



# Tacis

# news 7

## ► Salad days

Hopes of an end to Ukraine's current economic crisis are pinned on increasing its cash crop production, say western experts. The former 'bread basket' of the Soviet Union is facing a residual net borrowing requirement of \$900 million this year – even after major debt rescheduling. Ukraine's most important potential source of income is food production. But after 70 years of Moscow-centric rule, the authorities are missing the skills to increase efficiency in the sector and enable the country to achieve financial independence. "With yesterday's debts as well as tomorrow's bills to pay, the only solution is for Ukraine to take the necessary economic and legal steps to develop its natural resources, reform its agro-food industry and become one of the world's leading exporters of food. Then it will be able to get itself out of the current crisis," says Lope Guerrero, communications adviser to an ECU 5 million Tacis project for agricultural reform.

(continued on page 2 ►)



### In this issue

Galloping through history	3
New funding priorities for 1995	5
Practice makes perfect	6
Energetic solutions	7
Partners in crime	10
A tale of three cities	11
Bistro update	12
Newsflashes	12
New publications	12

### ► Sector in-sight

## Energetic solutions

### Can't pay, won't pay

Lights are going out all over the former Soviet Union as ineffective resource management and wasteful state-subsidised structures plunge its heavily energy-reliant industries into crisis. Net exporters of gas, such as Turkmenistan, Kazakhstan and the Russian Federation, are putting the pressure on countries like Belarus, Uzbekistan and Ukraine to pay off their outstanding debts or face paralysing power cuts. Much of the problem stems from the debtor countries' inability and unwillingness to price energy to reflect costs more closely, thus shifting some of the burden onto the consumer. The Tacis Programme has been setting up a network of energy centres designed to help provide solutions to energy conservation issues affecting local industry. Already dealing with a vast array of problems, local and international experts are equally intent on changing public attitudes with regard to energy use and conservation – a far-reaching challenge.

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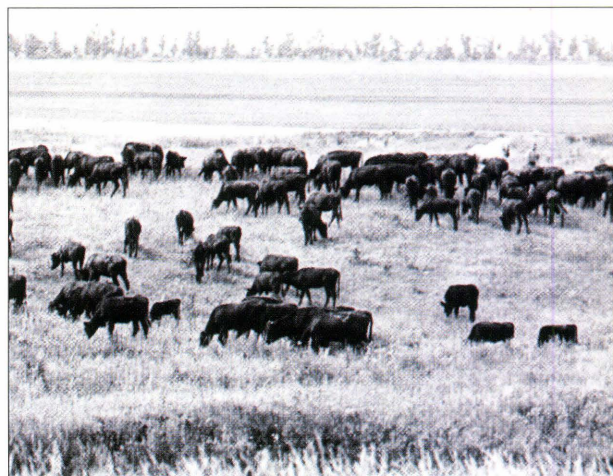
But it is all very well to say that legal and economic reforms must take place before Ukraine can begin to see an end to current hardships. One of the main obstacles is resistance to change and this is where Tacis can play a vital role. The project (which is Tacis' largest agro-food sector programme) hopes to have a profound impact on policy-making and the way that economic reforms in the agro-food sector are carried out. A tough political challenge by anyone's standards, the project's success depends ultimately on the catalytic effect of close cooperation and consensus between all the main actors involved in the project management. The first hurdle for Agrer (Belgium), Eurosis (France), Ogilvy Adams & Rinehart (Germany) and Socofisa (Spain) was to convince their hosts that they were facilitators, not providers.

"Where are the tractors and what about some computers?" was the usual question at first," said Mr Guerrero. "It's an uphill struggle in a country accustomed to authoritarianism to convey the message that Tacis' role is emphatically not to impose, nor merely to provide materials upon demand, but rather to help people to help themselves." Explaining to decision-makers how Ukraine could ease its transition towards a market economy initially sparked little interest. But gradually, the Tacis team began to mingle and their ideas fell on more fertile ground when discussions were continued in the relaxed surroundings of Kiev's restaurants where, "everyone was sitting round the same table and talking the same language," said Mr Guerrero.



Source: ITAR-TASS

The economic crisis following the disintegration of food processing and distribution structures has hit much of Ukraine's rural population with poverty.



The reforms needed to make the agricultural sector competitive and viable are not only an organisational challenge but also an ideological one.

### Overcoming political hurdles

At parliamentary level, however, proposals for reform have met with a cool reception. Although Tacis has been involved with the drafting of new laws on landownership – which will encourage foreign investment – western-style property rights have proved to be the unacceptable face of democracy for an unexpected alliance of communists and right-wing nationalists. Pro-Russian factions, which oppose western-style enterprise structures, are blocking the very economic reforms (such as privatising grain elevators and other agricultural infrastructure) that would encourage healthy competition. "Tacis' task is to bring national opinion round to a consensus at every level – government officials, local decision-makers and ordinary people. The reform process won't work unless we can get everyone to understand and support it," said Mr Guerrero.

The level of consensus is currently being assessed through a media monitoring initiative, whose role in the Tacis project is to establish levels of understanding and awareness of reform and its impact on the agricultural sector. Local Tacis recruits are recording the amount and type of press coverage devoted to reform. By the end of March this year, "systematic criticism" had waned and a "more realistic attitude towards reform" was evident. By April, even the communist newspaper, *Silski Visti*, was printing half the anti-reformist criticism it did in February, while the paper *Nash Chas* at the radical reformist end of the spectrum had become less politicised and "more relevant to farmers." "This is all indicative of an increasing willingness to accept change," says Mr Guerrero.

The Tacis team also publishes its own newsletter which is distributed widely both to end-users and members of the press to persuade them of the benefits of competition and a market economy. This is just one aspect of the impact that the project will have. In the long term, analysis of developing trends will allow the Tacis team to make recommendations to decision-takers and policy-makers. Using the findings of the media research and other opinion polls, the challenge for the team will be how to support the government in its efforts to introduce reform by making sure that the farming population is consulted and kept abreast of those changes that will affect it. ■

## ► Galloping through history

Mongol horsemen were roaming the Siberian steppes hundreds of years before the advent of Christendom, earning a fearsome reputation as they plundered and pillaged hundreds of small settlements across central Asia. However, by the late third century BC, these nomadic tribes had united under the Huns, laying the foundations for a powerful eastern empire. The first historic landmark came with the rise to power of Chingis (Genghis) Khan, whose troops captured Chung-fu near the site of modern day Beijing, in 1215, sweeping across to the Crimea by 1223. By 1280, the Mongols ruled a vast territory stretching from China to the Adriatic, and from Siberia to Persia. The capital of Harhorin (Karakorum) became a trade and cultural mecca attracting European architects, goldsmiths, mathematicians and astrologers to the palace of the Mongol Khans.

The Mongol dynasty held sway until the late 17th century when the Manchus overran Mongolia, subjecting the country to two centuries of colonial rule. Although the monarchy was reinstated in 1911, it only lasted a further eight years as Chinese troops invaded the land once again in 1919. Russian forces helped to liberate the country two years later, heralding the start of the country's long relationship with Russia. In November 1921, Mongolia became the world's second communist nation. With the formation of the Mongolian People's Republic in 1924 a new industrial era was born, with extensive investment pouring in from the Soviet Union to transport, energy, communications and agricultural infrastructures.

The tumultuous period of perestroika and glasnost that overturned Soviet structures in the late 1980s did not leave Mongolia untouched. There was an upsurge in favour of democratic change in 1989 resulting in free multi-party elections and far-reaching changes to the Mongolian constitution. Buddhist temples have now been reopened, and since 1990, its parliament has passed privatisation, banking and other laws enabling the transition to a free-market system.

### Making progress

Nonetheless, the benefits of reform have only just begun to filter through to the country's 2.4 million inhabitants. Currently, road, air and rail links are severely limited, with regular access by aeroplane only possible from Moscow, Beijing or Almaty. With its traditional export markets and routes in decline, Mongolia's geographic isolation could become a very real economic threat. Its major assets are an abundance of high-grade coal and copper (formerly its main barter commodity under the Comecon system) and the quality of its cashmere wool – the envy of the Chinese, who buy it to blend with their own cashmere. However, developing and marketing these resources and creating new export markets will require both know-how and investment.

### The latest member of the Tacis Programme

Recognising that the country's social and economic conditions, constraints and difficulties were similar to those faced by former Soviet republics, the Mongolian Government applied for



A vibrant mix of different cultural heritages, Mongolia has nevertheless preserved a strong sense of national identity.

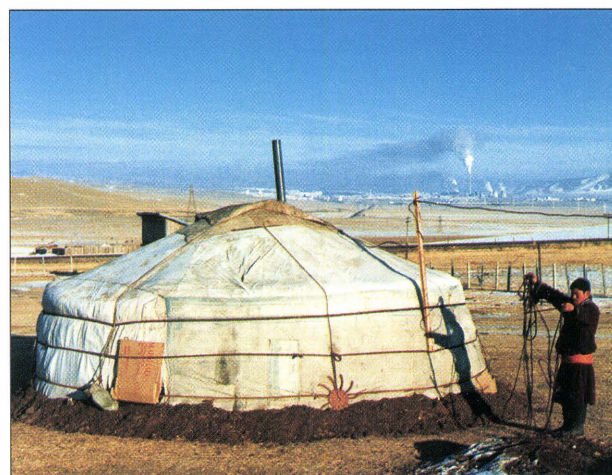
membership of the Tacis Programme in 1993. The country became eligible for Tacis support in 1993 with a grant of ECU 8 million provided in 1994.

"At first we just wanted the money as fast as possible," explained Baavgain Khurenbaatar, the executive director of the Tacis Coordinating Unit. "We didn't see the point of all those western experts coming in to tell us what to do – we thought Tacis was some kind of company which was going to invest money in us. I think that this attitude is changing now and the idea that the Tacis Programme is a kind of intellectual investment is beginning to catch on."

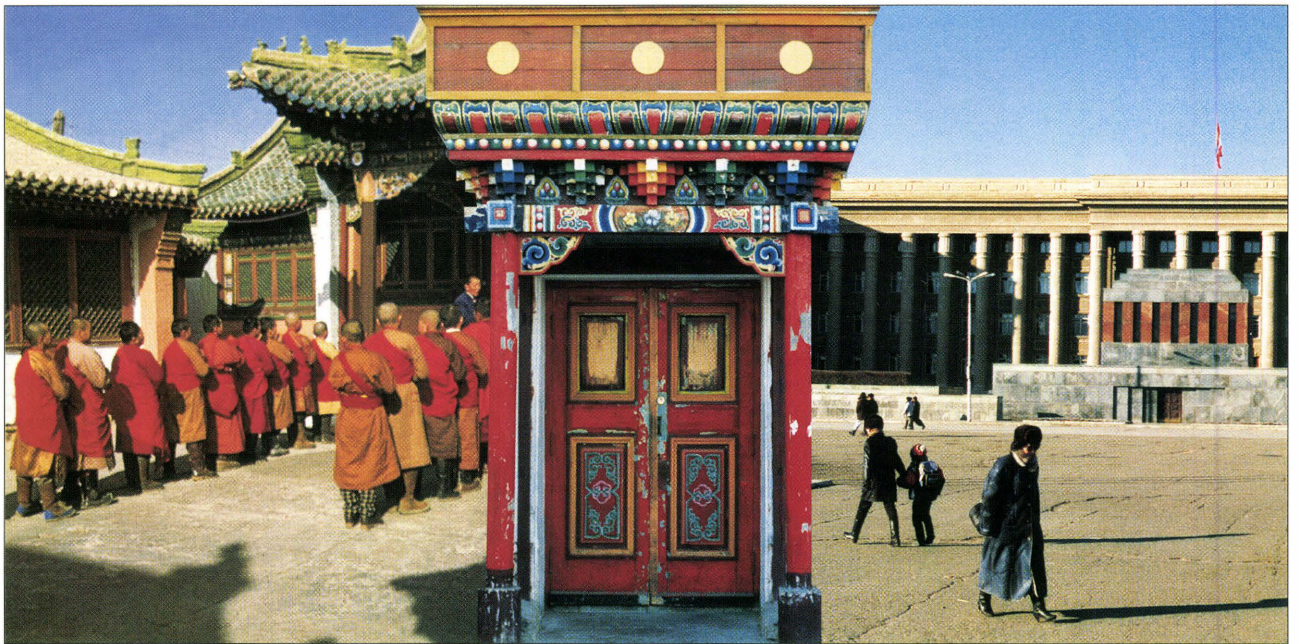
### Turning up the heat

"Mongolia will soon perish from the cold unless its coal-fired furnaces are given a new lease of life," says David Manly, the Tacis team leader at the Coordinating Unit (CU), who arrived in Ulaanbaatar in January this year. "During one visit by the CU team to Choibalsan in the winter months, the temperature fell

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Many Mongolians still live in the traditional 'gers' which offer better protection against the harsh winter temperatures than modern-style housing.



From monasteries to ministries, both Soviet and Chinese influences are a part of everyday life.

to  $-40^{\circ}\text{C}$  high up on the steppes. The coal-fired power plant only managed to produce enough energy to provide two and a half hours' worth of electricity every three days. Such furnaces burn non-stop just to prevent the pipes from freezing up, so no kind of maintenance can be carried out. Although people living in the traditional tents known as 'gers' or 'yurts' survive such extremes, as they have done for centuries, those in flats and western-style housing face the prospect of freezing to death."

Tacis is paying for feasibility studies to be carried out at some of the coal-fired plants at Dharkan and Choibalsan to determine what needs to be done to make them viable. "Hopefully, these will be bankable studies that could persuade one or more investors or donors to move in with the necessary capital to get the plants functioning properly. With the right kind of investment, the country's energy plants could be turned into a much more effective operation," says Mr Manly. "In turn, Tacis will provide training and know-how to introduce the appropriate changes at management and technical level, complementing other donor assistance provided by Germany and the USA."

### The job-finding generation

Rapid population growth over recent years coupled with economic upheaval have resulted in soaring unemployment in Mongolia. It is estimated that some 10 per cent of the population is without work, and over 25 per cent of the population is living below the poverty line. Tacis is setting up a programme to support the Ministry of Labour and Population Policy in defining and analysing employment policies. A network of job centres will be established and training programmes organised to assist the nation back to work.

The speed at which the whole project is moving reflects the success of the Tacis Programme in Mongolia, which has far exceeded expectations. David Manly, who has worked in Coordinating Units in other Tacis partner countries, is well placed to comment: "In some countries, it took well over two

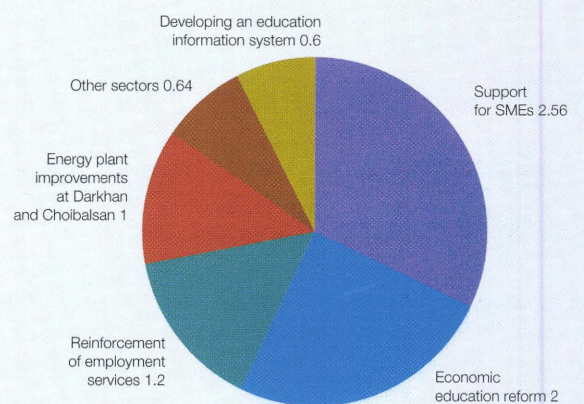
years to get things on stream, but here the Tacis Programme was operational within its first year.

### Hamessing enterprise

With numbers of sheep, goats, cattle, horses, yaks, and camels far outnumbering the population, it comes as no surprise that the country is heavily dependent on agricultural production. But subsistence farming is no substitute for an export-led agro-food industry.

There are already a number of international donor organisations actively supporting the reform of the sector, concentrating on small business development and poverty-alleviation, mostly by providing low-interest capital loans. Tacis is currently looking to complement these activities as it plans priorities with the Mongolian Government for 1996.

### Tacis funding to Mongolia 1994-1995 Total ECU 8 million



In ECU million

A project is already under way to support small and medium-sized enterprises (SMEs) including those in the area of agro-processing. Tacis will tackle the issues arising from the rapid proliferation of enterprises and the lack of a suitable framework of support institutions by means of advice for the

government to define a policy for SMEs. This will help small companies to deal with basic management and administrative issues, as well as to develop contacts with potential exporters and foreign business partners.



**► In-depth news**

## ► New funding priorities for 1995

The Tacis Committee has given its favourable opinion on individual country Action Programmes for 1995, which contain information on the Tacis strategy agreed with an individual partner country to support each selected sector through the reform process. The annexes to the Action Programmes provide details of the projects needed to meet the restructuring objectives, together with a financial breakdown and scheduling requirements.

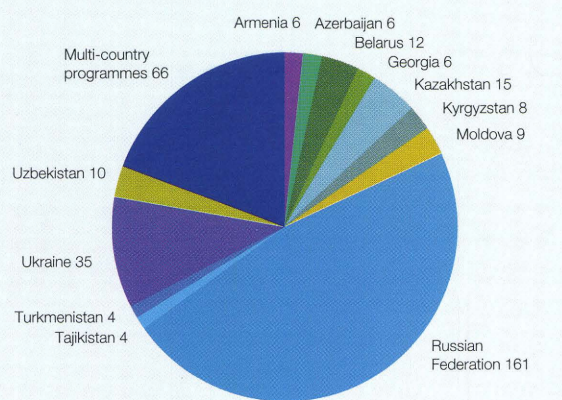
The 1995 Action Programme for the Russian Federation is oriented towards regional priorities. North-west Russia has been chosen as a priority region as it now borders the European Union, while Lake Baikal will be a test-case for ecologically sustainable development.

### Improving efficiency

Tacis is currently undertaking a review of relations with other donors, in particular looking at the ways that information is provided and disseminated, how programmes are coordinated during their development phase and how to cooperate with other donors during project implementation. The aim is to avoid duplication of projects and to seek complementarity. Donor coordination is recognised as critical in order to achieve maximum effectiveness from the limited resources available for support to the New Independent States. Tacis is keen to ensure efficiency by making coordination an interactive part of

the Programme. The potential benefits of coordination have already been shown by tentative efforts in the privatisation sector, where common strategies for several countries have been designed together with other financing partners.

**Tacis funding for country and multi-country programmes for 1995**



**Note:** Mongolia was allocated ECU 8 million in an Action Programme for 1994-1995.

## ► Practice makes perfect

"Time spent working with western companies has really proved to be time well spent," says Alexei Zemko from Fest, a Moscow-based electronics company who is now back in the Russian Federation after taking part in the pilot phase of Tacis' Productivity Initiative programme. He and 37 other senior managers have spent 13 weeks learning to use their business skills in a market-driven environment as part of a far-reaching Tacis programme which aims to transform management systems in the region. Mr Zemko and the other executives returned to the Russian Federation with a company improvement plan as well as a wide network of contacts in the west. They are now driving the process of change within their own companies.

Jane Piller, the human resources manager at Asea Brown Boveri (ABB is a host company on the programme) explains that it is a mutually beneficial exercise: "We have built up partnerships on an exchange basis which will lead to improvements in quality all round - host companies in the EU have had the opportunity to develop a strong relationship with managers in the Russian Federation."

### Classroom skills become reality

The Tacis course consists of a week's seminar in Moscow, followed by one week at a Belgian college where the Russian executives study the theory of wage incentive schemes, macro-economics, and market mechanisms, before dispersing to companies across Europe where they can put this theory into practice. Marc Depuydt, the director of the programme in Brussels, emphasises the importance of choosing the right candidates - those who are in a position to ensure that their company can really benefit from the experience. "We screen them for language skills, personality and attitude. We need participants who are dynamic, skilled in communications and receptive to new ideas. Above all they need to have the clout to bring about change." Western European companies can save themselves a lengthy search for 'Mr Right in Russia', as the selection committee ensures that only the best are accepted.

### Aiming for a common goal

Irina Valerevna Predachuk, one of three Russians working at Coates Lorilleux, France & UK, an affiliated company of Total, is deputy director of Tarzhog (TZPK), which produces printing inks. "The factory in the Russian Federation has the same profit goals as the company in the west," she said. "But the main difference between the two is the much higher professional and business standards at Coates," (a 30 per cent shareholder in the Russian company). Through the exchange, TZPK management became aware that it needed to change its pricing structures. "It is the basic things, like changing the way we budget, which are invaluable," added Mrs Predachuk.

### Motivating force

The chief executive officers approve their managers' company improvement projects and spend two days at the host company to see what work their staff are doing. In turn, each participant must fax a weekly progress report back to their boss as well as



Source: ABB

Like managers from many Russian joint venture partners of international firms, those from ABB Nevsky have had the chance to improve their skills and learn new ones through the Productivity Initiative programme by spending a period of time with a sister firm in Western Europe.

to the programme bureau in Brussels. "Those who do not produce a regular report get sent home - it's a wonderful incentive!" smiles Mr Depuydt. "The report also keeps the home company briefed on their employees' activities," adds Sergei Miroshkin from Moscow Metro, responsible for maximising profits from advertising and vending machines on the underground.

Mr Miroshkin's time at Sofretu (a French engineering company) spent with transport projects all over France, has enabled him to study the whole picture as well as the Paris operation. Professional contact between Moscow and Sofretu began more than two years ago, and Sergei Miroshkin's sole regret is that only three individuals have participated in the programme. "It was difficult to choose who to send and three months is too short to learn all the vital new skills we require. Meanwhile, our colleagues in France are trying to deal with similar difficulties to those we face in the Russian Federation. Some of their methods can be adapted and applied to Russian conditions, and it is possible to find mutually applicable solutions for other difficulties," he added.

The Productivity Initiative programme will train a further 200 managers in 1996.

For further information contact

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Rue d'Egmont 13  
B-1050 Brussels  
Tel (+32-2) 511 75 95  
Fax (+32-2) 513 35 12.

### A no-win situation

Following Ukraine's non-payment of its gas bill, Turkmenistan cut off the country's gas supplies last year, depriving it of 25 per cent of its power and forcing Kiev to accept tough repayment terms before agreeing to resume supplies. Nevertheless, other supplies from the Russian Federation, which has quadrupled export duties, have continued. But the price is high and involves handing over significant assets and allowing the Russians free use of Ukrainian pipelines and gas storage facilities.

### Hope for tomorrow

Uzbekistan, on the other hand, is endowed with large natural gas deposits, and newly-discovered oil deposits make it potentially self-sufficient in energy. However, expert advice is required to make the energy sector viable and to satisfy international financial criteria for investment. Tacis is assisting Uzbekistan with its construction of a new refinery in Bukhara and its revamping and upgrading of a refinery at Fergana. Without such investment, Uzbekistan is dependent on its neighbours for oil and, lacking credit, has been forced to put up a tonne of gold as collateral against a loan from Moscow.

### Time to get tough

Meanwhile, Moscow is also demanding assets in exchange for old debts still owed on Russian fuel from other neighbouring countries. A 70 billion rouble loan to help Moldova repay its gas bill resulted in Kishinev putting up shares in its wine-bottling, television and defence industries as collateral. But as Moldova's debt to Gazprom exceeded 500 billion roubles, it also found itself agreeing to allow the Russian Federation free use of its pipeline to export gas to western Europe.

### Tacis energy policy strategy

However, it is not just those countries without energy resources of their own that need a steadying hand to get them back on their feet. Energy-producing areas also need a fair degree of support to be able to make the most of their resources, both for environmental reasons and because, one day, their supplies will dry up.

At one level, Tacis works closely with the authorities responsible for energy in the partner countries to design and carry out reform-oriented strategies.

Given the fact that few energy policies existed up to now, this is not an easy task. Although setting up new pricing mechanisms to make people pay for what they use may reduce the level of domestic energy consumption, it is not likely to influence energy consumption in industry. Factories and equipment were not designed with energy conservation criteria in mind. As output targets put greater pressure than ever on ailing industries, the added

costs of paying for increasing levels of energy consumption could have a disastrous impact on economic regeneration.

Over the last two years, Tacis has been working to set up a network of Energy Centres to respond to local energy conservation and efficiency needs. In the initial stages, the centres' activities range from auditing boiler performance at industrial

**Current electricity consumption per unit of economic output is typically twice as high in the former Soviet Union as in Europe. Governments need to price energy so that it reflects costs more closely and stimulates efficient use of energy.**



Source: ITAR-TASS

plants to launching consumer and legal information and environmental awareness campaigns. Initially, the centres are staffed with experts from western Europe who work with local experts, training them to analyse and solve problems on-site. Once the western experts' job is complete, they hand over responsibility to the now fully trained local specialists.

### Words of wisdom

The need to use heat and light efficiently is especially important in Moldova and Kyrgyzstan, neither of which has energy resources of its own. Energy tariffs in Moldova are only 10 to 15 per cent lower than in western Europe and, with the help of Tacis, as much as 30 per cent in energy savings could be achieved at little or no cost. One of the earliest courses in 'good housekeeping' techniques took place in Kishinev where teachers were encouraged to introduce energy conservation into the school curriculum. Children are learning basic conservation measures that every citizen, at any age, can put to good use. These measures, such as using natural light wherever possible, or draughtproofing windows and doors, can have a major effect on energy consumption.

Tacis is currently running a demonstration site for energy saving in buildings in Kyrgyzstan, advising on insulation materials,

valves and meters, in order to prepare the population for impending energy tariffs and metering.

### All good things must come to an end

Heating and lighting tariffs bore no relation to costs under the former communist regime, and air and water pollution were simply taken for granted, as was the assumption that energy sources were unlimited. Ukraine, Moldova and Belarus are now learning that independence has its price. But the Russian Federation is also learning that energy efficiency saves money. Energy Centres are already up and running in Moscow and St Petersburg. The latest, in Ekaterinburg, opened in April.



An army of qualified engineers from the European Union work together with local engineers on short energy surveys, detailed energy audits, and environmental surveys.

### Getting things going

"Tacis has got off to an excellent start in Ekaterinburg," said Christoph Wiesner, the Tacis task manager based in Brussels. The German, Danish and Irish contractors launched a 'crash' programme in energy auditing and lost no time in finding a Russian co-director. News of the Tacis team's arrival in the Urals



Energy saving starts at home: children in Moldovan schools are learning about ways to cut down energy consumption at home.

spread quickly, thanks in part to the energy bus, which, crammed with the latest technology, visited major industrial zones and district heating plants to carry out on-the-spot audits and monitoring activities. "The energy managers club is also particularly popular," says Mr Wiesner. "Club events are quite remarkable owing to their informal yet productive working atmosphere. With government officials in the wings, Tacis on-site energy-saving demonstrations are now beginning to reach industry, research centres and colleges." A telephone hotline has been installed to answer energy-related questions and provide local industrialists with access to technical advice from European manufacturers. "We will soon be launching media and public information campaigns," Mr Wiesner added.

### Common thread unites centres

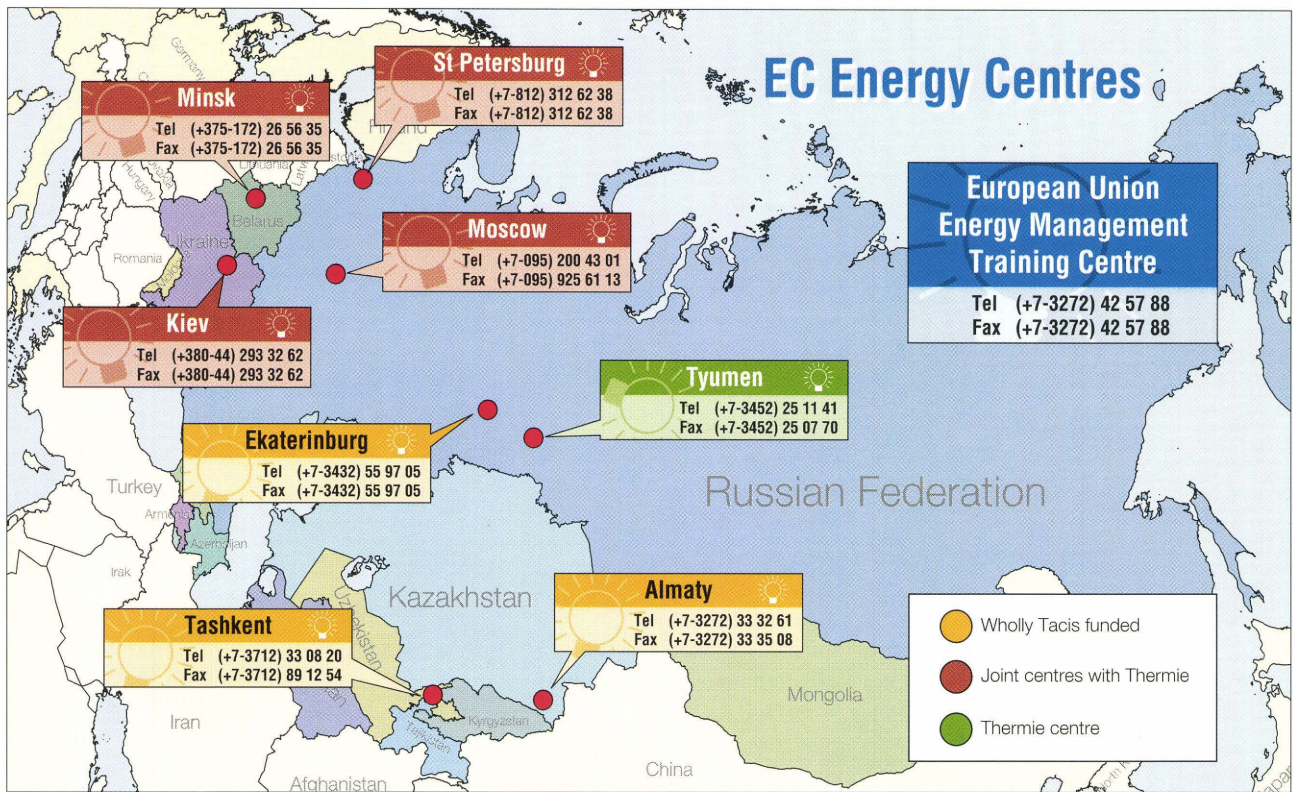
The EC Energy Buses, which operate from most Energy Centres, are the focal point of the efficiency drive. They visit factories, public utilities and other large buildings and conduct energy audits. Each bus is custom-built, with cabins that seat



Many EC Energy Centres have energy buses which carry out on-site visits to industrial plants to assess their potential for energy-saving.

up to five energy experts. Shelves and cabinets in the technical section are specifically designed to hold energy monitoring equipment and software. With the help of this equipment, local engineers from various disciplines can be trained in energy





management and in the use of auditing technology. Several engineers are also trained to become trainers. Last but not least, a public information programme is drawn up. A number of Energy Centres already have their own newsletter which is often distributed in both English and the local language.

The Minsk Energy Centre is planning a radio and television campaign for the autumn. It has also produced a leaflet for government departments and institutions to disseminate. "The centre would have distributed the leaflets itself, but in Belarus the message is most effective if it comes from the authorities," said Gunnar Iversen, a Danish expert working for the Energy Centre in Minsk.

#### Dealing with different customs and beliefs

In Uzbekistan, where the local government is ready to assume responsibility for running the Tacis-funded centre in September, illustrated leaflets containing energy tips are enclosed with electricity bills. "As the phrase 'energy saving' is associated with deprivation, households are exhorted to use energy 'wisely and rationally'", said Emily Koulouvaris, information officer for the Greek energy consultancy LDK, which works, together with GOPA of Germany and Leiden of the UK, in the Energy Centre in Tashkent.

In common with many other New Independent States, the government fears that higher energy prices would lead to riots, and therefore refuses to implement cash incentives to cut energy consumption.

By limiting its ambitions and sticking to basics, the Tashkent Centre has been able to influence opinion. The most successful aspects of the project have been the visits and exchanges involving local engineers and their western counterparts, where it was possible for them to experience theory being put into

practice. The breakthrough came with the realisation that consumers would only heed clear official messages. Macro-economic or ecological messages were beyond their comprehension. "It takes a long time to change a nation's mentality. But if the government tells the public to use energy wisely because it will help their country, many people do so," said Faouzi Bensarsa, the task manager responsible for central Asian energy projects in Brussels. "As long as the people of Tashkent remain convinced that rationalisation means more money, then the Tacis energy programme has been worthwhile."

Since a mentality cannot be changed overnight, Tacis is continuing to support the Energy Centre until the government of Uzbekistan takes over, to ensure that it becomes self-sustaining and that it is taken into account as an integral part of energy strategy formation in Uzbekistan. "It is hoped that EU Member States will in future begin to channel their bilateral cooperation with Uzbekistan through the Energy Centre, thus helping to improve the level of know-how provided to the whole sector," said Mr Bensarsa.



How to use energy wisely and safely...

## ► Partners in crime

Valery Sergeev's office is small and overflowing with books, reviews, newspapers, magazines and piles of paper. In the background, the phone never stops ringing...

The Moscow centre for prison reform is involved in many different projects, including one which is receiving support from the Tacis Democracy programme. It is setting up a specialist centre to provide information on prisoners' human rights and penal reform.

It is the Moscow Centre for Prison Reform, a non-governmental organisation (NGO) founded in 1989 by a group of former political prisoners. "We are trying to develop ways of reforming the penal code, improving the way that justice is administered and humanising the judicial system," explains Mr Sergeev. The

centre is involved in many different projects, including one which is receiving support from the Tacis Democracy programme, that is, the setting up of a specialist centre to provide information on prisoners' human rights and penal reform. Having just returned from a Tacis-funded training course in Denmark, Mr Sergeev is enthusiastic about putting new techniques already used by the Danish Centre for Human Rights and the United Kingdom's Penal Reform International, into practice.

Valery Sergeev first came into contact with the Danish Centre for Human Rights in 1993 when he took part in a human rights documentation course organised by the centre. "He immediately realised how important it was to manage and provide information for other organisations in an area that is still quite sensitive," remembers Agnethe Olesen from the centre. Shortly afterwards, Mr Sergeev applied to Tacis for funding to set up a documentation unit and also asked the Danish Centre to cooperate in partnership with him.

"We were the first organisation to publicise statistics on Russian prisons which told people just how bad the overcrowded conditions were," explains Mr Sergeev, whose organisation is actively lobbying the authorities for prison reform. "At the moment, we are



Source: ITAR-TASS

Many Russian prisons are extremely overcrowded, making living conditions difficult and unhealthy for prisoners.

extremely concerned about the situation in detention centres, as 30 per cent of suspects are being held much longer than the law allows before coming to trial. Also, detainees are often subject to ill-treatment and housed in appalling conditions."

The Moscow Centre for Human Rights is setting up an information exchange network for all the organisations working with prisoners that will help them improve the services they offer. The documentation and information unit is the first step towards a nation-wide movement that will bring public influence

to bear on the reform of judicial structures.

The subject of Mr Sergeev's first training course was information management, covering everything from user-friendly ways of storing and displaying information on databases to the correct categorisation of books. He will also be attending courses in the future to ensure that he acquires the kind of material that will

directly support the work that the centre is doing.

The Advisory Group of the Phare and Tacis Democracy programme has recently agreed on the list of projects to be financed from the 1994 budget allocation, with a combined value of ECU 4.9 million. This round of proposals includes a total of 42 projects selected for implementation in the Tacis partner countries.

The Democracy programme funds both proposals submitted by NGOs and initiates its own projects. The programme focuses on eight areas of activity:

- parliamentary practice
- transparency of public administration and management
- development of NGOs and representative structures
- independent, pluralistic and responsible media
- awareness-building and civic education
- promoting and monitoring human rights
- civilian monitoring of security structures
- minority rights, equal opportunities and non-discriminatory practices.

For further information contact

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## ► A tale of three cities...

Samarkand, once known as 'the Paradise of the Orient', has existed for over 2,500 years. Today, it is a city of more than 400,000 inhabitants with an important role to play in the economic, cultural and scientific life of Uzbekistan. Economic and political change has opened up a whole new range of opportunities for trade and tourism which will have a major impact on cities such as Samarkand.

"Architecturally speaking, the city is a unique amalgam of very distinct quarters, each reflecting a particular period and illustrating its development over the centuries," explains Arzimurad Rahmatullaev, Dean of the Department of Geography at Samarkand State University. "Samarkand has what it takes to develop into a major tourist destination and is therefore a potentially valuable source of income for Uzbekistan."

Such an asset needs looking after, however. In 1995 alone, the ancient capital is expecting some 40,000 tourists; in consequence enormous logistical and environmental problems will be generated. A consortium of institutions of higher education has been formed to implement an education reform project under the Trans-European Cooperation Scheme for Higher Education Studies (Tempus). Teachers and assistants will be dealing with the actual and potential effects of development on the transport infrastructures and facilities of the city, as well as on the environ-



Teachers and assistants from Belgium, Uzbekistan and Italy discuss urban planning.

The European universities will help to identify strategies which Samarkand can apply to local circumstances. For example, the large increase in traffic brought about by tourism will be tackled by improving the existing trolleybus system which links the main tourist sights. Having identified the need to provide more accommodation for visitors, the partners will also create a bed-and-breakfast network. This will dispense with the need to build new hotels and will help the local community to benefit directly from the development.

Renato Girelli says that, "in trying to solve problems related to the development of the tourism industry, the project is also tackling the city's underlying structural problems. Careful long-term planning will ensure that city development occurs in a sustainable fashion, leading to prosperity for all, rather than allowing short-sighted exploitation to occur, which could have disastrous consequences for the city and its inhabitants."

The urban planning project in Samarkand, like all Tempus projects, began as a Preliminary Joint European Project (Pre-JEP). Pre-JEPs last for one year and may receive up to ECU 50,000 in funding from Tacis. During the Pre-JEP, both partners will look at the possibility of transforming the Pre-JEP into a final Joint European Project lasting for three years and eligible for up to ECU 1 million. "Pre-JEPs are about revealing potential," says Franz Peter

Küpper of the European Commission's Directorate-General for Education, Training and Youth. "Only those projects which are efficiently managed and show an appropriate balance of input from all sides will go on to become full JEPs."

For further information contact

The European Training Foundation  
Villa Gualino  
Viale Settimio Severo 65  
I-10133 Torino Italy  
Tel (+39-11) 630 22 22  
Fax (+39-11) 630 22 00

On the transcaspien border, Samarkand, one of the oldest cities in the world, was conquered by Alexander the Great in 329 BC. The city's old quarters contain many ancient mosques and the 14th century mausoleum of the Emperor Timur which attract tens of thousands of tourists every year.



Source: ITAR-TASS

ment and social profile. From their study, the group plans to develop a specialised curriculum with which they will train Uzbek urban planners of the future.

The project brings together teachers and young assistants from the Institute Supérieur d'Architecture in Brussels, the Department of Geography of Samarkand State University and the Centre for International Relations of the Faculty of Architecture at Milan's Polytechnic University. "Urban planning is a field in which geographers and architects often find they have opposing aims," says Renato Girelli, one of the project coordinators. "For us, however, it has been very useful to have the input of an alternative perspective."

## ► Newsflashes - Energy

### Energy saving competition run by the Ekaterinburg EC Energy Centre

Companies and organisations in Ekaterinburg and the Sverdlovsk region are invited to submit energy saving projects for an open competition run by the EC Energy Centre. The deadline for applications is 15 September 1995. Projects should be completed in 1994-1995 and address energy-saving techniques in the generation, distribution or consumption of fuels, heat, electricity or hot and drinking water.

Applicants can submit any number of projects using a format specified by the Centre and including a single-page description of each project. The winner will be announced on 25 September.

At the next meeting of the Energy Club of the Ekaterinburg Energy Centre on 27 September, the winner will be awarded a free trip to visit several demonstration projects in Berlin.

Further information can be obtained from

EC Energy Centre Ekaterinburg  
ulitsa Bazhova 79/404  
620219, Ekaterinburg  
Russian Federation  
Tel (+7-3432) 55 97 05.

### Tacis to fund additional ISTC projects

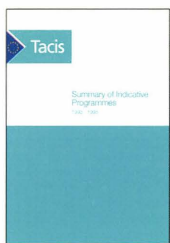
The European Union will be funding 15 more projects at the International Science and Technology Centre. The decision, taken at the sixth meeting of the Governing Board of the Centre, means that the European Union is now actively involved in over 100 pre-competitive research projects.

The European Union's contribution to the ISTC is worth ECU 20 million and is channelled through the Tacis Programme.

### Energy-saving strategy for Ukraine wins approval

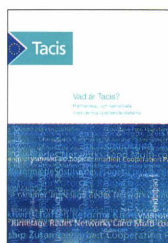
A protocol conclusion has been signed by Ukraine's Minister of Economy, Mr R. Shpek, endorsing the main findings and recommendations of the project to create a global energy-saving strategy for Ukraine (see issue 5 of Tacis news, 'Burning money: Ukraine's energy crisis'). The resolution notes the urgency of the problem of energy efficiency and recommends the Tacis strategy as a basis for formulating decisions on improving and developing energy efficiency in Ukraine. It also anticipates the presidential signing of a decree to create both the State Energy Saving Committee and the National Energy Saving Agency.

## ► New publications



### Summary of Indicative Programmes

This is a revised and illustrated reprint of all the Indicative Programmes 1993-1995 for the Tacis partner countries.



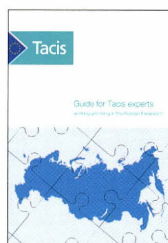
### What is Tacis (Swedish)

The Swedish version of 'What is Tacis?' is now available from the Tacis Information Office. This publication is available in all official languages of the European Union and in Russian. It describes the aims, activities and techniques of the Tacis Programme.



### Contract Information Budget 1995 Part 1

This publication contains details of projects to be funded under the 1995 budget in Armenia, Azerbaijan, Georgia, Kyrgyzstan, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.



### Guide for Tacis Experts

This publication is now available from the Tacis Information Office. It has been produced as a practical guide to living and working in the Russian Federation for experts engaged to work on Tacis Programme projects.



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