

*Appendix 2
Draft*



**STRATEGY
OF THE INTERGOVERNMENTAL COMMISSION TRACECA
FOR DEVELOPMENT OF THE INTERNATIONAL
TRANSPORT CORRIDOR EUROPE-THE CAUCASUS-ASIA
FOR 2027-2036**

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Добавлено примечание ([A1]): Türkiye's proposal

General provisions

The Strategy of the Intergovernmental Commission TRACECA for development of the international transport corridor Europe-the Caucasus-Asia for 2027-2036 (hereinafter - the Strategy) was adopted on “_____” at the _____ Meeting of the Intergovernmental Commission TRACECA, held in “_____”, _____.

Based on information regarding the implementation of the Strategy for 2016-2026, worked out on the basis of the TRACECA Master Plan and proposals of the Parties, the present Strategy was prepared by the Permanent Secretariat with the support and based on the proposals of the Parties to the Basic Multilateral Agreement on the development of the Europe-the Caucasus-Asia corridor (hereinafter - the MLA).

This document outlines the priority areas of action for the MLA Parties and is aimed at ensuring coordinated development across the TRACECA corridor.

This Strategy defines the strategic direction, priorities, and instruments of the Intergovernmental Commission TRACECA for the period 2027–2036. It establishes TRACECA as the corridor-level coordination, facilitation, and performance management mechanism responsible for supporting the MLA Parties in the coherent development of the international transport corridor Europe–Caucasus–Asia.

The Strategy identifies both corridor-level actions to be led and coordinated by TRACECA as an international governmental commission, and national implementation measures to be undertaken by the MLA Parties within their respective competences.

The main objective of the Strategy is to ensure the achievement of goals and objectives set out in the MLA and, as a result, to strengthen connectivity in the region and enhance the competitiveness of transport.

The upcoming period covers strategic objectives due to the positive results of the MLA Parties’ work on infrastructure modernization and measures to improve the transportation process, including the issues of border crossing and digitalization.

Добавлено примечание ([A2]): Romania’s comment:
This sentence defines the Strategy as a to-do list for states, not a mandate for TRACECA. A strategy of an international governmental commission must first define what the institution does. Proposal to add a new paragraph.

Добавлено примечание ([A3]): Proposed by Romania
This Strategy defines the strategic direction, priorities, and instruments of the Intergovernmental Commission TRACECA for the period 2027–2036.
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Introduction

The Intergovernmental Commission TRACECA (hereinafter - the IGC) was established in accordance with the MLA provisions and is vested with the authority to adopt decisions that contribute to strengthening regional trade dialogue and transport links, thereby promoting the active development of the MLA Parties.

For over 30 years, the TRACECA corridor has provided opportunities for transportation of goods and deepening of trade relations between the countries of Europe and Asia, as shown by the annually increasing volume of cargo turnover. Therefore, the MLA Parties actively develop infrastructure as well as the processes for transport and border crossing.

With a view to ensuring coordination and harmonization of the efforts of the MLA Parties, the IGC Strategy until 2015 was previously implemented with the support of technical assistance projects of the European Union (hereinafter - the EU).

Later, the EU Technical Assistance Project LOGMOS, in close cooperation with the TRACECA countries, developed the Master Plan, which became the basis for the IGC Strategy for 2016-2026, adopted on 1 June 2016 in Odessa, Ukraine, during the Twelfth Annual IGC Meeting. To ensure the implementation of this Strategy, Action Plans for 2016-2021 and 2022-2024 were approved by the IGC Decision.

The evolving geopolitical, economic, and technological context requires TRACECA to move beyond a primarily coordination-oriented role and to assume a more proactive function as a corridor governance mechanism.

In this context, TRACECA's role is to lead corridor-level "soft connectivity" reforms, ensure interoperability of digital and procedural systems, monitor and improve corridor performance, and serve as a credible institutional counterpart for international financial institutions, development partners, and the private sector

This Strategy defines the strategic direction, priorities, and instruments of the Intergovernmental Commission TRACECA for the period 2027–2036. It establishes PS IGC TRACECA as the corridor-level coordination, facilitation, and performance management mechanism responsible for supporting the MLA Parties in the coherent development of the international transport corridor Europe–the Caucasus–Asia.

The Strategy identifies both corridor-level actions to be led and coordinated by PS IGC TRACECA as an international governmental commission, and national implementation measures to be undertaken by the MLA Parties within their respective competences.

The Strategy of the Intergovernmental Commission TRACECA for development of the international transport corridor Europe-the Caucasus-Asia for 2027-2036 (hereinafter - the Strategy) was adopted on "_____" during the _____ IGC Meeting in _____, _____, and is aimed at strengthening connectivity and competitiveness. During preparation

Добавлено примечание ([A4]): Romania's comment: it explains how TRACECA was created, what countries did, what the EU supported, but never explains what TRACECA must become. Proposal to add a text to clarify this issue.

Добавлено примечание ([MMG5]): Proposal of Romania to add text to clarify the mission of this strategy

of the Strategy, previously adopted long-term documents (Concept for the Development of Container Transport up to 2030 and the Digital Concept (2021)) were taken into account.

This Strategy outlines strategic objectives divided into six segments. The achievement of these strategic objectives is carried out in accordance with seven areas previously defined in the action plans. Given the long-term nature of the Strategy, its implementation is proposed through three- to four-year action plans, to be approved in advance by the IGC before the beginning of the corresponding period (2027-2030, 2031-2033, and 2034-2036).

The monitoring of the Strategy's implementation is carried out by the Permanent Secretariat (hereinafter - the PS) of the IGC based on the information provided by the MLA Parties on the implementation of the respective action plan for the relevant period, for its subsequent consideration and adoption at the IGC meetings.

Implementation of the IGC Strategy for 2016-2026

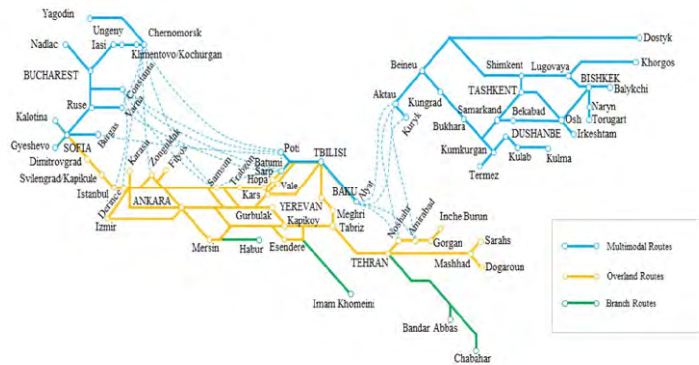
Until 2027, the MLA Parties took measures to implement the provisions of the IGC Strategy for 2016-2026, along with other documents adopted by the IGC decisions (such as the TRACECA Regional Action Strategy on Maritime Safety and Security and Environmental Protection for the period up to 2021, the Regional Road Safety Action Plan, the Concept for the Development of Container Transport up to 2030, the Digital Concept of the International Transport Corridor TRACECA, etc.).

Monitoring of the Strategy implementation was carried out annually by the PS based on information, including that provided by the MLA Parties, and approved during the IGC meetings. The MLA Parties undertook significant work to develop infrastructure (construction of roads and railways, expansion of seaport capacities, commissioning of new rolling stock and vessels, construction of new airport terminals, etc.), harmonize legal frameworks by acceding to international agreements (conventions), and improve border-crossing procedures to enhance the attractiveness of the corridor. As a result, by 2026, good connectivity was established between the MLA Parties and neighbouring countries. Consequently, at the Fifteenth Annual Meeting of the IGC TRACECA (21 October 2021, Sofia, the Republic of Bulgaria), the MLA Parties adopted the TRACECA route scheme, which forms the main transport arteries of the corridor (see figure below)¹. It should be noted, however, that some MLA Parties are also actively working on developing infrastructure for new routes that will be included in the TRACECA corridor in accordance with the procedure set out in the relevant Methodology for Identification of the TRACECA Routes.

Добавлено примечание (IA6): Romania's comment: This is one of the strongest sections which unintentionally proves why the old model of strategy failed.

Добавлено примечание (IP57): PS addition in accordance with Ukraine's comment: The draft Strategy also proposes to specify the document or decision by which the TRACECA route schemes were approved.

¹ Turkmenistan acceded to the MLA after approval of the Methodology, so changes will be made based on application of the Turkmen Party.



Some MLA Parties have taken active measures to renew vessels and launch new maritime services. Despite the measures taken by the MLA Parties and the PS, the attractiveness of the TRACECA corridor still remains insufficient to reorient cargo flows from alternative routes, including due to the limited capacity of seaports and their insufficient connectivity. Maritime transport is still characterized as operating on a "catch-up" principle, when necessary measures are taken based on the current situation or desperation, whereas the measures envisaged in the Strategy and Action Plan involved taking actions to improve this sector.

Добавлено примечание (A8): Romania's comment: ?? The text describes how the previous strategy failed, but does not extract any institutional lessons => proposal of Romania to add a conclusion paragraph at the end of the section.

Maritime transport on the Black Sea developed gradually, connecting the seaports of Bulgaria and Georgia, and later Romania and Georgia to ensure the transport of cargo vehicles, while container transport was carried out exclusively between the ports of Georgia and Romania.

The Ukrainian Railways is carrying out work on taking measures to restore the maritime and railway route between Ukraine and the countries of the South Caucasus and Central Asia.

Draft bilateral framework contracts on cooperation in the organisation and implementation of international cargo transportation have been developed between railway administrations of Ukraine and Georgia, as well as Ukraine and Azerbaijan. The process of concluding the bilateral contracts between railway administrations of Ukraine and Georgia is at the final stage. A model draft Contract on cooperation in the organisation and implementation of the transportation of cargo and wagons in direct international rail-ferry connection with maritime carriers on the Black Sea has also been developed.

The next step is the signing of such contracts. Discussions are currently under way with shipping companies on the terms and provisions of the draft Contract.

Consultations are simultaneously being conducted on the terms and provisions of a future bilateral contract between the railway administrations of Ukraine and the Republic of Kazakhstan.

Добавлено примечание (GY9): Ukraine's proposal

However, the implementation period was significantly affected by the armed aggression of the Russian Federation against Ukraine, which has directly impacted on the security of

transportation along Europe-the Caucasus-Asia transport corridor. Under conditions of ongoing hostilities, the Black Sea basin remains a high-risk area. Military threats create significant obstacles to navigation and, consequently, to the stable and predictable movement of cargo. These factors should be taken into account as key risks affecting the functioning of the transport system and logistics corridors. There is a periodic accumulation of cargo vehicles in the Caspian Sea, due to adverse weather conditions and varying capacities of seaport terminals, which negatively affects the competitiveness of the TRACECA routes, especially when delivery times exceed one month.

Добавлено примечание ([PS10]): Ukraine's proposal

In the field of container transport across the territories of the MLA Parties, an increase in the volume of transported cargo is observed. Some MLA Parties have adopted specific multilateral and bilateral documents aimed at developing infrastructure and eliminating bottlenecks, as well as creating joint ventures for organizing transportation along certain TRACECA routes. At the same time, despite the adoption in 2021 of the Concept for the Development of Container Transport up to 2030, the recommendations set out therein still remain relevant.

In the area of customs administration, significant work has been carried out, and within TRACECA, workshops are regularly held to raise the awareness of the MLA Parties about measures being taken both at the international and national levels. The PS has also prepared Recommendations on minimum requirements for the equipment of checkpoints, as well as the Analytical note on joint checkpoints. Along with this, Azerbaijan and Georgia, Armenia and Georgia are implementing a project for the construction of a joint checkpoint in practice. Joint coordinated control is carried out at four checkpoints for road connection and at two checkpoints for railway connection on the Moldovan-Ukrainian border. Since 2023, a similar format of joint coordinated control has also been in place for entry into Romania.

Добавлено примечание ([GY11]): Armenia's proposal

Добавлено примечание ([GY12]): Ukraine's proposal

Добавлено примечание ([A13]): Moldova's proposal

In 2021, within TRACECA, the Digital Concept of the International Transport Corridor TRACECA was approved with the aim of harmonizing efforts to digitalize international transport. The MLA Parties have undertaken active work in this direction, with particular attention to the transition to electronic permit forms for international road transport initiated by Türkiye and Uzbekistan, including, Azerbaijan's active participation in the E-Permit project, under which, transport permits are primarily exchanged through the digital system, significantly reducing administrative lead times. This successful implementation serves as a benchmark for the corridor-wide transition to paperless transport documentation. In the field of customs, electronic information and declaration are applied, and the number of checkpoints using electronic queues has increased.

Добавлено примечание ([PS14]): Azerbaijan's proposal

With the assistance of TRACECA partners, the PS, together with the railways of Azerbaijan, Georgia, Kazakhstan, Türkiye, Ukraine, as well as Moldova, carried out work on the transition to the e-CIM/SMGS consignment note. The railways have carried out significant work on the electronic data exchange of CIM/SMGS CN under the pilot project via testings, the integration of national information systems between Azerbaijan and Georgia, as well as between Georgia and Türkiye were successfully achieved. At the same time, the PS prepared a draft multilateral agreement between railways on the official regulation of the use of e-CIM/SMGS consignment note to create legal norms at the international level and resolve issues related to application of electronic document. Assistance was also provided in the field of road transport, and the following measures were taken to implement and test e-TIR and eCMR.

Ukraine has carried out active work towards accession as of 01.10.2022 to the Convention on a Common Transit Procedure (hereinafter – the Convention), which is a key instrument for facilitating the international transit of goods, as well as for the integration of Ukraine into the international customs system using the joint electronic system NCTS (real-time exchange of information at all stages of customs clearance, improving the efficiency of risk analysis). The Convention establishes uniform rules for the transportation of goods between EU countries and other participants, simplifying customs procedures through the use of NCTS. The accession of other TRACECA countries to this Convention will make it possible to simplify customs procedures and reduce administrative burdens, introduce a unified system of control and declaration for all participants, and will enhance the transparency and security of transportation through electronic data exchange.

Добавлено примечание ([GY15]): Ukraine's proposal

Azerbaijan has significantly accelerated its transition to paperless transport through active leadership in the UNECE e-CMR project. Following the successful establishment of the legislative framework and initial pilot phases in 2024, the year 2025 has seen a 100% year-on-year increase in the volume of digital transport data processed across the corridor. This doubling of digital integration efforts has led to a 75% reduction in administrative handling times compared to the previous year. By institutionalizing the electronic consignment note system, the country has achieved a 50% faster turnover at border crossing points, enhancing both cargo traceability and operational efficiency. These advancements set a definitive benchmark for the modernization of international road transport within the TRACECA region.

Добавлено примечание ([PS16]): Azerbaijan's proposal

Positive results have also been achieved in the institutional and legal framework. The MLA Parties have actively worked on accession to international agreements. For example, Armenia (2024), Azerbaijan (2022), Iran (2017), Kyrgyzstan (2022), Moldova (2018), Romania (2019), Türkiye (2018), Turkmenistan (2022), Ukraine (2020), and Uzbekistan (2020) have acceded to the Additional Protocol to the Convention on the Contract for the International Carriage of Goods by Road (CMR) concerning the electronic consignment note. Similar work has been carried out for other modes of transport, including through the TRACECA Regional Action Strategy on Maritime Safety and Security and Environmental Protection for the period up to 2021. Activities not completed within the framework of the Regional Strategy were included in the Action Plan for 2022-2026. Despite these measures, harmonization of efforts is still required to ensure a unified legal framework on the territory of all MLA Parties (for instance, the application of the TIR Convention in the transportation of goods by semi-trailers and tractor units registered in countries different from the country of registration of the semi-trailer itself).

Reviews prepared by the PS based on publicly available information and information provided by the MLA Parties show fragmented development. For example, the Review of Bonded Warehouses/Zones (International Experience and Practice of the TRACECA Countries) indicates that bonded warehouses/zones vary by country. This Review also includes a list of international logistics centres in the MLA Parties, which differ in terms of functionality and legal features. Furthermore, the Review of Strategic and Programme Documents shows that national documents focus on almost identical aspects of transport development; however, this work requires harmonization of capacity and measures taken to simplify procedures for international transport.

The experience of implementing the Strategy for 2016–2026 demonstrates that fragmented national actions, even when aligned in principle, are insufficient to ensure corridor competitiveness without strong corridor-level governance, performance monitoring, and coordinated sequencing of reforms.

The new Strategy for 2027-2036, therefore, places increased emphasis on TRACECA's role as the institutional mechanism responsible for integrating national efforts into a coherent, predictable, and market-oriented corridor system.

Добавлено примечание ([MMG17]): Proposal of Romania to add a conclusion paragraph as institutional lesson learnt.

International studies

An analysis of recommendations from global studies conducted by the PS indicates the following:

“The Middle Trade and Transport Corridor: Policies and Investments to Triple Freight Volumes and Halve Travel Time by 2030” Report (World Bank, 2023) demonstrates that with a combination of investment and institutional measures, the TITR could triple freight volumes and halve travel time by 2030. Intra-regional trade between Azerbaijan, Georgia, and Kazakhstan is expected to increase by 37%, while trade with the EU is expected to increase by 28% by 2030. According to the World Bank report, important actions that should be implemented to achieve the goals of the Middle Corridor have been identified:

Добавлено примечание ([A18]): Romania's comment: Excellent compilation of studies, but unfortunately the content of studies is misused for the text of the strategy. A conclusion is needed. Otherwise why to list the studies if we don't learn anything from them? All cited studies say that corridors need supranational mechanisms, performance monitoring, unified digital frameworks, **yet TRACECA is not at all positioned as that mechanism to come and fulfil these requirements.** Proposal to add one paragraph at the end of the chapter.

- 1) Corridor-oriented logistics solutions – ensuring continuity of operations along the entire length of the route;
- 2) Reforming border procedures – simplifying and speeding up data exchange and transport operations;
- 3) Digitalization of processes – creating a unified, interoperable digital tracking system to reduce delays;
- 4) Eliminating bottlenecks in ports – improving the efficiency of port and ferry operations in the Caspian and Black Seas;
- 5) Investing in infrastructure – modernizing railways, multimodal stations, ports, and improving rolling stock.

The report also outlines key policy and investment measures needed to meet freight demand and support economic development in Azerbaijan, Georgia and Kazakhstan:

- Development of the economic corridor has several requirements, the foremost of which is the adoption of an institutional mechanism that transcends country boundaries;
- To maximize the efficiency of the Middle Corridor, countries must agree on a uniform investment prioritizing system, for both hard and soft interventions, based on one single methodology;
- To address slow container flows at ports, the possibility of establishing a strong partnership with an international container operator shall be considered;
- Improving coordination between the railways of the three countries (Azerbaijan, Georgia, Kazakhstan) is important, as they form the backbone of the corridor transport system;

- Leverage data streams to provide clear visibility of shipments as they flow through the corridor;
- Develop a roadmap for implementing a unified, interoperable framework for digital transformation of processes and activities on the Middle Corridor;
- Weather conditions and dropping Caspian Sea levels require adjustment of infrastructure and operations;
- Developing infrastructure for cargo consolidation and the use of the Middle Corridor not only for transit but also to foster resilience through trade route diversification of the Middle Corridor countries' routes. ©

Summary of operational actions for immediate attention – “quick wins” ©

	Kazakhstan	Azerbaijan	Georgia
Across the transport chain	Ensure transparency and predictability of final transport prices. Provide traceability of cargo movement. Ensure a feasible transition to electronic documents applicable to both railway and Caspian Sea. Foster cargo consolidation, shift to rail and improve east-west traffic balance through creation of logistics hubs.		
Ports and maritime	Decrease dwell time, review port closure parameters. Raise container shipping capacity on Aktau-Baku route. Reduce shipping rates and port tariffs for containers. Ensure non-discriminatory access to port services for all market players.	Decrease dwell time, improve ship-to-shore handling operations. Raise container shipping capacity on Baku-Aktau route. Reduce shipping rates and port tariffs for containers.	Improve port-rail/road operations, improve navigation channel. Reduce port tariffs for containers (currently the highest tariffs in the whole Black Sea).
Railways and BCPs	Ensure availability of rolling stock, improve shunting operations.	Ensure availability of rolling stock, in particular on Georgia/Azerbaijan BCP, improve road and port transshipment.	

In addition, there is a separate brief **“10 Priority Measures That Can Triple Trade in the Middle Corridor by 2030”** (World Bank, 2024).

1. Create a railway bypass to reduce congestion in the Almaty metro area. In Almaty, the largest city in Kazakhstan, all freight trains pass through the city centre and must have their locomotives changed from diesel to electric. An urban bypass could improve the flow of this rail traffic;
2. The Kazakhstan-Uzbekistan border crossing has long wait times. Some companies instead send freight on long, indirect routes that have diversions due to capacity limitations. The creation of a new railway connection between Uzbekistan and Kazakhstan will allow cargo owners to take advantage of direct routes;
3. The level of the Caspian Sea is dropping due to climate change, affecting port operations. The Port of Aktau needs fit-for-purpose equipment and increased berth capacity to improve its operational efficiency. For example, slow ship-to-shore handling can be addressed by

deploying the most efficient cranes for each cargo type and by acquiring rail-mounted equipment;

4. A lack of rolling stock, particularly of locomotives in Georgia, limits the Middle Corridor's potential as a transit route for freight, resulting in long delivery times. Increasing the amount of rolling stock will improve the Corridor's capacity and efficiency;
5. Enhance the Akhalkalaki-Türkiye border rail connection and expand Akhalkalaki rail station. As Akhalkalaki station is a point of gauge change, it could become a bottleneck when a new line is constructed from it to Sivas in Türkiye. By making the rail line at the Akhalkalaki-Türkiye border dual gauge, the change of gauge could take place in Georgia or Türkiye, thus expanding operational flexibility. The reconfiguration of trains at Akhalkalaki station could be expedited by developing a multimodal container terminal or marshalling yard;
6. Georgia's Poti Port reached capacity in 2023. Expanding Poti's maritime handling capacity and improving its hinterland rail connectivity will enable the port to accommodate more container vehicles and reduce container transit times;
7. The Sivas-Kars-Georgia border railway line needs to be modernized as soon as possible. It is the most urgent railway infrastructure segment identified as a development priority in the Middle Corridor, due to its limited cargo-carrying capacity and technical obsolescence;
8. The development of a higher-capacity, above-ground railway link across the Bosphorus Strait, via Istanbul's Third Bridge, is likely to prevent Istanbul from becoming a bottleneck that would reduce the competitiveness of the Middle Corridor's Türkiye branch;
9. Investments are needed to improve port and rail connectivity in Romania and Bulgaria. This could help strengthen internal and cross-border connectivity in the two countries, particularly to and from Central Europe;
10. Across the Middle Corridor, it is important to improve trade facilitation, border management, and service delivery. Currently, customs and border management are not adequately digitalized, limiting effective information exchange. There is also no track record of coordinated, scheduled, and time-definite services.

Добавлено примечание ([A19]): Türkiye's proposal

In 2023, the European Bank for Reconstruction and Development published “Sustainable Transport Connections between Europe and Central Asia” Report (EBRD, EU).

The study on sustainable transport connections between Europe and Central Asia, conducted by the EBRD and led and funded by the EU, had two objectives:

(1) to identify the most sustainable transport connections between the five Central Asian countries (Kazakhstan, the Kyrgyz Republic, Tajikistan, Turkmenistan and Uzbekistan) and the EU's extended Trans-European Transport Network (TEN-T), following a corridor assessment based on strict sustainability criteria, where environmental, social, economic and fiscal sustainability and political viability are taken into account;

(2) to propose key actions for the development of the identified connections in terms of both enabling environment (soft connectivity) and physical infrastructure (hard connectivity), including their prioritisation based on a coherent and sustainable transport corridor development approach.

The focus was on land transport (rail and road) and maritime connections as far as modes of transport were concerned, but interoperability with other modes of transport, legal and regulatory conditions, customs procedures, existing bilateral agreements and possible multi-modal connection points along these corridors were fully analysed as well.

Understanding and promoting the added value of regional connectivity, the study identified a regional network of connections encompassing major population and production centres and covering all five Central Asian countries, following a multi-criteria assessment (MCA) framework, which is explained in Chapter 2, The most sustainable transport connections between Europe and Central Asia. Based on this analysis, the Central Trans-Caspian Network (CTCN), traversing Southern Kazakhstan, was identified as the most sustainable option, allowing for further transport network and regional development by taking a two-layer catchment area approach that spanned the territory of all five Central Asian countries.

The identified network of connections has the potential to bring sustainable economic benefits to the entire region and offers opportunities for all five Central Asian countries to maximise their economic development by connecting better with each other and with Europe. Chapter 2 also explains how developing sustainable transport connections brings benefits to Central Asia, including stronger regional coordination, increased connectivity between regional economic centres, improved border crossing practices, enhanced long-term planning and greater environmental benefits.

Throughout the implementation period of the study and from consultations with stakeholders, it became clear that, in many cases, the key issues of transport connections in the region were not about financing or the lack (or poor state) of existing infrastructure, but of soft connectivity challenges. Therefore, the study identified country-specific and concrete soft connectivity interventions to lower transactional costs, increase operational efficiency and enhance private-sector participation to increase the efficiency of service provision.

These measures related to the digitalisation of transport documents, improving interoperability, enhancing the public-private partnership (PPP) environment, trade facilitation, market liberalisation, improvements to tariff-setting mechanisms and increasing funding allocations for asset maintenance.

Importantly, in many cases, the implementation of these soft measures would open up space for more private-sector activity. The cost of implementing soft connectivity measures depends on the scope and extent of each programme and can vary significantly.

The study also identified key priority infrastructure investment needs in all five Central Asian countries to significantly improve the network, for an estimated total amount of €18.5 billion. These investment needs relate to railway and road network rehabilitation and modernisation, rolling stock expansion, port capacity enhancements, improvements to border crossing points, and multimodal logistics centres and auxiliary network connections in all of the five countries involved.

Under a business-as-usual scenario, transit container volume on the CTCN could increase from 18,000 20-foot equivalent units (TEUs) in 2022 to 130,000 TEUs in 2040. If investment projects and soft connectivity measures were implemented to achieve a free-flow transit time of 13 days, transit container volume could increase to 865,000 TEUs by 2040 on the CTCN. Assuming containerised trade also increased in Central Asia, in addition to the aforementioned improvements, the network could see regional container volumes of 470,000 TEUs by 2040.

The Asian Development Bank (ADB) points out in its reports (on CAREC) the need to take climate risks into account when designing and modernizing routes. For example, in regions prone to frequent flooding (eastern Kazakhstan, southern Kyrgyzstan), it is necessary to build elevated railway embankments and bridges.

Investments in digital infrastructure include the creation of a sustainable fiber-optic network along the entire route, especially in areas where there is no mobile coverage. This is critical for the implementation of IoT solutions, such as smart sensors on rolling stock.

The CAREC Transport Strategy 2030 emphasizes the need to establish seamless multimodal corridors, including ports and logistics centers, to enhance cooperation among countries to reduce non-infrastructure barriers such as customs and logistics, and to develop trust and coordination to improve transport efficiency. Instead of averaged data, the strategy calls for disaggregated reporting by country and corridor, which will improve national planning, cross-country exchange, and the development of measures based on accurate data.

Mid-Term Review of the CAREC Transport Strategy 2030 (June 2025)

Two years after the approval of the Transport Strategy, CAREC prepared a mid-term review based on an analysis that identified changes in the ADB's strategy, in particular emphasizing that future transport support in the CAREC region should focus more on countering risks associated with changing climate trends by increasing the resilience of transport infrastructure and services, and supporting the transition to a low-carbon transport scenario by promoting relevant policies and plans, as well as investments in low-carbon technologies and modes of transport.

The use of improved integrated logistics systems will increasingly become important in adding productivity to the rail-based routes. Support for transport needs to extend beyond the improvement of infrastructure, and an economic corridor approach is needed to include services and related components that will add value to services, such as the provision of logistics centres, cold chain facilities, intermodal hubs, interchanges and feeder access. In addition, the support services that cover the vital trade facilitation components are needed to ensure economic corridors operate efficiently and effectively across borders and continents. These so-called smart mobility solutions such as intelligent transport systems, digitalization, low emission vehicles, public transport and shared mobility, cycling and walking, transport demand management, and integrated urban planning can benefit transport along CAREC corridors particularly at the city nodes where increasing congestion adversely impacts long distance freight movements. In addition, the transition towards the creation of green freight corridors and the role of urban nodes needs to be assessed and measures adopted to transform the sustainability of CAREC corridors.

Emerging technologies - such as artificial intelligence (AI), big data analytics, and intelligent transport systems – are set to become powerful enablers of efficiency and integration across all modes of transport in the CAREC region.

CAREC concludes that the overall effectiveness of the corridors can be enhanced by a combination of actions that will strengthen cross-border transport and increase corridor efficiency, promote modal diversification together with integration of logistics systems and greater use of smart mobility systems, scale up digitalization, and expand resilient, safe, and clean transport, and deepen institutional cooperation and planning systems.

In its **“Enhancing the Connectivity and Resilience in Eurasia” Report (OECD and ITF, 2025)**, the Organisation for Economic Co-operation and Development recommends standardising and simplifying customs procedures based on EU best practices, including through e-declaration and risk management.

To attract investment, it is proposed to create cross-border zones with special legal status, in which tax and regulatory pressure will be reduced.

One of the long-term goals is to form a “free trade zone” which will strengthen economic connectivity between countries.

Particular attention is paid to sustainability issues: transport projects must be environmentally sound and take into account adaptation to climate risks. The OECD proposes developing transport policy taking into account climate change scenarios, especially for water-dependent routes and areas with high temperatures.

The United Nations Economic Commission for Europe (UNECE), in its In-depth Report on Land Transport and Climate Change, Part 2: Decarbonization Policy Commitments, Challenges and Opportunities, states that "sustainable, low-carbon mobility is a powerful driver for positive, systemic transformation of our societies. This transformation is outlined in the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), the global “blueprint to achieve a better and more sustainable future for all by 2030.” The 2030 Agenda was designed to be a cross-cutting and interconnected agenda, with the achievement of one Sustainable Development Goal often dependent on the achievement of a series of others. While sustainable, low carbon transport and mobility is not represented by a stand-alone Sustainable Development Goal, its successful implementation supports the achievement of almost every Sustainable Development Goal.” ©

The UNECE notes that a key area of activity in transport modernization is the electrification of all modes of transport. Fuel economy and greenhouse gas emission standards for heavy-duty vehicles are an important instrument to decarbonize the freight sector, particularly given the challenges in finding alternative fuels and propulsion systems for long-distance road freight. Climate action in the transport sector is still deeply insufficient, and the current policies announced or implemented are expected to contribute to average global temperature rise of 2.8°C by 2100.

In its report “Eurasian Transport Network,” 2024, the Eurasian Development Bank (EBR) notes 10 systemic elements of the Eurasian Transport Network (ETN), which is based on international transport corridors in the east-west and north-south directions connecting Asia, Europe, and the Middle East:

- 1) Synergies of transport corridors and routes are achieved through their interconnection and complementarity;
- 2) Development of the Eurasian Transport Network leads to the creation of a transport hub in Central Asia;
- 3) The priority of internal economic and trade connectivity includes reducing transportation costs between countries along the corridor, as well as to seaports;
- 4) A developed transport and logistics infrastructure creates momentum for the realization of agro-industrial potential;
- 5) The Eurasian land routes provide insurance for global trade and logistics chains during periods of disruption to maritime shipping;
- 6) The Eurasian Transport Network helps to reduce imbalances in the geography of trade across Eurasia;
- 7) The development of integrated logistics services allows for a shift from competition between corridors and modes of transport to interaction between them;
- 8) Particular focus should be on “nerve clusters” - junctions of international transport corridors, transport hubs, border crossing points, and key seaports;
- 9) The growth of containerization is achieved through the development of the operator business, terminals, and technologies, and allows for a significant acceleration of goods movement in Eurasia;
- 10) The effective development of transport infrastructure is facilitated by the improvement of soft infrastructure.

The concept of the Eurasian Transport Network is based on the idea that interconnection and complementarity of Eurasian transport corridors is important to improve connectivity, reduce trade costs, and facilitate access to international markets, especially for landlocked developing countries (LLDCs).

According to the **report of the Economic Commission for Europe, 2024, "Operationalization efforts in the framework of the Economic Commission for Europe / Economic Cooperation Organization Coordination Committee for the Trans-Caspian Corridor and Almaty-Tehran-Istanbul Corridors"**, 5 clusters of work to improve the operation of the TITR and Almaty-Tehran-Istanbul Corridors have been identified:

- 1) Evaluation of transport infrastructure and renewal requirements, as well as identification of missing links;
- 2) Digitalization, harmonization and standardization of transport documents in use on the corridors;
- 3) En-route border crossing efficiency, simplifying procedures;
- 4) Availability of reliable corridor-wide agreed timetables and tariffs, regularity of transportation, especially by rail;

- 5) Strengthening the economic viability and resilience of the corridors as well as their environmental performance.

The conclusions of international studies consistently underline the necessity of corridor-level institutional mechanisms capable of transcending national boundaries, coordinating investments and reforms, and managing performance. The studies consistently demonstrate that a corridor competitiveness cannot be achieved solely through national infrastructure development or isolated facilitation measures.

Effective corridors require structured corridor-level governance mechanisms capable of coordinating investments, harmonizing procedures, ensuring digital interoperability, and monitoring performance across jurisdictions.

Several recurring institutional lessons relevant for TRACECA should be extracted from the above-mentioned studies, such as, the necessity of integrated corridor management structures rather than fragmented national initiatives, the importance of measurable performance indicators and transparent benchmarking, the critical role of digital interoperability and mutual recognition of electronic documents, the need to align infrastructure investment with operational bottleneck analysis, the value of structured public–private dialogue to ensure market relevance and the increasing importance of sustainability and resilience as determinants of corridor competitiveness.

In light of these studies, the development of the TRACECA corridor requires not only continued national reforms but also the strengthening of TRACECA as a corridor-level coordination and facilitation mechanism capable of integrating national efforts into a coherent market-oriented corridor system.

TRACECA, as the institutional embodiment of corridor-level cooperation under the MLA, is the appropriate platform to operationalize these lessons through coordinated instruments, performance-based monitoring, and structured engagement with stakeholders.

Strategic **priority areas**

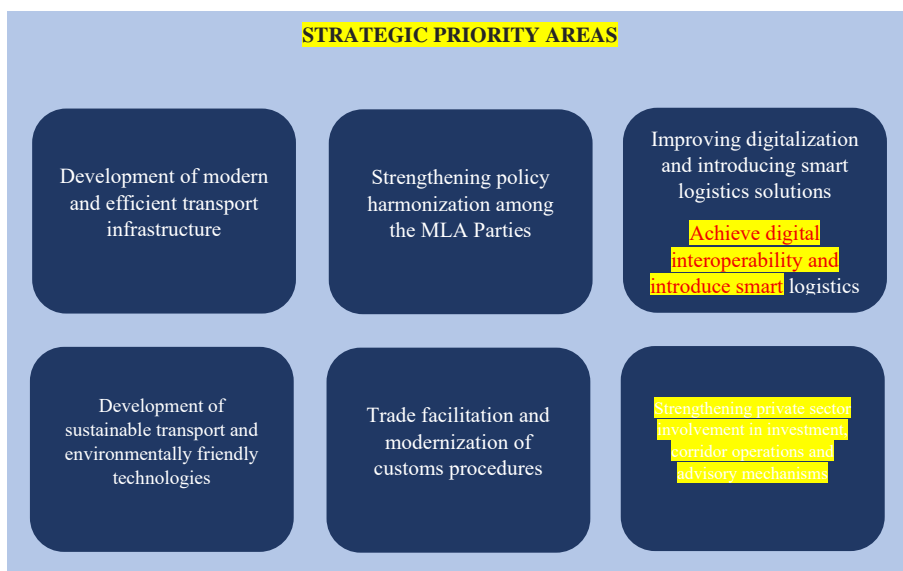
The current situation indicates that the main strategic **priority areas**, requiring actions, are as follows: harmonization of capacity and capabilities of border infrastructure, delays and congestion at border crossing points, instability in maritime vessel schedules, relatively high cargo transportation costs, unpredictability of cargo delivery times, fragmentation of national requirements and legislation, fragmented digitalization of the transport process and transport documents, introduction of environmentally friendly fuel sources, as well as the lack of direct engagement with business representatives.

It is necessary to focus on implementing more business-friendly procedures and regulations, building on the results already achieved and concentrating on the phased and full digitalization of the transport process, as well as eliminating the causes of relatively high costs and long delivery times in international transport.

The MLA Parties should make efforts to ensure **Within these strategic priority areas, coordinated actions shall be pursued by the MLA Parties, supported by TRACECA as the corridor-level coordination mechanism** to ensure the provision of competitive transport services along the TRACECA corridor, considering the development of trade between the countries of Europe and Asia, including routes passing through the territories of Turkmenistan and Iran, as well as Kyrgyzstan, Uzbekistan, and Turkmenistan. This will enhance the competitiveness of the TRACECA corridor routes. Therefore, TRACECA's further efforts should focus on implementing measures to remove barriers for trade and transport.

Добавлено примечание ([MMG21]): The formulation used makes the text mainly a declaration of good intentions and not a strategy. therefore new proposal is made to the text below.

Добавлено примечание ([MMG22]): Proposal of Romania to avoid the "wish" tone of the text and reinforce the institutional role.



The MLA Parties acknowledge that the main objectives for the further development of the TRACECA corridor for the next ten-year period will be as follows:

1. Development of modern and efficient transport infrastructure
2. Strengthening policy harmonization among the MLA Parties
3. **Achieve functional digital interoperability and introduce smart logistics solutions**
4. Development of sustainable transport and environmentally friendly technologies
5. Trade facilitation and modernization of customs procedures
6. Strengthening private sector involvement in investment, corridor operations and advisory mechanisms

Добавлено примечание ([A23]): Türkiye's proposal

Добавлено примечание ([MG24]): Romania's comment: these are more political aspirations, rather than institutionally measurable strategic targets. They are mainly areas of activity. Also, these objectives are centered on COUNTRIES and NOT on TRACECA. Therefore Romania proposes the following alternatives: to rename the chapter into "**Strategic Priority Areas**" to keep 1-6 intact as proposed by PS but we add new real measurable objectives or we completely reformulate the objectives .

These priority areas are pursued not as isolated national policy areas, but as integrated components of a single corridor system, with TRACECA responsible for ensuring coherence, interoperability and measurability of results at corridor level.

Добавлено примечание ([MMG25]): Proposal of Romania in line with the above comments.

The following strategic priority areas define the main domains of coordinated action for the development of the TRACECA corridor during the period 2027–2036. These priority areas identify thematic fields in which the MLA Parties and TRACECA shall focus their efforts, in order to improve corridor performance, enhance interoperability, and strengthen institutional cooperation.

The achievement of measurable corridor goals within these areas shall be supported by dedicated instruments, monitoring mechanisms, and coordinated action plans. This achievement requires coordinated national implementation by the MLA Parties and active corridor-level coordination by TRACECA through common platforms, harmonized approaches, and performance-based coordination.

Добавлено примечание ([MMG26]): Romania's proposal in line with the new title of the chapter.

Development of modern and efficient transport infrastructure

An important aspect in the corridor development is investments in infrastructure and technology, considering the cost and environmental advantages of rail and maritime transport.

While infrastructure investment decisions remain the exclusive sovereign prerogative of the MLA Parties, TRACECA shall serve as a platform for voluntary coordination and exchange of information regarding corridor-level infrastructure development, with a view to promoting coherence, eliminating bottlenecks and enhancing overall corridor performance.

Добавлено примечание ([GY27]): Adopted at the Meeting of the PS IGC TRACECA on 14 May 2026 (Romania's proposal)

At the same time, the MLA Parties will continue to implement the provisions of the Concept for the Development of Container Transport up to 2030 in order to ensure the seamless transportation of goods. Following the record-breaking surge in 2025, where container throughput at the Port of Baku reached over 107,000 TEU—marking an almost 40% increase from the 76,775 TEU recorded in 2024—the focus has shifted from utilizing idle capacity to an immediate scale-up. Consequently, the Parties will prioritize comprehensive capacity expansion plans, including the launch of Phase 2 of the Port of Baku to reach a 25 million-ton and 500,000 TEU annual capacity, while concurrently upgrading the infrastructure of Aktau and Kuryk ports to accommodate the projected growth in trans-Caspian transit.

Добавлено примечание ([PS28]): Azerbaijan's proposal

Also, this strategic priority area includes continuation of the implementation of measures for the construction, reconstruction, and electrification of railway lines; further development of railway infrastructure towards seaports and port-adjacent railway stations; development of infrastructure at border crossings and stations, as well as the restoration of critically important transport infrastructure to ensure the full recovery of the corridor's transit potential.

Добавлено примечание ([PS29]): Ukraine's proposal

In this regard, the implementation of the China–Kyrgyzstan–Uzbekistan railway construction project is of particular importance, which will significantly reduce the delivery time of goods from China to Uzbekistan and further to Europe.

Добавлено примечание ([A30]): Kyrgyzstan's proposal

"Crossroads of Peace" is a strategic transport and logistics project developed by the Government of the Republic of Armenia, the aim of which is to unblock and develop transport communications in the region, transforming the South Caucasus into a key transit hub between East and West, North and South, on the basis of equal and mutually beneficial cooperation between countries, the sovereignty and jurisdiction of states. The implementation of the "Crossroads of Peace" project will significantly transform the transport and logistics infrastructure of the region, increase the capacity of the TRACECA corridor through the formation of additional route branches which will have a positive impact on increasing the speed and volume of cargo and reducing the time and costs of their transportation.

Добавлено примечание ([GY31]): Armenia's proposal

In parallel, work will continue on developing the capacities of strategic seaports in the Caspian and Black Seas - specifically focusing on the Phase 2 expansion of the Port of Baku (Alat), and the enhancement of Aktaua and Kuryk hubs—to enable at least a fourfold increase in container traffic by 2037. This growth will be underpinned by the construction of new specialized berths, the establishment of dedicated container and fertilizer terminals, and the significant scaling of the commercial fleet. A key priority includes the deployment of modern Ro-Pax vessels and larger feeder ships to optimize slot utilization, reduce unit transportation costs, and minimize vessel turnaround time at seaports.

Добавлено примечание ([PS32]): Azerbaijan's proposal

TRACECA Member States underline the critical role of transport infrastructure for sustainability of supply chains and in this regard shall collaborate in reconstruction and restoration of the transport infrastructure that has been damaged as a result of force majeure circumstances, including acts of aggression.

Добавлено примечание ([GY33]): Adopted at the Meeting of the PS IGC TRACECA on 14 May 2026 (Iran's proposal)

In addition, it is necessary to take into account that a significant part of Ukraine's port infrastructure has suffered and continues to suffer substantial destruction as a result of shelling by the Russian Federation. The destruction of port terminals, warehouse facilities, grain elevators, berthing structures, and auxiliary infrastructure leads to a significant limitation of maritime logistics capacities. In the long term, this will require not only the restoration of damaged facilities, but also comprehensive modernization of the aforementioned capacities.

Добавлено примечание ([PS34]): Ukraine's proposal

The implementation of this priority area will require the modernization and post-war recovery of Ukraine's port and railway infrastructure, as well as an increase in the number of ferry vessels to ensure maritime connectivity between Ukraine and Georgia with the aim of restoring the transit potential of the northern branch of the corridor.

Добавлено примечание ([PS35]): Ukraine's proposal

An important direction will also be the renewal of vessels, as well as the introduction of large vessels in order to reduce transportation costs and reduce the waiting time for vessels in seaports.

It is important to continue work on the modernization of border crossing points, the development of logistics and intermodal facilities. The main emphasis should be placed on reducing border crossing time by introducing the practice of implementing joint checkpoints and "one stop" checks, following the example of the ongoing project between Azerbaijan and Georgia, Armenia and Georgia, as well as Moldova and Romania, Moldova and Ukraine. This work should first be completed for automobile checkpoints. At the same time, the MLA Parties will continue

Добавлено примечание ([GY36]): Armenia's proposal

Добавлено примечание ([A37]): Moldova's proposal

the construction of roads, especially in the South Caucasus and Central Asia, to reduce the length of routes and launch new road routes, thereby reducing the burden on existing infrastructure.

In this regard, the Republic of Armenia continues large-scale activities within the framework of the implementation of the North-South Highway Investment Programme which runs from the border with the Islamic Republic of Iran to the border with Georgia with a designed length of 556 km with multi-tranche financing supported by the Eurasian Fund for Stabilization and Development, the Asian Development Bank, the European Bank for Reconstruction and Development and the European Investment Bank.

Добавлено примечание ([GY38]): Armenia's proposal

In order to strengthen integration among TRACECA member states it is envisaged to expand cooperation between all relevant stakeholders, aimed at supporting and developing potential routes passing through the South Caucasian region with a link to Türkiye and further to Europe.

Добавлено примечание ([GY39]): Adopted at the Meeting of the PS IGC TRACECA on 14 May 2026 (Azerbaijan's proposal)

In the field of air transport, the MLA Parties will continue to develop passenger and cargo terminals, depending on the existing flows, making efforts to open direct flights among the MLA Parties.

Along with this, when developing infrastructure and attracting financial resources, the MLA Parties will primarily give priority to the coordinated development of border infrastructure, including border crossing points, railway and port facilities, with a view to simultaneously increasing the capacity of adjacent sections of the corridor and preventing the creation of new bottlenecks.

Добавлено примечание ([A40]): Kazakhstan's proposal

To improve transparency and planning, a bottleneck matrix for the TRACECA corridor is created. The table includes the node, current capacity, identified issues, modernization plan, implementation timeframes, and responsible executors. The matrix is updated annually.

Добавлено примечание ([A41]): Tajikistan's proposal

In addition, the MLA Parties will continue to work in a coordinated manner with international financial institutions and development partners. The PS will play a coordinating role in infrastructure development and attracting financial resources.

To operationalize these infrastructure goals, the following interventions are prioritized:

Modernizing infrastructural capabilities to include logistics centers and cold chain facilities, transforming basic transit paths into a diversified economic corridor;

Enhancing maritime capacity through a dedicated development framework for TRACECA seaports (including strategic hubs such as Alat, Hovsan, Aktau, Kuryk, Turkmenbashi, Burgas, Varna, Constanta, Mersin, Istanbul, Poti, and Batumi) to transform them into high-value intermodal hubs.

Добавлено примечание ([GY42]): Azerbaijan's proposal

In this regard, the PS IGC TRACECA, jointly with the MLA Parties and on the basis of proposals from the participating countries, prepares and submits for consideration a list of priority projects for the periods 2027-2030, 2031-2033 and 2034-2036 aimed at addressing bottlenecks and developing key infrastructure elements of the international transport corridor Europe-the Caucasus-Asia including the development of border crossings, modernization of port

infrastructure, development of railway sections, establishment of digital logistics hubs and pilot green corridors.

While determining the projects, proposals from the participating countries, provisions of national transport strategies and investment programmes, analysis of corridor bottlenecks, as well as the results of analytical assessments of factors affecting the sustainability and efficiency of corridor operations, and recommendations from international studies are taken into consideration.

For each project, indicative timelines for implementation, preliminary cost estimates and potential financing partners (WB, EBRD, ADB, EDB) are determined.

The list of priority projects is drawn up as an appendix to the Action Plan for the relevant period and is submitted to the MLA Parties for consideration at the meetings of the PS and IGC TRACECA.

Добавлено примечание ([GY43]): Tajikistan's proposal

TRACECA shall maintain and annually update a corridor-level bottleneck and capacity matrix, integrating information on infrastructure, border crossings, ports, and logistics nodes, to support coordinated investment planning with MLA Parties and international partners.

To ensure coherent corridor development and avoid the emergence of new structural bottlenecks, TRACECA shall establish, maintain, and annually update a TRACECA Corridor Bottleneck and Capacity Matrix (CBCM).

The Corridor Bottleneck and Capacity Matrix shall function as a structured analytical tool consolidating corridor-level information on infrastructure capacity, operational performance, and multimodal connectivity across the TRACECA corridor.

TRACECA Corridor Bottleneck and Capacity Matrix shall integrate data relating to road, rail, maritime, and inland waterway infrastructure capacity, border crossing point performance, port and terminal handling capacities, multimodal interchange nodes (dry ports, logistics hubs, rail terminals), seasonal and structural constraints affecting corridor segments, ongoing and planned infrastructure projects relevant to corridor performance, etc.

Добавлено примечание ([MMG44]): proposal of Romania is to replace the above list of projects in the text and corroborate it with matrix proposal above. And if the matrix (proposed by Tajikistan above) is included in the strategy, this works hand in hand with the TRACECA Corridor Performance Monitoring system proposed by Romanian strategy draft. New paragraphs were added to explain the 2 Mechanisms.

The purpose of TRACECA Corridor Bottleneck and Capacity Matrix will be to identify current and emerging bottlenecks affecting corridor efficiency, detect imbalances between upstream and downstream capacities, support prioritization and sequencing of infrastructure and facilitation investments, provide evidence-based input for engagement with International Financial Institutions and development partners and last but not least, enhance transparency and predictability for corridor users and investors.

The Corridor Bottleneck and Capacity Matrix shall not replace national planning instruments and shall serve as a corridor-level coordination and analytical framework supporting coherent decision-making among the MLA Parties.

Добавлено примечание ([MMG45]): Romania proposal to add a paragraph explaining the TRACECA Corridor Bottleneck and Capacity Matrix (CBCM).

Strengthening policy harmonization among the MLA Parties

Taking into account the development of infrastructure and transport capacities within the territories of the MLA Parties, TRACECA will continue work aimed at maximizing the harmonization of the legal aspects of transport, despite differences in the existing legal regimes (EU, EAEU, WTO, and others).

Therefore, first, the MLA Parties will continue efforts to accede to international agreements (conventions) adopted within the framework of the United Nations concerning transport by various modes and the facilitation of border crossing, as at the time of adoption of this Strategy there are MLA Parties that have not yet acceded to them or have not ratified additional protocols. Similar work will also be carried out in the field of implementation of international customs transit systems (e-TIR, NCTS, CATS-ICE, etc.).

At the same time, the MLA Parties that have not yet acceded to agreements adopted within TRACECA (for example, the Agreement on the Development of Multimodal Transport TRACECA or the Agreement on Joint Financing of the PS) will continue this work in order to ensure harmonization within TRACECA. This work will help increase the uniformity of legal norms across the territories of 14 MLA Parties.

Particular attention will be paid not only to the adoption but also to the practical implementation of international and national legal norms, including their uniform application at border crossing points and transport hubs, which is a key factor in increasing confidence on the part of market participants.

To ensure the seamless implementation of transit transport along the entire corridor, it is paramount to establish a unified and legally binding framework. The adoption of uniform provisions in by-laws will serve as the essential foundation for this process, directly enabling the successful transition to a unified 'Single Window' concept. By harmonizing these regulations first, the MLA Parties will eliminate interpretive discrepancies, thereby ensuring that the 'Single Window' operates as a consistent and efficient digital gateway across all member states.

Taking into account that the introduction of advance electronic declaration in all TRACECA countries required significant resources, in order to further contribute to a substantial reduction in border crossing times, it is advisable to continue this work and, by 2037, establish a legal framework for the transition to electronic customs and transport documents. In this context, the MLA Parties will develop national legal norms on the legitimacy of electronic transport documents, while the PS will ensure the preparation of an agreement on digitalization, including issues of cross-border recognition of electronic signatures, unified authentication methods and data transmission.

Within the framework of the previous Strategy, the MLA Parties carried out significant work on developing the relevant regulatory framework and implementing the Authorized Economic Operator (AEO) Concept, applying best international practices and the WCO recommendations. Taking into account the work initiated by the PS to establish a legal foundation for AEOs, the MLA Parties will continue their efforts in this direction with a view to facilitating the mutual recognition of AEO status through the negotiation and adoption of bilateral agreements. This approach aligns with international standards, ensuring that streamlined customs procedures and security benefits are realized through direct cooperation between partner states.

An equally important issue requiring active measures from the MLA Parties is the effective implementation of legislation and legal norms adopted at both the international and national levels. Additional reforms concerning laws, regulations, institutions, and procedures aimed at removing obstacles to the smooth movement of cargo flows, vehicles, and passenger flows, as well as

Добавлено примечание ([A46]): Kazakhstan's proposal

Добавлено примечание ([PS47]): Azerbaijan's proposal

Добавлено примечание ([PS48]): Azerbaijan's proposal

promoting mutually beneficial trade, will create an appropriate legal basis to facilitate transport development along the corridor. The effective functionality of the TRACECA corridor is fundamentally reliant on the implementation of unified regulations in road transport. While legal frameworks such as the T1 transit document exist and are operational in Georgia and Türkiye, there remains a significant gap in collaborative effort to support the hassle-free transition of trucks from other MLA member states (Azerbaijan, Kazakhstan, Uzbekistan) through the region to Europe. Specifically, procedural bureaucracy, a lack of mutual administrative assistance, and disproportionately higher costs remain primary hindering factors. The Strategy must, therefore, mandate the development of mechanisms to enforce seamless customs synchronization, eliminating these non-tariff barriers and ensuring the smooth flow of goods as intended by the core MLA.

Добавлено примечание ((PS49)): Azerbaijan's proposal

TRACECA shall act as the central platform for facilitating legal and procedural convergence along the corridor, supporting the exchange of best practices, promoting alignment with relevant international conventions and standards, and identifying areas where coordinated action may enhance interoperability and efficiency.

In this context, TRACECA may develop reference guidelines, analytical notes, and comparative reviews to assist the MLA Parties in their national reform processes, without prejudice to national legislative competences.

Добавлено примечание ((MMG50)): New paragraph proposal by Romania placing TRACECA as legal convergence and harmonization facilitator.

The effective and practical application and implementation of provisions of the existing legal framework under the MLA will enable the full use of the corridor's potential in transit transportation, thereby attracting cargo flows to the region. To operationalize this potential, the MLA Parties will commit to adding a specific target for the establishment of simplified and harmonized visa regimes for professional truck drivers within member countries. Reducing administrative barriers for transport personnel is a critical requirement for ensuring the fluidity of the corridor and enhancing its overall competitiveness in the international logistics market.

Добавлено примечание ((MMG51)): Maybe it is a translation problem? Legal framework is usually an obligation to obey and is undisputed this fact. What exactly is this paragraph referring to?

Добавлено примечание ((PS51R2)): PS comment: The proposed wording seeks to emphasize that the effectiveness of the TRACECA legal framework relies not merely on its formal existence, but also on its consistent and practical implementation.

Improving digitalization and introducing smart logistics solutions

Digitalization and the introduction of smart logistics solutions will require consolidated efforts of the MLA Parties in close cooperation with the PS to ensure maximally synchronized development and alignment of the level of digitalization implementation in the countries.

A core component of this digitalization effort involves alleviating procedural bottlenecks by identifying and reducing constraints through process mapping and data analytics, ensuring the desired productivity within integrated logistics systems.

Добавлено примечание ((PS52)): Azerbaijan's proposal

As a priority measure, it is necessary to ensure the full transition to the application of electronic permit forms among the MLA Parties in the field of international road transport, integration of information systems of railways, seaports, and shipping companies. In parallel, the

Добавлено примечание ((GY53)): Azerbaijan's proposal

transition will be made to the application of electronic TRACECA multilateral permits and TRACECA single transit permit.

At the same time, as part of more large-scale work in the period 2027–2032, the MLA Parties will ensure the functioning of unified national digital hubs, which will enable electronic interaction between participants in the transport process and transition to the use of electronic transport and customs documents at the national level. Subsequently, in 2032–2036, the MLA Parties will move towards ensuring full connectivity and data exchange between national hubs to enable the use of electronic documents at the international level along the entire TRACECA corridor. This work will create the infrastructure and architecture necessary for the digitalization of transport across various modes and their integration, which is particularly important for road transport, involving numerous private carriers (including through the conclusion of agreements on digitalization, principles and mutual recognition, as well as on cross-border communications (customs – G2G and B2G), and on the minimum set of data and documents in electronic form). The unified architecture of digital hubs includes: (a) a minimum data set (UN/CEFACT, eFTI); (b) API standards for exchange; (c) a secure identification system; (d) cybersecurity requirements; (e) a cross-border exchange model. Countries will agree on the technical architecture by 2029.

The PS, together with international partners and the MLA Parties, will facilitate the resolution of issues related to mutual recognition and unified cross-border data exchange, based on internationally recognized legal guidelines, common standards, and best practices (UNCITRAL, UN CEFACT, EU eFTI, etc.).

In the field of civil aviation, during the ten-year period, the MLA Parties will ensure the transition to self-service and electronic border control at airports, the latter being based on the use of biometric data and digital identity documents of passengers.

The MLA Parties will also facilitate the wide implementation of electronic cargo tracking and monitoring systems, AI-based solutions for logistics optimization, paperless transactions, as well as the automation of border and customs control.

In this context, the MLA Parties are encouraged to consider the implementation of AI-powered automated X-ray image analysis and risk-based cargo filtering at border crossing points, specifically targeting strategic multimodal hubs and key bottlenecks (e.g., the Ports of Alat, Aktau, and Kuryk). Also, the consideration may be given to equipping containers moving along the entire TRACECA route with permanently integrated IoT devices and mutually interchangeable GPS sensors that can be reused for subsequent shipments, enabling cargo owners to monitor the real-time status of their goods. (this refers to built-in units, not temporary 'Smart Seals').

A TRACECA Competencies Development Programme will be developed. This includes training on work with e-TIR, e-CMR, e-CIM/SMGS, risk management systems, NCTS, and API integration. Joint training sessions for customs and border services are held at least once a year.

To ensure corridor-wide interoperability and avoid fragmentation of national digital solutions, TRACECA, through its Permanent Secretariat, shall establish, operate, and maintain a TRACECA Digital Corridor Platform (TDCP).

Добавлено примечание ([A54]): Tajikistan's proposal

Добавлено примечание ([PS55]): Azerbaijan's proposal

Добавлено примечание ([PS56]): Azerbaijan's proposal

Добавлено примечание ([PS57]): Azerbaijan's proposal:

While the strategy helpfully outlines the frequency of joint training sessions, providing more specific details regarding their permanent location would add significant value to the framework. We can suggest that Azerbaijan, in particular Baku or Zangilan, be selected as the TRACECA Regional Training and Certification Center. Situated at the heart of the TRACECA corridor and the intersection of the East-West and North-South routes, Azerbaijan offers optimal logistics for member countries, significantly reducing travel time and costs. Baku or Zangilan are the most accessible points in terms of logistics for representatives of member countries (Central Asia, Caucasus and Europe). Zangilan is being built from scratch with the concept of a Smart City and Green Energy Zone. It can serve as a living laboratory for specialists from member countries. They can study the theory and see in practice a digital gateway powered by solar panels. The high-speed internet, conference rooms and residential infrastructure required for the establishment of a regional center (for example, the new infrastructure of Zangilan) are already available. Furthermore, as the TRACECA Permanent Secretariat is headquartered in Baku, establishing this center in Azerbaijan would ensure seamless coordination and more effective administrative management of its activities.

Добавлено примечание ([A58]): Tajikistan's proposal

The TRACECA Digital Corridor Platform shall function as a corridor-level digital interoperability and coordination layer, connecting existing and future national digital systems - such as single windows, port community systems, customs platforms, and railway and maritime information systems—without replacing or duplicating them. The Platform shall not store or control national operational data, but shall enable secure, trusted, and standardized cross-border data exchange among participating systems.

The TDCP shall provide corridor-wide visibility of cargo movements, document status, and key transport events across modes, supporting end-to-end traceability, predictability, and performance monitoring along the TRACECA corridor.

The Platform shall also support the implementation and mutual recognition of electronic TRACECA permits, e-TIR, e-CMR, e-CIM/SMGS, electronic bills of lading, and other internationally recognized electronic transport and customs documents, in line with applicable UNECE, UN/CEFACT, and other relevant international standards.

To ensure data integrity, transparency, trust between participating parties, and resilience against manipulation, the TRACECA Digital Corridor Platform shall be developed using advanced digital technologies. Where appropriate, distributed ledger technologies, including blockchain-based solutions, may be applied to support secure document exchange, transaction validation, auditability, and interoperability, while fully respecting national legislation, data protection requirements, and the sovereignty of the MLA Parties.

TRACECA shall define the functional requirements, governance framework, access rules, and technical standards of the TDCP, and shall coordinate pilot projects, phased implementation, and capacity-building activities in close cooperation with the MLA Parties, international organizations, and development partners.

Development of sustainable transport and environmentally friendly technologies

In the context of global climate challenges, the sustainable development of the transport sector is becoming a key priority for the MLA Parties. Strategic development of environmentally friendly transport is essential to ensure the long-term competitiveness of the corridor, compliance with international environmental standards, and increased attractiveness of the route for market participants.

The main focus in this area will be on promoting the transition to alternative fuels and energy-efficient transport solutions. This includes supporting the introduction of electric vehicles, hydrogen and biofuel transport, as well as the development of the corresponding refuelling and charging infrastructure along the corridor.

An important element will be the creation of a network of “green ports” and environmentally friendly logistics centres that use renewable energy sources, waste recycling technologies, and energy-saving solutions. These facilities will demonstrate a high level of environmental responsibility and serve as a model for future projects.

Добавлено примечание ([A59]): Proposal of Romania
- to avoid the fragmentation of digital interoperability, even if national hubs proposed by PS remain at national level as the only digital measure encouraged, the following text is proposed in order to avoid fragmentation at Corridor level.

Добавлено примечание ([MMG60]): Who's responsible for such initiative? wishful thinking or strategy objective?

Добавлено примечание ([PS60R2]): The wording is recommendational in nature. The mention of developing green ports and environmentally sustainable logistics centres highlights a forward-looking approach to corridor sustainability, inviting interested MLA Parties and relevant stakeholders to take such initiatives into account in line with their national priorities.

The Strategy also encourages the reduction of CO₂ emissions through the modernization of rolling stock, optimization of logistics processes, and digitalization of transport management, which will increase the transparency and efficiency of transportation.

Additionally, a set of financial and regulatory incentives will be developed to attract private investment in sustainable transport, including tax benefits, public-private partnerships, and priority funding for low-carbon projects.

Environmental targets are set: a 15% reduction in CO₂ emissions from transport by 2036; the implementation of at least three pilot projects for green ports and border crossings; the creation of alternative fuel infrastructure on key routes; and the annual publication of a report on emissions.

The implementation of these initiatives will enable TRACECA countries to enhance the environmental sustainability of their transport systems, improve the quality of life for the population, and contribute to achieving global sustainable development goals.

TRACECA shall coordinate the development and implementation of a corridor-wide green and sustainable transport framework, aimed at reducing the environmental footprint of transport operations, increasing climate resilience, and enhancing the competitiveness and investment attractiveness of the TRACECA corridor.

This framework shall be based on common principles, indicators, and voluntary instruments applicable across the corridor, while fully respecting national policies and regulatory competences of the MLA Parties.

TRACECA, through its Permanent Secretariat, shall develop a TRACECA Green Corridor Framework defining a harmonized set of sustainability indicators for multimodal transport operations, ports, logistics centers, border crossing points, and key infrastructure nodes along the corridor.

These indicators may include emissions intensity per tone/kilometer by transport mode, energy efficiency of port and logistics operations, use of alternative and low-carbon fuels, digitalization levels contributing to emission reduction (paperless transport, smart traffic management) and climate resilience of infrastructure and operations. The indicators shall serve as a common reference for monitoring progress, supporting voluntary participation, and facilitating comparability across corridor segments.

To operationalize the Green Corridor Framework, TRACECA shall also establish a voluntary Green Ports and Green Logistics Nodes Certification Scheme.

This Certification Scheme shall define corridor-specific sustainability criteria aligned with international best practices. This scheme shall apply voluntarily, and incentive based to seaports, inland ports, dry ports, logistics hubs and intermodal terminals, in order to measure and recognize progressive levels of environmental performance improvement.

TRACECA, through the Permanent Secretariat, shall develop the certification methodology, coordinate pilot certifications, and maintain a public registry of certified facilities along the corridor.

Добавлено примечание ([MMG61]): TRACECA can not implement policies within MLA Parties national legislation. Proposal to rephrase the text to, at least, give a coordination status or a facilitator to TRACECA for such implementation of policies.

Добавлено примечание ([PS61R2]): Wording was updated bearing in mind Romania's comments

Добавлено примечание ([A62]): Tajikistan's proposal

TRACECA shall start with coordinated pilot projects and demonstration initiatives to test and scale green transport solutions along selected corridor segments.

These initiatives may include shore-side electricity and energy efficiency solutions in ports, green shipping corridors in the Black Sea and Caspian Sea basins, deployment of alternative fuels and low-emission vehicles in logistics chains, smart traffic and terminal management systems reducing congestion and emissions and integration of digital tools to optimize routing and modal shift.

Pilot projects shall be implemented in cooperation with interested MLA Parties, port authorities, logistics operators, and international partners.

Recognizing increasing climate-related risks, TRACECA shall support corridor-wide climate vulnerability and resilience assessments, focusing on critical infrastructure, maritime routes, and multimodal nodes. Based on these assessments, TRACECA shall facilitate the exchange of best practices and coordinated adaptation measures aimed at reducing operational disruptions and strengthening corridor reliability.

TRACECA shall act as a coordination platform for facilitating access to international climate finance and green investment instruments relevant to corridor development.

The Green Corridor Framework and Certification Schemes shall serve as enabling tools to improve project bankability and visibility.

TRACECA shall support capacity-building activities related to sustainable transport, including training, workshops, and knowledge exchange for National Secretariats, relevant authorities, and corridor stakeholders. As well, cooperation with international organizations, development partners, and research institutions shall be encouraged to ensure alignment with evolving global standards and innovations.

Добавлено примечание (IMMG63): Proposal of Romania to insert in this chapter, as it is the least developed part of the strategy. This chapter allows TRACECA to lead the green transition of the corridor by setting common tools and incentives, while implementation remains fully voluntary and nationally driven.

Trade facilitation and modernization of customs procedures

Trade facilitation and modernization of customs administration are integral elements for the effective functioning of the transport corridor TRACECA. These measures aim to reduce the time and costs associated with the movement of goods, enhance process transparency, and ensure sustainable growth of regional trade.

One of the key directions will be the implementation of “single window” system for cross-border trade. This will allow participants in foreign economic activities to submit all necessary documents through a single digital platform, synchronized with national and regional systems, based on mutual recognition of data and control results. Such integration will significantly accelerate procedures and reduce administrative burdens.

An important component of the Strategy is the simplification and harmonization of customs procedures among the MLA Parties. Work will continue on standardizing documents, unifying

commodity classifications, and aligning technical and sanitary requirements, thereby creating a more predictable and stable trade environment.

In this context, the MLA Parties will focus on establishing unified benchmarks and standards for Customs declaration and registration at Border Crossing Points (BCPs) to ensure predictability, speed, and digital integration, eliminating interpretive discrepancies across the TRACECA network.

Добавлено примечание ((GY64)): Azerbaijan's proopsal

The development of modern risk management systems will be a priority for enhancing both efficiency and security. The introduction of automated risk assessment algorithms, advance information, and post-audit checks will allow control measures to focus on high-risk goods, while reducing barriers for compliant traders. Combined with digitalization efforts, this can help reduce interaction (document preparation) and inspections at border crossings, as well as shift clearance procedures inland (at departure/destination points), preferably with the simplifications provided for a large number of authorized economic operators.

The PS will work on improving the mechanism for monitoring transport efficiency (time, cost, reliability, quality of service). The current evaluation of border crossing points requires greater engagement with carriers in order to ensure more realistic results, drawing on international experience and best practices.

To enhance transparency, predictability, and competitiveness of the TRACECA corridor, the PS shall establish and operate a TRACECA Corridor Performance Monitoring System (CPMS). The TRACECA Corridor Performance Monitoring System (CPMS) shall function as a structured, corridor-wide analytical mechanism for measuring, assessing, and reporting on the operational performance of key corridor segments, border crossings, ports, and multimodal nodes.

The objective of the CPMS is to measure real transport performance along priority TRACECA routes, identify operational bottlenecks and systemic inefficiencies, support evidence-based policy coordination among the MLA Parties, strengthen TRACECA's credibility as a corridor governance platform, provide transparent, aggregated performance information for engagement with corridor users and international partners.

TRACECA Corridor Performance Monitoring System (CPMS) and Capacity Matrix are interlinked as Capacity Matrix gives TRACECA a view on structural constraints while CPMS shows operational performance.

The CPMS shall serve as a transparency and coordination tool and shall not create binding obligations or compliance procedures for the MLA Parties. Participation of the MLA Parties in the provision of related data shall respect national legislation and shall not require disclosure of commercially sensitive information.

Special attention will be given to expanding cooperation with international organizations. This will enable TRACECA countries to integrate into global supply chains, apply the world's best practices, and receive technical assistance in the areas of digitalization and customs reform.

The implementation of these initiatives will create the conditions for sustainable growth in trade turnover, improvement of the investment climate, and strengthening of TRACECA's position as one of the key logistics routes in Eurasia.

Strengthening private sector involvement in investment, corridor operations and advisory mechanisms

The formation of a sustainable and competitive transport corridor is impossible without the active involvement of the private sector and attraction of long-term investments. In this context, a key priority is the development of modern public-private partnership mechanisms and the creation of conditions for engaging businesses in the implementation of infrastructure and logistics projects.

Special attention is given to the activities of the TRACECA Fund, which will operate as a regional instrument for consolidating resources and attracting financial contributions from international donors, financial institutions, and private investors. The Fund's main objectives will include financing priority cross-border projects, providing grants and co-financing, and supporting initiatives aimed at developing sustainable and innovative transport and the restoration of critically important transport infrastructure for the full recovery of the corridor's transit potential. This will enable the use of existing financial tools, increase the efficiency of funds' allocation, and ensure the sustainable implementation of investment programs.

To strengthen interaction with the private sector and increase the practical relevance of decisions taken, it is proposed to use the platform of the TRACECA Business Council, which will bring together representatives of transport and logistics companies from all 14 member countries. The Business Council will serve as an advisory and consultative platform for discussing priorities, exchanging experience, identifying barriers, and formulating recommendations to improve procedures and processes along the corridor. It will maintain regular interaction with the PS, but does not create binding effects on decision-making process.

The MLA Parties may, in line with their national legislation, consider creating favourable conditions to support private sector engagement. Priority will be given to projects with high added value focused on sustainable development, digitalization, and the modernization of logistics infrastructure. At the same time, special attention will be paid to improving the quality of services for end users, including, but not limited to, access to information on legal norms and procedures, ensuring stable transport schedules (including container trains), transparency of tariffs and tariff setting procedures, cargo tracking, and the time required for transportation. In addition, consideration may be given to the establishment of a unified B2B digital marketplace to provide visibility for empty containers and transport assets across the corridor, including rail, maritime, and road transport.

To ensure the fluidity of these assets, MLA Parties will work to eliminate systemic limitations on the movement of transport sector tangible assets and rolling stock (empty wagons, platforms, and containers), which is a prerequisite for boosting rail-based throughput and mitigating operational delays.

TRACECA shall ensure that private-sector inputs are systematically reflected in corridor performance analysis and strategic discussions, strengthening the market relevance of TRACECA decisions.

Добавлено примечание ((A66)): Türkiye's proposal

Добавлено примечание ((P567)): Ukraine's proposal

Добавлено примечание ((A68)): Türkiye's proposal

Добавлено примечание ((A69)): Türkiye's proposal

Добавлено примечание ((A70)): Türkiye's proposal

Добавлено примечание ((P571)): Azerbaijan's proposal

Добавлено примечание ((GY72)): Azerbaijan's proposal

Recognizing that the competitiveness and attractiveness of the TRACECA corridor ultimately depend on market performance, TRACECA shall institutionalize structured and continuous engagement with the private sector, including logistics operators, carriers, freight forwarders, port and terminal operators, railway undertakings, and investors. The TRACECA Business Council shall function as the formal consultative body representing private-sector stakeholders within the TRACECA framework.

To ensure that private-sector input effectively contributes to corridor development, TRACECA shall establish a formal procedural mechanism linking Business Council recommendations to TRACECA decision-making processes. This mechanism shall create a structured feedback loop within TRACECA governance, enhancing transparency, predictability, and responsiveness to market needs.

Private-sector data and operational experience shall be integrated, on a voluntary and aggregated basis, into the TRACECA Corridor Performance Monitoring System and the Corridor Bottleneck and Capacity Matrix. This shall enable TRACECA to validate administrative performance data through real market observations, identify hidden operational constraints not reflected in official statistics and strengthen the evidence base for coordinated investment prioritization. The Permanent Secretariat shall ensure that commercially sensitive information is protected and that data sharing complies with applicable national legislation.

Decisions of the IGC relating to corridor facilitation, performance improvement, or digital interoperability shall, where appropriate, reference the analytical findings of the TRACECA Corridor Performance Monitoring System, the Capacity Matrix and documented Business Council recommendations. While such decisions shall not create direct legal obligations for private operators, TRACECA shall ensure that agreed actions are reflected in subsequent action plans, monitoring frameworks, and progress reporting mechanisms.

In this manner, TRACECA decisions shall produce binding procedural effects within the institution's governance cycle, ensuring continuity, follow-up, and institutional accountability.

The comprehensive implementation of these measures will create a favourable investment climate, enhance the role of the private sector in corridor development, and ensure sustainable financing of the TRACECA's strategic initiatives.

Active involvement of the private sector in all segments of transport and logistics activities - including investment, infrastructure operation, and service provision - will lead to a reduction in the share of state sector participation. Increased use of TRACECA as a platform for cooperation between national entities, both public and private, will also promote dialogue between states at borders as well as between operational systems.

STRATEGIC OBJECTIVES

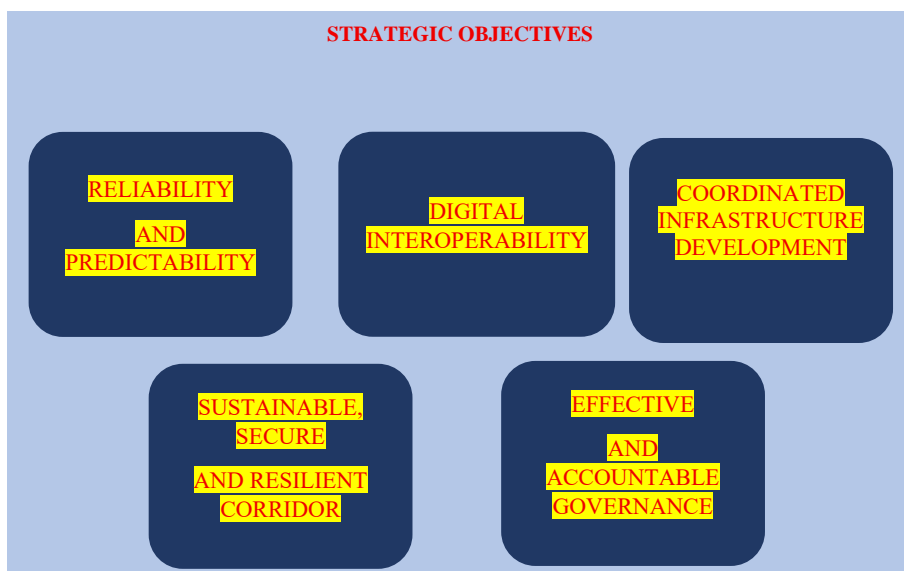
The TRACECA corridor aims to function as a predictable, digitally interoperable, capacity-balanced, sustainable, and market-responsive multimodal transport system by delivering measurable improvements in transit time, reliability, and investment attractiveness across Europe-the Caucasus-Asia connectivity.

Добавлено примечание (IMMG73): Proposal of Romania to integrate these measures, because by implementing them, TRACECA becomes predictable, credible and these mechanisms create a binding effect with private sector.

Добавлено примечание (IMMG74): Proposal of Romania to add new chapter of measurable **strategic objectives** and the instruments that help the implementation of them.

The corridor strategic objectives define the common direction of development of the TRACECA corridor for the period 2027–2036. These objectives reflect the shared understanding of the MLA Parties that the competitiveness of the corridor depends not only on national efforts but also on structured coordination, transparency, and institutional cooperation at corridor level. The objectives are pursued through coordinated national implementation within the Strategic Priority Areas and supported by corridor-level analytical, digital, and governance instruments operated by TRACECA.

The following objectives define the corridor results to be achieved by 2036. They are pursued through coordinated national implementation within the Strategic Priority Areas and supported by corridor-level instruments operated by TRACECA.



1. Achieve reliability and predictability
2. Achieve functional digital interoperability
3. Ensure coordinated infrastructure development
4. Achieve a sustainable, secure, and resilient corridor.
5. Ensure effective and accountable TRACECA Corridor Governance

1. Ensure a Reliable and Time-Predictable TRACECA Corridor

Reliability and predictability constitute fundamental conditions for the competitiveness of any international transport corridor. Market participants require consistency in transit times, transparency in procedures, and stability in operational performance in order to integrate corridor routes into long-term logistics planning and supply chains.

For the TRACECA corridor, reliability does not merely refer to reducing nominal transit time. It refers to ensuring that transport operations across multiple MLA Parties infrastructure and functions as a coherent system with minimal variability and reduced uncertainty. Reliability refers to the consistency of transport flows across the corridor, while predictability refers to the alignment between planned and actual transit times.

A reliable corridor is one where border crossing times are stable and transparent, multimodal connections function without excessive waiting times and transport operators can forecast delivery schedules with reasonable accuracy.

This objective seeks to establish corridor-level conditions under which transport flows are consistent across borders and modes of transport, are transparent in terms of time and cost parameters, are measurable over time and supported by coordinated facilitation measures.

The objective shall be supported by implementation of the TRACECA Corridor Performance Monitoring System (CPMS), by making route analysis and time-cost-distance studies, coordinated facilitation measures at critical border crossings, integration of digital event-tracking through the TRACECA Digital Corridor Platform and regular analytical reporting to the MLA Parties on identified operational bottlenecks.

2. Achieve functional digital interoperability across the corridor

In the actual transport environment, physical connectivity must be complemented by digital connectivity. Fragmented digital systems and paper-based procedures undermine efficiency, create duplication, and increase administrative burdens. Digital interoperability at corridor level requires not the replacement of national systems, but their structured interconnection through mutually recognized standards and secure data exchange mechanisms. Digital interoperability means that national digital systems can communicate and exchange transport-related data securely and efficiently, without duplication or fragmentation.

This objective aims to establish mutual recognition of electronic documents, secure cross-border data exchange, paperless multimodal transport processes and corridor visibility of transport events.

This objective will be achieved through the establishment and implementation of the TRACECA Digital Corridor Platform as an interoperability layer, by progressive integration of e-TIR, e-CMR, e-CIM/SMGS, and electronic TRACECA permits, by application of secure digital technologies, including distributed ledger (blockchain) solutions where appropriate, harmonized technical standards and data. It is desired to pilot implementation in selected segments before full implementation along the TRACECA corridor.

3. Achieve coordinated infrastructure development

Infrastructure development undertaken in no connection to the routes beyond each country may generate new bottlenecks rather than resolving existing constraints. TRACECA corridor can function effectively only when capacities across segments and modes are aligned and sequenced coherently.

A balanced capacity across MLA Parties implies coordination, data-driven prioritization and prevention of structural imbalances between upstream and downstream segments. This means that infrastructure development across corridor segments is synchronized, preventing upstream congestion caused by downstream bottlenecks or increased investment in isolated segments and structural imbalances between modes of transport. This objective recognizes that infrastructure efficiency depends on corridor coherence and it can be achieved by the establishment of the TRACECA Corridor Bottleneck and Capacity Matrix, annually updated, based on standardized data submissions from MLA Parties. The corridor analytical assessments identifying capacity mismatches along the routes should be coordinated through Working Groups and IGC meetings and integration of the results should be prioritized by MLA Parties into national investment planning discussions.

4. Achieve a sustainable, secure, and resilient corridor

In the evolving geopolitical, environmental, and technological context, TRACECA corridor competitiveness is inseparable from sustainability, security, and resilience.

A sustainable corridor minimizes environmental impact while maintaining economic viability. A secure corridor protects its critical infrastructure and digital systems against disruption. A resilient corridor maintains operational continuity under adverse conditions, including climate events, cyber threats, systemic shocks, and geopolitical disruptions.

These dimensions are mutually reinforcing and are essential for long-term corridor stability and investor confidence. This objective integrates three different fields, such as, environmental sustainability (low-emission, energy-efficient transport), infrastructure and operational security and resilience to climate, cyber, and systemic risks. The approach respects national sovereignty of MLA Parties, while promoting coordinated risk awareness and cooperation.

For TRACECA corridor this strategic objective establishes a comprehensive framework integrating the environmental sustainability in transport operations, protection of critical transport infrastructure and digital systems and risk preparedness together with operational continuity mechanisms.

A resilient corridor is one that continues functioning under disruption and stress.

Implementation within the environmental dimension by ensuring the development of a TRACECA Green Corridor Framework with harmonized sustainability indicators, voluntary certification schemes for Green Ports and Logistics Nodes and promotion of energy efficiency and low-emission technologies.

Within infrastructure and operational security dimension the objective shall be implemented by the analysis and identification of critical corridor nodes within the Capacity

Matrix, structured exchange of information on risk management practices, development of coordinated contingency and disruption-response guidelines at corridor level. For achieving this objective PS TRACECA shall facilitate and strengthen cooperation among relevant national authorities of MLA Parties responsible for transport security.

For the digital and cybersecurity dimension, ensuring integration of cybersecurity safeguards within the TRACECA Digital Corridor Platform, protection of data integrity and transaction authenticity, monitoring of significant digital and operational disruptions through the CPMS and periodic corridor-level risk and vulnerability assessments.

5. Ensure effective TRACECA Corridor governance

For Corridor strategic objectives to be realised, TRACECA must function as an effective coordination and analytical mechanism capable of integrating national efforts of MLA Parties into a coherent system.

This objective aims to consolidate TRACECA's role as a corridor-level analytical platform, a coordination mechanism for shared challenges, a facilitator for a structured dialogue with International Financial Institutions and public-private entities and credible interlocutor for international partners.

This objective positions TRACECA as a functional corridor governance mechanism rather than a discussion forum and it implies structured analytical instruments, implementation and institutional follow-up of IGC decisions, transparent reporting to MLA Parties and structured integration of private-sector input.

Implementation of strategic objectives

The implementation of the Strategy will be carried out in accordance with the activities and measures provided for in the Action Plan. Given the rapidly changing market conditions and the geopolitical situation in the region, the Strategy will be implemented through the adoption, at the IGC meetings, of Action Plans for 2027–2030, 2031–2033, and 2034–2036.

As before, the Action Plan will set out measures structured under the following sections:

- Institutional development and improvement of the legal framework in the field of international transport customs procedures and international trade;

Добавлено примечание ([PS75]): PS proposal

- Motorways of the sea, rail-ferry communication, and maritime routes;
- Railway sector;
- Road sector;
- Inland waterways;
- Air transport;
- Hinterland connections, multimodal and logistics capabilities.

The main focuses to be considered in the preparation of the Action Plans are outlined below.

- Stage 1 (2027-2030): Policy harmonization, pilot digital projects, feasibility studies of projects, and attraction of investments.
- Stage 2 (2031-2033): Large-scale infrastructure development, trade facilitation measures, and extensive implementation of digital solutions.
- Stage 3 (2034-2036): Full implementation of intelligent logistics solutions, completion of “green” transport projects, integration into global trade networks.

Monitoring of the implementation of the Action Plans will be carried out by the PS on the basis of information annually provided by the MLA Parties and considered at the IGC meetings.

In addition, the Permanent Secretariat shall prepare consolidated corridor-level assessments highlighting progress, bottlenecks, and coordination issues, for consideration to the IGC, with a view to supporting informed decision-making and improving corridor performance.

Добавлено примечание ([A76]): Romanian Proposal - New paragraph proposed to be added.

To ensure transparency in evaluation, it is proposed to define key performance indicators (KPIs) for assessing the outcomes of the activities set out in the Action Plan. The main indicators are proposed to include time and cost parameters for cargo transportation along specific routes. In addition, the PS may carry out its own assessment of the situation through measurements and studies conducted at the beginning and upon completion of the Action Plan implementation period.

To improve the measurability of the Strategy, the following targets are proposed:

- (a) international border crossing time to no more than 2 hours for road vehicles by 2030;
- (b) reducing delivery times on key routes by 30% by 2036;
- (c) converting at least 80% of document flow to electronic format (e-TIR, e-CMR, e-CIM/SMGS) by 2032;
- (d) doubling the share of container transport;
- (e) increasing the share of environmentally friendly transport to 20% by 2036.

Добавлено примечание ([A77]): Tajikistan's proposal

Analytical tool The MLA Parties shall consider the possibility of establishing an analytical tool aimed at enhancing the resilience and predictability of the functioning of the international transport corridor Europe–the Caucasus–Asia, as well as developing relevant methodological approaches and mechanisms for its practical application.

Добавлено примечание ([GY78]): Adopted at the Meeting of the PS IGC TRACECA on 14 May 2026 (Tajikistan's proposal)

Conclusion

The present ten-year TRACECA Strategy for 2027–2036 is a comprehensive document aimed at enhancing the connectivity, competitiveness, and sustainability of the international transport corridor Europe-the Caucasus-Asia. It builds upon the outcomes of the previous Strategy (2016–2026), considering monitoring results, current challenges, and global trends in transport and logistics.

Key achievements of the previous period include infrastructure development, the launch of digital solutions, coordination of the route network, the transition to electronic consignment notes, and the activation of legal harmonization. However, the Strategy also acknowledges persistent constraints: fragmentation of the regulatory framework, insufficient capacity of certain links in the chain, poor connectivity of maritime routes, and the need to strengthen digital and environmental transformation.

The new Strategy focuses on six priority objectives: development of efficient infrastructure, legal harmonization, digitalization, eco-friendly transport, trade facilitation, and boosting private investment. Along with this, the development of “green” solutions and cross-

border digital interaction are new directions that were not previously covered in the TRACECA strategic documents.

Within the framework of this Strategy, TRACECA, through the Permanent Secretariat, shall ensure the development and operational maintenance of corridor-level facilitation instruments, including performance monitoring tools, analytical reviews, coordination platforms, and preparatory activities related to investment and project development, in support of the implementation efforts of the MLA Parties.

Добавлено примечание ([A79]): Proposal of Romania to add a paragraph defining TRACECA scope and level of coordination within this Strategy.

The Strategy's implementation plan will be divided into three stages and will include comprehensive modernization measures, with flexible adaptation to changing external conditions. A monitoring system and KPIs are also envisaged to assess effectiveness.

Overall, the document reflects the MLA Parties' commitment to transform the corridor into a sustainable, digital, and business-oriented transport corridor of the new generation.

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