



Terms of Reference (TOR) for the Revision of the TEM and TER Master Plan

I. MANDATE

The TEM and TER Master Plan final Report in its conclusions and recommendations stressed that the follow up work should include, inter alia, collection of missing information about the current status and planned progress in some parts of the backbone networks, and a revision of the Master Plan in 2008.

The UNECE TEM and TER Projects Steering Committees (TEM - forty-third and forty-eight sessions, Vienna June 2005 and Geneva December 2007, respectively), (TER - twenty-fourth session, Vienna, December 2007) decided the revision of the Master plan and the elaboration of the Terms of Reference (TOR) of that revision.

The UNECE Inland Transport Committee at its 68th, 69th and 70th sessions reiterated its support for these activities and invited the Steering Committees of the TEM and TER Projects, in close cooperation with the secretariat and the concerned Governments, to continue pursuing the follow-up actions recommended in the Master Plan, including monitoring of its implementation and its revision in 2008-2009.

The TEM and TER PCOs, in close collaboration with the UNECE and the external consultants of both projects based on countries inputs, prepared the TOR for the revision of the Master Plan. The content of the TOR was further discussed in the framework of TEM and TER.

II. TER & TEM MASTER PLAN REVISION SCOPE AND OBJECTIVES

The TEM and TER Master Plan elaboration achieved its goal which was to present a consistent and realistic short, medium and long term investment strategy on the road, rail and combined transport Backbone Networks in the wider TEM and TER region.

With the elaboration of their Master Plan, TEM and TER Projects offered a substantial contribution to the extension of TEN-T; the practical implementation of Pan-European Transport Corridors; the promotion of Intermodal operation and transport modes complementarity; and assisted towards the provision of maximum effectiveness of transport infrastructure.

The implementation of such an investment plan would contribute to the economic growth of the countries concerned and to the well being of their populations, as well as assisting the integration and harmonization of transport within Europe and beyond.

It is evident to state that TEM and TER process has been successful, but the work is ongoing. Further work in some aspects is necessary and technical assistance is needed in order to monitor progress. There is still considerable difficulty in presenting the complete shape of the TEM and TER Backbone Networks in the different time horizons (2015 and 2020) due to lack of adequate information of the current status and the planned progress in some parts of the respective networks.

Since the elaboration of the TEM and TER Master Plan a number of new developments emerged. These may be summarised as follows:

- ☑ *Completion of the work of the EU high level group and the extension of the TRANS EUROPEAN network in neighbouring countries and regions,*
- ☑ *Approval of accession of Azerbaijan and Armenia to the TEM and TER projects,*



- ☑ *Disintegration of Serbia and Montenegro in two independent national entities,*
- ☑ *Accession of Bulgaria and Romania in the European Union,*
- ☑ *Need for inclusion of all SEE countries in the Master Plan exercise (Albania) ,*
- ☑ *New proposals on priorities, projects and links by TEM & TER member countries in the course of the 2006 and 2007 follow up work*
- ☑ *Completion of the UNECE - UNESCAP Euro Asian linkages project and adoption, by the concerned countries, of the priority routes and projects, identified by it.*
- ☑ *New data received from countries, such as Hungary, Poland, and the Russian Federation,*
- ☑ *Increase interest of countries intermodal aspects including logistics centres, combined transport terminals, seaports and maritime hinterland connections with RO- RO, RO-PAX and RO-LA.*

Table 1: Countries to be involved in the 1st Revision and Extension of TEM and TER Master Plan

<p>Proposed countries to be involved</p> <p><u>25 countries</u>¹: Albania, Armenia, Austria, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Georgia, Greece, Hungary, Italy, Lithuania, Moldova, Montenegro, Poland, Romania, Serbia, Slovakia, Slovenia, Turkey, Ukraine, FYROM, Russian Federation,</p>

A clear decision as to the scope of the work has to be taken within the TEM and TER Projects. However, it must be clear that, irrespective of that decision, the real inclusion of the countries in the Master Plan work will be assured only through their actual contribution i.e. nomination of their Experts and provision of all necessary information.

III. THE PROJECT'S OBJECTIVES

Table 2: The Project's objectives

<ul style="list-style-type: none">☑ Latest development of the TEM and TER projects since the Master Plan☑ Data Identification and review of the involvement of new countries at the TEM and TER projects☑ Update of data related to traffic flows for TEM and TER projects☑ Conformity of the backbone network with the emerged projects, directives or regulations☑ Review or identification of master plan projects☑ Revision of the TEM and TER Master Plan backbone networks

¹ The 21 countries involved in the Master Plan plus Albania, Armenia, Azerbaijan and Montenegro



- Review of borders crossing issues and obstacles
- Improvement of data collection procedures
- Future status of TEM and TER Master Plan backbone networks
- Updating data concerning TEM and TER projects funding securitization
- Mapping and update of all different issues of operational aspects
- Identification of interrelationships of the TEM and TER Master Plan backbone networks with Intermodal points and links
- Improvement of Data collection procedures
- Conclusions, recommendations and dissemination of results



IV. ORGANIZATION AND EXECUTION OF THE WORK

Table 3: Who does what

Who	What
Project Central Offices-Project Managers	Mainly responsible for the work, its administration and reporting
National Coordinators - Country Experts	Provision of data required at national level
Participating/Invited transport related European and International bodies and IFIs	Offering thematic support and guidance
External consultants	Technical and scientific expertise and elaboration of agreed tasks and quality control.
The UNECE Transport Division (Director, Regional Adviser and other appointed staff)	Overall coordination and guidance

Table 4: Organization of the work

Who	What
<u>TEM Master Plan Expert Group consisting of:</u> <ul style="list-style-type: none">- Project Manager- External Consultants- National Coordinators/Country Experts- Experts from invited bodies and IFIs- Director and/or Regional Adviser and appointed Chief of Section of the UNECE Transport Division	The TEM Master Plan Expert Group will meet 2 times during the project period for the elaboration of the specific tasks assigned to it according to the work plan.
<u>TER Master Plan Expert Group consisting of:</u> <ul style="list-style-type: none">- Project Manager- External Consultants- National Coordinators/Country Experts- Experts from invited bodies and IFIs- Director and/or Regional Adviser and appointed Chief of Section of the UNECE Transport Division	The TER Master Plan Expert Group will meet 2 times during the project period for the elaboration of the specific tasks assigned to it according to the work plan.
<u>Master Plan Coordination Group:</u> <ul style="list-style-type: none">- TEM and TER Project Managers- External Consultants- Director and/or Regional Adviser and appointed Chief of Section of the UNECE Transport Division	The Master Plans Coordination Group will meet 4 times during the period of the project for the evaluation and control of the progress of work and for taking necessary relative decisions. In coordination Group meetings may be attended by other invited parties as necessary and appropriate.

Note: Experts from non-TEM and TER member countries concerned will be invited and nominated as focal points. The Master Plans should be elaborated in a way to assure continuity irrespective of TEM and TER country membership, at least for the entire Pan-European Corridors.



V. OUTPUTS AND DELIVERABLES

Table 5: TEM and TER revision of Master Plan: Outputs and deliverables

1. Organization, monitoring and co-ordination of the work
2. Updated Socio-economic status and scenarios of growth of new countries in region involved
3. Up to date data of traffic flows valuable for the revision of the master plan
4. Conformity of the backbone network with emerged elements, directives and regulations
5. Identification of new projects
6. Report on the implemented projects in to 2006 - 2007
7. Update of the Master Plan methodology on the identification of bottlenecks , missing links and quality of service
8. Final TEM and TER master plan backbone networks
9. List of borders crossing obstacles, recommendations
10. Future backbone networks status
11. Funding considerations, mapping of projects funding securitisation and recommendations
12. Connection of backbone networks with Intermodal points and links
13. Update of major operational aspects along the major routes
14. Improvement of data collection procedures



VIII. Revised Project Work Plan, Description of Work

The revised Project Work Plan is presented in Work Packages in the following pages:

Work Package Description			
Title: Project Management		WP No: 1	
<u>Start:</u>	<u>Duration:</u>	Number of meetings	
Month March 2009	Months 13	Expert Groups 2 for TEM 2 for TER with following attendance	Coordination Group 4 with following attendance
<u>Parties involved</u>	<u>Task / Activity of partner</u>		
TEM Project Central Office	TEM Work Administration	X	X
TER Project Central Office	TER Work Administration	X	X
UNECE Transport Division	TEM & TER Co-ordination	X	X
TEM Master Plan countries National co-ordinators / Focal Points	Participation in Expert Group	X	-
TER Master Plan National Co-ordinators / Focal Points	Participation in Expert Group	X	-
External Consultant(s)	Technical and Scientific Advisors	X	X
Invited related European and International Organizations and IFIs	As necessary and appropriate	X	-
Objectives: To ensure the smooth execution of the Project and the management of the complex activities and numerous partners from different countries and professions.			
Description of the work / tasks Task 1.1 Elaboration according to approved TOR concerning 25 countries in the region Task 1.2 Letters from UNECE to 25 TEM and TER Master Plan involved countries inviting them to participate in the work Task 1.3 Establishment of contact persons, focal points, experts and consultants for the work Task 1.4 Elaboration of the action plan including the timetable Task 1.5 Establishment of the Coordination Group and re-establishment of the Expert Groups Task 1.6 Identification of data needs and availability in all 25 countries Task 1.7 Selection of strict criteria for monitoring and evaluation of the process of the Master Plan revision Task 1.8 Organizations and IFIs (European Commission, EIB, EBRD, WORLD BANK, BSEC, RCC, IRU, IRF, UIC, CER, ASECAP, Europlatforms, UIRR, CLECAT, EIA, ESPO, EFIP) Task 1.9 Management, guidance and monitoring of the work Task 1.10 Performing quality control of deliverables Task 1.11 Meetings of the Coordination Groups and of the Expert Groups Task 1.12 Reporting on the progress of the work Task 1.13 Elaboration of the final report of the revision			
Milestones and Criteria: Formation of the groups and their first meetings			
Interrelation to other work packages: With all			
Number of missions of the Projects' personnel : TEM: 1X2=2 missions, TER: 1X2=2 missions Number of missions of the UNECE personnel: 8 missions Number of missions for consultants: 16 missions			



Work Package Description		
Title: Updating data including for newly involved countries		WP No: 2
Start: Month: May 2009	Duration: Months 9	Remarks
Parties involved	Task / Activity of partner	
TEM PCO	2.1 to 2.14	
TER PCO	2.1 to 2.14	
UNECE	2.1 to 2.14	
External Consultant(s)	2.2 to 2.14	
National Coordinators / Experts	As appropriate	
Objectives Data identification and Review of the involvement of New Countries at the TEM and TER Projects		
Description of the work / tasks Task 2.1 Analysis and assessment of the present situation incl. the missing data as well of deficiencies of data delivery, processing and monitoring procedures Task 2.2 Consideration of possibilities to develop „shadow“ data to make up for missing data, using other official sources and selected site visits Task 2.3 Acquisition of actual data on GDP, demography and export/import Task 2.4 Establishment of socio-economic growth scenarios for new countries and updated the previously elaborated one. Task 2.5 Passenger/freight transport demand forecasting Task 2.6 Definition of Master Plan backbone network Task 2.7 Acquisition of data on infrastructure status and traffic flows on the main International road and rail networks Task 2.8 Backbone network detailed traffic forecast Task 2.9 Identification of missing links and connections Task 2.10 Identification of the Master Plan projects Task 2.11 Information about funding securitization Task 2.12 Acquisition of data on border crossings status and procedures Task 2.13 Identification of bottlenecks in the periods until 2020 Task 2.14 Establishment of Master Plan monitoring procedures		
Expected results/Outputs - deliverables <input checked="" type="checkbox"/> Updated Socio-economic status and scenarios of growth of new countries in region involved		
Milestones and Criteria <input checked="" type="checkbox"/> Get sufficient data from newly involved Master Plan countries <input checked="" type="checkbox"/> Get actual generic, socio economic and infrastructure data from newly involved countries		
Interrelation to other work packages: Provides the necessary data to other WPs		



Work Package Description		
Title: Traffic Forecasts Updating		WP No: 3
Start: Month September 2009		Remarks
Duration: Months 6		
Parties involved		
Task / Activity of partner		
TEM PCO	3.1 to 3.7	
TER PCO	3.1 to 3.4	
UNECE	3.1 to 3.7	
External Consultants	3.1. to 3.7	
Objectives Update data related to traffic flows for TEM and TER projects		
Description of the work / tasks		
<p>Task 3.1 Updating of the passenger forecast for groups of countries (TEM & TER)</p> <p>Task 3.2 Updating of the freight forecast for groups of countries (TEM & TER)</p> <p>Task 3.3 Updating of the passenger forecast for individual countries (TEM & TER)</p> <p>Task 3.4 Updating of the freight forecast for individual countries (TEM & TER)</p> <p>Task 3.5 Comparison of the 2005 Master Plan forecasts (for individual backbone network sections) with the real 2005 AGR and AGC census results</p> <p>Task 3.5.b Collection and processing of combined /intermodal transport data available from the AGTC work or other sources.</p> <p>Task 3.6 Comparison of the interpolated 2007 Master Plan forecasts with the available (TEMSTAT and/or automatic counting) UNECE 2005 censuses results</p> <p>Task 3.7 Updating of the forecast for individual backbone network sections based on above comparisons (TEM)</p>		
Expected results/Outputs - deliverables		
1. Up to date data of traffic flows valuable for the revision of the master plan		
Milestones and Criteria		
<input checked="" type="checkbox"/> Implementation of the top-down macro forecast and the bottom up micro forecast approach		
Interrelation to other work packages: Provides the necessary data to other WPs		



Work Package Description		
Title: Consideration and Evaluation of new and newly emerged elements		WP No: 4
Start: Month June 2009	Duration: Months 8	Remarks
Parties involved	Task / Activity of partner	
TEM PCO	4.1 to 4.6	
TER PCO	4.1 to 4.6	
UNECE	4.1 to 4.6	
External Consultants	4.1. to 4.6	
Objectives Comparison of the backbone network with the emerged projects, links and interrelationships		
Description of the work / tasks Task 4.1 Comparison of the backbone network with the AGR, AGC and AGTC networks Task 4.2 Comparison of the backbone network with the priority projects included in the Corrigendum to European Parliament's Decision 884/2004/EC and of the Council of 29 April 2004 Task 4.3 Comparison of the backbone network with networks identified in the accession treaties of the new EU member states Task 4.4 Comparison of the backbone network and its interlinkages with the Euro-Asian road routes (EATL) and railway lines and OSJD railway corridors. Task 4.5 Assessment and Modifications of the backbone network based on countries' proposals Task 4.6 Modifications related to the TEM and TER backbone networks' Intermodal Interrelationships and results of regional co-operation		
Expected results/Outputs - deliverables 1. Possible adjustment of the backbone network to the emerged projects, links and interrelationships.		
Milestones and Criteria Presentation of respective report		
Interrelation to other work packages: Provides the necessary data to other WPs		



Work Package Description		
Title: New and / or revised Master Plan Projects		WP No: 5
Start:		Remarks
Month April 2009	Duration: Months 9	
Parties involved		
Task / Activity of partner		
TEM PCO	5.1 to 5.5	
TER PCO	5.1 to 5.5	
UNECE	5.1 to 5.5	
External Consultants	5.1. to 5.5	
Objectives Review or identification of master plan projects		
Description of the work / tasks		
Task 5.1	Identification of the Master Plan projects finished until the end of 2007 and related costs (to be deleted from the Master Plan revision)	
Task 5.2	Acquisition of requirements on revision of Master Plan projects including the revised data on existing projects	
Task 5.3	Acquisition of proposals and data (templates) on the new Master Plan projects (from the present Master Plan participating countries and the new countries)	
Task 5.4	Evaluation and prioritization of the revised and new Master Plan projects based on filled-in templates including those decided by the projects steering committees.	
Task 5.5	Evaluation of other projects' information sources (e.g. countries' agreements with the EU, strategic plans of development, ad-hoc missions, etc.)	
Expected results/Outputs - deliverables		
1. Identification of new Projects		
2. Report on the implemented projects in to 2006 - 2007		
Milestones and Criteria		
1. Assign the corresponding score, category and priority of all new and revised master plan projects		
2. Analysis of projects and associated costs per group of countries, modes etc		
Interrelation to other work packages: Provides the necessary data to other WPs		

NOTES:

a) We should present projects per countries groups.



Title: Review of facilitation aspects along the TEM TER Master Plan Backbone networks		WP No: 6
Start: Month July 2009		Remarks
Duration: Months 8		
Parties involved	Task / Activity of partner	
TEM PCO	6.1 to 6.9	
TER PCO	6.1 / 6.4 to 6.9	
UNECE	6.1 to 6.9	
External Consultants	6.1. to 6.9	
Objectives Review of Borders crossing issues and obstacles.		
Description of the work / tasks		
Task 6.1 Review of relevant work done by International Organizations and Institutions (e.g. UNECE, AASHTO, CEDR, PIARC, UIC, CER) Task 6.2 Revision and updating of the methodology on identifying bottlenecks taking stock of recent work in the UNECE(for TEM: desirable quality of transport service, capacity limits, transformation of truck and buses units to passenger car equivalents, etc.) Task 6.3 For TEM: Updating the bottlenecks identification for 2015 and 2020 on the basis of the above comparison and the backbone network updated traffic forecast Task 6.4 Proposals on removing bottlenecks identified on the TEM and TER backbone network in the framework of the reviewed Master Plan including the estimates of related costs. Task 6.5 Elaboration of maps showing identified bottlenecks and missing links on the backbone network and missing links in 2015 and 2020 for TEM and TER. Task 6.6 Updating of the list and map of TEM and TER Master Plan backbone network border crossings Task 6.7 Identification of present border crossing problems and obstacles related to transport matters, taking into account the new Master Plan participating countries, extension of the European Union as well as the Schengen Agreement space to more countries of the region Task 6.8 Identification of operational aspects of border crossings and of transport facilitation issues, e.g. legitimate restrictive practices, administrative procedures and documentation, duplicated inspections, limited application of information and communication technologies, different levels of charging, etc. Task 6.9 Recommended actions to remove obstacles and solve problems with respect to infrastructure, procedures and staff of border crossing		
Expected results/Outputs - deliverables		
1. List of borders crossing obstacles, recommendations 2. Update of the Methodology on identifying bottlenecks and missing links and quality of service.		
Milestones and Criteria Presentation of respective report(s)		
Interrelation to other work packages: Provides the necessary data to other WPs		



Title: Assessment and Modifications of the TEM & TER Master Plan backbone networks		WP No: 7
Start: Month October 2009		Remarks
Duration: Months 5		
Parties involved		
Task / Activity of partner		
TEM PCO	7.1	
TER PCO	7.1	
UNECE	7.1	
External Consultants	7.1	
Objectives Revision of the Backbone Network		
Description of the work / tasks Task 7.1 Identification and establishment of the final shape of the TEM and TER Master Plan backbone network		
Expected results/Outputs - deliverables 1. Final TEM and TER Master Plan backbone network		
Milestones and Criteria Presentation of respective report(s)		
Interrelation to other work packages: Provides the necessary data to other WPs		



Title: TEM and TER backbone network status in 2015 and 2020		WP No: 8
Start:	Duration:	
Month September 2009	Months 6	Remarks
Parties involved		
TEM PCO	8.1 to 8.5	
TER PCO	8.1 to 8.5	
UNECE	8.1 to 8.5	
External Consultants	8.1. to 8.5	
National Coordinators	As appropriate	
Objectives Future status of TEM and TER backbone networks		
Description of the work / tasks		
Task 8.1	Elaboration of methodology and forms to be used for obtaining information on future backbone network infrastructure status and on the related basic/strategic documents (national Master Plans, conceptions, transport policies)	
Task 8.2	Collection of data on the infrastructure status in the participating countries	
Task 8.3	Elaboration of draft maps of backbone network status in the respective time periods	
Task 8.4	Distribution of these draft maps to the participating countries for examination and corrections	
Task 8.5	Elaboration and publishing of maps of backbone network status in 2015 and 2020	
Expected results/Outputs - deliverables		
1. Future backbone network status		
Milestones and Criteria		
Presentation of respective report(s)		
Interrelation to other work packages: Provides the necessary data to other WPs		



Title: Funding considerations and TEM and TER Master Plan projects' funding securitization		WP No: 9
Start:		Remarks
Month May 2009	Duration: Months 6	
Parties involved	Task / Activity of partner	
TEM PCO	9.1 to 9.10	
TER PCO	9.1 to 9.10	
UNECE	9.1 to 9.10	
External Consultants	9.1. to 9.10	
IFIs, EC.		
Objectives Updating data concerning TEM and TER projects funding securitisation		
Description of the work / tasks		
<p>Task 9.1 Identification of possible sources of funding of these projects</p> <p>Task 9.2 Updating of data on Master Plan projects' funding securitization based on results of the TEM and TER Master Plan implementation monitoring</p> <p>Task 9.3 Assessment of application of the projects' evaluation criteria on socio-economic return on investment and on financial feasibility prioritization</p> <p>Task 9.4 Analysis of financially non-secured or partly secured projects from the point of view of their construction costs, GDP and national budgets of the countries concerned, (For TEM and TER: road/rail categories, network location, project scores/classes, traffic volumes and status of maturity (planning, design, construction))</p> <p>Task 9.5 Addressing funding considerations for non-secured or partly secured TEM and TER Master Plan projects</p> <p>Task 9.6 Estimation of financial needs and of financial resources available</p> <p>Task 9.7 Analysis of updated projects' eligibility for national budget, EU, bank and private funding</p> <p>Task 9.8 Experience with exploitation of Private Public Partnerships in transport infrastructure and potential and possibilities of its future application in TEM and TER Master Plan projects' implementation</p> <p>Task 9.9 The prerequisites for the bankable projects and the steps to be followed for ensuring funding.</p> <p>Task 9.10 Establishment of technical and institutional actions required to secure missing Funds</p>		
Expected results/Outputs - deliverables		
1. Mapping of projects funding securitization and recommendations		
Milestones and Criteria		
Presentation of respective report(s)		
Interrelation to other work packages: Provides the necessary data to other WPs		



Title: Intermodal Considerations		WP No: 10
Start: Month September 2009		Remarks
Duration: Months 5		
Parties involved	Task / Activity of partner	
TEM PCO	10.1 to 10.5	
TER PCO	10.1 to 10.5	
UNECE	10.1 to 10.5	
External Consultants	10.1 to 10.5	
EC, Europlatforms, EIA, ESPO, UIRR, EFIP		
Objectives Identification of interrelationships of backbone network with Intermodal infrastructure or points		
Description of the work / tasks Task 10.1 Interrelationships between the TEM backbone network and the TER one Task 10.2 Combined transport issues Task 10.3 Short Sea Shipping / Motorways of the sea, sea ports and major river ports' connections to the TEM and TER backbone network Task 10.4 Backbone network connections to Freight Villages and Logistics Centres Task 10.5 Other Intermodal transshipment points vis-à-vis the TEM and TER backbone network		
Expected results/Outputs - deliverables 1. Connection of projects Backbone network with Intermodal points		
Milestones and Criteria Presentation of respective report(s)		
Interrelation to other work packages: Provides the necessary data to other WPs		



Title: Operational Aspects		WP No: 11
Start:	Duration:	
Month July 2009	Months 9	
Parties involved	Task / Activity of partner	
TEM PCO	11.1 to 11.7	
TER PCO	11.1 to 11.4 / 11.7	
UNECE	11.1 to 11.7	
External Consultants	11.1. to 11.7	
National Coordinators / Experts	As appropriate	
IRU, ASECAP and other partners		
Objectives Mapping and update of all different issues of operational aspects		
Description of the work / tasks		
<p>Task 11.1 Identification of main routes along the TEM and TER Master Plan backbone network to be considered</p> <p>Task 11.2 First Assessment of operational performance along the identified routes and nodal points of the backbone network, based on the above findings on its status, bottlenecks and border crossings as well as on other tools, including time/cost methodology analysis</p> <p>Task 11.2b For TEM: Consideration of possibilities of application of the time/cost-distance methodology to analyse selected backbone network links and to indicate border crossings´ bottlenecks and their most critical issues</p> <p>Task 11.3 Experience gained in the implementation of individual components of the Intelligent Transport Systems in the participating countries and plans and recommendations for their wider implementation in the future</p> <p>Task 11.4 For TER: Experience gained in the implementation of various ETCS and ERTMS in the participating countries.</p> <p>Task 11.5 For TEM: Experience gained in the implementation of ETC.</p> <p>Task 11.6 For TEM: Possibilities of harmonization of traffic rules and regulations, removal of legal restrictions as well as balancing the facilitation and security measures to contribute to full interoperability of road transport</p> <p>Task 11.7 Considerations of environmental, safety and security issues especially with regard to international road freight and railway traffic and measures to mitigate adverse Trans-boundary impacts</p>		
Expected results/Outputs - deliverables		
1. Update of major operational aspects		
Milestones and Criteria		
Presentation of respective report(s)		
Interrelation to other work packages: Provides the necessary data to other WPs		



Work Package Description		
Title: Final Report - Lessons Learned and Recommendations		WP No: 12
Start: Month February 2010		Remarks
Duration: Months 3		
Parties involved	Task / Activity of partner	
TEM PCO	12.1 to 12.4	
TER PCO	12.1 to 12.4	
UNECE	12.1 to 12.4	
External Consultants	12.1. to 12.4	
Objectives Final Report and Improvement of Data Collection procedures		
Description of the work / tasks Task 12.1 Proposals for improvement of the unsatisfactory situation on data collection procedures with regard to the TEM and TER countries (country by country) Task 12.2 Similar proposals with regard to the non-TEM Master Plan participating countries and inputs by countries involved (country by country) Task 12.3 Proposals to improve communication between the UNECE/PCO and the Master Plan participating countries, differentiated according to the countries' groups Task 12.4 Final Report - Lessons learned and recommendations		
Expected results/Outputs - deliverables 1. Final Report 2. Improvement of data collection procedures		
Milestones and Criteria Presentation of respective report(s)		
Interrelation to other work packages: Provides the necessary data to other WPs		

