of the proposed changes. Tender documentation for procurement of infrastructure works. Terms of reference for technical assistance for border control and customs, and for a project supervision unit were produced, together with equipment procurement requirements.
	1997 Director for study of: <ul style="list-style-type: none"> deregulation of the transport sector in Georgia privatisation of Georgian Shipping Company under World Bank finance.

	1996 - 1998 Director for training consultancy to the Vietnam Ministry of Construction Consultants to introduce modern international management and operation practice involving designing and implementing training programmes in Vietnam and UK for 300 junior, middle and senior managers for project management, management techniques, procurement, business planning, MZS and information technology strategy. Project included procurement of training equipment, vehicles and computers.
	1996 - ongoing Director of Phare project for National Road Code development and road safety education in Albania with particular emphasise on harmonisation with EU legislation and European practice services, including design and implementation of Study Tour for vehicle licensing, inspection and testing, road safety policy and



	enforcement.
	1996 - 1998 Director for the EC Tacis TRACECA Legal and Regulatory Framework , including the drafting and implementation of transport legislation and regulatory codes covering inter government agreements, general transport law, land, sea, and inter-modal transport, customs and freight forwarding procedures, Institutional development. A programme of seminars and workshops were implemented to facilitate, understand and changes.
	Director for the EC Tacis TRACECA Trade Facilitation, Customs Procedures and Freight Forwarding project covering implementation of transport and trade documents and management information systems, support for improvement of customs control, development of the freight forwarding industry, and institutional development. A programme of seminars, workshops and study tours was implemented
	Director for EC Tacis project providing technical assistance to Government of Kazakhstan for the reform of transport law and regulatory system to facilitate international trade. The work included customs, documentation, freight forwarding and insurance for the rail, road, maritime and aviation sectors. The assignment included training workshops and seminars, study tours, institutional strengthening, and development of training courses in country to cover all aspects.
	1984 – 1989 Directing specification, procurement documentation, tender assessment and supervision of manufacture, installation and commissioning of container handling equipment of Dar es Salaam, including training of operators and maintenance staff.
	Responsible for Conversion of freight storage site to a customs bonded inland Container Depot and design of a new depot to handle break bulk and container traffic in Dar es Salaam including customs facilities and advice on operations and systems for interfacing with freight forwarders.

15. Others:

Publications and Presentations:

“Regional Harmonisation in Trade and Transport”

1996 - Tashkent Conference on Financing and Investing in the Transport Infrastructure of the CIS

“Legal and Regulatory Reform in Kazak Transport Sector”

1995 - Almaty Traceca Conference

“Traffic Legal and Regulatory Framework Reform”

1995 - Vienna Traceca Conference

Conference Organisation:

1998 - Member of IRF Organising committee for First International Silk Road Rehabilitation Conference, Ashgabad



Proposed position in the programme

RAIL ECONOMIST

1. Family name: SMITH
2. First names: Ian Edward
3. Date of Birth: 15 February 1934
4. Nationality: British
5. Civil status: Married
6. Education:

Institution	University of Manchester
Date:	1957
Qualification obtained	Honours Degree in Economics and Politics

7. Language skills (Mark 1 to 5 for competence):

Language	Reading	Speaking	Writing
English	5	5	5
French	5	5	5
Spanish	3	5	3

8. Membership of professional bodies: Chartered Member of the Institute of Logistics and Transport.
International Consulting Economists' Association
9. Other skills: Computer Literate
10. Present position: Management Consultant
11. Years with firm: 4
12. Key qualifications:

Ian Smith is an associate consultant with Corporate Solutions who specialises in the economics of transport, especially in the developing and former eastern bloc countries. Ian has over thirty years of experience in the transport sector in rail, road and ports.

13. Specific experience in the region:

Country	Date:
Slovenia	1998 - 1999
Croatia	1998 - 1999
Poland	1998 - 1999
Estonia	1995 - 1997
Russia	1995 - 1997
Slovakia	1993 - 1997
Lithuania	1993 - 1997
Yugoslavia	1978

14. Professional experience:

Date:	2000
Location	Indonesia
Company	ADB

**CURRICULUM VITAE:****Ian SMITH**

Position	Transport Economist
Description	Engaged as a Staff Consultant by the Asian Development Bank's Indonesia Office to prepare the economic aspects of a Project Completion Report on the Third Indonesian Local Roads Project. One of a series of ADB projects supporting the development of rural roads and the strengthening of the capability of kabupaten road units, the project provided for the improvement of about 4,800 km and the periodic maintenance of about 8,000 km of local roads and the provision of workshops, laboratories and equipment to selected kabupatens in Central Java, East Java and Bali.

Date:	1999
Location	China.
Company	European Investment Bank
Position	Transport Economist
Description	Engaged as a Staff Consultant by the European Investment Bank to assist with the Appraisal of a Third Railway Project in Tunisia. Carried out the economic and social evaluation of proposed double-tracking and other improvements on the main north-south line in the vicinity of Sousse and the construction of a new 12km main-line section by-passing the urban area

Date:	1998 - 1999
Location	Central Europe
Company	Independent
Position	Transport Economist
Description	Advised several consultancy organisations on the preparation of methodologies and the presentation of reports to the international agencies on transport projects in Central European countries. The projects included a railway track renewal programme in Slovenia, the construction and operation of a toll-motorway in Croatia and the formulation of an economic evaluation model for rural road development in Poland.

Date:	1995-97
Location	Estonia
Company	EBRD
Position	Transport Economist
Description	Operation Leader for the preparation of EBRD's first railway project in Estonia. The project is supporting rehabilitation and expansion of capacity of the Tallinn - Narva line, Estonia Railway's main transit line linking Russia with Estonia's Baltic ports. It provides for track renewal, marshalling yard upgrading and the introduction of a new train operating system. The project is intended to support Estonian privatisation policy by positioning the rail freight services for private operation.

Date:	1995 - 1997
Location	Russia
Company	EBRD
Position	Transport Economist
Description	Operation Leader for the evaluation and preparation of EBRD support for a private sector LPG and oil products terminal on Russia's Black Sea coast. The project would complete construction of port facilities, an on-shore terminal and a branch railway line for the annual export of over ten million tonnes of petroleum products, providing Russia with an LPG outlet to replace those lost through the disintegration of the Soviet Union.

Date:	1993 - 1997
Location	Slovakia
Company	EBRD
Position	Transport Economist
Description	Operation leader for the supervision of a technical cooperation study and subsequent preparation of a prospective railway project in Slovakia. The project would support the

**CURRICULUM VITAE:****Ian SMITH**

	rehabilitation and improvement of the main Bratislava – Zilina line, designated as a section of the EU Trans-European Rail network linking Poland and Ukraine with western Europe. It would provide for track renewal, marshalling yard rationalisation, completion of electrification and restructuring of Slovak Railways.
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Date:	1993 1997
Location	Lithuania
Company	EBRD
Position	Transport Economist
Description	Preparation of the railway and port components of EBRD's first Lithuanian transport project. It provides for track renewal on the main east-west railway line linking the CIS countries with the Baltic port of Klaipeda and on the line serving the Russian enclave of Kaliningrad and for improvements to the port/rail interface at Klaipeda based on the conclusions of a Bank executed technical cooperation study: it is also supporting institutional restructuring of Lithuanian Railways.

Date:	1990
Location	Sri Lanka
Company	IBRD
Position	Transport Economist
Description	Attached to the Sri Lanka Government's Transport Studies and Planning Centre as a transport economist to undertake the Railway Feasibility Study, a component of the IBRD financed Transport System Rehabilitation Project. Carried out the economic evaluation of the Sri Lanka Railway's proposed ten year investment programme designed to rehabilitate the national rail system and restore services following the damage and disruption caused by the civil disturbances of the 1980s. Also undertook an analysis of, and made recommendations on, rail tariffs and fares and collaborated with the consultants carrying out the Colombo urban transport component of the project.

Date:	1989
Location	Southern African Sub-Regional Transit Traffic Survey.
Company	United Nations
Position	Transport Economist
Description	Engaged as a Staff Consultant by the United Nations Conference on Trade and Development (UNCTAD) to assess the current and potential transit traffic situation amongst the Southern African Development Co-ordination Conference (SADCC) countries, with particular reference to the implications of the closure of traditional transport links through South Africa. The assignment was based in Mozambique with field-work in neighbouring SADCC countries. During the survey, also acted as co-ordinator of an UNCTAD workshop in Lesotho on co-operative arrangements amongst the land-locked and transit countries of the sub-region.

Date:	1982
Location	Egypt
Company	IBRD
Position	British Waterways
Description	Engaged by the IBRD to prepare the economic aspects of a Project Completion Report for the First and Second Egyptian Railway Projects. The report comprised a post-evaluation of the implementation and performance of the two World Bank Group financed projects, which accounted for a significant part of the Egyptian Railways' Investment Programmes over the ten years up to 1981.



Proposed position in the programme:

HIGHWAY SPECIALIST

- 1. Family name: Weekes
- 2. First Names: Rodney Michael
- 3. Date and place of birth: 29 September 1945, UK
- 4. Nationality: British
- 5. Civil status and number of dependants: Married with no dependants
- 6. Education:

Institution	University of Wales, Swansea	
Date:	from	1964
	to	1968
Degree(s) or Diploma(s) obtained	BSc (Hons) Civil Engineering	

7. Language skills: (Mark 1 to 5 for competence)

Language	Reading	Speaking	Writing
English	5	5	5

- 8. Other skills (e.g. Computer literacy, etc.): Computer literate
- 9. Present position: Associate
- 10. Years of Professional Experience (relevant to the programme): 32
- 11. Years within the firm: 13
- 12. Specific experience in Eastern European and Central Asian Countries:

Country	Date:	from	to
Kvrevzstan (intermittent)		Sept 2000	Present
Taiikistan		Mar 2000	Apr 2000
Mongolia (intermittent)		May 1995	Sept 1997

- 13. Membership of professional bodies: Member, Institution of Civil Engineers
Chartered Engineer

14. Relevant Professional Experience:

Date:	from to	April 1996 Date
Location	UK, with overseas visits	
Company	Scott Wilson	
Position	Principal Engineer (Contracts), Associate (2001)	
Description	<ul style="list-style-type: none"> - Heads the company's Overseas Contracts group, responsible for implementing and advising upon tender and contract procedures, bidding and contract documentation, contract administration and the handling of claims and contractual disputes. Has recently advised on responses to claims, disputes and other contractual matters in Cambodia, Ethiopia, the Falkland Islands, India, Mongolia, Nepal, Sri Lanka, Tajikistan, Uganda and Vietnam. Major projects undertaken include: - Urban Transport Project, Kyrgyz Republic. Responsible as Team Leader, and Project Manager's Representative for supervision of the rehabilitation of urban roads in Bishkek, Osh and Jalal Abad. - Murgab - Kulma Pass Road Construction Project, Tajikistan. Engineer's Representative responsible for all aspects of contract administration during the vital mobilisation period. - Hirna - Kulubi Road Upgrading Project, Ethiopia. Claims Expert responsible for contractual input to Project. - Carried out the complete re-writing and up-dating of the company manual "Guidelines for the Supervision of Civil Engineering Construction Contracts Overseas". - Mbarara to Ibanda Road Upgrading Project, Uganda. Undertook the duties and responsibilities of the Engineer on behalf of Scott Wilson. - Harar - Jigiga Road Upgrading Project, Ethiopia. Contracts Engineer responsible for the production of bidding documentation. - Technical Assistance for Review of Specifications for Bituminous Pavements, India. Team Leader, responsible for a team of experts. - Woldia-Adigrat-Zalambessa Road Upgrading Project, Ethiopia. Contracts Specialist, responsible for reviewing all aspects of tender and contract documentation. - FIDIC Seminars, Uganda & Tanzania. Co-presenter of a seminars to the Ugandan and Tanzanian Roads Ministries, on the FIDIC Conditions of Contract and their application. - Overseas Road Note 16 - "Principles of Low Cost Road Engineering in Mountainous Regions". Contributed text, on design and construction aspects of mountain road engineering, to this major publication. - Ho Chi Minh to Phnom Penh Improvement Project, Vietnam and Cambodia. Contracts Specialist responsible for packaging 240 kilometres of highway works into contracts and for all procurement 	



Date:	from to	January 1995 April 1996
Location	India, with assignments to other countries overseas.	
Company	Scott Wilson Kirkpatrick	
Position	Chief Engineer	
Description	<ul style="list-style-type: none"> - Responsible, as Chief Engineer, for the establishment and maintenance, within the newly-formed company, of the high technical standards and standards of service requisite throughout the whole Scott Wilson group. Projects undertaken included: - Road Sector Development Project, Mongolia. Pavement Specialist. - Mongolian Road Maintenance Project, a World Bank financed Technical Assistance project for the establishment of a Road Maintenance management system. Team Leader. 	

Date:	from to	May 1991 January 1995
Location	UK with overseas visits	
Company	Scott Wilson Kirkpatrick	
Position	Principal Engineer (Contracts)	
Description	<ul style="list-style-type: none"> - Responsible for supervising and advising upon the preparation of contract documentation, tender procedures and the technical and contractual administration of roads contracts overseas, and for claims responses and evaluation, in various countries including Botswana, Falkland Islands, India, Kenya, Nepal, Sri Lanka, Tanzania the United Arab Emirates, and Uganda. 	

<u>From</u>	<u>To</u>	<u>Location</u>	<u>Company</u>	<u>Position</u>
Jan 1989	May 1991	Nepal	Scott Wilson	Chief Resident Engineer
Jan 1988	Jan 1989	UK, with overseas visits	Scott Wilson	Principal Engineer
Sept 1985	Dec 1987	UK, with overseas visits	Howard Humphreys	Principal Engineer
May 1983	Sept 1985	Tanzania	Howard Humphreys	Resident Engineer
Jun 1980	May 1983	Tanzania	Howard Humphreys	Senior Assistant R E
May 1977	May 1980	UK, with overseas visits	Norman & Dawbarn	Senior Design Engineer
Feb 1976	Mar 1977	Nigeria	Ove Arup	Design Engineer
Jun 1969	Jan 1976	South Africa	Natal Province	Engineer (on contract)



Proposed position in the programme: MARITIME TRANSPORT ECONOMIST

1. Family name: PANNEKEET
2. First names: Marina
3. Date of Birth: 1967
4. Nationality: Dutch
5. Civil status: Single
6. Education:

<i>Institution</i>	Business Economics
<i>Date</i>	1991 - 1993
<i>Degree obtained</i>	M.Sc. Business Administration

<i>Institution</i>	Business Economics
<i>Date</i>	1987 - 1991
<i>Degree obtained</i>	Bachelor

7. Language skills (Mark 1 to 5 for competence):

Language	Reading	Speaking	Writing
English	4	4	4
Dutch	5	5	5
German	3	3	3

8. Membership of professional bodies:

9. Present position: Senior Economist, Economics Department.
10. Years with firm: 3
11. Key qualifications:

M. Pannekeet obtained a university degree in Business Economics at the University of Tilburg, the Netherlands. During the past years she has been involved in various projects in the Netherlands and Eastern Europe, mainly Russia and the Baltic States. Specific experience was acquired in the field of market research and project management in the port development and shipping sector. In addition she has gained significant experience in the preparation of business plans / bankable documents for various companies in Central and Eastern Europe. Working experience was obtained with regard to market assessments, productivity analyses, feasibility studies and financial modelling.

12. Specific experience in the region:

Country	Date:
Indonesia	1997
Latvia	1994 - 1998
Russia	1995 - 1998
Lithuania	1996
Georgia	1999 - 2000
Azerbaijan	2000 - 2001



14. Professional experience:

<i>Date</i>	1998 – present
<i>Location</i>	The Hague
<i>Company</i>	Tebodin, Consultants and Engineers
<i>Position</i>	Consultant
<i>Description</i>	<ul style="list-style-type: none"> • 2000 – 2001; Financial Management and Operational Efficiency at Port of Baku, Azerbaijan Transport economist. On behalf of the EBRD new International Accounting Standards will be introduced in the Port of Baku as one of the major tools to improve financial management capacities of the port. In addition, operational efficiency improvement measures a well operational assistance during the reconstruction of the rail ferry terminal to Turkmenbashi will be installed. Besides a tariff study and business-/marketing strategies will be defined. • 2000 – 2001; Expansion Plan and development of value-based decision framework, Port of Tallinn, Estonia Transport economist. On behalf of the Port of Tallinn, an expansion plan is being developed to meet fast increasing cargo throughput. Detailed traffic analyses and costs estimates for a number of development scenario's have been assessed. In addition a value-based decision framework has been developed to allow the management to make the most profitable investments on their port territories. In addition, attention was paid to possible efficiency improvements in port processes. • 2000 – 2001; Market Assessment for cold storage facility upgrading in Odessa Port, Ukraine In close co-operation with the Port of Odessa and the cold store facility operator, a market assessment is being prepared to define the most optimum upgrading scenario. In addition, partner search is being done to find joint venture partners for the operations of the facility. • 2000 – 2001; Development/rehabilitation of Rail Service Centre in Yekatarinburg, Russia Transport economist. At the crossroads of the Transsiberian railroad system, a detailed feasibility is being performed to assess the needs for the development of additional logistics services as stuffing/stripping, reefer plugs and alike. In addition, a feasibility is being performed to rehabilitate the existing multimodal rail terminal, including commercial, economic and financial viability assessment. • 1999 – 2000; A strategic analysis of the global ports and shipping sector For one of the largest construction companies in the Netherlands an analysis of the global port and shipping sector is performed as a basis for the determination of the company's strategy whether or not to participate financially in port projects, including in the Netherlands. • 1999; Strategic feasibility study for the National Port Council of the Netherlands (Dutch Ministry of Transport) The preparation of a strategic feasibility study for the establishment of an organisation which should co-ordinate hinterland transport of cargo. This concerned mainly cargo containerised transport and transport by trailer (ferry / ro-ro). This study was particularly aimed at the hinterland transport connections from Russia (St. Petersburg), Estonia (Tallinn), Latvia (Liepaja) and Lithuania (Klaipeda). • 1998 – 2000; Feasibility Study on cotton terminal in Port of Poti, Georgia (Dutch Ministry of Economic Affairs) Transport Economist. On behalf of the Dutch Ministry of Economic Affairs, a fullscale feasibility study has to be prepared including issues as port privatisation, technical rehabilitation, institutional framework, market assessments, port productivity analyses and traffic forecasts, project finance, business planning and alike. The overall objective of this project is the development of intermodal transport in the port of Poti. • 1999; Feasibility study for investments in port expansion (Private client) The project concerned the preparation of a feasibility study for a number of port investments for the purpose of obtaining extra credit facilities. • 1999; Industry and conversion project in St. Petersburg, Russia Economist. On behalf of the Dutch Ministry of Economic Affairs, a business plan has to be prepared for a company producing heating materials on a small scale basis. Included in this business plan is an inventory of a required extra production facility, the preparation of an investment plan, a market study and the assessment of the financial feasibility of the investment. • 1998; Determination of Market share of an inland container terminal operator, Prague, Czech Republic (Private client) This study concerned the determination of the market share in the Czech Republic, of an inland container terminal operator active in the field of combined transport.



<i>Date</i>	1993-1998
<i>Location</i>	Alkmaar
<i>Company</i>	Dynamar Consultancy BV
<i>Position</i>	Consultant / Economist
<i>Description</i>	<ul style="list-style-type: none"> • 1998; Ventspils Port Development Project, Ventspils, Latvia (Ventspils Free Port Authority) Assistance with the start of a port development project for the Ventspils Free Port Authority. The project includes detailed market assessments for among others crude oil, oil products, fertiliser and iron/steel. For these commodities traffic forecasts will be made to make an estimate of the necessary capacity compared to the capacity available in the port. • 1997 / 1998; New Oil terminal in the Finnish Gulf, Finland (Private client) A comparison between the ports of Porvoo (Finland) and Primorsk (Russia) with reference to the construction and operation of a new oil terminal. An analysis was made to assess shipping cost and other financial and economical aspects. The analyses served as a basis for the evaluation of the different terminal scenario's as well as port expansion. • 1997; Increasing lock capacity at Terneuzen, the Netherlands (Ports of Gent and Terneuzen) Feasibility study concerning an increase of the lock capacity for the ports of Gent and Terneuzen. For the development of a new (larger) lock at Terneuzen. A traffic analysis was prepared as well as a detailed forecast of the possible future cargo flows. In addition the world shipping market (supply and demand of several relevant types of vessels) was analysed to obtain a view on future ship movements. • 1997; Cargo Flow Analysis of Tanjung Priok, Jakarta, Indonesia (Private client) Detailed analysis of the cargo flow through Tanjung Priok, Jakarta, for the development of an EDI-based system to be used by the port community of Jakarta, by the name: Indonesian Freight and Traffic Information System (IFTIS). • 1997; Primorsk Oil Terminal, Russia (Senter) The development of a financial module for a greenfield oil terminal in the Finnish Gulf, including investments, balance sheet, profit & loss account, cash flow and several financial ratio's. • 1996 – 1997; Logistic MADTIC Project, Port of St. Petersburg, Russia (Senter) <i>Distribution Centre</i> A feasibility study concerning the development of a distribution centre in/close to the port. Potential clients were approached for their possible interest. A financial module was developed for an overview of the necessary investments and the financial feasibility. <i>Customs Procedures</i> An inventory and analysis was prepared regarding customs procedures in the Port of St. Petersburg. <i>Container terminal</i> The preparation of a business plan for the development of a new container terminal in the Port of St. Petersburg, in co-operation with the Port Management of Amsterdam. • 1996; Feasibility study strategic planning, Ventspils, Latvia (Private client) A feasibility study for the port authority of Ventspils, Latvia, concerning infrastructure changes in the port and the development of a financing plan for international finance institutions. • 1996; Maritime Masterclass, Vilnius, Lithuania (Senter) The organisation of a maritime Masterclass. A course of two weeks, which was held in the Vilnius, Lithuania at the end of 1996. This Masterclass was intended for the (potential) managers in the transport and maritime related industry. • 1996; Shipping analysis Trans Atlantic Conference Agreement (TACA), the Netherlands (Private client) To update a shipping analysis which was executed in 1994 for the Trans Atlantic Conference Agreement (TACA), formerly Trans Atlantic Conference Agreement Calculation of the (potential) share of members and non members in this trade. • 1994; Shipping Analysis Trans Atlantic Agreement, the Netherlands (Private client) A study for the Trans Atlantic Agreement (TAA), concerning the current and potential shares in the transatlantic trade of the members of this conference.



Proposed position in the programme: **MARITIME TRANSPORT ECONOMIST**

1. **Family name:** LAANDZAAD
2. **First names:** Kees
3. **Date of Birth:** 27 April 1946
4. **Nationality:** Dutch
5. **Civil status:** Married
6. **Education:**

<i>Institution</i>	Various
<i>Date</i>	1964-1980
<i>Degree obtained</i>	Numerous courses on port management at different practise-Oriented institutes in the Netherlands, including: <ul style="list-style-type: none"> • Stevedoring Practises I, II and III(all possible certificates); • Documentations and forms in transport; • Customs clearance and- procedures; • Multimodal transport procedures and organisation; • Ship handling and-planning; • Cargo handling and-storage; • Logistics chain management.

7. **Language skills (Mark 1 to 5 for competence):**

Language	Reading	Speaking	Writing
English	5	5	5
Dutch	5	5	5
German	4	4	4
French	4	4	3
Russian	1	1	1

8. **Membership of professional bodies:**

- Advisory member of company Management Team of Westport Terminals Amsterdam;
- Member of committee Pension Fund for employers in Port of Amsterdam;
- Member of company Advisory Committee Ruys Transport Group(one of the largest In the Netherlands for container logistics and- forwarding);
- Member of company Advisory Committee Royal Nedlloyd Group (largest shipping company in the Netherlands);
- Member of Municipal Port Promotion Committee of Port of Amsterdam

9. **Present position:** Operating Consultant with Westport Terminals Amsterdam and Amsterdam Port Consultancy.
10. **Years with firm:** 12 years
11. **Key qualifications:**

Mr. Kees Landzaad has over 20 years of professional experience in terminal operations in a number of countries like the Netherlands, Ivory Coast, Cameroun, Mozambique, Finland, Uzbekistan/Georgia and in addition shortterm missions to improve terminal efficiency.

Through his very communicative and personal approach to solve problems, Mr. Landzaad is acquainted to get things done at terminals, which operate in difficult circumstances with complex working conditions. His



longterm terminal operation experience in a number of positions (from clerk to terminal operations manager), he is a very practical man with a lot of experience in upgrading terminal organisation and- procedures.

Having been responsible for the operations of a number of terminals in a variety of countries, Mr. Landzaad is very well experienced with regard to custom clearance-, operations and administrative procedures related to cargo handling and import, export and transit.

Cargoes, he has been dealing with include Roll on/Roll off, ferries, containers, general cargoes and forest products (timber, paper, cellulose).

12. Specific experience in the region:

Country	Date:
Latvia	1997
Estonia	1997
Russian Federation	1997
Uzbekistan	1998
Georgia	1998
Ukraine	1998
Azerbaijan	2000 - present

13. Professional experience:

<i>Date</i>	1980-1988
<i>Location</i>	Finland, the Netherlands, Sweden and Norway
<i>Company</i>	Hoegh Line, Nor Cargo, Finn Carriers & Tor Line
<i>Position</i>	Assistant terminal operator V.C.K. Ltd.
<i>Description</i>	As an Assistant Terminal Manager, responsible for the planning of the operations on both the quay-side as well as the land-side of the terminal. This included planning of ship arrival and - departure as well as the planning of the handling and (temporally) storage of cargoes in covered warehouses or in the open space. Also manpower planning was part of the responsibility. Cargoes included general cargo, ferries, forest products.

<i>Date</i>	1988-1992
<i>Location</i>	Finland, the Netherlands, Sweden and Norway
<i>Company</i>	Hoegh Line, Nor Cargo, Finn Carriers & Tor Line
<i>Position</i>	Terminal Manager V.C.K. Ltd. And conventional cargoes.
<i>Description</i>	As Terminal Manager responsible for the day-to-day operational planning and business development. Due to well developing business, organisational restructuring was introduced to better meet the needs of flexible terminal operations and -planning. New business Units were introduced and responsibilities of persons were brought down to lower levels to increase production. Cargoes handled included roll on/roll off, break-bulk, semi-bulk, containers and forest products.

<i>Date</i>	1992-1996
<i>Location</i>	Amsterdam the Netherlands
<i>Company</i>	Westport Terminals Amsterdam B.V.
<i>Position</i>	Terminal Operations Manager



CURRICULUM VITAE:

Kees LAANDZAAD

<i>Date</i>	1992-1996
<i>Location</i>	Amsterdam the Netherlands
<i>Company</i>	Westport Terminals Amsterdam B.V.
<i>Position</i>	Terminal Operations Manager
<i>Description</i>	As Terminal Operations Manager of one of the largest multi purpose terminals in the Port of Amsterdam, responsible for the day-to-day planning of the terminal operations, which included also substantial warehousing facilities for trade commodities as cacao beans, metals, general cargoes, containers and forest products.

<i>Date</i>	1996-1997
<i>Location</i>	Abidjan, Ivory Coast
<i>Company</i>	Stevedoring Company Gilmar& San Pedro(on behalf of the Cornelder Group)
<i>Position</i>	Stevedoring Company Director
<i>Description</i>	As Director of a new to form Stevedoring Company in the Port of Abidjan started by the Cornelder Group with local partners from Abidjan. Responsible for the upgrading of the whole terminal complex including warehouses, trucks, equipment and (un-)loading facilities. Also an intensive re-organisation had to be taken place, not limited to reduction of labour only, but also restructuring the organisation and introduction of a business-oriented mentality with remaining staff. In addition some technical rehabilitation of warehouses and quay pavement had to be performed, necessitating a careful planning of ship- and warehouse related operations. Cargoes included mainly general cargoes, break bulk, forest products and cacao in bulk and bags.

<i>Date</i>	1997-present
<i>Location</i>	Amsterdam the Netherlands
<i>Company</i>	Westport Terminals Amsterdam B.V / Cornelder Group
<i>Position</i>	Operational Manager Consultant
<i>Description</i>	<p>A number of assignments were undertaken:</p> <ul style="list-style-type: none"> • Market Assessment for a private investor from the Netherlands looking for warehousing operations opportunities in the Baltic countries and Northern Russia. Extensive visits were undertaken to the Ports of Riga, Tallinn and St. Petersburg to prepare business plans and investment proposals. • A detailed survey was prepared to set up in Uzbekistan a warehouse for the storage and handling of cotton, cotton seed and other commodities. Site visits were undertaken for possible erection of warehousing facilities. Possible similar facilities for these commodities in Georgia were also investigated. • A site visit and a detailed business plan was prepared for a private company in the Port of Beira, Mozambique with regard to the privatisation of the terminal facilities in this port. A detailed analysis of the terminal operations and required investment was performed. • A supervisory position was taken over to evaluate discharging-and warehouse operations in the Port of Abidjan, Ivory Coast. A detailed overview was prepared, discussed and implemented on the terminal operations, procedures, relations with forwarding agents and customs as well as investments requirements. • Prepared the privatisation of the Caisse Stab.(state owned enterprise who controls the quality of the cacao for export) Ivory Coast. • In the Port of Kandla, India, operational recommendations were provided for the various terminals in the Port. This also included aspects of manpower planning, organisational structure, procedures and alike. Developed a traffic circulation plan for the Port.

**CURRICULUM VITAE:****Keneth GRUNDEY**

Proposed position in the programme:

ROAD ECONOMIST

1. Family name: GRUNDEY
2. First names: Keneth
3. Date of Birth: 1951
4. Nationality: British
5. Civil status: Married
6. Education:

Institution	Plymouth Polytechnic
Date:	
Qualification obtained	B.Sc. Nautical Studies (Sea Transport Economist)

Institution	Edinburgh Business School
Date:	Currently
Qualification obtained	MBA. Courses passed to date Marketing Accounting; Economics; Government & Industry

7. Language skills (Mark 1 to 5 for competence):

Language	Reading	Speaking	Writing
English	5	5	5
Spanish	3	3	3
Portuguese	3	3	3
Russian	3	3	3

8. Membership of professional bodies: Institute of Logistics and Transport, UK
9. Other skills: Computer literate
10. Present position: Consultant
11. Years with firm: 7
12. Key qualifications:

Mr Grundey has 23 years experience in transport economics consultancy throughout the world, preceded by experience as a seafarer and as a lecturer and researcher in maritime transport economics. Over this period he has concentrated on ports and shipping but has also become experienced in transport policy, road, rail and aviation studies. An initial concentration on economics has broadened to include management, institutional and policy work. During much of his career he has acted as sole or lead consultant, and he has held managerial posts in TecEcon.

13. Specific experience in the region:

Country	Date:
Azerbaijan	1997-1998
Czech Republic	1993
Kyrgyz Republic	1997
Russia	1993, 1996
TRACECA Countries	1998
Ukraine	1998
Uzbekistan	2000



14. Professional experience:

Date:	1995 - to date
Location	UK and overseas
Company	Wycombe Consulting
Position	Transport Economist
Description	Responsible for Team Leadership, also institutional, management and financing advice services on multi-discipline projects. Conducted transport policy studies, studies on effective use of transport sector resources. Screening and ranking transport sector projects across modes. Transport planner. Construction and rehabilitation roads feasibility studies. Economist/ Financial Analyst in a team reviewing the proposed Phase II development of Ghana's main airport. Preparation of a National Transport Sector Profile. Transport sector policy development and advice on monitoring and evaluation, and on the requirement for a Road Fund. Preparation of a business plan for a planned Supply Base for the offshore oil and gas industry. Preparation of traffic forecasts, review and update of the port masterplan; financial and economic feasibility studies; identification of investments suitable for external finance; and identification of necessary institutional and operational reforms.

Date:	1986 - 1995
Location	UK and overseas
Company	TecnEcon
Position	Transport Economist
Description	<p>Financial Analyst on several World Bank financed studies. Road User Charges. Responsible for the analysis of financial data held by the various authorities responsible for roads including the Ministry of Roads and Highways, the Police, the Highways Authority and the authorities responsible for feeder roads and urban roads. Assembled and collated data relating to planned and actual expenditure, and to revenues.</p> <p>Responsible for a review of a road user charges study carried out by a French consulting firm. Preparation of a Draft Financing Proposal for proposed investments arising from this project. Economic assessment of the area served, preparation of traffic forecasts, appraisal of the proposed rehabilitation, assessment of its environmental impact, and identification of measures to ameliorate adverse impacts. Rehabilitation and modernisation of the transport system, including the definition of an emergency programme to facilitate the renewed transport of goods and people in the project area. Review of existing infrastructure and assessment of current and future needs. Responsible for the air and land transport aspects of the survey concentrating on assessing the efficiency and adequacy of the transport network and on identifying policy options to overcome existing problems, including air transport and its regulation, airports, roads, vehicles and public transport. Responsible for preparing and applying a financial model to determine the minimum rail tariff needed to cover the costs of a proposed new standard gauge railway and to achieve the equity investors' profit objective. Preparation of traffic forecasts and an analysis of competition for a private client bidding to privatise the ports on the east coast of Peninsular Malaysia. Trainer. Determine the most suitable means of assuring regular and reliable shipping services for cargo.</p>

Date:	1985 - 1986
Location	UK and overseas
Company	Coopers & Lybrand Associates
Position	Transport Economist
Description	Working in a multidisciplinary team carrying out a rural roads rehabilitation study. Participated in the preparation of traffic and revenue forecasts for one of three alternative schemes to construct a fixed transport link across the English Channel,



CURRICULUM VITAE:

Keneth GRUNDEY

	particularly concerned with modelling and forecasting passenger flows. Preparation of market forecasts, taking into account the volume of shipping activity, ship size constraints, the facilities available and the competition. Member of a multidisciplinary team carrying out a study to develop draft performance contracts between three parastatals and the Government.
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Date:	1984 - 1985
Location	UK and overseas
Company	Pannell Kerr Forster Associates
Position	various
Description	Participated in a study of the problems facing the UK offshore supply vessel industry. This included an examination of the costs of operating British and foreign flag vessels, the subsidies available and problems of access to the various markets. Participated in a detailed study of the operations of the Somali Port Authority including an examination of its management structure, cargo handling rates and practices, staffing, costs and revenues, tariffs, accounting practices and future infrastructure requirements.

Date:	1978 - 1984
Location	UK and overseas
Company	RPT Economic Studies Groups
Position	various
Description	Development of a suite of computer programs for use in the economic and financial appraisal of ship repair yards. Examination of the market opportunities and development options available to the Corporation and made recommendations concerning its future development, organisation and staffing. Development of a computer program for simulating tug operations at the port of Aqaba. Cost benefit analysis of a proposed new quay on the river and identification of potential users. The shadow pricing of labour at an adjacent factory proved to be an important part of this study. Pre study of reopening the Nelson Dock at Rotherhithe in London. The potential market for this dry dock was seen as consisting of river craft and small coasters.

Date:	1976 - 1978
Location	UK
Company	Transport Studies Group, Polytechnic of Central London
Position	
Description	
Date:	1967 - 1973
Location	UK
Company	BP Tanker Company
Position	
Description	



Proposed position in the programme:

RAIL ACCOUNTANT

- 1. Family name: CRAWFORD
- 2. First names: John
- 3. Date of Birth: 25 April 1936
- 4. Nationality: British
- 5. Civil status: Married
- 6. Education:

Institution:	Association of Certified Accountants
Date:	1968
Qualification obtained:	Diploma in Accounting and Finance
Institution:	University of Edinburgh
Date:	1961
Qualification obtained:	Master of Arts

7. Language skills (Mark 1 to 5 for competence):

Language	Reading	Speaking	Writing
English	5	5	5
French	5	5	5
Spanish	5	3	3

- 8. Membership of professional bodies: Chartered Institute of Transport
Institute of Logistics and Transport
- 9. Other skills: Computer literate
- 10. Present position: Management Consultant
- 11. Years with firm: 8
- 12. Key qualifications:

John Crawford has over thirty-five years experience on various consulting assignments worldwide in the fields of project economic appraisal, railway restructuring and reorganisation in to business units, budgetary and project cost control and traffic costing.

13. Specific experience in the region:

Country	Date:
United Kingdom	2000
Scotland	1999
Budapest	1999
Egypt	1999
Ukraine	1999
Scotland	1998
Kazakhstan	1997
Uzbekistan	1997
Lithuania	1996
Czech Republic	1996
Lithuania	1995 -1996

**CURRICULUM VITAE:****John CRAWFORD**

Bulgaria	1995
Lithuania	1994
Malawi	1990
Israel	1988
Australia	1985
Sri Lanka	1971 - 1972

14. Professional experience:

Date:	2000
Location	Parkman Consulting for The Highways Agency and Cornwall County Council
Company	Independent Consultant
Position	Railway Accountant
Description	Evaluation of options for diversion and re-routing of a passenger branch railway line to permit Trunk Road (A30) improvements. Also evaluation of options for improvement of the level of service. Economic impact on existing freight and passenger rail operation. Project appraisal and justification for expenditure.

Date:	1999
Location	Forth Ports Authority
Company	Independent Consultant
Position	Railway Accountant
Description	Evaluation of options for diversion and re-routing of a passenger branch railway line to permit Trunk Road (A30) improvements. Also evaluation of options for improvement of the level of service. Economic impact on existing freight and passenger rail operation. Project appraisal and justification for expenditure.

Date:	1999
Location	Railtrack (Scotland Zone)
Company	Independent Consultant
Position	Railway Accountant
Description	Freight Facilities Grant feasibility assessment for a proposed rail development in Central Scotland.

Date:	1999
Location	Scott Wilson Railways (Europe) for EBRD
Company	Independent Consultant
Position	Railway Accountant
Description	Project Review of a proposed Inter-Modal Terminal in Budapest. Finance and Economic appraisal of the investment proposal for the co-funding bank.(Due diligence)

Date:	1999
Location	David Coughtrie Associates
Company	Independent Consultant
Position	Railway Accountant
Description	Pre-feasibility Study for a new inter-urban rail service in Egypt. Finance and Economics input and project appraisal

Date:	1999
Location	Transurb Consult for TACIS
Company	Independent Consultant
Position	Railway Accountant
Description	Strategy for Fuel Efficiency in the Railway Transport Sector, Ukraine. Project

**CURRICULUM VITAE:****John CRAWFORD**

	Team Leader and Transport Economist.
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Date:	1998
Location	EC TACIS
Company	Independent Consultant
Position	Railway Accountant
Description	Tender Evaluation for EC (TACIS) Procurement Uni. Member of Tender Evaluation Panel for an EC(TACIS) rail project

Date:	1998
Location:	Highland Haulage
Company:	Independent Consultant
Position:	Railway Accountant
Description:	Feasibility Study for intermodal rail freight service in Scottish Highland area, and eligibility for Freight Facilities Grant.

Date:	1998
Location:	Railway Engineering Associates
Company:	Independent Consultant
Position:	Railway Accountant
Description:	Life Cycle Costing for an Intermodal Freight Terminal

Date:	1997 - 1998
Location:	Scottish Power
Company:	Independent Consultant
Position:	Railway Accountant
Description:	Feasibility Study for provision of a new bulk loading rail freight facility, and eligibility for Freight Facilities Grant.

Date:	1997
Location:	CIE Consult, Dublin for EU TACIS
Company:	Independent Consultant
Position:	Railway Accountant
Description:	Central Asia Railways Restructuring: Costing/Business Evaluation and Economic/ Investment Appraisal for railways in Kazakhstan and Uzbekistan.

Date:	1996
Location:	Ove Arup For EC PHARE,
Company:	Independent Consultant
Position:	Railway Accountant
Description:	Review of Investment proposals. Economic Appraisal for Corridors Nos. I and IX of the Trans European Rail Network in Lithuania

Date:	1996
Location:	Baptie International for EC PHARE
Company:	Independent Consultant
Position:	Railway Accountant
Description:	Finance Advisor to Supervisory Body for Trans European Rail Network: Upgrade of Railway in the Czech Republic. Monitoring expenditure progress.