



Improving and modernising the core transport network of South East Europe for social and economic development

ACTION PLAN 2009 DRAFT

December 2008



SEETO ACTION PLAN 2009 – Draft

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Introduction

In June 2004, the South East Europe (SEE) region Participants¹ (hereafter also referred to as “Participants”) and the European Commission have signed a Memorandum of Understanding for the Development of the South East Europe Regional Core Transport Network (MoU), with the common objective of improving transport links within the Region and with the European Union in order to develop a Core Regional Transport Network.

The South East Europe Core Regional Transport Network (hereafter also referred to as the “Core Network”) includes 5,975 km of roads, 4,615 km of rail, 1,181 km of inland waterways (the rivers Danube and Sava), 7 sea ports, 2 river ports and 11 airports in the seven participants of the region. The Core Network also includes any interconnection or transshipment facilities, as well as ancillary installations.

In 2007 the Participants signed an Addendum to the MoU for a South East European Railway Transport Area, to reflect the need to restructure the railway sector on a commercial basis and define the priorities for infrastructure development and for medium and long-term reform of the railways sub-sector.

This Action Plan is based on the commitments foreseen in the MoU and on the work developed so far in successive Multi-Annual Plans (MAP), and will describe the activities planned for the year 2009, including expected results and tasks, as well as introducing activities foreseen for 2010 and beyond. It will serve as a guiding tool to help the Steering Committee and the Permanent Secretariat to manage accurately SEETO’s operation.

¹ Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Montenegro, Serbia and the United Nations Mission in Kosovo (UNMIK)

Chapter 1 Framework for the implementation of the MoU

The following arrangements have been foreseen in the Memorandum of Understanding to foster the reform process in the South East Europe Core Regional Transport Network:

1.1 Policy and strategic level

1. The **Annual Ministerial Meeting** (AMM) is the highest political forum where the progress of the Core Network in respect to the MoU is confirmed, MAP is reviewed, accepted and future strategies and – if necessary – changes in the basis of co-operation, objectives or coverage of the MoU are agreed upon. It is attended by the Ministers of Transport of each of the Participants and by the European Commission.
2. The **Steering Committee** (SC) ensures co-ordination of the joint work of Signatories of the Memorandum of Understanding. It is composed by one representative and one deputy representative of each Participant at Junior Ministers or senior civil servants' level. The Steering Committee has an overall monitoring and supervisory role. It is co-chaired by the European Commission and by a Chairman from the region and is the main responsible structure for guiding SEETO's activities and coordinating the transport infrastructure, and project planning, as well as promoting national reforms in line with the agreed EU and regional driven approach.

1.2 Operational level

The **South East Europe Transport Observatory (SEETO)** has been established to facilitate the implementation of the MoU. It consists of:

3. The **Permanent Secretariat of SEETO** (hereafter also referred to as PS or Secretariat), at first totally financed by the CARDS Regional programme, since 2006 partly co-financed and from 2008 fully financed by the Participants.

The Secretariat provides technical support to the Steering Committee at operational level.

It ensures the liaison of the Steering Committee with other actors directly involved in the implementation of the MoU, such as Working Groups and National Co-ordinators, and with International Financial Institutions and Donors active in the region.

The Permanent Secretariat is also instrumental for SEETO's function as "Observatory". It analyses the performance of the Core Network, registering the progress made in the achievement of the MoU's provisions, is responsible for producing and annually revising and updating the Core Network's five

-
- years Multi-Annual Plan (MAP), and assists the SC in promoting policy reforms and harmonisation in the transport sector.
4. **National Co-ordinators** (NC), each Signatory appointed a National Co-ordinator at senior civil servants' level. The role of National Co-ordinators is to act as technical support to SEETO and as interface between the respective Government and the Permanent Secretariat.
 5. **Working Groups** (WG) reporting to the Steering Committee. A Railways Working Group was established by the SC in 2006; it is formed by experts delegated by the Steering Committee, includes representatives of each Participant and of the European Commission DG Energy and Transport, and may occasionally invite external experts and stakeholders. A "Road Safety" Working Groups will start his work in the end of 2008.

The respective functions that SC, Permanent Secretariat, NC and WG have in implementing the MoU are substantial and so far their work can be evaluated as successful: 4 Annual Ministerial Meetings were organised, 4 Multi-Annual Plans (MAP) and an Addendum to the Memorandum of Understanding were produced. This, together with the increasing concreteness and credibility of projects contained in the MAP, his helping to strengthen SEETO's image and is contributing to establish it as a reliable transport sector player within the region, and as a credible partner to IFI's and Donors.

Chapter 2 Objectives, Mission Statement and Activities of SEETO

2.1 Purpose

The main purpose of SEETO, in its capacities of Permanent Secretariat and Transport Observatory, is to support the Steering Committee in the implementation of the MoU, including the 2007 Addendum, in order to promote co-operation in the development of regional transport.

2.2 Specific Objectives

- Collecting data on the Core Network and maintaining and updating an information system to be used by decision makers and others involved in the development of the South East Europe Core Transport Network;
- Prepare and regularly update a 5 year rolling Multi-Annual Work Plan (MAP) for the development of the South East Europe Core Transport Network and for the implementation of Network projects and priorities;
- Provide assistance for strengthening regional planning capacity;
- Provide a platform for efficient use of funds and know-how contributed by public and private sources.

2.3 SEETO Mission Statement

Facilitating the programming and implementation of the MoU provisions foreseen to improve and modernise the South East Europe Core Transport Network for social and economic development.

SEETO's mandate also includes co-operating and exchanging comprehensive information with the relevant international agencies, donors and lending organisations active in the region and with the Secretariats of the Pan-European corridors, in particular Corridors V, VII, VIII and X that are crossing the region, in order to achieve maximum compatibility between development strategies.

2.4 Activities of SEETO

From an operational point of view, SEETO must meet the challenge of ensuring two main functions:

- a) In its capacity of Secretariat, to provide to the SC the technical support necessary for co-ordinating the activities foreseen to implement the MoU, ensuring regular flow of information towards and among the MoU Participants; for the organisation of key events (such as Ministerial Annual Meetings, SC meetings, NC and WG meetings, other relevant meetings and workshops); for the organisation of regular reviews and updates of SEETO Action Plan; for keeping relations with IFI's and Donors active in the region and with the relevant Corridors' Secretariats;

- b) In its capacity of "Observatory", to analyse the performance of the South East Europe Core Regional Transport Network, registering the progress made in the achievement of the MoU's provisions; to draft and update the MAP, including the organisation of regular reviews of the MAP; and to support the SC in promoting policy reform and harmonisation in the transport sector.

The key activities of SEETO can be summarised as follows:

2.4.1 Coordination and organization

- Providing regional coordination for international transport development on the Core Network;
- Assisting the SC to promote general reform in the sector;
- EU Policy benchmarking;
- Researching transport policy best practice;
- Organizing international meetings, conferences, workshops, etc.
- Working with external Technical Assistance made available by the EU and other Donors active in the region.

2.4.2 Information

- Collecting data and providing information on:
 - traffic flows;
 - the transport network's conditions;
 - the operation of the transport network;
- Updating and maintaining the Core Network's:
 - Geographical Information System (GIS);
 - SEETIS;
 - Web Site.
- Dissemination of EU Policy best practice.

2.4.3 Planning

- Preparing, reviewing and updating 5 year rolling Multi-Annual Plans;
- Reviewing and updating annually the Core Transport Network's development strategy;
- Advising on projects' identification and preparation;
- Establishing and applying common criteria to prioritize regional projects;
- Reviewing and updating annually SEETO's Action Plan;
- Providing a forum for regional strategic planning.

2.4.4 Monitoring the implementation of the Core Network

- Monitoring the implementation of improvement projects.

2.4.5 Facilitation

- Facilitating the introduction of best practices;
- Advising on operating standards and procedures;
- Acting as catalyst for international private and public investment.

2.4.6 Publicity

- Maintaining a clear visual profile and identity.

2.5 SEETO's Permanent Secretariat Staff

Originally, the operation of SEETO was entirely depending on EU financing, this has progressively decreased from 2006, as Participants started assuming the cost of the Permanent Secretariat. Since then, Participants' contribution has gradually increased and, from January 2008, the Secretariat has become a self-sustained organisation.

SEETO's Permanent Secretariat became fully operational in Belgrade as from September 2005. The internal organisation of the Secretariat comprises a General Manager and five permanent employees. Below is a brief description of the functions and responsibilities of each position that are presented in order to provide a clearer understanding of the functioning of SEETO:

2.5.1 General Manager

The General Manager is responsible for innovating and initiating actions, managing, motivating and guiding SEETO's Permanent Secretariat to achieve its goals and interfacing with high level government officials.

GM specific responsibilities include:

- The daily management of the Permanent Secretariat and its staff, ensuring that the objectives are met;
- Acting as Secretary to the Core Network Steering Committee;
- Preparing and following-up the Steering Committee and Annual Ministerial meetings, drafting agendas and minutes of the meeting;
- Analysing the status and progress of actions included in previous annual and multi-annual work programmes, and co-ordinating the annual process of updating MAP as well as Action Plans;
- Interfacing and liaising at operational level with EC DG TREN;
- Constantly working for a regional focus of MAP transport projects and for obtaining all new relevant reports, papers etc;
- Cooperating with National Coordinators;
- Making proposals and preparing papers on best practices in planning;
- Maintaining and developing working relations with organisations involved in the transport sector in the region on both bilateral and multilateral level;
- Organising regional transport conferences and workshops.

2.5.2 Transport Planning Manager

The Transport Planning Manager is responsible for all planning for the Core Network. He/she works with foreign and local experts and with National Coordinators in each of the participants. His/hers tasks include:

- Collection/compilation of information and data on the Core Network (transport infrastructure and traffic) in co-operation with National Co-ordinators;
- Maintenance of current information on the SEETO Core Network;
- Monitoring performance of the SEETO Core Network, projects, traffic, operations;
- Provision of support/advice to partners on preparation of project documents;
- Preparation of regional Core Network development plans (MAP, rolling Action Plan; strategic plans);
- EU Policy dissemination and benchmarking;
- Researching/Imparting transport policy best practice;
- Acting as Technical advisor to workshops and seminars;
- Preparation of the technical budget.

2.5.3 Railway Expert

The Regional Railway Expert will be responsible for following-up reforms concerning the Core Network Railways sub-sector. He/she will work with foreign and local experts and with National Coordinators in each of the participants. His/hers tasks will include:

- Collection/compilation of information and data on the Core Network (transport infrastructure and traffic) in co-operation with National Co-ordinators with stress to railway;
- Monitoring performance of the SEETO Core Network, projects, traffic, operations;
- Provision of support/advice to partners on preparation of railway project documents;
- Preparation of regional Core Network development plans (MAP, rolling Action Plan; strategic plans);
- EU Policy dissemination and benchmarking specially for railway;
- Researching/Imparting transport policy best practice in railway sector and industry;
- Acting as Technical advisor to workshops and seminars;
- Following-up activities relating to the implementation of the 2007 Addendum to the MoU on the Development of the South East Europe Core Regional Transport Network for a South East European Railway Transport Area.
- Providing support for the establishment and during the roll-out of the project "Support for Implementing soft measures of the South East Europe Core Regional Transport Network Multi Annual Plan 2007-2011 (Railways and Road Safety Auditing)" and closely cooperating with the team of experts mobilised under this long-term technical assistance.

2.5.4 IT Manager

The IT Manager has the overall responsibility for the management of information flows related to the development of the regional transport network. He/she is responsible for managing GIS data, updating SEETIS, producing reports and maps, managing local databases and local area networks as well as being the web master for the SEETO site.

He/she works with foreign and local experts and with National Coordinators in each of the participants.

- Overall management and supervision of data collection and dissemination of information;
- Updating infrastructure inventory, traffic and transport investment databases;
- Managing GIS database for transport network and other local databases;
- Preparing maps, reports, analyses and other presentation materials using GIS;
- Updating and maintaining SEETIS;
- Updating and maintaining the SEETO web site;
- Managing the video conferencing system;
- Managing the local area network, users, servers and other IT equipment;
- Providing support/advice to Participants on IT and GIS technical matters.

2.5.5 Administrative and Financial Assistant

They are responsible for Finance and Administrative issues and for assisting the General Manager in this specific area. They cover the following tasks:

- Establishing and maintaining SEETO accounting procedures;
- Management of SEETO Accounting and Reporting;
- Expense and Revenue Accounting and Bookkeeping;
- Payments;
- Contracts preparation;
- Maintaining employment records;
- Time Recording;
- Petty cash control;
- Stock control;
- Office resources management.
- Budget preparation;
- Respect of Government procedures, in cooperation with the General Manager and Legal Advisors;
- Organization of different kind of meetings and events;
- Drafting Minutes of Meetings;
- Different Correspondence with Clients;
- Documents preparation;
- Translation management;
- Promotional activities.

2.6 Part-time services

SEETO occasionally hires part-time services on an *ad hoc* basis, the providers of such services may include:

- a) Legal experts;
- b) Economic specialists
- c) IT experts.

Chapter 3 Action Plan

3.1 Priorities of 2009 SEETO PS Action Plan

Besides its ordinary work, SEETO PS will have the following priorities for the period of validity of the 2009 Action Plan (1 January 2009 to 1 January 2010):

- 3.1.1 To improve the general quality of the Multi-annual Plan and, specifically, the quality of the analysis of projects on the Core Network.
- 3.1.2 To improve the data collection process (Questionnaires, SEETIS 2).
- 3.1.3 To assist the Steering Committee and to facilitate its work on:
 - the reform of railways,
 - border-crossing issues,
 - road safety issues.
- 3.1.4 To improve the internal procedures of the Permanent Secretariat.

3.2 Activities of SC planned for 2009

On the page 12 SC Activities for 2009 are presented.

SC ACTIVITIES FOR 2009	Activity	Title	Period		Frequency	Most important expected results
The Core Network modification	1.1					
	1.1a	Submission of the Core Network modification proposals	2009/January	2009/February		Proposals for CN modification submitted to SEETO
Steering Committee Meetings	1.2				4 times per year	
	1.2.a	20th Steering Committee	2009/February	2009/March	One-off activity	Discussion about Core Network modification, Secondements
	1.2.b	21th Steering Committee	2009/May	2009/June	One-off activity	MAP First draft presentation, Election of the SC Chairman
	1.2.c	22th Steering Committee	2009/September	2009/October	One-off activity	Approval of MAP, Discussion about AMM 2009 and SEETO Action Plan, Core network modification
	1.2.d	23th Steering Committee	2009/December	2009/December	One-off activity	Approval of SEETO Action Plan, SEETO Annual Budget, Results from TA project, Preparatory work for Treaty signing
Annual Ministerial Meeting	1.3				Once a year	
	1.3a	Preparatory work for adoption of AMM conference document	2009/September	2009/December		AMM documents prepared and adopted
SC external relations	1.4				Occasional	
	1.4a	Participation of SC members at international institutions events (UNECE, OECD, SECI, CER, others)	2009/January	2009/December		MoU, SC and SEETO promotion activities
	1.4b	Participation of SC members at international transport-related events	2009/January	2009/December		MoU, SC and SEETO promotion activities
Co - operation with EC	1.5				Occasional	
	1.5a	Interface and liason with EC DG TREN	2009/January	2009/December		MoU, SC and SEETO promotion activities

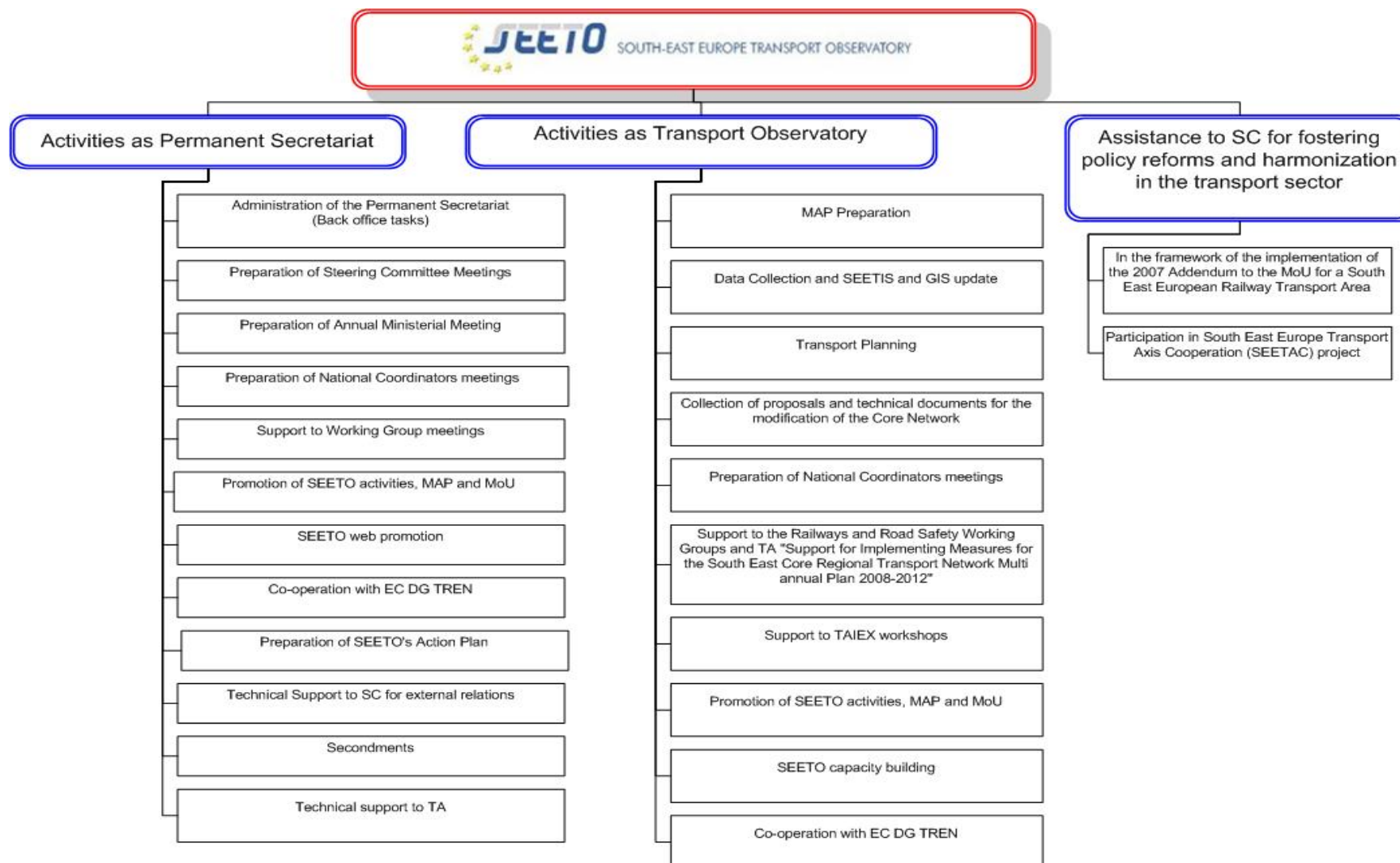
3.3 Activities of NC planned for 2009

On the page 14 NC Activities for 2009 are presented.

NC ACTIVITIES FOR 2009	Activity	Title	Time frame Beginning End		Frequency	Most important expected results
National Coordinators Meeting	1.1				3 times per year	
	1.1.a	National Coordinators Meeting	2009/April	2009/April	One-off activity	Discussion about data collection process, Updated questionnaires, Improved SEETIS 2
	1.1.c	National Coordinators Meeting	2009/July	2009/July	One-off activity	Finalization of data collection process, MAP first draft
	1.1.b	National Coordinators Meeting	2009/October	2009/October	One-off activity	Establishment of data harmonization proces, MAP finalization
SEETO promotion through web	1.2					
	1.2a	Participants promotion through SEETO web cite (Information, documents, news ...)			Continuous	MoU, Participants and SEETO promotion activities
Secondments	1.3					
	1.3a	Preparation of the secondments working plan	2009/January	2009/May	One-off activity	Secondments draft working plan
Data Collection and SEETIS 2 update	1.4					
	1.4a	Data collection and technical visit to the Participants preparation	2009/March	2009/June		Data set collected
	1.4b	Research and dissemination of EU transport policy best practice	2009/January	2009/December		exchange of knowledge among NC
	1.4c	Inputs for update of SEETIS	2009/January	2009/December		User friendly application
	1.4d	Training and education of NC about SEETIS	2009/January	2009/December		Capacity building of final users of SEETIS

3.4 Activities of SEETO PS planned for 2009

On the following pages SEETO Activities 2009 Chart (page 16) and detailed SEETO 2009 Action plan (page 17 – 20) are presented.



SEETO ACTIVITIES FOR 2009	Activity	Title	Responsible Person	Executive Person	Time frame Beginning End		Frequency
1. Activities as Permanent Secretariat							
1.1							
Administration of the Permanent Secretariat (Back office tasks)							
1.1.1							
	1.1.1.a	Overall Management	General Manager	Administrative Assistant, Financial Assistant	2009/January	2009/December	Continuous
	1.1.1.b	Contacts and communications with SC, NC, SEE Participants, etc.	General Manager	all SEETO staff	2009/January	2009/December	Continuous
	1.1.1.c	Bookkeeping and Administration	Administrative Assistant, Financial Assistant	Administrative Assistant, Financial Assistant	2009/January	2009/December	Continuous
	1.1.1.d	Support in preparation of Annual Budget Report	Administrative Assistant, Financial Assistant	Administrative Assistant, Financial Assistant	2009/January	2009/February	One-off activity
Preparation of Steering Committee Meetings							
1.1.2							
	1.1.2.a	Preparing the meeting's draft agenda	General Manager	Transport Planning Manager, Railway Expert, Financial assistant	2009/January	2009/December	at least one month before SC
	1.1.2.b	Obtaining approval of SC Chairman and Co-chairman on Agenda	General Manager	General Manager	2009/January	2009/December	One-off activity
	1.1.2.c	Organizing the meeting's logistics	Administrative Assistant, Financial Assistant	Administrative Assistant, Financial Assistant	2009/January	2009/December	Continuous
	1.1.2.d	Drafting and circulating Minutes of the Meeting	General Manager	Administrative Assistant, Financial Assistant	2009/January	2009/December	two weeks after SC
Preparation of Annual Ministerial Meeting							
1.1.3							
	1.1.3.a	Preparing the meeting's draft agenda	General Manager	Transport Planning Manager, Railway Expert, Financial assistant	2009/June	2009/October	Once a year, two months before AMM
	1.1.3.b	Drafting and circulating AMM documents (Resolution, Declaration ...)	General Manager	Transport Planning Manager, Railway Expert, Financial assistant	2009/June	2009/October	One-off activity
	1.1.3.c	Obtaining SC approval	General Manager	General Manager	2009/October	2009/October	Once a year
	1.1.3.d	Organizing the meeting's logistics	General Manager	Administrative Assistant, Financial Assistant	2009/November	2009/December	Once a year
	1.1.3.e	Coordinating all other organizational aspects	General Manager	Administrative Assistant, Financial Assistant	2009/November	2009/December	Once a year
Preparation of National Coordinators meetings							
1.1.4							
	1.1.4.a	Preparing the meeting's draft agenda	General Manager	Transport Planning Manager, Railway Expert, Financial assistant	2009/January	2009/December	2-3 times per year
	1.1.4.b	Circulating NC documents	General Manager	Transport Planning Manager, Railway Expert, Administrative assistant	2009/January	2009/December	several times per year
	1.1.4.c	Organizing the meeting's logistics	General Manager	all SEETO staff	2009/January	2009/December	2-3 times per year
	1.1.4.d	Circulating Minutes of the Meeting	General Manager	Transport Planning Manager, Railway Expert, Administrative assistant	2009/January	2009/December	2-3 times per year
Support to Working Group meetings							
1.1.5							
	1.1.5.a	Information to the Steering Committee	General Manager	Transport Planning Manager, Railway Expert, Financial assistant	2009/January	2009/December	Several times per year

<i>Promotion of SEETO activities, MAP and MoU</i>							
	1.1.6						
	1.1.6.a	Towards Participants' National Authorities in the Transport sector	General Manager	Transport Planning Manager, Railway Expert	2009/January	2009/December	Continuous
	1.1.6.b	With IFIs, Donors, International Transport Organizations, etc.	General Manager	Transport Planning Manager, Railway Expert	2009/January	2009/December	Occasional
<i>SEETO promotion through web</i>							
	1.1.7						
	1.1.7.a	Web site administration	IT Manager	IT Manager	2009/January	2009/December	Continuous
	1.1.7.b	Video Conference	IT Manager	IT Manager	2009/April	2009/June	
<i>Co-operation with EC DG TREN</i>							
	1.1.8						
	1.1.8.a	Interface and liaison with EC DG TREN	General Manager	all SEETO staff	2009/January	2009/December	Continuous
<i>Preparation of SEETO's Action Plan</i>							
	1.1.9						
	1.1.9.a	Mid-term review and reporting to SC on the progress in the implementation of the activities foreseen in the Action Plan	General Manager	Transport Planning Manager, IT Manager, Railway Expert, Financial Assistant	2009/June	2009/July	Once a year
	1.1.9.b	Action Plan annual update	General Manager	Transport Planning Manager, IT Manager, Railway Expert, Financial Assistant	2009/October	2009/December	Once a year
<i>Technical Support to SC for external relations</i>							
	1.1.10						
	1.1.10.a	Organization of regional forums and conferences	General Manager	Transport Planning Manager, Railway Expert, Financial assistant	2009/January	2009/December	Occasional
	1.1.10.b	Organizing the participation of SC members and SEETO staff in international institutions events (UNECE, OECD, SECI, CER, others)	General Manager	Transport Planning Manager, IT Manager, Railway Expert, Financial assistant	2009/January	2009/December	Occasional
	1.1.10.b	Organizing the participation of SC members and SEETO staff in international transport-related events	General Manager	Transport Planning Manager, IT Manager, Railway Expert, Financial assistant	2009/January	2009/December	Occasional
	1.1.10.c	Presentations by Regional Participants to the EC and IFI's	General Manager	Transport Planning Manager, Railway Expert, Financial assistant	2009/January	2009/December	Occasional
	1.1.10.d	Cooperation with Corridors' Secretariats, Danube and Sava Commission ...	General Manager	Transport Planning Manager, Railway Expert, Financial assistant	2009/January	2009/December	Occasional
<i>Secondments</i>							
	1.1.11						
	1.1.11.b	Defining the organization of secondments	General Manager	Transport Planning Manager, Financial assistant	2009/January	2009/February	One-off activity
	1.1.11.c	Obtaining SC approval	General Manager	General Manager	2009/January	2009/February	"
	1.1.11.d	Organizing logistics	General Manager	Administrative Assistant, Financial Assistant	2009/February	2009/March	Occasional
	1.1.11.e	Assistance and support to Participants' officials seconded to SEETO	General Manager	all SEETO staff	2009/April	2009/October	Continuous
<i>Technical support to TA</i>							
	1.1.12						
	1.1.12.a	Technical support to TA "Support for Implementing Measures for the South East Core Regional Transport Network Multi annual Plan 2008-2012"	General Manager	all SEETO staff	2009/January	2009/December	Continuous

2. Activities as Transport Observatory		1.2						
MAP Preparation		1.2.1						
	1.2.1.a	Collection of information and data and reporting to SC on the activities undertaken for accomplishing the measures prescribed in the MAP	General Manager	Transport Planning Manager, IT Manager, Railway Expert	2009/April	2009/December	Continuous	
	1.2.1.b	MAP mid-term review	General Manager	Transport Planning Manager, IT Manager, Railway Expert	2009/June	2009/July	Once a year	
	1.2.1.c	MAP annual edition	General Manager	Transport Planning Manager, IT Manager, Railway Expert	2009/June	2009/December	Once a year	
Data Collection and SEETIS and GIS update		1.2.2						
	1.2.2.a	Data collection (with the assistance of National Coordinators) and processing, and technical visit to the Participants	Transport Planning Manager, IT Manager, Railway Expert	Transport Planning Manager, IT Manager, Railway Expert	2009/March	2009/June	Continuous	
	1.2.2.b	Analysis of data and reporting to the SC	General Manager	Transport Planning Manager, IT Manager, Railway Expert	2009/April	2009/December	Continuous	
	1.2.2.c	Research and dissemination of EU transport policy best practice	Transport Planning Manager	Transport Planning Manager, IT Manager, Railway Expert	2009/April	2009/December	Occasional	
	1.2.2.d	Maintenance and update of SEETIS	IT Manager	IT Manager	2009/January	2009/December	Continuous	
	1.2.2.e	Training and education of NC about SEETIS	IT Manager	IT Manager	2009/March	2009/June		
	1.2.2.f	Back-up of Data in DataHouse	IT Manager	IT Manager	2009/January	2009/December	Continuous	
	1.2.2.g	GIS update	IT Manager	IT Manager	2009/January	2009/December	Continuous	
Transport Planning		1.2.3						
	1.2.3.a	Assessment and update of existing Infrastructure and Traffic and Project questionnaires	Transport Planning Manager	Transport Planning Manager, IT Manager, Railway Expert	2009/January	2009/March	Occasional	
	1.2.3.b	Cooperation with NC for filling the questionnaires for assessment of the performance of the Core Network	Transport Planning Manager	Transport Planning Manager, IT Manager, Railway Expert	2009/March	2009/June	Occasional	
	1.2.3.c	Providing clear and accurate information for the identification, preparation of Core Network projects and on the related financing mechanism	Transport Planning Manager	Transport Planning Manager, IT Manager, Railway Expert	2009/March	2009/December	Continuous	
	1.2.3.d	Identification and prioritization of MAP projects	Transport Planning Manager	Transport Planning Manager, IT Manager, Railway Expert	2008/May	2009/December	Continuous	
Collection of proposals and technical documents for the modification of the Core Network		1.2.4						
	1.2.4.a	Technical support to the Steering Committee	General Manager	Transport Planning Manager, IT Manager	2009/January	2009/December	Occasional	
Preparation of National Coordinators meetings		1.2.5						
	1.2.5.a	Preparation of NC documents	Transport Planning Manager, IT Manager	Transport Planning Manager, Railway Expert, Administrative assistant	2009/January	2009/December	several times per year	
	1.2.5.b	Drafting the Minutes of the Meeting	Transport Planning Manager, IT Manager	Transport Planning Manager, Railway Expert, Administrative assistant	2009/January	2009/December	2-3 times per year	
Support to the Railways and Road Safety Working Groups and TA "Support for Implementing Measures for the South East Core Regional Transport Network Multi annual Plan 2008-2012"		1.2.6						
	1.2.6.a	Participation on Working Group Meetings, monitoring and implementation of deliverables	Transport Planning Manager, Railway Expert	Transport Planning Manager, Railway Expert	2009/January	2009/December	Occasional	
	1.2.6.b	Cooperation with TA staff, monitoring and implementation of deliverables	Transport Planning Manager, Railway Expert	Transport Planning Manager, Railway Expert	2009/January	2009/December	weekly meeting	

<i>Support to TAIEX workshops</i>	1.2.7						2-3 times per year
	1.2.7.a	Support in preparation of the meeting's agenda and meeting logistics	General Manager	Transport Planning Manager, Railway Expert, Financial assistant	2009/January	2009/December	
<i>Promotion of SEETO activities, MAP and MoU</i>	1.2.8						
	1.2.8.a	Workshops for implementation of MoU	General Manager	Transport Planning Manager, Railway Expert, Financial assistant	2009/January	2009/December	
	1.2.8.b	Workshops for implementation of the Addendum for Railway transport.	General Manager	Transport Planning Manager, Railway Expert, Financial assistant	2009/January	2009/December	
<i>SEETO capacity building</i>	1.2.9						
	1.2.9.a	Training and education of SEETO staff	General Manager	all SEETO staff	2009/January	2009/December	
<i>Co-operation with EC DG TREN</i>	1.2.10						
	1.2.10.a	Internship and technical visit to EC DG TREN	General Manager	Transport Planning Manager, IT Manager, Railway Expert	2009/January	2009/December	2-3 times per year
3. Assistance to SC for fostering policy reforms and harmonization in the transport sector	1.3						
<i>In the framework of the implementation of the 2007 Addendum to the MoU for a South East European Railway Transport Area</i>	1.3.1						
	1.3.1.a	Technical support to the Steering Committee	General Manager	Transport Planning Manager, Railway Expert	2009/January	2009/December	Occasional
<i>Participation in South East Europe Transport Axis Cooperation (SEETAC) project</i>	1.3.2						
	1.3.2.a	Activities on WP6 and WP2	General Manager	Transport Planning Manager, IT Manager, Railway Expert, Financial Assistant	2009/January	2009/December	Occasional

3.5 Activities of SEETO PS planned for 2010 and beyond

3.5.1 Activities as Permanent Secretariat

3.5.1.1 Administration of the Permanent Secretariat

- a) Overall management.
- b) Contacts and communications with SC, NC, SEE Participants, etc.
- c) Bookkeeping and administration.
- d) Support in preparation of Annual Budget Report.

3.5.1.2 Preparation of the Steering Committee meetings:

- a) Preparing the meeting's draft agenda;
- b) Obtaining approval of SC Chairman and Co-chairman
- c) Organising the meeting's logistics;
- d) Drafting and circulating Minutes of the Meeting

3.5.1.3 Preparation of Annual Ministerial Meetings:

- a) Preparing the meeting's draft agenda;
- b) Drafting and circulating AMM documents (Resolution, Declaration ...)
- c) Obtaining approval of SC;
- d) Organising the meeting's logistics;
- d) Coordinating all other organisational aspects;
- f) Drafting and circulating Minutes of the Meeting.

3.5.1.4 Preparation of NC meetings and support to WG meetings

3.5.1.5 Promotion of MoU:

- a) Towards Participants' National Authorities in the Transport sector;
- b) With IFIs, Donors, International Transport Organisations, etc.
- c) SEETO promotion through web

3.5.1.6 Interface and liaison with EC DG TREN.

3.5.1.7 SEETO's Action Plan preparation:

- a) Annual update;
- b) Mid-term review and reporting to SC on the progress in the implementation the activities foreseen in the Action Plan.

3.5.1.8 Technical support to the Steering Committee for external relations:

- a) Organisation of regional forums and conferences;
- b) Organising the participation of SC members and other relevant SEETO personnel in international transport-related events;
- c) Presentations by Regional Participants to the EC and IFI's;

3.5.1.9 Secondments

- a) Organising logistics;
- b) Assistance and support to Participants' officials seconded to SEETO.

3.5.1.10 Co-operation with external Technical Assistance.

3.5.2 Activities as "Observatory"

3.5.2.1 MAP revision and update

- a) Collection of information and data and reporting to SC on the activities undertaken for accomplishing the measures prescribed in the MAP;
- b) MAP Mid-term revision;
- c) MAP annual edition.

3.5.2.2 Data collection and SEETIS and GIS update

- a) Data collection - with the assistance of National Coordinators – and processing;
- b) Analysis of data and reporting to the SC;
- c) Maintenance and update of SEETIS;
- d) GIS update;
- e) Training and education of NC about SEETIS.

3.5.2.3 Projects' Planning

- a) Providing guidance for filling out the questionnaires for assessment of the performance of the Core Network;
- b) Providing clear and accurate information for the identification, preparation and on the financing mechanism of Core Network projects;
- c) Identification and prioritization of MAP projects.

3.5.2.4 Analysing proposals and technical documents for the modification of the Core Network.

3.5.2.5 Promotion of SEETO activities, MAP and MoU and SEETO capacity building

3.5.3 Assistance to SC for fostering policy reforms and harmonisation in the transport sector

3.5.3.1 *Assisting the SC in fostering:*

- a) the implementation of the Addendum to the MoU for a South East European Railway Transport Area;*
- b) the development of Inter-Modal Transport;*
- c) the development of common information system and harmonized approach for data collection;*
- d) improvements in road safety;*
- e) the development of air transport and establishment of European Common Aviation Area (ECAA);*
- f) the development of inland waterways and maritime transport.*

Chapter 4 Timetable

4.1 Timetable of 2009 SEETO PS activities

Activity	2009											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Activities as Permanent Secretariat												
1.1 Administration of the Permanent Secretariat	X	X	X	X	X	X	X	X	X	X	X	X
1.2 Preparation of Steering Committee Meetings	X	X			X	X			X	X		X
1.3 Preparation of the Annual Meeting of Ministers						X	X		X	X	X	X
1.4 Preparation of NC meetings and support to WG meetings												
NC meetings				X			X			X		
RW Working Group*												
RS Working Group*												
1.5 Promotion of SEETO activities, MAP and MoU												
a) Towards Participants' National Authorities in the Transport sector	X	X	X	X	X	X	X	X	X	X	X	X
b) With IFIs, Donors, International Transport Organisations, etc.	X	X	X	X	X	X	X	X	X	X	X	X
1.6 SEETO promotion through web	X	X	X	X	X	X	X	X	X	X	X	X
1.7 Interface and liaison with EC DG TREN	X	X	X	X	X	X	X	X	X	X	X	X
1.8 Preparation of SEETO's Action Plan						X	X			X	X	X
1.9 Technical support to SC for external relations	X	X	X	X	X	X	X	X	X	X	X	X
1.10 Secondments	X	X	X	X	X	X	X	X	X	X		
1.11 Co-operation with external TA	X	X	X	X	X	X	X	X	X	X	X	X
2. Activities as Observatory												
2.1 MAP preparation				X	X	X	X	X	X	X	X	X
2.2 Data collection and SEETIS and GIS update			X	X	X	X	X	X	X	X	X	X
2.3 Transport Planning	X	X	X	X	X	X	X	X	X	X	X	X
2.4 Collection of proposals and technical documents for the modification of the Core Network	X	X	X	X	X	X	X	X	X	X	X	X
2.5 Preparation of National Coordinators Meeting			X	X		X	X		X	X		
2.6 Support to Road Safety and Railway Working Groups	X	X	X	X	X	X	X	X	X	X	X	X
2.7 Support to TAIEX workshop	X	X	X	X	X	X	X	X	X	X	X	X
2.8 Promotion of SEETO activities	X	X	X	X	X	X	X	X	X	X	X	X
2.9 SEETO capacity building	X	X	X	X	X	X	X	X	X	X	X	X
2.10 Interface and liaison with EC DG TREN	X	X	X	X	X	X	X	X	X	X	X	X
3. Assistance to SC for fostering policy reforms and harmonisation in the transport sector												
3.1 Implementation of the 2007 Addendum to the MoU for a South East European Railway Transport Area	X	X	X	X	X	X	X	X	X	X	X	X
3.2 Participation in SEETACS	X	X	X	X	X	X	X	X	X	X	X	X

* - to be defined in cooperation with TA