TACIS Regional 2000 (TRACECA)

Technical Assistance to the New Independent States and Mongolia

TRADE and TRANSPORT SECTORS

TERMS OF REFERENCE

Feasibility Study for the improvement of the road and rail border crossings between Moldova and Ukraine Terminals in Moldova, and for the upgrading of the multi-modal terminals in Moldova and Ukraine

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1. **Background Information**

1.1. **Beneficiary countries**

Moldova and Ukraine.

1.2. **Contracting authority**

European Commission, on behalf of the beneficiary countries.

1.3. **Background**

At the fifth TRACECA Working Group Conference in Tbilisi on May 5-6, 1998, the Republic of Moldova has joined the TRACECA Programme. Ukraine already joined the Programme in the end of 1996, after the fourth Working Group Conference held in Athens. Moreover, at a Presidential Summit in Baku on September 7-8, 1998, Moldova and Ukraine were two of the twelve States which signed the TRACECA Multi-Lateral Agreement (MLA) on International Transport, along with Romania and Bulgaria. Next, the GOUUAM Agreement between Georgia, Ukraine, Azerbaijan and Moldova, and recently joined by Uzbekistan, is expected to enhance trade exchanges between the involved countries.

DG TREN is at present developing the north-south multimodal transport corridor TEN IX from Saint-Petersburg down to Kiev and Odessa, with a branch to Chisinau. Both countries, Moldova and Ukraine, have also signed the Memorandum of Understanding on the Development of the Black Sea Pan-European Transport Area (PETrA).

Furthermore, the TRACECA project International Road Transport Transit Facilitation, developed and realised in collaboration with the International Road Union, will equip the customs offices at the main road border crossings in Moldova and Ukraine with the SAFETIR system for real time discharging of TIR carnets. Finally, the TRACECA rail ferry link on the Black Sea, between Illyichevsk (Ukraine) and Poti (Georgia) improves the connection from Ukraine and Moldova to the Caucasus.

On the other hand, following the collapse of the former Soviet-Union in 1991, an internal conflict arose when Trans-Nystria, a region east of the river Dnjestr, claimed independence from Moldova. As this region covers the entire eastern border of the country, the conflict has seriously perturbed Moldova’s road and rail links with Ukraine, and trade exchanges between Moldova and Ukraine have decreased dramatically. Moldova’s economy has suffered greatly from this, as the country depends heavily on imports of raw materials and energy, and exports of agricultural products and, to a lesser extent, of manufactured goods. As the new situation in Moldova is now stabilising, the country’s corridors for import, export and transit (from Romania and Bulgaria to the southeast of Ukraine) are being reorganised.

1.4. **Rationale**

Based on a comprehensive analysis and the following feasibility studies the Governments will be enabled to make appropriate decisions on the reorganisation of the transit routes and to attract potential investors for the necessary infrastructure.

1.5. **Related programmes and other donor activities**
Especially the Tacis programme has supported the road transport sector with Technical Assistance (TA) and investment programmes, Tacis notably with a series of projects under the Cross-Border-Programme.

1.5.1 Related Projects

**TACIS**

In November 2001 the Traceca project “Harmonisation of Border Crossing Procedures” started which includes all Traceca countries. This project aims to harmonise border-crossing procedures within the region and to align them with EU practice.

The Tacis project Improvement of Traffic Flows on TEN Corridors II and IX (TNREG 9703) included:

Pre-feasibility study of Inter-modal Traffic from Odessa and Ilyichevsk. The report – published in May 2000 – includes an analysis of the freight traffic flows and recommendations for improvements at Odessa and Ilyichevsk Port to necessary provide a regular express inter-modal rail service to from the ports that is attractive to freight customers, in particular the shipping companies.

Feasibility Study of Kuchurgan: Border Crossing Improvements. Kuchurgan is the main international border station between Ukraine and Moldova and is located on EU Corridor IX. The station has only been under the control of Ukraine when it was redesigned as a Ukrainian station and it now acts as the border station for both countries for border procedures. The rail line links Ukraine with the main east-west international route across Moldova through Chisinau and Ungheni into Romania. The study recommends improvements in border procedures and infrastructure.

Tacis CBC has over the last years assisted both countries with upgrading the border crossings to Romania and Hungary (and others). Some of these border-crossing points are in fact next to Moldova-Ukraine crossing points.

A recently started Tacis project deals with improving procedures and training of officers at border crossing. Additional, a border management project is in preparation which aims to better include the segment Transniestra-Ukraine.

1.5.2 Other Donors Activities

2. Contract Objectives

The key policy objective is to establish efficient, modally complementary and integrated transport corridors for the movement of goods at least costs throughout the region. The contract objectives support the policy objectives.

2.1 Project Wider Objective
The wider objective are to support the region to improve their attractiveness to international freight transport by considerable decreasing travel time, improved transparency and generally easier access for freight transport on rail and road.

2.2 Project Purpose/ Specific Objectives

The main objective of this project is to make a broad analysis of the situation at the Moldova’s road and rail border crossing with Ukraine, to establish the border crossing needs in relation with forecasted flow of international transport of goods, followed by a comprehensive feasibility study for the improvement of these border crossings.

Additionally, feasibility studies for the upgrading of the railway container terminals in Chisinau (Moldova) and in Kiev, (Vinnitsa?) and Usatova – Odessa Region (Ukraine) will be made. These terminals need improvements to become commercially attractive. The objective is to eliminate any limits on standard 40-feet container operations on MTC terminals and to promote assistance in integrated inter-modal development.

The project purpose is to provide consultancy services for two major components. The total duration of the project is 24 months.

The specific objectives are:

Module A: Border Crossings
Identification and description of all border crossing (rail/road) between Moldova and Ukraine. This will be done in 2 steps:
- Identification and description of all border crossings (road and rail) between Moldova and Ukraine which are used for international freight transport. The description will include technical possibilities (gates, scales…), administrative capacities (computers, office facilities) infrastructure and operation (including access roads, bridges, customs and parking/queuing facilities)
- In a second step the projects will focus on two or three important border crossings in agreement with EU and the recipients and will have to carry out:
  o Engineering design for improvement of the main border crossing facilities
  o Preparation of bankable technical, economic and environmental feasibility studies, including full tender documents with technical specifications
  o Promotion of the selected projects with International Financing Institutions

Module B: Multimodal terminals
The action to be taken within Module B will correspond to the necessary improvement of the railway container terminals in Chisinau, Kiev, (Vinnitsa) and Usatovo, Odessa Region and will include:
- analysis of the current situation, including a full up-dated description of the terminals including their expected developments for the nearest future
- forecasting of imports, exports and transit traffic by roads and rails on an origin/destination basis, concentrating on those likely to pass through the respective catchment areas of the terminals including a thorough analysis of any considerations that might hamper or foster the future development of container rail transport within the wider origin-destination area
- development of a multi-modal transport model for these traffic-flows
- engineering design for improvement of the selected railway container terminals
- preparation of bankable technical, environmental, economic and financial feasibility studies for those terminals which are in the first steps considered to be viable.
2.2 Problems to be addressed

**Border Crossings Moldova-Ukraine**

Altogether there are 8 rail border crossings which are open to international freight. The more important rail border crossings at Volchinets-Mohilev-Podolsky, Novosavitskaya-Kuchurgan, Dzhurdzulesti-Reni currently have limited capability for cargo handling. One custom cycle can take 2 to 6 hours. Compared to the time before the establishment of border controls only 25-50% the number of cargo trains cross the border. This is due to several factors: border procedures, decreased transport demand by rail, unreliability of services and others. Improved infrastructure on these border crossing might be of advantage and might – apart from reducing the crossing time – also attract additional transport demand.

14 road border crossings are open to international freight. The most important ones are Rossoshani-Brichen, Vinogradovka-Vulkaneshti (as quoted by Ukraine) and Mamaliga-Kriva, Starokozache-Tudora, Kuchurgan-Pervomaisk (as quoted by Moldova) and Mogilov-Podolski-Otach (as quoted by both countries). The Moldovan statistics on freight movement for trucks registered outside Moldova shows dramatic decrease (down by 50%) of border crossing between 1996 and 2001 and a less strong decrease for freight movement for trucks registered in Moldova. The statistics, however, are not reliable since there is no official statistics (nor even an estimation) for the border crossing points along Transnistria. Counterchecks with the Ukrainian border statistics were not possible yet. It is assumed that road freight transport has increased substantially over the last years – a fact which is seemingly not shown in the border crossing statistics. There are assumption that a large part of international road freight transport chooses other – often much longer in distance – routes in order to avoid delays at border crossings and the partly insufficient road infrastructure in the region.

**Multimodal Terminals:**

All multimodal terminals in the region face similar problems. Although their capacity is severely restricted by missing/obtained infrastructure and insufficient facilities they currently utilise only a smaller part of their capacity. Additionally, they all lack sufficient security/safety systems.

**Moldova:**

The rail freight terminal at Chisinau has a capacity to handle 410 (including 110 large containers) containers per 24 hours. However, in recent years only about 20% of this capacity was used, most probably due to lacking demand. In order to cope with future increased demand the rail freight terminal will need some upgrading (lifting equipment, storage facilities).

**Ukraine**

The railway container terminal at Usatovo serves as container terminal for both ports, Illitchevsk and Odessa. The infrastructure at Usatovo is not at all sufficient, until recently 40 feet containers could not be handled. Starting from 2002 – in connection with changed owner ship (switch from Odessa Railways to Liski Terminal (Ukrainian Railway)) the terminal will be equipped with old equipment to handle 40 feet container. Some repair work is necessary for which the company is currently preparing an investment
strategy. Additionally, upgrading of the access road is necessary. There is an internal development plan which should be backed up by an expertise. Usatovo also serves as storage for empty containers which are then made available to the ports of Ilyichevsk and Odessa. These 2 ports additionally have their own container terminals that enable the interchange of containers and other freight from rail/road to container vessels and vice versa. These container terminals at both ports are limited in their physical infrastructure and freight interchange is sometimes severely hampered. It would be necessary to establish an overall strategy for the interchange of road/rail/sea cargo for the whole region.

Kiev/Liski: This is the most important container terminal in Ukraine. This terminal is able to handle 40 feet container at European standards and all other kind of containers. Custom licence warehouses are on site. Some upgrading is necessary (approach road, new equipment, repair of cranes). Cargo is mainly sent to Phare-countries and Russia.

(Vinnitsa has a capacity for 20 feet containers only. Their capacity currently is only partly used. There seem to be only little interest to develop this rail container terminal.)

2.4 Results

The results expected are:
For Module A/ Border crossings:
- Full description of physical, administrative and operational infrastructure at all border crossings
- Feasibility studies for selected (most important) border points
- Engineering design for these selected border points
- Set of tender documents for these selected border points

For Module B/ Multimodal Terminals:
- Full description of physical, administrative and operational infrastructure of the terminals in Chisinau, Kiev and Usatovo
- Prefeasibility study for all terminals
- Feasibility study for one or two terminals

2.5 Target Groups and Project Partner

Target groups

Focus on improvements for international freight transport. Reduced travel time, reliability and security of freight transport will increase competitiveness of the region and the Traceca Corridor. This will increase business opportunities for ports and railways, increase economic activities and thus revenues and social development

Project Partner

- Moldova Ministry of Transport ad Communication
  Border Commission
  Moldovan Railways

Ukraine Ministry of Transport
  State Committee of Border Guards
3. **Assumptions and Risks**

3.1 **Assumptions underlying the project intervention**

In 2002 several Tacis and national projects which target border crossing improvement and railway restructuring are being implemented. These results should have positive effects on the overall strategy for these two sectors.

3.2 **Risks**

Various difficulties will be encountered:
- a) The legal and economic environment is in transition to a market orientated economy
- b) Available information is often neither updated nor reliable
- c) Field conditions are not always convenient
- d) Rules and regulations are subject to variations and interpretation
- e) Regional – administrative and political - co-operation is often not strong.

4. **Scope of the work**

4.1 **General**

Steering committees for both modules shall be established.

Module A/Border Crossing:
Members: Representatives of Ministries of Transport, Customs and Borders Committees, EU-Delegation Kiev, Tacis Co-ordination Chisinau, Traceca-Co-ordination Team. Additional members will be nominated according to needs.
Special Task: Selection of those border crossing points for which complete feasibility study is undertaken.

Module B/Multimodal Terminals.
Members: Representative of Ministries of Transport, Railways companies, EU-Delegation Kiev, Tacis Co-ordination Chisinau, Traceca-Co-ordination Team. Additional members (representatives of user groups) will be nominated according to needs.

The Steering Committee will be set up at the start of the project and will take appropriate decisions on milestones.

The Contractor shall ensure that experts are adequately supported and equipped when in the field. In particular it shall ensure that there is sufficient administrative, secretarial and interpreting provision to enable professional staff to concentrate on their core tasks. The contractor undertakes to ensure that necessary funds are transferred to the field in a timely fashion to support the activities of the project, and that project staff are paid regularly and in a timely fashion.

Where consortia are formed, arrangements should allow for the maximum of flexibility in project implementation, and arrangements offering a fixed percentage of work to each consortium member should be avoided.
Role of the Project Partner in the implementation of the project

The Project Partners will assist and facilitate in the implementation of the project, by providing contacts and liaison with local authorities, for obtaining support, recommending to other authorities the access to information and documentation. On submission of reports, the Project Partner will review the results, obtain comments from other Government and/or non-governmental organisations, financiers and bodies concerned. The Project Partner will assist in strategic decision making in the project.

The Project Partner will contribute basic office facilities appropriate to the structure of the project. This includes office accommodation and furnishings, and telephone equipment and lines with national and international access. The Contractor will pay the bills for the use of the services.

The Project Partner shall appoint a senior member of its staff to liaise with the Contractor, and ensures that staff of the appropriate level are made available to work alongside the staff of the Contractor. Staff of the Project Partner shall not be paid from project funds.

The Project Partner will provide such assistance to the Contractor as necessary to arrange visas for expatriate personnel of the Contractor, and customs clearance and inland transport (from border point to final destination) for the Contractor's imported equipment.

The Project Partner should also provide all possible assistance to solve unforeseen problems which the Contractor may face. The possible failure to solve some of the Contractor's problems encountered locally will not free the Contractor from meeting its contractual obligations vis-à-vis the Contracting Authority.

4.2 Specific activities

Module A: Border Crossing Facilities

1. Phase I
Analysis of existing border crossing points:
The consultant shall establish a register of all border points for rail and road between Moldova and Ukraine and describe
- technical possibilities (gates, scales, ..)
- administrative capacities (personnel, computers, office facilities)
- infrastructure and operations (including access roads, bridges, customs and parking/queuing facilities)

This data has to be set into relation with current cross border movements of commercial traffic and a clear statement has to be given whether the existing facilities are able to cope with the existing and forecasted traffic flow. All available data on traffic forecast has to be examined to allow these judgments and additionally reasonable adjustments have to be given on this data. Basic recommendations and cost estimations on the necessary improvement of technical, administrative and operational infrastructure have to be described. The combined information will be summarised in a list of recommendations that should be ranked according to cost effectiveness.

The Beneficiaries will then recommend which border crossing points should be dealt with in detail. The decision will be taken jointly with the EC Commission.

Phase II:
At this stage work will concentrate on two or three border crossing points.
The consultant shall prepare engineering designs for improvement of the main border crossing facilities:
That can include:
- Processing buildings
- Processing boots
- Canopies
- Site roads and parking
- Access roads
- Bridges
- Utilities
- Earthworks
- Construction

The list has to be adapted according to the needs of the specific border crossing points.

Comprehensive feasibility studies have to be undertaken, including the engineering design, cost-benefit analysis environmental impact assessment.
If these feasibility studies suggest a recommendation for the projects full sets of tender documents have to be produced.

The consultant will promote these projects with the International Financing Institutions.

Module B: Multimodal Terminals

Phase A:
Description and analysis of the multimodal terminals in Chisinau, Kiev, Usotova (Odessa Region) (Vinnitsa).
The current technical possibilities have to be described in detail, the current capacity established. The reasons for under-usage of the current capacities have to be clearly stated. The possibilities for upgrading the terminals have to be described based on technical, operational and economical criteria. Rough estimations on future demand based on available studies plus reasonable own estimations on traffic forecast have to be made. The results should be summarised in a pre-feasibility study that will be used a base to decide which of the terminals should be dealt with in more detail.

Feasibility Studies have to be produced for one or two terminals in two stages:

1. Step:
Demand for these terminals has to be estimated. That includes forecasting of international freight traffic by road/rail/vessel based on an origin/destination basis and including especially those, which could be attracted to specific terminals.

Development of a multi-modal transport model for these traffic flows.

2. Step:
If these data show encouraging results then, and only then, the Consultant shall continue with:

Engineering design for improvement of the terminals with respect of

- container yard
- office buildings
- custom warehouse and checkpoints
- capacity for different containers per year
- facilities for stuffing and restuffing of containers
- special equipment for transshipment
- monitoring systems for containers
- road and railway access
- security systems, including fencing and guard facilities

Full economic and financial appraisal as well as environmental impact assessment have to be included in the feasibility studies.

5. Logistics and Timing

The Contractor is supposed to use the logistics which can be made available by the project partner. These logistics are very basic and are not guaranteed, the Contractor has to provide his own logistics and equipment for carrying out the services.

The services shall be carried out in all countries consecutively from the date of commencement.

5.1 Project Location

Moldova: Chisinau
Ukraine: Kiev (or Odessa)

5.2 Project Period

Duration

The total project duration is 12 months.

Project extension

The Contracting Authority may, at its own discretion, extend the project in duration and/or scope, subject to the availability of funding. Any subsequent extension of the contract would be subject to satisfactory performance by the Contractor. This shall be judged, in particular, in terms of the progress towards the achievement of the project purpose, and the delivery of the anticipated results. The intervention of events outside the Contractor’s control shall also be taken into consideration.

6. Requirements

(1) Facilities and equipment

The Contractor is required to provide everything necessary for the proper execution of the services contract in consideration of the following:
- The project partners are very restricted in terms of personnel, equipment, supplies, services, documentation, logistical support, office space
- (Basic office accommodation in the partner institution can be provided)
- Data, and information is only partly available, and is not always reliable
- Study equipment, transport, office equipment is not available from the partner institution, and must be provided by the Contractor
(2) Personnel

The tasks require a well qualified team, experienced in their respective profession to fulfil their respective tasks. A minimum of three key experts is required,

- The Project Manager/Team Leader
- A transport infrastructure engineer
- A transport economist
- Minimum time to be spent in the partner states

The specified minimum percentage of EU expertise time to be spent in the partner states is for

- The Project Manager/Team Leader: 75%
- The transport infrastructure engineer: 75%
- The transport economist: 75%

6.1 Key experts

**Competencies required in the team of key experts**

(1) Chief Advisor/Team Leader

The Chief Advisor/Team Leader will co-ordinate and provide consultancy services for the studies and designs in Moldova and Ukraine. This individual, who will reside either in Chisinau or Kiev on a not less than 75% time basis throughout the period of the contract, will be an expert on transport infrastructure or a transport economist with at least 15 years professional experience, including assignments in developed countries with at least 4 years of relevant managerial positions. The candidate should have a proven record of managing similar projects.

The Chief Advisor/Team Leader will act as the consultant's authorised representative and administrator for the consultancy services contract, with authority to make binding decisions on behalf of the Consultant on all matters pertaining to the consultancy services. The Chief Advisor/Team Leader will also co-ordinate the team of experts.

The Consultant and the Chief Advisor/Team Leader will assemble and supervise a team composed of foreign and local professionals with sufficient competence and experience that will enable the Project Manager satisfy the objectives of the assignment. The consultant is expected to maximise local participation in the services provided, making use of local consultants, engineers and technicians as much as possible.

Required formal qualifications: University degree in engineering or economics with specialisation on transport. Excellent English. Knowledge of Russian would be an advantage.

In addition to the specific technical expertise, the Chief Advisor/Team Leader should have considerable experience in

- managing a team composed of expatriate and local specialists
- supervising and co-ordinating all aspects of the project’s technical work
- ensuring good communication with the Project Partner
- organising and overseeing administrative and logistic support
(2) Transport Infrastructure Engineer: Will assist the Chief Advisor/Team Leader with analysis of the existing infrastructure and all technical aspects of upgrading/designing border crossing infrastructure and multimodal terminal infrastructure. He/she will also participate in the preparation of the feasibility studies and tender documents. Formal requirements: University degree in engineering, proven record of designing and implementing transport infrastructure projects. At least 12 years professional experience.

(3) Transport Economist: Will assist the Chief Advisor/Team Leader with the analysis of the existing infrastructure and all economical aspects of upgrading border crossing infrastructure and multimodal terminal infrastructure. He/she will also participate in the preparation of the feasibility studies and tender documents. Formal requirements: University degree in Economics, proven record of projects as transport economist. At least 12 years professional experience.

Requirements for all Key Experts:

Excellent English. Knowledge of Russian would be desirable. Proven experience in international and inter-cultural teamwork.

The consultant is responsible to ensure that all necessary qualifications for the described tasks are covered. It is in their discretion to propose a slight different set of experts than the above if that would achieve the expected results at least to the same extent.

Staffing Schedule

The team would be mobilised at commencement of the services. Short-term experts will be mobilised according to the needs of the team.

6.2 Non-key experts (EU and local)

Tenderers should not include CVs of non-key experts in their bids.

The Contractor shall select and hire local experts as required. In doing so they should pay attention to the need to ensure the active participation of local professional skills where available, and a suitable mix of European and local staff in the project teams. All local experts are to be independent and free from conflicts of interest.

The selection procedures shall be transparent, and shall be based on pre-defined criteria, including professional qualification, language skills and work experience. The findings of the selection panel shall be recorded. The selection of local experts shall be subject to approval by the Contracting Authority in the same way as expatriate staff.

Civil servants and other staff of the public administration of the beneficiary country shall not be recruited as experts (see Article 9.3 of the General Conditions for Service Contracts Financed by the EC, December 2000).

It is strongly recommended to work in tight co-operation with Local Experts.

6.3 Local support staff

Local support staff can be hired in location.
6.4   Equipment

Equipment shall only be supplied when it contributes directly to the achievement of the objectives of this project. Where such needs are identified, the Contractor applies to Contracting Authority on behalf of the counterpart for the provision of equipment. The application shall be accompanied by a detailed specification, cost estimate and recommendation from the project team. The project equipment budget may not be used to equip the Contractor’s team.


The Contractor shall be responsible for procuring all equipment financed out of the Incidental Expenditure. The amount of funding available for equipment is defined in the next paragraph.

6.5   Project budget

The total budget available to implement the project is € 1 700 000.

The Provision for incidental expenditure is € 450 000. This amount must be included without modification in the Budget Breakdown. Its use is governed by the provisions in the General Conditions and the notes in Annex V of the contract.

Incidental expenditures are broken down as follows:

- € 50,000 for equipment
- € 400 000 for other incidental costs, including cost in relation to project offices to be set up by the project; office support; interpretation; drivers; translation costs; telecommunication and copying costs; travel costs in the Moldova and Ukraine for project purposes (so-called missions, including per diems if the mission requires an overnight stay outside the duty station as defined in paragraph 5.1); car hire; studies, workshops; and the cost of the end-of-project audit of the Incidental Expenditure provision (by an auditor approved by the Contracting Authority).

The Contractor will need prior written approval from the Contracting Authority before spending the funds related to following components within the Incidental Expenditure:

- Equipment

No funds of the Incidental Expenditure budget may be used for fees for experts.

During contract implementation the Contractor may request the Contracting Authority for a transfer of funds from Fees to Incidental Expenditures. Such a change will require prior written approval from the Contracting Authority. Transfer of funds from Incidental Expenditure to Fees will not be possible.
7. Reports

7.1 Reporting requirements

Reports must be prepared every three months during the period of execution of the contract. There must be a final report at the end of the period of execution. Reports accompanying invoices for interim payments should be submitted as defined in Art. 28.1 of the General Conditions.

Tacis Reporting

An inception report shall be submitted two months after the signature of the contract. Subsequently, progress reports will be submitted every three months unless otherwise agreed by the Project Manager. In addition, notes have to be submitted to the Project Manager, as frequently as considered necessary by the European Commission, in order to monitor the substance and the quality of the technical assistance. Meetings between the Contractor and the Project Manager and other appropriate EU Commission services, will be organised as frequently as necessary.

Meetings between representatives of the Project Partner and the Project Manager, or Commission Delegation shall be organised as frequently as necessary. A draft final report will be submitted one month before the end of the project.

Reports produced in this project will be submitted by the Contractor to the European Commission with copies to the Project Partner, the EC Delegation in Ukraine, the National Co-ordinating Unit, the Tacis Local Support Offices in Moldova and the Tacis Monitoring team. The Project Partner shall be encouraged to submit comments on the report to the Project Manager. The EuropeAid Project Manager is solely responsible for the approval of reports. The inception, progress and final reports will be prepared in Russian and in English, and will follow general Tacis guidelines.

The reports shall be submitted in hard copy and electronic format (as a single Word file). In addition to the above formal reports, the Contractor shall provide such information on project progress as is reasonably required by the European Commission, and shall regularly inform the Commission of political, economic or institutional developments of relevance to the project.

No report or document shall be distributed to third parties prior to the approval by the European Commission. The Contractor shall pay particular attention to the confidentiality of data. Reports, as well as press statements, etc, made by the Contractor will make clear that any opinions expressed therein remain those of the Contractor and do not represent the opinion of the European Commission.

Copyright on all reports and other material prepared under this contract shall reside with the European Commission.
7.2 Submission & approval of reports

Reports produced in this project will be submitted by the Contractor in the numbers, languages and locations as follow:

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Project Manager / Mr Daniel STROOBANTS
European Commission – EuropeAid Co-operation Office
41 Rue de la LOI B-1040 BRUXELLES

8. Monitoring and evaluation

The project will be monitored according to standard procedures. Project monitoring and evaluation will be based on periodic assessment of progress on delivery of specified project Results and towards achievement of project objectives.

8.1 Definition of indicators

Suitable objectively quantifiable indicators will be agreed between the Contracting Authority and the Contractor, supported as necessary by the Monitoring contractor.

8.2 Special requirements

None.