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TACIS

(Technical Assistance Programme to the former republics of the Soviet Union)

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- 1991 and 1992 -

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PREAMBLE

As stipulated in Article 9 of Council Regulation (EEC, EURATOM) No 2157/91 of 15 July, 1991, the Commission shall draw up a progress report, at the end of each financial year, on cooperation activities, to be addressed to the European Parliament, the Council and the Economic and Social Committee.

In accordance with this article, the present report was drafted covering TACIS 1991 activities as from July 1991, and TACIS 1992 activities. No TACIS annual report was produced at the end of 1991, as the main thrust of the TACIS programme commenced only in July 1992. This was due to the political events which took place in the Baltic Republics and in Moscow in August 1991, which delayed the preparation of the 1991 programme; the 1991 TACIS financing memoranda were signed with the ex-Soviet Union only on 12 December, 1991, shortly before the demise of the Soviet Union. A major re-definition of the 1991 sectoral programmes (originally established for the Soviet Union) was subsequently required as a result of the dissolution of the former Soviet Union. This, in turn, required consultations with the New Independent States.

In the 1992 financial year, the Commission carried out the work covering both the implementation of the 1991 TACIS Programme (presented in Chapter III) and the preparation and finalisation of the financing memoranda of the 1992 TACIS Programme (presented in Chapter IV).

1. GENERAL CONTEXT FOR EC ASSISTANCE in 1991 and 1992

The Technical Assistance Programme to the former republics of the Soviet Union (TACIS), the largest TA Programme ever launched, represents the central pillar of the EC's overall programme of assistance to the Newly Independent States (NIS : Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgystan, Moldova, Russia, Tajikistan, Turkmenistan, Uzbekistan, Ukraine). Annex I provides basic country indicators of each of the twelve NIS.

At the meeting of the European Council in Rome in December 1990, the European Community and its Member States agreed to support the Soviet authorities in their ongoing efforts to bring about fundamental economic and social reform in the Soviet Union. It was decided that such EC support would be provided through a programme of technical assistance in selected priority sectors which could have a particularly important impact on the reform agenda, and help create the conditions favourable to a market oriented economy, and a democratic society.

On 15 July, 1991 the Council adopted Regulation (EEC, EURATOM) No. 2157/91, providing the legal basis for this programme of technical assistance, which received a financial allocation of ECU 400 million (MECU) for the financial year 1991.

The programme aims at developing the local skills and know-how required for the acceleration of the economic reform process in the NIS through the provision of advice, know-how and practical experience necessary for the effective functioning and management of a market-based economy and related democratic institutional structures. This, in turn, will help accelerate the integration of these countries into the world economy and contribute to the political stabilisation of the NIS.

On the basis of a joint assessment of the economic situation and reform process in the former USSR, the EC and the authorities of the former USSR decided to concentrate the 1991 Technical Assistance Programme on the following five focal sectors:

- Training in the public and private sectors
- Energy
- Transport
- Financial Services
- Food Distribution

Immediately following the adoption of the Council Regulation, the Commission services initiated a policy dialogue for each of these sectors with the Soviet authorities at Union level. The aim was to provide a strategy for action in each of the sectors, identify the priority intervention areas, and select the types of technical assistance activities (policy advice, institution building, design of legal and regulatory frameworks, training) to be financed in support of that strategy.

In order to fully utilise the experience gained by the EC economic operators in the USSR, the Commission engaged the services of an "Advisory Group", consisting of a small number of top level EC businessmen with a proven track record in relations with the USSR, as well as eminent specialists in Soviet affairs. The dialogue resulted in the drawing up and signing, on 2 August, 1991, of the Indicative Programme

(Vice-President Andriessen for the Commission, Ambassador Voronin for the Soviet Union).

As soon as the priority areas for cooperation in each sector had been identified, the TACIS Programme was publicised, mainly through the EC Delegation in Moscow, throughout the Soviet Union. All Soviet economic operators seeking financial support for projects within the above mentioned priority areas were invited to submit their proposals to the newly established "EC Coordination Unit" in Moscow. This Unit, managed by a Russian Executive Director and supported by 4 EC experts, made a pre-selection of the project proposals submitted. These pre-selected proposals were then sent to the Commission services in Brussels with an official request for funding, signed by the Soviet National Coordinator.

The Commission services subsequently appraised the project proposals, both in Brussels and, wherever possible, in the field through dialogues with the applicant (the potential final recipient: university, industrial company, sovkhos, municipality, etc.). When assessing the project proposals, the Commission services gave priority to proposals resulting from an already existing partnership between the Soviet operator and an EC economic operator. The latter had been informed from the outset that any project proposal retained for funding would need to be subject to a restricted tender procedure before a contract could be awarded.

Although the selection process was significantly delayed as a result of the political events in the Baltic Republics and in Moscow in August 1991, the project identification phase was completed during the last quarter of 1991, culminating in five sector programmes.

On 10 October, 1991, the Member States approved the Commission's first proposal for an energy sector programme (115 MECU). Approval was subsequently given on 4 November, and 28/29 November, 1991, for four additional sector programmes: training (103 MECU), food distribution (73 MECU), transport (43 MECU), and financial services (37.5 MECU). This was followed by the Commission's financing decisions of 11 December, 1991 on all five programmes. The five Financing memoranda were signed on 12 December, 1991, by Commission Vice-President, Mr. Andriessen, and the Chairman of the Inter State Economic Committee of the USSR, Mr. Ivan Silaev, and thus just before the dissolution of the USSR.

A breakdown of the final 1991 TACIS budget is provided in Annex II.

Almost immediately following the signing of the sector programmes, the process of disintegration of the former Soviet Union accelerated in both pace and geographical magnitude. As the Union moved towards the Commonwealth of Independent States, it became evident that a totally new scenario was developing, requiring immediate adjustment of the existing TACIS Programme, and a different approach for the preparatory phase of the 1992 Programme.

The Commission, therefore, convened a meeting in Moscow in February 1992 between representatives of the 12 Independent States and the Commission to discuss both the implications of these changes for the 1991 Programme and its implementation, and for the preparatory activities related to the 1992 Programme. At the end of this meeting, a "Protocole d'Accord" was signed by all parties, stipulating the basis for future cooperation, as follows:

- "the 12 Independent States committed themselves to implement the 1991 Programme as originally prepared;
- the authorities of each State would appoint a "National Coordinator" as an official interlocutor;
- Coordinating Units would be established in each State as soon as possible;
- the funds for the 1992 Programme would be distributed between the 12 States according to a formula taking into account the countries' respective needs, their state of political and economic reforms and their absorption capacity;
- a 1992 Indicative Programme would be negotiated with each State, focusing on each State's priority sectors and building, where possible, on the 1991 Programme;
- a part of the 1992 TA Programme would be reserved for projects with an inter-republican dimension (regional projects)".

It was only in March 1992, once the sector programmes and the contents of the Protocol d'Accord (February 1992) were approved, that the preparation of 1991 programme implementation could commence (drafting of Terms of Reference, tender preparation and evaluation). At the same time, a programming document was established by the Commission services to the Management Committee on 5 March, 1992 to initiate the preparation of the 1992 TACIS Programme.

The programming document gave an outline of the objectives of technical assistance, an explanation of the 1992 programming document to be concluded with each NIS, and a summary of the sector priorities. For 1992, technical assistance would, as far as possible, take the form of integrated programmes (i.e. as opposed to individual projects) combining interlinked actions in various sectors in order to attain a clearly identified objective or set of objectives for all sectors implied. The programmes would also concentrate on not more than five sectors building, wherever possible, on the 1991 priorities. The accelerated development of the private sector would be given particular priority.

On the basis of this document, an agreement was reached with the EC Member States in the Management Committee on the following two issues: the new above mentioned approach for programming to be adopted under the 1992 Programme, involving the establishment of Indicative Programmes for each recipient State (presenting the general orientations of technical assistance and sectoral priorities) followed by Action Programmes (identifying concrete technical assistance actions and their financial allocation); and a wider interpretation of sectoral priorities in response to the evolving needs of the beneficiary States.

Against that background, the concentration areas for cooperation in 1992 would cover the following broad areas:

- Human Resources Development

The programme could include management and economic training actions in public and private sectors. Whenever possible, these actions should dovetail with programmes in other sectors. Emphasis should be placed on the building of modern

and efficient public administrations, the provision of advice to design essential social and education policies in conditions of severe budgetary stringency.

- Food Production and Distribution

The actions to be supported in this sector could be at two levels: on the one hand, institutional and policy reforms and, on the other hand, programmes in agricultural production, agro-industry, storage, transport and the wholesale and retail sectors.

- Networks

Among these networks, the programme could consider measures to improve management systems, and the organisational, legal and regulatory framework in the following sectors: energy (and particularly nuclear safety), transport and telecommunication. Whenever possible, national projects in those areas should dovetail with regional initiatives in the same sectors.

- Support for Enterprise

The actions to be funded in this sector cover:

- development of policy, legal and institutional mechanisms supporting the creation and the growth of small and medium-scale enterprise;
- creation and restructuring of financial institutions (commercial banks, financial markets and insurance companies);
- privatisation;
- advice for the conversion of defence-related industry;
- development of policies to attract and regulate foreign investment in support of economic recovery.

- Policy Advice to Governments related to any or several of the above issues.

In addition to the National Programmes, the 1992 TACIS Programme earmarked a significant financial allocation to fund a regional (inter-State) programme mainly addressing two kinds of issues:

- policy advice to governments, parliaments and other relevant institutions of the Independent States within such areas as inter-State economic relations (trade, payments, common policies), and matters relating to money, tax reform, budgetary procedures and techniques.
- programmes of actions covering several States in fields such as energy, transport and telecommunication, and agriculture.

Funding of these regional actions would be based on a joint request made by three or more Independent States within the sectors referred to above.

In March, 1992 the Commission established a document on the proposed overall breakdown and distribution of the 1992 TACIS budget (450 MECU). At the same

time, a proposal was submitted related to the criteria applied to determine the approximate budget allocation per country (e.g. population - 50%, GNP per capita - 20%, country's share of industrial production in the former USSR - 30%, and a compensatory factor related to the relatively high share of 1991 programme funds received by the Russian Federation).

A summary of the resultant overall TACIS 1992 budget breakdown is provided in Annex IV; a summary of each country allocation (further broken down by sector) in Annex VI and Annex VII; and the percentage breakdown of total national programmable budget per sector in Annex V.

Within the above overall framework, programming missions to each of the twelve NIS were undertaken. The first group of ten countries (all NIS Ukraine and Moldova) were programmed between March and April 1992, with Ukraine and Moldova following during July and September respectively. Each Indicative Programme (submitted to the TACIS Management Committee) contained a background summary of the country in question, its principal development objectives and priorities, and the agreed areas of concentration for the 1992 TACIS Programme, including regional (inter-State) initiatives.

The programming missions were followed by sector identification missions. During these missions, which were supported by representatives from the private sector in the different areas of concentration, information was collected on the basis of which the overall strategies for each sector could be defined and the principal actions to be supported identified. The priorities proposed were chosen with the following in mind: early and rapid implementation potential and relative simplicity of implementation; priority for actions that could have a demonstration or multiplier effect; TA to be located as closely as possible to those who can influence or bring about change and economic reform; decentralised implementation potential, and high visibility. Only such a practical and action oriented approach will ensure an early impact of lasting consequence.

Based on these sector identification missions, an "Action Programme" was drafted for each NIS and four for Russia (Moscow Region, St. Petersburg Region, Tyumen and Samara). The programme of Tajikistan has been suspended until the political stability in the country has been re-established. The remaining 17 Action Programmes have been considered favourably by the TACIS Management Committee.

Through a more concentrated approach, and by performing all 1992 preparatory tasks during the programming and sector identification missions, it is envisaged that the launch of the 1992 programmes could start in the first half of 1993, thus gaining considerable time over 1991. Accelerated future programme implementation will also be possible as a result of the recent appointment in each of the NIS of a National Coordinator for EC activities and the establishment of Coordinating Units with responsibility for on the spot programme preparation, coordination and implementation. This, together with the more concentrated approach of the 1992 Programme (fewer and larger actions, often integrated with others) and a greater emphasis on early and rapid implementation potential, should provide significant scope for earlier and higher levels of commitment and disbursement rates compared

to 1991. Such accelerated programme implementation should also benefit from the greatly improved "enabling" framework that has now been established for the TACIS Programme both at HQ's and in the NIS through the Coordinating Units.

Although the principal thrust of the 1992 Programme will, therefore, start during the first quarter of 1993, several 1992 contracts were already concluded during 1992 itself. Contracts with a total value of approximately 40 MECU have already been entered into under the 1992 Programme, related in particular to the establishment of the Coordinating Units, the EBRD "Bangkok Facility", the Mini)Budget and contracts funded under the Multi-Disciplinary Fund to assist with initial 1992 programme preparation and implementation.

2. THE TACIS PROGRAMME : THE CHALLENGE OF A CONTINUOUSLY INNOVATIVE PROGRAMME

The setting for the TACIS Programme was unique in its uncertainty, rapidity of evolution and collapsing environment. Obviously, the programme has not remained immune to these continuously changing circumstances, all of which coincided with the initial launch of programme activities. At the same time, a number of institutional problems unrelated to the NIS further complicated the tasks of the TACIS team. Some of the more important difficulties encountered are summarised below.

2.1. A Rapidly Changing Environment

The 1991 programmes were prepared for and signed with the former Soviet Union. Two months later, a "Protocole d'Accord" was signed with 12 Independent States, amending the implementation procedures for the 1991 Programme, and establishing programme preparation for 1992 on a bilateral basis with each one of these States. The collapse of the old Union-wide institutional, legal, social and economic frameworks caused voids and confusion which will take time to address. Numerous Union institutions, originally destined as recipients and counterparts of the TACIS Programme, lost relevance, collapsed or even ceased to exist. It took time for new institutions in the NIS to be created or reorganised, and for appropriate staffing arrangements and budgetary provisions to be made. The geographical spread of numerous projects had to be redefined, others had to be cancelled altogether. Major parts of the programme had to be revised, terms of reference redrafted, the new Governments' or recipients' approval obtained. All these developments greatly retarded and hampered the finalisation of project dossiers and related tender documentation.

The existence of such a rapidly changing environment in the NIS has led to the identification, under the TACIS Programme, of TA actions which can be adapted, if need be, to new policy settings and structures during the implementation phase. The TA Programmes do not define specific actions and are therefore fairly flexible in nature.

2.2. A "Zero" Point of Departure in the NIS

The Commission in effect played the role of a "pioneer" in terms of carrying out the very first Western economic mission in the former USSR. Thus, it was faced with the very difficult task of establishing the ground for a completely innovative cooperation programme.

In each of the NIS there has prevailed an initial lack of understanding and familiarity not only with the economic and social reform agenda, but also with technical assistance in general and the TACIS Programme in particular. It has usually proven impossible for the recipient countries to themselves define their reform priorities, whilst the institutional fluidity and numerous changes in the NIS has made the distribution of responsibility and hence decision making slow and cumbersome. This also applies to the distribution of political responsibility between the old Union and the new Republics and their local authorities. Such circumstances made programme preparation and implementation infinitely more difficult and complex.

2.3. Complete Initial Dependence on TACIS Headquarters

The Commission services, therefore, were, in effect, responsible for almost all programme preparatory work. At the same time, new systems, guidelines and operating procedures had to be developed and instituted for the TACIS Programme, and new staff trained. Programme preparatory activities were further hampered by the absence of an EC representation in the NIS (except in the Russian Federation), as well as by the complete unawareness within the recipient Governments of any stage of the project cycle, including project or T.O.R. preparation, tendering procedures and project costing. Much technical assistance was thus provided to the recipient countries in the preparation of the technical assistance programmes.

2.4. Involvement of Beneficiary States in Programming/Discussions

The preparation and identification of projects under the 1991 programme was carried out to a large extent by the Commission, with the support of the private sectors in the Member States which, together with local partners in the then Soviet Union, submitted project proposals to the Commission for approval. It could therefore be said that the 1991 programme was established more on a "supply-driven" basis, as there was little involvement on behalf of the beneficiary states in the programme preparatory work.

Under the 1992 programme, it was intended that the dialogue between the Commission and the beneficiary states would be improved in order to increase the latter's involvement in discussions on programme preparation and definition. The 1992 Indicative Programmes and Action Programmes were established on the basis of the dialogue which took place between the Commission, representatives from the private sector in the different areas of concentration who supported the Commission during the programming phase, and the beneficiary states. However, due to important time constraints, difficulties were encountered in reviewing and adapting the 1992 Action Programmes in consultation with the NIS during the approval stage of the 1992 programmes.

The dialogue with the beneficiary states will be further improved under the 1993 programme, as all National Coordinating Units are now fully staffed and functioning. Moreover, the Commission has asked each beneficiary state to prepare a pre-programming document setting out proposals for selection of focal sectors and geographical concentration in areas for the 1993-95 Indicative Programmes. It is therefore intended that, whereas in the past there was a heavy dependence on TACIS headquarters to carry out almost all programme preparatory work, in future the beneficiary states will be regularly consulted and much more actively involved.

2.5. Technical Assistance Costs and the Use of External Support from Experts and Consultants

The TACIS programme has on occasion been faced with the criticism that there are too many experts travelling around the NIS, working under the TACIS programme and charging very high consultancy fees.

The use of experts and consultants from the private and public sectors is vital in the framework of the TACIS programme, as their experience in the concentration sectors provides excellent support to the NIS in their reform efforts.

The aim of the TACIS programme is to provide the best available expertise to the beneficiary States. For this purpose the Commission calls not only on private consultancy firms but also on public administrations and institutions. However, sometimes the latter are unable to commit staff, especially for longer term projects, due to other calls on their resources, e.g. their own bilateral aid programmes. Private consultants are often more readily available to take on the necessary workload.

It cannot be denied that technical assistance in some fields (privatisation, banking, financial services, policy advice, etc.) commands very high prices. High costs are influenced by the need to ensure high quality assistance as well as by the limited supply of such specialised technical assistance personnel, and the heavy demand from a range of agencies (IMF, EBRD, World Bank), not only for the NIS, but also for within the PHARE countries and indeed around the globe.

The price of technical assistance is determined in the market place. The Commission, through tendering, ensures that the price is a significant determinant in the selection of any technical assistance. The Commission further negotiates with consultants before concluding a contract.

Notwithstanding the above, TACIS continues to seek more cost effective means of technical assistance mobilisation including, for example, the use of retired experts, and the promotion of twinning.

2.6. Geographical Magnitude and Ethnic and Cultural Diversities

The sheer size of the combined area of the NIS, together with the countries' complex structures and collapsing infrastructures, has obviously added to the difficulties confronting the TACIS Programme. Kazakhstan, on its own, and notwithstanding its modest population of about 16.5 million, is larger in area than all of EC Europe! Logistical problems related to travel to and inside the NIS, the all but non-existent communication systems between the NIS and EC, and problems ranging from language to continuously changing local counterparts and political leadership, all contribute to a unique and exceedingly difficult set of working conditions.

2.7. TACIS Institutional Constraints

The TACIS Programme's own institutional arrangements have been subject to serious manpower and related logistical constraints. In December 1991 the TACIS Unit was formally established with a minimum staffing capacity. Although Commission staff numbers have grown since that time, the overall staff complement responsible for the combined 1991 and 1992 TACIS budget of 845 MECU (870 MECU minus 25 MECU allocated to the Baltic States) remains limited for the tasks in hand (see also point 5.5.1.).

The Commission organisation covering the TACIS Programme is presented in further detail in the present report, under chapter 5 (Miscellaneous), point 5.6.

2.8. The Need for Speed versus Rules and Procedures

The TACIS Programme, like any other EC-financed programme, must adhere to Commission regulations and procedures. These are complex and cause delays. Another important and time-consuming element involves the coordination of TA activities with other DGs to ensure that their interests and expertise are appropriately reflected in the TACIS activities.

Due to the overall organisational framework within which TACIS operates, a number of basic steps and minimum associated time frame must be adhered to, as outlined below :

Step 1 weeks	Preparation for programming missions (12 countries)	6
Step 2 weeks	Programming (12 countries) including submissions to Member States	8
Step 3 weeks	Sector/Country programme identification (12 countries)	6
Step 4 weeks	Preparation Financing Proposals (17 for 1992)	6
Step 5 weeks	Translation Financing Proposals	3
Step 6 weeks	Submission to Member States (with time for evaluation)	3
Step 7 weeks	Favourable opinion, approval by Commission	3
Step 8 weeks	Signing of Financing Memorandum	2
Step 9 weeks	Preparation tender document (including draft TOR)	4
Step 10 weeks	Approval TOR by recipient	6
Step 11 weeks	Processing, dispatch tender documents	2
Step 12 weeks	Tendering period	6
Step 13 weeks	Tender evaluation	3
Step 14 weeks	Contract negotiations, award, signing	2
Step 15 weeks	Mobilisation of experts	6
		<hr/>
		TOTAL 66
weeks		
		Approx. 16
months		

Notwithstanding this complex project cycle, the TACIS programme has been able to significantly reduce the length of the entire cycle in a considerable number of cases. As a result of the envisaged changes in the TACIS Council Regulation (especially the proposed three-year rather than annual programming cycle), certain time-savings can also be expected in the future.

3. TACIS 1991 SECTORAL PROGRAMMES

3.1. Financial Services

The main objective of technical assistance in this sector is to assist with the creation of modern financial services, whose existence is a constitutive component of any market economy. Their functioning is therefore a prerequisite for successful transformation towards market mechanisms in all other areas of economic activity.

Given the previous political and economic system in the former Soviet Union, this sector is highly underdeveloped in all of the NIS, and requires important levels of assistance. In most cases, old structures cannot be maintained. They either need complete restructuring or new institutions have to be created in order to provide for the infrastructure needed for financial transactions, risk coverage and the evaluation of assets and performance of enterprises. Without this infrastructure in place, foreign assistance for macro-economic policy and the creation of private enterprises will be retarded and foreign investment continue to be deterred.

The main areas of activity for technical assistance in this sector under the 1991 Technical Assistance Programme encompass the following fields of action:

- central banks;
- commercial banking;
- financial markets;
- insurance;
- accountancy/auditing.

These areas constitute interconnected elements required to establish the most basic financial services for any market economy. They are complemented by projects for the strengthening of tax collection services, as most traditional funding mechanisms in the recipient states have ceased to exist, in particular the automatic access to private savings via savings banks and/or insurance companies.

In the financial services sector, the Commission has allocated most funds to projects in the field of commercial banking, since the provision of enterprise financing constitutes the foundation for the introduction of market mechanisms.

When the Commission designed its 1991 Technical Assistance Programme, no other multilateral donor was yet present in the former Soviet Union. Therefore, under the 1991 programme, a number of projects were launched intended to create the appropriate framework conditions for the development of the financial services, including general legal assistance, sectoral and feasibility studies.

Several factors inhibit the accelerated implementation of projects in the financial services sector.

Contrary to the situation in most other sectors, the financial services sector cannot at present cooperate with a well-established network of ministries and (financial) institutions, comparable to those dealing with the financial services sector in EC countries. Many projects must be implemented with newly established partners. There is however the advantage that the nascent financial sector is one of the very few dynamic sectors in the transition process of the economies of the NIS.

The Coordination of technical assistance activities with the international financial institutions is also complex and time consuming, in particular with the IMF and the World Bank. The Commission's involvement in this core field of economic transition is appreciated both by final recipients and by the international financial institutions since the latter face major TA constraints, either due to their extremely limited technical assistance funds or to the fact that they dispose only of credit resources (as opposed to EC grant money).

Another difficulty stems from the fact that the financial sector in EC Member States is highly competitive, and firms providing consultancy or training services in this field request comparatively high fees. This may lead in some cases to protracted contract negotiations.

Despite the above difficulties, the implementation of several important projects in the financial services sector are currently under way or will shortly commence.

The TACIS funding of an International Finance and Banking School (IFBS) in Moscow is the first response of an international institution to the massive training needs of the growing financial sector in Russia. Starting in January 1993, this project (with a budget of 7.5 MECU from the 1991 TACIS budget and 2.3 MECU from the EBRD), will involve a training programme for up to 4,000 Russian bankers and instructors in the first year of operation of the IFBS. The training courses are provided by a great number of European bank training specialists, and it is envisaged that the IFBS will become profitable after a period of 21 months.

The skills and know-how acquired through this training programme will enable the IFBS to develop high standards in banking and finance, and Russian banks will thus be able to provide the services required in a market economy, opening up to Western investment.

The technical assistance provided by the EC fits together well with the types of assistance that the EBRD can provide, and the working relationship between the two donors in this project has been satisfactory. The EC is responsible for the total training input to the above project (curricula development, course material, teaching by western trainers, related equipment, etc.), whereas the EBRD holds the responsibility for the administrative part of the project. The EBRD has also played an important role in the build up phase of the project.

In order to develop a financial services system in Russia which is efficient and able to channel foreign and domestic investment into priority sectors, the EC is also supporting the creation of the Russian Project Finance Bank (RPFB), through the

provision of management consultancy, training and legal advice. The objective of this new institution is to provide medium and long-term finance and high quality investment banking advisory services while, at the same time, setting new standards of efficiency and develop good banking practice in Russia. The EC has allocated 7 MECU to this project, while the EBRD has approved an equity investment of 2.2 MECU in the RPFB. In addition, Russian financial institutions and corporations are providing 49% of the capital.

Another project in this sector concerns the Russian Central Bank training programme, through which the bank staff responsible for enforcing the new regulatory framework will be trained in modern banking services. This 1.5 MECU project will be realised on a pilot project basis.

Other projects currently under way in the field of banking include an in-house training programme for the Russian Savings Bank and the improvement of Russian tax collection services.

The development of accounting and auditing standards is essential for the transition process in order to provide the basic infrastructure for free enterprise activities (e.g. for the evaluation of companies in the privatisation process and for fixing tax obligations). The TACIS Programme is therefore supporting the work to be carried out by the International Advisory Board on Accounting and Auditing developments in Russia (IABA). Members of the Board are high level representatives of the government, parliament and universities, as well as representatives from six international organisations, including the EC, the World Bank and the OECD. The Board is therefore a unique forum for the coordination of all Western donor activities. Tasks of the Board are the formulation of recommendations on the accounting and auditing reform, accounting and auditing training and the strengthening of the accounting and auditing profession.

Other legal assistance projects are being launched in the fields of securities markets and insurance. In the case of the latter, assistance will be provided to the Russian Supervisory Board for the insurance sector.

Training programmes will be launched for an overall budget of 4.8 MECU in the fields of insurance, financial markets and accounting and auditing, covering Russia and the Ukraine.

In addition, organisational support will be provided through the TACIS Programme to the Russian Industrial Investment Fund.

3.2. Training

Training is the principle means through which know-how can be transferred to the former Soviet Union. While advice about the changes which are needed is important, it is through training that the process becomes internalised. This sector is

based on the assumption that understanding of market mechanisms by enterprise managers and public administrators is essential for the success of economic reform.

Three generations of central planning and systematic mutual self deception have left the population of the former Soviet Union psychologically ill-equipped to advance in a market economy. Technical skills in the former Soviet Union are in abundance, but ways to apply these skills in the marketplace are cruelly absent.

Economists, statisticians, business school professors and social scientists suffer from a long-standing isolation from their Western colleagues. Most of them lack the essential concepts and techniques of modern economics and business science. Enterprise managers lack the specific skills required for performing their functions in a market environment, and also frequently an understanding of essential market mechanisms.

Law-makers and public-decision makers, who face the immediate tasks of macroeconomics stabilisation, liberalisation and the redefinition of inter-state economic relations, suffer from an isolation from Western economic culture. Finally, wage earners and the public at large are disoriented as they witness the collapse of all stereotypes without being able to determine their future role in society.

Management training and training in the field of economics figure quite centrally in the 1991 TACIS Training Sector Programme. Other fields of cooperation in the training sector are statistical training, customs training, information activities and training in translation and terminology.

In the field of management training, all the projects identified under the 1991 TACIS Training Programme have been tendered. Thus, projects for the establishment of M.B.A. and other management training programmes have now commenced. The largest training programme under the 1991 TACIS Programme is for management training through the Academy of National Economy. This is one of several projects where the benefits of training will be spread through the dissemination of new skills to a number of other institutions throughout the Russian Federation.

The economics training programme has several elements, from economics training to policy advice. As regards the latter, a government policy advice programme has been established, with a budget of 9 MECU. The contract for the implementation of the programme has been awarded to a consortium of European firms working under the name of "European Expertise Service". So far, two offices have been established in Moscow and in Kiev for the management of this programme. The subjects covered in the framework of this programme include general policy matters such as budget processing, anti-monopoly regulation, inter-enterprise debt, reorganisation of Government Administration, labour market policy, macro-economic reform, etc. Special emphasis has been given to interstate economic relations and a proposal for the establishment of an interstate bank is being

prepared. By the end of 1992, 18 missions had been approved for a total of 3.5 MECU, covering seven NIS countries.

Much smaller, but similar in approach, is the legal advice programme which has been started and operates in close coordination with the government advice programme. 1 MECU from the 1991 budget have been allocated to the legal advice programme to assist the NIS with the creation of a comprehensive legal infrastructure. The aim is to create a legal system that encourages entrepreneurial initiative and builds investor confidence. In the framework of this programme, a joint Task Force for Law Reform in the Independent States composed of experts from Russia, the Ukraine, Belarus and Kazakhstan, as well as from Western Europe, was created. In addition, Task Force members have visited Armenia, Georgia, Kyrgystan, Turkmenistan and Uzbekistan. The Task Force produced a report on the principal aims of the legal reform programme, which was presented at the Kiev Conference on "Cooperation between the EC and CIS countries in forming a market economy legal system", held in November 1992. The report recommends to develop a strategic EC programme which will assist the Independent States in systematising their legislation with a view to homogeneity, drafting key market economy legislation, developing training programmes for lawyers, and building or improving structures for the implementation of legislation. It is planned that under the 1992 TACIS regional programme, activities in the fields of legal advice and government advice will be continued, with a total of 2 MECU allocated to legal advice and alone.

Statistical training is also vital to the NIS countries. A total of 8 MECU has been allocated from the 1991 budget to this field, one half of which is the subject of technical assistance to the National Statistics Office, and the other is for training itself.

The customs sector is one which suffered an important setback in technical assistance as the parameters of the situation in this field have been fundamentally changed since the programme was devised, prior to the demise of the Soviet Union. Where before the issue had been the training of staff to manage a common external frontier, now the challenge is to cope with the demands related to the construction of internal frontiers.

In the field of language training, a certain degree of reorientation has also been necessary. While the programme had begun at the level of the needs of Moscow for relatively sophisticated support such as the development of specialist vocabulary and computer translation, it is presently clear that a first priority is at the level of functional language training for those civil servants and others who are closely involved in the management of the TACIS Programme. Language training programmes for NIS nationals have now started in EC Member States as part of the TACIS Programme.

Of particular note is the programme for assistance to the employment services. With unemployment threatening to greatly increase, the unemployment services must be trained to cope with the problems arising from the collapse of old industries. This

programme, which has begun under the 1991 TACIS Programme, and expects to be continued under the 1992 Programme, aims to tackle some of these problems.

3.3. Food Distribution

Under the 1991 TACIS Programme, activities in the food sector are concentrated on food distribution. Assistance is provided to both public authorities and the new private sector in the NIS to reduce post-harvest losses of perishable foodstuffs, and to build an effective food distribution system.

Serious food losses are common at almost every stage in the food distribution chain between the farm-gate and the consumer, due to a lack of physical and management infrastructure. The recent collapse of the "command" system contributes to food shortages in the cities, as the privatisation and the free market system are still in the early development stage.

The 1991 TACIS Programme aims to tackle problems concerning perishable foodstuffs, where losses are significant, and which are critical basic products: fruit and vegetables, meat, dairy and bakery products. All points of the supply chain need to be covered in order to tackle the bottlenecks. Special attention is given to the transition process towards a free market and private enterprise system. Hence, the strategy shows two dimensions of the programme: addressing immediate needs, whilst simultaneously helping to build an appropriate framework for longer-term action. Activities to disseminate the experience gained in pilot projects form part of the programme.

The 1991 programme covers projects spread over a number of states, from Minsk to Alma-Ata, and from Murmansk to Tbilisi. However, there is a notable concentration on the problems in the large cities, in Moscow and Saint Petersburg in particular.

A total of 69 projects were identified in the food distribution sector under the 1991 Programme. This was the largest number of projects identified in a single sector. Among these projects, 17 are contracted through direct agreement procedures. Thus, tenders are to be launched for a total of 52 projects. This comparatively high number of projects has rendered the tasks of drafting terms of references and tendering very time consuming.

However, the implementation of projects in this sector is progressing fairly rapidly with, to date, 22 projects which have already commenced. Out of a total of 17 direct agreement contracts, 14 have been signed, of which three projects have been completed. Of the 52 restricted tender contracts, 34 contracts have been awarded. The implementation of most of these has commenced.

A project is currently under way for the improvement of the experimental farm and establishment of practical training courses in Slavyanskoye, in the Kaliningrad

region of Russia. The project aims to improve basic agricultural expertise, initially concentrating on field training and craft skills, and is budgeted 1 MECU.

A second project of 1.7 MECU focuses on the meat, milk, fresh produce and bakery sectors in Vologda, as the current production and distribution systems do not meet consumer demand in this area situated North of Moscow. The key objectives are to establish the existing sources of food supply and distribution, identify the key problems in the food chain, and try to overcome them, put more efforts in training and finally, undertake a review of the sector.

If one looks at the present state of processing and distribution of food for both humans and animals in the Odessa Region, it is clear that some problems are linked to the farms. A feasibility study for the privatisation of sovkhoses is being carried out in the framework of the TACIS Programme.

A similar privatisation project is being implemented in Tashkent. It has been budgeted at 0.7 MECU, and a key component of it is to investigate the best means of privatising the whole production and distribution systems from the sovkhoses via the wholesale and retail trades to the final consumers, especially in the dairy and fresh produce sectors.

3.4. Transport

The transport sector in the NIS is facing both a severe lack of efficient technical capability and very important institutional problems. Together, these problems slow down the process of transforming the transport sector and the economy of the Independent States into a more market-oriented system. The former system was very strictly centralised. The co-ordination of activities in the individual sub-sectors of the transport sector was reasonably efficient, although not comparable to Western European standards. Now, with the transport sector partially decentralised and expected to move towards a more market-oriented operation, major weaknesses of the centrally planned and supply determined system are very apparent. Without a strong centrally planned operation, the co-ordination of the activities is lacking and, consequently, the transport system "breaks down". Shipments are thus lost or held up during transportation from their points of origin to their final destinations.

The TACIS Programme aims to enable transport operators in the NIS to make more efficient use of the existing transport capacities. Therefore, the content of the programme relates primarily to the removal of transport bottlenecks, the promotion of multimodal traffic, the restructuring or creation of market-oriented transport companies and the improvement of safety standards, including the improvement of maintenance facilities.

In addition, activities which contribute to an assessment of future transport infrastructure needs are being supported.

Priority has been given to actions which are likely to encourage public and private sector organisations in the Community to finance subsequent operations.

Upon request from the local authorities in several of the NIS, several small projects which were originally identified in the transport sector under the 1991 Programme were replaced by larger projects better suited to the current evolution in the Independent States. These are, for example, studies for the development of road transportation related to a more integrated transport system and multimodal traffic.

In addition, projects have been redefined to focus more on air traffic control activities and air transport safety (assistance to Aeroflot and to the airports).

All 1991 technical assistance contracts in the transport sector have now been signed, and the implementation of 90% of these has commenced (70% already well under way).

An important training project is currently under way for railway maintenance in the NIS. The purpose of this 2.85 MECU project is the transfer of know-how and exchange of experience in track maintenance management.

Another rail project of 0.3 MECU involves the establishment of the future rail transport corridor. The main components of the project are a diagnosis of the present transport situation, the evolution prospects for all traffic modes, proposals

for rehabilitation and advice concerning the transition between the present situation and recommended solutions.

Major projects are also under way in the Ports of Saint Petersburg and Odessa. It involves technical assistance on rationalisation and computerisation of maintenance operations in the ports, a feasibility study of oil facilities development and rehabilitation, an evaluation of the grain traffic and harbour elevator logistics, as well as training. The project costs are respectively 4.3 and 5.4 MECU. These projects will be continued under the 1992 and 1993 programmes (see point 4.4.2 below).

3.5. Energy

The former Soviet Union is one of the world's most important producers of energy. However, this sector faces a number of very serious problems. Since the Chernobyl accident, the safety of Soviet-designed reactors has been questioned, and the future role of nuclear power has come under intense scrutiny. About one third of the total amount of energy produced in the NIS is wasted. In addition, oil production is decreasing, and energy-related environmental problems are increasing.

The production, transmission and utilisation of energy is carried out most inefficiently. This results mainly from the depletion of the most economically accessible reserves of fossil fuels and the use of outdated equipment and technology.

The reform and modernisation of the energy sector is therefore crucial to the process of building up a market economy. The 1991 energy programme focuses on the improvement of energy saving and activities in the fields of electricity, oil and gas.

In the field of energy saving, 10 MECU have been allocated for the strengthening of four energy centres established under the EC/THERMIE Programme, which form the nucleus for the future establishment of a network of such centres operating throughout the NIS. These centres will be established in Moscow, Saint Petersburg, Minsk and Kiev and their objectives will be to ensure coherent action in the area of energy saving, principally by improving the performance of the energy systems in the NIS and by facilitating the transfer of European energy technology.

The tendering procedure is now finished for these four energy centres and work will commence "in the field" in March 1993.

A further 10 MECU will be allocated to energy saving demonstration projects, at both the industrial and municipal levels. Energy audits will be undertaken of the production processes in selected heavy industry (e.g. steel, cement, aluminium). At municipal level, projects will deal with urban heating. Most of the contracts for these projects were awarded before the end of 1992.

Actions in the fields of oil, gas and electricity have been allocated 17 MECU each. These include a number of projects aimed at assisting the reorganisation and restructuring of organisations and enterprises within a market-oriented framework. Other projects aim to improve oil and gas production, including in the Tyumen Region, and the utilisation of the gas transmission network. Projects involving the modernisation and refurbishment of thermal power stations and the improvement of the electricity supply network, including interconnections with the European system, are also included in the programme.

Most of the 1991 energy budget has been allocated to projects for which tendering procedures (38 tenders for 40 MECU) must be applied. To date, 36 of these tenders have been launched and evaluated, and 33 contracts have been signed. The rest of the energy budget has been allocated to projects for which direct agreement contracts have been signed.

3.6. Nuclear Safety

The largest component of the 1991 Technical Assistance Programme in the energy sector is in the field of nuclear safety, to which 54.5 MECU have been allocated for the financing of 35 projects. The primary objective of the 1991 nuclear safety programme is to analyse Soviet nuclear installations and activities and upgrade safety standards to the maximum possible degree. The programme will therefore also provide training programmes, and strengthen regulatory authorities. The programme was elaborated in close cooperation with the authorities in the NIS. Moreover, the work was coordinated with the PHARE nuclear safety programme already under way.

40 MECU have been allocated to a set of key studies which will determine the safety characteristics of all of the nuclear reactor types in the NIS, and 14.5 MECU to support the institutions in charge of the inspection and licensing of nuclear power plants.

Most of the projects included in the programme are generic. The studies cover safety issues which are typical to particular reactor designs and are thus not site specific. The choice of a generic approach was based, inter alia, on the fact that the reactor park is composed of only a few basic reactor designs : the WWER (pressurised water reactor) and the RBMK (light water graphite moderated reactor). Reactor specific work would have resulted in an unmanageable workload and entailed unacceptably high costs.

By the end of 1992, 6 projects were nearing completion for a total value of 7 MECU. This package of projects consists mainly of training actions for the personnel of NPPs.

Two projects consisting of the safety assessment of RBMKs for the Safety Authorities (4 MECU) and of the safety assessment of VVER 213 and VVER 1000 (1 MECU) are presently being carried out.

One other project consisting of a training action in vessels inspection (0,3 MECU) is also being carried out.

As regards the projects directly aimed at the enhancement of Russian and Ukrainian Safety Authorities, considerable delays have been experienced due to the complexity of negotiations with the Russian entities, namely on the question of the equipment to be provided. Nevertheless, exploratory missions have been carried out in Russia and Ukraine in order to start in the near future the project " Transfer of Western Methodology to the Safety Authorities of Russia and Ukraine" (1,5 MECU).

In this package of "non industrial" projects, two other projects remain to be contracted for a total value of 5 MECU. One of them is aimed at the enhancement of Safety Authorities (3,2 MECU), and the other one is designed to improve the supply of information of the public (2,9 MECU). Both are presently being finalised and should be contracted by the end of August.

The tenders for all of the outstanding 23 projects (i.e. the "industrial" part of the 1991 Nuclear Safety Programme) with a total associated budget of 36.6 MECU will soon be launched. The objectives and content of these activities are closely interrelated. A decision was therefore made to group the projects according to common salient characteristics. One such group includes, for instance, safety studies dealing with the primary circuit of the VVER 230 reactor line. The call for tender methodology has been adapted appropriately and the actual call for bid will thus involve only a limited number of 'batched' projects. Instead of launching 23 separate calls for tender, fewer than ten such operations are presently foreseen. For instance, Commission services will launch one call for all of the related projects covering the primary circuit.

The decision to adopt this approach has resulted in some delays because of the necessity to wait for the completion of the terms of reference for all of the outstanding projects. However, it is expected that time lost can be recovered because this technique will facilitate companies invited to quote to draft coherent proposals which cover all the key interfaces of certain safety areas. Moreover, it will allow for a streamlining of tender evaluation modalities and procedures. Both factors mentioned will accelerate project implementation.

In parallel to the Commission's purely operational efforts in the area of nuclear safety technical assistance, TACIS participated and played a leading role in the other international institutional developments. The accident at the Saint Petersburg nuclear power plant in early spring of 1992 highlighted the need to coordinate international action to resolve the pressing safety issues associated with the continued operation of a number of reactor designs considered to be particularly unsafe. Increasingly, it was felt that there was poor coordination and a lack of information, translated into the duplication of scarce financial and human resources. The fact that the subject of nuclear safety in the former Soviet Union was included in the agenda of the G7 summit of July in Munich signalled the beginning of a collective international effort to launch adequately coordinated remedial action. The

subsequent G7 communiqué summarised and outlined the main course of action designed to achieve a number of immediate and medium-term objectives.

On the basis of these recommendations, the existing G24 coordinating mechanism on nuclear safety was extended to include the relevant new states of the former Soviet Union. In late summer of 1992, the Commission thus convened a number of follow-up meetings of the G24, and working groups were set up to improve the exchange of information about ongoing multilateral and bilateral assistance. The G24 Secretariat thus intensified efforts to upgrade an already existing database concerning technical assistance programmes with a view to allow donors to report in more detail on their initiatives. TACIS provided extensive information to include in the G24's evolving database. The International Atomic Energy Agency was requested to assist the G24 as a technical advisor on the database and other nuclear safety matters concerning Soviet designed nuclear technology.

4. TACIS 1992 SECTORAL PROGRAMMES

4.1. Enterprise Support Services

4.1.1. Financial Services

Under the 1992 Technical Assistance Programme, the Commission has concentrated its support in this sector to a few practical actions, while extending its support to most NIS countries:

- training activities with lasting effect (major finance training centres in Kiev, Minsk, Saint Petersburg and Tyumen, Alma Ata, Tashkent, Yerevan, Baku and Tbilisi);
- restructuring of major, individual financial institutions (including central banks);
- assistance for (or the creation of) new financial institutions with pilot character.

The most pressing problems to be addressed in several of the sub-components are:

- payments and clearing;
- role of financial services in the process of privatisation and SME promotion;
- automisation;

The use of mid to long-term experts, including expatriate management in some cases, will be increased. At the same time, the Commission is preparing assistance facilities which allow for greater involvement of experienced civil servants of EC Member States (in particular on taxation). Organisational support lent by private firms will provide the necessary operational flexibility.

The number of small projects with individual contracts will be significantly reduced in favour of bigger "package projects", grouping together several related actions. The introduction of flexible instruments for concrete help will have priority.

4.1.2. Privatisation

A technical assistance programme will be launched under the 1992 TACIS Programme in the field of privatisation and the restructuring of enterprises. This programme was established according to the priorities laid down by the authorities of the NIS. The programme aims to support the process of privatisation and restructuring of enterprises in the recipient countries. About 30 MECU have been allocated to this programme, which is the largest privatisation programme being carried out in the NIS. The EC is in fact the first institution - in some countries of Central Asia and Caucasia, the only institution - to have established a privatisation programme in the NIS.

Under the privatisation programme, technical assistance will be provided essentially to two main types of bodies:

- Public institutions (e.g. Ministries, State Property Committees, State Property Funds, etc.) in charge of defining and implementing privatisation policies will receive support in elaborating privatisation strategies (mass privatisation programme, voucher scheme, etc.), setting up an appropriate policy structure for the programme (e.g. establishment of a legal framework, organising pilot structures, etc.), and identifying pilot sectors (sectoral studies, defining selection criteria, etc.).
- Sectors and companies which are being privatised will be informed about the privatisation procedures defined by government authorities. In addition, assistance will be provided to identify the main problems encountered by companies during the privatisation process, and support will be given to these companies in their efforts towards privatisation and restructuring (elaboration of business plans, identifying foreign business partners, etc.).

The privatisation programme for the NIS has been established within a double framework. On the one hand, it is an action which has been defined under the TACIS Programme itself, and, on the other hand, it is a cooperation programme co-funded by the EC/EBRD Multidisciplinary Fund (Bangkok Facility).

Actions in the Central Asian and Caucasian States will concentrate on the establishment of privatisation policies. State Property Committees have already been established in most of these countries for this purpose. In Russia, the Ukraine and Belarus, technical assistance will concentrate more on the economic operators through sectoral actions (e.g. the wood industry in Russia, the hotel industry in Saint Petersburg, etc.), or support in the negotiation process between NIS and foreign partners, as these negotiation play an important role in the privatisation process of companies.

Actions to be funded through the EC/EBRD Multidisciplinary Fund are focused exclusively on the Russian Federation and the Ukraine. The aim is to provide support to the authorities in charge of privatisation. In Russia, a consortium of experts will assist the State Property Committee in the implementation of the "mass privatisation programme". A similar programme is being set up in the Ukraine, where the Ukrainian Property Fund will be assisted in defining a privatisation policy. In both countries, the EC and the EBRD aim to prepare pilot transactions. About 10 MECU will be provided for this programme covering both countries.

4.1.3. Small and Medium-Size Enterprises

The importance of the development of a strong sector of small and medium-scale enterprises (SME) cannot be underestimated, as is also shown by the share of the SME in terms of the GNP and employment in Western Europe. Without an emerging SME sector, the reform of the economy in the NIS is not conceivable.

Therefore, a technical assistance programme to support SME development has been established under the 1992 TACIS Programme, with a total budget of about 17 MECU.

Under the 1992 Programme, seven SME Development Agencies (SMEDA) will be established. Their objectives include: the promotion of the SME sector in general, advice to new entrepreneurs on how to set up business, training, establishing of a database of relevant economic, legal and other information in the city or region, etc.

Furthermore, nine Business Communication Centres (BCC) will be established, whose main tasks will include: the establishment of a database of profiles of local firms, to be a local point of contact for international SME information networks, etc.

In addition, and sometimes in combination with a SMEDA or a BCC, various advisory services will be included, ranging from specific advice to governments to the strengthening of training facilities.

Apart from the various national programmes in the NIS, SME support activities are also foreseen under the Regional Programme. These will be closely coordinated with the national activities, and be mutually supportive.

Coordination with programmes in the field of SME promotion of other donor organisations, both national and international, will be actively sought and stimulated. A practical approach, involving the broad scale of enterprise available in Europe, will be a main feature.

4.1.4. Conversion

Under the 1992 TACIS Programme, technical assistance will be provided for the conversion of defence-related industries in the NIS. The regions which will receive this type of assistance are Saint Petersburg, Moscow, Samara, the Ukraine and Belarus.

During the course of the programme identification missions, E.C. experts identified, in cooperation with the regional authorities of the recipient countries, the actions to be financed in the field of military conversion, based on the following criteria: probability of obtaining concrete results, benefit for the country or region, motivation of the training staff and pilot character of the project.

15 projects have been selected in this sector, to which a total of 14.6 MECU has been allocated from the 1992 TACIS budget. Some of these projects will be merged in order to produce larger projects when tenders are launched.

Three types of actions are to be financed:

- advisory actions (advice to local authorities and factories wishing to convert their activities)
- better identification of a given market (e.g. agricultural or medical equipment)
- at factory levels, the creation of specific industrial projects.

The latter two types of actions have been favoured, being earmarked 2/3 of the conversion budget.

4.2. Human Resources Development

The 1992 Human Resources Development Programme is a natural extension of the work started under the 1991 Programme. However, the programme structure has been adapted with special emphasis now given to the training for civil service reform.

Since the demise of the Soviet Union, the need for civil service training has obviously increased. Thus, in nearly all the programmes, an effort will be made to teach civil servants how to operate in a market economy. In a centrally planned economy, one might say that nearly all workers, one way or another, are within the public administration. The new situation of a smaller civil service servicing a much larger private sector is completely new to many civil servants.

Under the 1992 TACIS Programme for human resources, small pilot programmes are planned for the Moscow region on the emerging non-governmental sector, as well as for the training of unions to adapt their new role.

Another major initiative will be the training of officers of the Russian army, to facilitate their integration into paid employment in the private sector. The programme aims to establish a network of training centres to train army officers as well as management staff of already converted former defence industries on general principles of western style management and on "function management". It is intended that by the end of this three year programme, some 10 training centres will be operating, training some 10,000 ex-military officers. The programme will concentrate on the strengthening of the institutional framework of the re-training programme, curriculum development and training of teachers and managers from already converted defence industries. The cost of this training programme is estimated at 14 MECU.

Although the provision of medical assistance is not included in the general scope of activities covered by the TACIS Programme, the accommodation of the health system to the market economy is central to the well-being of the population, and important to the reform process. Preparation is therefore in hand for an effort to be made under the 1992 TACIS Programme with reform of health administration, in

part through the promotion of partnerships, with advice on the welfare state and the management of insurance schemes.

4.3. Food Production and Distribution

Actions to be supported in the food production and distribution sector under the 1992 TACIS Programme will be at two levels. On the one hand, institutional and policy reforms and, on the other hand, programmes in agricultural production, agro-industry, storage, transport, wholesale market and the retail sector. The programme will concentrate on the entire food chain. Building on the 1991 food distribution programme, technical assistance will thus be introduced in the following sectors:

- production of animal feeds;
- rationalisation of the principles of animal feeding;
- improvement of the cultivation of potatoes;
- improvement of basic foodstuffs supplies, especially potatoes to the final consumer.

At farm level, the changes will depend on the application of the Privatisation Law. Thus, the programme will look at the possibilities of introducing new relationships between the enterprises such as contract farming, nucleus estate or outgrower schemes. The opportunity to assist the farmers in creating associations will be considered.

In the processing industry, assistance will be offered to improve the quality of food products, hygiene conditions, storage facilities and packaging facilities. This will look at opportunities of developing canned food, temperature controlled storage systems and packaging facilities.

Assistance will be provided in the wholesale and retail trades of food products. The main objective is to improve food distribution in big cities, the approach being to encourage initiatives of private operators in order to accelerate the privatisation process. The opportunity of introducing leasing of food shops will be considered.

4.4. Networks

The TACIS Programme will finance measures to improve management systems, and the organisational, legal and regulatory framework in the following sectors: energy, transport and telecommunications. Whenever possible, national projects in these areas will dovetail with other international initiatives in the same sectors.

4.4.1. Energy

Fundamental changes have been made to the orientation and methodology of the 1992 TACIS energy programme. The transformation of the energy sector, both

within each state and within the international economic framework, is of crucial importance to the whole reform process in the NIS.

Activities under the 1992 Energy Programme are foreseen at three levels: advice to the governments, advice to industry and training. The following tasks will be undertaken:

- advice to key committees, academic institutes and other such organisations;
- the development of energy strategies;
- the development of new regulatory frameworks;
- the introduction of more realistic energy prices and tariffs;
- the stimulation of increasing energy efficiency;
- ecological aspects of energy production and the use of transport ;
- the import and export of energy.

High level expertise will be provided to help design overall energy policies, with particular emphasis on oil and gas production and inter-state transport, including measures that will improve the industry's efficiency. The TACIS Programme will support energy-related advisory services at governmental level and projects aimed at the restructuring and modernisation of major energy consumer industries. Other activities will focus on the training of engineers and future managers in the energy sector. Pilot projects will be carried out, mainly in the energy efficiency sector, to be duplicated and disseminated.

4.4.2. Transport

Under the 1992 TACIS Programme, the general approach in the transport sector regarding the size of projects has changed. Projects are more compact and bigger in size in order to avoid a scattering of funds. Thanks to the experiences gained under the 1991 programme, it has been easier to identify where the problems in the transport sector are situated. For example, it has been established that the problem of port bottlenecks is not caused only by the ports' capacity problems, but rather by the bad interface existing between the port and the hinterland. Thus, many projects under the 1992 programme in the transport sector concentrate on the development of road transportation, which will facilitate the unloading of goods from both boats in ports and from trains.

In accordance with the work carried out under the 1991 programme, the ports of Saint Petersburg and Odessa will continue to play an important role under the 1992 programme. With other Baltic ports now in foreign countries, it is important to permit free flow of goods through the ports in and around Saint Petersburg, and thus to ensure that they have good connections with the hinterland. The ports of Ukraine also have an important role, both as the transit points of Ukraine's foreign trade and as the outlet of a sizeable part of Russia' foreign trade.

In Saint Petersburg, technical assistance is thus focused on the improvement of the capacity of and access to the port, as well as the definition of measures to be taken

for the improvement or construction of port facilities in the region and their integration in a wider transport context.

For the Odessa Port, the objective in 1992 is to continue and complement the 1991 technical assistance programme to bring this port up to Western standards and thus to stimulate East-West shipping traffic (by improving the quality of service, designing a security system, training harbour management, etc.).

In 1993, it is envisaged that technical assistance in this field will concentrate on the continuation of the 1991 and 1992 objectives, and will also include a study aimed at the improvement of port facilities on the Baltic Sea and the setting up of a regional policy in the ports of the Black Sea.

Technical assistance will also be provided in the transport sector through advice to Civil Aviation Authorities, particularly in view of improving airport management and training staff involved in air traffic control. The objective of providing assistance in this field is to improve the capacity and safety characteristics of both international air corridors and regional air space. This objective will be reached through the introduction of Western European standards in ground operational aspects (e.g. airport management, maintenance policies for air traffic control equipment, and changing structures and implementation mechanisms for air traffic control services) and by establishing an equipment modernisation programme and training programmes benefiting both air traffic control personnel and users.

4.4.3. Telecommunications

The telecommunications system in the former Soviet Union is poor to any standards. The international telecommunications network is still centralised in Moscow. Making international telephone calls is both difficult and time-consuming, as the lines are of poor quality and overloaded.

Moreover, the tariffication for telephone calls is irrational as subscribers pay a fixed monthly rate and can make as many calls as they wish, for as long as they wish. The waiting period for the allocation of a telephone is in some cases up to 15 years!

There is therefore a need for a complete restructuring of the Ministries of Post and Telecommunications in the NIS. In the framework of the TACIS Programme, an emphasis is put on the need to make the former Soviet telecommunications system compatible with European norms and standards. The TACIS Programme aims to support the development of terrestrial communications in the Russian Federation through the provision of technical assistance to the Russian Ministry of Post and Telecommunications. Analysis and research will be carried out in the areas of a technical review of the existing network and the identification of a short term rehabilitation programme, an assessment of the market for telecommunications projects, the development of standards in cooperation with European Institutes, and assistance on specific projects, such as the Trans-Siberian link project.

A review and adaptation of the legal and regulatory framework in the telecommunications sector will be undertaken. In addition, training in telecommunications will be provided to the Moscow Institute of Telecommunications, which is the main institute responsible for vocational training in this sector in the NIS.

The Russian Ministry of Defence utilises a number of satellites for communications purposes which could be modified to serve the domestic market. Another project to be implemented in the telecommunications sector will thus involve the conversion of military satellites, through a review of the capabilities of the existing satellites, the definition of the technical and commercial services to be developed, a review and assessment of the market and an economic feasibility study.

An integrated assistance programme will also be provided for the Ministry of Post and Telecommunications in the Ukraine, comprising the provision of technical assistance to the management and staff of this organisation. Similar advice projects are to be financed in Azerbaijan, Turkmenistan and Kazakhstan, with the provision of experts to the respective Ministries of Post and Telecommunications.

4.5. 1992 Nuclear Safety Programme

The 1992 TACIS nuclear safety programme is based on the policy recommendations of the G-7 issued after the Munich summit held last July. It builds on activities previously financed by the 1991 programme. It is also in line with the activities developed by the PHARE nuclear safety programme and forms an important part of the overall effort considered necessary in the G-7 context.

The programme will cover nuclear safety activities in the Russian Federation and the Ukraine. The overall objectives of the programme are to improve the safety of operating nuclear power plants and other civilian nuclear fuel and waste treatment facilities, and to promote regional cooperation on nuclear safety among countries operating soviet designed power facilities. Whereas the 1991 nuclear safety programme concentrated especially on the carrying out of feasibility studies, the 1992 programme will focus on concrete actions on several sites.

More specifically, the programme aims to achieve the above by:

- contributing to the improvement of plant operation, through better organisation, the upgrading of inspection facilities and procedures, improved operational procedures, training and quality assurance on an on site basis;
- assisting design institutes and operators in assessing the most important generic and plant specific technical problems to identify and facilitate implementation of suitable short and medium term solutions;

- supporting the development of strong and independent regulatory authorities and their technical support organisations charged with ensuring the safety of the population and the protection of the environment;
- encouraging the transfer of western technology whilst simultaneously supporting Russian and Ukrainian civilian industrial and technical capacity in the field of nuclear safety through, inter alia, the subcontracting of specific tasks to local institutes, including the International Science and Technology Centre in Moscow.
- designing a Master Plan that will consist of a set of policy recommendations concerning the appropriate measures which need to be taken to improve safety of all aspects of the civilian nuclear fuel cycle. This plan would be adjusted on annual basis and would provide an opportunity to the international donor community to identify areas where urgent action is required.

Russian and Ukrainian nuclear authorities have in the meantime accepted the broad strategic orientations of the programme involving on-site work by Western specialists. This indicates an increasing willingness to cooperate more closely with the TACIS programme.

5. MISCELLANEOUS : TACIS-RELATED DEVELOPMENTS

5.1. Coordination of Assistance to the NIS

5.1.1. The Washington/Lisbon/Tokyo Process

On 22/23 January, 1992, Ministers and senior officials of more than sixty countries and international organisations met in Washington for the Coordinating Conference on Assistance to the NIS. The objective of the Conference was to focus international attention on the urgent humanitarian needs of the NIS and to establish mechanisms for the coordination of aid to the twelve countries concerned. For this purpose, four working groups were set up at the Conference covering food, medicines, energy and shelter (housing). A fifth working group to deal with the coordination of technical assistance was also established. It was decided at the Conference that a follow-up meeting should be hosted by the European Community in the Spring and the Japanese offered to hold a third meeting in Tokyo in the Autumn.

At the subsequent meeting convened by the EC in Lisbon on 23/24 May, Ministers of the twelve NIS (who were not present in Washington) had the opportunity to give a first hand account to the international donor community of their priorities for assistance. The Lisbon Conference also received a report of progress made since the Washington meeting in the provision of humanitarian aid and began to shift the focus of the international assistance effort towards longer term measures in support of the reform and restructuring of the economies of the NIS. In this context, technical assistance was identified as having a key role to play.

The Lisbon meeting also addressed the need to establish new arrangements for the future coordination of assistance to the NIS. It was felt that the working groups, through meetings with representatives of the NIS and investigations on-the-spot, had fulfilled their remit to assess the needs and priorities for assistance of the Independent States, and that focus of activity should move on to the implementation phase. Recognising that this would be best coordinated on a country-by-country basis, in order to ensure that donor strategies and programmes are consistent with, and supportive of, individual countries' reform programmes, it was decided that the NIS-wide working groups should be wound up at the Tokyo meeting and replaced by a system of country-specific assistance coordination groups bringing together interested donors, international organisations and the government(s) of the country or countries concerned.

This decision was taken a step further at the Summit of the G-7 which took place in Munich on 8 July, when it was agreed that country consultative groups (CCGs) should be set up, when appropriate, in order to foster close cooperation with international institutions and partners and to encourage structural reforms and coordinate technical assistance. Following the Summit, each of the NIS was informed of the outcome and advised to approach the World Bank about the establishment of a country consultative group.

At the third and final coordinating conference held in Tokyo on 29/30 October, participants were informed that, in response to these initial contacts, nine Independent States had requested the World Bank to establish country consultative groups. The Bank also announced that the first CCG's, for Kazakhstan and Kyrgystan, would take

place in Paris on 14 and 15 December, with pre-CCG's for Azerbaijan and Uzbekistan scheduled for the following day. For the remaining NIS, full CCG's or pre-CCG's were expected to be convened during the first half of 1993.

In the case of Russia, it was announced that the World Bank would convene, with the participation of major donors, a consultative group on technical assistance and other matters in support of structural reform, and that Russia was ready to provide, through its Agency for International Cooperation and Development, secretariat services for the group's activities.

At the time of the Tokyo Conference, it was estimated that the EC and its Member States were together responsible for 73% of the total assistance committed by the international donor community to the NIS. Within this total, the Community (EC and Member States) was responsible for more than three-quarters (77.9%) of technical assistance, 63% of humanitarian grants and 73.6% of credits and credit guarantees. In these circumstances, it is obviously essential that the EC be closely involved in the CCG process. This will be particularly important in the field of technical assistance, in view of the very substantial sums of money which are continuing to be committed and disbursed under the TACIS Programme.

The European Community has gained considerable experience in the provision of technical assistance to the former Soviet Union and, through the EC National Coordination Units now established in each of the NIS, already disposes of considerable human resources in the field. This means that the Community has a great deal to contribute to the discussion of technical assistance needs and priorities within the CCG framework. The Commission intends to work closely with the World Bank in the preparation of the CCG meetings in order to ensure that the strengths and capabilities of the EC in this area are fully utilised and that the Community's approach to the provision of technical assistance to the NIS is properly reflected in the CCG process.

5.1.2. Other Coordination

Outside of the Coordinating Conference and future CCG context, the TACIS Programme is actively providing effective coordination with other donors. Regular contacts with the EC Member States are already maintained, and further strengthening of EC coordination and, in particular, information sharing is envisaged. In a few cases, bilateral contacts have also resulted in parallel financing of projects with Member States. However, it should be mentioned that the Commission has in general experienced some difficulty in obtaining information from Member States on the bilateral technical assistance actions carried out to date with the NIS, although this information should be supplied according to Council Regulation 2157/91, Article 8.

At the project level, regular operational contacts are maintained with the International Financing Institutions (World Bank, IMF and EBRD), and links have been established with the OECD related to the establishment of a database. Several coordination meetings have already taken place with the IFIs, also hosted by the Commission in Brussels. Under the 1991 TACIS Programme, particularly in Russia and Ukraine, several projects, including in privatisation, are being implemented under parallel co-financing arrangements with the IMF, World Bank and EBRD.

Under the "Bangkok Agreement", an allocation of 15 MECU has been earmarked to the EBRD from the 1992 TACIS budget to fund TA required for pre-investment

studies and project preparatory activities for potential investment follow-up by the EBRD. After a relatively slow start, project commitments accelerated during the second half of 1992, and towards the end of the year, projects with a total value of 15 MECU had been approved or pre-approved. In many of the sectors (e.g. financial services, privatisation), cooperation is ensured. It could be said that EC-EBRD coordination under the Bangkok Agreement represents only the tip of the iceberg in terms of EC-EBRD coordination of technical assistance to the NIS. Outside the framework of the Bangkok Agreement, other activities have also been developed together with the EBRD (see point 3.1.).

More generally, the regular sharing of information between TACIS and other donors, the TACIS contribution to the OECD database and the continuous contacts between representatives of TACIS and other donors will further enhance effective coordination

5.2. National Coordinating Units

The Technical Assistance Programme was originally negotiated with the all Union Government of the Soviet Union. The programme covering all of the States of the former Soviet Union was therefore coordinated, on the recipient's side, by the Coordinating Unit in Moscow, established for this purpose.

The demise of the Soviet Union led to an adjustment in the approach of the TACIS Programme for 1992. A first important step in this process was the signature, in February 1992, of a "protocol of agreement" between the EC and the 12 Newly Independent States. The protocol laid down the basic principles for future cooperation between the EC and the NIS in the framework of the Technical Assistance Programme. Within the protocol, two major decisions were taken:

- the 12 Independent States committed themselves to implement the 1991 Programme;
- the negotiation, definition and implementation of the 1992 Programme would generally follow a bilateral approach.

Thus, it was decided that National Coordinating Units would be set up in each NIS. The Commission has provided a total of 15 MECU for this purpose, as well as to strengthen the existing Coordinating Unit in Moscow.

The National Coordinating Units perform the following principle tasks:

- assess the development needs of the country, in particular those which could be financed or partly financed by foreign technical assistance;
- help with the identification of priority sectors for assistance;
- prepare clear aims and objectives for such programmes;
- evaluate project proposals and requests for funding

Each recipient country has appointed a National Coordinator who acts as the official interlocutor of the EC for the Technical Assistance Programme at government level. In addition, Executive Directors of the Coordinating Units have been appointed to manage the coordination of technical assistance activities in each country. Accordingly, the Moscow Coordinating Unit has had to adapt to its new role of Russian Coordinating Unit for the Technical Assistance Programme. The structure of the Moscow Coordinating Unit was therefore modified, and a new Executive Director appointed.

Each Coordinating Unit is set up within the beneficiary country, and working in close collaboration with the Commission services. Although in the longer term it is intended that the management of the TACIS programme will be decentralised to a certain extent, for the time being programme management is still centralised in Brussels, in particular as regards the evaluation of tenders, payments, etc.

The Coordinating Units comprise a number of local professionals, including senior representatives from relevant ministries and other institutions, as well as support and secretarial staff. In addition, a support team of EC-financed experts have been appointed to work in the Coordinating Units. They assist in evaluating projects and coordinating implementing mechanisms. Each of the 12 National Coordinating Units is now operational, and the TACIS-financed advisory staff have taken up their assignments in every State from Minsk to Dushambe, thus assuring a limited but visible European presence "on the spot" in each NIS. Office premises have been made available for the Coordinating Units in each NIS.

Finally, the TACIS Unit organised a seminar in Brussels, from 14 - 18 September 1992, attended by National Coordinators and Executive Directors of the National Coordinating Units. The aim of the seminar was to enable participants to improve their understanding of the European Community, its institutions, its role within the international community vis-à-vis its Member states and, in particular, of the TACIS Programme itself.

This seminar represented the first meeting in Brussels at ministerial level of representatives of all 12 Newly Independent States and brought together, for the first time, the TACIS Programme National Coordinators to discuss objectives and strategies as the economic and political situation evolves in the NIS. In this context, the seminar provided the participants with a summary of past and future TACIS Programmes, the "life-cycle" of a programme (from identification and financing of projects, to implementation and awarding of contract) and a definition of the role of the National Coordinating Units.

5.3. Transparency

Aware of the importance of optimal transparency for the TACIS Programme, every effort has been made to reach an appropriate level of transparency both within and outside of the Commission services. Other Commission services have contributed to the preparation of the TACIS Programme, and regular contacts are maintained and meetings arranged between the different Commission services and TACIS to discuss programme activities, modalities and implementation procedures. Representatives of other Directorates General also participate in TACIS tender evaluation committees.

On numerous occasions, TACIS responds to parliamentary questions related to the TACIS Programme, and meetings with Members of Parliament have been arranged for briefing purposes. It is envisaged to introduce a more regular briefing forum, thus enabling Members of Parliament to become fully familiar with every aspect of the Programme. On the occasion of the hearing of the European Parliament on the NIS (September 1992), an information note was prepared on EC relations with the NIS, a significant part of which was devoted to the TACIS Programme.

The TACIS Member States' Committee provides an effective forum for exchanges of views between the Member States and the relevant Commission services. The Committee is also briefed on developments of interest to it through written material - project fiches, progress reports, statistical documentation, information on disbursements, contracts awarded, etc. Efforts will be made to further improve on this type of information sharing.

Upon the request of Member States and their institutions, TACIS staff participate regularly in meetings and conferences in different Member States to explain the programme's objectives and implementation procedures. Of particular importance in that context is participation in meetings convened for EC private operators organised by the Member States, their chambers of commerce and industry, or their equivalent.

To further enhance transparency, an Information team has been established within TACIS. Publications have been prepared on every principal aspect of the TACIS Programme, including an operational guide and statistical information. An appropriate distribution system has been established to ensure that access to the information is available by all interested parties (see below).

5.4. TACIS Information Activities

An Information Office was established within TACIS Unit around February/March 1992. The main tasks of the Information Office are to increase general understanding of and knowledge about the TACIS Programme, to improve programme transparency and to emphasise the important role played by the Commission and the EC in supporting the former Soviet Union in its ongoing process of economic reform and development. In spite of serious constraints, especially at the very beginning, and related to the lack of infrastructure, important progress has since been made.

The TACIS Information Office has produced a large amount of written information material on the TACIS Programme, available to the general public. These include a new TACIS Programme Operational Guide which explains the programme in general terms. This document has been translated into Russian and into the official EC languages.

A comprehensive mailing list has been established (to date about 4000 entries) for the systematic dispatching of TACIS information material. The Information Office mails a huge amount of written information material on a daily basis to interested parties and deals with a no lesser amount of routine correspondence. Thousands of letters and information kits are sent out monthly, and about 200 telephone calls answered daily. Members of the TACIS Information Office team also hold regular meetings and in-depth direct interviews with interested parties, mainly from EC Member States, and give lectures on the TACIS Programme to larger audiences, especially to information multipliers such as Chambers of Commerce, Euro Info Centres or other qualified

institutions. To date, members of the Information Office have travelled to most EC Member States to give lectures on TACIS activities to various audiences.

The TACIS Information Office was also responsible for the organisation and realisation of the Meeting of the CIS National Coordinators, held from 14 to 18 September, 1992.

As regards press coverage, the TACIS Information Office organises meetings between TACIS representatives and journalists and much direct mailing of TACIS material to interested journalists. Thus, and together with the press releases and press kits which have been produced, and appropriate press coverage of the TACIS Programme has been achieved. The press is taking an increasingly active interest in the TACIS programme. This aspect of the TACIS Information Office's work will be further increased in the near future.

5.5. Commission Organisation

5.5.1. Organisation of TACIS Unit (as at 31.XII.92)

By any standards, TACIS has been, and continues to be, critically understaffed. When the programme started in January 1991, the TACIS team comprised 1 "A" official and 2 national experts. By the end of 1992, this had increased to 24 "A" staff (10 statutory and 14 non-statutory posts).

The table below provides a summary of TACIS' total manpower resources of "A" grade (professional) in the three TACIS Operational Units, as well as the average "per capita" financial workload of each TACIS professional :

Total available professional manpower
TACIS HQ operational units (as at 31.XII.92)

Unit E - 3		Unit E - 4		Unit E - 5	
Horizontal Tasks, Programming, Support for Enterprise (Privatisation, Financial Services, Defense Conversion, SMEs) Food Production and Distribution, Environment		Energy / Nuclear Safety, Transport, Telecommunications		Human Resources Development, Government Advice, Social Adjustment	
Total No. of "A" staff available in Unit, 9 of which		Total No. of "A" staff available in Unit, 9 of which		Total No. of "A" staff available in Unit, 6 of which	
Functionnaires	Non-Functionnaires	Functionnaires	Non-Functionnaires	Functionnaires	Non-Functionnaires
2	7	5	4	3	3
Unit's share of TACIS Budget 1991/1992 350 MECU		Unit's share of TACIS Budget 1991/1992 318 MECU		Unit's share of TACIS Budget 1991/1992 181 MECU	
Average TACIS 1991/1992 Budget for every single "A" staff member (financial workload per capita) 39 MECU		Average TACIS 1991/1992 Budget for every single "A" staff member (financial workload per capita) 35.3 MECU		Average TACIS 1991/1992 Budget for every single "A" staff member (financial workload per capita) 30.2 MECU	

As will be noted, each individual TACIS "A" staff member has an average financial workload of between 30.2 MECU and 39 MECU (depending on the Operational Unit).

Compared to other organisations, TACIS staff constraints remain critical. Such constraints are further highlighted by the relative labour intensity of the "soft" technical assistance provided under TACIS compared in particular to such institutions as the World Bank and EBRD which concentrate almost exclusively on (large) loan

financing (the World Bank employs well over 400 professionals on their programmes for the NIS, whilst EBRD's staffing now exceeds 650).

The EC Delegation in Moscow is currently the only existing EC Delegation in the NIS. The number of staff working in the technical assistance section of the EC Delegation in Moscow is to be increased in early 1993 to eight full-time experts. In addition, three other EC Delegations are to be opened in the NIS in the course of 1993, in Kiev, Tbilisi and Alma-Ata.

Staff shortages in both TACIS headquarters and the EC Delegation in Moscow cause workloads, delays and pipeline problems. It prevents the required in-depth analysis, the imperative job specialisation and the essential geographical concentration (there is not a single "country desk officer"!).

5.6. Perspectives for 1993

5.6.1. Multi-annual Programming

It is intended that the granting of assistance under the TACIS Programme will move away from the present approach requiring a yearly programme cycle, to a more global multi-annual approach which will promote the sustainability of the TACIS Programme. The possibility to plan a mid-term programme will significantly increase the effectiveness of the TACIS assistance and will correspond more adequately to the requirements of economic reform, which is a mid term process as well.

Multi-annual programming will help to build bridges between the former USSR States and the EC. The evolution of the economic reform is a complex process in which not only economic restructuring is involved, but also legislative framework changes, private sector interests and civic society development. Therefore, the creation of a strong basis of confidence and mutual understanding is essential.

In addition, multi-annual programming will alleviate the volume of work which is generated by the present annual cooperation programme which, within its annual project cycle and across a wide range of sectors, the limited staff in the TACIS Unit in its present composition can hardly absorb.

5.6.2. Concentration on Sectors and geographical areas

Building on the experience gained under the 1991 and 1992 TACIS Programmes, it is intended that technical assistance in 1993 will concentrate on sectors, limiting activities in the recipient countries to specific priority areas, thus "deepening" activities.

In 1993 programmes for Russia and Ukraine will, in addition, develop programmes in geographic concentration areas.

5.6.3. International Coordination of Assistance to the NIS

The coordination effort in 1993 will be strengthened. Coordination with Member States will be ensured, and coordination and cooperation with the International Financial Institutions, Member States and other donors.

5.6.4. Other provisions for 1993

Due to the increasing unforeseen needs of the Independent States, and in order to prevent unforeseen circumstances from hampering the process of recovery in the beneficiary states, it has also been proposed that the new TACIS Programme should provide, when necessary, up to ten percent of the total annual allocation for responding to humanitarian needs, as with PHARE.

It is also envisaged that through a triangular scheme, PHARE countries and Turkey will be included into the technical assistance effort whenever appropriate and on a case by case basis. The inclusion of this "triangular" element is designed to encourage the provision of assistance by countries with specific relevant expertise, based on experience in transition to a market economy or on close links with the beneficiaries.

5.7. Council Regulation

The granting of assistance under Regulation (EEC, EURATOM) No. 2157/91 of 15 July, 1991 came to an end on 31 December, 1992. Accordingly, and bearing in mind the changes in the former Soviet Union, it has been necessary to propose a new Regulation. This new Regulation has been prepared by the Commission and will be submitted to the Council General Affairs of 5 April. Discussions are going on in the European Parliament, which will hopefully deliver its opinion on the Regulation shortly. During discussions carried out in the Council Working Group, some modifications have been introduced to the proposal, in particular regarding transparency. It is hoped that the new Regulation can become effective in mid 1993.

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ANNEXES

- I. **Basic Indicators on the New Independent States**
- II. **1991 Programming Document (Breakdown)**
- III. **List of projects in the framework of the 1991 Programme**
- IV. **1992 Overall Breakdown**
- V. **Breakdown of the 1992 Programme**
- VI. **1992 TACIS Allocation per country/region**
- VII. **1992 TACIS Allocation per sector**

ANNEX I
BASIC INDICATORS ON THE NEW INDEPENDANT STATES

	SUPERFICIE	%	POPULATION	%	CAPITAL	POPULATION	EC. T.A.
	Km ²	TTL		TTL		CAPITAL	MECU
ARMENIE	29.800	0,13	3.283.000	1,18	Yerevan	1.215.000	8-10
AZEBAIDJAN	86.600	0,39	7.029.000	2,52	Baku	1.757.000	11-13
BIELORUSSIE	207.600	0,94	10.200.000	3,66	Minsk	1.612.000	13-15
GEORGIE	69.600	0,31	5.449.000	1,95	Tbilisi	1.264.000	8-10
KAZAKSTAN	2.717.300	12,29	16.538.000	5,93	Alma Ata	1.132.000	20-22
KIRGHIZIE	198.500	0,90	4.291.000	1,54	Frunze	616.000	8-10
MOLDAVIE	37.700	0,17	4.341.000	1,56	Kishinev	665.000	8-10
RUSSIE	17.075.000	77,25	147.386.000	52,87	Moscow	8.967.000	110-130
TADJIKISTAN	143.100	0,65	5.112.000	1,83	Dushanbe	595.000	10-12
TURKMENISTAN	488.100	2,21	3.534.000	1,27	Ashkabad	398.000	8-10
UKRAINE	603.700	2,73	51.704.000	18,55	Kiev	2.602.000	52-54
UZBEKISTAN	447.400	2,02	19.906.000	7,14	Tashkent	2.079.000	28-30
	22.104.400	100,00	278.773.000	100,00		22.902.000	

ANNEX II

1991 EC PROGRAMME OF TECHNICAL ASSISTANCE TO THE USSR

* <u>Global Budget</u>	:	400 MECU
* Mini Budget (supplementary personnel costs)	:	3,5 MECU
		<hr/>
		396,5 MECU
* Baltic States	:	15 MECU
* Multidisciplinary Fund (1)	:	10 MECU
* <u>Balance</u>	:	371,5 MECU
* Energy	:	115 MECU
* Training	:	103 MECU
* Food Distribution	:	73 MECU
* Financial Services	:	37,5 MECU
* Transport	:	43 MECU

(1) Indicative allocation of the Multidisciplinary Fund (in MECU):
 Training 2; Food Distribution 2; Transport 2; Financial Services 2;
 Miscellaneous 2.

ARMENIA

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
TRAINING				
Sub-total				
TRANSPORT				
1. Warehouse at the Zvartnosta airport	Yerevan airport	YEREVAN	500,000	R.T. contract signed
Sub-total			500,000	
FOOD DISTRIBUTION				
Sub-total				
FINANCIAL SERVICES				
1. Restructuring of the Central Bank	Central Bank of Armenia	YEREVAN	200,000	I.C. contract signed 92/12.
2. Study of restructuring needs of banking sector	Central Bank of Armenia		200,000	I.C. contract signed 92/09
3. Creation of an agricultural cooperative bank	Initiative Group for Private Enterprise		500,000	R.T. contract signed 92/12.
Sub-total			900,000	
ENERGY				
1. Energy Saving Strategy	Ministry of Energy and Fuel	YEREVAN	500,000	Tender; TOR with Europa S.A.
Sub-total			500,000	
NUCLEAR SAFETY				
1. Armenia plant Safety Assessment	Oktemberian NPP		300,000	D.A. contract signed 92/09
Sub-total			300,000	
TOTAL			2,200,000	

LIST OF PROJECTS IN THE FRAMEWORK OF THE 1991 TACIS PROGRAMME

ANNEXE III

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BELARUS

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
TRAINING				
1. Cooperation in the field of management education and training	Academy of National Economy	MINSK	(*)	R.T. contract signed 92/12
2. C.A.L. training in course material.	Cons. for Transeuropean Training	MINSK	(*)	R.T. contract to be signed 93/01
Sub-total			0	
TRANSPORT				
1. Highway Moscow-Minsk-Brest	Road Ministry of Belorussia	MINSK	300,000	D.A. contract signed 92/03
2. Brest bottleneck	Directorate of Belorus railway		2,300,000	R.T. contract signed 92/05
Sub-total			2,600,000	
FOOD DISTRIBUTION				
1. Study on meat, milk and livestock food sectors, Privatisation of Sovkhozes	Kuibichava Institute plus 3 other Instit	MINSK	1,300,000	R.T. contract signed 92/09
Sub-total			1,300,000	
FINANCIAL SERVICES				
1. Study of restructuring needs of banking sector	National Bank	MINSK	250,000	I.C. contract to be awarded in 93/02.
Sub-total			250,000	
ENERGY				
1. Establishment of Energy Centre	Minsk		2,500,000	R.T. contract to be signed (92/12)
2. Tariffs & Management Methods.	BELORUSENERGO		400,000	R.T. deadline 17/11/1992
3. Oil Refinery		MOZYR	400,000	R.T. circulating in D.G. I
4. Oil Refinery		Novopolotsk	500,000	R.T. circulating in D.G. I
5. Seminar/workshop on energy metering & manage		MINSK	250,000	D.A. contract signed 93/01
6. Restructuring & adaptation to market economy-reform of electricity supply industry in Belarus Assostance in the introduction of a new management techniques and elaboration of new electricity tariffs.			400,000	R.T. contract signed 93/01.
Sub total			4,050,000	
NUCLEAR SAFETY				
Sub-total			0	
TOTAL			0,200,000	

(*) Interrapublican projects involving:

1. Belorussia; Kazakhstan; Ukraine; Russia. (total amount: 7.000.000 Ecu)
2. Belorussia; Ukraine; Russia. (total amount: 2.000.000 Ecu 1st. phase; total amount 8.425.000Ecu).

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RUSSIA

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
TRAINING				
1. Business courses in the export sector	Academy of Foreign trade	MOSCOW	1,000,000	R.T contract signed 92/09
2. International Business School	IBS	MOSCOW	1,500,000	R.T. contract signed 92/09
3. Cooperation between a European Management School and the Higher Commercial Management School of Mo	Higher Commercial Management School	MOSCOW	3,000,000	R.T. contract signed
4. Training and education in the Region of Urals	KAMAZ	Nnherzyna Chei	4,500,000	RT. contract signed
5. Strengthening of the Internationa Management Institut of Saint Petersburg	I.M.I.S.P.	St. Petersburg	3,000,000	R.T. contract signed
6. Study for the establishmen of an enterpreneurship sch for small business in CIS	International Centre for Develop of Small Enterprises (ICDSE)	MOSCOW	200,000	D.A. contract signed.
7. Support for Federal Employment Service.	Federal Employment Services	MOSCOW	3,300,000	R.T. contract signed 92/12
8. Cooperation in the field of management education and training	Academy of National Economy	MOSCOW	7,000,000	R.T. contract signed 92/12 (.)
9. Computer Aided Learning :Training in course material preparation.	Cons. for Transouropann Trainin	MOSCOW	2,000,000	R.T. contract to be signed 93/01 (*)
10. Management Training For Cis Managers, Graduates an Trainers for the Construction industry	Institute for Management Trainin Saint Petersburg	St. Peterburg	280,000	D.A. contract signed on 13/3/92
11. International Faculty Development Programme	ANE, IMISP, IBS, MCMS	MOSCOW	250,000	D.A. contract signed 92/09
12. Center for Training & Retraining of farmers' schools, instructions, extensions & cooper. loaders.	Agroconsult	MOSCOW	3,000,000	R.T. contract signed 92/12
13. Higher Economic College (training in Economics)	Moscow State University and Institute of Economics	MOSCOW	1,850,000	Offers under evaluation
14. Staff Development & Training for the Institute of Economic Policy	Institute of Economic Policy	MOSCOW	1,450,000	D.A. contract signed 92/12
15. An assesment of problems of transformation of economic education	Academy of Science and Acado National Economy	MOSCOW	180,000	D.A. contract signed
16. Information on Economic and social transition: a system of indicators	VCIOM	MOSCOW	1,500,000	Tendering end of December 1992
17. Training of interpreters, an exploratory project	Moscow linguistic University	MOSCOW	10,000	D.A. contract signed
18. Cooperation in language training and retraining	Centre for transl. of scientific & technical literature & documentaion	MOSCOW	100,000	D.A. contract to be signed by the end of December 1992
19. Integrated project for the economic and business development of the Voronezh Region	Voronezh Authorities	VORONEZH	4,000,000	RT. tender contract to be signed in 92/10 (*****)
20. Voronezh Regional Administration Training	Voronezh Autoroties	VORONEHZ	1,470,000	R.T. contract signed 92/09
21. Assistance to the free economy zone in the KEMERO Region	Kemerovo Authorities	KEMEROVO	1,100,000	R.T. contract signed 92/12
22. Participation CIS economists to an Intern. Conference.			25,000	D.A. contract signed 92/09

23. Legal assistance for Privatisation			250,000	Formal cons. contract signed 92/09
24. Training '92 in Moscow, all Russian congress of technical assistance and employee training		MOSCOW	190,000	D.A. contract signed 92/09
25. Summer course in Western Economics.		MOSCOW	100,000	D.A. contract signed 92/09
26. Russian Employment Services. I. Manual Preparation II. Development & Establishment of Employment Service Offices and Networks	Russian Fed. Ministry of Empl.	MOSCOW	290,000 3,000,000	I.C. contract signed 92/10 R.T. contract signed 92/11
27. Textile managers training; programme identification			20,000	I C contract signed 92/10
28. Women and Employment			10,000	D.A. contract signed 92/11
29. State Employment Committee Information Systems Advisor Economic Policy			40,000	D.A. contract signed 92/09
Sub-total			44,615,000	
TRANSPORT				
1. Pilot project, railway maintenance	Ministry of railway (M.P.S.)		450,000	R.T. contract signed
I.			3,700,000	D.A. contract signed
II.			15,000	D.A. contract signed
III.			2,900,000	R.T. contract signed.
2. Long haul transport of perishable products	Ministry of railway (M.P.S.)		1,500,000	RT contract signed 92/09
3. St. Petersburg public transport reorganization	City of St. Petersburg	St. Petersburg	300,000	D.A. contract signed 92/03
4. Training & monitoring of Forestry Min. Transport Netw	Ministry of Forest		2,000,000	R.T. contract signed 92/08
5. Improvement in air traffic control	Goseronavigatsia	MOSCOW	2,000,000	R.T. contract signed 92/05
6. Improvement of nuclear material transport	Institut		800,000	RT contract signed
7. Multimodal Transport Training			3,200,000	RT contract signed
8. Reorganisation of St. Petersburg Port	Authorities of the Port	St. Petersburg	365,000	Tender launched through a purchasing age
I. Study tour St. Petersburg Harbour			100,000	D.A. contract signed 92/05
II. Incineration Plant for St. Petersburg Harbour			200,000	D.A. contract signed 92/05
III. Data Processing Masterplan St. Petersburg Harbour			100,000	D.A. contract signed 92/05
IV. English Course St. Petersburg Harbour			250,000	D.A. contract signed 92/05
V. Cereals St. Petersburg Port			280,000	R.T. contract signed 92/05
VI. Immediate training St. Petersburg Port			450,000	RT contract signed 92/08
VII. Masterplan St. Petersburg Port			560,000	RT contract signed
VIII. Management training St. Petersburg Harbour			300,000	D.A. contract to be signed 92/09
IX. Procurement services St. Petersburg Harbour			2,000,000	D.A. contract signed 92/09
9. Moscow public transport reorganization	City of Moscow	MOSCOW	500,000	R.T. contract signed 92/05
10. Training for trainers for transport operators	ASMAP	inter-states proj	1,400,000	RT contract signed

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11. Pilot project, public bus transport in St. Petersburg	AVTODELO Joint Petersburg	St. Petersburg	2,500,000	R.T. contract signed 92/05
12. Modernization plans		inter-states proj	500,000	
13. Main future rail corridors	Ministry of Railway (MPS)		300,000	D.A. contract signed 92/03
14. Data on trans-border traffic flows between the USSR Eastern Europe and the EC	ATR		300,000	R.T. contract signed
15. Airport modernisation needs (Kaliningrad)	Airport of the republics	inter-states proj	300,000	D.A. contract signed 92/05
16. Reservation system of Aeroflot (a study)	AEROFLOT		300,000	D.A. contract signed 92/06
17. Food export/import cargo delivery system	MPS		500,000	R.T. contract signed 92/09
18. Consultancy to Republican Transport Ministry	Ministry of Transport	inter-states proj	200,000	TOR to be drafted; evaluation
19. Case studies on multimodal transport SFRSR	Ministry of Transport	inter-states proj	500,000	RT contract signed
20. Study boosting effectiveness road transport			250,000	D.A. contract signed 92/09
21. Perestroika for Aeroflot	AEROFLOT		300,000	D.A. contract signed 92/03
22. Compensation schemes amplifying space and cooperation			150,000	D.A. contract signed
23. SHEREMETYEVO Airport market driven Center-Plan		MOSCOW	120,000	D.A. contract signed 92/10
24. PULHOVO Airport (ST. PETERSB.) Master Plan study.		St. Petersburg	340,000	R.T. contract signed 92/10
25. Re-engining Ilyushin 76 & 86 Aircrafts of AEROFLOT.	AEROFLOT		240,000	D.A. contract signed 92/06
Sub-total			30,150,000	
FOOD DISTRIBUTION				
1. Buckwhent facility	Conti Niki	OREL	170,000	D.A. contract signed
2. Training programme for warehouse operations	Tyumen city Council	TYUMEN	210,000	D.A. contract signed
3. Distribution meat	Meat Processing Complex	UFA	250,000	D.A. contract signed
4. Integrated Center for food production and distribution	Vologodaki oligopolkon	VOLOGDA	1,700,000	RT contract signed 92/09
5. Improvement to the food retail distribution system in the Veronej area	Agronomic University of Voronej	VORONEJ	700,000	R.T. contract signed 92/10
6. Experimental station and Agrarian research	Vaskhnil Slavenskoie Ros. Statio	KALININGRAD	1,000,000	RT contract signed 92/09
7. Food supply of Yaroslav	Executive Committee	YAROSLAV	2,000,000	R.T. contract signed 92/09
8. Audit for 34 manufacturing plants	Food Committee of Moscow	MOSCOW	180,000	D.A. contract signed
9. Feasibility study on meat distribution	Rostov Soviet	ROSTOV	300,000	D.A. contract signed
10. Organisation of milk & meat private farms	Cooperaztive of zootechnology	RIAZAN	260,000	D.A. contract signed
11. Collective catering for the 15 principal Moscow Univer	University of Moscow	MOSCOW	600,000	R.T. contract signed 92/10
12. Study of the meat Sector in Arkhangelsk	Arkhangelsk cooprtive for trade	ARKHANGELSK	330,000	R.T. contract signed Sept. 1992
13. Soviet British joint venture Moscow BREAD	Moscow Bread	MOSCOW	700,000	Evaluation in process
14. Modernisation of fruit and vegetables combinat	Comity AGROPROM	ROSTOV	350,000	Ro-tender in process
15. Improvement of the food supply system	Samara Academy Center	SAMARA TOGLI	700,000	Ro-tender in process
16. T.A. to the Samara Region	Oblast Samara	SAMARA	2,000,000	R.T. contract signed 92/10
17. Food distribution to Kraznogvardeisky	Government of Moscow	MOSCOW	280,000	D.A. contract signed on 09/03/92
18. Immediate plan for winter 91/92	Lengipromiomologoprom	St. Petersburg	300,000	D.A. contract signed on 05/03/92
19. Restr. of Food Wholesale & Retail Distribution System	Food Committee of St. Petersburg	St. Petersburg	600,000	R.T. contract signed 92/10
20. Integrated programme for loss reduction	Association Agroprom Utschos	MOSCOW	960,000	R.T. contract signed 92/10

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21. Food chains organisation	Edward Rossol Governor	Ekaterinburg	2,000,000	Tender in process
22. Reorganisation of fruit and vegetables sector	Consortium AURORA + ODISEA	St. Petersburg	330,000	R.T. contract signed 92/10
23. Meat Sector Study & Masterplan St. Petersburg.	Myasokombinat	St. Petersburg	970,000	R.T. contract signed 92/10
24. Chains Belais datcha fruit & vegetables	SP1. Ble of Lubersty and Mossovi	MOSCOW	2,000,000	R.T. contract signed 92/10
25. Study of Milk and Fresh Produce Sectors and Privatisation of Sovkhozhes and the Retail Trade in KOLPINO and Associated Districts in St. PETERSBURG.	Lensoviet	St. Petersburg	1,900,000	R.T. contract signed 92/09
26. Milk Sector Study and Masterplan in St. Petersburg.	Provision Committee of St. Peter	St. Petersburg	1,000,000	R.T. contract signed 92/10
27. University organisation of catering management	Eco/Fin University	St. Petersburg	600,000	R.T. contract signed 92/10
28. T.A. to KALUGA region	Oblast Kaluga	KALUGA	2,000,000	Tender in process
29. Puchino pilot privatisation	Puchino AUthorities	PUCHINO	1,000,000	Tender in process
30. Privatisation of 117 restaurants	Moscoviet	MOSCOW	220,000	Contract signed July 1992
31. Food supply in Sverdlovck	Sverdlovck Regional Council	Ekaterinbourg	300,000	Contract signed July 1992
32. Distribution and legislation	Vilening Agro firm	Krasnodar	275,000	Tendering by September 1992
33. Privatisation of Com. sector in Agrokombinat	Agro kombinat ALTAI BISK	ALTAI	285,000	SOE to be signed. Tendering September 1
34. T.A. on organisation and storage processing	Rosprokoplekctroi	MOSCOW	290,000	SOE to be signed
35. Council vegetables and fruit market		MOSCOW	3,000,000	SOE to be signed
36. T.A. to ROSPOTREBSYOUZ Consumers' Union	ROSPOTREBSYOUZ		2,000,000	SOE to be signed
37. Farmer of Russia/ Ild flower	Farmer of Russia		2,000,000	Tender in process
38. T.A. and training for farmers	Assosiation of Pensnts (ACCOR)		1,000,000	TOR ready; SOE to be still signed
39. Strengthening of institute	Langiprominamolagoprom	St. Petersburg	900,000	TOR in preparation
40. Promotion of private wholesaler		Yaroslavl	350,000	Tender in process
41. Strategy study for Tomskchleboprodukt	Tomskchleboprodukt milling prod	Tomsk	210,000	Contract signed July 1992
42. A study of the meat, milk and fruit & vegetables sector in the Kovrov sector	Kovrov district soviet of deputio	KOVROV	500,000	Tender launched 92/11
43. Kupchino Alternative structure of trade	Regional Trade house associatio	St. Petersburg	400,000	Tender in process
44. Plan relance agro-industrial	Exec. Council Committee of Sver	Ekaterinburg	270,000	D.A. contract signed July 1992
45. Sugar Beet Processing	Russinn coop. of food industry	Krasnodar	950,000	R.T. contract signed 92/11
46. Training of staff of a german-russian coop.		KAMENA	500,000	TOR ready, SOE to be signed
47. Overriding plan for milk and dairy supplies	Moscoviet agro-food Committee	MOSCOW	990,000	R.T. contract signed 92/10
48. Restructuration of food industries	Moscow Inst. Food Techn./ Oyk	MOSCOW	290,000	TOR to be drafted
49. Transformed food products chains	Kursk Regional Council	KURSK	2,000,000	Tender in process
50. Privatisation and development of LETO	LETO	St. Petersburg	160,000	TOR o.k. SOE to be signed
51. Creation of a wholesale market	Moscoviet	MOSCOW	800,000	TOR to be drafted
52. Marketing and management training	Coop. Center of Centrosoyouz	MOSCOW	800,000	TOR to be drafted
53. NEPTUN RUBIN Food product development	NEPTUN RUBIN	St. Petersburg	2,000,000	Tender in process
54. Supply and distribution of food to Oblast of OREL	OREL Oblast	OREL	280,000	TOR ready; SOE to be still signed
55. Filiere Grain Bude	AGRIS	SARATOV	290,000	TOR ready; SOE to be still signed
56. International Novossibirsk Fair Attendance and Participation			20,000	D.A. contract signed
57. Karavai bakery Project	Vnesh Partner Leningrad	St. Petersburg	700,000	R.T. contract signed 92/10
58. Study of the Fresh Produce Sector in Krasnodor		Krasnodor	300,000	Tender launched 9/11/1992

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59.Short & medium term T.A. to improve processing and distribution in Altai		Altai	300,000	Tender launched 10/11/1992
Sub-total			47,770,000	
FINANCIAL SERVICES				
1.Assistance to the supervising authority	Board of State Insurance Super	MOSCOW	540,000	R.T. contract to be signed 93/01.
2.Training for insurers and trainers	Moscow State Univ. & Min. of Fi	MOSCOW	2,400,000	TOR in preparation
3.Assistance to the International Advisory Board on Acco and Auditing Developments (IABA)	Ministry of Finance, Supreme So	MOSCOW	880,000	R.T. contract signed 92/11
4.Assistance to the Chamber of auditors in St. Petersburg		St. Petersburg	200,000	TOR in preparation
5.Training of accountants and trainers		MOSCOW and ST.PETERSBURG	1,000,000	TOR in preparation
6.Development Plan for a stock exchange in St. Petersburg		St. Petersburg	300,000	TOR in preparation
7.Establishment of bankaccounting standards	Bank of Russia	MOSCOW	240,000	D.A. contract signed 10-6-1992
8.Training of Central Bank's Personnel	Bank of Russia	MOSCOW	1,500,000	TOR in preparation.
9.Study of restructuring needs of the Russian banking se	Bank of Russia	MOSCOW	320,000	RT contract signed 92/09
10.Restructuring of Russian Savings Banks	Russian Savings Bank	MOSCOW		
I. Strategic business plan			280,000	R.T. contract signed 92/04.
II. Establishment of a foreign exchange department			200,000	D.A. contract signed on 11/3/92
III. Development of an in-house training scheme			1,500,000	RIT contract signed 31-7-1992
11.Assistance for restructuring of Mosbusinessbank	Mosbusinessbank	MOSCOW	930,000	R.T. contract signed 92/11
12.Restructuring of Vnesheconombank	Vnesheconombank	MOSCOW	400,000	TOR ready; launching depending Russ. par
13.Creation of the International Finance and Banking Scho				
I. Overall Project Management	IFBS	MOSCOW	870,000	R.T. contract signed 92/09.
II. Module 1.1	IFBS	MOSCOW	2,830,000	R.T. contract signed 92/11
III. Module 1.2 & part 2	IFBS	MOSCOW	875,000	R.T. contract signed 92/11
IV. Module 1.3-1.8	IFBS	MOSCOW	2,930,000	R.T. contract signed 92/11
14.Restructuring of Promstroybank		MOSCOW	290,000	RT contract signed 92/08
15.Restructuring of Autovazbank	Autovazbank	TOGLIATTI	280,000	D.A. contract signed 92/09
16.Assistance fund for small and medium size and new banks	Dialogbank	MOSCOW	280,000	D.A. contract signed 92/09
	Rosbusinessbank	MOSCOW	300,000	I.C. contract to be awarded in 93/02.
17.Creation of the "Russian Project Finance Bank"	Organisational Committee	MOSCOW		TOR ready, R.T. tender launched Sept.
I. Interim assistance	RPFb	MOSCOW	290,000	Contract signed 92/09 (inform. consultati
II. Expatriate management	RPFb	MOSCOW	2,200,000	TOR ready, R.T. contract to be awarded 9
III. Training and support	RPFb	MOSCOW	1,910,000	idem
IV. Management Consultancy and legal advice	RPFb	MOSCOW	900,000	idem
V. Equipment	RPFb	MOSCOW	1,700,000	idem
18.Feasibility study on the creation of a Russian	Sviazbank	MOSCOW	260,000	D.A. contract signed on 29-4-1992

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Post Savings Bank				
19. Legal Assistance to the insurance sector	Board of the State Insurance Su	MOSCOW	130,000	D.A. contract signed on 20-04-1992
20. Sectorial Study on the insurance sector Russia	Board of the State Insurance Su	MOSCOW	295,000	R.T. contract signed 92/11
21. Legislative assistance and consultancy on the establishment supervision of stock, security and commodity exchanges	Ministry of Finance		295,000	I.C. contract signed 92/11
22. Development plan for stock and commodities exchange in Moscow	Russian Raw Materials & Comm Exchanges/Russian Stock Exchange	MOSCOW	270,000	D.A. contract signed on 28-07-1992
23. Training of operators and supervisors of stock commodity and securities exchanges Russia & Ukraine			1,300,000	TOR to be drafted
24. Pilot project on Improving Tax Administration and Training Tax Inspectors in Russia			500,000	D.A. contract signed 92/10
25. Short term banking expert.	TACIS		160,000	D.A. contract signed.
Sub-total			29,355,000	
ENERGY				
1. Investigation into Design Standards and Philosophies of Gas and Associated Standards.	Intorsholt		300,000	D.A. contract to be signed (92/12)
2. Advice on tariff policy & procedures	MOSENERGO/TUERENERGO	MOSCOW/TVER	294,000	D.A. contract signed 92/11.
3. Distribution management	Mosenergo		1,000,000	R.T. contract signed 92/09
4. Legal Framework for Electricity Supply.	Mintopenergo		600,000	Tender; deadline 12/11/1992
5. Natural resources Legislation	Ministry for Fuel and Energy		300,000	D.A. contract signed 28-4-1992
6. Legislative workshop	Ministry for Fuel and Energy		150,000	D.A. contract signed 92/06.
7. Analytical Service Center for the Petroleum Industry	Ministry for Fuel and Energy		300,000	D.A. contract to be signed (92/12)
8. Tyumen Task Force	Ministry for Fuel and Energy		4,500,000	R.T. contract to be signed (92/12)
9. Reduction of NOX	MOSENERGO	MOSCOW	595,000	R.T. contract to be Signed (92/12)
10. Training in commercial management	URALENERGO	PERM	750,000	R.T. contract signed .
11. On line diagnostics for turbo generators	MINERGO		250,000	D.A. contract proposal 14/12/1992
12. Refurbishment Power Plants.	MINERGO		450,000	R.T. contract to be signed (92/12)
13. Establishment of Energy Centre	Moscow		2,500,000	R.T. contract to be signed (92/12)
14. Establishment of Energy Centre	St. Petersburg		2,500,000	R.T. contract to be signed (92/12)
15. Evaluation by infra-red techniques.	VNIIE		240,000	D.A. contract to be signed (92/12)
16. ELECTROSTAL Metallurgical Works.			290,000	D.A. contract signed 92/09
17. Restruct. and adapt. to market economy Reform of the management methods for LENENERGO			1,440,000	R.T. contract signed 92/09
18. Moscow Thermal Power Plant Nr. 8		MOSCOW	285,000	D.A. contract signed 92/09
19. Vladimir Tractor Factory.			280,000	D.A. contract signed 92/09
20. Priority measures for transition to market-economy.	GASPROM		1,000,000	R.T. contract to be signed (92/12)
21. Development of a power station emission and effluent monitoring system			300,000	D.A. contract to be signed (92/12)

22.Study of the Potential for Energy Savings in the Production of Oxygen.			300,000	D.A. contract to be signed (92/12)
23.Energy Audit Programme in the Steel Industry		(.....)	300,000	D.A. contract to be signed (92/12)
24.Energy Audit Programme in the Paper Industry.		(.....)	300,000	D.A. contract to be signed (92/12)
25.Improvement of efficiency of Gastransport.	Gazprom, Soyuzgzaautomatika		300,000	D.A. contract to be signed (92/12)
26.Reservoir engineering in view of a Gas Injection Project	Ministry of Fuel & Gas		150,000	D.A. Proposal by 07/09/1992
27.E.S. study in Oxygen Production.	Tscherepovets Factory		300,000	D.A. contract to be signed (92/12)
28.Horiz. Well Training in West Siberia.	Drilling Techn. Research Inst.		300,000	D.A. TOR DG VII for 23/10/92
29.E.S. study on Waste Disposal	MOSSOVIET		300,000	D.A. contract ask for proposal 4/12/1992
30.Energy Saving Study in LUBRTSY	Exec. Committee of Lubertsy		300,000	D.A. contract ask for proposal 4/12/1992
31.E.S. in Metalworks in Tscheljabinsk	Exec. Committee of Tscheljabinsk		300,000	D.A. contract to be signed (92/12)
32.Conversion of Cement Industry.	Sta. Ass. of Building Mat. Ind.		300,000	D.A. contract to be signed (92/12)
33.E. efficiency in the Aluminium Industry.	Kouzzern Sovaluminitiy		300,000	D.A. contract to be signed (92/12)
34.Diagnostic Oil & Gas Pipelines.	GAZPROM, Soyuzzagogas		1,650,000	R.T. deadline 19/11/92.
35.Power Transmission System in Russia.	Mintopenergo & Dispatching Office		1,300,000	R.T. deadline 05/11/92; eval. in process.
36.Air Pollution in Moscow	MOSENERGO	MOSCOW	530,000	R.T. deadline 19/11/92; eval. in process.
37.Training & Pilot Project.	MOSENERGO - TVERENERGO		1,860,000	R.T. , deadline 25/11/1992
38.Exchange of Experts	MINTOPENERGO		1,000,000	R.T. given to prepare invit. 14/11/92
39.Management & Training	GAZPROM		750,000	R.T. circulating
41.Oil Refinery.	OMSK		1,000,000	R.T. given to prepare invit. 24/09/1992
42.Gas Control & Production	GASPROM		600,000	R.T. deadline 14/11/1992
43.Pilot Project Pipeline Installation	LENGAS	ST. Petersburg	400,000	R.T. TOR ready
44.Oil Well Drilling & Production	Gubkin State Acad. of Oil & Gas		750,000	Waiting for legal advice
45.Power plant oil refinery	Ministry of Energy		1,500,000	Waiting for TOR
46.Training for Energy Manager TSCHAJABINSK			200,000	D.A. ask for proposal 15/12/1992
47.Training for Energy Manager TAMAROY			200,000	D.A. ask for proposal 15/12/1992
48.Energy Saving in Tractor Plant			285,000	D.A. contract to be signed (92/12)
49.Expertise on atmospheric pollution caused by Moscow power plants & study for installing a monitoring & control system		MOSCOW	620,000	R.T. contract signed 93/01.
50.Study of the Power transmission system in the Federation of Russia.			950,000	R.T. contract signed 93/01
51.Cooperation in the Establishment & Action of Energy Centre in MOSCOW		MOSCOW	2,500,000	R.T. contract signed 93/01.
52.Seminar/workshop on energy metering & management in Moscow.		MOSCOW	250,000	D.A. contract signed 93/01.
Sub-total			30,119,000	
NUCLEAR SAFETY				
1. Reactor Vessel Embrittlement VVER 230 (WANO)	MINATOM - Min. of Atomic Energy		5,000,000	R.T. launched 27/11/92

2. Primary Circuit VVER 230 (WANO)	MINATOM - Min.of Atomic Energy	2,500,000	R.T. launched 27/11/92
3. Accident Analysis	MINATOM - Min.of Atomic Energy	4,000,000	R.T. launched 27/11/92
4. Probabilistic safety analysis	MINATOM - Min.of Atomic Energy	1,000,000	R.T. launched 27/11/92
5. Modernisation projects of VVER 230	MINATOM - Min.of Atomic Energy	1,500,000	R.T. launched 18/12/92
6. VVER 230 Simulator	MINATOM - Min.of Atomic Energy	3,000,000	TOR to be drafted
7. Training procedures and Training material VVER 230	MINATOM - Min.of Atomic Energy	1,000,000	R.T. launched 18/12/92
8. Public Information Centre	MINATOM - Min.of Atomic Energy	2,900,000	R.T. contract signed 92/09.
9. VVER 230 Residual lifetime evaluation	MINATOM - Min.of Atomic Energy	500,000	R.T. launched 18/12/92
10. Operating procedures VVER 230	MINATOM - Min.of Atomic Energy	1,000,000	R.T. launched 18/12/92
11. Automatic control System for radiation monitoring VVER 230	MINATOM - Min. of Atomic Energy	500,000	R.T. launched 18/12/92
12. VVER 230 Seismic qualification of instrumentation	MINATOM - Min. of Atomic Energy	500,000	R.T. launched 18/12/92
13. Safety related equipment/qualification under accident conditions VVER 230	MINATOM - Min.of Atomic Energy	500,000	R.T. launched 18/12/92
14. Radwaste Treatment	MINATOM - Min.of Atomic Energy	500,000	R.T. launched 18/12/92
15. Creation of a Nuclear Power Control and Safety Centre	MINATOM - Min.of Atomic Energy	500,000	Tendering by mid September 1992
16. Enhancement of personnel training system	MINATOM - Gosatomnadzor	6,000,000	R.T. launched 27/11/92
17. Assessment of accident localisation system and E.C.C.S. VVER 230 (Confinement)	MINATOM - Min.of Atomic Energy	1,000,000	R.T. launched 27/11/92
18. Training for the Eddy current inspection of tubes	MINATOM - Min.of Atomic Energy	240,000	D.A. contract signed Sept. 1992
19. Probabilistic Safety analysis - support data		1,500,000	R.T. launched 27/11/92
20. Metrological support for question of NPP's		500,000	R.T. launched 18/12/92
21. Quality Assurance Programme Development		1,500,000	R.T. launched 27/11/92
Sub-total		35,640,000	
TOTAL		225,649,000	

(*) Inter-states projects involving:

8. Belarus;Kazakhstan;Ukraine;Russia. (Total budget : 7

9. Belarus;Ukraine;Russia. (Total budget : 8.425 Mecu) 1st. phase 2 Mecu

(**) Projects involving Russia and Ukraine :

project nr. 5 : total budget : 1.000 Mecu

project nr. 20 / total budget 70.000 Ecu

(***) Project involving Russia, Kazakhstan and Ukraine. Total budget : 295.300 Ecu

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(.....) This is a project financed by the Multidisciplinary fund¹

(.....) Balance by tender early 1991 (6.000.000) Balance by regie's d'avance

INTER-REGIONAL PROJECTS (Covering all CIS's territory)

PROJECT	FINAL RECIPIENT	APR. AMOUNT	STAGE OF THE PROJECT
TRANSPORT			
1. Multimodal transport training	Ministeries of Transpor	3,500,000	Tender launched on 11/5/92; deadline: 17/6/92
2. Consultancy to Republican Transport Ministries	Ministeries of Transpor	1,000,000	TOR ready; evaluation in progress, to be signed
3. Establishment of an Affair Aviation System in CIS		300,000	D.A. contract signed 92/10
4. Assistance in the Framework of TACIS		100,000	D.A. contract signed 92/10
5. Monitoring of TACIS Transport Sector Programme.		270,000	D.A. contract signed 92/07
Sub-total		5,170,000	
FINANCIAL SERVICES			
1. E.C. central bank advisory service (ECBAS)	Central banks, (*)	1,800,000	TOR to be ready end 93/01.
2. Financial Serv. '92 Programme Mission	St. Petersburg; Moscow Samara; Ukraine; Belarus Moldavia	300,000	D.A. contract signed 92/09
3. Expertise on Banking Training.	TACIS	60,000	D.A. contract to be signed.
4. Assistance to TACIS Financial Service Sector.		50,000	D.A. contract signed
5. Prov. short-term techn. assistance TACIS sect. progr.		60,000	D.A. contract signed 92/07
6. Strategic Workshop 93-95		2,000	D.A. contract signed 92/12
Sub-total		2,272,000	
TRAINING			
1. Industrial Partnership Scheme for C.I.S.		90,000	I.C. contract signed 92/11
2. Contact Magazine for Management Schools		100,000	I.C. contract signed 92/10
3. The 3rd. European East - West Conference & Exhib on Advanced Material and Processes.	(**)	150,000	D.A. contract signed 92/10
4. Development of a Human Resources Policy and Training	Economy	275,000	D.A. contract signed 92/12
Sub-total		615,000	
STATISTICS			
1. Statistical cooperation	Statistics Offices	4,000,000	D.A. contract signed 92/09
2. Training for NSO	Statistics Offices	4,000,000	D.A. contract signed.
Sub-total		8,000,000	
ECONOMICS			
1. Policy advice	States' Government	9,000,000	R.T. contract to be signed by mid May
2. Cooperation on Legal Reform	States' Government	290,000	D.A. contract to be signed by mid May
3. VIENNA Institute. I. T.A. for Vienna Institute.		60,000	Inf. Cons. contract signed 92/10

Sub-total		9,350,000	
CUSTOMS			
1. T.A. for the Custom Legislation	Customs Administratio	170,000	D.A. contract to be signed by 15 May
2. Training Assistance to the Customs Services of Belarus, Kazakhstan, Russia, Ukraine & Uzbekistan	idem	1,200,000	D.A. contract signed 92/09.
3. Creation of improvement of the customs investigation departments of Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgystan, Moldova, Russia, Tajikistan, Turkmenistan Ukraine, and Uzbekistan	idem	1,000,000	D.A. contract signed 92/09
4. Creation and Improvement of the Customs Laboratories of Belarus, Kazakhstan, Ukraine, and Uzbekistan	idem	300,000	D.A. contract signed 92/09.
5. Computerization	idem	2,000,000	Tender to be launched by December 1992.
6. Drafting TOR for T.A. in Customs Sector Belarus, Kazakhstan, Russia, the Ukraine and Uzbekistan	idem	5,000	D.A. contract signed 92/08
Sub-total		4,675,000	
ENERGY			
1. System for environment control of Zaporozhsky power system	Krzbizhanovski Power Engineering	250,000	D.A. contract , proposal 4/12/1992
2. Vademecum for foreign investors pipelines situation		300,000	D.A. contract signed 26-8-1992
3. Tymen Task Force	Ministry of Fuel & Ener	230,000	D.A. contract signed 29-4-1992
4. Workshop on hydrocarbons legislation	Ministry of Fuel & Ener	150,000	D.A. contract signed 5-6-1992
5. Assess. resid. life of power plant eq.	VTI	150,000	D.A. contract to be signed (92/12)
6. Geochemical analytic Service Centre	Vernadsky Institute	300,000	D.A. contract to be signed (92/12)
7. Restructuration fot electricity sector	Mosenergo, Minenergo	800,000	R.T. contract signed 92/12
8. Reform of Management method	Tverenergo	400,000	R.T. contract signed 92/09
9. Maintenance Planning	Montopenergo	400,000	R.T. contract to be signed (92/12)
10. Organisation of venue CIS experts to a Nuclear Safeguards Seminar at D.G. XVII		9,000	D.A. contract signed 92/12
11. Seconded Experts in Evaluation Committees		70,000	D.A. contract signed 92/12
Sub-total		3,059,000	
TOTAL		33,141,000	

(*) Requests exist already from Russia, Belarus, Ukraine and Kazakhstan.

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GEORGIA

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
TRAINING				
Sub-total				
TRANSPORT				
1. Reorganisation of POTI Port	Georgian Navigation Company	POTI	500,000	RT contract signed 92/09
2. Modernization plans of transport Infrastructures	Ministry of Science & Technology		450,000	R.T. contract signed
Sub-total			950,000	
FOOD DISTRIBUTION				
1. T.A. in meat, milk, fresh products and animals alimentation sectors,	Ministries of Agriculture and Food Industry		1,950,000	R.T. contract signed 92/10
2. Sovkhozhas Privatisation in the Tbilisi Region, Georgia	Ministry of Foreign Affairs.	TBILSI	350,000	R.T. contract signed 92/10
Sub-total			2,300,000	
FINANCIAL SERVICES				
Sub-total				
ENERGY				
1. Management Training	Ministry of Energy	TIBILSI	400,000	R.T. deadline 19/11/1992
Sub-total			400,000	
NUCLEAR SAFETY				
Sub-total				
TOTAL			3,650,000	

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KAZAKHASTAN

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
TRAINING				
1. Kazakhstan Institute of Management and Economics	Kazakhstan Institute of Management and Economics	ALMA-ATA	2,000,000	TOR revised June 1992. Tender in evaluation
2. Establishing a training centre for small entrepreneurs	The Union of Managers of Kazakhstan	ALMA-ATA	1,600,000	Contract ready for signature.
3. Cooperation in the field of management education and training	Academy of National Economy	ALMA-ATA	(*)	R.T. contract signed 92/12
Sub-total			3,600,000	
TRANSPORT				
Sub-total				
FOOD DISTRIBUTION				
1. Short & Medium Term Assistance in the Milk, Meat & Fresh Produce & Animal Feed Sectors.	Ministry of Agriculture	ALMA-ATA	1,400,000	R.T. contract signed 92/10
Sub-total			1,400,000	
FINANCIAL SERVICES				
Sub-total			0	
ENERGY				
1. Tariffs and demand management. Assistance to KAZAKHSTANENERGO for elaboration of new electricity tariffs and introduction of DSM technology.	Ministry of Energy	ALMA-ATA	400,000	R.T. contract signed 93/01.
2. Refurbishment and modernisation of Ermakovsk power station.	Ministry of Energy	Ermakovskay	350,000	R.T. contract signed 93/01.
Sub-total			750,000	
NUCLEAR SAFETY				
Sub-total				
TOTAL			5,750,000	

(*) Interrepublican projects involving:

3. Kazakhstan; Belorussia; Ukraine; Russia. (total amount: 3.300.000 Ecu)

4. Kazakhstan; Belorussia; Ukraine; Russia. (total amount: 7.000.000 Ecu)

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KYRGISTAN

PROJECTS	FINAL RECIPIENT	TOWN	AM. AMOUNT	STAGE OF THE PROJECT
Sub-total TRAINING				
Sub-total TRANSPORT				
Sub-total FOOD DISTRIBUTION				
Sub-total FINANCIAL SERVICES				
Sub-total ENERGY 1. Gas metering			328,000	Given to prepare Invitations
Sub-total NUCLEAR SAFETY			325,000	
Sub-total TOTAL			375,000	

MOLDAVIA

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
TRAINING				
Sub-total				
TRANSPORT				
Sub-total				
FOOD DISTRIBUTION				
1. Privatisation of Solkhozas and of whole and retail distribution system	-PLODI company -AMPO Company -LENIN Kolkhoz		1,000,000	R.T. contract signed 92/09
Sub-total			1,000,000	
FINANCIAL SERVICES				
Sub-total				
ENERGY				
Sub-total				
NUCLEAR SAFETY				
Sub-total				
TOTAL			1,000,000	

NUCLEAR SAFETY PROJECTS FOR RUSSIA AND UKRAINE JOINTLY

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
1. Safety assessment for regulatory authorities (first phase)	Gosatomnadzor - Ministry of Atomic Energy		4,000,000	Contract signed end July 1992
2. Safety assessment for regulatory authorities (industrial phase)	Gosatomnadzor - Ministry of Atomic Energy		4,000,000	TOR to be drafted
3. Transfer of Western methodology & practices to the Nuclear Safety Authorities	for Russia: Gosatomnadzor; for Ukraine State Committee on nuclear & radiation safety	MOSCOW KIEV	1,800,000	R.T. contract to be signed before 92
4. Transfer of Codes Analyses.	idem		3,200,000	R.T. contract to be signed before 92
5. Probabilistic safety analysis support data	MINATOM - UKRAINIAN NPPs		1,500,000	R.T. launched 27/11/92
6. Quality assurance programme development	MINATOM - UKRAINIAN NPPs		1,500,000	R.T. launched 27/11/92
7. Metrological support for operation of NPPs (Instrumentation and control)	MINATOM - UKRAINIAN NPPs		500,000	TOR to be drafted
8. Development of residual lifetime diagnostic systems	MINATOM - UKRAINIAN NPPs		500,000	R.T. launched 27/11/92
9. Maintenance	MINATOM - UKRAINIAN NPPs		1,500,000	R.T. launched 27/11/92
10. Severe accidents and accident management technology	MINATOM - UKRAINIAN NPPs		500,000	R.T. launched 27/11/92
TOTAL			19,000,000	

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TADJIKISTAN

TADJIKISTAN

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
TRAINING				
Sub-total				
TRANSPORT				
Sub-total				
FOOD DISTRIBUTION				
Sub-total				
FINANCIAL SERVICES				
Sub-total				
ENERGY				
1. Tariffs & Energy Efficiency			400,000	R.T. dandline 17/11/1992
sub-total			400,000	
NUCLEAR SAFETY				
sub-total				
TOTAL			400,000	

TURKMENISTAN

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
TRAINING				
Sub-total				
TRANSPORT				
Sub-total				
FOOD DISTRIBUTION				
1. Immediate T.A. in dairy, meat & fresh produce sectors & privatisation of the Sov-khozes & food wholesale & retail systems.	Government of Turkmenistan		1,000,000	R.T. contract signed 92/10
Sub-total			1,000,000	
FINANCIAL SERVICES				
Sub-total				
ENERGY				
NUCLEAR SAFETY				
Sub-total				
TOTAL			1,000,000	

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NUCLEAR SAFETY PROJECTS FOR UKRAINE AND BELARUS JOINTLY

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
1. Feasibility study for the creation of a nuclear early warning system for Ukraine & Belaru	State Committee for problem of results of the reactor accident at Chernobyl Ministry of Chernobyl	MINSK	300,000	R.T. contract signed 29/09/92
Sub-total			300,000	
TOTAL			300,000	

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UKRAINE

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
TRAINING				
1. 1992 Programme for quality improvement of IMI KIEV services	IMI International Management Institute	KIEV	2,600,000	R.T. contract signed 92/12
2. Management training for executives in Ukraine	International Business School Transbusiness Kiev	KIEV	1,430,000	R.T. contract signed 92/12
3. Cooperation in the field of management education and training	Academy of National Economy	KIEV	(')	R.T. contract signed 92/12
4. Training in Course Material Preparation. Pedagogic, Renewal Project	Consortium for Transeuropean Training	KIEV	(')	R.T. contract to be signed 93/01
5. KIEV Conference.		KIEV	270,000	D.A. contract signed 92/12
Sub-total			4,300,000	
TRANSPORT				
1. Odessa Harbour, procurement services	Autonome Harbour of Odessa	ODESSA	2,305,000	D.A. contract to be signed 92/09
2. Odessa Harbour.	Autonome Harbour of Odessa	ODESSA	2,300,000	R.T. contract signed
3. Airport modernization	Kiev Airport	KIEV	295,000	R.T. contract signed.
4. Port Informatics	PEPI + Odessa Harbour	ODESSA	2,000,000	R.T. contract signed 92/05
5. Training for trainers for transport operators	ASMAP		500,000	R.T. contract signed
6. Modernisation of transport Infrastructures	Cabinet of Minister		500,000	Tendering by beginning of May
7. Management training programme for Ukrainian Transport Industrie			100,000	D.A. contract signed September 1992
Sub-total			8,000,000	
FOOD DISTRIBUTION				
1. A.T. dans les secteurs:lait, viande, fruits et legumes, alimentation detail	Ministry of Agriculture	KIEV	2,000,000	R.T. contract signed 92/09
2. Distribution de gros et detail	Alexandria electrical Works	KIEV	500,000	R.T. contract signed 92/10
3. A.T. dans les secteurs:lait, viande, fruit et legumes et alimentation detail	Agro-Industrial enterprises Association	ODESSA	2,000,000	R.T. contract signed 92/09
4. Study for privatisation of Sovkhzes	Executive Committee	ODESSA	500,000	R.T. contract signed September 1992
5. Improvements to Food Wholesale and Retail Distribution System in Odessa.	University of Chernovtsy	ODESSA	490,000	R.T. contract signed 92/10
6. Privatisation of Sovkhzes	Kirovograd Council	KIROVOGRAD	400,000	R.T. contract signed 92/10
7. Baby-food production	Ukrainian Food Industry Committee		260,000	D.A. contract signed 92/09
8. Training within Food distribution sector	University of Chernovtsy	CHERNOVTSY	200,000	TOR to be drafted
Sub-total			6,350,000	
FINANCIAL SERVICES				
1. Study of restructuring needs of banking sector	National Bank	KIEV	325,000	R.T. contract to be awarded in 93/02

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2. Restructuring plan for AgroIndustrial Bank Ukraine	Bank Ukraine	KIEV	270,000	R.T. contract signed 92/11
3. Training in the field of accountancy + auditing			1,000,000	TOR in preparation
4. Assistance to the creation of a supervising authority in the insurance sector			200,000	TOR in preparation
5. Assistance to the drafting of an accountancy and auditing legislation.			250,000	TOR in preparation
6. Training of operators and supervisors of stock commodity and securities exchanges			(* *)	TOR in preparation
Sub-total			2,045,000	
ENERGY				
1. Reform management method	Kharkovenergo	KHARKOV	960,000	R.T. contract signed 92/09
2. Modernisation and management maintenance	Uglegorsk Thermal Power Plant		280,000	D.A. signed 19-6-1992
3. Renovation of Burshtyn Power Plant	Burshtyn GRES		475,000	R.T. contract to be signed (92/12)
4. Establishment of Energy Center	Kiev		2,500,000	R.T. contract to be signed (92/12)
5. Electricity tarification	Ministry of Energy		450,000	R.T. contract to be signed (92/12)
6. Vadamecum for foreign investors			(* * *)	Contract signed 28/08/1992
7. Energy Audit Programme in the Paper Industry			(* * * *)	D.A. contract to be signed (92/12)
8. Energy Audit Programme in the Steel Industry			(* * * *)	D.A. contract to be signed (92/12)
9. Improvement Gasnetwork	OUKGAS		750,000	R.T. contract in circulation (92/12)
Sub-total			5,415,000	
NUCLEAR SAFETY				
1. Fire protection Technology	Ukeratomenergoprom		500,000	R.T. launched 27/11/92
2. Fire protection on training action for RBMK	Ukeratomenergoprom	Chernobyl	300,000	D.A. contract signed 27/09/92.
3. Assistance in Development and Testing of radiation-proof facilities for decontamination at Chernobyl	Scientific & Industrial Assoc. PRIRODA Scientific & Technical Department of decontamination	Chernobyl	300,000	D.A. contract signed 1/10/92.
4. Safety Assessment VVER 213 & VVER 1000	Ukrainian State Committee on Nuclear & Radiation safety		500,000	R.T. contract signed 92/09
Sub-total			1,600,000	
TOTAL			27,710,000	

(*) Inter-States projects involving:

4. Ukraine; Belorussia; Russia; Kazakstan. (total amount: 7,000,000 Ecu).

5. Ukraine; Belorussia; Russia (total amount: 8,425,000 Ecu). 1st. phase 2000,000 Ecu.

(***) The project involves the following States: Ukraine; Russia; Kazakstan. The budget is 295,300 Ecu.

(* *) The projects cover Russia and Ukraine. The budgets are:

Project n.6 : 1,300,000 Ecu;

Project n. 7 : 70,000 Ecu.

(*) The project has been unified with the correspondent Byelorussian's one for a total budget of 300.000 Ecu

UZBEKISTAN

PROJECTS	FINAL RECIPIENT	TOWN	APR. AMOUNT	STAGE OF THE PROJECT
TRAINING				
Sub-total				
TRANSPORT				
1. Modernisation of Tashkent airport	Tashkent Airport	Tashkent	300,000	D.A. contract signed at mid April
Sub-total			300,000	
FOOD DISTRIBUTION				
1. Immediate technical assistance in the dairy and fresh produce sectors and privatisation of the Sovkhozes and wholesale and retail systems in Tashkent	Businessmen's Union of Uzbekista	Tashkent	700,000	R.T. contract signed Sept. 1992
Sub-total			700,000	
FINANCIAL SERVICES				
			()	
Sub-total				
ENERGY				
1. Gas Metering.			375,000	R.T. given to prepare invitations
Sub-total			375,000	
NUCLEAR SAFETY				
Sub-total				
TOTAL			1,375,000	

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ANNEXE IV

**1992 TACIS PROGRAMME
OVERALL BREAKDOWN**

	MECU
Overall amount available	450,00
Baltic States	25,00
EBRD	15,00
Mini Budget	5,00
Multi-disciplinary fund	10,00
Coordinating Units	15,00
Sub Total	70,00
Net amount available For Programmes	380,00
Nuclear safety (ISTC + Regional)	80,00
National programmes	271,37
Regional Programme	28,63
Sub Total	380,00

1992	Gov. Adv.	Agr. Food Dis.	Energy	Transp.	Telecom	Privat.	SME	Conversion	Fin. Serv.	Entreprise	Human Res.	TOTAL	%
						1	2	3	4	1+2+3+4			
St. Petersburg	0,00	5,10	4,00	7,00	0,00	2,10	2,10	4,10	3,60	11,90	2,00	30,00	11,06
Moscow	0,00	6,22	4,80	7,25	4,93	3,15	3,60	5,23	3,75	15,73	20,07	59,00	21,74
Samara	0,00	5,80	0,00	0,00	0,00	0,34	0,00	0,96	0,70	2,00	1,70	9,50	3,50
Tyumen	0,00	3,50	8,00	0,00	0,00	0,00	0,00	0,00	1,00	1,00	0,00	12,50	4,61
Russia	0,00	20,62	16,80	14,25	4,93	5,59	5,70	10,29	9,05	30,63	23,77	111,00	40,90
Ukraine	0,00	11,60	8,08	7,26	0,83	4,98	2,73	2,99	6,81	17,51	3,00	48,28	17,79
Armenia	2,85	2,00	0,00	0,00	0,00	0,97	1,33	0,00	0,90	3,20	1,50	9,55	3,52
Azerbaijan	4,40	2,40	0,00	0,00	0,00	1,50	0,60	0,00	0,60	2,70	3,00	12,50	4,61
Georgia	2,75	1,50	0,00	0,00	0,00	1,30	1,60	0,00	0,60	3,50	1,25	9,00	3,32
Kazakhstan	6,40	3,00	3,20	0,00	0,00	3,15	0,75	0,00	2,70	6,60	1,40	20,60	7,59
Kyrgistan	5,70	2,81	0,00	0,00	0,00	0,72	0,00	0,00	0,00	0,72	0,00	9,23	3,40
Turkmenistan	2,50	3,65	1,00	0,00	0,00	0,50	0,10	0,00	0,00	0,60	1,05	8,80	3,24
Uzbekistan	3,00	3,00	5,28	1,68	0,00	0,79	1,52	0,00	0,00	2,31	3,51	18,78	6,92
Moldova	1,00	2,50	2,00	0,00	0,00	1,00	0,00	0,00	0,50	1,50	2,00	9,00	3,32
Belarus	0,70	2,80	1,90	1,00	0,00	1,23	1,50	1,70	2,80	7,23	1,00	14,63	5,39
TOTAL	29,30	56,88	38,26	24,19	5,76	21,73	16,83	14,98	23,96	76,50	41,48	271,37	100,00
%	10,80	20,59	14,10	8,91	2,12	8,01	5,83	5,52	8,83	28,19	15,29	100,00	

BREAKDOWN OF THE 1992 PROGRAMME

ANNEXE V

NOTE: Tadjikistan does not figure in the above table, as the Technical Assistance to this country has been suspended until political stability in this country has been restored.

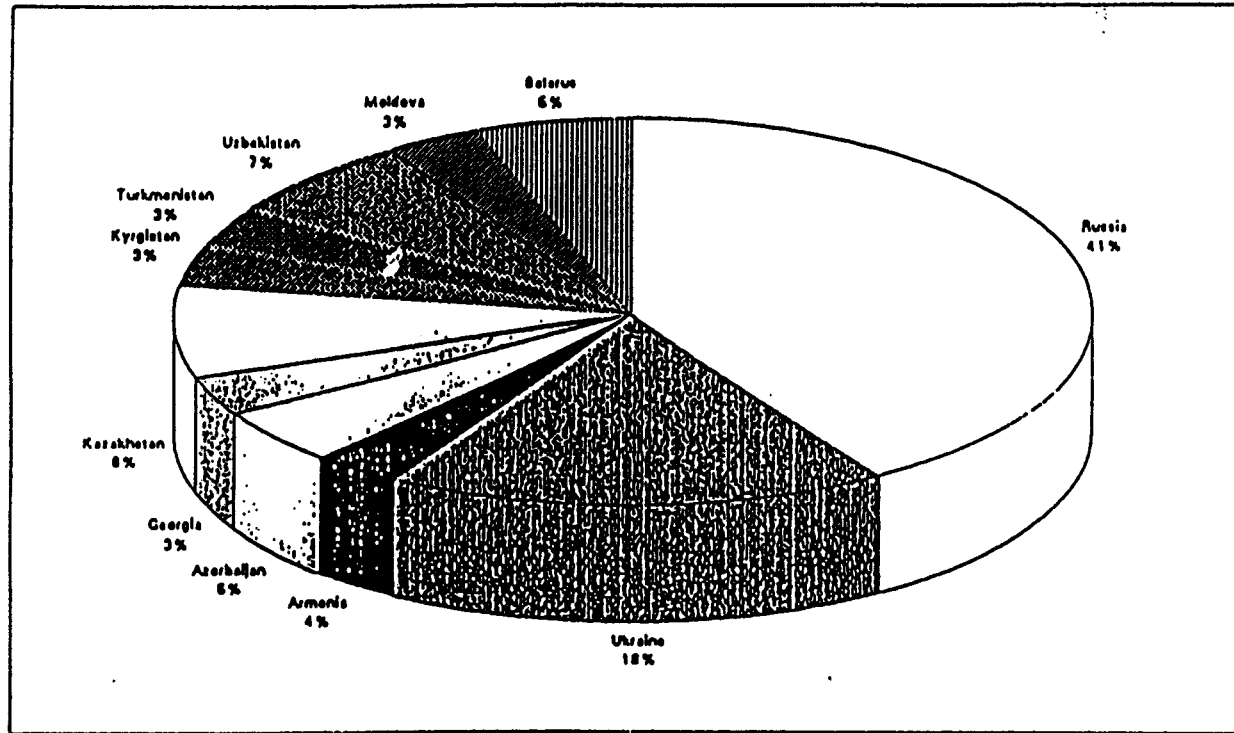
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1992	TOTAL
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St. Petersburg	30,00
Moscow	59,00
Samara	9,50
Tyumen	12,50

Russia	111,00
Ukraine	48,28
Armenia	9,55
Azerbaijan	12,50
Georgia	9,00
Kazakhstan	20,60
Kyrgistan	9,23
Turkmenistan	8,80
Uzbekistan	18,78
Moldova	9,00
Belarus	14,63

TOTAL	271,37
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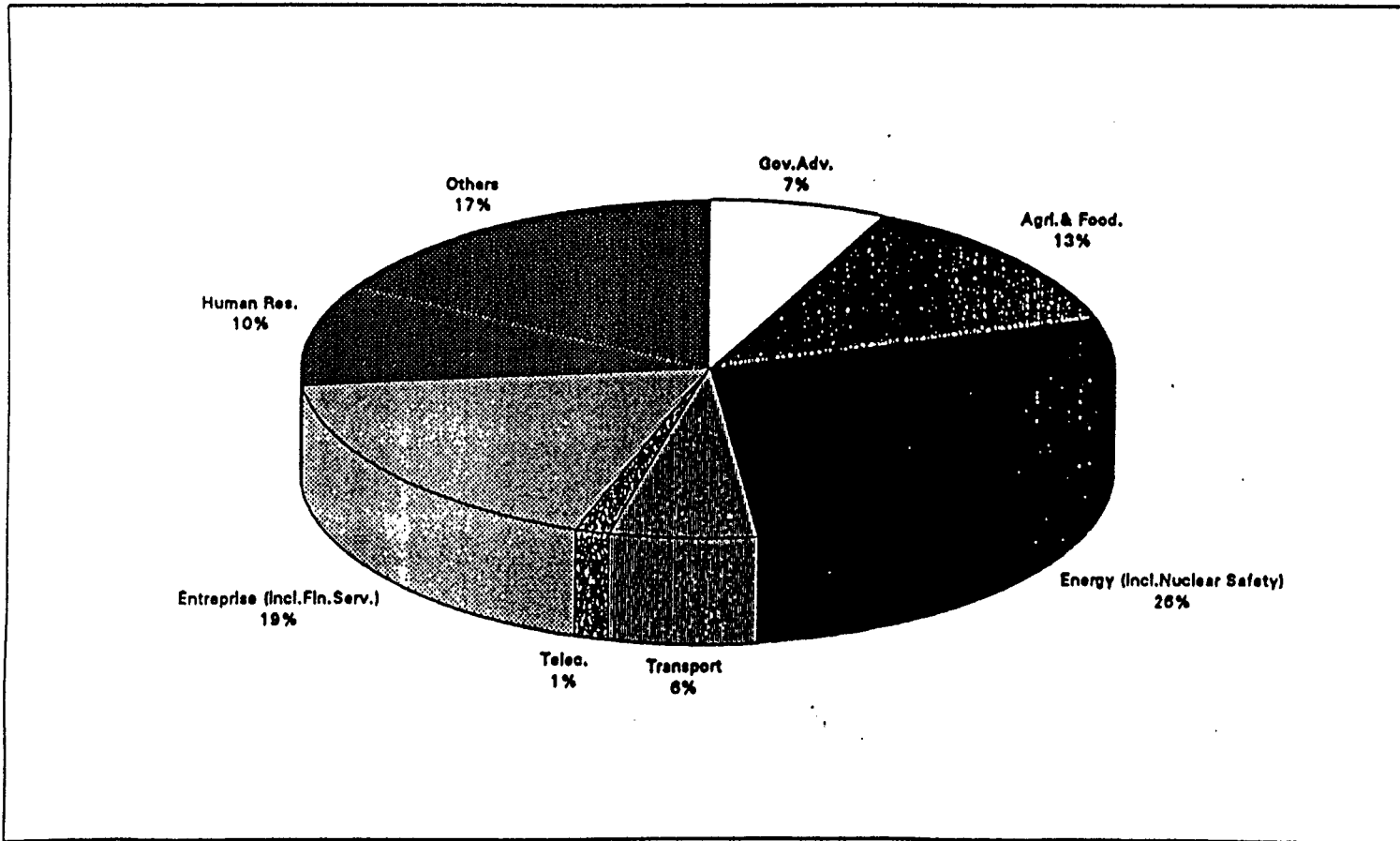


1992 TACIS ALLOCATION PER COUNTRY/REGION

ANNEXE VI

27/1/92

1992	Gov. Adv.	Agr. & Food.	Energy	Transport	Telec.	Entreprise	Human Res.	Others	Total
National	29,30	55,88	118,26	24,19	5,76	78,50	41,48	70,00	421,37
Regional	7,50	3,80	1,50	9,00	1,00	4,00	0,00	1,83	28,63
Total	36,80	59,68	119,76	33,19	6,76	80,50	41,48	71,83	450,00



1992 TACIS ALLOCATION PER SECTOR

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