

Technical Assistance Report

Project Number: 42518-024

Regional—Policy and Advisory Technical Assistance (R-PATA)

June 2016

Connecting the Railways of the Greater Mekong Subregion

(Financed by the People's Republic of China Regional Cooperation and Poverty Reduction Fund)

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Asian Development Bank

ABBREVIATIONS

ADB – Asian Development Bank

GMRA – Greater Mekong Railway Association

GMS - Greater Mekong Subregion

TA – technical assistance TOR – terms of reference

NOTE

In this report, "\$" refers to US dollars.

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POLICY AND ADVISORY TECHNICAL ASSISTANCE AT A GLANCE

1	Basic Data			Project Nu	umber: 42518-024		
٠.	Project Name	Connecting the Railways of the	Department		Jiliber. 42510-024		
		Greater Mekong Subregion	/Division	02.12,02.10			
	Country	REG	Executing	Asian Development Bank			
			Agency				
2.	Sector	Subsector(s)		Finan	cing (\$ million)		
✓	Transport	Rail transport (non-urban)			0.50		
				Total	0.50		
3.	Strategic Agenda	Subcomponents		nge Information			
	Inclusive economic	Pillar 1: Economic opportunities,		inge impact on the	Medium		
	growth (IEG)	including jobs, created and expanded	Project				
	Regional integration (RCI)	Pillar 1: Cross-border infrastructure					
	(1101)						
4.	Drivers of Change	Components		ity and Mainstreaming			
	Governance and	Institutional development	No gender e	elements (NGE)	✓		
	capacity development						
	(GCD) Partnerships (PAR)	Official cofinancing					
	r driftorompo (r 74rt)	Regional organizations					
E	Poverty Targeting		Location Im	noot			
Э.	Project directly targets	No	Not Applicate				
	poverty	110	140t Applicat	one.			
6.	TA Category:	В					
7.	Safeguard Categorization Not Applicable						
8.	Financing	nancing					
	Modality and Sources ADB None			Amount (\$ million)			
					0.00		
					0.00		
	Cofinancing				0.50		
	People's Republic of China Regional Cooperation and Poverty Reduction				0.50		
	Fund Counterpart				0.00		
	None				0.00		
	Total				0.50		
a	Effective Developmen	t Cooperation					
Use of country procurement systems No							
			Use of country public financial management systems No				



I. INTRODUCTION

- The Greater Mekong Subregion Economic Cooperation Program Strategic Framework, 2012-2022 stresses the importance of (i) ensuring that all countries in the Greater Mekong Subregion (GMS) are connected to a GMS rail network by 2020, and (ii) promoting the development of a seamless rail network in the GMS as part of a regional cooperation strategy to facilitate cross-border infrastructure development. The Asian Development Bank (ADB) provided technical assistance (TA) to assess the requirements for regional rail connectivity and prepared the Connecting Greater Mekong Subregion Railways: A Strategic Framework, which was endorsed at the GMS ministerial meeting held in Ha Noi in August 2010.² These agreements laid the groundwork for regional rail development, along with the establishment of the Greater Mekong Railway Association (GMRA), whose membership includes all of the GMS countries.
- 2. To create a regional rail network, it is necessary to develop the missing rail links. To this end, the GMS countries have identified and agreed upon nine priority rail links that, when completed, will enhance railway connectivity in the GMS.3 The GMRA board approved the nine rail links in March 2015.4 These nine links will ensure a complete regional rail network. A list of the nine missing rail links is in Supplementary Appendix A.
- The TA is a direct response to the GMS member governments' request for ADB assistance to review the rail links and provide advice on suitable financial and investment opportunities. ADB and the GMS member countries agreed upon the TA through the GMRA as outlined in the design and monitoring framework (Appendix 1).5

II. **ISSUES**

- Regional connectivity is necessary to support continued economic growth within the GMS. Increasing trade and economic interaction among GMS countries requires transport networks and systems that can carry significantly higher freight volumes cost-effectively over long distances. As railways are the most efficient mode of transporting large volumes over long distances, they are a vital element of growing intra-regional trade. To this end, the GMS countries are seeking to improve regional railway connectivity to promote cost-efficient, safe, and environmentally sustainable transport within and beyond the GMS.
- Since the 2000s, GMS member countries have shifted their focus and transport investment plans from the road sector to rail, which is now receiving more attention and increased financial support. Initially, they focused mostly on upgrading or developing national rail systems; but they are now recognizing the need to build on existing national rail plans and achieve the benefits of a regional rail system. This increased interest in regional rail is reflected in the governments' commitment to the missing links and the number of studies undertaken on

ADB. 2011. Greater Mekong Subregion Economic Cooperation Program Strategic Framework, 2012–2022. Manila.

http://www.adb.org/sites/default/files/institutional-document/33422/files/gms-ec-framework-2012-2022.pdf

ADB. 2010. Technical Assistance Completion Report: Greater Mekong Subregion: Railway Strategy Study. Manila (TA 7255-REG); and ADB. 2010. Connecting Greater Mekong Subregion Railways: A Strategic Framework.

³ The Lao People's Democratic Republic-Myanmar rail connection was deemed low priority as the expected demand between these two countries is limited and falls below the required demand levels for rail connections in the short to medium term.

The GMRA agreed on the nine rail links at the first general meeting of the GMRA on 12 March 2015 in Kunming, People's Republic of China.

⁵ The TA first appeared in the business opportunities section of ADB's website on 16 March 2016.

them. A list of the studies on the missing links is provided in Supplementary Appendix B. To realize these links, it is necessary to assess their viability and potential sources of investment or suitable financing modalities further.

6. The TA will assess each of the nine rail links, building on previous studies, and will determine infrastructure and operations costs, market demand for passengers and freight, revenues, financial and economic viability, social issues, and safeguard requirements. The TA will add to the existing studies on alternate scenarios reflecting the network impacts of regional rail development as opposed to stand-alone rail links, and demonstrate the interactive nature of national and regional plans over time. The policy advice provided by the TA will support the development of regional rail connectivity, in addition and parallel to the growth of national rail networks, to form a complete rail network in the region.

III. THE REGIONAL POLICY AND ADVISORY TECHNICAL ASSISTANCE

A. Impact and Outcome

7. The impact will be greater railway connectivity in the GMS. The outcome will be a suitable investment program prepared for the viable missing rail links.

B. Methodology and Key Activities

- 8. The TA has four outputs: (i) updated studies prepared for the nine rail links, (ii) criteria developed to assess and prioritize the financing options for the viable rail links, (iii) potential financing modalities identified for the viable rail links, and (iv) network impact scenarios conceived for alternate regional rail development.
- 9. Updated studies will be carried out for each of the nine missing regional rail links to provide GMS governments with suitable information on which to base future investment decisions. The studies will supplement and build on existing available data and studies, and augment the data when required to ensure that enough quality data in key evaluation areas are available to determine the financial and economic viability of each link. Indicative social and safeguard requirements will also be assessed to allow a greater understanding of the complexity of project development and implementation. The project will also assess financial viability markers, including (i) capital costs for rail improvements or new construction, and (ii) rolling stock requirements and operational costs. This data will be compared with the potential revenue forecasts for freight and passenger services, and the findings used to examine the scale of capital investment required and potential sources of revenue, financial, or budgetary support, as well as any financial shortfalls and potential subsidies.
- 10. The regional network assessment will assess individual links as part of a wider rail system as opposed to stand-alone rail lines and thus provide a regional dimension to existing work on individual lines. In addition, economic viability studies will broaden the evaluation beyond traditional transport economics to include areas where rail has a competitive advantage over other modes of transport, including (i) long-distance regional network development; (ii) travel time and time reliability; (iii) externalities such as environmental impacts, land take, safety, and avoided investment in competing modes; (iv) avoided maintenance and operating costs of alternative modes; and (v) congestion on competing modes. The congestion and operating costs of other modes is a major area for consideration that has received little attention in other studies. Heavy investment in roads since the 1990s, coupled with a rapid growth in traffic volumes, especially that of trucks, has led to severe road congestion. Consequently, many

governments have realized that continued investment in roads is not a viable option as future freight demands will exceed the capacity of a road network. The realization that rail must be promoted as part of a multimodal transport network has prompted the GMS countries to change their subsector focus. More innovative rail assessment criteria is needed to justify what is becoming increasingly known by decision makers but lacks supporting evidence due to limitations in the evaluation of existing studies. The TA will use the existing studies and broader evaluation criteria provided above to update the missing rail link assessments and provide more relevant information to make better informed decisions as to how best to move the project forward for potential financing, relevant to the potential benefits of the rail links.

- 11. The TA will also assess key social and environmental aspects, such as route alignments through sensitive areas, emissions for climate change impacts, rail subsector growth, and job creation and livelihood impacts on other subsectors. The findings of these studies, including those relating to financial and economic viability, as well as key social and environmental considerations, will be presented through workshops to GMS member countries and rail operators.
- 12. Based on these studies, the GMS member countries and their respective rail organizations will agree on values at which the financial and/or economic viability of the nine rail links will be deemed suitable for further consideration and the preparation of appropriate financing modalities. Key social and environmental aspects will also be used to refine the evaluation criteria and prioritization of the nine links. Findings relating to the prioritization of the viable links will be presented through workshops to GMS rail authorities and operators.
- 13. The rail links that meet the selected financial and/or economic evaluation levels will be assessed in more detail to prepare suitable financing modalities for project investment and implementation options. An overall regional rail development program with time-bound horizons will be prepared to identify when certain links will be viable for investment. The development of an integrated regional rail system over time will be linked to each link's viability. Potential financing modalities will consider all available options such as national budgets, donor support, and private sector participation. While capital expenditure on rail is relatively large, the benefits over time, especially when the assessment includes externalities, can provide an attractive and competitive option for regional transport. This is especially true for growing economies with substantial increases in intra-regional trade, such as the GMS. Potential financing modalities will be presented through workshops to GMS countries and rail operators, and to potential private sector investors where suitable.
- 14. One of the key advantages of a regional rail network is that it can allow investment in one link to generate greater returns through its connections to other links, whether national or international. Alternative regional rail development scenarios will be prepared in 10-year time-bound horizons, from 2020 to 2050. The analysis findings will guide the preparation of a regional rail development program proposal for the GMS, which will include horizon years for the opening of the missing rail links. The findings will be presented through workshops to the GMRA, GMS countries, rail operators, and potential investors, including ADB.
- 15. The TA risks are (i) reduced interest in regional connectivity by GMS member governments, and (ii) the deterioration of relationships and a lack of international consensus on the approach to be taken.

C. Cost and Financing

16. The TA is estimated to cost \$500,000, which will be financed on a grant basis by the People's Republic of China Regional Cooperation and Poverty Reduction Fund and administered by ADB.

D. Implementation Arrangements

- 17. ADB will be the executing agency for the TA, with the Transport and Communications Division of the Southeast Asia Department as the focal point. ADB will coordinate closely with the GMS member governments, national rail bodies, and the GMRA board on all aspects of implementation. The GMRA's working group on network connectivity will serve as the TA steering committee to ensure a close relationship with national plans and priorities. The TA will be implemented from 1 July 2016 to 30 September 2017.
- Implementation will require 22 person-months of individual consultants in the core team, (one international railway specialist for 10 person-months and one national senior regional project coordination specialist for 12 person-months). The railway specialist will provide the necessary specific rail expertise for cross-national boundary rail operations, while the senior regional project coordination specialist will ensure smooth working relationships between the national rail bodies, national study teams, international specialists, GMRA, and ADB. In addition to the individual consultants, teams of consultants will be recruited to assess each of the nine missing rail links. The teams will comprise international and/or national consultants and, where possible, will be considered for one or more of the studies. The teams will be recruited as firms. The level of inputs required for the study teams will vary according to data availability and existing studies; it is estimated that around 30 person-months of consultants will be engaged for the studies. Output-based contracts will be used for study team consulting services when possible. Consultants will be recruited in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The terms of reference for consultants are in Appendix 3. Disbursements will be done in accordance with ADB's Technical Assistance Disbursement Handbook (2010, as amended from time to time).
- 19. ADB will manage the TA, with stakeholder oversight provided through the national rail organizations, relevant line agencies, and the GMRA. The TA findings will be disseminated to each GMS country through seminars and workshops, as well as to the GMRA Working Group meetings and general meeting. Financing and investment opportunities will be shared with potential donors and investment partners through a special GMRA seminar on regional rail financing. A dedicated GMRA website will be pursued to disseminate the TA findings more broadly.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$500,000 to be financed on a grant basis by the People's Republic of China Regional Cooperation and Poverty Reduction Fund for Connecting the Railways of the Greater Mekong Subregion, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Impact the TA is aligned with

Greater railway connectivity in the GMS (Greater Mekong Subregion Economic Cooperation Program Strategic Framework, 2012–2022)^a

Results Chain	Performance Indicators with Targets	Data Sources and Reporting	Risks
Outcome	raigoto	reporting	THORE
Suitable investment	By 2018, investment	GMRA board general	Reduced interest in
program prepared for	options for the viable	meeting summary report	regional connectivity
the viable missing rail	missing rail links adopted	and/or minutes	
links Outputs	by the GMRA board		
Updated studies prepared for the nine rail links	By 2017, viable rail links agreed upon by the GMRA board and national government rail organizations	Consultants' reports and workshop procedures	International relationships deteriorate and a lack of consensus on the approach to be taken
2. Criteria developed to assess and prioritize the financing options for the viable rail links	By 2017, financing options prepared for the prioritization of rail links	Consultants' reports, GMRA meeting reports and/or minutes, and workshop procedures	
Potential financing modalities identified for the viable rail links	By 2017, alternative financing modalities identified	Consultants' reports and workshop procedures	
4. Network impact scenarios conceived for alternative regional rail development	By 2017, network impact report prepared	4. Consultants' reports, GMRA meeting reports and/or minutes, and workshop procedures	

Key Activities with Milestones

- 1. Updated studies prepared for the nine rail links
- 1.1 Collate and review existing study data of the nine rail links (1 July 2016–30 September 2016).
- 1.2 Augment studies with additional data where required (1 October 2016–31 January 2017).
- 1.3 Evaluate nine rail links for economic and financial viability and highlight key social and environmental considerations (1 February 2017–30 April 2017).
- 1.4 Present findings through workshops with the relevant countries and rail operators (1 September 2016–30 September 2017).
- 2. Criteria developed to assess and prioritize the financing options for the viable rail links
- 2.1 Prepare evaluation criteria list (1-31 January 2017).
- 2.2 Discuss and agree upon criteria list with the GMRA, GMS countries, and rail operators (1–28 February 2017).
- 2.3 Evaluate the nine rail links against the agreed evaluation criteria (1 March 2017–30 April 2017).
- 2.4 Present the findings through workshops with the GMS countries and rail operators (1–31 May 2017).

3. Potential financing modalities identified for the viable rail links

- 3.1 Prepare a list of financing modalities suitable for rail project investments (1–30 June 2017).
- 3.2 Present the financing modalities through workshops to GMS countries and rail operators (1–31 July 2017).
- 3.3 Identify the preferred financing modality for the viable rail links (1–31 August 2017).
- 3.4 Present the preferred financing modality through workshops to the GMS countries and rail operators (1–30 September 2017).

4. Network impact scenarios conceived for alternate regional rail development

- 4.1 Prepare indicative trade volume flows across the GMS in 10-year time-bound horizons, from 2020 to 2050 (1 January 2017–28 February 2017).
- 4.2 Develop alternative trade route indicative cost options, including a regional railway network, as part of a regional and multimodal transport network (1 January 2017–28 February 2017).
- 4.3 Prepare alternative regional rail network development scenarios linked to potential opening dates of the rail links (1 March 2017–30 April 2017).
- 4.4 Propose a time-bound regional rail development program for the GMS (1 May 2017–30 June 2017).
- 4.5 Present a regional rail development program for the GMS through workshops to the GMRA, GMS countries, and rail operators (1–31 August 2017).

Inputs

People's Republic of China Regional Cooperation and Poverty Reduction Fund: \$500,000 grant ADB will provide 4 person-months of international staff time to manage the TA, supported by a national officer in HQ for 4 person-months.

Assumptions for Partner Financing

Not Applicable.

ADB = Asian Development Bank, GMRA = Greater Mekong Subregion Railway Association, GMS = Greater Mekong Subregion, HQ = headquarters, TA = technical assistance.

^a ADB. 2011. Greater Mekong Subregion Economic Cooperation Program Strategic Framework, 2012–2022. Manila. Source: ADB.

COST ESTIMATES AND FINANCING PLAN

(\$'000)

Item	Amount					
People's Republic of China Regional Cooperation and Poverty						
Reduction Fund ^a						
1. Consultants						
a. Remuneration and per diem						
i. International consultants	200.0					
ii. National consultants	145.0					
b. International and local travel	20.0					
c. Reports and communications	10.0					
2. Training, seminars, workshops, and conferences	35.0					
3. Surveys	40.0					
Miscellaneous administration and support costs	10.0					
5. Contingencies	40.0					
Total	500.0					

Note: The technical assistance is estimated to cost \$500,000, of which contributions from the People's Republic of China Regional Cooperation and Poverty Reduction Fund are presented in the table above.

a Administered by the Asian Development Bank.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Technical Assistance Scope, Outputs, and Activities

- The technical assistance (TA) aims to support increased railway connectivity in the GMS. 21. The TA consists of four outputs, each with several activities: (i) pre-feasibility studies for the missing rail links with limited data and a more detailed assessment for the agreed nine missing links where available, (ii) criteria to assess and prioritize the viable missing rail links, (iii) potential financing modalities for the viable missing rail links, and (iv) network impact scenarios for alternative regional rail development. The activities to be undertaken to complete each of these outputs are outlined below. The international railway specialist will be responsible for delivering the four TA outputs and for carrying out the activities described in paras. 5-8 and the specific tasks listed in para. 10. When required, he or she will be supported in the preparation of the studies by national teams, whose inputs he or she will define once the existing studies and available data have been initially reviewed. The senior regional project coordination specialist will help ADB and the international railway specialist ensure the delivery of the TA by (i) facilitating seamless coordination with ADB, the GMRA, GMS countries and rail operators. and national study teams; and (ii) preparing and delivering various workshops to discuss the TA findings.
- 22. Reports will be prepared for each of the agreed nine missing rail links to be studied, using a pre-feasibility level of detail at minimum, and incorporating more details and assessment where available. The studies will be based on existing studies and data and augmented with additional data where required. Each of the nine missing rail links will be evaluated for economic and financial viability as well as to highlight key social and environmental considerations. The findings of the studies will be presented through workshops to the GMS countries and rail operators.
- 23. Criteria to assess and prioritize the viable missing rail links from among the agreed nine priority links will be prepared for discussion and agreement with the GMRA, GMS countries, and rail operators. Each of the nine missing rail links will be evaluated against the agreed evaluation criteria, and potential time-bound implementation horizons will be prepared. The findings of the prioritization of the viable missing rail links will be presented through workshops to the GMS countries and rail operators.
- 24. Potential financing modalities for the viable missing rail links will be prepared and presented through workshops to the GMS countries and rail operators. Based on the preferred financing modalities, financing and implementation options will be prepared for the viable missing rail links and presented through workshops to the relevant countries and rail operators.
- 25. Network impact scenarios for alternate regional rail development will be prepared in 10-year time-bound horizons, from 2020 to 2050. The scenarios will use indicative trade volume flows and alternate trade route transportation costs to prepare alternate regional rail network development scenarios linked to the potential opening dates of the missing rail links. The analysis findings will guide the preparation of a proposal for a regional rail development program for the GMS, including the potential opening years of the missing rail links based on an assessment of when they will become viable due to demand growth on specific corridors. The findings will be presented through workshops to the GMRA, GMS countries, and rail operators.

B. Terms of Reference for Specialists

- 26. **International railway specialist** (10 person-months). An international railway specialist with relevant experience in coordinating international rail connectivity as well as financing options for railway improvements and implementation will be engaged intermittently for 10 person-months, from July 2016 to September 2017. The specialist should have a relevant degree, preferably at postgraduate level, and 10 years of relevant experience, preferably in developing countries.
- 27. The specialist will work with the GMRA member countries to (i) prepare studies on the agreed nine missing links, (ii) identify criteria to prioritize the viable missing links, and (iii) propose suitable financing modalities. The specialist will also prepare a report on alternative scenarios for the network impacts of regional rail development. Specifically, the specialist will do the following:
 - prepare a preliminary assessment of existing studies, data needs, and other social and environmental considerations for the agreed nine missing links for the GMS railway network;
 - (ii) assess the additional requirements to prepare a study of each missing rail link, and ensure that a comparable level of detail and information is available for each link;
 - (iii) prepare a corresponding budget estimate and TORs for the recruitment of the team of consultants who will undertake the additional studies on the missing links, as required;
 - (iv) prepare criteria to evaluate and assess each of the nine missing rail links;
 - (v) help the GMRA working group on network connectivity, GMS countries, and rail operators prioritize the viable missing rail links;
 - (vi) prepare suitable financing modalities for the viable missing rail links; and
 - (vii) prepare a report on alternative scenarios for regional rail development.
- 28. **Senior regional project coordination specialist** (12 person-months). The senior regional project coordination specialist will be engaged intermittently for 12 months, from July 2016 to September 2017. The national consultant should have a relevant degree and proven track record in regional coordination activities, preferably with a multilateral development organization or a similar body.
- 29. The specialist will support the international rail specialist and ADB in undertaking the activities and delivering the outputs for the TA. As ADB is the executing agency for the TA, the national specialist will work with ADB in Manila and should be a Philippine national. Specifically, the consultant will do the following:
 - (i) support ADB and the international railway specialist in preparing the four TA outputs;
 - (ii) coordinate with the national railway agencies regarding their existing studies, relevant data, and national railway development plans;
 - (iii) organize and facilitate missions and meetings with the GMRA and national railway agencies and operators to discuss existing studies, data requirements, evaluation criteria, financing options, and the network impacts of regional rail network development; and
 - (iv) raise awareness of the GMS railway network by developing a website and information program.

C. Preliminary Terms of Reference for the Missing Links Study Team(s)

- 30. Consultants will be recruited to undertake and/or update assessments for each of the nine identified missing links. The consultant study team TOR will be defined once the international railway specialist has undertaken a literature review of existing studies on the nine missing links and evaluated relevant data sources and availability. Depending on the requirements, the study team will consist of specialists with expertise in rail operations, signaling, engineering, economics, safeguards, and financing. International expertise will be considered for identical or similar issues covering several countries, and national expertise will be used to translate relevant national documentation (i.e., legal documents and technical standards) and, if required, adjust studies to the national context.
- 31. It is estimated that around 30 person-months of consultants will be required. The detailed list of experts and corresponding person-months will be determined after the international railway specialist's initial review. Output-based contracts will be used for study team consulting services.

D. Deliverables

- 32. The international railway specialist will be responsible for preparing reports on each of the four outputs. The specialist will be expected to attend relevant fact-finding meetings, the GMRA working group and annual meetings, and discussions with the GMS countries and rail operators.
- 33. The senior regional project coordination specialist will support the international railway specialist in preparing the reports. He or she will facilitate seamless coordination between ADB, the GMRA, the GMS countries and rail operators, and national study teams; and will support the preparation and delivery of the various workshops to discuss the TA findings.
- 34. The deliverables for the study team will be defined when their TORs are drafted.

E. Time Schedule and Resources

35. The assignment is for 18 months. The consultants will be funded under the People's Republic of China Regional Cooperation and Poverty Reduction Fund, with technical support provided by the Transport and Communications Division of ADB's Southeast Asia Department.

F. Supervision and Reporting

36. ADB is the TA executing agency. All specialists will report to and work under the supervision of ADB's Southeast Asia Department and the GMRA board of directors through the GMRA working group on network connectivity. The international railway specialist and senior regional project coordination specialist will work from the ADB headquarters in Manila to ensure a close working relationship with ADB staff. The specialists will also coordinate activities with each of the GMS countries and the GMRA, including the study team's work activities for each of the missing links. All specialists will be required to undertake field visits to GMRA member countries.

OUTLINE OF THE FINAL REPORT

EXECUTIVE SUMMARY

- I. Introduction to the Regional Policy and Advisory Technical Assistance
- II. Background of Rail Transport in the Greater Mekong Subregion
- III. ADB Support for Rail Development in the Greater Mekong Subregion
- IV. Regional Rail Development in Other Regions
- V. National Rail Plans in the Greater Mekong Subregion
- VI. Viability Studies for the Nine Rail Links
- VII. Prioritization of the Viable Rail Links
- VIII. Potential Financing Modalities for the Viable Rail Links
- IX. Network Impact Scenarios for Alternative Regional Rail Development
- X. Next Steps and Regional Network Development Plan
- XI. Conclusion