

Twinning Project:

Turkish Rail Sector Restructuring and Strengthening

Major difficulties encountered and final conclusions

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Major difficulties encountered and final conclusions

Preparation: Balance between planned action and necessary improvisation

- Good preparation is vital for a smooth implementation (activities, STE's, results)
- Partners have to know what will be required. Surprises can be avoided, commitment will be achieved.
- Adjustments to unforeseen / new developments have to be made.

Major difficulties encountered and final conclusions

Preparation: Experts have to be available

- 3, 4 experts of the beneficiary country should be assigned to the project on a permanent basis.
- STE have to commit themselves to the project.
- Generally, it should always be considered that the implementation period of the project is limited
- Postponement of activities is restricted.

Major difficulties encountered and final conclusions

Preparation: Benchmarks and results should be SMART

- Specific
- Measurable
- Achievement
- Realistic
- Timing

Major difficulties encountered and final conclusions

Implementation: Work groups (small groups) are the most effective instruments

- Other tools (work shops, study visits, internships) provide know how as well,
- but only in work groups the knowledge is instantly used / applied.
- Hence it can be checked, whether the provided information is useful and what has to be supplemented.

Major difficulties encountered and final conclusions

Implementation: Support by EC Delegation is vital

- EC Delegation provides partners not only with an European view,
- but with a more distant / objective view
- and thus helps to solve conflicts.

Major difficulties encountered and final conclusions

Implementation: Steering Committee is very useful

- Originally, this meeting every three months seemed to be a burden,
- but the pressure to deliver results for the meetings
- and to justify actions / non-actions
- supports a disciplined work flow.

Major difficulties encountered and final conclusions

Implementation: Close personal contact is vital

- Always keep a close contact to the involved experts, partners, supervisors ...
- This helps to avoid problems and misunderstandings.
- To make a telephone call is simpler than to fill in an application form.

Major difficulties encountered and final conclusions

Implementation: Reliable back-stop to home administration

- It is important to have trustworthy, reliable experts in the home administration
- to guarantee the necessary support as regards
 - supply of documents
 - information about new developments
 - activities of short term experts

Major difficulties encountered and final conclusions

Implementation: Coordination with other projects in the same sector is necessary

- To avoid overlapping
- To avoid different results
- To guarantee best performance

Major difficulties encountered and final conclusions

Lessons learnt: The Twinning project is a work of partners

- Knowledge / Know-how are transferred into both directions.
- Different work methods / work cultures have to be respected.
- National / tailor made solutions suitable for the national system/culture have to be established.
- Only a national product will be accepted.

Major difficulties encountered and final conclusions

Lessons learnt:

Tailor made solutions: Establishing of authorities

EU law requires safety / license and regulatory authorities and an accident investigating body

The Draft of the Turkish Railway Framework Law provides for

- **DEKAK:** Demiryolu Kaza Araştırma Kurulu / **DEKAK** is the Railway Accident Investigation Authority and
- **DUGM:** Demiryolu Ulaştırması Genel Müdürlüğü / **DUGM** is the Directorate-General Railway Transport; responsible for safety / license and regulatory tasks.

Both authorities are established under the roof of the Ministry of Transport and serve – at the initial step of the railway reform - the purpose to concentrate the railway competence within one ministry and to minimize the number of new authorities.

Major difficulties encountered and final conclusions

Lessons learnt:

Tailor made solutions: Independence of railways from the state

In order to revitalize railways EU law requires the independence of railways from the state. But EU law does not lay down whether railways shall remain state agencies or shall become private companies.

In the course of the Twinning Project laws (TDY Law) were drafted for both options.

Now it is up to the administration / Parliament to decide which model serves best the Turkish rail sector.

Major difficulties encountered and final conclusions

Lessons learnt:

Tailor made solutions : Transitional periods

- For the establishment of new bodies
- For the application of new rules / procedures
- For the granting of rights of the EU Commission
- For the granting of rights of Member States / Member States' companies or citizens

Major difficulties encountered and final conclusions

Follow-up: National experts have to stay in place

- Work groups, work shops, study visits and internships provide national experts with specific know how.
- The involved experts should therefore stay in their present function, in order to guarantee, that
 - the gained know how is used for some time
 - and can be spread.

Major difficulties encountered and final conclusions

**Twinning Projects are an important tool
for the harmonization of laws and
the understanding of different cultures.**