



ANNEX C1: Twinning Fiche

Project title: Support to approximation of Georgian legal and institutional framework to the Union Acquis in the field of railway transport

Beneficiary administration: Ministry of Economy and Sustainable Development of Georgia

Twining Reference: GE18 ENI TR 04 19

Publication notice reference: EuropeAid/168-711/ACT/GE

EU funded project

TWINNING TOOL

List of Abbreviations:

AA- Association Agreement
AIA - Accident Investigation Authority
BA – Beneficiary Administration
CA for PSO - Competent Authority for the purposes of monitoring the contract under Public Service Obligation
CSB - Civil Service Bureau
CSI - Common Safety Indicators
CSM - Common Safety Methods
CST - Common Safety Targets
GIZ - Gesellschaft für Internationale Zusammenarbeit (GIZ) - German development agency
GOG - Government of Georgia
GR - JSC Georgian Railway
HR - Human Resource
HRM - Human Resource Management
LA - Licensing Authority
MOESD - Ministry of Economy and Sustainable Development
MoJ - Ministry of Justice
OECD - Organization for Economic Co-operation and Development
PAO - Programme Administration Office
PAR - Public Administration Reform;
PL – Project Leader
PSC – Project Steering Committee
PSO – Public Service Obligation
RIA - Regulatory Impact Assessment
RMR - Railway Market Regulator
RSA - Railway Safety Authority
RTA – Resident Twinning Adviser
SBU – Strategic Business Unit
SC/A - Safety Certification and Authorization
SIGMA – Support for Improvement in Governance and Management
SMS - Safety Management System
STE – Short term Expert
TAC - Track Access Charges
TAIEX - Technical Assistance and Information Exchange instrument of the European Commission
TSI – Technical Specifications for Interoperability
USAID - The United States Agency for International Development

1. Basic Information

1.1 Programme:

EU support for the Implementation of the EU-Georgia Association Agreement, ENI/2018/041-415, Direct Management

1.2 Twinning Sector: Transport

1.3 EU funded budget: 1,250,000 EUR.

2. Objectives

2.1 Overall Objective(s):

The overall objective of the project is to support the approximation of Georgian Railway sector with the relevant EU standards and regulations and to strengthen and empower the railway regulatory environment of Georgia.

2.2 Specific objective:

The specific objective of the project is to upgrade national railway transport legislation and to strengthen national institutional capacities, inter alia, through the approximation of Georgian legislation to the relevant Union acquis to meet the commitments undertaken by Georgia under the EU-Georgia Association Agreement.

2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans:

The Twinning project is fully in line with the requirements of the **EU-Georgia Association Agreement (AA)** and aims to support further effective implementation and fulfilment of the objectives set out in the Agreement.

By signing the Association Agreement (AA) Georgia is committed (Annex XXIV to the AA) to the gradual approximation of its legislation with the transport acquis, as well as its consistent implementation, including for road, rail, aviation, maritime transport, and intermodality, as well as timetables and milestones for implementation.

The Twinning project will contribute to the further development of extended Trans-European Transport Network (TEN-T) and facilitate smooth implementation of the Indicative TEN-T Investment Action Plan in Georgia.

The issues targeted by the project also reflect priority directions described both in the **Social-Economic Development Strategy of Georgia 2020¹** and the **Government Platform 2018-**

¹ http://www.mrdi.gov.ge/sites/default/files/social-economic_development_strategy_of_georgia_georgia_2020.pdf

2020 “Freedom, Rapid Development and Welfare”², which emphasize the importance of the country`s transport system development.

According to the **Railway Code of Georgia**³, it is the obligation of the State to promote the development of rail transport and the creation of favourable conditions for the functioning of this transport sector in view of its strategic and social roles.

3. Description

3.1 Background and justification:

In 2014, Georgia signed Association Agreement with European Union which entered into force on 1st July 2016 and which envisages obligation of the state to implement number of directives/regulations including those regulating terms and conditions related to the railway industry.

Ministry of Economy and Sustainable Development of Georgia, is one of the key ministries responsible for economic progress of Georgia, through among others: (i) development and implementation of transport and logistics policy of the state, including, land transport, maritime and civil aviation (ii) development and implementation of policies in the energy sector and implementation of various reforms in this field; (iii) development and implementation of foreign trade policies (iii) promoting doing business in Georgia; (iv) ensuring proper management of the state property doing business in Georgia, innovative technologies, proper management of the state property.

In Georgia, the Railway transport sector is regulated by the Railway Code which determines economic, legal, organizational and technological bases for the functioning of rail transport, its place and role in the economy and social sector of Georgia; the Code also regulates legal relations arising during the use of railway services and determines the rights, obligations and responsibilities of participants of these relationships. This Code applies to the carriage of passengers, cargo, luggage, cargo-luggage and mail on public railroads.

In addition, the railway sector is regulated with certain by-laws adopted by the Minister of Economy and Sustainable Development of Georgia in accordance with the Railway Code of Georgia, such as:

- Order of the Minister of Economy and Sustainable Development of Georgia on Rail Passengers` Rights and Obligations;
- Order of the Minister on the Approval of Rules on Transportation of Goods by Rail; Order of the Minister on the Approval of Rules on Transportation of Passengers, Luggage and Post by Rail;
- Order of the Minister of Economy and Sustainable Development of Georgia on approval of the form of receipt of the penalty and administrative offense protocol, its filling, registration and reporting rules for administrative violations committed on railway transport / transport.

² http://gov.ge/files/67105_67105_704449_2018-2020programa_finalengl.pdf

³ <https://matsne.gov.ge/en/document/view/14404?publication=7>

Key matters which needs to be solved in order to ensure approximation of applicable laws of Georgia with EU standards and at the same time to ensure uninterrupted and successful restructuring of the railway sector are the following:

- **Directive 2004/49/EC** of the European Parliament and of the Council of April 29, 2004 on safety on the Community's railways and amending Council Directive 95/18/EC on the licensing of railway undertakings and Directive 2001/14/EC on the allocation of railway infrastructure capacity and the levying of charges for the use of railway infrastructure and safety certification (the "Railway Safety Directive"). As per the Association Agreement the deadline for approximation with the Directive is 2021;
- **Directive 2012/34/EU** of the European Parliament and of the Council of November 21, 2012 establishing a single European railway area (recast); As per the Association Agreement deadline for approximation with the Directive is 2022;
- **Directive 2008/57/EC** of the European Parliament and of the Council of 17 June 2008 on the interoperability of the rail system within the Community. As per the Association Agreement deadline for approximation with the Directive is 2020.

Directive 2012/34/EU aims at creating an integrated European railway area and a genuine and involves of number of aspects which require proper assessment, consideration and decision making in terms of form of its implementation and the actions to be taken for the proper approximation of respective Laws of Georgia with the above Directive. Such aspects include but are not limited to the following:

- (i) Independence of railway undertakings and infrastructure managers and management of railway undertaking according to commercial principles;
- (ii) Independence of essential functions of infrastructure manager and its financing;
- (iii) Conditions of access to railway infrastructure, train path allocations and infrastructure charges applicable to such access;
- (iv) Establishment of licensing authority and licensing requirements;
- (v) establishment of regulatory body;
- (vi) Others.

The implementation of the Directive apply to Georgian Railway JSC which is fully integrated railway operator, the Company owns and maintains railway infrastructure and renders freight and passenger transportation services. The Company is indirectly a state owned company – the sole shareholder is JSC Partnership Fund, which in its turn is 100% a state owned company. The Company has three branches/strategic business units (the SBUs), namely: (i) infrastructure SBU responsible for maintenance and rehabilitation of existing infrastructure, as well as, design, development and construction of new railway lines; (ii) Passenger SBU, responsible for normal operation of passenger transportation services and maintenance of rolling stock, as well as other assets required for passenger operations; and (iii) Freight SBU, responsible for operation of freight transportation services, attraction of additional freight, maintenance of rolling stock and other assets required for normal freight transportation. The Company is one of the large-scale employers in Georgia, having approximately 13 000 employees, covering the whole territory of the state.

Considering the above mentioned, the most important decision to be made in the process of implementation of this directive and provisions incorporated therein is to decide which model should be followed in terms of separation of railway undertakings (freight and passenger strategic business units) and infrastructure manager (infrastructure SBU of Georgian Railway JSC). In addition, railway business is currently fully deregulated and is not subject to licensing, therefore in order to implement the Directive 2012/34/EU, new state authorities (licensing authority, regulatory body) have to be established and amendments have to be made in national laws and by-laws in order to set the legal framework necessary for their operation.

As regards the **Railway Safety Directive 2004/49/EC**, it sets down core standards and regulations for the development and improvement of railway safety and it also defines common safety indicators, methods and targets. Among others, the Directive envisages obligations with regards to establishment of:

- (i) responsibilities of railway undertakings and infrastructure managers for safe operation of rail system and control of risks, and safety management systems;
- (ii) Safety authority and requirements for safety certification/authorization;
- (iii) Investigating body; and
- (iv) Principles of accident and incident investigation.

With regards to this Directive, currently, the safety related matters are defined and regulated under the safety regulations which take back to soviet era and which require revisions in order to assess whether such requirements are in compliance with those referred to in the Railway Safety Directive. Besides, there is no standalone independent body which would regulate safety aspects of railway operations. In addition, accident and incident investigation powers are also vested upon Georgian Railway JSC. This situation contradicts the requirements of the Directive and creates risk in terms of impartiality and reliability of the outcome of such investigations.

Directive 2008/57/EC on the interoperability of the rail system within the Community includes provisions related to, for each subsystem, the interoperability constituents, the interfaces and procedures as well as the conditions of overall compatibility of the rail system required to achieve its interoperability. Nowadays, interoperability issues with other railways are solely decided by the JSC Georgian Railways both nationally and internationally. Implementation of the Directive will result in the adoption of Technical specification for interoperability, establish procedures for authorization for placing in service rail vehicles, establishment of registers of network and vehicles, etc, through which each subsystem or part of subsystem will be covered in order to meet the essential requirements and ensure the interoperability of the EU rail system. It also considers establishment of the respective body which shall become the key entity for railway interoperability issues. National technical rules shall also gradually be replaced by rules based on common standards in the region - Technical Specifications of Interoperability.

Considering the above mentioned, it is evident that for the purposes of proper and efficient implementation of the above-mentioned Directives, the Ministry of Economy and Sustainable Development requires assistance from the EU and particularly from participants of railway industry of EU member states, who have already accomplished the same process of transformation and harmonization of national laws and regulations with EU requirements. As mentioned above, approximation of national law with EU directives/regulations shall trigger the setting-up of various railway bodies, in particular, a regulatory body, a national safety body, and

an accident investigation body which currently do not exist in Georgia. In Georgia today, there is no relevant experience of operating such authorities/bodies/regulators. These new structures will require relevant assistance, in particular in the elaboration of charter documents clearly defining their duties and power limitations, they will also require training of key staff and short term piloting of the entity.

1.2 Ongoing reforms:

In total, there are 8 directives/regulations to be implemented by Georgia in the railway sector. Out of these 8 directives/regulations, Regulation (EC) No 1371/2007 on rail passengers' rights and obligations is successfully enforced since 2017 following adoption of the Order #1-1/586 of the Minister of Economy and Sustainable Development of Georgia on Rail Passenger Rights and Obligations dated December 29, 2017.

Moreover, draft amendments to the Georgian Railway Code implementing Regulation (EC) No 1370/2007 of the European Parliament and of the Council of 23 October 2007 on public passenger transport services by rail and by road have been initiated before the Parliament of Georgia in 2018. Discussions within the Parliament are ongoing.

When it comes to the other transposition processes, the draft amendments to the national legislation which aim to approximate national legislation to the Directive **2007/59/EC** on the certification of train drivers operating locomotives and trains on the railway system in the Community, the Directive **2008/68/EC** on inland transport of dangerous goods and the Regulation **913/2010/EU** on European rail network for competitive freight, have already been prepared. The submission of these draft law amendments to the Parliament is planned for the autumn session of 2019.

General Policy and legislative process

The National Policy Planning System Reform Strategy, adopted by the Government of Georgia in August 2015 recognizes the current weak link between the policy planning process and legislation drafting, the absence of practice of legislative impact assessment and the weak institutional capacity of Ministries in legal drafting. The OECD/SIGMA 2018 assessment of policy development and coordination area highlights a number of weaknesses in the quality of policy planning (costing, monitoring, coordination and public consultation), which are currently being addressed through the PAR roadmap and action plan. The document specifically identifies reoccurring problems with the implementation of laws, which can be attributed to the low quality of the laws prepared due to weaknesses in the law-making process. There is high pressure to complete numerous legal reforms in the shortest possible time: *"This situation inevitably places enormous pressure on the combined law-making resources of the Government and the Parliament and leaves little time for essential elements of a well-ordered law-making process, such as regulatory impact assessments or proper consultation with civil society."* Improvement of the legislative drafting process and quality of legislation is now a priority area of action for the Administration of the Government under the Prime Minister (steering the policy-making process) and all line Ministries. This primarily involves the Administration of Government, the Ministry of Justice, and the Ministry of Economy and Sustainable Development. In order to meet

the targets and obligations in law making process, the Government introduced changes in the Law on Normative acts (amended on June 13, 2018) and the Regulation of the Government (amended on August 24, 2018). These amendments put more emphasis on concordance with EU acquis and Regulatory Impact Assessment (RIA.)

To sustain the legal approximation process, the Ministry of Justice (MoJ) with the support of EU assistance (below-mentioned Association Agreement Facility and Legal Drafting projects) elaborated Legal Approximation Guidelines and a Manual. These documents provide key principles and techniques of approximation that should guide and orient legal drafters throughout the approximation process. The documents are under finalisation and after official adoption by the Government, these should be used consistently, not only by the MoJ, but also by all line ministries and institutions tasked with approximation exercise. Such proceedings will help to ensure the achievement of a steady and sustainable approximation path.

Along the legislative process, the Government is proceeding with the rational organization of state administration and establishment of clear accountability lines between institutions, including supervision and reporting between line ministries and agencies. The Civil Service Bureau (CSB) is tasked with the development of a uniform civil service state policy. Functional reviews of the line ministries have been already done and currently, the CSB is performing an analysis of state agencies with the intention of identifying and putting forward reforms to improve the organization of PA, to streamline their mandates, their enforcement mechanism as well as the policy making process.

3.3 Linked activities:

TAIEX Expert Mission on Inclusion in the Single European Railway Area; August 2017; ETT IND/EXP 64645; The aim of this expert mission is to provide guidance on the implementation of EU Directive 2012/34 establishing a single European railway area, as amended by EU Directive 2016/2370 (the 4th Railway Package).

“Facility for the implementation of the Association Agreement in Georgia” - EU funded; Duration: 2015-2018; Description: The project provided policy advice and capacity building support to the Georgian Government in coordinating the implementation of the Association, strengthening the institutional capacities of the line ministries and other public institutions to carry out the required reforms, including on policy development and legal approximation processes. As regards the support to the railway transport sector, within the scope of above-mentioned project, following activities were performed:

- Policy Paper on the future Georgian rail sector considering the approximation of Georgian legislation to the relevant Union acquis prepared;
- Training on socio-economic concept of the EU, mandatory rail sector bodies and rules & regulations for the EU rail sector for the staff of MoESD and the Georgian Railway JSC conducted; Roadmap detailing the restructuring process of the GR to be in conformity with the approximation of respective Laws of Georgia to the EU Directive of 2012/34/EU designed ((incl. institutional needs assessment, potential structures);
- Rail Regulatory Body Decree as the first railway body prepared;

- Restructuring concept for JSC Georgian Railway prepared – Units for infrastructure, passengers and cargo established (interim solution);
- Draft Network Statement according to 2012/34/EC prepared;
- Methodology for Track Access Charges (Allocation scheme, Service Packages) according to 2012/34/EC prepared;
- Direct cost calculation system according to 2015/909/EU introduced;
- Cost calculation system for PSO train calculation defined;
- Public Service Contract as the major element of the Regulation on PSO 1370/2007/EC prepared for final negotiation.

Since February 2019, phase II of the aforementioned project has been launched. Duration: 2019-2021.

Related Programmes and Projects

The reform of Public Administration (PAR) is of utmost importance for the country and the process is supported through donor community. The EU total contribution to the **“Support to the Public Administration Reform in Georgia”** 2016-2019, is EUR 30 000 000 Euro. Out of which EUR 20 000 000 is budget support share and EUR 10 000 000 for complementary support. The objective of the programme is to improve the efficiency, accountability and transparency of the public administration of Georgia, in line with the key Principles of Public Administration that have been developed by OECD/SIGMA in close cooperation with the European Commission. It will have a particular focus on the improvement of the policy planning and coordination capacities and processes in the central public administration. The professionalization of the civil service (including the reform of the civil service training system) will also be supported through the programme.

“Support to the Public Administration in Georgia”- EU funded; Duration: 2019-2021; Description: The objective of the project is to improve the efficiency, accessibility, accountability and transparency of the Georgian Public Administration in accordance with European principles of Public administration and best practices. More specifically, the project is mainly focused on improving the results-based approach in policy planning, development, coordination, monitoring and evaluation, increasing the awareness of the Civil servants and streamlining the implementation of the civil service reform in public institutions, improving the intra and inter-ministerial business processes related to policy making and service delivery enhancing thus the efficiency of the administration and the quality of service delivery, strengthening policy development and implementation of the anti-corruption and transparency national policies, thus increasing the accessibility, accountability and transparency of the executive branch and combating corruption, establishing an efficient, accountable and transparent institutional and legal framework for efficiently, timely and reliably delivered public and electronic services and raising public awareness and increasing visibility of the Government’s public administration reform agenda as well as on available public services.

Twinning project **“Capacity Building of the Civil Service Bureau of Georgia to Implement the Civil Service Reform”** - EU funded; Duration: 2018-2020. Description: The objective of the project is to enhance the professionalism of the civil service in Georgia. More specifically, the project aims to strengthen the institutional and Human Resource (HR) capacities of the Civil

Service Bureau (CSB) to manage the implementation of the Civil Service Reform, through the reinforcement of the legal framework, introduction of modern Human Resource Management (HRM) information system, tools and techniques, development of training scheme for HR managers and improvement of Assets Declaration Monitoring system.

Two other projects, EU funded – implemented by GIZ, and USAID-funded ("G4G") also support LA and Regulatory Impact Assessment (RIA) but with focus on economic sphere.

3.4 List of applicable *Union acquis*/standards/norms:

Georgia has the obligation to approximate its legislation with the Union *acquis* referred to in Annex XXIV of the AA. In total, there are eight EU Directives and Regulations in the field of railway transport:

- **2012/34/EU** Establishing a single European railway area; (Deadline: 2022)
- **2008/57/EC** Interoperability of the rail system within the Community; (Deadline: 2020)
- **2004/49/EC** Railway Safety Directive; (Deadline: 2021)
- **2007/59/EC** On the certification of train drivers operating locomotives and trains on the railway system in the Community; (Deadline: 2019)
- **2008/68/EC** Inland transport of dangerous goods; (Deadline: 2019)
- **913/2010/EU** European rail network for competitive freight; (Deadline 2019)
- **1370/2007/EC** Public passenger transport services by rail and by road (Deadline: 2018)⁴
- **1371/2007/EC** Rail passengers' rights and obligations. (Deadline: 2017 + 2021 for 9,11,12,19,20.1 and 26).⁵

It is expected that this Twinning project will cover all priorities stipulated in the following directives:

- **Directive 2004/49/EC** of the European Parliament and of the Council of April 29, 2004 on safety on the Community's railways and amending Council Directive 95/18/EC on the licensing of railway undertakings and Directive 2001/14/EC on the allocation of railway infrastructure capacity and the levying of charges for the use of railway infrastructure and safety certification (the "Railway Safety Directive"). As per the Association Agreement the deadline for implementation of the Directive is 2021;
- **Directive 2012/34/EU** of the European Parliament and of the Council of November 21, 2012 establishing a single European railway area; As per the Association Agreement deadline for implementation of the Directive is 2022;
- **Directive 2008/57/EC** of the European Parliament and of the Council of 17 June 2008 on the interoperability of the rail system within the Community. Deadline according to the Association Agreement: 2020.

3.5 Components and results per component

⁴ This regulation is in the process of implementation, which shall be finalized by the end of 2018.

⁵ This regulation is already implemented, except for the articles which are subject to implementation until 2021.

Component 1/Mandatory result 1: National regulatory framework on railway transport revised and upgraded in accordance with the respective Union acquis

Under the Association Agreement, the approximation of the railway related Directives shall be completed by 2022. Taking into consideration the time pressure, the MOESD's working group intensively works on the upgrading of the Law and standards. The Twinning project will play a crucial role in the approximation of respective Laws of Georgia with the relevant EU Directives on railway sector included in the EU-Georgia Association Agreement. The Twinning project will take into account and use all these previous preparations made by the MOESD's working group as a basis for its activities. Specifically, the process of delivering this component will focus on developing the legal and institutional framework for defining the functional structure and core processes as well as relevant documentation of the Georgian railway sector.

Sub-result 1.1. Approximation of Georgian primary and secondary legislation with the Union acquis on railway transport performed

The sub-result of this component shall be approximation of Georgian primary and secondary legislation with the Union acquis concerning railway transport, which in particular shall cover:

- Railway Code of Georgia,
- Administrative Code of Georgia,
- Law of Georgia on the Management
- Regulation of Transport Field

And certain by-laws such as:

- Order of the Minister of Economy and Sustainable Development of Georgia on Rail Passengers' Rights and Obligations;
- Order of the Minister on the Approval of Rules on Transportation of Goods by Rail;
- Order of the Minister on the Approval of Rules on Transportation of Passengers, Luggage and Post by Rail;
- Order of the Minister of Economy and Sustainable Development of Georgia on approval of the form of receipt of the penalty and administrative offense protocol, its filling, registration and reporting rules for administrative violations committed on railway transport / transport.

Component 2/ Mandatory result 2: A well-organized, nationally regulated railway market/sector established

This component envisages a range of systemic and structural changes ranging from strengthening the regulatory environment to restructuring the state owned vertically integrated Railway company or sector into a well-organized national regulated railway market/sector working in line with EU standards.

The project activities under this component will focus on transforming the current railway sector into an efficiently run state-owned railway that can compete with other modes of transport. Such transformation will enhance the railways' essential role in providing public services and will ensure adequate mobility for the society in general and the industry that is facing growing global competition. In order to ensure the future development and efficient operation of the railway sector, a distinction shall be made between the provision of transport services and the operation

of infrastructure. Given that situation, it is necessary for the infrastructure and operations to be managed separately and to have separate accounts. In particular, the process of delivering sub-results under this component would include a comprehensive assessment of current status/structure of railway sector.

Sub-Result 2.1 Strategy/policy document on restructuring of Georgian rail sector and other relevant documentation for defining the organisational/operational/functional structure of rail sector prepared

Under this sub-result, a new legal and institutional framework will be elaborated, where the new railway code will identify all new participants of rail market with their functionality activity areas, functions, consistence, requirements towards them, rights and obligations. For the purpose of restructuring the Georgian railway sector, new strategy document and policy frameworks shall be elaborated covering at least the following core areas:

- Distinct separation of infrastructure management from operations
- Multi annual maintenance plan.
- New policy framework for rail safety;
- New policy framework for interoperability;
- New policy framework for accident investigation.
- The criteria applicable for the issuance, renewal or amendment of licences for railway undertakings;
- The principles and procedures applicable for the setting and collection of railway infrastructure charges and the allocation of railway infrastructure capacity.

Component 3/ Mandatory result 3: Capacity of relevant rail authorities and other key stakeholders strengthened

Project activities under this component will include assessment of newly established authorities' capacities, identification of training needs and development of competent human resources for an effective functioning of the railway bodies.

The above mentioned Directive 2004/49/EC and Directive 2012/34/EC consider establishment of several bodies in railway sector, such as rail market regulatory body, railway safety authority and rail accident investigation body. Accordingly, the capacity building activities within this component shall be provided to the staff of newly established railway authorities. Such activities shall assist them to effectively respond to new legal and institutional framework of the rail sector. Development of competent staff will be of outmost importance in order to ensure efficient implementation of new rules and regulations in this sector in line with best European practice.

Sub-result 3.1 Staff competencies regarding legal, technical and administrative capacity improved, in accordance with the EU transport acquis

Sub-result within this component shall be oriented on improving competences of staff working in the newly established railway bodies, including through increasing their legal, technical and administrative capacities to deal with new challenges that will arise from the adoption of new rules and regulations governing railway transport sector.

3.6 Means/input from the EU Member State Partner Administration(s)*:

In their submitted proposal, Member State(s) is/are kindly requested to develop the activities, which are needed in order to achieve the results stipulated in the fiche.

3.6.1 Profile and tasks of the Project Leader (PL):

The MS PL will be expected to devote a minimum of 3 days per month to the project in his/her home administration. In addition, he will coordinate from the Member State side the work of the Project steering Committee (PSC). MS PL may participate in the project also as a short-term expert (STE). In this case, the MS Project Leader should satisfy requirements stipulated in the fiche for both the Project Leader and the relevant STE profile. Participation in some communication and visibility activities is also expected.

Profile:

- A high ranking Member State official or assimilated agent with a sufficient managerial position to ensure an operational dialogue at political level;
- Specific experience of at least 5 years in the field of railway transport;
- Good understanding of the *Union acquis* in railway field, and 3 years of experience in the implementation and enforcement of EU railway regulations/directives;
- Good leadership and managerial skills;
- Experience in project management, demonstrating good record in organisational leadership, staff motivation, and communication;
- Fluency in both written and spoken English;
- Experience with working in the countries of the Neighbourhood East region will be considered an asset.
- Good inter-personal skills.

Tasks:

- Overall direction, supervision, guidance and monitoring of the project;
- Mobilisation of the necessary expertise in support of the efficient implementation of the project;
- In cooperation with the Beneficiary PL signing and submission to the concerned authorities the interim quarterly and final project reports prepared with the support of the RTA;
- Formal signing of project work plan(s) and/or their updates;
- Ensuring timely achievement of the project results;
- Provision of legal and technical advice whenever needed;
- Co-chairing of project steering committees.

3.6.2 Profile and tasks of the Resident Twining Adviser (RTA):

The RTA will be located in the premises of the Ministry of Economy and Sustainable Development of Georgia or JSC Georgian Railways in the beneficiary country on a full time basis and will be responsible for the direct implementation of the project under the overall supervision of the MS Project Leader.

He/she will work closely with the BC Project Leader and the RTA Counterpart to deliver the project outputs.

The RTA will maintain day-to-day cooperation with the beneficiary administration and coordinate the work performed by the STEs for the whole duration of the project implementation. The RTA will have a key role in the coordination of the inputs required for the successful implementation of all the project activities.

The RTA should be supported by a permanent RTA Assistant. The RTA assistant should work in close collaboration with the beneficiary administration BA. The RTA assistant will perform general project duties and will be providing translation and interpretation services as necessary, practical arrangements for the project, such as organizational issues of expert missions, conferences, training, seminars, maintaining project records etc. Until the RTA can select and hire an assistant, the Beneficiary administration will make a member of its staff available to support the RTA in his/her daily tasks.

A full-time language assistant should also be recruited. She/he should perform most of the required interpretation/translation services. She/he will provide day-to-day interpretation/translation to the RTA and project experts during missions.

Whenever required and needed for simultaneous interpretation during seminars and workshops, translation of large volume of documents additional interpretation may be procured and funded by the project.

Minimum two visibility events will be organised in the course of the implementation of the project. Kick-off meeting at the start of the implementation and the Final meeting at the end of the implementation of the project activities. These will have to be coordinated with the EU Delegation to Georgia.

Profile:

- Proven contractual relation to a public administration or mandated body;
- University level education in law, international law, economy, transport management, transport, international relations or equivalent professional experience in a related field of minimum 8 years;
- Minimum 3 years of professional experience in the field of railway transport;
- Good analytical and organisational skills as well as project management skills;
- Good training and advisory skills, well-developed interpersonal skills with experience of working with the various levels of governments;
- Fluency in written and spoken English language;

- Previous experience in the management of similar projects would be an asset;
- Experience with working in the countries of the Neighbourhood East region will be considered an asset;
- Knowledge of the Georgian and/or Russian language would be an asset.

Tasks:

- Overall coordination of project implementation and of all activities;
- Coordination of the activities of the team members in line with the agreed work plan to enable timely completion of project outputs;
- Provide technical input to the project whenever needed and provision of advice in his/her field of expertise;
- Liaise with MS and BC PLs and daily contacts with BC RTA counterpart;
- Preparation of the initial and subsequent work plan(s) and project progress reports, together with PL, to be submitted to the Steering Committees.

3.6.3 Profile and tasks of Component Leaders:

Component 1

Profile:

- University level education in law, international law or equivalent professional experience in a related field of minimum 8 years;
- Minimum 3 years of professional experience in the direction of railway regulations/standards/directives/legislation;
- Experience in standard setting and legal drafting coordination processes relevant to the project scope;
- Good analytical, organizational and advisory skills;
- Fluency in written and spoken English;
- Demonstrated good report of writing and communication skills;

Tasks:

- Component coordination, guidance and monitoring;
- Conducting analysis of the area relevant to the component;
- Preparing and conducting training programs, information and dissemination seminars with various stakeholders;
- Drafting thematic/ technical contributions and documents relevant for the results of the component, in close cooperation with the BC counterparts and other project experts;
- Timely proposals for any corrective measures;
- Provision of legal and technical advice and analysis whenever needed;
- Liaise with MS and BC PLs and contacts with RTA and BA counterpart.

Component 2

Profile:

- University level education in economy, business administration, finances, transport management, transport or equivalent professional experience in a related field of minimum 8 years;
- Minimum 3 years of experience working in railway industry in at least one of the major fields of management in rail operations sector;
- Experience in providing expertise in improvement of operations of railway companies and/or railway state agencies;
- Good analytical, organizational and advisory skills;
- Fluency in written and spoken English;
- Demonstrated good report of writing and communication skills;

Tasks:

- Component coordination, guidance and monitoring;
- Conducting analysis of the area relevant to the component;
- Preparing and conducting training programs, information and dissemination seminars with various stakeholders;
- Drafting thematic/ technical contributions and documents relevant for the results of the component, in close cooperation with the BC counterparts and other project experts;
- Timely proposals for any corrective measures;
- Liaise with MS and BC PLs and contacts with RTA and BA counterpart.

Component 3

Profile:

- University level education in human resources management, public administration, business administration, economy, transport management, transport, international relations, psychology or equivalent professional experience in a related field of minimum 8 years;
- Minimum 3 years of professional experience in the field of railway transport;
- Good analytical, organizational and advisory skills;
- Relevant experience in capacity building and training activities, human resources management or professional development of personnel;
- Knowledge of necessary institutional structures and capacity for the enforcement of relevant laws, as well as inter-institutional cooperation and social dialogue;
- Fluency in written and spoken English;
- Demonstrated good report of writing and communication skills;

Tasks:

- Component coordination, guidance and monitoring;
- Conducting analysis of the area relevant to the component;
- Preparing and conducting training programs;

- Drafting thematic/ technical contributions and documents relevant for the results of the component, in close cooperation with the BC counterparts and other project experts;
- Provision of legal and technical advice and analysis whenever needed;
- Timely proposals for any corrective measures;
- Liaise with MS and BC PLs and contacts with RTA and BA counterpart.

3.6.4 Profile and tasks of other short-term experts (STE):

In order to provide the full range of expertise necessary, short-term experts will be drawn from different skill sets to assist the RTA on specific activities. The required MS experts must either be civil/public servants of the relevant MS administration or be permanent staff of authorized mandated bodies. All experts must comply with the requirements set in the Twinning Manual 2017. Each STE should possess the following general qualifications and professional experience:

Profile:

- University level education in law, economics, business administration, transport management or equivalent professional experience in a related field of minimum 8 years;
- Minimum 5 years of professional experience in the field of railway transport;
- Good command of written and spoken English;
- Excellent computer literacy (word, excel, power point, etc.).

Tasks:

- Active contribution with drafting project related documents according to the planned results of the respective components and taking into account the national rules for legislative development;
- Assistance with the preparation of trainings, study tours, workshops, seminars, etc.;
- Assistance with the preparation of strategy documents, implementation guidelines, operational/ procedural manuals and instruction handbooks;
- Supervision and on-site coordination of all activities related to their field of expertise and performed under this project;
- Contributing to the sustainability of the project by ensuring that aspects of the project related to their field of expertise are implemented timely and properly;
- Timely proposals for any corrective measures;
- Liaise with RTA, Component Leaders and BA counterparts.

Some of the fields of expertise where the STEs will be required are (list is not exhaustive):

- Knowledge and experience working on legal approximation issues, particularly *Union acquis*, relevant international conventions, EU institutions and instruments;
- Knowledge and experience of drafting rail regulations/legislation, including regulatory impact assessment and costing and inter-institutional coordination;

- Knowledge and experience in necessary administrative structures and institutional capacities (e.g. human and financial resources, procedures, infrastructure) for the implementation of relevant acquis;
- Experience in developing strategy documents, implementation guidelines, operational/procedural manuals and instruction handbooks;
- Extensive experience in capacity building and training activities, human resources management and professional development of personnel;
- Knowledge and experience of developing public consultations, information campaigns and awareness raising.

4. Budget

Maximum Budget available for the Grant 1,250,000 EUR.

5. Implementation Arrangements

- 5.1 The EU Delegation to Georgia will be responsible for the tendering, contracting, payments and financial reporting and will work in close cooperation with the Beneficiary Administration. The person in charge of this project within the EU Delegation to Georgia is:

Alexandre DARRAS

Team Leader Connectivity, Energy, Environment and Climate change
 Delegation of the European Union to Georgia
 64b Chavchavadze Ave., 0179 Tbilisi, Georgia
 E-mail: Alexandre.DARRAS@eeas.europa.eu

5.2 Institutional framework

Beneficiary under this project shall be the Ministry of Economy and Sustainable Development of Georgia (hereinafter – the Ministry), as being the responsible authority for railway transport policy. Furthermore, it should be highlighted that, the project may have a number of stakeholders, such as other state bodies/authorities, those which are deemed to be established while the implementation of EU directives/regulations in railway transport.

Ministry of Economy and Sustainable Development of Georgia, is one of the key ministries responsible for economic progress of Georgia, through among others: (i) development and implementation of transport and logistics policy of the state, including, land transport, maritime and civil aviation (ii) development and implementation of policies in the energy sector and implementation of various reforms in this field; (iii) development and implementation of foreign trade policies (iii) promoting doing business in Georgia; (iv) ensuring proper management of the state property doing business in Georgia, innovative technologies, proper management of the state property.

The total number of employees at the central office of the Ministry is 215. Structural Unit of the Ministry responsible for the implementation of transport policy is Transport and Logistics Development Policy Department (Staff: 12 employees).

The essential functions of the Transport and Logistics Development Policy Department includes:

- Development of transport and logistics in accordance with state priorities and ensuring maximum economic efficiency;
- Improvement of the normative base in Transport and Logistics and harmonization with international standards;
- Initiation, coordination and monitoring of implementation of short, medium and long-term development strategies of transport;
- Initiation and implementation of strategic importance projects related to transport;
- Planning and implementing of relevant activities / projects for the development of logistics and the country's transit potential;
- Cooperation with international organizations and agencies within the competence;
- Coordination of activities in aviation, road, rail and maritime transport areas within the competence;
- Elaboration of international agreements in the field of transport, revising existing agreements in accordance with established state policy and participation in negotiations, Etc.

Structural Units of the Transport and Logistics Development Policy Department:

- Land Transport Division;
- Maritime Transport Division;
- Civil Aviation Division;
- Transport Corridor and Logistics Development Division.

Moreover, the technical regulators of different transport modes are functioning within the structure of the Ministry, such as LEPL Land Transport Agency (covering only road transport), LEPL Maritime Transport Agency and LEPL Civil Aviation Agency.

5.3 Counterparts in the Beneficiary administration:

5.3.1 PL counterpart:

Akaki Saghirashvili,
Deputy Minister, MoESD.
Address: 2 Sanapiro Str., Tbilisi Georgia
Email: asaghirashvili@moesd.gov.ge

5.3.2 RTA counterpart:

Erekle Kezherashvili,
Deputy Head of Transport and Logistics Development Policy Department,
MoESD.
Address: 2 Sanapiro Str., Tbilisi Georgia
Email: ekezherashvili@moesd.gov.ge

5.3.3 Contact person:
Aleksandra Suladze,
Consultant, Transport and Logistics Development Policy Department, MoESD
Address: 2 Sanapiro Str., Tbilisi Georgia
Email: asuladze@moesd.gov.ge

6. Duration of the project

Duration of the execution period: 27 months.

7. Management and reporting⁶

7.1 Language

The official language of the project is the one used as contract language under the instrument (English). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

The Project Steering Committee (PSC) will be created at the beginning of the project, comprising of the representatives of MOESD, Member State Institutions, the EU Delegation to Georgia and Programme Administration Office (PAO) of the Ministry of Foreign Affairs of Georgia.

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements *via-à-vis* the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. The PSC meetings could be attended by the current ongoing related projects or representatives of the relevant institutions, with respect to the project aims and objectives. Those stakeholders can be involved in the PSC with observer status.

The Steering Committee will meet at regular quarterly intervals; It will be co-chaired by the Project Leaders (EU Member State and Beneficiary Country). Discussions and important decisions, taken during the meetings will be kept in the official minutes in English with the possibility to disseminate among the committee members afterwards. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

⁶ Sections 7.1-7.3 are to be kept without changes in all Twinning fiches.

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *via-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress. Monitoring and Evaluation of the project will be conducted using the project-specific logframe, to be encoded in the EU projects monitoring system OPSYS. The contractor should report on the results at impact, outcome and output levels, linked to sources of verification presented in the logframe. Reporting will be carried out through Progress, Interim and Final Reports as laid down in the terms of reference / project description and general conditions. For the better quality of the log frames and indicators, the contractors are encouraged to get familiar with DG NEAR guidelines on Indicators - P. 45 and the EU Results Framework. Wherever an indicator set out in the project log frame is also reflected in the EU Results Framework, project reporting will also cover it.

8. Sustainability

The achievements of the Twinning project will have permanent and ongoing beneficial effects on the effectiveness of railway sector and market management, its capacity and human resources involved in management/operation of rail entities, and cooperation with other institutions and private sector. The sustainability of the project will be achieved through the embedded sub-results of capacity building and sustainability in the project. In particular, through a suitable implementation of these project activities and availability of trained personnel in MoESD and JSC Georgian Railways and as well as development of relevant documents (e.g. strategy documents, implementation guidelines, operational/ procedural manuals, instruction handbooks, draft laws and by-laws) and training materials on the implementation of approximated railway legislation for further use in Georgia.

9. Crosscutting issues

Based on the fundamental principles of promoting equality and combating discrimination, the MoESD may consider to ensure equal opportunities between gender in the management and implementation of the Project, including equal opportunities in training, site visits and participation in all of the Projects' missions and events; contributing thus to the promotion of gender equality.

The principle of implementation of this Twinning project may be based on environment friendly work environment. This in particular envisages, minimising paper use during project implementation by the maximum feasible use of electronic tools and resources.

10. Conditionality and sequencing

There is no precondition set for this Twinning project. It is foreseen that a series of activities / measures would have been undertaken by MoESD in order for the project to start in satisfactory conditions. The MoESD commits itself to provide the contributions stated in the Fiche. They include:

- Strong commitment and support of MoESD management and other staff throughout the project implementation;
- Assigning dedicated staff to activities connected with the project activities and components;
- Ensuring coordination between departments, institutions and other partners connected with the project;
- Ensuring access to indispensable information and documents;

The Twinning project will enable MoESD to face the challenges of approximation of the *Union acquis* into Georgian national legislation. Leveraging similar experience and progress made in EU Member States would assist MoESD in its tasks and contribution to the improvement of railway legislation.

11. Indicators for performance measurement

The project MS and BC partners will ensure the smooth implementation of project activities and assess performance measurement in line with the logical framework. Through the project operation, phase the project counterparts will meet regularly to ensure consistency of project implementation and achievement of the results.

Component 1/Mandatory result 1: National regulatory framework on railway transport revised and upgraded in accordance with the respective Union acquis

Performance Indicators:

- Status of normative acts approximating Georgian primary and secondary legislation with the Union acquis in railway transport.

Sub-Result 1.1: Approximation of Georgian primary and secondary legislation with the Union acquis on railway transport performed.

Performance Indicators:

- Status of review/assessment (gap analyses) report regarding the core processes and functional structure of railway sector
- Availability of revised and new laws/bylaws and their accompanying documents
- Status of normative acts related to the establishment of the relevant authorities
- Availability of procedures and supplementary documentation associated with adoption of new regulations for/between different actors of the system.

Component 2/Mandatory result 2: A well-organized, nationally regulated railway market/sector established

Performance Indicators:

- Extent to which overall policy framework for a well-organized, nationally regulated railway sector is in place.

Sub-Result 2.1: Strategy/policy document on restructuring of Georgian rail sector and other relevant documentation for defining the organisational/operational/functional structure of rail sector prepared.

Performance Indicators:

- Status of legal and political documents required to implement legal, structural and functional reorganization of railway sector.

Component 3/mandatory result 3: Capacity of relevant rail authorities and other key stakeholders strengthened

Performance Indicators:

- Number and percentage of key professionals of newly established authorities aware and capable of applying in their functions EU Standards related to rail safety, licensing and other railway transport issues;
- Availability of the activity report of the safety authority.

Sub-Result 3.1. Staff competencies regarding legal, technical and administrative capacity improved, in accordance with the EU transport acquis

Performance Indicators:

- Availability of training needs analysis
- Availability of training materials developed within the project
- Number of specialists from respective authorities/bodies trained within the project
- Availability of a report on piloting and monitoring of rail sector's newly established authorities
- Number of Georgian specialists involved in internship programs in respective European railway institutions.

12. Facilities available

The MoESD commits itself to deliver the following facilities:

- Adequately equipped office space for the RTA and the RTA assistant(s) for the entire duration of their secondment;
- Supply of office room including access to computer, telephone, internet, printer;
- Adequate conditions for the STEs to perform their work while on mission;
- Provide suitable venues for the training sessions and meetings that will be held under the project;
- Security related issues will be assured according to the standards and practices applicable for all Georgian public institutions.

ANNEXES TO PROJECT FICHE

1. The Simplified Logical framework matrix;
2. MoESD Organizational Chart;
3. Organizational Chart of JSC Georgian Railway.

Annex 1 - Simplified Logical Framework

Project Title: Support to approximation of Georgian legal and institutional framework to the Union Acquis in the field of railway transport				Programme name and number: EU support for the Implementation of the EU-Georgia Association Agreement, ENI/2018/041-415, Direct Management	
Beneficiary Institution: Ministry of Economy and Sustainable Development of Georgia				Total budget: 1,250,000 EUR.	EU ENI financing (100%)
	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	The overall objective of the project is to support the approximation of Georgian Railway sector with the relevant EU standards and regulations and to strengthen and empower the railway regulatory environment of Georgia	<p>Amount of cargo transported by rail Baseline: 2018 – 10.005 mln. Tons Target: 2023 – Increased</p> <p>Number of passengers transported by rail Baseline: 2018 – 2.8343 mln. Target: 2023 – Increased</p>	<p>Data of the Ministry of Economy and Sustainable Development of Georgia</p> <p>Data of the JSC Georgian Railway</p>		

<p>Specific (Project) Objective</p>	<p>The specific objective of the project is to upgrade national railway transport legislation and to strengthen national institutional capacities, inter alia, through the approximation of Georgian legislation to the relevant Union acquis to meet the commitments undertaken by Georgia under the EU-Georgia Association Agreement.</p>	<p>Degree of compliance of legal and institutional framework of railway transport sector of Georgia to the respective Union Acquis</p> <p>Baseline: 2019 - N/A</p> <p>Target: 2023 – Approximation of Georgian national legislation to the EU Directives: 2008/57/EC, 2004/49/EC, 2012/34/EU performed; Railway sector of Georgia restructured in compliance with Union acquis</p>	<p>Legislative Herald of Georgia, LEPL www.matsne.gov.ge</p> <p>Project documentation: legal analysis reports, institutional analysis reports, training needs assessments, recommendations etc;</p> <p>AA implementation report</p>	<p>Difficulties related to the implementation of the upgraded legislation</p> <p>Lack of commitment from respective actors and/or decision makers</p> <p>Delays in adopting new/or amended legislation</p>	<p>Government commitment on the fulfillment of AA/ DCFTA requirements continued</p> <p>Strong support and proactive cooperation of Twinning partner(s) ensured</p> <p>Number of staff to be involved in the implementation process mobilized</p>
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<p>Mandatory results/ outputs by components</p>	<p>Component 1/Mandatory Result: National regulatory framework on railway transport revised and upgraded in accordance with the respective Union acquis</p>	<p>Status of normative acts approximating Georgian primary and secondary legislation with the Union acquis in railway transport</p> <p>Baseline: 2019 - First drafts of the respective laws and normative acts prepared</p> <p>Target: 2023 – laws and normative acts approximating Georgian primary and secondary legislation with the Union acquis in railway transport adopted by the Parliament and GoG,</p>	<p>Legislative Herald of Georgia, LEPL www.matsne.gov.ge</p> <p>Analysis reports of the relevant Georgian legislation</p> <p>Legislative Amendments</p> <p>AA implementation report</p> <p>Project quarterly and final reports</p>	<p>Difficulties related to the implementation of the upgraded legislation</p> <p>Lack of commitment from respective actors and/or decision makers</p> <p>Delays in adopting new/or amended legislation</p> <p>Insufficient human resources</p>	<p>Government commitment on the fulfillment of AA/ DCFTA requirements continued</p> <p>Strong support and proactive cooperation of Twinning partner(s) ensured</p>
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	<p>Component 2/ Mandatory Result 2: A well-organized, nationally regulated railway market/sector established</p>	<p>Extent to which overall policy framework for a well-organized, nationally regulated railway sector is in place</p> <p>Baseline: 2019 - limited institutional/legal policy framework</p> <p>Target: 2023 - New legal and institutional framework in place, establishing: new participants of rail market with their functionalities activity areas and requirements, ensuring, distinct separation of infrastructure management from operations; the new policy framework for: (i) rail safety, (ii) interoperability (iii) accident investigation (iv) the criteria applicable to the issuing, renewal or amendment of licences for railway undertakings; (v) the principles and procedures applicable to the setting and collecting of railway infrastructure charges and the allocation of railway infrastructure capacity</p>	<p>Legislative Herald of Georgia, LEPL www.matsne.gov.ge</p> <p>status of the national rail agencies</p>	<p>Lack of appropriate human resources</p> <p>Lack of commitment from respective actors and/or decision makers</p> <p>Lack of material-technical resources</p> <p>Need for additional financial interventions</p> <p>Delays in adopting new/or amended legislation</p> <p>Insufficient human resources</p>	<p>Strong advocacy at high political level ensured</p> <p>Strong support and proactive cooperation of Twinning partner(s) ensured</p>
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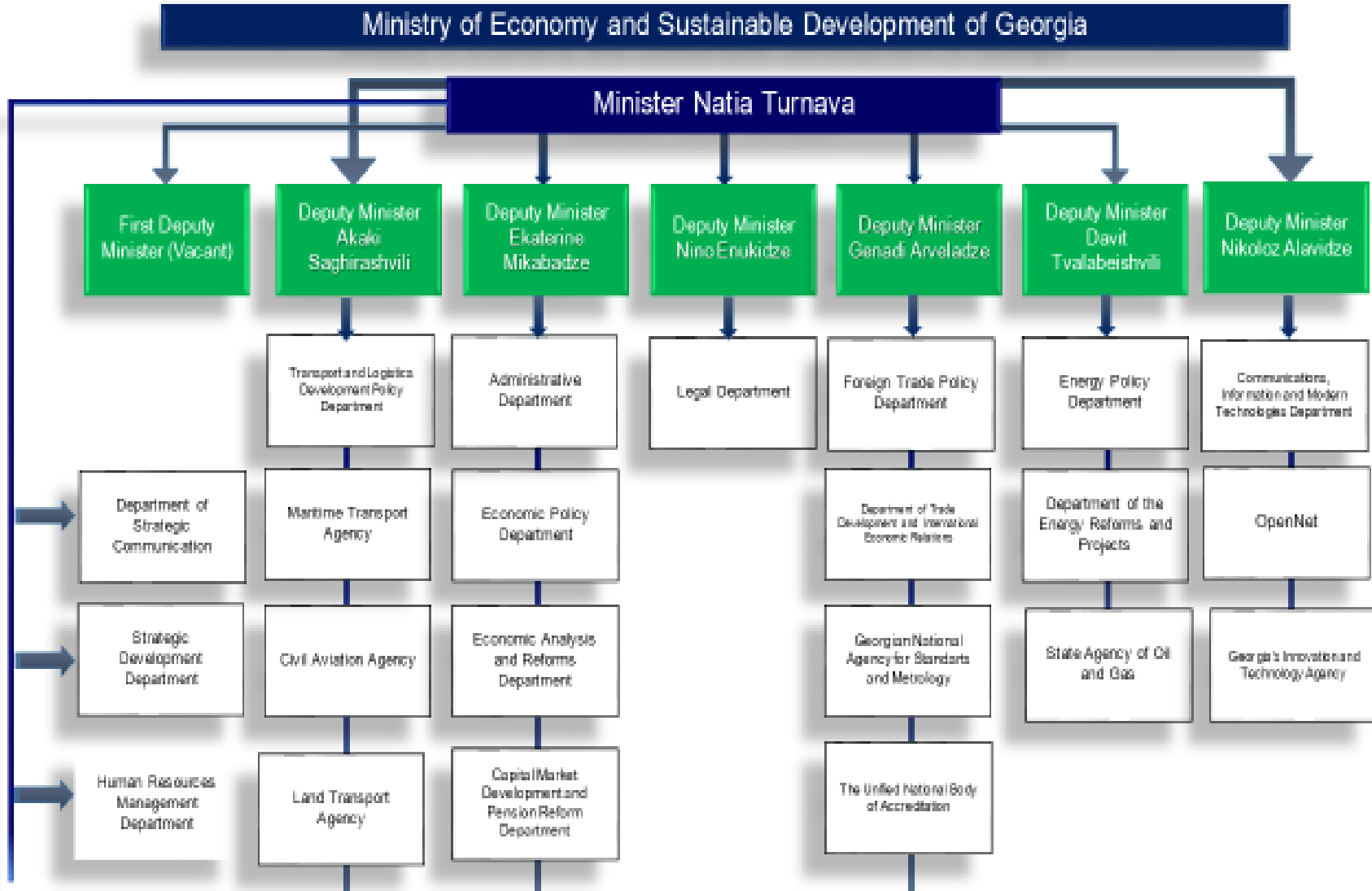
	<p>Component 3/ Mandatory Result 3: Capacity of relevant rail authorities and other key stakeholders strengthened</p>	<p>Share of key professionals of newly established authorities aware and capable of applying in their functions EU Standards related to rail safety, licensing and other railway transport issues</p> <p>Baseline: 2019 - N/A Target: 2023 – 80% of key professionals of newly established authorities aware of EU standards Availability of the activity report of the safety authority</p> <p>Baseline: 2019 - N/A Target: 2023 – Activity report of the safety authority prepared</p>	<p>Project documentation (list of various meetings, list of participants from various meetings, training programmes, training materials, list of trainees)</p> <p>STE mission reports</p> <p>Project quarterly and final reports etc.</p>	<p>Lack of human resources with basic education and experience in the relevant fields</p> <p>Lack of sufficient support and/or means of relevant institutions</p>	<p>Collaboration between all stakeholders in training needs identification and trainees/resource (training space, equipment) mobilization ensured</p> <p>National rail bodies are established (or in the process of establishment) accordance with the EU Acquis</p>
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<p style="text-align: center;">Sub-results per component</p>	<p>Sub-result 1.1. Approximation of Georgian primary and secondary legislation with the Union acquis on railway transport performed</p>	<p>Status of review/assessment (gap analyses) report regarding the core processes and functional structure of railway sector</p> <p>Baseline: 2019 - N/A Target: The functional structure and core processes, as well as relevant documentation regarding the Georgian railway sector are analysed and respective report elaborated within the first 6 months of the project implementation</p> <p>Availability of revised and new laws/bylaws and their accompanying documents Baseline: 2019 – part of new laws/bylaws prepared Target: Compliant legal framework (legal acts and secondary legislation) is drafted and existing domestic legislation updated, in accordance with the EU railway legislation within the first year of the project implementation</p> <p>Status of normative acts related to the establishment of the relevant authorities</p> <p>Baseline: 2019 - N/A Target: Organisational, operational, functional structure and charter documents of newly established rail authorities (RSA, AIA, CA for PSO, RMR,LA) revised/updated within the first 14 months of project implementation</p> <p>Availability of procedures and supplementary documentation associated with adoption of new regulations for/between different actors of the system</p> <p>Baseline: 2019 - Not available Target: 2022 - Legal and institutional framework with relevant supporting document/procedures (SMS, CST CSI, CSM, SC, SA...) elaborated for the purposes of regulating the Railway safety; Interoperability legal/institutional framework with relevant supporting documentation created; Market regulation legal/institutional framework</p>	<p>Legislative Herald of Georgia, LEPL www.matsne.gov.ge</p> <p>Tables of concordance</p> <p>Project documentation: legal analysis reports, institutional analysis reports, training needs assessments, recommendations etc.</p>	<p>Difficulties related to the implementation of the upgraded legislation</p> <p>Insufficient human resources</p> <p>Delays in adopting new/or amended legislation</p>	<p>Government commitment on the fulfillment of AA/ DCFTA requirements continued</p> <p>Strong support and proactive cooperation of Twinning partner(s) ensured</p>
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	<p>Sub-Result 2.1 Strategy/policy document on restructuring of Georgian rail sector and other relevant documentation for defining the organisational/operational /functional structure of rail sector prepared</p>	<p>Status of legal and political documents required to implement legal, structural and functional reorganization of railway sector</p> <p>Baseline: 2019 – N/A Target: 2022 – Organisational, operational/functional structure of rail sector is defined and relevant charter documentation for the reorganization purposes, prepared; The rules applicable to the management of railway infrastructure and to rail transport activities of the railway undertakings to be established prepared; The criteria applicable to the issuing, renewal or amendment of licences for railway undertakings prepared; The principles and procedures applicable to the setting and collecting of railway infrastructure charges and the allocation of railway infrastructure capacity prepared; The principles and procedures applicable to the maintenance, management, operating and utilizing of railway infrastructure developed</p>	<p>Legislative Herald of Georgia, LEPL www.matsne.gov.ge</p> <p>Tables of concordance</p> <p>Project documentation: legal analysis reports, institutional analysis reports, training needs assessments, recommendations etc;</p> <p>Supporting documents: operational plans and procedures, manuals and guidelines</p>	<p>Difficulties related to the implementation of the upgraded legislation</p> <p>Insufficient human resources</p> <p>Delays in adopting new/or amended legislation</p>	<p>Government commitment on the fulfillment of AA/ DCFTA requirements continued</p> <p>Strong support and proactive cooperation of Twinning partner(s) ensured</p>
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<p>Sub-result 3.1 Staff competencies regarding legal, technical and administrative capacity improved in accordance with the EU transport acquis;</p>	<p>Availability of training needs analysis</p> <p>Baseline: 2019 –Not Available Target: Report elaborated within the first year of project implementation</p> <p>Availability of training materials developed within the project Baseline: 2019 – N/A Target: Training materials elaborated within the first year of project implementation</p> <p>Number of specialists from respective authorities/bodies trained within the project Baseline: 2019 N/A Target: 2022 - 5 specialists from Rail Office being under the land transport agency, 5 specialists from accident investigation authority, 5 specialists from rail market regulator, 5 specialists from Safety Authority, 5 specialists from licensing authority, 5 specialists from PSO competent authority) and 5 concerning legal, institutional, financial and management issues, and 10 specialists concerning safety and interoperability issue</p> <p>Availability of a report on piloting and monitoring of rail sector’s newly established authorities Baseline: 2019 - N/A Target: Report elaborated within the last 2 months of project implementation</p> <p>Number of Georgian specialists involved in internship programs in respective European railway institutions Baseline: 2019 - N/A Target: Internship programs for the following key professionals: 1 specialist from Rail Office under the MOESD; 1 specialist from accident investigation authority; 1 specialist from rail market regulator; 1 specialist from Safety Authority; 1 specialist from licensing authority; 1 specialist from PSO competent authority); 2 specialists concerning safety and interoperability</p>	<p>Training programs</p> <p>Project documentation (list of meeting/trainings, participants, recommendations)</p> <p>Project quarterly and final reports</p> <p>STE mission reports</p> <p>Study visits’ reports</p>	<p>Lack of human resources with basic education and skills either trainers or trainees</p> <p>Delays in project implementation process</p>	<p>Collaboration between all stakeholders in training needs identification and trainees/resource (training space, equipment) mobilization ensured</p>
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Annex 2: Organizational Chart of MOESD



Annex 3: Organizational Chart of JSC Georgian Railway

Organisational Structure of JSC Georgian Railway

July 2019

