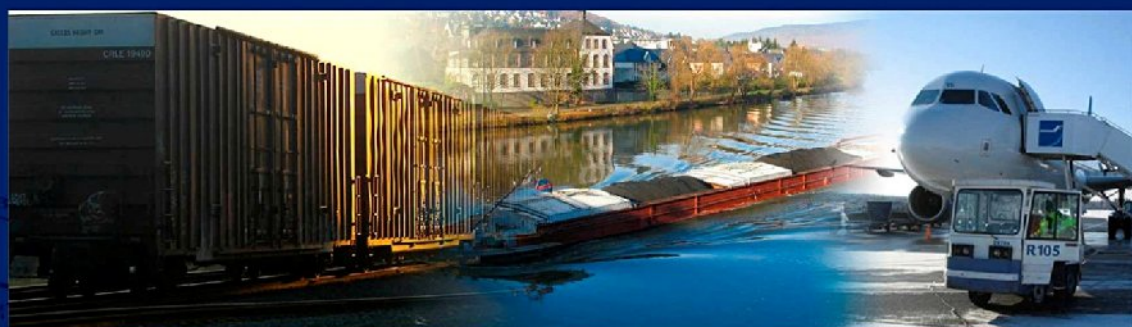


# The European Union's Programme for Ukraine



## Support to the Integration of Ukraine in the Trans-European Transport Network TEN-T



## Progress Report 5

January 2011



This project is funded by the European Union



Ministry of Transport and communications of Ukraine



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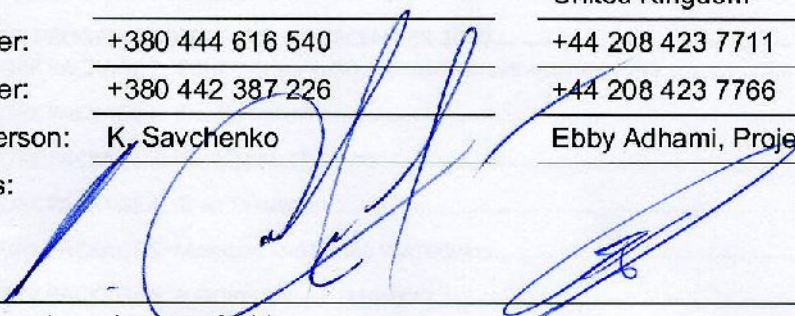


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Corporate Solutions (UK),  
in association with:  
ARUP (UK); WSP imc (UK)  
and NACO (NI)



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## Abbreviations

CMU	Cabinet of Ministers of Ukraine
DTCSDC	Department of Transport and Communication System Development and Coordination (of MoTC)
EASA	European Aviation Safety Authority
EBRD	European Bank for Reconstruction and Development
EC	European Commission
ECAA	European Common Aviation Area
ECAC	European Civil Aviation Conference
ENP	European Neighbourhood Policy
ENPI	European and Partnership Instrument
EU	European Union
GTZ	German national development assistance programme
GDP	Gross Domestic Product
GoU	Government of Ukraine
GPS	Global Positioning System
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
ICT	Information, Communication Technology
IFI	International Financing Institution
IMF	International Monetary Fund
IRU	International Road Transport Union
MMT/IMT	Multimodal/Intermodal Transport
MoTC	Ministry of Transport and Communications
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
PCA	Partnership and Co-operation Agreement
PPP	Public-Private Partnership
SAA	State Aviation Administration / (Derzhaviaadministratsia)
SBS	Sector Budget Support
SC	Steering Committee
SES	Single European Sky
SMS	Safety Management System
TA	Technical Assistance
TACIS	Technical Assistance for CIS
TEN-T	Trans-European Transport Network
TNA	Training Needs Assessment



ToR	Terms of Reference
TRACECA	<b>TR</b> Ansport <b>C</b> orridor <b>E</b> urope <b>C</b> aucasus <b>A</b> sia
UAH	Hryvnya
UNECE	United nations Economic Commission for Europe
UZ	Ukrzaliznytsia – Ukrainian Railways
WTO	World Trade Organisation

## Project synopsis

Project Title:	Support to the Integration of Ukraine in the Trans-European Transport Network TEN-T
Project Number:	EuropeAid/124964/C/SER/UA
Country:	Ukraine
Overall Objective:	The overall objective of the project is to improve the transport sector through assistance to the MoTC in developing and implementing a Strategy and Action Plan for Transport Integration into the Trans-European transport network. This implies reinforcement of the Ministry's capacity to coordinate and manage cross-sector issues, and resulting identification of priority investment projects, in view of i) improved and sustainable command of the global sector management, including cross-sector and multimodal ability, ii) integration into the TEN-T network, in coherence with the European Commission's White Paper on Transport and iii) harmonisation with EU rules and standards.
Expected Results/Outputs:	The main results/outputs of the project will be: <ul style="list-style-type: none"> <li>- Immediate Action Plan published</li> <li>- Transport Sector Planning Scenarios developed</li> <li>- Transport Demand and Traffic Forecasts prepared</li> <li>- Training Needs identified</li> <li>- National Transport Policy defined</li> <li>- National Transport Strategy defined through formulation of: <ul style="list-style-type: none"> <li>- Sub-sector strategy and reforms for the rail sector</li> <li>- Sub-sector strategy and reforms for the road infrastructure</li> <li>- Sub-sector strategy and reforms for road transport</li> <li>- Sub-sector strategy and reforms for maritime &amp; inland water transport</li> <li>- Sub-sector strategy and reforms for the aviation sector</li> <li>- Selected Measures and Reforms for Multi-modal Transport</li> </ul> </li> <li>- Short and long term action plans for TEN-T integration formulated</li> <li>- List of Priority Investment Projects and Financing Options identified</li> <li>- Training, Capacity Development and coordination events held</li> </ul>
Activities:	Work package 1: Policy, regulatory, institutional and infrastructure financing issues Work package 2: Selected measures and reforms for rail sector Work package 3: Selected measures and reforms road infrastructure Work package 4: Selected measures and reforms road transport Work package 5: Selected measures and reforms maritime and inland water transport Work package 6: Selected measures and reforms airports and air transport Work package 7: Crosscutting issues Work package 8: Sector Strategy and Action Plan Work package 9: Human Resources Development and Training
Target Groups:	The target groups are the Ministry of Infrastructure, The Department of Transport and Communications Systems Development of Coordination (DTCSDC), State Road Service (Ukravtodor), State Administration for Road Transport (Derzhavtoadministratsia), State Administration of Railway Transport (Ukrzaliznytsia), State Department for Railway Transport; State Administration for Maritime and Inland Water transport (Ukrmorrichflotadministratsia), State Aviation Administration (Derzhaviaadministratsia). More generally, the programme will involve inputs from other stakeholders from the public and private sectors, alternative providers of services as well as the recipient of government services and user of transport services, civil society, academic and research groups.
Starting Date:	4 August 2008
Project Duration:	41 Months



## 1. Summary of Project Progress

This is the fifth progress report (Progress 5) covering the period 1<sup>st</sup> August 2010 to 31<sup>st</sup> December 2010 (5 month) of the project “Support to the Integration of Ukraine in the Trans-European Transport Network TEN-T”.

The project held a number of meetings throughout the period with the EU Delegation, Ministry of Transport and Communications (MoTC)<sup>1</sup>, executive bodies responsible for each mode of transport, and international financing institutions (IFIs).

Coordination has been maintained with the ongoing EU funded projects in the Ukraine’s transport sector, including TRACECA, as well as a number of projects funded by the World Bank, USAID and other donors. Furthermore a number of Working Groups have been established by the NGO “Foundation for Effective Governance” to address transport related issues with the help of McKinsey. Although these initiatives and projects are not formally coordinated, members of TEN-T have met with other project teams on a regular basis.

The Transport Strategy was approved by the CMU, Number 2174 dated 20 October 2010 and notified on 2 December 2010. The Sector Budget Support (SBS) indicators were also agreed in July 2010 and were approved by the EC. The project team continued to provide support to these activities.

The new aviation twinning fiche requested by the EU Delegation was completed by the project and approved in September 2010. This was submitted on time and was accepted by the Delegation.

On 10 December the MoTC was renamed as the Ministry of Infrastructure and a new Minister, Boris Kolesnikov, was appointed. The new ministry will have a broader portfolio of responsibilities than the MoTC and significant organisational changes are anticipated in the New Year.

### 1.1 Steering Committee and Working Groups

The fifth meeting of the Steering Committee was held on 16 December 2010 to summarise the achievements of work packages which are concluded (WPs 2, 3, 4, 5, 6, and 7) and discuss the focus of the project’s activities during the extension (WPs 1, 8 and 9). Furthermore, a presentation was made on the methodology, and the associated computerised tool, prepared by the project to support the identification and prioritisation of investment projects in Ukraine, covering all modes of transport. This work has been appreciated as making a significant contribution and has become a key focus of one of the working groups established by the President. This work is scheduled to continue in 2011 under WP8. A presentation was also made on the achievement of WP 6 (Aviation) to exemplify the breadth and depth of the work carried out as part of a typical work package that is concluded. This was followed by a discussion on the scope of the work during the extension period under WPs 1, 8 and 9.

Electronic copies of the Draft Final Reports (DFRs) for WPs 2, 3, 4, 5, 6 and 7 were given to the members of the SC. It was agreed that work on these WPs will be concluded and any further work will only be carried out if it directly supports the implementation of SBS under WPs 1, 8 and 9.

It was further agreed that the extension period will commence on 1 January 2011 under the leadership of Mr Alain Gaudry. The detailed scope of the work will be defined and agreed with the senior staff of the Ministry and the EC during January 2011.

From the outset of the project Working Groups were formed to lead each of the WPs. Although this arrangement worked well for the first year of the project, the frequent changes of staff at the MoTC meant that a less formal forum was used during 2010. This arrangement will be reviewed in January 2011 for the extension period to agree a formal mechanism for communication and receiving input from the Ministry. During this period a large number of meetings took place with the beneficiary and related organisations and a list of meetings held in the reporting period is attached in Appendix B.

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<sup>1</sup> The MoTC was abolished in December 2010 and the Ministry of Infrastructure was formed with a broader set of responsibilities including transport.



## 1.2 Work Packages

Work on all 9 WPs continued throughout the reporting period working largely with the operational staff at the Ministry given that the position of some senior staff are unclear due to the ongoing reorganisation of the Ministry. The weekly meetings planned between the MoTC and the Team Leader continued during the reporting period.

The outputs of WPs that are concluded have been documented in Draft Final Reports and were submitted to the Steering Committee.

As a part of **WP1: Policy, regulatory, institutional and infrastructure financing issues** agreement was reached with the representatives of all transport subsectors on the SBS indicators for the next four years to meet the objectives set by the EU. These we understand have been accepted by the EU in Brussels.

The MoTC's Transport Strategy was also approved by the CMU, Number 2174 dated 20 October 2010 and notified on 2 December 2010. This was a conditionality of SBS and the approval paves the way for the implementation of the SBS to proceed.

**WP2: Selected measures and reforms for rail sector** - The railway team were asked to attend a number of meetings during the reporting period with the MoTC's railway department and plans were made to include the project into working groups established by Ukrzaliznytsia (UZ) to offer input on the proposed railway restructuring, rail regulation, railway investment and the opening of the rail network to private operators, in accordance with the EU's recommendations. Although meetings were agreed, they were cancelled at the last moment exemplifying the challenges the project has faced to work with UZ throughout the project.

**WP 3 and 4: Selected measures and reforms road infrastructure** – The ToR tasks have been completed and recommendations made to the Chairman of the original working group, who has approved them. It is not however likely that the recommendations will be formally approved and implemented until the reorganisation of the Ministry is completed.

**WP 5: Selected measures and reforms maritime and inland water transport** – This WP has made good progress although difficulties were experienced in information collection and communications with the sea ports. Notwithstanding the difficulties, the project team has continued to develop close contacts with the sector professionals, both in the public and private sector, which has enabled the team to gain first-hand knowledge and obtain information concerning the day-to-day functioning of the river and maritime transport. This has been instrumental in allowing the maritime component of the project to make progress. The appointment of the new Head of Maritime Department in June 2010 also improved the situation but it is unclear who will be responsible for this important subsector in 2011.

The work on defining development planning scenarios for the maritime sector and the evaluation of the traffic forecasts, prepared by the EU funded "Ukraine Port Feasibility Study" has been completed. The results were documented in Working Paper 5.1, which forms a part of the "Maritime Policy Reform and Action Plan paper". The concept of "Landlord Ports" and "Port Clusters" are under discussion and recent published reports from the subsector seem to indicate acceptance of the recommended concepts, as some are incorporated in official documents. All of the issues covered in WP5 have been compiled into a comprehensive Port Management Plan.

In order to further help with the assimilation and dissemination of results two training sessions were conducted on Maritime and River transport and were very well received with some 20 people participating.

**WP6: Selected measures and reforms airports and air transport** - During the reporting period the emphasis was laid upon the training of SAA staff and the aviation industry. The objective was to improve the sustainability of the training programs in Ukraine in the longer term by creating national training programs and introducing the "train-the-trainer" concept. This initiative is carried out in coordination with the National Aviation University and the State Aviation Authority (SAA) with whom we have had full cooperation.

As a result of the close cooperation with the SAA, all tasks in the ToR related to the aviation subsector have been completed and are up to date. Future plans are formulated and are detailed in the Draft



Final Reports 6.1, 6.2 and 6.3 and will be distributed once the approval of the SAA is given for their publication in line with the confidentiality agreements signed with the SAA.

**WP 7: Cross Cutting** – The ToR requirements have been addressed and recommendations are documented in various reports. The recommendations have been received well by a wide range of stakeholders.

**WP 8: Sector Strategy and Action Plan** – Under work packages 1 and 8, a list of 235 transport investment projects provided by the MoTC, along with other projects put forward by the transport subsectors, have been placed in the database created by the project pending their evaluation and prioritisation. In their present form there is insufficient information about individual projects to fully evaluate them as seldom are pre-feasibility studies carried out. A revised list of investment projects is being prepared by the Working Group established by the Foundation for Effective Government, working for the President, in which the project has been invited to cooperate. The Group has so far met once and its activities should gain momentum in the New Year.

The need for creating skills in the transport sector to undertake pre-feasibility analysis of investment projects has been agreed and a pilot training programme, originally proposed by the project in November 2009, started in March 2010 for the MoTC's investment team and other selected personnel. This training was well received and was repeated in April 2010 with the intention of monthly updates to continue throughout the project. The sessions planned for the later part of 2010 were interrupted due to uncertainties stemming from the changes at the Ministry.

Other projects aimed at facilitating trade flows will be added to the database as they are identified by the project, as well as the four strategic transport projects identified as a result of the resolution of the Cabinet of Ministers called: "On investment projects of strategic importance for economic development of the country", (Number 1432-r dated 7 Oct 2009 and rendered to the government of Ukraine on 23 Dec 2009).

Preliminary action plans have been drafted and now that the Transport Strategy has been approved, further work will be undertaken during the extension period.

**WP 9: Human Resources Development and Training** - In June 2010 the former head of HR at the MoTC was reinstated as the deputy head and meetings were held to re-establish the new MoTC HR policy starting in August 2010.

The project has provided practical on-the-job training through the earlier Working Group meetings, SAA workshops and conferences and regular meetings with the stakeholders since June 2009. It is envisaged that with the new initiatives proposed by the previous Minister will lead to new training initiatives but the recent changes, including the appointment of a new Minister, will need to be taken in to account.

The **TEN-T website** ([www.ten-t.org.ua](http://www.ten-t.org.ua)) is now fully operational and regularly updated and all MoTC approved reports are available on the site. The website incorporates the website of the "Accession and Implementation by the Ukraine of International Agreements and Conventions on Transport" and has links to other websites as approved by the Ministry and EU Delegation.

In addition, the TEN-T project continues to update files on the office network server to record all documents translated in English and Ukrainian including legal text that was provided to the international experts.

In particular, a Legislative Database was created but this remains independent from the website of the "Accession and Implementation by the Ukraine of International Agreements and Conventions on Transport" as it contains working documents of 187 pages. Some documents were translated using computer software and others done by a translator but none have been reviewed by a legal translator.

## 1.2 Outputs

The deliverables from the various work packages were renamed for clarity as shown in the following table. They have also been circulated to the relevant personnel including the heads of departments at the MoTC.



The list of reports that address the ToR in detail are identified as follows. They are mostly updated from previous reports with the exception of the rail reports that remain as Interim Reports pending comment from UZ:

- |                               |   |
|-------------------------------|---|
| 1. Policy                     | 1.1 Institution and Legislation<br>1.2 Transport Statistics<br>1.3 Integrated Transport Policy  |
| 2. Railways                   | 2.1 High speed passenger services<br>2.2 Railway Competition<br>2.3 Railway Interoperability<br>2.4 Railway restructuring vs. existing organisation in Ukraine<br>2.5 Overview of the rail reformation process in Ukraine |
| 3. Roads Infrastructure       | 3.1 Construction Standards<br>3.2 Organisation and financing road infrastructure<br>3.3 Road Safety<br>3.4 Road construction cost comparisons with Ukraine  |
| 4. Road Transport             | 4.0 Road Transport  |
| 5. Maritime and Inland Water  | 5.1 Maritime policy reform and action plan<br>5.2 Port Administration and Port Policy<br>5.3 Maritime Policy<br>5.4 Waterways policy  |
| 6. Airports and air transport | 6.1 Market Access<br>6.2 Airports,<br>6.3 Upgrading SAA safety oversight capacity   |
| 7. Cross cutting issues       | 7.1 Multimodal Transport<br>7.2 Logistics<br>7.3 Border issues<br>7.4 GNSS Galileo  |
| 8. Strategy and action plan   | 8.0 Strategic planning  |
| 9. Training and study tours   | 9.0 training needs analysis, training and study tours   |

Most of the Interim Reports were generated jointly with the Working Groups before the reorganisation of the MoTC and the transport subsectors and the appointment of new personnel. The Draft Final Reports have been circulated directly to the relevant transport subsectors. These will prove instrumental to the senior staff of the Ministry in their planning and the implementation of SBS.

### 1.3 Resource Utilisation

During the 5th reporting period 1,328 person days were planned of which 932 person days were used, representing a utilisation of 70%. This is explained by the desire of the stakeholders to retain sufficient resources for the extension period in 2011.



## **2. Summary of project status and planning, updated for the remainder of the project**

### **2.1 Milestones and Results to date**

#### **Immediate Action Plan**

The Immediate Action Plan (IAP) assisted the government with decisions needed to respond to the immediate impact of the financial crisis on the transport sector. The IAP addressed the most critical issues in the short-term whilst ensuring that longer term reforms are not compromised. A draft report was submitted and followed up. Although a later paper was produced by the MoTC, the project was not asked for further assistance. It is understood that some of the original recommendations were implemented and therefore this milestone can be considered as having been achieved.

#### **Transport Sector Planning Scenarios Developed**

Planning scenarios are important for strategic planning and for traffic forecasting and will offer the foundation for identifying and prioritising investment projects. The former political and economic uncertainties have made this goal both more critical and complicated to achieve, but the restructuring of the Ministry and approval of SBS will bring more focus to the key Objectives of a planned long term Policy.

Four broad scenarios have been considered as the basis for sector planning which include: 1) the process of EU Accession; 2) relations with Russia; 3) the world economy; and 4) the Ukraine economy. The next step is to formulate a set of assumptions under each scenario as the basis for traffic forecasting, using the primary traffic database which is being populated.

The finalisation of the planning scenarios will now be possible given the approval of the Transport Strategy and the start of the implementation of SBS. The project has also received and compiled some of the requested historical traffic data categorised by mode of transport, commodity, destination and origin, albeit the process has proved to be slow. In particular origin and destination data is not readily available and this limits the planning activity. Although all these elements have proved to be slow and time consuming to progress, it is hoped that with the approval of the Strategy document by end 2010 the Ministry can make available appropriate resources to scenario planning.

#### **Transport Demand and Traffic Forecasts Prepared**

Traffic forecasts are required as input to assessing the appropriateness and feasibility of the proposed investment projects.

The data that has been collected has now been processed and models of existing demand have been prepared. The road model is a static model (as opposed to a dynamic model such as EmmE/3, Visum and Cube) presented in a Quantum GIS, an open source GIS system. The reason that a dynamic model cannot be prepared (that represents the effects on journey patterns of changes to road infrastructure, increasing traffic congestion, changing population) is that there is no information regarding the origin and destination of journeys.

A similar GIS representation has been made of the rail data. However, in this case (as some origin and destination information is available) an additional simple dynamic model has been prepared that allocates matrices of demand (numbers of passengers and tonnes of freight) between major stations to routes through the network. The model is being developed using the "open access" software QRS II that will be compatible with EmmE/3 should this be a chosen software.

Data for the development of traffic forecasting has been gathered from all available sources. The collection process has been discussed regularly at working group member meetings held with road and rail subsector (See Appendix F) to agree the manner in which data is collected, documented and used to ensure a sustainable output.

The tentative signs of world economic recovery in 2010 will help to forecast traffic in Ukraine with more confidence and reliability. The database, on which the forecasting is based, is now available in a pilot form to demonstrate its potential as a management tool for the Ministry.



Global forecasts of transport demand (passengers and freight) to the year 2050 are being prepared but much closer cooperation with the Ministry is needed in 2011 to complete them. The Ministry would benefit from establishing a new unit for infrastructure planning as has been discussed on many occasions with the coordination section of the MoTC, without any concrete steps being taken by the Ministry. However, with the appointment of the new Minister and the restructuring of the Ministry it is important that in the New Year a unit is established to institutionalise this process and establish a sustainable platform for transport modelling and planning.

An initial set of traffic forecasts has been produced for the years 2010, 2020, 2030, 2040 and 2050 for road traffic. The forecasts are based on a set of central assumptions relating to the population, regional economic development and elasticities. The methodology used and sources of prime data have been discussed with Ukravtodor and Ukradiprator to ensure the acceptability of the forecast by the Ministry.

### **Training Needs**

The Training Needs Analysis was extended to allow the Ministry to get a better picture of the training needs of the entire transport sector and results were published. It provided the basis for defining the short-term training needs of the Ministry as well as offering a basis for formulating a long term training strategy.

Because of the changes in personnel within HR some coordination between different technical assistance projects HR was lost. This was previously managed by HR and closer links established between all projects to ensure that there is no duplication in the training offered by the different projects and ensure that they are complementary.

### **National Transport Strategy Defined**

A number of drafts of the "Strategy Paper" were produced with the assistance of TEN-T and the Twinning project, "Support to Transport Policy Design and Implementation in Ukraine". A final version was circulated in July 2010 by the Ministry to other stakeholders for comments and approval. The Transport Strategy was eventually approved by the CMU, Number 2174 dated 20 October 2010 and notified on 2 December 2010. This will form the basis for the implementation of SBS and for drafting action plans.

### **Sector Budget Support (SBS) Indicators**

As part of the strategy development process, the SBS indicators will offer a framework for monitoring the progress of the implementation of SBS against agreed milestones. To encourage this process, the EU SBS programme will trigger a possible grant in the form of financial assistance of some €65m over the next 4 years. The role of the TEN-T project has been to help each subsector to agree a series of indicators that will be used to measure progress towards improvement in the transport system in Ukraine, defined as "targets to be achieved", within the overall transport strategy.

It is therefore necessary for each subsector to agree with the project specific, achievable and realistic targets, in a manner that is acceptable to secure release of funds by the EC under SBS.

Although this was a difficult task and time consuming for all participants, the indicators were agreed and accepted by the EC. The Financing Agreement was also signed paving the way for the implementation of SBS. The next step is to put in place monitoring tools and explanatory notes and a baseline in the next period.

### **Transport Sector and Sub-Sector Strategies Defined**

The TEN-T project continued to work with the existing sub sector strategy plans and to make recommendations for changes through meetings with subsectors. Draft Final Reports have been prepared and submitted to the Ministry as inputs to the implementation of SBS. The institutional



capacity of the Ministry will also need significant strengthening as part of the present reorganisation which is currently underway.

### **Short and Long Term Action Plans for TEN-T Integration**

The action plans are aimed at providing a route map for TEN-T integration by identifying the steps necessary in the short and long term. The MoTC will also need to put in place processes that ensure plans are regularly reviewed and adjusted and this will be closely coordinated with the Policy Twinning Project.

This short and long term action planning process for TEN-T integration made good progress in the aviation and maritime transport sectors and must be developed in all sectors in 2011. Since the Transport Sector has now been approved, further support will be provided during the extension period in 2011 to review the DFRs and draft action plans to make them compliant with the Strategy.

### **List of Priority Investment Projects and Financing Options**

A computerised programme to evaluate and assess investment projects as the basis for selecting a list of priority investments, using multi criteria analysis (MCA), is now available. A number of training sessions were organised to present the methodology and the associated computerised analysis tool. The Ministry is expected to play an important role in defining and agreeing criteria that will be used for the prioritisation of projects.

The framework is a management “tool” that has been developed and is populated with projects as the detail of each project is made available. At present the evaluation process within the Ministry is not sufficiently robust to enable projects to be fully evaluated and the team have been addressing this issue through training in the previous and current periods.

This management tool is now available to the Ministry to use it to help select priority investment projects based on a number of factors including: (a) meeting the future needs of Ukraine for an effective transport infrastructure, and (b) facilitating the integration of Ukrainian transport network with those of the European Union. The timing and focus may require the establishment of more than one set of criteria. The Ministry and the Steering Committee must play a leading role in refining and agreeing criteria for the prioritisation, using the project’s recommendations as input to that process.

Apart from the existing projects that have been identified by Ministry, the forecasting models will also identify further projects for consideration and these should be elaborated.

## **2.2 Structure of Activities**

The framework for project planning remains essentially the same as that described in detail in earlier reports. Work on WPs 2-7 is concluded and the next period will concentrate on WPs 1, 8 and 9. The work to be conducted as part of extended work packages will focus on helping the Ministry and EC Delegation with the implementation and monitoring of the SBS programme.



### 3. Detailed Progress to the end of December 2010

This period should have been the final period of the project, but an extension was agreed in December 2010 agreed to extend activities to the end of 2011. It was therefore agreed that instead of a Final Report, a Progress Report will be prepared summarising the overall progress of the project to the end of December 2010. Furthermore, the last SC meeting agreed that work under WPs 2-7 will be concluded and this section provides an overview of the achievements of all WPs to date and issues that have arisen during their implementation which must be considered by the new Minister.

#### 3.1 WORK PACKAGE 1: Policy, Regulatory, infrastructure and financing

Achievements	Outputs	Issues
<i>Reviewed the strengths and weaknesses of the existing structure of the Ministry and its role in relation to the other ministries which duplicate some of its responsibilities. This report will be of value in the restructuring of the new Ministry which is currently underway.</i>	<b>DFR 1.1</b> - Offers a detailed analysis of the current state of affairs in the transport sector and attempts to evaluate the future perspective. It makes specific suggestions for improving the Transport Policy and Strategy in the future years.	<ul style="list-style-type: none"> <li>➤ This review should help in the restructuring of the new Ministry as many lessons can be learned from the inherent weakness in the existing structure.</li> </ul>
<i>Helped all transport subsectors to define and agree a set of indicators to support the implementation of the SBS programme.</i>	<i>SBS Indicators agreed and approved by EU leading to €65m grant for the sector through the MoF.</i>	<ul style="list-style-type: none"> <li>➤ A framework for measuring the achievements against the agreed indicators will need to be put in place in 2011.</li> </ul>
<i>Analysed Ukrainian statistics methodology and made recommendations for its improvement.</i>	<b>DFR 1.2</b> – Report on Ukraine Statistics Methodology	<ul style="list-style-type: none"> <li>➤ There is an urgent need to publish more widely statistics on road, rail and air safety and to improve the system of recording vehicle fleet statistics.</li> <li>➤ There is no published information on non-vehicle transport (walking or cycle trips) and a periodic national travel survey, including all kinds of trips, would be useful in helping to measure the impact of transport sector policies.</li> </ul>
<i>Contributed to the development of the transport sector strategy.</i>	<i>Transport Strategy was approved in December 2010</i>	<ul style="list-style-type: none"> <li>➤ As the Transport Strategy 2174 is approved by CMU and EU, no immediate action is needed. The strategy can be further developed to approximate more closely with the EU standards, policy and legislation.</li> </ul>



### 3.2 WORK PACKAGE 2: Rail Transport

Achievements	Outputs	Issues
Created opportunities and a forum for the MoTC's railway department and UZ to discuss the implications of restructuring the Ukrainian railways.	<b>IR 2.4 - Rail Restructuring for Ukraine vs. the European perspective</b> Report on the role and function of specified rail industry bodies Case studies of European rail industry organisation in different countries	➤ Although significant work has been done by various projects, including TEN-T, to generate recommendations and detailed plans for the restructuring of Ukrainian railways, progress is yet to be made with their implementation. The TEN-T project has made a number of attempts to create opportunities and a forum for UZ to discuss the restructuring process by providing examples of European practice, studies of the impact of different strategies, and offer assistance with planning and implementation.
Provided comprehensive information on the function of rail sector bodies in EU states, the EU railway legislative process (Technical Standards of Interoperability, requirements of the railway packages, levels of industry achievement etc.) and specific case studies.	<b>IR 2.1 - High speed rail</b> <b>IR 2.2 - Railway Competition</b> <b>IR 2.3 - Rail Interoperability</b>	➤ The team has made repeated offers to provide information and guidance on the effectiveness of specific options as well as assisting with the comparison of EU legislation with SMGS procedures, and possible interface options. These are yet to be taken up by UZ.
Held meetings with interested stakeholder bodies (key customers, railway trade unions, freight forwarders etc.) to understand the overall industry aspirations for a restructured rail sector	Meeting notes Attendance at rail conferences	➤ There has not been sufficient interest from UZ to participate or benefit from restructuring experience in other countries and attend round tables meetings to discuss lessons learned from other international experience.
Reviewed and analysed rail transport data and assessed principal freight forwarding and receiving terminals, and analysed terminals with little or no annual traffic to identify opportunities for passenger and freight station rationalisation.	Data inputs to the rail transport model and recommendations	➤ UZ Physical data has been received, but there has been no opportunity to engage with UZ to discuss the implications and findings and to use their expertise to refine the model that has been developed.

### 3.3 WORK PACKAGE 3: Road Infrastructure

Achievements	Outputs	Issues
Reviewed Ukrainian road construction norms and standards and the way they conform with the EU practices and standards.	<b>DFR 3.1 – Construction norms and standards</b>	➤ Ukraine is well on its way to introducing compatible standards. The report recommends a technical assistance project that would allow an exchange of experience between EU and UA experts to ensure full understanding and achieve consistency.
Analysed the sources of finance and costs of road infrastructure sector with recommendations on how to improve the quality of the state	<b>TN 3.1 - Road Charging</b> <b>TN 3.2 - Concessions and PPP</b>	➤ Establish Ukravtodor as a self governing agency ➤ Adopt a professional approach to



Achievements	Outputs	Issues
<p>highways within 5 years using output performance indicators (OPRC). Introduced PPP concept and helped in getting additional support in the long term.</p>	<p><b>IR 3.2 - Organisation and Finance</b> <b>DFR 3.2 - Organisation and Finance</b></p>	<p>PPP</p> <ul style="list-style-type: none"> <li>➤ Schedule OPRC for the state roads</li> <li>➤ Ensure adequate financing of roads through taxation allocation</li> </ul>
<p>Drafted National Strategy for Road Safety and implemented a pilot scheme in Lviv on road safety</p>	<p><b>IR 3.3 - Road Safety</b> <b>DFR 3.3 - Road Safety</b> Draft strategy on road safety Lviv pilot project Road safety workshop Support to the DAI, Ukravtodor, Ministry of Emergency and Ukraine road safety association</p>	<ul style="list-style-type: none"> <li>➤ Adopt the proposed strategy for road safety</li> <li>➤ Extend the pilot Lviv road safety project to other cities</li> <li>➤ Make the Council for Road safety work more effectively</li> <li>➤ Implement speed and seat belt recommendations</li> </ul>
<p>Prepared a report comparing highway construction costs internationally</p>	<p><b>DFR 3.1 – Comparison of Highway maintenance costs</b></p>	<ul style="list-style-type: none"> <li>➤ The recommendation was that road construction costs vary widely from country to country. The best way to ensure value for money is to eliminate corrupt practices, improve the competence of contractors, increase competition, ensure standards are met and use the most appropriate forms of contract</li> </ul>

### 3.4 WORK PACKAGE 4: Road Transport

Achievements	Outputs	Issues
<p>Conducted a complete review of the road transport industry and discussed with AsMAP, the Road Research Institute, and the MoTC through working groups and directly with stakeholders. Re-established trainers trained by an earlier TRACECA project where the basics of the CPC and O licences were fully addressed. Although the Ukrainians have the capability to implement the programme, there has been limited progress since 2002.</p>	<p><b>DFR 4.0 – Road Transport Review</b></p>	<ul style="list-style-type: none"> <li>➤ Strengthening the operator ('O') licence requirements in phases towards reaching the EU or similar standard (7.5 down to 3.5 Tonnes GVW). Linking the granting of 'O' licences to the holding of a Certificate of Professional Competence (CPC)</li> <li>➤ Stronger enforcement of licence conditions and removal of unsafe, unsuitable and unlicensed vehicles from public operations and likewise for private vehicles</li> <li>➤ Bus services to be more friendly for all users including visitors and disabled persons</li> <li>➤ Reform the system of granting and financing travel concessions for privileged groups (now some 30% of the population)</li> <li>➤ Introduce public service obligation (PSO) grants for socially necessary loss-making operations, enabling services to be offered on a business-like basis</li> <li>➤ Allow tariffs to be set by the operators (in conditions of</li> </ul>



Achievements	Outputs	Issues
		<p>competition)</p> <ul style="list-style-type: none"> <li>➤ Implement technological modernisation of the road transport fleet and appropriate regulations for dangerous and perishable goods and for livestock transport</li> <li>➤ Increase the requirements for the quality of motor fuel. Fuel from Ukrainian refineries is poor which reduces vehicle reliability and increases emissions</li> <li>➤ Set up a research centre to improve vehicle design and testing and vehicle energy use and environmental footprint.</li> </ul>

### 3.5 WORK PACKAGE 5: Maritime and Inland Waterways

Achievements	Outputs	Issues
Carried out a detailed study of the maritime and river transport sector.	<p><i>IRs - Maritime Sector Status Report</i></p> <p><i>IRs - River Transport Sector Status Report</i></p>	<ul style="list-style-type: none"> <li>➤ The reports clearly demonstrate the two sectors are in need of significant reform and rehabilitation and this implies more than just improving infrastructure.</li> </ul>
Prepared traffic forecasts taking into account the effects of the economic crisis in 2008.	<p><i>IR - Maritime Policy Reform and Action Plan</i></p> <p><i>IR - Waterway Policy Paper</i></p>	<ul style="list-style-type: none"> <li>➤ The future volume estimates are optimistic but it is clear that forecast traffic will only be achieved through a major overhaul of the sector and the way it is governed.</li> </ul>
Generated recommendations concerning the restructuring of governance arrangements. Prepared plans for the reform of the sector.	<p><i>DFR 5.1 - River Transport Policy Paper</i></p> <p><i>DFR 5.2 - Maritime Policy Paper</i></p> <p><i>DFR 5.3 - River Transport Sector Final Review</i></p> <p><i>DFR 5.4 - Maritime and Inland Waterway sector development, Final Review</i></p>	<ul style="list-style-type: none"> <li>➤ Sector governance is chaotic and lacks consistency in vision, policy and strategy</li> <li>➤ Investment policy and planning are not in line with international governance regime where landlord ports and the private sector are the main development drivers of the industry.</li> <li>➤ New ideas emerge in Ukraine with no consistent strategy to ensure their correct implementation. It is imperative that a clear governance structure is put in place to guide the development of the sector.</li> </ul>

### 3.6 WORK PACKAGE 6: Airports and air transport

Achievements	Outputs	Issues
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Achievements	Outputs	Issues
<p>Supported the SAA in updating and implementing the roadmap originally developed by TWG.</p>	<p><b>DFR 6.1</b> - Includes sections on:</p> <ul style="list-style-type: none"> <li>➤ Support and contribute to the implementation of market access, economic &amp; competition regulations in the context of the Single European Sky policy (EC reg. 1008/2008);</li> <li>➤ Proposal to include in the Air Code provisions for the licensing of community air carrier (EC reg. 1008/2008) ;</li> <li>➤ Recommendations on ground handling policy (EC directive 96/67);</li> <li>➤ Updating and adoption of the Air Code and regulations;</li> <li>➤ Development of SAA procedures in compliance with EU standards;</li> <li>➤ Training of State employees.</li> <li>➤ Guidance was also provided on Natural Monopolies and airport charging policies .ICAO's policies on Charges for airports and ANS 2004).</li> <li>➤ Present ANS charges in Ukraine are according to IATA out of balance to the level of services and are not cost-based.</li> </ul>	<ul style="list-style-type: none"> <li>➤ SAA needs to retain independence to ensure they conform to the changing economic and technical situation in the air travel and legislation under the various EU regulations and conform to IATA rules and regulations as they move closer to joining the Single European Sky policy (EC reg. 1008/2008);</li> </ul>
<p>Conducted site reviews of 7 main airports at Lviv, Odesa, Simferopol, Dnipropetrvsk, Zaporizhzhya, Kharkiv and Donetsk.</p> <p>Generated recommendations for the provision of intermodality in passenger transport (see also TEN-T DFR 7.1).</p> <p>Evaluated the principles of “Dry Port concept” for airports.</p>	<p><b>DFR 6.2</b> – Includes:</p> <ul style="list-style-type: none"> <li>➤ A concept paper for airport development &amp; financial options (Report of ACP Germany 2008, provided to TEN-T under the confidentiality agreement); for Lviv, Odesa, Simferopol, Dnipropetrvsk, Zaporizhzhya, Kharkiv and Donetsk.</li> <li>➤ Evaluation of opportunities and possibilities of ownership transfer to regions and/or prospective of private sector involvement.</li> <li>➤ An examination at selected airports was made and appropriate comments</li> </ul>	<ul style="list-style-type: none"> <li>➤ Infrastructure projects for airports must be reviewed by professionals to avoid much misleading information from being generated.</li> <li>➤ Further discussion is necessary relating to the railway connection Borispol - Kiev as this project is uneconomic but is promoted as a prestige project</li> <li>➤ Ensure that all infrastructure projects are reviewed form a firm economic base</li> </ul>



Achievements	Outputs	Issues
	made.	
<p>Prepared a compliance checklist based on EUROCONTROL &amp; EC regulations and requirements and formulated a proposal to change the Air code &amp; regulations.</p> <p>A site visit to 3 Air Traffic Control Centers to consider the practical ATS operation and exchange views on the Single European Sky regulations.</p>	<p><b>DFR 6.3 – Includes:</b></p> <ul style="list-style-type: none"> <li>➤ Recommendations to improve certification and supervision of Aerodromes &amp; Air Navigation Services.</li> <li>➤ Principles were established for the SMS implementation and training programs carried for SAA inspectors and aviation industry.</li> <li>➤ Principles on a safety information analysis system were presented in a NAU workshop along with Comments to an initial State Safety Programme and presentation (June 2009) and future work discussed with the SAA.</li> </ul>	
<p>A training initiative was led by the TEN-T project and signed between JAA-TO and NAU to establish a regional training facility in Kiev on a commercial basis.</p>	<p>All documentation and MoU were drafted.</p>	

### 3.7 WORK PACKAGE 7: Crosscutting Issues

Achievements	Outputs	Issues
<p>Produced reports for the Ministry to understand multimodal transport.</p> <p>Identified main constraints resulting in lack of through B/Ls and low penetration of intermodal transport.</p> <p>Prepared qualifications on Ukraine's role as a transit country.</p>	<p><b>DFR 7.1 - Report on Multimodal Transport</b> covering multimodal/combined/intermodal transport, container development and transit traffic</p>	<ul style="list-style-type: none"> <li>➤ There is a need for relevant legislation to facilitate the use of multimodal transport.</li> <li>➤ Ukrzaliznytsia should develop a block train system and competitive service package to attract containers and more transit traffic.</li> </ul>
<p>Produced a report for the Ministry to understand logistics and how it differs from transport.</p> <p>Identification of nature of demand in Ukraine and the service providers and their infrastructure.</p> <p>Identification of locations for future logistics parks at key transport nodes.</p>	<p><b>DFR 7.2 - Report on Logistics</b> covering both international and domestic logistics</p>	<ul style="list-style-type: none"> <li>➤ The Government's role should focus on planning of locations for Logistics Parks to be developed by the Private Sector third party logistics providers (3PLs).</li> <li>➤ Develop appropriate legal framework.</li> <li>➤ Improve the quality of training in Logistics, possibly by twinning with training organisations in EU.</li> </ul>
<p>Carried out an audit of border crossings with EU to identify key constraints.</p>	<p><b>DFR 7.3 - Report on Borders</b></p>	<ul style="list-style-type: none"> <li>➤ Customs to finish infrastructure developments at key borders crossings.</li> </ul>



Achievements	Outputs	Issues
<i>Identified clearance constraints resulting in congestion at ports and land borders.</i>		<ul style="list-style-type: none"><li>➤ <i>Customs to adjust procedures to increase incidence of inland clearances.</i></li><li>➤ <i>International Trans-border Collaboration Committee to discuss and resolve some of the border constraints.</i></li></ul>
<i>Production of report for the Ministry to understand Galileo and global navigation satellite systems.</i>	<b>DFR 7.4 - Working Paper on Galileo GNSS</b>	<ul style="list-style-type: none"><li>➤ <i>Monitor progress of the implementation of Galileo and then assess any advantages over existing GPS systems.</i></li></ul>



### 3.8 WORK PACKAGE 8: Sector Strategy and Action Plan

Achievements	Outputs	Issues
<i>Defined networks to be considered.</i>	<i>Agreed highway network Agreed railway network Agreed waterway network List of airports List of seaports</i>	<ul style="list-style-type: none"> <li>➤ <i>Regularly review networks and airport and seaport lists to comply with planning requirements.</i></li> </ul>
<i>Collected data relating to the networks.</i>	<i>Road network database Railway network database GIS representation of road network GIS representation of railway network</i>	<ul style="list-style-type: none"> <li>➤ <i>Record origin and destination for road transport on the networks to enable later modelling.</i></li> <li>➤ <i>Improve coverage of HDM4 or equivalent.</i></li> </ul>
<i>Collected demand data and socio-economic data for forecasting and evaluation.</i>	<i>Road traffic flows by section of road Rail traffic volumes of passengers and freight by commodity type between main stations Socio-economic data including GDP, regional development, population, car ownership, vehicle operating costs, value of time, external costs, construction costs, maintenance costs, accident rates and costs etc.</i>	<ul style="list-style-type: none"> <li>➤ <i>Collect origin and destination data for all road traffic, on or off the network.</i></li> <li>➤ <i>Establish and keep updated a database of all traffic statistics and related data that is required for traffic modelling and forecasting.</i></li> <li>➤ <i>Carry out more in-depth analysis of the data and improve accuracy in its recording and updated on a regular basis.</i></li> </ul>
<i>Prepared scenarios and forecasts of demand.</i>	<i>Global passenger and freight traffic forecasts by mode (road, rail, water, air) to 2050 Forecasts of road traffic by vehicle type and road section for 2020/30/40/50 Forecasts of rail traffic (passengers and tonnes) by section for 2020/30/40/50 Alternative scenarios identified with their potential effect on traffic volumes.</i>	<ul style="list-style-type: none"> <li>➤ <i>A multi-modal dynamic traffic model should be developed once the origin and destination data is available for road traffic.</i></li> <li>➤ <i>In the existing forecasts take into account the proposed developments such as the construction of a separate network of motorways, high speed railways etc.</i></li> </ul>
<i>Established a database of investment projects and procedures for their evaluation and prioritisation.</i>	<i>Database of potential projects Procedures for evaluation and prioritisation using multi-criteria analysis and standardised cost-benefit analysis procedures.</i>	<ul style="list-style-type: none"> <li>➤ <i>The identification of potential projects is still at an early stage, due to lack of coordination in MoTC and other organisations. This remains work in progress for 2011.</i></li> </ul>

### 3.9 WORK PACKAGE 9: Human Resources Development and Training

Achievements	Outputs	Issues
<i>Implemented a training needs assessment (TNA) and English Language survey covering the</i>	<i>Database compiled of 273 personnel of the Ministry and subordinate organisations with</i>	<ul style="list-style-type: none"> <li>➤ <i>There is no computerised program in the HR dept. of the Ministry to store and manage such</i></li> </ul>



Achievements	Outputs	Issues
Ministry and its subordinate transport organisations.	the detailed information on training, skills and training needs presented to the Ministry.	information for the tracking and planning of the Ministry personnel development. This should be linked with the preparation of detailed job descriptions.
Agreed with the HR department, confirmed by other departments, that coordination and preparation of all training activities run by IFI's to be done by the HRD.	Minister Order "On Preparation and Coordination of all Training Activities"	➤ Due to staff changes in MoTC the order was never adopted thus leading to the absence of coordination of training delivered by all projects incl. Twinning, IFIs and other agencies which reduces the effectiveness and value of training delivered.
Training Program 2009 – 2010	WP 5 Maritime and River Strategy Trainings	➤ The candidates selected for training did not include decision makers thus the valuable information delivered during the trainings may not bring the impact intended.
	WP 6 Aviation Training Program	➤ Conducted successfully with considerable value received by the SAA.
	WP 8 Investment and Projects Prioritisation Trainings	➤ Although a number of training sessions were provided, future sessions need better coordination by the Ministry to ensure that the right people are trained.
	English Language Training	➤ Training has been successful and ended in December 2010.

NOTE: DFR: Draft Final Report; TN: Technical Note; IR: Interim Report

Other activities and events undertaken as part of work package 9 are list below:

### Training – Overview 2009 - 2010

WP	Activity/Event	Dates	Number of Participants
3	Road Safety Workshop	07 Oct, 2010	30
5	Seaport Management Training Session	11-12 March, 2010	16
5	River Sector Training	22-23 March, 2010	14
6	Workshop "Safety Management in Aviation"	18-19 June, 2009	60
6	High Level Conference "EU Single Sky"	25 – 26 June, 2009	70
6	Seminar "Development of National Training Program for Aerodrome Safety Management"	23 – 27 Nov, 2009	19
6	English for Aviation	Monthly	8 to 9 participants
6	Workshop on ANSP Certification	12-13 July, 2010	50
8	Preparation of the Investment Projects – session 1	16-17 March, 2010	17



8	<i>Preparation of the Investment Projects – session 1</i>	17 June, 2010	16
8	<i>Preparation of the Investment Projects – session 1</i>	09 Sept, 2010	14
8	<i>Preparation of the Investment Projects – session 1</i>	20 Oct, 2010	16
8	<i>English in Transport for MoTC and Organisations</i>	From April 2010 till Dec 2010	47
<b>Total</b>			<b>387</b>

#### Study Tours – Overview 2009 - 2010

WP	Activity/Event	Dates	Number Participants
3	<i>Study Tour on Road Finance Management, UK, France, Austria</i>	12 – 22 Dec, 2010	8
6	<i>SAFA Training, Holland</i>	12-14 May, 2010	4
6	<i>Aerodrome Inspectors Training, Holland</i>	15-20 April, 2010	4
6	<i>Advanced Airport Management Study Tour, Holland</i>	3-7 May, 2010	11
6	<i>NAU Study Tour to JAA, Holland</i>	5-8 July, 2010	4
6	<i>Train the Trainer Study Tour, Holland</i>	14-16 July, 2010	4
6	<i>OJT SAFA, Training sessions, Holland</i>	26 sep – 02 Oct, 2010	4
6	<i>SMS Training for Flight Operators, Holland</i>	12-16 Dec, 2010	4
<b>Total</b>			<b>43</b>



#### 4. Planned Activities for the Next Reporting Period

This period was intended to be the final period of the project. Although preliminary discussions on the extension of the project commenced in June 2010, it was only in December 2010 when the necessary approvals were obtained to initiate a contract amendment, which was signed by the EC and the Contractor at the end of December 2010. At the same time the Government of Ukraine announced a major restructuring of the MoTC to form the Ministry of Infrastructure covering not only transport but also other infrastructure. The restructuring will start in earnest in January 2011 and it is unclear the nature of changes, both organisationally and staffing, that may be implemented.

Although the general scope of the work during the extension period has been agreed, the preparation of a detailed plan for the next period is contingent on further discussions with the Ministry in January when the project can establish the people/unit in the Ministry that will be responsible for the implementation of the SBS.

Notwithstanding the areas of work to be covered broadly include:

- Management, implementation, reporting and monitoring of the SBS programme to support the implementation of Ukraine's transport strategy;
- Effective implementation, management, reporting and monitoring of the implementation of the SBS;
- Analysis and recommendations for the alignment of the Transport Strategy of Ukraine with EU Transport policy;
- Development and implementation of a Monitoring System to monitor the fulfilment of the indicators identified by the Financing Agreement for the SBS:
  - o Review, analysis and recommendation, on a demand driven basis, related to the development of sub-sectoral programmes within the framework of implementing the Ukraine's Transport Strategy
  - o Assistance, on a demand driven basis, to carry out studies related to fulfilment of indicators for the SBS
- Organisation of training, workshops and study tours relevant to assisting the Ministry with the implementation of the indicators for the SBS;
- Development and implementation of an effective mechanism for the joint review and collaboration of all stakeholders involved in the SBS;
  - o Preparing the ToRs for the evaluation of the SBS
  - o Assisting the Joint Monitoring Group in the evaluation of the SBS
- Assistance to the implementation of the budget support indicators, including approximation of transport legislation to the EU Transport Acquis communautaire.
- Ensuring the visibility of the EU SBS operation for the Ukrainian Transport Sector through the development and implementation of a work plan for the visibility of the action.

The existing reports prepared by the project provide valuable input to the implementation of the above activities.



## APPENDIX A: EC Project Planning Forms

### FORM 2.2: Project Progress Report

Project title : <b>Support to the Integration of Ukraine in the Trans-European Transport Network TEN-T</b>				Project number: <b>EuropeAid /124964/C/SER/UA</b>				Country: <b>Ukraine</b>				Page : 1/1			
Planning period : <b>1<sup>st</sup> August 2010 to 31<sup>st</sup> December 2010</b>				Prepared on: <b>January 2011</b>				EC Consultant: <b>Corporate Solutions Limited</b>							
Project objective : <b>To improve the transport sector through helping MoTC in developing and implementing a strategy and an action plan for transport integration into TEN-T</b>															
		<b>TIMEFRAME</b>										<b>INPUTS</b>			
		<b>1<sup>st</sup> August 2010 to 31<sup>st</sup> December 2010</b>										<b>PERSONNEL EC Consultants</b>		<b>Equipment and Materials</b>	<b>OTHER</b>
<b>No</b>	<b>ACTIVITIES</b>	<b>August</b>		<b>September</b>		<b>October</b>		<b>November</b>		<b>December</b>		<b>Planned</b>	<b>Utilised</b>	<b>Planned Utilised</b>	<b>Planned Utilised</b>
WP1	Policy, regulatory, institutional & infrastructure financing	X	X	X	X	X	X	X	X	X	X	<b>153</b>	<b>180</b>	Visits to locations outside Kiev	
WP2	Selected measures and reforms for rail sector	X	X	X	X	X	X	X	X	X	X	<b>152</b>	<b>79</b>		
WP3	Selected measures and reforms road infrastructure	X	X	X	X	X	X	X	X	X	X	<b>138</b>	<b>105</b>		
WP4	Selected measures and reforms road transport	X	X	X	X	X	X	X	X	X	X	<b>145</b>	<b>60</b>		
WP5	Selected measures and reforms maritime transport	X	X	X	X	X	X	X	X	X	X	<b>181</b>	<b>110</b>		
WP6	Selected measure and reforms airports and air transport	X	X	X	X	X	X	X	X	X	X	<b>198</b>	<b>120</b>		
WP7	Crosscutting issues	X	X	X	X	X	X	X	X	X	X	<b>125</b>	<b>102</b>		
WP8	Sector Strategy and Action Plan	X	X	X	X	X	X	X	X	X	X	<b>136</b>	<b>125</b>		
WP9	Human Resources Development & Training	X	X	X	X	X	X	X	X	X	X	<b>100</b>	<b>75</b>		
												<b>1 328</b>	<b>956</b>		



### FORM 2.3: Resources Utilisation Report

Project title : <b>Support to the Integration of Ukraine in the Trans-European Transport Network TEN-T</b>		Project number: <b>EuropeAid /124964/C/SER/UA</b>		Country: <b>Ukraine</b>	Page : 1/1
Planning period : <b>1<sup>st</sup> August 2010 to 31 December 2010</b>		Prepared on: <b>January 2011</b>		EC Consultant: <b>Corporate Solutions Limited</b>	
Project objective : <b>To improve the transport sector through helping MoTC in developing and implementing a strategy and an action plan for transport integration into TEN-T</b>					
RESOURCES/INPUTS	TOTAL PLANNED	PERIOD PLANNED	PERIOD REALISED	TOTAL REALISED	AVAILABLE FOR REMAINDER
<b>PERSONNEL</b>					
Team Leader	560	100	84	529	31
Road Key Expert	270	65	41,5	270	0
Rail Key Expert	410	65	0	173	237
Maritime Key Expert	460	78	48	279	181
STE - Senior Expert	2 300	340	298	1 559	741
LTE junior experts	2 000	290	201	1 801	199
STE Junior Expert	1 500	390	283,5	1 486,5	13,5
Sub-total	<b>7 500</b>	<b>1 328</b>	<b>956</b>	<b>6 097,5</b>	<b>1402,5</b>
<b>EQUIPMENT AND MATERIAL</b>					
		--	None	None	
Sub-total					
<b>OTHER INPUTS</b>					
Meetings, Study Tours, Seminars, etc.	350,000	63 428	60 094	199 369	150 631
Travel costs outside Kiev	25,000	1 500	656	7 852	17 148
Per diems	175,000	7 000	5 526	73 397	101 603
Sub-total	550,000	71 928	66 276	280 618	269 382



**FORM 1.6: Plan of Operations for the next reporting period**

Project title : <b>Support to the Integration of Ukraine in the Trans-European Transport Network TEN-T</b>			Project number: <b>EuropeAid /124964/C/SER/UA</b>			Country: <b>Ukraine</b>			Page : 1/1		
Planning period : <b>1<sup>st</sup> January 2011 to 30<sup>st</sup> June 2011</b>			Prepared on: <b>January 2011</b>			EC Consultant: <b>Corporate Solutions Limited</b>					
Project objective: <b>To improve the transport sector through helping MoTC in developing and implementing a strategy and an action plan for transport integration into TEN-T</b>											
		<b>TIMEFRAME</b>						<b>INPUTS</b>			
		1 January 2011 – 30 June 2011						<b>PERSONAL</b>			
No	Activity		1	2	3	4	5	6	Senior Experts	Junior Experts	
1	Sector policy and management	Senior	X	X	X	X	X	X	204		
		Junior	X	X	X	X	X	X		353	
2	Rail transport	Senior									
		Junior									
3	Road infrastructure	Senior									
		Junior									
4	Road transport	Senior									
		Junior									
5	Maritime transport	Senior									
		Junior									
6	Airports and air transport	Senior									
		Junior									
7	Crosscutting issues	Senior									
		Junior									
8	Sector strategy and plan	Senior	X	X	X	X	X	X	204		
		Junior	X	X	X	X	X	X		353	
9	Human Resources Development	Senior	X	X	X	X	X	X	102		
		Junior	X	X	X	X	X	X		176	
<b>TOTAL:</b>									<b>510</b>	<b>882</b>	

## APPENDIX B: Meetings during the Period 31st July 2010 to 31 December 2010.

#	DATE	RESPONSIBLE	COMPANY	MEETING TITLE	ATTENDEES
	02.08.2010	Les Cheesman	Ukravtodor	Outcome and performance related contracts (OPRC)	LPC,TP, Gerd Kashell, Serge
	03.08.2010	Les Cheesman	SAA	Review aviation progress with Babiechuk	LPC, DB
	05.08.2010	Les Cheesman	Ukravtodor	Presentation of QGIS	LPC, NK, JM
	05.08.2010	Anthony Pearce	URSA	Road Safety	AP, NK, Mikhail Berlin, Egor Kalashnikov
	06.08.2010	Anthony Pearce	Ukrainian Centre for Promotion of PPP Development	PPP	AP, NK, Irina Zaplatina
	06.08.2010	Anthony Pearce	URSA	Road Safety	AP, NK, Mikhail Berlin
	11.08.2010	Les Cheesman	EU Coal Sector Policy Support Programme	Road and rail transport forecasting to 2050	LPC, Wojtek Mlodziejewski TL
	12.08.2010	Les Cheesman	MoTC maritime, World Bank	Discussions re Illychevsk and Yugney	LPC, Eash, Roman
	13.08.2010	Les Cheesman	MoTC maritime, EBRD, EIB	Discussions re Illychevsk and Yugney	LPC, Eash, Roman
	17.08.2010	Les Cheesman	IFC Kiev	Discussions re Illychevsk and Yugney	LPC
	18.08.2010	Les Cheesman	State Agency on Investment and Innovation	Investment projects	LC, MK, OS, NK, Zaets Anatoliy, First deputy head
	19.08.2010	Les Cheesman	Ukrainian Centre for Promotion of PPP Development	PPP	Follow up meeting
	21.09.2010	National University Aviation	World Congress on Aviation	World Congress on Aviation	Alexandr Ivanov
	23.09.2010	Bert Kraan	SAA	11.00 Meeting with Natalia Terletska, Acting head of the legal department in SAA. Natural monopolies facilitation	BK, AI, NK



#	DATE	RESPONSIBLE	COMPANY	MEETING TITLE	ATTENDEES
				in aviation.	
	23.09.2010	Bert Kraan	SAA	12.00 Babeichuk, Sasha, Bert, NK	Dmytro B., BK, AI, NK
	23.09.2010	Bert Kraan	SAA	English training session	BK, AI, NK, SAA ATM inspectors
	01.09.2010	Les Cheesman	MoTC	President WG	LPC
	03.09.2010	Les Cheesman	MoTC rail and MoTC HR	Rail review and HR review	LPC, RD, Lena
	06.09.2010	Les Cheesman	MoTC	President WG	LPC
	07.09.2010	Les Cheesman	MoTC	Assumptions for traffic forecasting	LPC, JM, AM
	09.09.2010	Les Cheesman	MoTC	Investment Training	LPC, MK, JM, RD
	14.09.2010	Les Cheesman	MoTC maritime	Policy discussions	LPC, ED, Serge
	28.09.2010	Les Cheesman	Foundation for Effective Governance and FT	Investment conference Kiev	LPC
	04.10.2010	Les Cheesman	FEG	PPP development plans	LPC, TP
	04.10.2010	NAU	NAU	Training regional centre	BK, NK, Vice rector Mr. Kharchenko, Prof Bugaiko
	04.10.2010	NAU	NAU	Training regional centre	BK, NK, Prof. Suslova
	05.10.2010	EU Delegation	EU Delegation	Twinning Fiche	HM, BK, AI, SD, NK, LPC
	05.10.2010	PAO	PAO	Twinning Fiche	LPC, HM, BK SD, NK, Olga Chervonenko
	06.10.2010	SAA	SAA	Twinning Fiche, meeting with Mr.Simak (Head of the ANS Department)	HM, BK SD, NK



#	DATE	RESPONSIBLE	COMPANY	MEETING TITLE	ATTENDEES
	06.10.2010	SAA	SAA	Twinning Fiche, meeting with Mr.Suvorov (Head of the Airport and Aerodromes Certification Department)	HM, BK SD, NK
	07.10.2010	Tony Pearce	MoTC	Workshop on Road Safety at MoTC	40+ incl LPC, TP, RB
	08.10.2010	Les Cheesman	Ministry of Economy	Working group on PPP	LPC, TP, NK
	14.10.2010	Les Cheesman	MoTC maritime	SC for Odessa and weekly meeting	LPC, SD
	20.10.2010	Les Cheesman	MoTC	Training on investment projects	LPC, RD, MK
	21.10.2010	Les Cheesman	MoTC	QGIS presentation	Legenkiy, Sasha D., LPC., NK, RD, Alla N.
	25.10.2010	Les Cheesman	EU Coal Sector Policy Support Programme and MoE	Update on traffic forecasting for coal and working group on PPP Ministry of Economy	TL coal +Working group members, LC, NK
	26.10.2010	MoTC, EU Delegation	MoTC	SC for Twinning + Planning, investment projects prioritisation, Transport Strategy of Ukraine	LPC, NK, Jurate J, Antonina K, EBDR, World Bank, EIB
	27.10.2010	Road Transport Institute	Road Transport Institute	50 <sup>th</sup> anniversary and Workshop on road transport	LPC and NK (presentation), other stakeholders
	08.11.2010	John Miller	Ukravtodor	Presentation of QGIS	JM, SS, Y. Prusenko, T. Babech
	09.11.2010	Olena Sanina	MoTC	Training program review	OS, A. Kuzmenko, O. Dyachuk
	10.11.2010	Martin Kerridge	Statistics Com. Ua	Road Transport for DFR 1.2	MK, SS, Nadezhda Mikhailyuk
	16.11.2010	Ukravtodor	Avtodorexpo	International exhibition "Avtodorexpo"	TP, NK, MR. Prusenko, Ukravtodor, Rosavtodor
	16.11.2010	EU Logistics Programme	Dornier	Final seminar for ILCs in CA and Ukraine	LPC, TP + 20 participants
	25.11.2010	Les Cheesman	SAA	Discussions on 2011 plans	BK, LPC, NK



#	DATE	RESPONSIBLE	COMPANY	MEETING TITLE	ATTENDEES
	29.11.2010 to 01.12.2010	Les Cheesman	Chernevskiy conference	Border clusters and xborder issues with EU and Russia	LPC
	08.12.2010	Les Cheesman	BT Invest/ Nikolaev Port	Possible port investor	LPC
	09.12.2010	Les Cheesman	UZ IT dept in office	Introduction to QGIS and QRS	LPC, JM, AN
	14.12.2010	Les Cheesman	BT Invest/ Nikolaev Port	Possible port investor	LPC, Eddy Declerque
	15.12. 2010	Les Cheesman	UZ by invitation at their HQ	Further discussion on QGIS, QRS and Excel	LPC, JM, AN, NK
	20.12.2010	Les Cheesman	JAA-TO	Review training in Aviation with NAU	LPC, NK

## **Disclaimer**

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