Republic of Tajikistan: Transport Sector Master Plan
(Financed by the Japan Special Fund)
CURRENCY EQUIVALENTS
(as of 1 March 2007)

Currency Unit – somoni (TJS)
TJS1.00 = $0.2908
$1.00 = TJS3.4386

ABBREVIATIONS

ADB – Asian Development Bank
CAREC – Central Asia Regional Economic Cooperation
EBRD – European Bank for Reconstruction and Development
MOTC – Ministry of Transport and Communications
PSC – project steering committee
TA – technical assistance

TECHNICAL ASSISTANCE CLASSIFICATION

Targeting Classification – General intervention
Sector – Transport and communications
Subsector – Multimodal transport and sector development
Themes – Sustainable economic growth, regional cooperation, capacity development
Subthemes – Promoting economic efficiency and enabling markets, fostering physical infrastructure development, institutional development

NOTE

In this report, “$” refers to US dollars.

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Director General J. Miranda, Central and West Asia Department (CWRD)
Director S. O’Sullivan, Infrastructure Division, CWRD
Team leader R. Ishenaliev, Transport Specialist, CWRD
Team member R. Sadykov, Project Implementation Officer, CWRD
I. INTRODUCTION

1. A draft paper on assessment of the transport sector in Tajikistan\textsuperscript{1} was prepared by the Asian Development Bank (ADB) Tajikistan Resident Mission in coordination with the Ministry of Transport and Communications (MOTC) in 2006. The paper recommended preparation of a transport sector master plan as a key government document guiding policies and investments in the transport sector. Subsequently, the Government of Tajikistan (the Government) requested technical assistance (TA) from ADB for developing such a document. The TA concept paper was approved by ADB Management on 12 July 2006 and endorsed by the Government during the Fact-Finding Mission on 21–26 August 2006.\textsuperscript{2} This report was prepared based on discussions held and understanding reached with the Government on the TA’s impact, outcome, outputs, cost, financing and implementation arrangements, and terms of reference for consultants. The TA design and monitoring framework is in Appendix 1.

II. ISSUES

2. As a landlocked and mountainous country, Tajikistan is highly dependent on transport infrastructure for its development. However, its transport infrastructure, which was largely built in the 1960–1980s as part of the integrated transport system under the former Soviet Union, deteriorated rapidly in the early 1990s because of civil conflict, economic difficulties, and natural disasters. More than 80% of the roads were in poor condition, and most of the rolling stock and air fleet were obsolete. Deteriorating transport infrastructure resulted in high transport costs, long delivery times, traffic accidents, and limited access to markets and social services. As a result, transport demand dropped sharply and the share of transport in gross domestic product decreased from 5% in 1991 to 1% in 1998.\textsuperscript{3} While the economy has recovered since 1997, with an average annual growth rate of 10%, devastated transport infrastructure constitutes a major impediment to sustainable growth. Transport infrastructure needs to be developed with new investments. The proposed transport sector master plan will identify the sector’s investment needs over the long term, which will pave the way for the development of an adequate and efficient transport network, connecting Tajikistan domestically and internationally.

3. Given the extent and condition of transport infrastructure in Tajikistan, its financing is inadequate. Tajikistan inherited a large stock of transport infrastructure from the former Soviet Union, and maintaining them properly with limited resources is a challenge. The Government has increased annual funding for road rehabilitation and maintenance by at least 15% in recent years, as required under ADB’s loans, but funding remains insufficient. The Government’s fiscal constraints are the main cause, while inefficient allocation of available funds contributes to the problem. As a result, only a fraction of the transport sector’s needs are met. Finding ways to generate adequate revenues for the transport sector is a long-term challenge, and prioritizing the sector’s needs is key to improving its sustainability over the medium term. The proposed transport sector master plan will identify the sector’s development priorities, and recommend options for sustainable sector funding and its efficient allocation.

4. Despite strong economic growth and rapid progress on poverty reduction in recent years,\textsuperscript{4} about 60% of the population in Tajikistan was living in poverty in 2004. Transport development can significantly contribute to poverty reduction by improving access to markets, jobs, and basic social services for remote and isolated communities. As such, development of

\textsuperscript{1} Tajikistan Resident Mission. 2006. \textit{Transport Sector Assessment and Future Directions}. Dushanbe.

\textsuperscript{2} The TA first appeared in \textit{ADB Business Opportunities} on 8 September 2006.


\textsuperscript{4} Poverty in Tajikistan was reduced from 82% in 1999 to 60% in 2004.
transport infrastructure and services is one of the priorities in the Government’s *Poverty Reduction Strategy Paper*\(^5\) issued in September 2002. To implement the *Poverty Reduction Strategy Paper*, MOTC is keen to develop a transport sector master plan, which will pave the way for a transport sector road map.

5. Tajikistan’s transport system is integrated inefficiently. The country’s transport network comprises roads, railways, and civil aviation. However, there is lack of integrated planning, investments, and operation among the three modes of transport. The 33,000 kilometers (km) of the road network, which carried about 60% of goods and 80% of passengers in 2006, are unevenly distributed over the country. The railways consist of around 860 km of mostly single-track lines located separately in the north and south parts of the country. The state air company, *Tojikiston*, has a fleet of 95 aircrafts, half of which were manufactured in the 1970s–1980s. This has an inevitable effect on the quality and cost of air transport services. An integrated multimodal transport system is essential to reduce transport costs and foster trade and other business activities. The proposed transport sector master plan will be developed based on an integrated multimodal approach. This will lay the foundation for the development of well-linked multimodal transport infrastructure, harmonized regulations and procedures, and multimodal logistics networks.

6. Despite some progress, there remains a large reform agenda in the transport sector. The sector policy lacks strategic vision, and many regulations (e.g., vehicle axle load controls and road safety) have not been effectively implemented because of weak enforcement. Private sector participation in the transport sector is limited to road transport services. In civil aviation, the Government is making efforts to restructure and privatize the state air company, *Tojikiston*. The Government also plans to allow the private sector to bid for local road construction and maintenance contracts. The proposed transport sector master plan will include an action plan on priority sector reforms, including the development of sound policies and regulations; encouragement of private sector participation in construction, operation, and maintenance; and improvement of transport safety.

7. Institutional capacity and human resource constraints in Tajikistan limit the introduction of best practices in the transport sector, including planning, management, operation, and maintenance. The sector financial management capacity is weak, as international accounting and auditing procedures have yet to be followed. The sector is losing experienced managerial and technical resources because of low salaries and lack of incentives. A sound institutional and human resources development plan is essential to sustainable development in the transport sector. The proposed transport sector master plan will assess the current situation and include a viable plan for institutional capacity development, through both changes in the institutional environment and targeted training.

8. Transport sector development often has environmental, social, and involuntary resettlement impacts, which need to be considered and integrated into the sector development program. The proposed transport master plan will examine these issues and ensure that adequate provisions for safeguards are provided to minimize potential adverse impacts in accordance with international best practice.

9. A policy directive in the Government’s *Transport Sector Policy Statement*\(^6\) requires the development of the transport sector to be based on market-oriented reforms and restructuring to

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improve efficiency. The Government’s strategy includes developing international road corridors to facilitate external trade and transit traffic, and establishing legal and regulatory frameworks to encourage private sector participation in transport. The TA is consistent with the Government’s strategy for the transport sector.

10. The TA supports ADB’s country strategy and program for Tajikistan, which identifies the transport sector as a strategic priority for ADB assistance. ADB assistance to the transport sector has focused on strengthening Tajikistan’s connectivity with neighboring countries, with three loans totaling $64.5 million for improvement of regional road corridors. ADB has also assisted in institutional reform and policy dialogue with the Government through covenants under loans and attached advisory TAs. The TAs targeted (i) policy reforms in the road subsector, (ii) road maintenance and financing, and (iii) institutional strengthening and capacity building. These TAs, together with assistance provided by the European Bank for Reconstruction and Development (EBRD) and World Bank for the preparation of a civil aviation strategy in Tajikistan, form a good basis for the development of the proposed transport sector master plan.

11. Tajikistan is an active member of the Central Asia Regional Economic Cooperation (CAREC) Program. As requested by the Fourth CAREC Ministerial Conference held in Bishkek in November 2005, a CAREC transport sector strategy is being developed with ADB assistance, which will reflect new trade realities and lead to sharp reductions in the time and costs of moving goods to internal and external markets. The proposed transport sector master plan will be developed in collaboration with the CAREC regional transport sector strategy.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

12. The impact of the TA will contribute to effective and efficient transport sector operations in Tajikistan, in support of sustainable economic growth and poverty reduction in the country, and regional connectivity. The outcome of the TA is the identification of long-term strategic priorities, reform, investments, and required resources for the transport sector, in line with the country’s development strategy. The impact and outcome of the TA will be achieved through the realization of the TA outputs—the development of a transport sector master plan for 2008-2025. The transport sector master plan will serve as a key government document guiding policies and investments in the transport sector.

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8 ADB. 2000 Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Republic of Tajikistan for the Road Rehabilitation Project. Manila (Loan 1819-TAJ, for $20 million, approved on 20 December); ADB. 2003. Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Republic of Tajikistan for the Dushanbe–Kyrgyz Border Road Rehabilitation Project (Phase I). Manila (Loan 2062-TAJ, for $15 million approved on 18 December); ADB. 2005. Report and Recommendation of the President to the Board of Directors on Proposed Loan to the Republic of Tajikistan for the Road Rehabilitation Project for the Dushanbe–Kyrgyz Border Road Rehabilitation Project (Phase II). Manila (Loan 2196-TAJ, for $29.5 million, approved on 17 November).
B. Methodology and Key Activities

13. For the TA outcome and outputs to be fully achieved consultations with stakeholders and policy dialogue with the Government should be held during implementation of the TA. The TA will be implemented in two phases. Under phase I, the overall performance of the transport sector will be assessed in detail. The assessment will cover (i) existing sector policies, regulations, and institutional structures; (ii) technical and operational effectiveness; and (iii) financial efficiency. The sector's strengths and weaknesses will be identified, a detailed asset inventory prepared for road and railway subsectors, and their performance evaluated, given the current needs of the country. Traffic projections will be prepared to assess future investment needs. The capacity of government agencies and private entities in the transport sector will be assessed. For the civil aviation subsector, the assessment will be based on the review of earlier studies undertaken by EBRD and the World Bank. Upon completion of phase I, ADB and MOTC will organize a tripartite meeting to review the phase I outputs and agree on further steps under phase II.

14. Based on the results of the assessment under phase I, phase II will prepare a long-term transport sector master plan, in line with the Government's Transport Sector Policy Statement. The transport sector master plan will serve as a framework for assessing the investment program, and will adopt an integrated multimodal approach to identify sector priorities. The priorities will be based on the impact of the transport sector on the economy over the projected period. Each of the subsectors will be prioritized according to their importance to the national economy and poverty reduction in Tajikistan, as well as regional connectivity. Priority directions for each subsector will be identified to improve policy and regulations, increase outputs and efficiency, and sustain the development process.

15. Key TA activities will include desk studies; field surveys; data analyses; dialogue with government officials; and consultations with stakeholders including the private sector, civil society, transport users, local communities, and external aid agencies.

C. Cost and Financing

16. The total cost of the TA is estimated at $740,000 equivalent. The Government has requested ADB to provide $600,000 equivalent to cover the most of the TA cost. The TA will be financed on a grant basis by the Japan Special Fund, funded by the Government of Japan. The Government will finance $140,000 equivalent in kind by providing office space and facilities, counterpart staff, and support services. The detailed cost estimates and a financing plan for the TA are in Appendix 2.

D. Implementation Arrangements

17. MOTC will be the Executing Agency and will be responsible for implementing the TA. MOTC will appoint a TA coordinator to supervise TA activities; resolve any issues that may arise during implementation; and facilitate coordination among the consultants, government agencies, and other stakeholders. The existing project implementation unit for ADB-financed road projects will be responsible for the day-to-day implementation activities, including liaison and coordination with other government agencies concerned. To ensure the Government’s ownership of the TA, a project steering committee will be set up to guide TA implementation and review TA outputs. The project steering committee will be chaired by the minister of transport, and will comprise representatives of key relevant government agencies including the Ministry of Economy and Trade, Ministry of Finance, Ministry of State Revenues and Duties, MOTC, and
Office of the President's Administration. Tripartite meetings and workshops will be held to discuss, refine, and endorse the methodology and outputs of the TA.

18. The TA will require about 18 person-months of international and 29 person-months of national consulting services, to be provided by an international consulting firm in association of national consultants. The consultants will have experience and expertise in the fields of transport planning, economics, engineering, finance, and institutional development. The outline terms of reference for consultants are in Appendix 3. ADB will select and engage the consultants in accordance with its Guidelines on the Use of Consultants (2006, as amended from time to time), using the quality and cost-based selection method and simplified technical proposals. Office equipment to be provided under the TA will be procured by the consultants in accordance with ADB’s Procurement Guidelines (2006, as amended from time to time) and will be turned over to MOTC upon completion of the TA. The TA is expected to commence in June 2007 and to be completed in January 2008. MOTC will provide the consultants with (i) an appropriately furnished office, (ii) relevant information and data to the TA, (iii) counterpart staff, and (iv) administrative support. The consultants’ final report will be publicly disclosed through the ADB website upon completion of the TA.

**IV. THE PRESIDENT’S DECISION**

19. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of $600,000 on a grant basis to the Government of Tajikistan for the Transport Sector Master Plan, and hereby reports this action to the Board.
## DESIGN AND MONITORING FRAMEWORK

<table>
<thead>
<tr>
<th>Design Summary</th>
<th>Performance Targets/Indicators</th>
<th>Data Sources/Reporting Mechanisms</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
</table>
| **Impact**     | Increased share of the transport sector in the country's gross domestic product | National economic and transport statistics | **Assumptions**  
• Continued stability of the Government  
• Effective implementation of the transport sector master plan and provision of necessary funds by the Government  
• Support of the transport sector master plan by external aid agencies |
| **Outcome**    | Strategic development priorities in the transport sector identified  
Priority reforms in the transport sector identified  
Investment program for the transport sector developed  
Resources required for implementing the transport sector master plan identified | TA progress and final reports  
TA review mission reports  
ADB TA completion report | **Assumptions**  
• Development of transport sector remains the Government’s priority  
• The Government remains committed to transport sector reforms |
| **Output**     | Transport sector master plan submitted to the Government and ADB by December 2007  
Transport sector master plan endorsed by the Government by 2008 | TA progress and final reports  
TA review mission reports  
ADB TA completion report | **Assumptions**  
• Government's ownership of the transport sector master plan  
• Stakeholder support for the transport sector master plan |
### Activities with Milestones

1. An inception report submitted by the consultant within 1 month after the start of services (by June 2007)
2. First PSC meeting and initial stakeholders’ consultation seminar held within 2 weeks after submission of the inception report (by June 2007)
3. Phase I report submitted by the consultant within 2.5 months after the start of services (by August 2007)
4. First tripartite meeting held to review phase I report within 2 weeks after its submission (by August 2007)
5. Phase II/draft final report submitted by the consultant within 5 months after the start of services (by November 2007)
6. Second tripartite meeting, PSC meeting, and stakeholder consultation held to review phase II/draft final report within 2 weeks after its submission (by November 2007)
7. Final report submitted by the consultant within 7 months after the start of services (by December 2007)

### Inputs

<table>
<thead>
<tr>
<th>ADB grant $600,000:</th>
</tr>
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<tbody>
<tr>
<td>Consulting services: $458,000 (18 person-months for international and 29 person-months for national consultants)</td>
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<tr>
<td>Equipment: $20,000</td>
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<tr>
<td>Workshops and/or seminars: $10,000</td>
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<tr>
<td>Surveys: $40,000</td>
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<tr>
<td>Miscellaneous support: $10,000</td>
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<tr>
<td>Representative for contract negotiations: $10,000</td>
</tr>
<tr>
<td>Contingencies: $52,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Government contribution:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office accommodation and facilities: $12,000</td>
</tr>
<tr>
<td>Remuneration and per diem of counterpart staff: $18,000</td>
</tr>
<tr>
<td>Local transport for counterpart staff: $20,000</td>
</tr>
<tr>
<td>Venue for seminars and workshops: $50,000</td>
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<tr>
<td>Others: $40,000</td>
</tr>
</tbody>
</table>

ADB = Asian Development Bank, PSC = project steering committee, TA = technical assistance.

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Sean M. O’Sullivan  
Director  
Infrastructure Division

Juan Miranda  
Director General  
Central and West Asia Department
## COST ESTIMATES AND FINANCING PLAN
($’000)

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Asian Development Bank Financing</strong></td>
<td></td>
</tr>
<tr>
<td>1. Consultants</td>
<td></td>
</tr>
<tr>
<td>a. Remuneration and Per Diem</td>
<td></td>
</tr>
<tr>
<td>i. International Consultants</td>
<td>360.0</td>
</tr>
<tr>
<td>ii. National Consultants</td>
<td>58.0</td>
</tr>
<tr>
<td>b. International and Local Travel</td>
<td>30.0</td>
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<tr>
<td>c. Reports and Communications</td>
<td>10.0</td>
</tr>
<tr>
<td>2. Equipment</td>
<td>20.0</td>
</tr>
<tr>
<td>3. Workshops and Seminars</td>
<td>10.0</td>
</tr>
<tr>
<td>4. Surveys</td>
<td>40.0</td>
</tr>
<tr>
<td>5. Miscellaneous Administration and Support Costs</td>
<td>10.0</td>
</tr>
<tr>
<td>6. Representative for Contract Negotiations</td>
<td>10.0</td>
</tr>
<tr>
<td>7. Contingencies</td>
<td>52.0</td>
</tr>
<tr>
<td><strong>Subtotal (A)</strong></td>
<td>600.0</td>
</tr>
<tr>
<td><strong>B. Government Financing</strong></td>
<td></td>
</tr>
<tr>
<td>1. Office Accommodation and Facilities</td>
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</tr>
<tr>
<td>2. Remuneration and Per Diem of Counterpart Staff</td>
<td>18.0</td>
</tr>
<tr>
<td>3. Local Transport for Counterpart Staff</td>
<td>20.0</td>
</tr>
<tr>
<td>4. Venue for Seminars and Workshops</td>
<td>50.0</td>
</tr>
<tr>
<td>5. Others (reports, statistics, etc., and Executing Agency’s administration and support costs)</td>
<td>40.0</td>
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<tr>
<td><strong>Subtotal (B)</strong></td>
<td>140.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>740.0</td>
</tr>
</tbody>
</table>

*a* Financed by the Japan Special Fund, funded by the Government of Japan.

*b* Including computer hardware and software, photocopier, fax machine, and other office equipment to be procured under the consultant’s contract in accordance with the Asian Development Bank’s *Procurement Guidelines* (2006, as amended from time to time). Ownership of office equipment will be transferred to the Government after the technical assistance.

*c* In kind from the Government of Tajikistan.

Source: Asian Development Bank estimates.
OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Introduction

1. The technical assistance (TA) will help the Government of Tajikistan (the Government) develop a transport sector master plan. The TA will (i) assess infrastructure needs, (ii) identify sector priorities and directions, (iii) prepare a detailed and targeted resource allocation plan, and (iv) prepare an action plan for further institutional and policy reforms to improve management efficiency and governance. The TA will focus on road and railway subsectors. In the civil aviation sector, the TA will review previous work undertaken with assistance from the European Bank for Reconstruction and Development and the World Bank. It will use those earlier studies in assessing overall transport sector performance and future development impact.

B. Scope of Work

1. **International Consultants** (18 person-months)

2. The TA will require inputs from international consultants in the fields of macroeconomics and trade, transport planning, finance, institutions, engineering, and other related areas as required in the terms of reference. The international consultants will undertake the following tasks:

   a. **Phase I. Sector assessment and projections:**

   (i) Review macroeconomic and/or trade data and analyze transport sector performance in terms of freight and passenger transport volumes, access to transport services, privatization or commercialization, safety, investments, and employment, etc.

   (ii) Review policy, regulatory, and institutional frameworks in the transport sector; technical and operational effectiveness; and financial efficiency. Identify the sector's strengths and weaknesses.

   (iii) Review previous sector work by the Asian Development Bank (ADB) and other external aid agencies, as well as efforts of the Ministry of Transport and Communications (MOTC). Use the lessons from these efforts to propose refined or new strategies and action plans to strengthen the sector framework or move to a new framework.

   (iv) Review implementation progress of ADB TA on Strengthening Implementation of Road Maintenance¹ and make full use of its findings to build road component of the study. Refine the road inventory data, if necessary, and determine the value of road assets. Compare the assets with the current needs in the national economy.

   (v) Prepare a detailed inventory in railway and aviation subsectors, assess their operational conditions, and evaluate the performance in these subsectors, given the current needs of the country.

   (vi) Prepare transport demand projections for each subsector and from the perspective of multimodal transport operations. The projections should have scenarios with high, medium, and low expectations; and should cover a period of at least 25 years, depending on the generally accepted analysis period for each subsector. On the basis of the projections, determine gaps in the transport sector

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and assess its future needs. Use simplified transport demand modeling techniques, if possible, and carry out necessary desk studies and field surveys.

(vii) Assess the capacity of the transport sector (including both government agencies and private entities) in terms of institutional, technical, human, and financial strengths; and identify areas that need strengthening. Prepare plans for (a) involving university graduates in the industry, educating transport sector professionals, and supporting local consulting and contracting services, and sustaining them within the industry; (b) strengthening the technical base of MOTC (applying information technology and other modernizing technologies); (c) undertaking policy and institutional reforms; and (d) strengthening financial capability.

b. Phase II. Sector priorities and master plan

(i) Formulate a long-term strategic master plan that identifies policy directions for the development of an integrated multimodal transport system in Tajikistan in line with the Government’s Transport Sector Policy Statement. The transport sector master plan will serve as a framework for assessing the investment program.

(ii) Assess the effect of each subsector on the national economy over the projected period, and identify and formulate priorities for developing the transport sector in Tajikistan. Each of the subsectors should be prioritized on the basis of their importance to the national economy; development objectives; resource limitations; cumulative effects on the environment (e.g., air quality, water resources, ecology, and aesthetics); and contribution to poverty reduction in Tajikistan. Priority directions should also be identified within each subsector to improve policy, regulatory, and operational efficiency and effectiveness; and increase output. These priorities need to be coordinated with the activities and outputs of the ongoing ADB’s Central Asia Regional Economic Cooperation (CAREC) regional transport sector strategy study to ensure that the national priorities are consistent with the regional transport priorities. Priority projects will then be identified, through socioeconomic and environmental analyses of the candidate investment projects, for implementation under an integrated multimodal transport approach.

(iii) Given the priorities identified and defined for the sector as a whole and for each of the subsectors, develop a comprehensive master plan for 2008–2025. The master plan will comprise (a) effective short- (3–5 years) and long-term (5–15 years) development plans for the transport sector; and (b) an implementation action plan for the short-term plan, including financial, human, and technical resources, as well as policy reforms and priority interventions needed for the short-term period, and performance indicators and monitoring mechanisms.

(iv) Ensure ownership of MOTC and other stakeholders in developing the transport sector master plan through consultations, brainstorming sessions, workshops, and seminars. Make every effort to secure understanding, commitment, and support from the Government for preparing the transport sector master plan through dialogue with senior officials and effective presentations of the advantages and benefits of such a master plan.
2. **National Consultants** (29 person-months)

3. The national consultants will have expertise in fields similar to those of the international consultants. In addition, the national consultants should have knowledge of the local transport industry in general, and specifically in (i) transport engineering, maintenance, finance, and operation in each of the subsectors; (ii) local legislation and regulations; and (iii) domestic transport services and construction industry markets including transport logistics, service providers, and construction, maintenance, and operation practices. In these areas, the national consultants will, in particular, assist the international consultants in undertaking the following tasks:

   (i) Collect materials related to the TA, and provide support in analyzing and accessing the information from government agencies and resources as necessary. Help the international consultants establish good working relationships with government agencies, including MOTC.

   (ii) Establish contacts with the private sector in the transport sector, i.e., service providers, construction industry members, etc.

   (iii) Advise international consultants on local practices and procedures in the transport business environment; suggest and guide the design of locally customized methodologies to achieve the TA objectives.

   (iv) Conduct necessary field surveys and desk studies as directed and requested by the international consultants.

   (v) Assist the international consultants in conducting consultations with stakeholders.

   (vi) Provide inputs to the transport sector master plan, and assist in the effective delivery of TA results.

C. **Composition and Person-Months of Consultants**

4. The team of international consultants will comprise six members: (i) a transport planner/team leader, (ii) a macro and trade economist, (iii) a road engineer, (iv) a railway engineer, (v) a financial management specialist, and (iv) an institutional development specialist. Their respective person-month requirements are shown in Table A3.

<table>
<thead>
<tr>
<th>Composition</th>
<th>Phase I</th>
<th>Phase II</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport Planner/Team Leader</td>
<td>3.0</td>
<td>3.0</td>
<td>6.0</td>
</tr>
<tr>
<td>Macro/Trade Economist</td>
<td>1.0</td>
<td>1.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Road Engineer</td>
<td>2.0</td>
<td>2.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Railway Engineer</td>
<td>1.0</td>
<td>1.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Financial Management Specialist</td>
<td>1.0</td>
<td>1.0</td>
<td>2.0</td>
</tr>
<tr>
<td>Institutional Development Specialist</td>
<td>1.0</td>
<td>1.0</td>
<td>2.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9.0</strong></td>
<td><strong>9.0</strong></td>
<td><strong>18.0</strong></td>
</tr>
</tbody>
</table>

Source: Asian Development Bank estimates.

5. The national consultants will comprise (i) a transport planner (6 person-months), (ii) a macro/trade economist (3 person-months), (iii) 2 road engineers (4 person-months each), (iv) 2 railway engineers (3 person-months each), (v) financial management specialists (3 person-months), and (iv) institutional development specialists (3 person-months).
D. Reporting Requirements

6. The consultant will submit to the Government and ADB (i) an inception report within 1 month after the start of services, (ii) a phase I interim report within 3 months after the start of services, and (ii) a phase II/draft final report within 6 months after the start of the services. The consultant will submit a final report within 2 weeks after receipt of the comments on the draft final report. The inception report will firm up the approach and methodology, and outline actions for implementation of the TA. The phase I interim report will include the sector assessment of current and future needs, while the phase II report will include strategic directions, sector priorities, and the investment program. The final report will include a resource allocation plan, development programs and action plans, and further institutional and policy reforms.

7. After each of the reporting events, the consultant—together with MOTC, the Executing Agency—will organize meetings of the project steering committee to ensure that the Government takes an active part in steering TA activities and providing guidance. After submission of the phase I report, ADB and MOTC will organize a tripartite meeting involving project steering committee members to review the phase I outputs and agree on further steps for phase II activities. The final review meeting will be held after submission of the phase II report for finalizing the strategic framework, sector priorities and investment program. Stakeholder consultation seminars will also be organized. The first consultation will take place 2 weeks after the submission of the inception report, and the final consultation will be 2 weeks after submission of the draft final report. A short report recording these events will be submitted to ADB and MOTC. In addition, the consultant is required to submit a brief monthly progress report during the TA implementation.

8. All reports and the transport sector master plan will be delivered in a format and substance satisfactory to the Government and ADB. Six copies, three copies each in English and Russian, will be provided to MOTC and three copies in English to ADB. The main text of the transport sector master plan must not exceed 50 pages (A4 size, single-spaced). An electronic copy of the final report/transport sector master plan (one copy in Microsoft Office-compatible format and one copy in Adobe Acrobat format copied on CD-ROM) and an executive summary of the final report/transport sector master plan (in PowerPoint) are required to be submitted to MOTC (in English and Russian) and ADB (in English) at the end of the services.