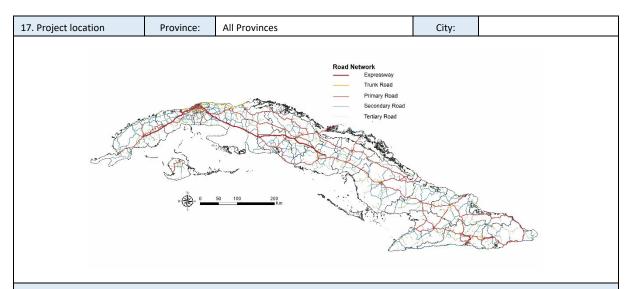
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Appendix A1: Road & Bridge Sector

1. Project Code	RB001	2. Project Ti	tle	-			-	_		ntory of roads a	_	
				With Ciliab 30	аррогі, засс	ccu	ing the rioje	ct Andai	icgo v	iai (completio	raate 2021)	
3. Implementation	n Agency	Roadway Cente GeoSí (state en	ers (d erp	Center (CNV)/Provincial 's (CPV), MITRANS, and erprise) under the Ministry nary Armed Forces (MINFAR)			4. Implementation period					
F. Duningt and the				•					, 1	F d	2026	
5. Project cost (bu			•	O million USD)			Start	2022	I	End	2026	
6. Source of finan	ce	State budge	t			fina	ancing agenc	ies	☐ For	reign Investors		
		port Planning		Logistics/Cargo)				\boxtimes	Immediate		
	⊠ Road,	/Bridge		Bus passenger	transport					(2022 – 2023)		
7. Sector	☐ Railwa	ау		Environment			8. Project		\boxtimes	Short-term		
7. 50000	☐ Aviati	on		Institution/Reg	gulation		Priority			(2024 – 2026)		
	☐ Port/I	Maritime		Relevant busin	ess and oth	ers				Medium-term		
										(2027 – 2030)		
-										•		
	9. Objective (code)		10. Strategy (code)			11. Goal (cod	e)				
1. Planning and coordination				1.1, 1.5			1.1.1, 1.5.1			1.1.1.1, 1.5.1.1		
2. Transport infra	structure d	levelopment										
3. Environment, s	afety, and	security										
4. Transport servi	ce and ind	ustry developme	nt									
5. Transport pricir	ng and reso	ource allocation										
6. Institutional an	d regulato	ry development										
						· ·						
12. Purpose of the						13. Expected Benefits/Outcomes						
To define curre	nt and futi	ure conditions of	roa	ds/bridges and	-	Mapping current and future conditions and maintenance cost						
-	-	nalyzing the net				Presenting future trends in terms of road quality index and						
• To identify a bu				_		other indicators						
	of paveme	ent performance	and	road user			_	, as % of	the ne	twork per year,	can be	
effects.					esti							
• To calculate ec		nefit and expend	iture	e requirements		_	-	=		xpenses in term		
from the progra							-			mplications of n		
• To estimate the				-	-			s of traffi	c delay	ys through prop	er program	
	•	rojects by perfor		•	plar							
•	· ·	ormance, mainte					ion of traffic			\		
· ·	_	ther with estimat	_		• Ked	ucti	ion of pollution	on (enviro	onmen	it)		
To identify app	-	•	s (Tu	inding policies,								
impact of road transport policies)												
14. Project Description							environment					
	 Updating road/bridge inventory and identifying main 						impacts – po			•		
_		n areas and inves							_	int impacts are o	expected	
, ,		ure network cond					ion – no signi			•		
Developing an	asset mana	agement progran	n su	cn as HDM-4.	4) En	víro	nmental Imp	act Asses	sment	: (EIA) – no neec	I	
16. Relevant proje	ect(s)											
Project "Andari	iego Vial" (Completion date	202	21)								



Andariego Application

Andariego mobile application references the cartography of all of Cuba. It allows users to access a locator program that provides, among others, the distance between Havana and all the municipalities within the country. In addition, it is to find the requested health centers, accommodation, shops, bus stops, travel agencies, and other information.



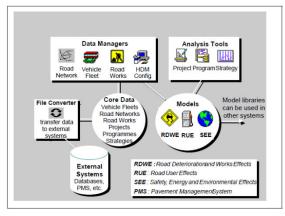
Andariego Vial is being tested and deployed by the CNV, the Provincial Road Centers (CPV), the National Road Safety

Commission (CNSV), and the DGTH, and its primary function is to facilitate in real time all actions carried out on the road either for conservation or investments, to immediately update accidents, vulnerable areas, interrupting roads and alternate roads in case of accidents or any eventual event. It is a system intended to be updated automatically through coordinates and an intelligent cell phone that uploads the changes or actions carried out on the road. We emphasize that we are just in the testing phase, deployment, and updating inventory data.

Source: http://www.cubadebate.cu/noticias/2015/01/30/descargue-en-su-movil-el-andariego-un-servicio-de-localizacion-para-cuba/

HDM-4 is an application for analyzing the economic viability of investments in road projects. The application was completed with models for traffic congestion effects, cold climate effects, a wider range of pavement types and structures, road safety, and environmental effects, including energy consumption, traffic noise, and vehicle emission. This software is helpful in looking the highway management as a whole system. In addition, the application is designed to make comparative cost estimates and economic analyses of different investment options by inputting several data such as detailed specifications of investment programs, design standards, maintenance alternatives, unit costs, projected traffic volumes, and environmental conditions

HDM-4 structure



Source: Overview of HDM-4 Volume 1.0

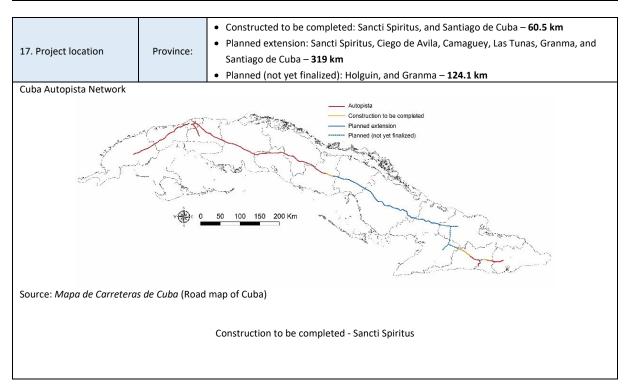
1. Project Code RB002	2. Project Title	Integral Development of Roads of National Interest 2020 – 2030
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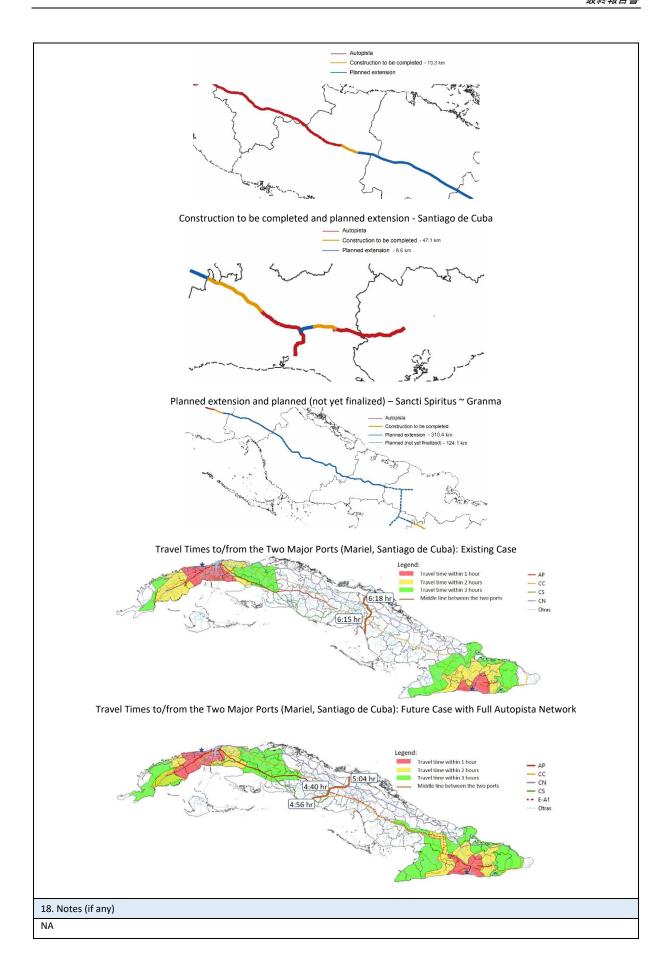
3. Implementation Agency	MITRANS	4. Implementation period					
5. Project cost (budget)	30 billion CUP (1.2 billion USD)	Start	2025		End	2030	
6. Source of finance	State budget ■ ■ State budget ■	dget ⊠ Externa			☑ Foreign Investors		

Ī		☐ Transport Planning	☐ Logistics/Cargo		П	Immediate
		□ Hansport Flaming	Logistics/ Cargo		ш	illillediate
		☑ Road/Bridge	☐ Bus passenger transport			(2022 – 2023)
	7. Sector	☐ Railway	☐ Environment	8. Project	\boxtimes	Short-term
	7. 30000	☐ Aviation	☑ Institution/Regulation	Priority		(2024 – 2026)
		☐ Port/Maritime	oxtimes Relevant business and others		\boxtimes	Medium-term
						(2027 – 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination	1.2, 1.3	1.2.1, 1.2.2, 1.2.3	1.2.1.1, 1.2.2.1, 1.2.3.1
2. Transport infrastructure development	2.1 ~ 2.6	2.1.1 ~ 2.6.1	
3. Environment, safety, and security	3.1, 3.2	3.1.1., 3.2.1	
4. Transport service and industry development	4.1	4.1.1, 4.1.2	
5. Transport pricing and resource allocation	5.1, 5.2	5.2.1	
6. Institutional and regulatory development	6.1	6.1.1, 6.1.2	

12. Purpose of the project	13. Expected Benefits/Outcomes
Streamlining traffic in developed areas Improving the distribution of goods and services to support economic activities	 Increased regional development and economic improvement Improving mobility and accessibility of people and goods Saving vehicle operating costs and time
14. Project Description	15. Social-environmental consideration
 To develop new roads (Autopista) to support mobility for people and goods within Cuba within 2020 – 2030 within Integral Development Plan Roads of National Interest. 	 Social impacts – positive impacts are expected Natural Environment – no significant impacts are expected Pollution – no significant impacts are expected
16. Relevant project(s)	4) Environmental Impact Assessment (EIA)



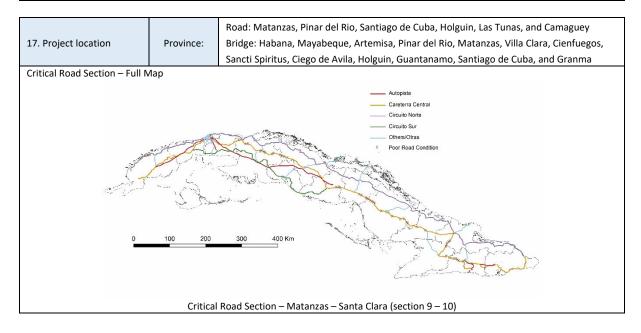


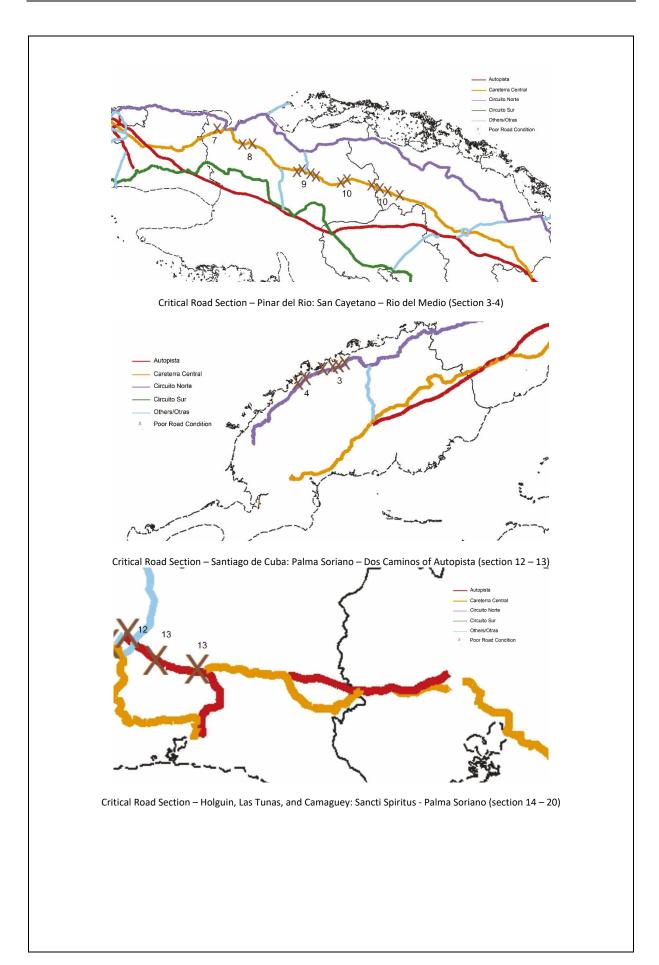
1. Project Code	RB003	2. Proje	2. Project Title Immediate Action Plan for Critical Road and Bridge Sections										
3. Implementation	Agency	National Road	ls Center	(CNV)/Pro	vincial	4. Implementation period							
3. implementation	, igency	Roadway Cent	Roadway Centers (CPV), MITRANS					4. Implementation period					
5. Project cost (bu	CUP (102	.4 million l	JSD)	Start 2023 End			2026						
6. Source of finance ⊠ State bu			et		☑ External financing agencies				☐ Foreign Investors				
	☐ Trans	port Planning	☐ Logi	istics/Carg	0				\boxtimes	Immediate			
	⊠ Road	/Bridge	☐ Bus	☐ Bus passenger transport						(2022 – 2023)			
7 Coator	☐ Railw	ay	⊠ Env	ironment			8. Project		\boxtimes	Short-term			
7. Sector	☐ Aviati	☐ Aviation		itution/Re	gulation		Priority			(2024 – 2026)			
	☐ Port/	Maritime	☐ Rele	evant busii	ness and othe	ers	rs						

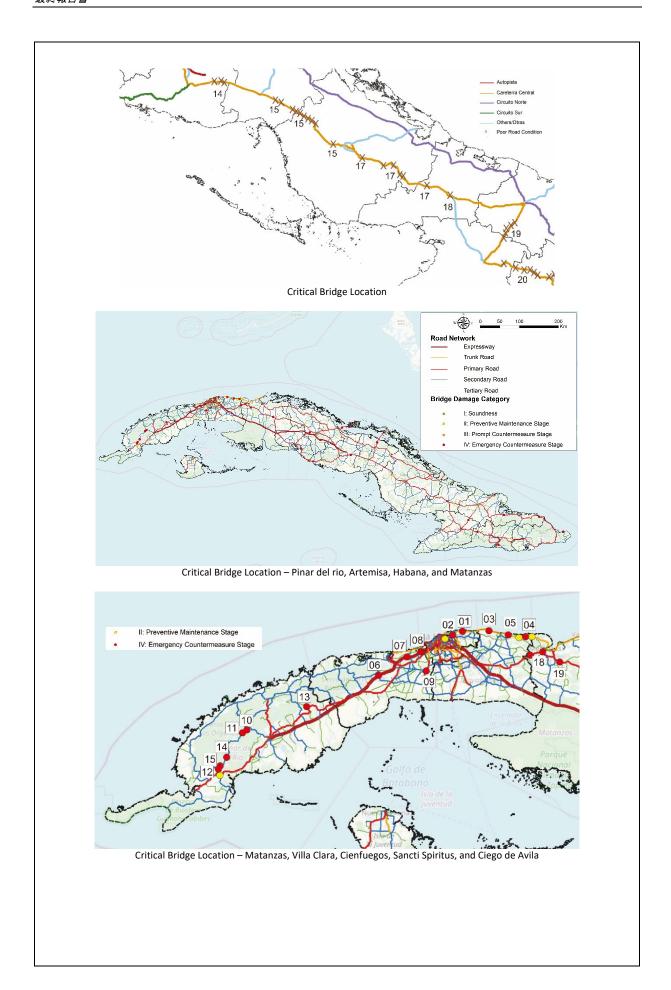
Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development	2.1, 2.2	2.1.1, 2.1.2, 2.2.1	2.1.1.1, 2.1.2.1, 2.2.1.1
3. Environment, safety, and security	3.1, 3.2	3.1.1., 3.2.1	3.1.1.1, 3.1.2.1, 3.2.1.1
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

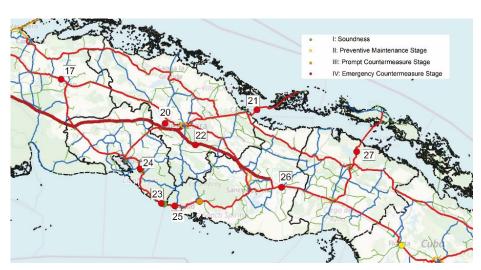
(2027 - 2030)

12. Purpose of the project	13. Expected Benefits/Outcomes
To maintain a safe, convenient, and stable road transport	Savings in Travel Time Cost (TTC) and Vehicle Operating Cost
network.	(VOC) (time-saving by using smooth roads and removing
	bottlenecks.
	Savings in (capital and) operational expenses
	Reduction of traffic accidents
	 Reduction of pollution (environment)
14. Project Description	15. Social-environmental consideration
To rehabilitate roads and bridges that are in critical condition.	Social impacts – positive impacts are expected
	2) Natural Environment – no significant impacts are expected
16. Relevant project(s)	3) Pollution – no significant impacts are expected
•	4) Environmental Impact Assessment (EIA) – depending on the
	size and location











List of Critical Road Section

No.	Section (Road)	Province	Length (km)
1	Matanzas – Santa Clara of Carretera Central (Section 9 - 10)	Matanzas	58.2
2	San Cayetano – Rio del Medio of Circuito Norte Western Side (Section 3 - 4)	Pinar Del Rio	16.7
3	Palma Soriano – Dos Caminos of Autopista (Section 12 - 13)	Santiago de Cuba	9.2
4	Sancti Spiritus - Palma Soriano of CC (Section 14 - 20)	Holguin, Las Tunas, Camaguey	112.3

	of 33 Critical Bridges											
No.	Section (Bridge)	Province	Length (m)	Type of Road	Road Function	Tourism Route	AADT	HV Ratio	mil.	mil.	Type of bridge	Priority Group
	Puente sobre el Rio			Circuito					USD	CUP	beam	
1	Tarara	Habana	210.0	Norte	Trunk Road	Yes	13,462	23%	6.48	162.1	bridge	1
2	Monumental sobre Via Blanca	Habana	78.3	Circuito Norte	Trunk Road	Yes	7,313	23%	2.42	60.4	beam bridge	1
3	Puente sobre el Rio Boca de Jaruco	Mayabeque	254.0	Circuito Norte	Trunk Road	Yes	4,763	23%	7.84	196.1	beam bridge	1
4	Puente sobre el Rio Puerto Escondido	Mayabeque	185.0	Circuito Norte	Trunk Road	Yes	3,604	34%	5.71	142.8	beam bridge	1
5	Puente sobre el Rio Jibacoa	Mayabeque	554.0	Circuito Norte	Trunk Road	Yes	4,315	34%	17.11	427.7	beam bridge	1
6	Puente Intereambio de Cayajabo	Artemisa	34.0	Autopista	Expressway	Yes	2,393	23%	1.05	26.2	beam bridge	3
7	Puente Aliviadero Presa La Coronela	Artemisa	45.0	Autopista	Expressway	Yes	4,310	23%	1.39	34.7	beam bridge	3
8	Puente Aliviadero Presa Maurin	Artemisa	107.0	Autopista	Expressway	Yes	N/A	23%	3.30	82.6	beam bridge	2
9	Puente sobre Ferrocarnl San Antonio de los Banos	Artemisa	40.0	Others	Primary	No	6,953	18%	1.24	30.9	beam bridge	4
10	Puente de Cabeza	Pinar del Rio	31.3	Others	Secondary	No	348	N/A	0.33	8.3	truss bridge	5
11	Puente de La Cruz	Pinar del Rio	31.3	Others	Secondary	No	348	N/A	0.33	8.3	truss bridge	5
12	Puente Arenales	Pinar del Rio	31.3	Others	Secondary	No	1,464	N/A	0.33	8.3	truss bridge	5
13	Puente La Guira	Pinar del Rio	31.3	Others	Tertiary	No	N/A	N/A	0.33	8.3	truss bridge	5
14	Puente Teneria	Pinar del Rio	178.5	Others	Secondary	No	169	N/A	1.90	47.5	truss bridge	5
15	Puente Metalico sobre el Cuyaguateje	Pinar del Rio	63.4	Others	Secondary	No	749	N/A	0.67	16.9	truss bridge	5
16	Puente de Cajones sobre el Rio San Juan	Matanzas	85.0	Carretera Central	Primary	No	2,590	39%	2.62	65.6	beam bridge	4
17	Puente Elevado La Jaiba	Matanzas	75.0	Carretera Central	Primary	No	4,413	16%	2.32	57.9	beam bridge	4
18	Puente Metalico San Agustin de la Carretera Centra	Matanzas	36.0	Carretera Central	Primary	No	1,892	39%	0.38	9.6	truss bridge	4
19	Puente Metalico Caninar Carretera Central	Matanzas	103.0	Carretera Central	Primary	No	5,349	39%	1.10	27.4	truss bridge	2
20	Puente Metalico sobre el Rio Sagua La Grante Km265	Villa Clara	61.5	Carretera Central	Primary	No	1,227	16%	0.65	16.4	truss bridge	4
21	Puente 5 del Pedraplen a Cayo Santa Maria	Villa Clara	65.6	Others	Primary	Yes	N/A	N/A	2.03	50.6	beam bridge	3
22	Puente de la Autopista sobre el Rio Agabama	Villa Clara	61.0	Autopista	Expressway	Yes	3,586	28%	1.88	47.1	beam bridge	3
23	Puente sobre Rio Hondo	Cienfuegos	336.0	Circuito Sur	Primary	Yes	N/A	14%	10.38	259.4	beam bridge	2
24	Puente de Amarilla	Cienfuegos	12.0	Circuito Sur	Primary	Yes	1,834	14%	0.37	9.3	beam bridge	3
25	Puente sobre Rio Canas	Sancti Spiritus	64.0	Circuito Sur	Primary	Yes	731	14%	1.98	49.4	beam bridge	3
26	Puente sobre el Rio Jatibanico	Sancti Spiritus	76.6	Carretera Central	Primary	Yes	2,660	48%	0.81	20.4	truss bridge	3
27	Puento Largo de Guillermo	Ciego de Avila	300.0	Others	Primary	Yes	749	N/A	9.26	231.6	beam bridge	3

28	Puente sobre el Rio Mayari	Holguin	170.0	Circuito Norte	Primary	Yes	N/A	31%	5.25	131.2	beam bridge	3
29	Puente de Punta Gorda	Holguin	120.0	Circuito Norte	Primary	Yes	N/A	30%	3.71	92.6	beam bridge	3
30	Puente sobre el Rio Yumuri	Guantanam o	125.0	Others	Secondary	No	N/A	N/A	3.86	96.5	beam bridge	5
31	Puente de San Juan	Santiago de Cuba	100.0	Autopista (Vial)	Primary	No	8,623	N/A	3.09	77.2	beam bridge	2
32	Puente Mecrio	Santiago de Cuba	52.0	Carretera Central	Primary	Yes	2,716	24%	0.55	13.8	truss bridge	3
33	Puente Metalico sobre el Rio Cauto	Granma	157.8	Carretera Central	Primary	Yes	1,756	24%	1.68	42.0	truss bridge	2
Prior	ity 1								39.56	989.1		1
Prior	ity 2								19.54	488.5		2
Prior	ity 3								28.28	707.0		3
Prior	Priority 4									180.3		4
Prior	Priority 5									194.1		5
Tota	Total									2,559		

AADT: Average Annual Daily Traffic

HV ratio: heavy vehicle ratio

Construction priorities:

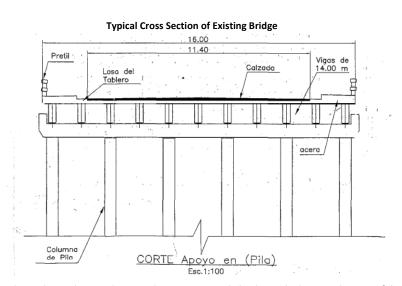
Considering Cuba's budget limitations, time, and resources, bridge reconstruction is divided into 5 phases. The phases are based on the level of urgency, as described below:

- Priority 1: Located along Circuite Norte (Via Blanca) that connects to Varadero, the most famous tourism spot in Cuba. Moreover, these bridges are located near Havana
- Priority 2: Bridges of over 100m in length on the corridor connecting Havana and Santiago de Cuba, which is considered to be the most important corridor for Cuba
- Priority 3: Bridges on the tourism route
- Priority 4: Bridges on the expressway or primary road
- Priority 5: The remaining bridges

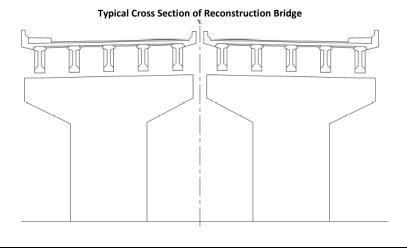
Detail of First Phase Bridges for Reconstruction.

No.	Bridge Name	Bridge Length (m)	Bridge Width (m)	Superstructure Type
1	Puente sobre el Rio Tarara	210	16	RC Girder
2	Monumental sobre Via Blanca	78.3	10	RC Girder
5	Puente sobre el Rio Boca de Jaruco	254	16.8	RC Girder
7	Puente sobre el Rio Puerto Escondido	185	16	RC Girder
8	Puente sobre el Rio Jibacoa	554	16.8	RC Girder

Bridges no. 1, 2, 5, 7, and 8 are located along Circuite Norte on the seaside (Via Blanca) near Havana, which connects to Varadero, one of the most famous tourist spots in Cuba. Since these five bridges have an essential role in connection, reconstruction of these bridges is highly recommended and selected as phase one. The second phase is five bridges with classification over 100 m in length on the route connecting Havana and Santiago de Cuba, which is considered the most important for Cuba. The third phase is eleven bridges located on the tourism route. The fourth phase is five bridges located on the expressway or primary road. Finally, the fifth phase is the seven remaining bridges. Currently, these bridges have a typical cross-section, as seen below figure.



The first phase bridges are located near the seaside; PC Bridge is recommended to be applied in consideration of the difficulty of maintenance work for the steel girder type. The superstructure type of existing bridges is an RC girder; the span length is 14m. Thus, a 30~35m span length of PC-I Girder type is applicable. A typical cross-section construction can be seen below figure.



1. Project Code	RB004		2. Projec	t Title	Procure	ment	of Road M	aintenance M	achines	and Eq	uipment			
	l													
3. Implementation	Agency	Mini	stry of Tra	nsport			4	1. Implementa	tion per	iod				
5. Project cost (but	dget)	380 ı	million CUI) (15 mi	llion USD)			Start	202	3	End	2026		
6. Source of finance	e	⊠ St	ate budge	t		× I	External fir	nancing agenci	es	☐ Foi	reign Investors			
						<u> </u>								
	☐ Trans	port P	anning	☐ Log	istics/Carg	0					Immediate			
	⊠ Road	/Bridg	e	☐ Bus	passenger	r trans	sport				(2022 – 2023)			
7. Sector	☐ Railw	ay		☐ Env	ironment			8. Project		\boxtimes	Short-term			
7. 3000	☐ Aviat	ion		□ Ins	titution/Re	egulat	ion	Priority			(2024 – 2026)			
	☐ Port/	Maritir	ne	□ Rel	evant busi	ness a	and others				Medium-term			
											(2027 – 2	2030)		
						, , ,								
	Key Areas			9.	Objective ((code))	10. Strategy (code)		11. Goal (cod	e)		
1. Planning and co				2.5	`			2.2.1			2211			
 Transport infras Environment, sa 				2.2	2			2.2.1			2.2.1.1			
4. Transport service	•			nt										
5. Transport pricin														
6. Institutional and														
		,	· · · · · · · · · · · · · · · · · · ·				<u></u>							
12. Purpose of the	project						13. Exped	ted Benefits/0	Dutcome	es				
To achieve com	prehensiv	e road	improvem	ent in t	he eastern		• To incr	ease mobility	conditio	ns for	3.97 million inh	abitants,		
provinces (Las T	unas, Hol	guín, G	ranma, Sa	ntiago d	le Cuba, an	nd	including travelers.							
Guantánamo)							• To increase passenger and cargo transportation services by reducing cost and time of operation.							
• To provide the r	-					ıds		_	-					
of the eastern p			_	_					ety with	the co	nsequent decre	ase in		
environmental i	mpacts w	ithin th	ie existing	state pr	ogram.		accide				. (. 1)			
											of the eastern r	=		
							essential structuring and interconnection that allows greater efficiency and effectiveness in the use of means of transport.							
14. Project Descrip	tion						15. Social-environmental consideration							
To increase the		of 93 r	nain roads	in the f	ive provinc	ces	Social impacts – positive impacts, such as improving safe							
within Las Tuna:					•		access roads between the cities, are expected.							
Guantánamo.							2) Natur	al Environmer	nt – no ir	npacts	are expected			
• To provide equi	pment for	road i	mproveme	ent for s	tabilizer,		 2) Natural Environment – no impacts are expected 3) Pollution – pollution reduction by gas emission and gas during 							
recycler, earthw	ork, and p	paving	equipmen	t.			earthworks are expected							
16. Relevant proje	ct(s)						4) Environmental Impact Assessment (EIA) – no need							
● RB003														
17. Project location	n P	rovinc	e: Las 1	unas, H	Iolguín, Gra	anma	, Santiago	de Cuba and G	Guantána	amo				
			Man (4000	- PARCENTE	THE REAL PROPERTY.	1000	- 20-	19.00 MINOR			



List of requested equipment:

- Pavement recycling work
 - Soil stabilizer, cement spreader, emulsion tank, tractor truck, thermal tank semi trailer for asphalt, compactor, grader, water tank, liquid asphalt sprinkler, and emulsion plant.
- 2. Support equipment for pavement recycling works
 - Soil test laboratory, a workshop for truck mechanics, truck lubrication plant, fuel truck, water tank with pump, platform truck, tractor, and low semitrailer.
- 3. Earthwork machines
 - Bulldozers, front loader, grader, compactor, a workshop for truck mechanics, water tank, and platform truck.
- 4. Equipment for asphalt pavement
 - Mobile asphalt plant, compactor, front loader, liquid asphalt sprinkler, water tank, dump truck, thermal tank semi-trailer for asphalt, semitrailer, multipurpose sweeping roller, concrete and asphalt plate cutting machine, a workshop for truck mechanics, and truck.

MITRANS initially requested the list in Table 1 in 2016. The equipment types in the list were mainly gathered for the asphalt pavement works. However, because of their high versatility, many types overlap, such as bulldozers, motor graders, dump trucks, etc. Thus, this equipment should be the core of the optimized component.

Table 1 List of Heavy Equipment (requested by MITRANS)

		ltem		Amo	ount
Category	No.			Unit Price	Total
category		Name of item	Quantity	USD	USD
				(thousand)	(thousand)
Principal	1	Road stabilizer	1	708.4	708.4
equipment for pavement	2	Cement Spreader	1	91.8	91.8
recycling work	3	Emulsion tanker (self-propelled)	1	121.2	121.2
	4	Tractor truck	4	66.7	266.8
	5.	Asphalt thermal tank on a semi- trailer	2	55	110
	6	Cement silo on a semi-trailer	2	45	90
	7	Tamping roller (vibratory type)	1	150	150
	8	Vibratory compactor (combined type)	1	99.8	99.8
	9	Motor grader	1	166.7	166.7
	10	Vibratory compactor (tandem type)	1	141.7	141.7
	11	Water tanker truck (with pump)	1	63.7	63.7
	12	Asphalt distributor	1	104.2	104.2
	13	Emulsion plant	1	215	215
		SUBTOTAL	18		2,329.30
Support	14	Laboratory of soil testing	1	50	50
equipment for pavement	15	Mechanical workshop (truck mounted type)	1	114	114
recycling work	16	Plant for lubricant (truck mounted type)	1	65.4	65.4
. 3	17	Fuel tank (truck mounted type)	1	79.6	79.6

	18	Water tanker truck (with pump)	1	63.7	63.7
	19	Flat body truck with hydraulic crane	1	75	75
	20	Flat body truck	1	49.5	49.5
	21	Tractor truck	1	66.7	66.7
	22	Semi-trailer (low bed)	1	42.3	42.3
		SUBTOTAL	9		606.2
Principal	23	Bulldozer	2	286.6	573.2
equipment for earthworks	24	Bulldozer	1	179.2	179.2
earthworks	25	Wheel loader	2	249.7	499.4
	26	Motor grader	2	166.7	333.4
	27	Tamping roller (vibratory type)	2	150	300
	28	Water tanker truck (with pump)	2	65	130
	29	Dump truck	21	72.8	1528.8
	30	Mechanical workshop (truck mounted type)	1	111	111
	31	Flat body truck	1	49.5	49.5
		SUBTOTAL	34		3,704.50
Equipment for	32	Mobile asphalt plant (Discontinue type)	1	850	850
asphalt pavement	33	Asphalt paver	1	333.5	333.5
	34	Vibratory compactor (combined type)	1	99.8	99.8
	35	Vibratory compactor (tandem type)	1	77.5	77.5
	36	Wheel loader	1	249.7	249.7
	37	Asphalt distributor	1	104.2	104.2
	38	Water tank with pump	1	65	65
	39	Dump truck	12	72.8	873.6
	40	Tractor truck	4	66.7	266.8
	41	Asphalt thermal tank on a semi- trailer	3	55	165
	42	Semi-trailer (low bed)	1	42.3	42.3
	43	Multipurpose sweeping roller	1	40	40
	44	Asphalt & concrete cutter	1	15	15
	45	Mechanical workshop (truck mounted type)	1	111	111
	46	Flat body truck	1	49.5	49.5
		SUBTOTAL	31		3,342.90
		TOTAL	92		9,982.90

MITRANS originally listed List No. 1-29 in Table 2 as it was intended to reflect the necessity in Cuba accurately. Furthermore, some equipment with high versatility, but not stated previously in the original list, are added as mentioned in list A1 – A3. Those will boost efficient operation and management in the overall civil work industry.

The price is updated based on these conditions:

- \bullet The equipment price (No. 1 29) is updated by applying the inflation rate in Japan.
- (2016 2019: 2.04% designated by the IMF).
- The equipment price (No. A1 A3) is quoted from researched prices (2019), based on cost estimates of civil work projects in Japan; 20% of the price is added as transportation cost.

Table 2 Equipment Component for the Grant Aid Program (Draft)

		upment component for the drant Aid Program	. (5.4.)	Price	Amount
No.	Type of Equipment	Specification	Quantity		nd USD
1	Road stabilizer	Work capacity: 1000/1200m2/hr. Containing an automatic system of spraying and cleaning. Air-conditioned cabin for operator.	1	722.9	722.9
2	Cement Spreader	Cargo capacity: 5.0tons	1	93.7	93.7
3	Emulsion tanker (self-propelled)	Tank capacity: 10m³	1	123.7	123.7
4	Tractor truck	6x4 drives. Power: 380-400HP. Cargo capacity: 20tons	9	68.1	612.5
5.	Asphalt thermal tank on a semitrailer	Tank capacity: 25-30m3. Heating system: Max. 180°C	5	56.1	280.6

6	Cement silo on a semi-trailer	Capacity: 20-25 tons	2	45.9	91.8
7	Tamping roller (vibratory type)	Weight: 15 tons	3	153.1	459.2
8	Vibratory compactor (combined type)	Weight: 8/10tons. 1 roller & 4 wheels	2	101.8	203.7
9	Motor grader	Power: 130-135Kw	3	170.1	510.3
10	Vibratory compactor (tandem type)	Weight: 10/12tons. 2 vibration rollers	2	144.6	289.2
11	Water tanker truck (with pump)	Tank capacity: 10m3	5	65.0	325.0
12	Asphalt distributor	Cargo capacity: 10m3, 3axes	1	106.3	106.3
13	Emulsion plant	Production capacity: 5tons/hr	1	219.4	219.4
14	Laboratory of soil testing	Contains necessary equipment	1	51.0	51.0
15	Mechanical workshop (truck mounted type)	4x4 drive, containing standard equipment. Hydraulic crane/arm capacity: 10 tons	3	116.3	116.3
16	Plant for lubricant (truck mounted type)	4x4 drives, 6 axles	1	66.7	66.7
17	Fuel tank (truck mounted type)	Tank capacity: 20 tons with pump	1	81.2	81.2
18	Flat body truck with a hydraulic arm	Loading capacity: 15 – 20 tons, hydraulic crane: 10 tons	1	76.5	76.5
19	Flat body truck	Load capacity: 4.1 – 5.0 tons	5	50.5	151.5
20	Semi-trailer (low bed)	Cargo capacity: 55/60 tons. 5 axles	2	43.2	86.3
21	Bulldozer	Power: 22 240 HP	2	292.4	584.9
22	Bulldozer	Power: 150 – 170 HP	1	182.9	182.9
23	Wheel loader	Bucket capacity: 2.5 – 3.0 m3	3	254.8	764.4
24	Dump truck	Load capacity: 17/18 tons (12m3)	33	74.3	2,452.4
25	Mechanical workshop (truck mounted type)	4x4 drive, containing standard hydraulic crane/arm capacity: 10 tons	1	111.0	111.0
26	Asphalt paver	Work capacity: 450 – 500 tons/hr. Pavement width: 3 – 8 m	1	340.3	340.3
27	Asphalt distributor	Cargo capacity: 10 m3, 3 axes	1	106.3	106.3
28	Multipurpose sweeping roller	Power: 80 – 100 HP	1	40.8	40.8
29	Asphalt & concrete cutter		1	15.3	15.3
A1	Excavator	Bucket: 0.6 – 0.8m ³	3	145.1	435.3
A2	Rough terrain crane	Load: 25t	3	260.7	782.1
А3	Erectile generator	50/60kVA	5	26.7	133.5
	TOTAL		103		11,605

The provision of heavy equipment should consider the spare parts and technical support costs. Therefore, the original list secured approximately 15% of the total equipment for spare parts (2016). However, considering the "lack of spare parts" that has been determined to be one of the most critical issues in Cuba, strengthening this portion is essential. Thus, 20% of the total amount of the equipment is secured in the estimate. In addition, for technical support to install the equipment in Cuba, 10% of the equipment is required.

Table 3 Total Estimated Cost for Requested Equipment with Additional Cost of Grant Aid Program

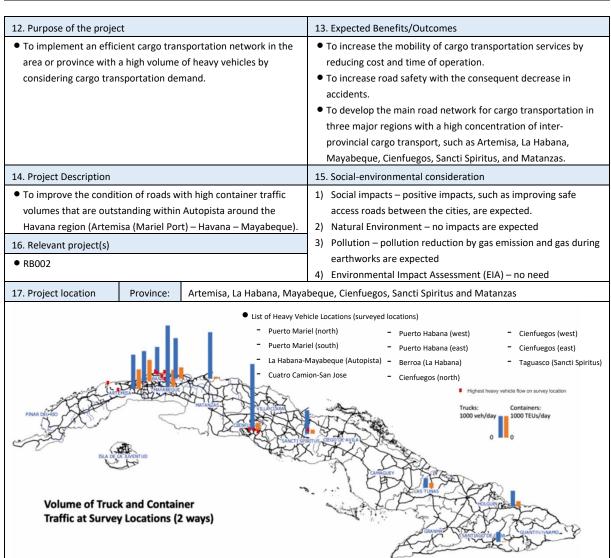
Total Amount		USD 15,086,500							
3. Technical Support	10% of "1"	USD 1,160,500							
2. Spare parts	20% of "1"	USD 2,321,000							
1. Cost of equipment (incld. Transport fee)	Total 103 items	USD 11,605,000							
ile 3 Total Estimated Cost for Requested Equipment with Additional Cost of Grant Aid Program									

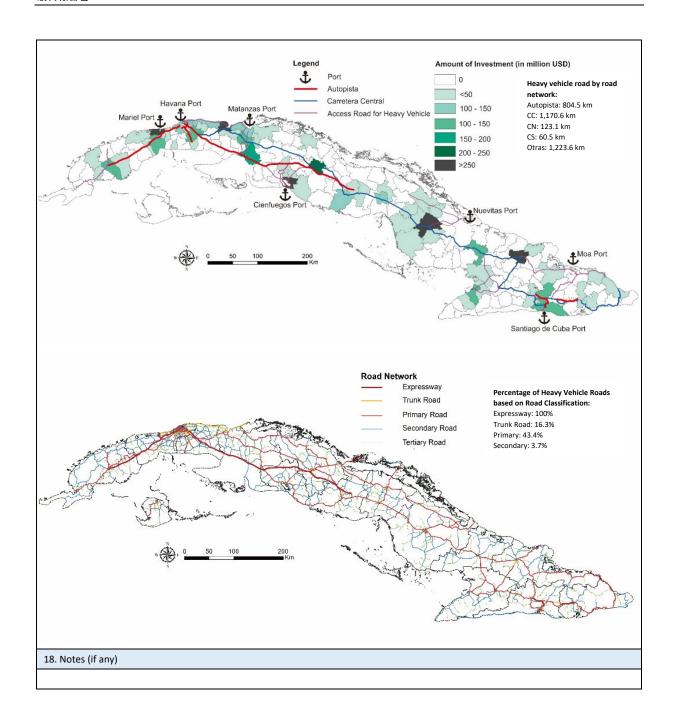
1. Project Code RB005 2. Project Title Plan of the Road Network for Heavy Vehicles (Routes for Heavy Vehicles and Dangerous Goods)
--

3. Implementation Agency	MITRANS	4. Implement	ation pe	on period			
5. Project cost (budget)	50 million CUP (2.0 million USD)		Start	202	23	End	2025
6. Source of finance	State budget ■ ■ State budget ■				cies		

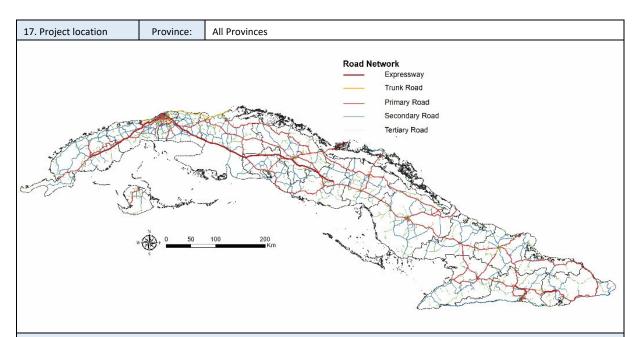
	□ Transport Planning	□ Logistics/Cargo □		\boxtimes	Immediate
	⊠ Road/Bridge	☐ Bus passenger transport			(2022 – 2023)
7 Cookers	☐ Railway	☐ Environment	8. Project	\boxtimes	Short-term
7. Sector	☐ Aviation	☐ Institution/Regulation	Priority		(2024 – 2026)
	☐ Port/Maritime	☐ Relevant business and others			Medium-term
					(2027 – 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development	2.3, 2.4, 2.5, 2.6	2.2.1 ~ 2.5.1, 2.6.1	2.3.1.1~2.5.1.1, 2.6.1.1
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation	5.1	5.1.2	5.1.2.1
6. Institutional and regulatory development			





1. Project Code	RB006		2. Projec	t Title	Cuba ITS	Develop	ment	Pla	ın					
					-									
		MITR	ANS											
3. Implementation	Agency	l	•		e, Technolo	ogy, and		4.	Implement	ation per	iod			
			onment (_ 1			
5. Project cost (bud			illion CUP	•	lion USD)	I			Start	202		End	2027	
6. Source of finance ⊠ State budget □						⊠ Exte	ernal fi	naı	ncing agend	cies	□ Fo	reign Investors		
☐ Transport Planning ☐ Lo				_	istics/Cargo							Immediate		
	⊠ Road		2		passenger	r transpor	rt					(2022 – 2023)	de) 1.1 1.1 1.1 1.1 1.1 1.1 1.1 1.1 1.1 1.	
7. Sector	☐ Railw	•			ironment				8. Project			Short-term		
	☐ Aviati	on		□ Ins	titution/Re	gulation	ion Priority (2024 – 2026)							
	☐ Port/I	Maritin	ne	☐ Rel	evant busir	ness and	others	S				Medium-term		
												(2027 – 2030)		
	Key Areas				Objective ((code)		_	.0. Strategy	(code)		11. Goal (cod	,	
1. Planning and coo				1.3	1, 1.5			1	1.1, 1.5.1			1.1.1.1, 1.5.1	1	
Transport infrastructure development Brivironment, safety, and security 3.1, 3.4							,	112241			2121241			
4. Transport servic									3.1.2, 3.4.1 3.1.2	3.1.2.1, 3.4.1.1 4.1.2.1				
5. Transport pricing				7	<u> </u>			<u> </u>	.1.2			4.1.2.1		
6. Institutional and														
		7		ı I										
12. Purpose of the	project					13.	B. Expe	cte	d Benefits/	Outcome	es			
To improve the	mobility o	f peopl	e and god	ds.		•	Impro	ve	traffic flow	by reduc	ing co	ngestion		
To increase safe	ty, reduce	traffic	congestio	n, and	manage	•	Improve traffic flow by reducing congestion Quickly detect incidents and appropriately respond to them. Improve air quality by reducing pollution by minimizing travel.							
incidents effecti	vely.					•	Improve air quality by reducing pollution by minimizing travel delay.							
To provide vario	us inform	ation a	nd comm	unicatio	n		delay							
technologies to	all mode's	passe	nger and 1	reight t	ransport	•	Impro	ve	safety by p	roviding	a warn	ing before a po	tential	
To identify appropriate to the second control of the second c	opriate tra	ansport	sector po	olicies (c	lemand				situation					
management or	public tra	nsport	priority n	neasure	s)	•	Minim	nize	e the impac	t of envir	onmer	ntal and human	factors that	
									te to an acc					
								_		etwork o	perate	s in the most ef	ificient, safe,	
									ainable					
									-			rough system a	* *	
												formed decisio		
							travel	ch	oices (road	guidance	e or dri	iver information	1)	
14. Project Descrip							. Socia	al-e	nvironmen	tal consid	deratio	n		
To promote rese				-		-					-	are expected		
which aims to p				_	to differen	nt 2)	Natu	ıral	Environme	ent – posi	tive im	pacts are expe	cted	
modes of transp	ort and tr	affic m	anageme	nt.		3)			n – positive	-		•		
						4)	Envir	ron	mental Imp	oact Asse	ssment	t (EIA) – no nee	d	
16. Relevant projec	ct(s)													
● RB012														



The Early Years of ITS

The early years of ITS were championed by a handful of countries – including the United States, Canada, many European countries, Japan and Australia. In the USA, for example, several transport reauthorization bills – from the 1991 Intermodal Surface Transportation Efficiency Act (or ISTEA) onwards, encouraged the deployment of ITS and the search for advanced technology applications in transport. Many Field Operational Tests (FOT) were also undertaken – designed to test the feasibility of implementing the technology-based solutions, as well as provide information on their likely costs and benefits

ITS Nowadays

Recent years have witnessed a renewed and increased interest in connected and autonomous (self-driving) vehicles — which can be regarded as the latest phase in the evolution of ITS. Third and fourth-generation digital mobile telecommunications have enabled higher levels of connectivity between vehicles and the infrastructure, coupled with greater vehicle automation. This may radically change the way that motor vehicles are driven and the way that road traffic is managed.

The principal applications of ITS – that contribute to road network operations are:

- Traffic and road network management
- Traveler information systems
- Public transport systems
- Commercial vehicle applications
- Vehicle safety applications
- Maintenance and construction management applications
- Emergency management
- Archived data management

Traffic Control Center - Traffic and road network management



Source:

http://www.colosseoeas.com/en/news/Colosseo-proven-Single-Media-Platform-technology-controls-new-Traffic-Control-Center-in-Istanbul.html

Mobile Route Planner – Travel information systems



Source: https://ridewithgps.com/help/route-planner

Contactless Payment Technology (Smart Card in Use for Transit in Finland) – Public Transport System



Source

https://en.wikipedia.org/wiki/File:Matkakortti_ja_kortinluki ia.ing

Camera-based ITS solution for automated detection - Vehicle safety applications



Source: https://rno-its.piarc.org/en/network-operations-its-road-safety/policing-enforcement

Emergency response through CCTV – Emergency Management

Contactless Payment Technology (Smart Card in Use for Transit in Public Transport Application - Commercial vehicle applications



Source: https://www.uplabs.com/posts/public-transport-appdesign-ui-ux-kits

Road weather information system - Maintenance and construction management applications



Source: https://commons.wikimedia.org/wiki/File:2012-06-26

Data management through Geographic Information Systems technology - Archived data management

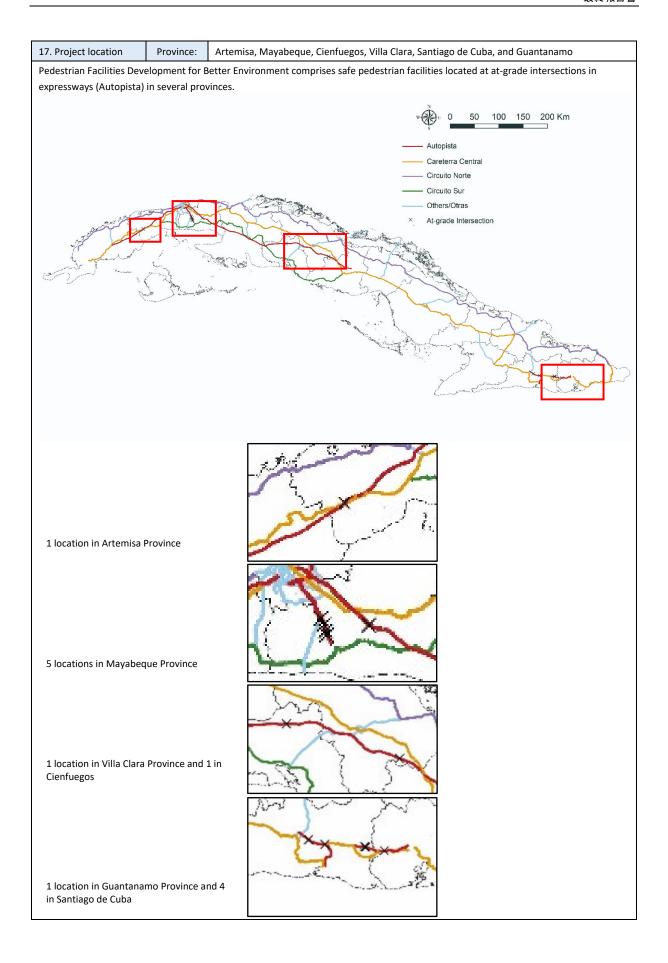


Source: https://www.pcb.its.dot.gov/eprimer/module8.aspx



Source: https://apps.apple.com/us/app/gis-kit/id429688355

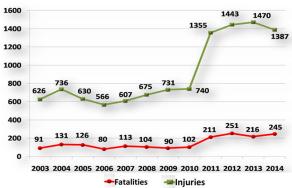
1. Project Code	RB007		2. Pro	ject Title	Pede	estrian Fac	lity D	evelopment	Plan & C	onstru	ction for Better	Environment		
3. Implementation	Agency	MITRAN	IS, CNV				4. Implementation period							
5. Project cost (budget) 125 million CUP (5.0 mil								Start	202	23	End	2028		
6. Source of finance				t		⊠ Exteri	al fir	nancing agen	cies	□Fo	reign Investors			
	⊠ Trans	☐ Transport Planning			cs/Carg	0					Immediate			
	⊠ Road	⊠ Road/Bridge □			ssenger	transport					(2022 – 2023)			
7.0	☐ Railw	ay		⊠ Enviro	nment			8. Projec	t	\boxtimes	Short-term			
7. Sector	□ Aviat	ion		☐ Institu	tion/Re	gulation		Priority			(2024 – 2026)			
	☐ Port/	Maritime		☐ Releva	nt busi	ness and o	hers				Medium-term			
											(2027 – 2030)			
Key Areas					9. Objective (code)			10. Strategy	(code)		11. Goal (cod	le)		
1. Planning and coordination														
2. Transport infrastructure development														
3. Environment, sat	fety, and	security		3.1, 3	3.1, 3.2, 3.4			3.1.1, 3.1.2	, 3.2.1, 3.	4.1	3.1.1.1., 3.1.	2.1, 3.2.1.1		
4. Transport service	e and ind	ustry deve	elopme	nt										
5. Transport pricing	g and reso	ource allo	cation											
6. Institutional and	regulato	ry develor	oment											
12. Purpose of the	project					13. ا	13. Expected Benefits/Outcomes							
To contribute to	safety ar	d comfor	t on the	road		• E	tabli	ishment of pe	edestrian	faciliti	es in the form o	of safe		
• To support smoo	oth traffic	flow by i	mprovi	ng the safet	y of	CI	crossing facilities or overpasses.							
driving						• Ir	creas	se road safet	y with th	e conse	equent decreas	e in		
						a	cide	nts.						
14. Project Description						15. 9	ocial	l-environmer	ntal consi	deratio	on			
Provide pedestri	an faciliti	es in the f	form of	safe crossir	ng	1)	ocial	l impacts – p	ositive im	pacts	are expected, si	uch as more		
facilities or over	passes in	expressw	ays to s	eparate pe	destria	n,	pedestrians can walk safely.							
cyclist, and moto	orized veł	nicles to g	ive a se	nse of safet	y for b	oth 2)	2) Natural Environment – more well-arranged pedestrian paths							
motorized and n	on-moto	rized.					are expected							
16. Relevant projec	t(s)					3)	3) Pollution – no significant impact is expected							
						4)	4) Environmental Impact Assessment (EIA) – no need							



Background

While the number of fatalities and injuries over the past few years is stable, the number of pedestrian traffic fatalities and injuries is upward. According to the latest data from 2014, pedestrian fatalities account for about one-third of the total fatalities in traffic accidents. Therefore, improvement of road safety facilities such as lighting, guard rails, delineators, safety signboards, etc., may increase the safety and comfort of the roads with minimum investment.





The trend in the Number of Traffic Accidents, Fatalities, and Injuries

The trend in the Number of Fatalities and Injuries in Accidents
Involving Pedestrians

The current existence of interchanges and grade separations in Expressway (Autopista) enables cyclists and pedestrians to enter the motorway, which is dangerous for all road users.





At-grade Intersections on the Expressway (Autopista)

Example of Safe Pedestrian Facilities



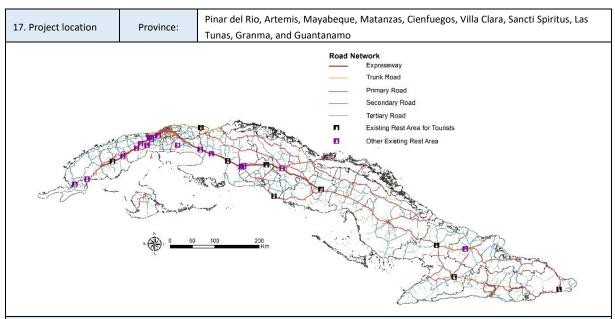




Pedestrian Bridge

1. Project Code	RB008	2. Project Title Construction					n of stop & rest road stations (MICHI NO EKI) along main roads							
3. Implementation	Agency	MITR	ANS				4. Implementation period							
5. Project cost (bud	5. Project cost (budget) 1.25 billion CUP (50 million USD)							Start	202	3	End	2028		
6. Source of finance							fina	ancing agend	cies	⊠ Fo	reign Investors			
	☐ Trans	port Pl	anning	☐ Log	istics/Cargo	0					Immediate			
	⊠ Road	/Bridge	e	☐ Bus	passenger	transport					(2022 – 2023)			
7. Sector	☐ Railw	ay		☐ Env	ironment			8. Project		\boxtimes	Short-term			
7. 30000	☐ Aviat	ion		⊠Inst	itution/Reg	gulation		Priority			(2024 – 2026)			
	☐ Port/	Maritir	ne	⊠Rele	evant busin	ess and othe	rs				Medium-term			
											(2027 – 2030)			
-											_			
	Key Areas			9.	Objective (code)		10. Strategy	(code)		11. Goal (code)			
1. Planning and coordination														
2. Transport infrastructure development					2.5			2.5.2			2.5.2.1			
3. Environment, sa	fety, and	securit	у											
4. Transport service and industry development 4.3				4.1, 4.2			4.1.1, 4.1.2,	4.2.1, 4.2	2.2,	4.1.1.1, 4.1.2	.1, 4.2.2.1,			
							4.2.3 4.2.3.1							
5. Transport pricing and resource allocation														
6. Institutional and	regulato	y deve	lopment	6.3	6.3			6.3.1			6.3.1.1			
12. Purpose of the	project					13. Ex	13. Expected Benefits/Outcomes							
To promote local	ıl tourism	and tra	ade throug	h local	community	/ ● Pro	Provide business opportunities to local communities							
participation						• Imp	Improve economic activity in the sector of tourism and trade							
 To contribute to 	safety an	d com	fort on the	road		ser	service							
To collect and di	isseminat	e traffi	c informat	on to th	ne road use	er To i	To increase road safety with the consequent decrease in							
and residents						acc	den	ts						
To support smoo	oth traffic	flow b	y improvir	g the sa	afety of	• Red	uctio	on of polluti	on (envir	onmer	nt) through the	provision of		
driving						gre	en ar	rea						
To provide convenient places and other quality services for														
travelers to rest														
14. Project Descrip	tion					15. So	cial-	environmen	tal consid	deratio	n			
Providing roadsi	de faciliti	es adop	oting Mich	-no-Eki	in the forn	n 1) So	cial i	impacts – po	sitive im	pacts a	are expected			
of convenient re	st areas v	vith oth	ner quality	service	s, including	· ·				_	ant impacts are	expected		
media to promo	te local sp	ecialty	product			3) Pc	llutio	on – no sign	ificant im	pacts a	are expected			
16. Relevant project(s)						4) En	4) Environmental Impact Assessment (EIA) – requires							

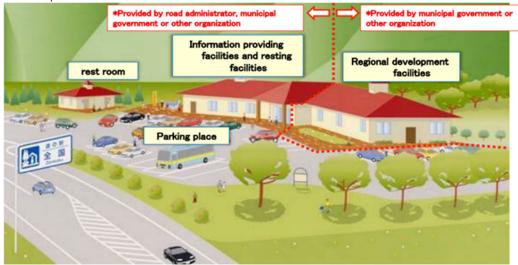
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Michi-no-Eki

Michi no Eki is a public-private partnership concept where the local community/community can play an independent role in its management, especially in suburban and rural areas traversed by highways. The design of Michi no Eki is a rest area that provides a comfortable resting place and other quality services for road users and residents. Michi-no-Eki plays 3 different roles; "a place for resting" for road users, "a place to provide information" for both road users and locals, and "a place to facilitate local communications".





Source MLIT, translated by JST

In Japan, the government provides conditions for the construction of Michi no Eki, including:

- The location is on the edge of the highway and easily accessible by road use
- The services include parking lots, toilets, public telephones, information rooms
- Free parking areas, clean toilets, and information rooms provide information on traffic, local communities, and supporting facilities such as restaurants, mini markets, and others.
- The local government or community institution is in charge of the facility's operation
- Easy access for children, adults, parents, and people with disabilities and attention to the local spatial plan.

Michi no Eki resting facilities



Tollets are in operation 24 hours a day. Clean, convenient tollets Restaurants serving local specialties





Various road users, such as those in passenger cars and heavy trucks, can stop by easily.

Michi no Eki facilities for information



Roadmaps featuring nearby facilities are provided, as are real-time Information provision by means of local information magazines



An example of a tourist information center operated by a tourist association at a Michi-no-Eki (https://www.hakobura.jp/db/db-shopping/2016/02/post-86.html)

Michi no Eki Facilities for Regional Development



A space for meetings to pursue local activities

Michi-no-Eki Fujiyoshida

images of road conditions.



Agricultural products harvested in the early morning are sold the same day.



Road users purchase local products, thereby invigorating the local

Source: Handbook on Michi-no-Eki for International cooperation

Example of Michi No Eki in Japan

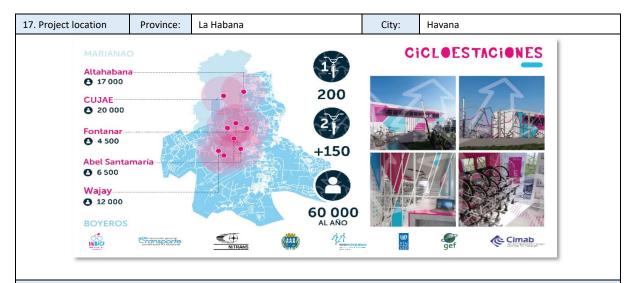


Michi-no-Eki Narusawa Michi-no-Eki Katsuyama

Source: https://www.mt-fuji.gr.jp/en/michi-no-eki/

The World Bank adopted the concept and name of "Michinoeki" to provide similar facilities in developing countries. The World Bank published detailed guidelines, and pilot studies were done in China and Kenya, followed by many projects in Asia and Africa. In Japan, JICA Hokkaido Center has performed training for eight countries in Central Asia and the Caucasus area from 2013 to 2015. In addition, in 2017, Michi-no-Eki training was done for seven countries in Central America and the Caribbean Sea. As of 2018, Japan had 1,145 Michino-Eki, which is still growing.

	1				_								
1. Project Code	RB009		2. Projec	t Title	Neo-mobility	Project							
		Unite	ed Nations	Devel	pment Program	n (UNDP)							
3. Implementation	Agency				f Transportation	of	4	1. Implement	tation p	eriod			
5.5.1.1.11			na Provinc		· · · · · · · · · · · · · · · · · · ·			<u> </u>				2000	
	roject cost (budget) 435 million CUP (17.4 million USD)							Start	20		End	2023	
6. Source of finance						External fi	naı	ncing agenci	es	∐ Fo	reign Investors		
	⊠ Trans	-	_		gistics/Cargo						Immediate		
		_	е		s passenger trar vironment	isport		8. Project			(2022 – 2023) Short-term		
7. Sector		•			stitution/Regula	tion		Priority		"	(2024 – 2026)		
	☐ Port/		me		levant business			Filolity			Medium-term		
	— гого,	iviaiitii	iic		icvant business	una otners	,				(2027 – 2030)		
											(===: ====;		
	Key Areas	5		g	. Objective (cod	e)	1	10. Strategy	(code)		11. Goal (cod	e)	
1. Planning and co						<u>, </u>			,		,		
2. Transport infras	tructure d	evelop	ment										
3. Environment, sa	fety, and	securit	У	3	.3, 3.4		3	3.3.1, 3.4.1			3.3.1.1, 3.4.1.1		
4. Transport servic	e and indu	ustry de	evelopmeı	nt									
5. Transport pricing	. Transport pricing and resource allocation												
6. Institutional and	. Institutional and regulatory development												
						_							
12. Purpose of the	project					13. Expe	cte	ed Benefits/0	Outcom	es			
To promote the	implemer	ntation	of a low-o	arbon	urban	• Establ	ish	nment of an	updated	l policy	and operationa	l framework	
transportation s	ystem in t	he city	of Havan	a		for sus	sta	inable publi	c transp	ort tha	t promotes sust	ainable	
 To provide mult 	iple benef	fits - lo	cally and g	lobally	- through	mobili	ity	and a more	resilien	turban	environment.		
integrating urba	n transpo	rtation	, physical	plannir	ig, and urban	• Impro	ve	the public to	ranspor	t syster	n through a Pub	olic Bicycle	
mobility.						Syster	n (PBS) and Tra	nsit-Or	ented	Development (T	OD)	
						measu							
							•				terventions rela		
											transport valida project indicator		
							_	•		•	ure successful p		
								entation.	civicies	to crist	are succession pr	Oject	
14. Project Descrip	tion							environment	al consi	deratio	n		
The development	nt of a low	/ carbo	n transpoi	tation	system pilot	1) Social impacts – positive impacts such as access improvement							
in Fontanar, thr	ough:					and a better lifestyle due to cycling are expected.							
o The pilot of a	public bic	ycle sy	stem, with	n 9 bicy	cle stations	2) Natural Environment – no impacts are expected							
and 300 bicyo	les					3) Pollution – pollution reduction by gas emission							
Network of routes with 25 electric tricycles that will provide						4) Envir	on	mental Impa	act Asse	ssmen	t (EIA) – no need	t	
service to the Fontanar, Abel Santamaria, and Wajay areas.													
Transport-oriented development measures: urban inter-													
modal station, intelligent traffic light system, improvement													
of the environment through tactical urban planning, bicycle													
lanes, etc. O Testing of an electric car, which is purchased by the project.													
_			-			1							
-	 Technical capacity building for the Center for Environmental Management of Transportation (Cimab) to carry out traffic 												
and mobility	•				-								
sources with													
16. Relevant proje						1							
• RB006 and RB01						1							
I						<u> </u>							



- The implemented action:







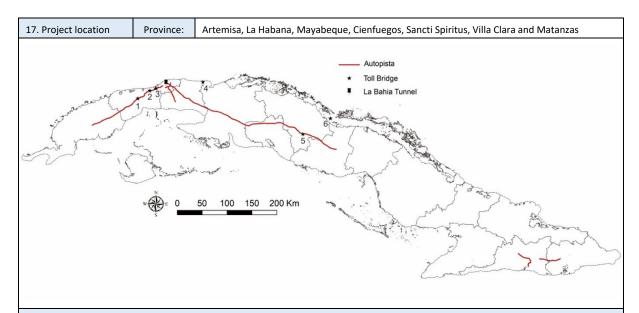
Public bicycle

Electric car

Mobile application to monitor emission

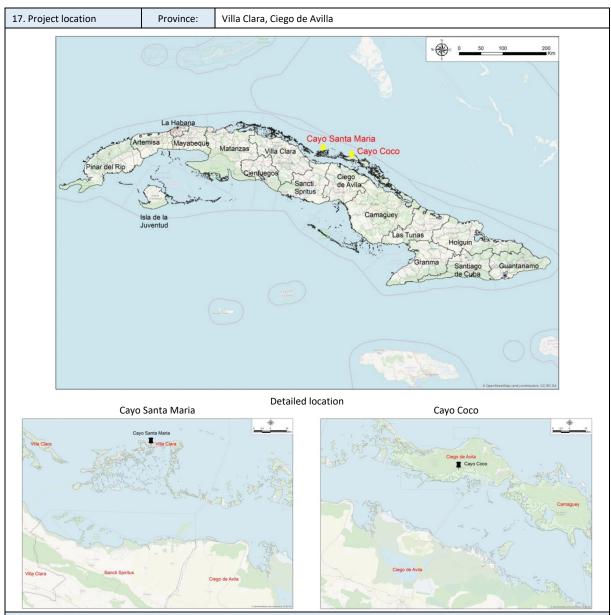
- Developed revision and updated regulatory documents on low-emission transport by elaborating four new standards to
 guide Sustainable Urban Mobility. Their respective Standards Committees review the proposed requirements for controlling
 environmental pollution from exhaust gas emissions produced by road transport vehicles and the standard for Public Bicycle
 Systems.
- In addition, the project also aims to produce technical reports on gender and generational gaps, electric vehicles, and bicycles, to support and promote updating some regulations.

1. Project Code	RB010	2. Proj	ect Title	•	-	toll roads, pricing for international cargo transport (containers), and e prices for Cubans in new tolls						
3. Implementation	Agency	MITRANS				4. Implementation period						
5. Project cost (budget) -							Start	202	3	End	2025	
6. Source of finance		State budg	et .		⊠ External	fina	incing agenc	ies		reign Investors		
o. source or infanc		□ State baag			External	11110	memb abene			i cigii iiivestors		
7. Sector	Road/Bridge			□ Logistics/Cargo □ Bus passenger transport □ Environment ☑ Institution/Regulation ☑ Relevant business and other			8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)		
	9	. Objective (code)	:	10. Strategy	(code)	11. Goal (code)					
1. Planning and co							2444					
2. Transport infrastructure development				2.4			2.4.1		2.4.1.1			
3. Environment, safety, and security												
4. Transport service and industry development 4.1						-	4.1.1			4.1.1.1		
5. Transport pricing and resource allocation				.4		+	5.4.1			5.4.1.1		
6. Institutional and	regulato	y development	6	.2		6.2.1 6.2.1.1						
12. Purpose of the	project				13. Ext	13. Expected Benefits/Outcomes						
 12. Purpose of the project To develop the PPP scheme that applies and is fit for international cargo transport and new development toll roads in Cuba, including optimizing the private sector capabilities. To prepare and suggest the legal framework for accelerating the implementation of the PPP scheme in road sectors. 					• To e tran serv • To p infra sect • Esta	 To establish reasonable toll rates for international cargo transport and national and international visitors with better services to road users. To provide business opportunities for developing road infrastructure, operation, and maintenance involving private sectors. Establish a PPP scheme that separates the government's responsibility and each stakeholder as risk mitigation. 						
14. Project Descrip	tion				15. Soc	cial-e	environmen	tal consid	leratio	n		
 To analyze several options of PPP schemes, including the advantages and disadvantages of each scheme, by considering several aspects of private sector involvement, type of loans, subsidy, and service payment. To gain support from policymakers, budgeting agencies, and international donors during the study to create a successful implementation. 					2) Na 3) Po 4) En							
16. Relevant proje	ct(s)				sta	keh	olders.					
• -												



No.	Bridge/Tunnel	Province	Status		
1	Puente Intereambio de Cayajabo	Artemisa	Existing		
2	Puente Aliviadero Presa La Coronela	Artemisa	Existing		
3	Puente Aliviadero Presa Maurin	Artemisa	Existing		
4	Les Elevadas de Via Blanco / varadero	Mayabeque/Matanzas	Existing		
5	Puente de la Autopista sobre el Rio Agabama	Villa Clara	Existing		
6	Puente 5 del Pedraplen a Cayo Santa Maria / santa maria	Villa Clara	Existing		
7	La Bahia Tunnel or Havana Tunnel	Havana	Existing		

-			1		,								
1. Project Code	RB011		2. Projec	t Title			rojec	ct Utilizing (Grant Aid	with E	Business and Ope	erating	
-					Rights in (Cuba							
		Natio	anal Poads	Contor	(CNV)/Provi	incial							
3. Implementation	Δgency				(CNV)/PIOVI), MITRANS	iliciai	4. Implementation period						
3. implementation	Agency		NG, MICO	•	,, wiii i i i i i i i i i i i i i i i i		٦.	impicinent	ation per	iou			
5. Project cost (budget) USD 30 million								Start	202	6	End	2029	
						∇ rt	£:				-	2023	
6. Source of financ	e	⊠ St	ate budge	τ			Tina	ncing agen	cies	⊠ FC	oreign Investors		
		☑ Transport Planning☑ Logistics/Cargo☑ Bus passenger to									Immediate		
	□ Railw	_	е		ironment	transport		8. Project			(2022 – 2023) Short-term		
7. Sector	☐ Aviat	•			titution/Reg	ulation		Priority			(2024 – 2026)		
	□ Port/		me			ess and othe	ers	Triority			Medium-term		
	_ 1 01 t/	.viai icii		_ Kei	evant basin	ess and othe					(2027 – 2030)		
											(
	Key Areas			9.	Objective (c	ode)	1	10. Strategy	(code)		11. Goal (code)		
1. Planning and coo	•			1.3	•	<u> </u>		1.3.1	, ,		1.3.1.1	,	
2. Transport infrast			ment	2.1			2	2.1.1, 2.1.2			2.1.1.1, 2.1.2.1		
3. Environment, sa	fety, and	securit	у										
Transport service and industry development					4.1			4.1.2			4.1.2.1		
5. Transport pricing and resource allocation				5.1	5.1, 5.2, 5.3			5.1.1, 5.1.2,	5.1.3, 5.2	2.1	5.1.1.1, 5.1.2.1, 5.1.3.1,		
										5.2.1.1. 5.3.1.	.1		
6. Institutional and regulatory development				6.2	2, 6.3		6	5.2.1, 6.3.1			6.2.1.1, 6.3.1.	.1	
12. Purpose of the	project					13. Exp	ecte	ed Benefits,	/Outcome	es			
To contribute to	tourism	promot	tion activit	ies with	in Cayo San	ta • Impi	rove	ment of to	urist activ	ities w	vithin Cayo Santa	Maria and	
Maria and Cayo	Coco					Cayo	Co	co.					
 To repair the da 	maged str	ructure	of the roa	ad bridg	e, including	• Esta	Establishment of a joint venture or consortium to ensure the						
the foundation a	and girder	· bridge	е.			road	road bridges are well-managed, especially for maintenance and						
To consider suits	able const	tructio	n method	that app	olies to Cuba		operation issues.						
implementation	-						Gain technology transfer exposure from private sectors						
To improve oper		d maint	tenance de	etails tha	at apply to	thro	through a cooperation scheme.						
Cuba's existing of													
To develop a pro						.£							
construction, pr the road bridges		it, and	operation	anu ma	intenance o)1							
14. Project Descrip						1E Co.	15. Social-environmental consideration						
• A business that		os to ni	romoting t	ouricm	in Cuba by								
repairing and ma		-	_		-					-	are expected	evnected	
							Natural Environment – no significant impacts are expected Pollution – no significant impacts are expected.						
to Cayo Santa Maria and Cayo Coco, which are Cuba's representative marine resorts, by utilizing grant aid with						′							
business and operating rights. Sustainability of improved						,					,,	-	
bridges condition is also essential to ensure good maintenance						e							
service and operation.													
Cayo Santa Mari	ia and Cay	o Coco	are famo	us for th	neir beautifu	ıl							
resorts in Cuba.	It takes 4	– 6 ho	urs to read	h these	areas by ca	r							
from Havana. Th	nere are 4	4 bridg	ges to Cayo	Santa I	Maria, and 2	27							
of them require	structure	repair	. Similar co	ondition	s are found								
within road brid	ges to Cay	yo Coc	0.										
16. Relevant projec	ct(s)												
•													

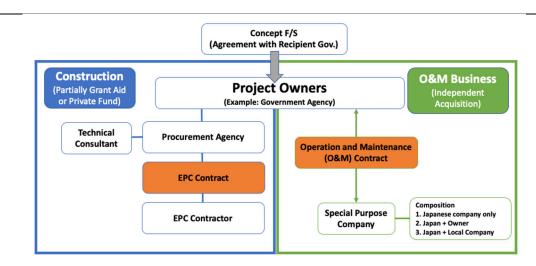






The Project Implementation Structure

The idea is to create cooperation between agencies in Cuba (e.g., MICONS or MITRANS) and foreign companies (Japanese companies, for example) to implement construction, procurement, maintenance, and operation. After an agreement between Recipient Government, a contract will be established for managing several aspects of engineering, procurement, and construction (EPC) as well as operation and maintenance (O&M). As one of the existing schemes by JICA, its structure of Grant Aid with O&M Scheme is illustrated below:



Example of Japanese Grant Aid with O&M

Detail of EPC and O&M

Detail of EPC – Construction Methodology for Bridge Repairment

Repair or replace damaged foundations and bridge girders using a prefabricated construction method that allows the components to be made off-site in a factory, then transported to be put together on-site to create a structure (bridge).

These methods are considered due to Cuba's construction implementation capacity.

Example of Prefabricated Construction



Hybrid Box Culvert

Water Pipe for Sea Water Exchanger

Detail of Operation & Maintenance (O&M)

Maintaining the repaired bridge and inspecting the other bridges will be operated by a joint venture with a Cuban implementing agency. The period is expected for ten years.

1. Project Code	RB012	2. Projec	t Title	Establish	ment of Transp	ort	Planning Cent	re of Ex	cellen	ce	
3. Implementation		Planning, Organization, der MITRANS 4. Implementation period									
5. Project cost (budget) 75 million CUP (3 million USD							Start	202	22	End	2025
6. Source of finance ⊠ State budget						nan	cing agencies] Forei	gn Investors	
7. Sector				Logistics/Cargo Bus passenger transport Environment Institution/Regulation Relevant business and others			8. Project Priority		 ✓ Immediate (2022 – 2023) ✓ Short-term (2024 – 2026) ✓ Medium-term (2027 – 2030) 		
	Key Areas		9. (9. Objective (code)			0. Strategy (code)			11. Goal (code)	
1. Planning and co	ordination	1	1.2	1.2			.2.1, 1.2.2, 1.2.3			1.2.1.1, 1.2.2.1, 1.2.3.1	
2. Transport infras	tructure d	evelopment	2.3	2.3, 2.5, 2.6			.5.1, 2.5.2, 2.6.1			2.5.1.1, 2.5.2.1, 2.6.1.1	
3. Environment, sa	afety, and	security	3.1	* * *			.1.1, 3.1.2, 3.2.1, 3.3.1,			3.1.1.1, 3.1.2.1, 3.2.1.1, 3.3.1.1, 3.4.1.1	
4. Transport servi	e and indu	ustry developmei	nt 4.1	., 4.2		4.1.1, 4.1.2, 4.2.1~4.2.3			.3 4.1.1.1~4.2.3.1		
5. Transport pricing and resource allocation 5.1, 5				5.1, 5.2, 5.3			.1.1, 5.1.2, 5.1.3, 5.2.1			5.1.1.1, 5.1.2.1 5.2.1.1. 5.3.1.1	
6. Institutional and regulatory development 6.2, 6.3						6.2	2.1, 6.3.1		(6.2.1.1, 6.3.1.1	L
12. Purpose of the	nroiect				13 Fyne	cted	l Benefits/Out	comes			

12. Purpose of the project	13. Expected Benefits/Outcomes
Establish a central repository for all databases developed	● Improve traffic flow, air quality, and safety through the
during the master plan development.	appropriate and comprehensive transport planning
 To provide analysis of transport infrastructure based on 	 ■ Ensuring the road network operates efficiently, safely, and
transport database and model.	sustainably
To provide capacity building for government and private sector	 Availably of professional human resources in transport
in transport planning and management	planning and management, through human resource training
To identify appropriate transport sector policies (demand	development
management or public transport priority measures)	
14. Project Description	15. Social-environmental consideration
To develop a resource center for transport planning dataset	Social impacts – positive impacts are expected
and management that enables government and private sector	2) Natural Environment – positive impacts are expected by
to analyze transport infrastructure and get technical assistance,	developing appropriate and comprehensive urban transport
including capacity building and advisory activities.	planning
	3) Pollution – positive impacts are expected by developing
16. Relevant project(s)	appropriate and comprehensive urban transport planning
All projects	4) Environmental Impact Assessment (EIA) – no need

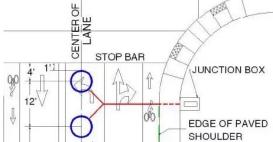
17. Project location Province: All Provinces City:

The centers will be established within city centers in all provinces to provide training and research in transport infrastructure.

Automatic traffic measure through an inductive loop system

Inductive loops are the lowest-cost system for automatic traffic measures. It has several strengths, such as accuracy for counting data compared to other commonly used techniques, well-understood technology, providing basic traffic parameters (volume, speed, headway, and gap), an incentive for inclement weather, and so on. Alternatively, existing CCTV or IP cameras mounted at major road sections could also be utilized for manual or automatic traffic counting.





Source: https://www.quora.com/What-is-the-average-lifetimeof-an-induction-loop-detector



Source: https://constructionreviewonline.com/installationsmaterials/inductive-loop-technology-new-not-new/



Source: https://www.itwissen.info/en/inductiveloop.html#gsc.tab=0



Source: https://www.quora.com/What-is-the-average-lifetimeof-an-induction-loop-detector

1. Project Code	RB013	2	2. Projec	t Title	Technical Tra	aining Progr	am on Road	and Bridg	e Sect	or in Japan	
3. Implementation	Agency	MITRAI	NS			4	4. Implement	tation per	iod		
5. Project cost (bu		50 milli	on CLIP	(0 2 mil	lion USD per ye		Start	202		End	2030
				•	' ' '	,					2030
6. Source of finance	e	⊠ State	e budge	τ	A	external fir	nancing agen	cies	□ F0	reign Investors	
	⊠ Tran	sport Plar	nning	☐ Log	istics/Cargo				\boxtimes	Immediate	
		/Bridge	J	_	passenger trar	nsport				(2022 – 2023)	
7.6.4	☐ Railw	ay		⊠ Env	ironment		8. Projec	t	\boxtimes	Short-term	
7. Sector	☐ Aviat	ion		☐ Inst	itution/Regula	tion	Priority			(2024 – 2026)	
	☐ Port/	Maritime		☐ Rel	evant business	and others				Medium-term	
										(2027 – 2030)	
						,		, , ,			
	Key Areas				Objective (code	2)	10. Strategy			11. Goal (cod	•
1. Planning and co			ont	1.2			1.2.1, 1.2.2			1.2.1.1, 1.2.2.	
 Transport infras Environment, sa 			ent		., 3.2, 3.3, 3.4		2.5.1, 2.5.2, 3.1.1, 3.1.2		2 1	2.5.1.1, 2.5.2. 3.1.1.1, 3.1.2.	
3. Environment, 36	irety, ariu	security		5.1	., 3.2, 3.3, 3.4		3.4.1	, 3.2.1, 3	J. 1,	3.3.1.1, 3.4.1.	
4. Transport service	e and ind	ustry dev	elopmer	nt 4.1	., 4.2		4.1.1, 4.1.2	, 4.2.1~4.	2.3	4.1.1.1~4.2.3.	
5. Transport pricin		· · · · · · · · · · · · · · · · · · ·			., 5.2, 5.3		5.1.1, 5.1.2			5.1.1.1, 5.1.2.	.1, 5.1.3.1,
										5.2.1.1. 5.3.1.	
6. Institutional and	d regulato	ry develo	pment	6.2	2, 6.3		6.2.1, 6.3.1			6.2.1.1, 6.3.1.	.1
						1					
12. Purpose of the	project					13. Exped	cted Benefits	/Outcome	es		
To increase capa	acity build	ling in ma	inaging a	and ope	rating roads	• Acquis	ition of road	and bridg	ge plan	ning and design	guidelines
and bridges for	the gover	nment se	ctor.				-	lisaster-re	silient	infrastructure o	peration
							aintenance				
							-		_	quality and safet	ty standards
							transportation ficiency of ro			neration	
							-			CP (Business Con	ntinuity Plan)
							ster counter	•		,	, ,
14. Project Descrip	otion					15. Socia	l-environmer	ntal consi	deratio	n	
To manage a ter	chnical tra	ining pro	gram th	at enab	es the key	1) Socia	l impacts – n	o impacts	are ex	pected	
stakeholder to s	study the	concept o	f systen	natic and	d strategic	2) Natui	ral Environm	ent – no i	mpacts	are expected	
management of	roads an	d bridges	and get	experie	nce in road	3) Pollui	tion – no imp	acts are	expecte	ed	
and bridge sector	or implem	entation	in Japan	1		4) Envir	onmental Im	pact Asse	ssmen	t (EIA) – no need	t
16. Relevant proje	ct(s)										
● RB012											
	-										
17. Project locatio	n P	rovince:	Japa	n			City:				
JICA training cente	er and oth	ers									
18. Notes (if any)											
Objectives of the	Training P	rogram fi	rom the	Particip	ants						
1. To acqu	uire exper	iences an	d knowl	edge ab	out technologi	es, method	ologies, etc.,	from a de	evelope	ed country.	
2. Increas	ing knowl	edge on a	dapting	to the	special condition	ns of Cuba	and learning	the good	practi	ces of the direct	ion and
_	ement of t			-							
3. To appi plan in		operation	n of the	transpo	ort system in Ja	ipan and ac	quire real ex	perience	in exec	cuting the transp	ort master
4. To insp	ire the sol	ution of t	ranspor	t proble	ms and experie	ence the de	velopment ir	n Japan, tl	ne poss	sibility of learnin	ng through
the inte	erchange v	with Japaı	nese res	earcher	s and engineer	s.					

5. To improve the organization and exploitation of different transport branches and their environmental-related activities.

Potential Locations for Site Visit





Electric Toll Collection (ETC) in toll gates

National Expressway

Bridge inspection example

- 6. Giving contribution, knowledge, and experiences to incorporate the transport policy in Cuba.
- 7. To acquire knowledge in the elaboration of the National Transport Master Plan to be a guide for development and Japanese experience could be a good reference for transport development.
- 3. To obtain the knowledge and skill for the development plan and project realization in Cuba.
- 9. To get insight into the formulation and implementation of transport policy, regulation, and control.
- 10. Formulation of the National Master Plan for Transportation Development to deal with the main challenges in social and economic aspects efficiently and comprehensively.



Lecture Class



Site Visit to Tokyo International Cruise Terminal

Group Training Focusing on Specific Themes

- 1. Transportation Administration of ITS (Intelligent Transport Systems) Practice JICA Tokyo
- 2. Transportation Administration of Traffic Safety JICA Kansai
- 3. Transportation Administration of Road Asset Management (A) JICA Tokyo
- 4. Transportation Administration of Road Asset Management (B) JICA Tokyo
- 5. Transportation Administration of Road Administration JICA Tokyo
- 6. Transportation Administration of Infrastructure management system for road administration JICA Hokkaido (Sapporo)
- 7. Transportation Administration Bridge Comprehensive JICA Kansai
- 8. Bridge Maintenance JICA Kyushu
- 9. National Transportation Highway Comprehensive JICA Tokyo
- 10. National Transportation Road Maintenance (B) JICA Hokkaido (Sapporo)
- 11. National Transportation Road Maintenance (C) JICA Okinawa
- 12. National Transportation Road Maintenance (D) JICA China

Organizations to Visit

- 1. Ministry of Land, Infrastructure, Transportation, and Tourism (MLIT)
- 2. Tokyo Metropolitan Government
- 3. Japan Highway Public Corporation (JHPC)
- 4. Cabinet Office of Japan
- 5. Japan Society Civil Engineers (SCSE).
- 6. NIPPO Corporation (Construction company for pavement)

Sites to Visit

- 1. Tokyo Bay Aqua-line Expressway
- Akashi Kaikyo Bridge
- Seto Bridge
- 4. Kan-etsu Tunnel (Kan-etsu Expressway)





Kan-etsu TunnelTokyo Bay Aqua-line Expressway

1. Project Code	RB014	2.	. Projec	t Title	Capacity	Deve	lopment	for Road Mai	ntenance	by Tecl	hnical Cooperat	ion Project
		T										
3. Implementation	Agency	CNV, CP	V, CIMA	B, and	MICONS			4. Implement	tation per	iod		
5. Project cost (bud	dget)	50 millio	n CUP	0.2 mil	lion USD p	er yea	ar)	Start	202	.3	End	2030
6. Source of financ	e	State	budget			⊠E	External f	inancing agen	cies	☐ For	eign Investors	
	⊠ Trans	sport Plani	ning	☐ Log	istics/Carg	0					Immediate	
	⊠ Road	/Bridge		☐ Bus	passenger	r trans	sport				(2022 – 2023)	
7. Sector	☐ Railw	•			ironment			8. Projec	t		Short-term	
	☐ Aviat				itution/Re			Priority			(2024 – 2026)	
	☐ Port/	Maritime		⊔ Rel	evant busii	ness a	and other	S			Medium-term	
											(2027 – 2030)	
	Key Areas			9	Objective ('code)		10. Strategy	(code)		11. Goal (cod	e)
1. Planning and coo	•				., 1.4	coucy		1.1.1, 1.4.1	(couc)		1.1.1.1, 1.4.1	•
2. Transport infrast			nt	2.2				2.2.1			2.2.1.1	
3. Environment, sa		•		3.1	., 3.2			3.1.1, 3.1.2,	3.2.1, 3.3	3.1	3.1.1.1, 3.1.2	1, 3.2.1.1
4. Transport servic	e and ind	ustry deve	lopmen	t 4.1	., 4.2			4.1.1, 4.1.2	4.2.1~4.2	2.3	4.1.1.1~4.2.3	.1
5. Transport pricing	g and reso	ource alloc	ation									
6. Institutional and	l regulato	y develop	ment									
Г												
12. Purpose of the	project						13. Exp	cted Benefits	/Outcom	es		
 To enhance mar organizations. 		capacity.					ro.ThTh	ad maintenan e latest road (ce is impr	oved. s in Cub	relevant organ na are available I maintenance p	promptly.
14. Project Descrip	tion							al-environmer	ntal consi	deratio	n	
To manage regu		ngs with re	elevant	organiz	ations and		1) Soci	al impacts – n	o impacts	are ex	pected	
prepare a trainir	ng plan fo	r relevant	staff	_			2) Nati	ıral Environm	ent – no i	mpacts	are expected	
To review the in	nplementa	ation struc	ture fo	r road r	naintenand	ce	3) Polli	ution – no imp	acts are	expecte	d	
To review existing	ng inspect	ion metho	ds, dev	elop ar	adequate	!	4) Envi	ronmental Im	pact Asse	ssment	(EIA) – no nee	d
inspection meth	-		•	•		nod						
• To collect the re				-	-							
 To analyze road inspection result 		data base	ea on ro	ad con	aition							
To conduct deta		tigation or	n neces	sarv roa	nd sections							
and repair the d		. 0		,								
• To prepare a me	edium/lon	g-term ma	aintena	nce pla	า							
• To schedule an a	annual ma	intenance	plan									
16. Relevant projec	ct(s)											
• RB013												
17. Project location	n P	rovince:	All pr	ovince				City:				
	•								•			
18. Notes (if any)												
To raise a sense of		•				-		-		-		-
people in each pro with private enterp in projects to addre	orises, uni	versities, l	NGOs, a	nd oth	er organiza		_					

JICA-Integrated Implementation Process of Technical Cooperation

- Project identification and formulation
 JICA identifies and formulates projects through discussion with the government of the partner country, information gathering by JICA's overseas offices, and initial surveys.
- Request and approval
 Based on a request from the partner country, the Ministry of Foreign Affairs of Japan, other related ministries, and JICA discuss whether or not to approve the project. The approved project is reported to the partner country by the Japanese government, and note verbals are exchanged by diplomatic missions abroad
 - Examination/Ex-Ante Evaluation

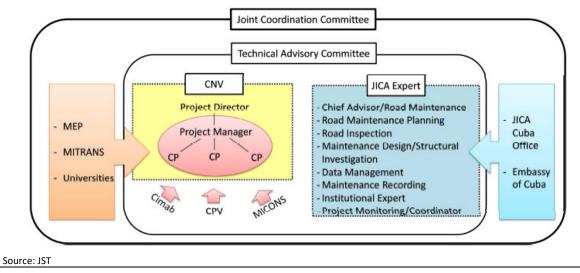
 To clarify details and expected outcomes of the project and comprehensively examine the appropriateness of implementation, ex-ante evaluation is conducted based on five criteria: relevance, effectiveness, efficiency, impact, and sustainability.
- Project Implementation/Mid-term review/Terminal Evaluation
 JICA and the government organization of the partner country sign a Record of Discussions (R/D) regarding project implementation, details of activities, and necessary measures. Evaluation indicators set in ex-ante evaluation are used as the basis of the mid-term review conducted at a certain point from the project inception, and terminal evaluation conducted a half year before the project completion. Each evaluation result is used as a recommendation for improving the project.
- Follow-up/Ex-post evaluation
 In case unexpected problems emerge, Follow-up Cooperation is provided when necessary. Ex-post evaluation is carried out several years after the project's completion. Evaluation results are used as lessons learned for formulating and implementing similar projects.

Implementation structure

In this technical cooperation, CNV is considered the best organization to serve as the main counterpart, assisted by CPV for suburb area support, Cimab for inspection and study, and MICONS for maintenance/repairing work and recording. In addition, MEP and MITRANS could be members of a Joint Coordination Committee (JCC) along with relevant universities for research and training purposes.

Moreover, a draft implementation structure of the road maintenance capacity development project is shown below.

Implementation Structure for Capacity Development Project



6 章

Appendix A2: Road Transport Sector (Bus)

1. Project Code	RT00)1	2. Projec	t Title	Tourist b	us service	plan	& operation	coordina	tion		
3. Implementation	Agency	MITE	RANS, MIN	TUR, MI	NFA		4	4. Implement	ation per	iod	,	T
5. Project cost (bu	dget)	5.0 r	million CUI	(200,0	00 USD)			Start	202	.2	End	2024
6. Source of finance	e	⊠ St	ate budge	t		☐ Extern	al fir	nancing agend	cies	□ Pr	ivate investors	
7. Sector	⊠ Tran: □ Road □ Railw □ Aviat □ Marit	/Bridge ray ion	-	⊠ Bus □ Env □ Inst	ironment titution/Re	r transport	hers	8. Project Priority	:		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 –	2030)
	Key Areas			9	Objective ((code)		10. Strategy	(code)		11. Goal (cod	10)
1. Planning and co	•			1.1	-	codej		1.1.1, 1.1.2	(code)		1.1.1.1~2, 1.	•
2. Transport infras			ment		-							
3. Environment, sa												
4. Transport service	e and ind	ustry d	evelopmer	nt								
5. Transport pricin	g and reso	ource a	llocation									
6. Institutional and	l regulato	ry deve	lopment									
12. Purpose of the	-							cted Benefits/				
 To efficiently us three central ad to share the bus be considered. In this regard, a attached impler proposed. 	lministrati s vehicles high-leve	ve bod for the I coord	ies, a coor tourists an	dinatior nd Cuba mmittee	n mechanis n people co	m • A	dditio		ent to pro	ocure r	ively used. new buses can b ransportation is	
14. Project Descrip	tion					15. 9	ocio	-economic co	nsiderati	ion		
Establishment of service provider Development of international to Establishment of vehicles and hu 16. Relevant proje RT006, RT007, F	TUR, an rangem /stem (s	nd MINFAR nent plan fo	2) f	latui ollui	ral Environme tion – no sign	ent – no s ificant im	ignific pacts	pacts are expec ant impacts are are expected at (EIA) — not rec	expected			
						ı						
17. Project locatio	n P	rovince	e: All					City:				
•								"				
18. Notes (if any)												
•												

1. Project Code	RT00	02	2. Projec	t Title	Intercity	bus service	plar	n & operation	n coordina	ation		
3. Implementation	Agency	MITR	ANS				4	I. Implement	ation per	iod		
5. Project cost (bud	dget)	7.5 m	nillion CUF	(300,0	00 USD)			Start	202	2	End	2025
6. Source of financ	e	⊠ Sta	ate budge	t		☐ Externa	l fina	ancing agend	cies	□ Pri	vate investors	
	⊠ Tran	sport Pl	anning	☐ Log	istics/Cargo)				\boxtimes	Immediate	
	☐ Road	/Bridge		⊠ Bus	s passenger	transport					(2022 – 2023)	
7. Sector	☐ Railw	/ay		☐ Env	rironment			8. Project	t		Short-term	
7.000.0.	☐ Aviat	ion		☐ Ins	titution/Re	gulation		Priority			(2024 – 2026)	
	☐ Mari	time		□ Rel	evant busir	ess and oth	ers				Medium-term	
											(2027 –	2030)
	Key Areas				Objective (d	code)	-	10. Strategy	(code)		11. Goal (cod	ie)
1. Planning and coo				1.2	2		-	1.2.1			1.2.1.1~3	
2. Transport infrast		-										
3. Environment, sa	•	-										
4. Transport servic		•	•	nt								
5. Transport pricing							+					
6. Institutional and	regulato	ry aeve	iopment									
12. Purpose of the	project					13. Ex	pec	ted Benefits,	/Outcome	25		
To support Cuba		-econor	nic activit	ies (inte	r-provincia			isting bus vel			ively used.	
travels), the inte				-	p. o v o. u			_			ew buses can b	e saved.
In this regard, do	-				rvices can b				•		vices is increase	
developed with	a limited	numbe	r of buses									
Besides, a collab	oration v	vith the	private b	us and t	axi operato	rs						
needs to be mad	de.											
14. Project Descrip	tion					15. Sc	cio-	economic co	nsiderati	on		
Based on the bu	s coach d	atabase	e, the use	of the e	xisting buse	es 1) So	cial	impacts – n	o significa	ant im	pacts are expec	ted
is optimized.						2) N	atur	al Environme	ent – no s	ignifica	ant impacts are	expected
 Development of 	a flexible	bus op	eration/v	ehicle a	rrangemen	t 3) P	llut	ion – no sign	ificant im	pacts	are expected	
plan for intercity	y bus tran	sport se	ervices			4) E	virc	onmental Imp	pact Asse	ssmen	t (EIA) – not red	_l uired
Establishment o	f an opera	ation co	nsignmer	t syster	n (sharing							
vehicles and hur	man resou	urces) u	sing ICT									
16. Relevant projec	ct(s)											
• RT007, RT008, R	T009											
Γ												
17. Project location	n P	rovince	e: All					City:				
•												
18. Notes (if any)												
•												·

1. Project Code	RT00	03	2. Projec	ct Title	A compr	ehensive bus	net	work devel	opment p	lan		
	•											
3. Implementation	Agency	MITR	ANS				4.	Implement	ation per	iod		
5. Project cost (but	dget)	11.3	million CU	IP (450,0	00 USD)			Start	202	3	End	2025
6. Source of finance	е	⊠ St	ate budge	t		☐ External	fina	ncing agend	cies	□ Pr	ivate investors	•
						I						
	⊠ Tran	sport P	lanning	☐ Logi	istics/Carg	0				\boxtimes	Immediate	
	☐ Road	/Bridge	9	⊠ Bus	passenge	r transport					(2022 – 2023)	
7. Sector	☐ Railw	ay		☐ Env	ironment			8. Project	:		Short-term	
7. 3000	☐ Aviat	ion		☐ Inst	itution/Re	gulation		Priority			(2024 – 2026)	
	☐ Mari	time		☐ Rel	evant busi	ness and oth	ers				Medium-term	
											(2027 –	2030)
	Key Areas	i		9. (Objective (code)	4	10. Strategy	(code)		11. Goal (cod	-
1. Planning and co	ordination	ı		1.3	, 1.4			1.3.1~2, 1.4	.1~2			2.1~4, 1.4.1.1,
2.7				+							1.4.2.1~2	
2. Transport infras							-					
3. Environment, sa	•		•									
4. Transport service 5. Transport pricin			•	nt			+					
6. Institutional and							+					
o. mstrutional and	regulato	i y deve	юртен									
12. Purpose of the	project					13. Ex	pect	ed Benefits,	/Outcome	es		
As the basis for	the bus ve	ehicle s	haring and	d operat	ion	• A co	nve	nient bus se	ervice net	work i	is developed for	Cubans as
coordination sys			_	-		wel	l as i	nternationa	l tourists		·	
developed for to	ourist, into	ercity, a	and provir	icial buse	es.	• Inte	rmo	dal connect	ivity with	the ra	ail and ferry ser	vices is
A hierarchical be	us networ	k shoul	ld be deve	loped w	ith good	dev	elop	ed.				
connectivity wit	h railway	station	s and ferr	y termin	als.	• Rev	enu	e from the b	us servic	es is ir	ncreased.	
14. Project Descrip	tion					15. So	cio-e	economic co	nsiderati	on		
 Comprehensive 	(hierarch	ical) bu	s passeng	er transp	ort netwo	ork 1) So	cial i	impacts – n	o signific	ant im	pacts are expec	ted
plan (main islan	d)					2) Na	tura	I Environme	ent – no s	ignific	ant impacts are	expected
 Sustainable ope 	-		-	-	_			_		-	are expected	
transport with s			truck bus	and taxi	operators	4) En	viro	nmental Im	oact Asse	ssmen	t (EIA) – not red	quired
(individual busir		•										
Sustainable ope	•			•								
support from th business owners		is and t	axi opera	tors (res	pective							
Provision of high	•	ıhle ser	vices such	as airne	ort services							
16. Relevant proje		301	3401	. as an pe	t Jervices							
• RT001, RT002, R	. ,	007. RT	008. RT00	9								
111001, 111002, 1	000, 1110	, 111	230, 11100									
17. Project location	n F	rovince	e: All					City:				
•								,				
18. Notes (if any)												
` ''												

	ı	1											
1. Project Code	RT00)4	2. Projec	t Title	Revision	of the bus	fare	sys	stem				
3. Implementation	Agency	MITR	ANS					4. I	mplement	ation per	iod		
5. Project cost (bud	dget)	3.8 m	illion CUP	(150,00	00 USD)				Start	202	2	End	2024
6. Source of financ	е	⊠ Sta	ate budge	t		☐ Extern	al fir	nan	cing ageno	cies	□ Pr	ivate investors	
	⊠ Tran	sport Pl	lanning	☐ Log	istics/Carg	0					\boxtimes	Immediate	
	☐ Road	/Bridge	!	⊠ Bus	s passenge	r transport						(2022 – 2023)	
7. Sector	☐ Railw	ay		☐ Env	rironment				8. Project	:	\boxtimes	Short-term	
7. 500.0.	☐ Aviat	ion		□ Ins	titution/Re	gulation			Priority			(2024 – 2026)	
	☐ Mari	time		☐ Rel	evant busi	ness and of	thers	s				Medium-term	
												(2027 – 2	2030)
	Key Areas			9.	Objective ((code)		10	0. Strategy	(code)		11. Goal (cod	le)
1. Planning and coo													
2. Transport infrast													
Environment, sa A. Transport service	•			at .									
5. Transport pricing		-		5.2	2			5	.2.1			5.2.1.1~4	
6. Institutional and				5.,				٥.	.2.1			3.2.1.1 4	
o. moticational and	Тединись	i y acte	юринене	ı								_	
12. Purpose of the	project					13. E	хре	cte	d Benefits/	/Outcome	es		
• The bus fare sys	tem shou	ld be re	viewed a	nd upda	ted based	on • R	even	nue	from the b	us servic	es is in	ıcreased	
the level of serv	ices (LOS)					• U	sing	the	increased	l revenue,	, furth	er LOS improve	ment is
 Considering the 	provision	of high	er LOS bu	s transp	ort service	es, ex	крес	ted					
a higher bus fare													
An affordable fa	-					t							
at the same time	•	ent fare	e structure	e can be	used in								
accordance with													
14. Project Descrip									conomic co				
Flexible operation		•		•	uses to				•	•		pacts are expec	
respond to seas	-	-									-	ant impacts are	expected
Flexible fare for	-				-				•		•	are expected	td
The flexible fare	•	na to ai	merent LC	S (for C	ubans)	4) 1	nvir	roni	mentai imp	oact Asses	ssmen	t (EIA) – not req	Juirea
16. Relevant projec													
• RT001, RT002, R	RT003												
			<u> </u>					1					
17. Project location	n P	rovince	e: All						City:				
•													
18. Notes (if any)													
•													

1. Project Code	RT00)5	2. Projec	t Title	Informat	tion for bu	us pas	senger	s				
	•				•								
3. Implementation	Agency	MITRA	ANS					4. Impl	emen [.]	tation per	iod		
5. Project cost (but	dget)	2.5 mi	llion CUF	(100,	,000 USD)			Sta	rt	202	4	End	2024
6. Source of financ	e	⊠ Sta	te budge	t		⊠ Exte	rnal fi	nancin	g agen	cies	□ Pri	vate investors	
						•							
	⊠ Tran	sport Pla	nning		ogistics/Carg	0						Immediate	
	☐ Road	/Bridge		⊠ B	Bus passenge	r transpor	rt					(2022 – 2023)	
7 Castan	☐ Railw	ay		□Е	nvironment			8.	Projec	t	\boxtimes	Short-term	
7. Sector	☐ Aviat	ion			nstitution/Re	gulation		Pri	ority			(2024 – 2026)	
	☐ Mari	ime		□R	Relevant busii	ness and o	others	5				Medium-term	
												(2027 – 2	2030)
								· · · · · · · · · · · · · · · · · · ·			•		
	Key Areas	;			9. Objective (code)		10. St	rateg	y (code)		11. Goal (cod	e)
1. Planning and co	ordination	1											
2. Transport infras	tructure d	levelopn	nent		2.2			2.2.1	~2.2.3			2.2.1.1~2, 2.2	2.2.1~3,
												2.2.3.1~3	
3. Environment, sa	3. Environment, safety, and security												
4. Transport servic	e and ind	ustry de	velopme	nt									
5. Transport pricing	g and reso	ource all	ocation										
6. Institutional and	l regulato	ry devel	opment										
12. Purpose of the	project					13.	. Expe	cted Be	enefits	/Outcom	es		
Bus arrival/depart		rmation	should l	oe pro	vided at bus					users wil			
terminals and st	•									venue wil			
Other useful info					•		_		rease	d revenue	, furthe	er LOS improve	ment is
accidents, adver		s, etc. w	ill also be	prov	ided.		expec						
14. Project Descrip	tion					15.	. Socio	-econd	mic c	onsiderati	on		
 Preparation of e 	easy-to-un	derstan	d route n	naps a	and bus maps	1)	Socia	ıl impad	cts – r	no signific	ant imp	pacts are expec	ted
Improve the cor	nvenience	of the p	ublic tra	nsport	tation netwo	rk 2)	Natu	ral Env	ironm	ent – no s	ignifica	int impacts are	expected
by introducing a	clock-fac	e sched	ule and t	ransfe	r fare discou	nt 3)	Pollu	tion – ı	no sigr	nificant in	pacts a	are expected	
system.						4)	Envi	onmen	ital Im	pact Asse	ssment	t (EIA) – not req	uired
16. Relevant projec	ct(s)												
• RT001, RT002, R													
17. Project location	n F	rovince	: All					Cit	y:				
•													
18. Notes (if any)													
•													
			_	_			_					_	

1. Project Code	RT00	06	2. Projec	t Title	Advance	d bus ope	ratio	n an	d manage	ement sys	stem de	evelopment	
		u			•								
3. Implementation	Agency	MITR	ANS					4. In	nplement	ation per	iod		
5. Project cost (bud	lget)	30.0	million CU	P (1.2 m	illion USD))		9	Start	202	.4	End	2026
6. Source of finance	e	⊠ St	ate budge	t			nal fi	nanc	ing agen	cies	☐ Pri	vate investors	
	⊠ Tran:	sport P	lanning	☐ Log	istics/Carg	0						Immediate	
	☐ Road	/Bridge	9	⊠ Bus	passenge	r transport	:					(2022 – 2023)	
7. Sector	☐ Railw	/ay		☐ Env	ironment				8. Project	t	\boxtimes	Short-term	
7. 30000	□ Aviat	ion		□ Inst	titution/Re	gulation			Priority			(2024 – 2026)	
	☐ Marit	time		☐ Rel	evant busi	ness and o	thers	s				Medium-term	
												(2027 – 2	2030)
ı	Key Areas	5		9.	Objective ((code)		10	. Strategy	(code)		11. Goal (cod	e)
1. Planning and coo	ordination	า											
2. Transport infrast	ructure d	levelon	ment	2.2)			2.2	2.1~2.2.3			2.2.1.1~2, 2.2	2.2.1~3,
2		.стс.ор			-							2.2.3.1~3	
3. Environment, sat	fety, and	securit	У										
4. Transport service		•	•	nt									
5. Transport pricing	g and reso	ource a	llocation										
6. Institutional and	regulato	ry deve	lopment										
12. Purpose of the	project					13.	Expe	cted	Benefits,	/Outcom	es		
An advanced O8	-			-	sing ICT to					-		gly, losses such	
optimize bus ope			_					-		runs, the	numb	er of workers, e	etc., are
• The bus O&M ce	nter cont	trol and	d manage	the bus	fleet		ninim						
movement.										-		ervice providers	is improved.
14. Project Descrip	tion					15.	Socio	o-ecc	onomic co	onsiderati	ion		
 Online operation 					-	1)	Socia	al im	pacts – n	o signific	ant imp	pacts are expec	ted
information. (GT				•	•	2)	Natu	ıral E	invironme	ent – no s	ignifica	ant impacts are	expected
Real-time route/	operation	n inforr	mation usi	ng mobi	ile				_		-	are expected	
applications						4)	Envir	ronm	nental Im	pact Asse	ssment	t (EIA) – not req	uired
• Introduction of o	-	-			•								
(GTFS real-time)		-											
Establishment of		on plani	ning/moni	toring s	ystem for								
operation manag													
16. Relevant projec	ct(s)												
• RT005, RT007													
17. Project location	P	rovince	e: All						City:				
•					_		_	_			· <u> </u>		
18. Notes (if any)													

1. Project Code	RT00	07 2.	Project	Title	Digital to	ransform	nation f	or t	the manag	ement of	bus fle	eets and spare p	parts
3. Implementation	Agency	MITRAN:	S					4. I	mplement	ation per	iod		
5. Project cost (bud	lget)	10.0 mill	ion CUF	(400,0	00 USD)				Start	202	4	End	2025
6. Source of finance	9		budget			⊠ Exte	ernal fi	nan	ncing agen	cies	☐ Pri	vate investors	
										'			
	⊠ Tran:	sport Planı	ning	☐ Logi	istics/Carg	;o						Immediate	
	☐ Road	/Bridge		⊠ Bus	passenge	r transpo	ort					(2022 – 2023)	
7. Sector	☐ Railw	ay		☐ Env	ironment				8. Project	t		Short-term	
7. 5000	□ Aviat	ion		☐ Inst	itution/Re	egulation	า		Priority			(2024 – 2026)	
	☐ Marit	time		☐ Rel	evant busi	ness and	dothers	5				Medium-term	
												(2027 –	2030)
ŀ	Key Areas			9. (Objective ((code)		10	0. Strategy	(code)		11. Goal (cod	e)
1. Planning and coo													
2. Transport infrast			nt	2.3				2.	.3.1			2.3.1.1	
3. Environment, saf	•	•											
4. Transport service			•	t									
5. Transport pricing													
6. Institutional and	regulato	ry develop	ment										
12. Purpose of the	proiect					13	3. Expe	cte	d Benefits,	/Outcome	es		
• To support bus C	-	omprehens	sive dat	abase c	of bus fleet							easily made usi	ng the
and spare parts,							datab					,	
developed.		•	•	•		•	Bus or	oera	ation is eff	iciently n	nade; a	ccordingly, loss	es such as
The database (at	the data	center) is	shared	by vari	ous bus		•			-		umber of drive	
operators for up		-		-					minimized				
• The spare parts i	nformati	on is share	d by wo	orkshop	s for	•	• The fi	inar	ncial susta	inability o	of bus s	ervice provider	s is
efficient bus mai	intenance	2.					impro	ved	d.				
14. Project Descript	tion					15	5. Socio	-ec	conomic co	nsiderati	on		
Digitization of in	ventory i	nformation	n of bus	vehicle	es/spare	1)) Socia	ıl in	npacts – n	o signific	ant imp	pacts are expec	ted
parts and establi	ishment o	of a renewa	al plan			2)) Natu	ral	Environme	ent – no s	ignifica	ant impacts are	expected
 Establishment of 	f a databa	se system	to shar	e the ir	nformation	າ 3)) Pollu	tio	n – no sign	ificant im	pacts	are expected	
on vehicle/spare	parts an	d engineer	s of eac	h UEB	using ICT	4)) Envir	onr	mental Im	pact Asse	ssment	t (EIA) – not red	uired
16. Relevant projec	t(s)												
• RT005, RT006													
17. Project location	n P	rovince:	All						City:				
•													
18. Notes (if any)													
•													

1. Project Code	RT00	08	2. Projec	t Title	Urgent b	us fle	eet rehabil	itation and p	rocureme	nt		
3. Implementation	Agency	MITR	ANS					4. Implement	ation peri	od		
5. Project cost (bud	dget)	1.5 b	illion CUP	(58 mill	on USD)			Start	2023	3	End	2026
6. Source of finance			ate budge			×	External fi	nancing agen	cies	□ Pri	vate investors	
				<u> </u>								
	⊠ Tran	snort D	lanning		istics/Cargo	<u> </u>				\boxtimes	Immediate	
	□ Road	•			_		cnort				(2022 – 2023)	
	☐ Roau	_			s passenger ironment	lian	sport	8. Projec		\boxtimes	Short-term	
7. Sector	☐ Aviat	,			titution/Re	aulat	ion	Priority			(2024 – 2026)	
	☐ Aviat				evant busir	_		•			Medium-term	
	□ IVIdII	ume		□ rei	evanit busii	1622 6	and others				(2027 – 2	0030)
											(2027 – 2	2030)
	Key Areas			q	Objective (d	code)	1	10. Strategy	(code)		11. Goal (cod	۵)
1. Planning and coo	•			J.	objective (couc	,	10. 50 400	(couc)		11. 0001 (000	<u> </u>
Transport infrast			ment	2.3	<u> </u>			2.3.1			2.3.1.1	
3. Environment, sa		•		2.,	,			2.3.1			2.3.1.1	
4. Transport servic			•	nt								
5. Transport pricing				11								
6. Institutional and												
o. mstitutional and	regulato	iy deve	юринент									
12. Purpose of the	project						13 Evne	cted Benefits	/Outcome	ıc		
• It is necessary to		tho nu	mhor of a	vailable	hus floots	I+	•				ıses will be imp	round
was 61% of all E								ver or service nancial sustai			•	ioveu.
70% by the end		111 201	J. 11113 3110	ulu be i	iici easeu to	U	• me m	iaiiciai sustai	ilability Oi	LONI	s improved.	
• The number of E		s shoul	d he incre	ot haze	1 000 by th	۵						
end of 2024. It v				iscu to	1,000 by til							
Procurement of				should	be made							
based on the bu		-	-									
14. Project Descrip		<u>.</u>					15. Socio	-economic co	nsideratio	on		
The conditions of	of the exis	ting bu	ses will be	investi	gated in		1) Socia	l impacts – r	o significa	nt im	pacts are expec	ted
2022/2023. The	data (inv	entory	of the exis	ting bus	fleets)			•	-	-	ant impacts are	
should be digitiz		•			,			tion – no sigr		-	•	•
Based on this in	vestigatio	n, an a	ction plan	to incre	ase the		4) Envir	onmental Im	pact Asses	sment	t (EIA) – not req	uired
availability of bu	ıs fleets w	/ill be p	repared in	2023.								
 In addition to re 	pairing th	ie existi	ing bus fle	ets (EOI	N buses), a							
plan for procure	ment of r	new bus	s fleets wil	l be pre	pared base	ed						
on the demand	forecast i	n 2023.										
The repair and p	rocureme	ent plar	n shall be i	mpleme	ented and							
completed by th	e end of	2026.										
16. Relevant projec	ct(s)											
• RT005, RT006, R	T007											
17. Project location	n P	rovince	e: All					City:				
•												
18. Notes (if any)												
•												

1. Project Code	RT00)9	2. Projec	t Title	Intercity	bus te	erminal re	enovation				
,	l		,		· ·							
3. Implementation	Agency	MITE	RANS					4. Implement	tation per	iod		
5. Project cost (but			illion CUP	(48 mil	ion USD)			Start	202		End	2030
				•	1011 030)	⊠ г.						2030
6. Source of finance	e	\(\triangle \) \(\triangle \) \(\triangle \)	ate budge			⊠ E	xternai iii	nancing agen	cies	⊔Pri	ivate investors	
			1									
	⊠ Trans	-	-		istics/Cargo						Immediate	
	☐ Road	_	9		s passenger	r trans	port			_	(2022 – 2023)	
7. Sector	☐ Railw	ay		☐ Env	vironment			8. Projec	t		Short-term	
	☐ Aviat	ion		☐ Ins	titution/Re	gulatio	on	Priority			(2024 – 2026)	
	☐ Marit	ime		□ Re	levant busir	ness a	nd others	;			Medium-term	
											(2027 –	2030)
	Key Areas	3		9.	Objective ((code)		10. Strategy	/ (code)		11. Goal (cod	le)
1. Planning and co	ordinatior	1										
2. Transport infras	tructure d	levelop	ment	2.	2			2.2.1, 2.2.3			2.2.1.1~2, 2	2.3.1~3
3. Environment, sa	fety, and	securit	у									
4. Transport servic	e and ind	ustry d	evelopmer	nt								
5. Transport pricing	g and reso	ource a	llocation									
6. Institutional and	regulato	ry deve	lopment									
				•								
12. Purpose of the	project						13. Expe	cted Benefits	/Outcome	es		
The existing integral		termin	als need to	he rer	ovated to		-				assengers will b	e improved
increase the lev	•							is business of		-	=	e improved.
	ei oi coiiii	OI C alic	a sei vices i	or the	Jus						us terminal ope	ration is
passengers.	nition fo	r ctoto	and non s	-ata an		204			ilability o	i tile b	us terrilliai ope	riation is
Business opport					-		impro	veu.				
to be provided i		-	us termina	s (retai	i/commerc	Jai						
spaces should b		•	muita auroa	+	ath ar varia							
Each province's	-	-										
products) can be	e solu ili ti	ne bus	terrilliais	to supp	ort the loca	aı						
economy.	*:						1F Casia					
14. Project Descrip								-economic co				
A bus terminal r		•								-	are expected	
retail/commerci	•			•	gers' comfo		•			_	ant impacts are	expected
will be prepared		-						_			are expected	
• As a part of the		•			•	of					t (EIA) – require	ed in case of
the traffic/even							addit	ional space a	nd buildir	ng deve	elopment	
 Corresponding of 	design, co	nstruct	ion plan, a	nd cost	estimates							
will be made ba	sed on the	e plan.										
 Renovation wor 	k starts in	2024 a	and will be	comple	eted by the	:						
end of 2030.												
16. Relevant proje	ct(s)											
• RT005, RT006, R	RT007, RT0)11, RT	012									
						1						
17. Project location	n P	rovince	e: All					City:				
•			•									
18. Notes (if any)												
•												
1												

1. Project Code	RT01	LO	2. Projec	t Title	Advance	ed cover	red bus	stops (smart	bus shelte	ers) dev	velopment	
		•										
3. Implementation	Agency	Provi	nces					4. Implemen	tation per	iod		
5. Project cost (but	dget)	425 r	million CU	P (17 m	nillion USD)			Start	202	3	End	2028
6. Source of financ	e	⊠ St	ate budge	t		⊠ Ext	ternal fi	nancing agen	cies	□ Pri	ivate investors	
	⊠ Trans	sport P	lanning	□ Lo	gistics/Carg	;o					Immediate	
	☐ Road	/Bridge	2	⊠ Bι	ıs passenge	r transp	ort				(2022 – 2023)	
7. Sector	☐ Railw	•			vironment			8. Projec	t		Short-term	
	☐ Aviat				stitution/Re	U		Priority			(2024 – 2026)	
	☐ Marit	ime		L R€	elevant busi	ness and	d others	5			Medium-term	2020)
											(2027 – 2	1030)
	Key Areas			9.	Objective ((code)		10. Strategy	(code)		11. Goal (cod	e)
1. Planning and co	ordinatior	1			•	,		-	· · ·		,	,
2. Transport infras	2.	.2			2.2.2			2.2.2.1~3				
3. Environment, sa	fety, and	securit	у									
4. Transport servic	e and indu	ustry de	evelopme	nt								
5. Transport pricing	g and reso	ource a	llocation									
6. Institutional and	l regulato	ry deve	lopment									
12. Purpose of the								cted Benefits				
• The existing bus	•	-								-	assengers will be	e improved.
smart bus stops devices).	(covered	bus sto	ps with in	tormat	tion provisio			us business o	•			mulano in
Bus location/arr	ival inforr	nation	needs to b	ne nrov	ided to		impro		nability 0	i the p	rovincial bus sei	VICES IS
passengers wait				oc prov	iaca to		mpro	vcu.				
Business opport	_		-	ents ca	ın be provid	ded						
at bus stops.												
14. Project Descrip	tion					1	15. Socio	-economic co	onsiderati	on		
A bus stop renor	vation pla	n (sma	rt bus stop	devel	opment pla	n) 1	L) Socia	ıl impacts – p	ositive in	npacts	are expected	
for each provinc	e is prepa	red by	each prov	ince ui	nder the	2	2) Natu	ral Environm	ent – no s	ignifica	ant impacts are	expected
supervision of M	IITRANS.					3		_			are expected	
Corresponding of	_		-	ind cos	t estimates	4	1) Envir	onmental Im	pact Asse	ssmen	t (EIA) – not req	uired
will be made ba		•										
 Renovation wor end of 2028. 	k starts in	2024 a	ind will be	compl	eted by the	2						
16. Relevant project	c+/c)											
• RT005, RT009	LL(S)											
• K1003, K1009												
17. Project location	n D	rovince	e: All					City:				
Project location	, P	TOVITICE	. All					City.				
18. Notes (if any)												
•												

1. Project Code	RT01	.1	2. Projec	t Title	e Safety in	nprovement	pro	ojects				
3. Implementation	Agency	MITRA	ANS				4	4. Implement	ation per	iod		
5. Project cost (bud	dget)	18.6 n	nillion CU	IP (74	2 thousand U	ISD)		Start	202	.3	End	2028
6. Source of financ	e	Sta	te budge	t		⊠ Externa	l fir	nancing agend	cies	□ Pr	ivate investors	,
	⊠ Trans	sport Pla	anning		ogistics/Carg	0					Immediate	
	☐ Road	/Bridge		⊠ E	Bus passenge	r transport					(2022 – 2023)	
7.6	☐ Railw	ay		⊠ E	Environment			8. Project			Short-term	
7. Sector	☐ Aviat	ion			nstitution/Re	gulation		Priority			(2024 – 2026)	
	☐ Marit	ime		□F	Relevant busii	ness and oth	ers				Medium-term	
											(2027 – 2	2030)
								·				
	Key Areas				9. Objective (code)		10. Strategy	(code)		11. Goal (cod	le)
1. Planning and coo	ordination	1										
2. Transport infrast	tructure d	evelopn	nent									
3. Environment, sa	fety, and	security			3.1			3.1.1~3			3.1.1.1, 3.1.2	.1, 3.1.3.1
4. Transport servic												
5. Transport pricing	g and reso	ource all	ocation									
6. Institutional and	regulato	y devel	opment									
12. Purpose of the	project					13. Ex	pec	ted Benefits/	'Outcome	es		
Decrease the nu	mber of t	raffic ac	cidents p	er 1 r	million-km bu	s • Th	e lev	vel of safety f	or bus pa	sseng	ers will be impro	oved.
service (It was 1	.76 for EC	N in 20	18)			• Th	co	sts of repair v	vill be re	duced.		
						• Th	fin	nancial sustair	nability o	f the b	us operators wi	ll be
						im	ro۱	ved.				
14. Project Descrip	tion					15. Sc	cio	-economic co	nsiderati	on		
Establishment o	f vehicle s	tandard	ls and lice	ense s	system from t	he 1) So	cia	l impacts – p	ositive in	npacts	are expected	
viewpoint of saf	ety mana	gement				2) N	atur	ral Environme	nt – no s	ignific	ant impacts are	expected
Installation of in	-vehicle c	ameras	on bus v	ehicle	s and	3) Po	llut	tion – no sign	ificant im	pacts	are expected	
monitoring						4) Eı	vir	onmental Imp	act Asse	ssmen	t (EIA) – not req	uired
 Install CCTV at the 	he bus ter	minals a	and bus s	tops,	then establis	h a						
monitoring syste	em											
16. Relevant projec	ct(s)											
• RT005, RT009, R	T010											
						u .						
17. Project location	n P	rovince	: All					City:				-
•												
18. Notes (if any)												
•												

1. Project Code	RTO:	12	2. Projec	t Titl	e I	Resilienc	y imp	rovemer	nt pr	ojects				
,			,				<u> </u>		•					
2 Implementation	Agonou	MITR	ANC						4 1	malamant	ation no	riod		
3. Implementation										mplement				
5. Project cost (but	dget)	56.8	million CU	P (2.2	27 mi	llion USD	0)			Start	202	23	End	2025
6. Source of finance	e	⊠ St	ate budge	İ			⊠E	xternal f	inan	cing agen	cies	☐ Pri	vate investors	
		sport P	lanning		.ogist	ics/Cargo	0					\boxtimes	Immediate	
	☐ Road	/Bridge	<u> </u>	\boxtimes E	Bus pa	assenger	r trans	sport					(2022 – 2023)	
7. Sector	☐ Railw	/ay		\boxtimes E	Enviro	onment				8. Project	:	\boxtimes	Short-term	
7. Sector	☐ Aviat	ion			nstitu	ution/Reg	gulati	on		Priority			(2024 - 2026)	
	☐ Mari	time			Relev	ant busin	ness a	nd other	s				Medium-term	
													(2027 –	2030)
	Key Area	s			9. Ol	ojective ((code))	1	0. Strategy	(code)		11. Goal (cod	le)
1. Planning and co	ordinatio	า												
2. Transport infras	tructure c	levelop	ment											
3. Environment, sa	fety, and	securit	У		3.2				3	.2.1~2			3.2.1.1~2, 3.	2.2.1~3
4. Transport service	e and ind	ustry d	evelopmer	nt										
5. Transport pricin	g and reso	ource a	llocation											
6. Institutional and regulatory development														
12. Purpose of the	project							13. Ехре	ecte	d Benefits,	/Outcom	es		
Bus transport se	ervices are	e essen	tial for Cul	ans.	There	efore, it i	is	• The le	evel	of safety f	or bus p	assenge	ers will be impr	oved.
important to co										-	-	_	nuously provide	
their daily lives.	-									•			, ,	
• In this regard, it	is necess	ary to p	revent bu	s driv	ers a	nd								
passengers from	n infectiou	ıs disea	ises such a	s CO	VID-1	9.								
• It is also essenti	al to cont	inuousl	y welcome	inte	rnatio	onal								
tourists safely to	o Cuba.													
14. Project Descrip	tion							15. Soci	o-ec	conomic co	nsiderat	ion		
Prepare a manu	al for bus	operat	ors to pre	/ent	them	from		1) Socia	al in	nnacts – n	ositive ir	nnacts	are expected	
being infected b		-	-									-	ant impacts are	expected
To increase peo	•				s dise	eases						_	are expected	
through public r	•							•		•		•	t (EIA) – not red	uired
schools, SNS, et		,	0	,		0		,					, ,	
To install COVID		ermea	sure equip	ment	(inst	allation	of							
partitions, therr	nometer,	disinfe	ctant, etc.)	•									
• Installation of the	ne contact	tless pa	yment sys	tem (smar	t card,								
mobile phone)														
• Establishment o	of BCP (Bu	siness (Continuity	Plan)	in pr	eparatio	n							
for infectious di	seases													
16. Relevant proje	ct(s)													
• RT005, RT009, F	RT010													
,														
17 Dunicul Level		\								Cit.				
17. Project location	n F	Province	e: All						<u> </u>	City:				
•														
18. Notes (if any)														
•		· <u> </u>		_	_							· <u> </u>		·

1. Project Code	RT01	.3	2. Projec	t Title	Ticketing	g system in	pro	vement (for r	egional b	us serv	rices)	
3. Implementation	Agency	MITRA	ANS					4. Implemen	tation pe	riod		
5. Project cost (but	dget)	12.5 r	nillion CU	P (500,	000 USD)			Start	202	22	End	2023
6. Source of finance	е	⊠ Sta	ate budge	t			al fi	nancing agen	cies	□ Pr	ivate investors	
		ı				l.						
	⊠ Trans	sport Pla	anning	☐ Lo	gistics/Carg	0					Immediate	
	☐ Road	/Bridge		⊠ Bu	s passenge	r transport					(2022 – 2023)	
7. Sector	☐ Railw	ay		☐ En	vironment			8. Projec	t		Short-term	
7. 50000	☐ Aviat	ion		□ Ins	stitution/Re	gulation		Priority			(2024 – 2026)	
	☐ Marit	ime		□ Re	levant busi	ness and ot	hers	5			Medium-term	
											(2027 –	2030)
	Key Areas			9.	Objective ((code)		10. Strateg	y (code)		11. Goal (cod	ie)
1. Planning and co												
2. Transport infras												
	3. Environment, safety, and security										444400	
4. Transport servic		-	•	nt 4.	1			41.1			4.1.1.1~2	
Transport pricing Institutional and												
o. mstitutional and	regulator	y uevei	оринени									
12. Purpose of the	project					13. E	хре	cted Benefits	/Outcom	es		
Due to the exist	ing region	al bus t	ransport	service	s shortage,	● TI	ne le	vel of service	(LOS) for	bus pa	assengers will b	e improved.
many people are	e waiting	for vaca	nt seats a	at bus t	erminals.	● TI	ie ni	umber of tick	et sales c	Ierks w	ill be reduced.	•
Ticket availabilit	y should b	e infor	med thro	ugh the	internet fo	or						
the bus passeng	ers not to	wait in	the bus t	ermina	Is for vacan	it						
seats.												
14. Project Descrip	tion					15. 9	ocic	-economic co	onsiderat	ion		
The existing Ulti	ima Hora s	system i	is reviewe	ed.		1) 9	ocia	ıl impacts – p	ositive in	npacts	are expected	
An upgraded E-t	icketing s	ystem v	vill be ins	talled b	y the end o	of 2) 1	latu	ral Environm	ent – no s	ignifica	ant impacts are	expected
2023.						3) F	ollu	tion – no sigr	nificant in	npacts	are expected	
16. Relevant projec		4) E	nvir	onmental Im	pact Asse	ssmen	t (EIA) – not rec	luired				
• RT012												
17. Project location	n P	rovince	: All					City:				
•			•						•			
18. Notes (if any)												
•												

	1											
1. Project Code	RTO:	L4	2. Projec	t Title	Sustaina	ble bus fleet	(Dia	ana bus) pro	duction			
3. Implementation	Agency	MITR	ANS				4	. Implement	ation per	iod		
5. Project cost (but	dget)	2.1 bi	llion CUP	(82.25 r	nillion USD)		Start	202	3	End	2026
6. Source of finance	е	⊠ Sta	ate budge	t		☐ External	fina	ancing ageno	cies	□ Pri	ivate investors	
	⊠ Tran	sport P	lanning	☐ Log	istics/Cargo)				\boxtimes	Immediate	
	☐ Road	_	!	⊠ Bus	passenger	transport					(2022 – 2023)	
7. Sector	☐ Railw	-			ironment			8. Project	Ī		Short-term	
	☐ Aviat				titution/Re	_		Priority			(2024 – 2026)	
	☐ Mari	ime		☐ Rel	evant busir	ness and oth	ers				Medium-term	
											(2027 –	2030)
	Vou Arra				Ohioetius 1	sada)		10 Ctt	(00d=\		11 C1/	la\
	Key Areas			9.	Objective (coae)	+	10. Strategy	(code)		11. Goal (cod	ie)
1. Planning and co			mont	2 /	1		+	2.1.2			2.1.2.3	
Transport infrastructure development 2.1 Brivironment, safety, and security							+	2.1.2			2.1.2.3	
4. Transport service			+									
·			+									
	Transport pricing and resource allocation Institutional and regulatory development											
o. moticational are	тединию	yucre	юринене	I .								
12. Purpose of the	project					13. Ex	pect	ted Benefits/	/Outcome	es		
• Due to the shor	tage of th	e existi	ng urban l	ous tran	sport servi	ces • The	lev	el of service	(LOS) for	bus pa	assengers will b	e improved.
(in provinces ot	her than H	lavana)	, buses ar	e crowd	ed with bu	s • Cor	trib	ution to CO2	2 reductio	n is ex	pected.	
passengers.												
• The number of i	medium-s	ized bu	ses (Diana	buses)	needs to b	e						
increased.												
 In addition to th 	e product	ion of I	Diana bus	es, elect	ric bus							
vehicle producti	on in Cub	a need:	s to be stu	idied.								
14. Project Descrip							cio-	economic co	nsiderati	on		
The existing Dia	na bus pro	oductio	n system	is studie	d, and issu					-	are expected	
are identified.										_	ant impacts are	expected
Using local mate	erials to b	uild Dia	na buses	will incr	ease (impo	1 '		•		•	are expected	
substitution).	۲۵:					4) En	viro	nmental Imp	oact Asse	ssmen	t (EIA) – not red	quired
The electrification		a buse:	s will be si	udied.								
16. Relevant proje	ct(s)											
• RT008												
								1				
17. Project location	n F	rovince	e: All					City:				
•												
18. Notes (if any)												
•												

6 章

Appendix A3: Rail Transport Sector

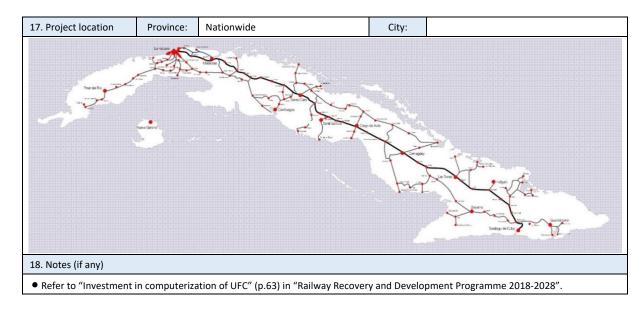
a monitoring system	1. Project Code	RW001	2. Proiect Title	Development of railway operation and management performance indicators and
	1. Troject code	1111001	2. I Toject Title	a monitoring system

3. Implementation Agency	UFC, MITRANS		4. Implementation period					
5. Project cost (budget)	30 million CUP (1.2 million USD)	Start	202	2022 End 2026				
6. Source of finance	State budget		financing agenc	ies	□ Fo	reign Investors		

Ī		☐ Transport Planning	☐ Logistics/Cargo		\boxtimes	Immediate
		☐ Road/Bridge	☐ Bus passenger transport			(2022 – 2023)
	7.6	□ Railway	☐ Environment	8. Project	\boxtimes	Short-term
	7. Sector	☐ Aviation	☐ Institution/Regulation	Priority		(2024 – 2026)
		☐ Port/Maritime	☐ Relevant business and others			Medium-term
		,				(2027 – 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination	1.1, 1.2	1.1.1, 1.2.1, 1.2.2	1.1.1.1, 1.2.1.1, 1.2.1.3,
			1.2.2.1, 1.2.2.2
2. Transport infrastructure development			
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
 Develop a single platform (database) for information/data collection and provision using ICT. 	A database is developed, which can be used to analyze the performance of the railway operation and management.
 Develop railway operation & management performance indicators and a monitoring system to watch and improve the railway operation and management. 	 Accordingly, efficiency in railway operation is improved, which will lead to saving energy and other resources.
14. Project Description	15. Social-environmental consideration
 Update and digitize the existing/available information/data Establish and install an advanced data collection and monitoring system, enabling frequent and periodic data collection and monitoring. Establish a data-sharing system with stakeholders in the rail sector. 	1) Social impacts – no significant impacts are expected s 2) Natural Environment – no significant impacts are expected 3) Pollution – no significant impacts are expected 4) Environmental Impact Assessment (EIA) – no need
16. Relevant project(s)	
• Project RW002	



4. Declaration de	DIMOGO		2 0		F. 1. 1. 12. 1						LOT	
1. Project Code	RW002		2. Proje	ct litle	Establish	nment o	of a new	UFC accounti	ng syster	n using	giCi	
3. Implementation	Agency	UFC,	MITRANS				4	4. Implement	ation per	iod		
5. Project cost (bud	lget)	30 m	illion CUP	(1.2 mil	lion USD)			Start	202	2	End	2026
6. Source of finance	9	⊠ St	ate budge	et		⊠ Ex	kternal fir	nancing agend	cies	□ Fc	reign Investors	
						•			•			
7. Sector	☐ Trans ☐ Road, ☐ Railw ☐ Aviat ☐ Port/	/Bridge ray ion		☐ Bus ☐ Env ☐ Inst	istics/Carg passenge ironment citution/Re evant busi	r transp egulatio	on	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	.				Objecti a f	/l - \		40.61	/I-\		44 6 - 1/	1-1
	Key Areas				Objective ((code)		10. Strategy			11. Goal (cod	-
Planning and coc Transport infrast			mont	1.2	<u>′</u>			1.2.1, 1.2.2,	1.2.3		1.2.1.2, 1.2.1	4, 1.2.3.1
3. Environment, saf												
4. Transport service	•			nt								
5. Transport pricing		•	•	5.1	L			5.1.6			5.1.6.1, 5.1.6	5.2
6. Institutional and							,					
				ı								
12. Purpose of the	project					3	13. Exped	cted Benefits/	Outcome	es		
Develop a new a performance of a Introduce a mod international accordance.	railway or ern accou	peration	ns and se system co	rvices. mpatible			capturBased find m and otIt is als	ed in a mode on the finance easures to im her resources	rn accouicial perfor aprove op s. o contrib	nting s rmance eratio ute to	e analysis, it is en efficiency, save the decision-ma	xpected to ring energy
14. Project Descript	tion					1	15. Socia	l-environmen	tal consid	deratio	on	
Study modern active USA, Spain, N Design a modern in Cuba (for UFC)	Mexico, ai n accounti	nd Japa	ın.			ua,	2) Natui 3) Pollu	ral Environme tion – no sign	ent – no s ificant im	ignifica pacts	pacts are expect ant impacts are are expected t (EIA) – no nee	expected
 An associated da developed. 	•	nation (collection	system	(RW001) is	S						
Capacity building accounting syste	-	ilway b	usiness s	ector, fo	cusing the	!						
16. Relevant projec	t(s)											
• Project RW001												
						•						
17. Project location	Р	rovince	: Nati	onwide				City:				
• UFC							l l					
18. Notes (if any)												
• NA												

1. Project Code	RW003		2. Proje	ct Title	Develop	ment of a c	atak	pase of railca	irs and ot	her equ	uipment using IC	T
,												
3. Implementation	Agency	UFC,	MITRANS					4. Implemen	tation pe	riod		
5. Project cost (bu	dget)	30 m	illion CUP	(1.2 mil	lion USD)			Start	202	22	End	2026
6. Source of finance	e	⊠ St	ate budge	t		☐ Extern	al fi	nancing ager	ncies	⊠ Fo	oreign Investors	
7. Sector	☐ Trans ☐ Road ☑ Railv ☐ Aviat	/Bridge vay tion		☐ Bus	gistics/Carg s passenger ironment titution/Re evant busir	r transport gulation	hers	8. Projec Priority	ct		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas	;		9.	Objective (code)		10. Strateg	v (code)		11. Goal (code	۵)
1. Planning and co	•				1, 1.2			1.1.1, 1.2.1		2.3	1.1.1.1, 1.2.1	-
2. Transport infras	tructure c	levelop	ment								1.2.3.1	
3. Environment, sa	fety, and	securit	у									
4. Transport service	e and ind	ustry d	evelopme	nt								
5. Transport pricin	g and reso	ource a	llocation									
6. Institutional and	l regulato	ry deve	lopment									
12 Burnoso of the	project					12 5	vno	stad Panafite	-/Outcom	05		
12. Purpose of the								cted Benefits				
 Improve the pe developing a da part, etc. 			_			• ! • !	ncre ligni eal t	ase the qual	ity of repa	airs. rt resoi	ams in the work urces by knowin	•
14. Project Descrip	tion							Il-environme				
Computerize the railway workshop	e invento					2) f	latu Ollu	ral Environm tion – no sig	ent – no : nificant ir	signific npacts	pacts are expect ant impacts are are expected	expected
 Develop softwa technical attent 			_	-	nditions an	d 4) E	nvir	onmental In	npact Asse	essmen	it (EIA) – no nee	d
 Install necessary communication information of s 	systems l				o share the	e						
 Training of UFC skills of ICT 	worksho	o staff t	to increas	e knowle	edge and							
16. Relevant proje	ct(s)											
• RW001, RW002												
17. Project locatio	n F	rovince	e: Nati	onwide				City:	Cities v	vhere a	ıll workshops	
• UFC												
18. Notes (if any)												
• Refer to "Invest	ment in c	ompute	erization c	f UFC" (p.63) in "R	ailway Reco	ver	y and Develo	pment Pr	ogram	me 2018-2028".	

1. Project Code	RW004		2. Projec	t Title	Comput	terizati	ion of rails	way operatio	n planning	. cont	rol, and monito	ring
In reject code	1		2		00put			ay operatio	p.a	5, 00		6
3. Implementation	n Agency	UFC,	MITRANS					4. Implemen	tation peri	iod		
5. Project cost (bu	dget)	250 r	million CU	(10 m	nillion USD)			Start	202	7	End	2030
6. Source of finance	-	_	ate budge	-		1	xternal fi	nancing agen	cies	☐ Fo	reign Investors	
						<u> </u>						
7. Sector	☐ Trans ☐ Road ☐ Railw ☐ Aviat ☐ Port/	/Bridge /ay :ion		☐ Bu ☐ En ☐ In	gistics/Carg is passenge vironment stitution/Re elevant busi	er trans egulati	ion	8. Projec Priority	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			9	Objective	(code)		10. Strategy	y (code)		11. Goal (cod	e)
1. Planning and co				_	2			1.2.2, 1.2.3			1.2.2.1~2, 1.2	2.3.1
2. Transport infras				2	4			2.4.1			2.4.1.1	
Environment, sa Transport service				nt 4	2, 4.3			4.2.6, 4.2.8	, 4.3.1, 4.3	.4	4.2.6.1, 4.2.8 4.3.4.1~3	.1, 4.3.1.1,
5. Transport pricin												
6. Institutional and												
12. Purpose of the	nroiect						13 Exne	cted Benefits	:/Outcome	ıç		
Modernize the monitoring, and safety. Upgrade FERRR increase the spe	railway op I control to ONET (cor	o achie nmunio	ve efficien	cy and em of	maintain UFC) to		• Efficie	ncy in the tra	ain operati	on is i	mproved	
(2022~2026)	ntion						15 Socia	l-environme	ntal consid	leratio	ın	
Study modern to their countries Plan and design system Plan and design Plan and design Detailed design monitoring & coordinate Construction of Installation of the Training of the State Relevant proje RW001, RW002	a comput a comput a train op and cost op ontrol cent the train of the systems staff for the	erized erized eration estimat ter operati	train oper train oper n monitori e of the tr on contro	ation r ation c ng & co ain op cente	nonitoring ontrol syste ontrol cente eration	em	1) Socia 2) Natu 3) Pollu	Il impacts – n ral Environm tion – no sigr	o significa ent – no si nificant im	nt imp ignifica pacts a	nacts are expect ant impacts are are expected t (EIA) – no nee	expected
17. Project locatio	n P	rovince	e: Natio	nwide	<u> </u>			City:				
• UFC								,	1			
18. Notes (if any)												
• Refer to "Expan (p. 60), and "Inv											•	

L. Project Code RW005 2. Project Title L						ng the Ra	ailway S	ector's 5-Yea	ar Devel	opment f	Plan	
		ı.										
3. Implementation	Agency	UFC,	ATF, MITR	ANS				4. Implemer	ntation p	eriod		
5. Project cost (bu	dget)	75 mi	llion CUP (3 millio	n USD)			Start	2	024	End	2026
6. Source of finance	e e	⊠ Sta	ate budget		-	⊠ Ex	ternal f	inancing age	ncies	☐ Fo	reign Investors	
7. Sector	☐ Trans ☐ Road ☑ Railv ☐ Aviat	/Bridge vay tion	J	☐ Bus	gistics/Carg passenge ironment titution/Re evant busi	er transp	n	8. Proje Priority	ct		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas				Objective ((code)		10. Strateg	gy (code		11. Goal (cod	e)
1. Planning and co				1.3	3			1.3.1			1.3.1.1	
2. Transport infras				+								
3. Environment, sa												
4. Transport service				τ								
	Transport pricing and resource allocation Institutional and regulatory development											
o. mstrational and	. Institutional and regulatory development											
12 D	:						12 5	atad Danafit	- 10			
12. Purpose of the	project					_	13. Ехр е	cted Benefit	s/Outco	mes		
 Integrate spatia North Coast Are developments a plan. Project Descrip Study spatial an investments 	ea / Cayos and invest otion d econom	, etc.) ai ments ii	nd planned nto the rai	d econo	omic evelopmen d potentia	nt 1	ImAt15. SocialSocial	tract foreign al-environme al impacts — eased busine	increase investo ental cor positive	rs to the sideration	n resources in the rail sector busing on are expected, so job opportunition	uch as
 Update the den Update rail infra & communication development pl Update rail facil (workshop, dep 	astructure on, station an lities rehal	(rail linns, etc.)	es, rail tru rehabilita n & develo	cks & b tion and	ridges, sign	nal 3	 Natural Environment – positive impacts are expected by promoting the use of railway Pollution – no significant impacts are expected Environmental Impact Assessment (EIA) – SEA (Strategical Environmental Assessment) is needed 					
Update rail equ	ipment (ra	ailcars, s	specialized	machii	nes, etc.)							
 Update the rail other modes of 			ent plan (modal s	hift from							
Human resource	e develop	ment pl	an									
Strategic enviro	-	-										
• Financing plan												
16. Relevant proje	ct(s)											
• NA												
						•						
17. Project locatio	n F	rovince	: Natio	nwide				City:			All major cities	
• UFC								,			-	
18. Notes (if any)												
• NA												
→ IVA												

1. Project Code	RW006		2. Projec	t Title	Feasib	ility St	udy on th	e Air	rport Line (.	losé Mar	tí airpo	ort and Havana)			
					•										
3. Implementation	Agency	UFC,	ATF, MITR	ANS				4. I	mplement	ation per	iod				
5. Project cost (but	dget)	75 m	illion CUP	(3 mil	lion USD)				Start	202	7	End	2029		
6. Source of finance	e	⊠ St	ate budge	t			External	finar	ncing agend	ies	☐ Fo	reign Investors			
										•					
7. Sector	☐ Trans ☐ Road ☐ Railv ☐ Aviat ☐ Port	/Bridge vay tion		E	ogistics/Ca sus passeng nvironmen nstitution/l televant bu	ger tra t Regula	tion	ers	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)			
												1			
	Key Areas	5			9. Objectiv	e (cod	e)	1	0. Strategy	(code)		11. Goal (cod	e)		
1. Planning and co					1.3			1	.3.1			1.3.1.1			
2. Transport infras								-							
3. Environment, sa	•		•	- t	4.1			1	1.6			4161			
Transport servic Transport pricing			•	IL	4.1			4	.1.6			4.1.6.1			
· · · · · ·	6. Institutional and regulatory development														
o. motitutional and	o. Institutional and regulatory development											<u> </u>			
12. Purpose of the	12. Purpose of the project							13. Expected Benefits/Outcomes							
	 12. Purpose of the project To study the technical, economic, and financial feasibility of Airport Line between Jose Marti International Airport and Havana 						 Improved commuter rail services High-level rail transport services for international touris visitors Mitigation of vehicular traffic congestion 								
14. Project Descrip	tion								nvironmen						
Natural condition	n and top	ograph	nic study				Social impacts – positive impacts are expected, such as modal shift from road transport to rail transport and								
Socio-economic	study										•	rail transport a Laccidents, whi			
Social considera	tion and e	environ	mental st	udy						_		resettlement			
Demand forecas	st						-					ation, pollution nd after constru			
Passenger rail o	peration p	olan									_	are expected	CHOII WOIK.		
 Preliminary desi modal facilities 	-			ations	, and inter	-	4) Env	riron	mental Imp	act Asse	ssment	(EIA) – needed			
 Preliminary desi 	gn of rail	coache	s (electrifi	ed tra	iin)										
Preliminary desi systems	gn of trai	n opera	ition and o	omm	unication										
• Construction pla	an														
Cost estimates															
Economic and fi	nancial ar	nalysis													
16. Relevant proje	ct(s)														
• RW005															
17. Project location	n F	rovince	e: Hava	ana					City:			Havana			
• UFC															
18. Notes (if any)															
• NA															
1															

1. Project Code	RW007		2. Project	Title	Feasibilit	ty Stu	dy on the	Airport	t Line e	extensio	n from I	Havana to Varad	dero
3. Implementation	Agency	UFC						4. Impl	ement	ation pe	riod		
5. Project cost (but	dget)	75 m	illion CUP (3 millio	on USD)			Sta	rt	202	27	End	2029
6. Source of finance	e	⊠ St	ate budget			⊠E	external fi	nancing	g agend	cies	□ Fo	reign Investors	
					•						•		
7. Sector	☐ Trans ☐ Road ☐ Railw ☐ Aviat ☐ Port	/Bridge /ay :ion	2	☐ Bus	gistics/Carg s passenger ironment titution/Re evant busir	r trans egulati	ion	Pri	Project ority			(2022 – 2023)	
						, , ,				, , ,			
	Key Areas				Objective ((code)				(code)		11. Goal (cod	e)
Planning and co Transport infras			ment	1.3	•			1.3.1				1.3.1.1	
3. Environment, sa													
4. Transport service	•		•	t 4.1	1			4.1.6				4.1.6.1	
5. Transport pricin	g and reso	ource a	llocation										
6. Institutional and	l regulato	ry deve	lopment										
11. Purpose of the To study the tec Airport Line bet Varadero 13. Project Descrip Natural conditio Socio-economic Social considera Demand forecas Passenger rail o Preliminary desi modal facilities Preliminary desi systems Construction pla Cost estimates Economic and fi 15. Relevant proje RW006	otion on and top study otion and e st peration p ign of rail (station so ign of trail	e Marti pograph environ plan infrasti quare, c coache n opera	nic study mental stu ructure, sta etc.)	dy tions, a	and inter-	the	High-lvisitor Mitiga 14. Socia Socia mod redu poss Natu wast 3) Pollu	evel rai evel rai ation of al-enviro al impac al shift ction of ibility o iral Envi e, etc.,	mmute il trans f vehicu onmen cts – p from re f traffic if land a ironme are ex no sign	er rail ser port serv ular traff tal consi ositive in oad tran c conges acquisiti ent – Noi pected d ificant ir	vices for vices for congress for the congress for the congress for and se, vibruring an anpacts		uch as a and ile there is a due to uction work.
16. Project location	n P	rovince	e: Hava	na, Ma	jabekes, Ma	atanz	as	Cit	:y:	Havana	, Mata	nzas, Varadero	
• UFC													
17. Notes (if any)													
•													
									_	_	_		

1. Project Code	RW008	2. Project T	itle		-						he railways to t	
-		-		key develop	ment	areas, ir	nciu	ding Villa C	ara, Cieg	o de A	vila, Camaguey,	and Holguin
2 1	A	LIEC ANTRANG				1	•					
3. Implementation	- ,	UFC, MITRANS					4.	Implement				
5. Project cost (but		125 million CU		million USD)				Start	202	•	End	2026
6. Source of financ	e	State budge State	et		⊠E	xternal f	fina	ncing agend	cies	☐ Fo	reign Investors	
	☐ Trans	port Planning		Logistics/Cargo							Immediate	
	☐ Road, 図 Railw	-] Bus passenger] Environment	trans	sport	8. Project		-t ×		(2022 – 2023) Short-term	
7. Sector	☐ Aviat	•		Institution/Re	gulati	on		Priority			(2024 – 2026)	
	☐ Port/	'Maritime		Relevant busin	ness a	nd othe	rs				Medium-term	
											(2027 – 2030)	
	Key Areas			9. Objective (code)	ı	10	. Strategy (code)		11. Goal (code	e)
1. Planning and coo	ordination	1		1.3			1.3	3.1			1.3.1.1	
2. Transport infrast		•										
3. Environment, sa												
•							4.1	1.6			4.1.6.1	
	Transport pricing and resource allocation Institutional and regulatory development											
o. mstitutional and	stitutional and regulatory development											
42.0						42.5		od Book Circle	<u>'0 </u>			
12. Purpose of the						•		ed Benefits/				
 To Carry out tec regarding the co 				-					-		ucture and serv e central-easter	
destinations, inc		•	ays .	with tourist					-		ers (internationa	=
						and v				u us		
14. Project Descrip	tion					15. Soci	ial-e	environmen	tal consid	leratio	n	
Natural condition	n and top	ographic study						-		-	are expected, si	
Socio-economic	study									•	o rail transport a d accidents, wh	
Social considera	tion and e	environmental st	tudy			pos	sibil	lity of land a	acquisitio	n and	resettlement	
Demand forecas	st					,					ation, pollution nd after constru	
Passenger rail or	peration p	olan						-		-	are expected	iction work.
 Preliminary desi modal facilities 	•	,	tatio	ons, and inter-		4) Env	iron	ımental Imp	act Asses	ssmen	t (EIA) – needed	
 Preliminary desi 	gn of rail	coaches (electrif	ied 1	train)								
 Preliminary desi systems 	gn of train	n operation and	com	nmunication								
 Construction pla 	an											
 Cost estimates 												
• Economic and fi	nancial ar	nalysis										
16. Relevant projec	ct(s)											
• N/A												
17. Project location	, ,	rovince: Villa	a Cla	ra, Ciego de Ávi	ila,			City:	Santa	Clara,	Ciego de Ávila,	Camaguey,
-	, P	Can	nagu	iey, Holguín				City.			Holguín	
• UFC												
18. Notes (if any)												
•												

1. Project Code	RW009	2	2. Project T	itle	Feasibilit	ty Stu	dy on Con	nmute	r Rail Se	ervices D	evelopi	ment in Havana	
	II.	I											
3. Implementation	Agency	UFC, AT	TF, MITRAN	1S				4. Imp	lement	ation per	iod		
5. Project cost (but	dget)	75 milli	on CUP (3	millio	n USD)			Sta	ırt	202	4	End	2026
6. Source of finance	e	⊠ State	e budget			⊠ E	External fi	nancin	g ageno	cies	☐ Fo	reign Investors	
7. Sector	☐ Road ⊠ Railv ☐ Avia	,		☐ Bus ☐ Env ☐ Inst	gistics/Carg s passenger ironment titution/Re evant busir	r tran	ion	Pri	Project iority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			_	Objective ((code))		trategy	(code)		11. Goal (cod	e)
1. Planning and co			ont	1.3	3			1.3.1				1.3.1.1	
Transport infras Environment, sa			ent										
4. Transport service			elonment	4.1	1			4.1.5	<u> </u>			4.1.5.1	
5. Transport pricin			•		-								
6. Institutional and	_												
	, , , , , , , , , , , , , , , , , , , ,												
12. Purpose of the	project						13. Expe	cted Be	enefits/	'Outcome	es		
services in Hava trains • To carry out a st	 12. Purpose of the project To carry out a feasibility study on the commuter rail transparenties in Havana by using the existing rail infrastructure trains To carry out a study on the extension of the commuter rail services to Matanzas and Artemisa 							evel ra s	il trans	r rail serv port serv ılar traffi	ices for	r international t	ourists and
14. Project Descrip		711 00111100					15. Socia	al-envir	onmen	tal consi	deratio	n	
Natural condition Socio-economic Social considera Demand forecas Passenger rail o Preliminary desimodal facilities Preliminary desisystems Construction pla Cost estimates Economic and file 16 Relevant project RW005	on and top study ation and of st peration pi ign of rail ign of rail ign of trail an	olan infrastruc quare, etc coaches (n operatio	ental study cture, stati c.) electrified	ons, a)		moda redu possi 2) Natu wast 3) Pollu	al shift ction o ibility c iral Env e, etc., ition –	from ro of traffic of land a vironme are exp no sign	oad trans congest acquisition nt – Nois pected di ificant im	port to ion and in and i se, vibra uring ai ipacts a	are expected, sign rail transport and accidents, who resettlement ation, pollution and after construare expected at (EIA) – needect	and ile there is a due to uction work.
17. Project location	n F	Province:	Havana	1				Cit	ty:	Havana			
• UFC													
18. Notes (if any)													
•					·								

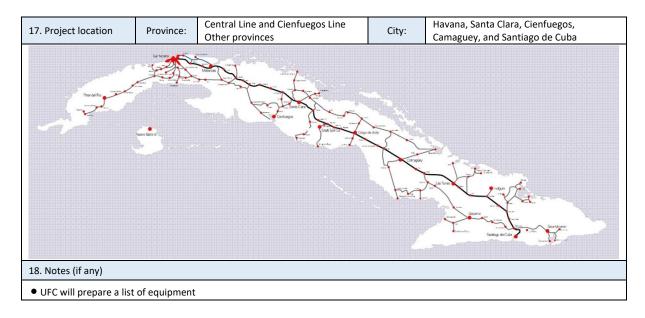
					l								
1. Project Code	RW010		2. Projec	t Title	Modern	nizatio	n of track	c insp	ection an	d mainte	nance	planning systen	า
3. Implementation	Agency	UFC,	MITRANS					4. In	nplement	ation per	iod		
5. Project cost (but	dget)	37.5	million CU	P (1.5 n	nillion USD))		(Start	202	2	End	2025
6. Source of finance	e	☐ St	ate budge	t		⊠ E	External f	financ	cing agend	cies	☐ Fo	reign Investors	
		l											
7. Sector	☐ Trans ☐ Road, ☐ Railw ☐ Aviat ☐ Port/	/Bridge ray ion		☐ Bus	istics/Carg passenge ironment titution/Re evant busi	er tran: egulati	ion		8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			9.	Objective	(code))	10). Strategy	(code)		11. Goal (cod	ie)
1. Planning and co													
2. Transport infras				2.1	L			2.1	1.4			2.1.4.1, 2.1.4	2
3. Environment, sa	•												
	. Transport service and industry development . Transport pricing and resource allocation . Institutional and regulatory development												
	. Institutional and regulatory development												
6. Histitutional and	Institutional and regulatory development											1	
12. Purpose of the	12. Purpose of the project						13. Expe	ected	l Benefits/	'Outcome	es		
• To develop a mo	ndern rail i	track ir	snection r	nethod	and system	m	• Ontir	mized	luse of m	aterial ar	nd hum	an resources fo	r rail track
To develop an a and other rail fa To develop a pla and resource all	dvanced d icilities anning sys	liagnos tem foi	tic system	of tracl	c condition	n	Efficient an according and leading an	tenar ent u dequa ent ir ength oved	nce. use of appleate diagnormate mprovement hening of staff capa	ropriate or sis ent of the their life.	devices e techn	and technolog ical condition o	ies to make f the tracks
14. Project Descrip	tion								vironmen	tal consi	deratio	n	
Review and evaluate the current track maintenant - Study on track inspection method (international practices) Investigation and evaluation of the existing traction maintenance planning and execution system Upgrading of track maintenance planning method - Data collection Track maintenance planning Human Resource Planning Equipment maintenance planning Equipment procurement plan 16 Relevant project(s)					best k	m	1) Soci 2) Nato 3) Poll	ial im ural E ution	pacts – n Environme n – no sign	o signific ent - no si ificant im	ant imp gnifica pacts a	pacts are expec nt impacts are are expected t (EIA) – no nee	expected
• RW008, RW009													
17. Project location	n P	rovince	e: Area	of EFC	and EFCE				City:	Santa C	lara an	d Camaguey	
18. Notes (if any)													

.													
1. Project Code	RW011		2. Projec	t Title	Modernia	zation o	of rail br	idge insp	ection,	maint	enance	e, and rehabilita	ation method
3. Implementation	Agency	UFC, N	/ITRANS				4	4. Implen	nentati	on per	iod		
5. Project cost (bu	dget)	37.5 n	nillion CU	P (1.5 m	nillion USD)			Start		202	2	End	2025
6. Source of finance	e	⊠ Sta	te budge			⊠ Exte	ernal fir	nancing a	gencie	s	☐ Fo	reign Investors	
					•								
7. Sector	☐ Road ⊠ Railw ☐ Aviat	vay	J	☐ Bus	gistics/Cargo s passenger ironment titution/Reg evant busin	transpo	1	8. Pro	•			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas	5		9.	Objective (d	code)		10. Strat	tegy (c	ode)		11. Goal (cod	le)
1. Planning and co	•				, ,	,,			07 (,		,	·
2. Transport infras	tructure d	levelopr	nent	2.1	L			2.1.4				2.1.4.1, 2.1.4	.2
3. Environment, sa	fety, and	security											
4. Transport service	e and ind	ustry de	velopmer	it									
5. Transport pricin	g and reso	ource all	ocation										
6. Institutional and	d regulato	ry devel	opment										
12. Purpose of the To develop a macondition To develop a pland resource al 14. Project Descript Review the expression of the project pland resource all	odern rail dvanced of anning system location u	diagnost	rail bridg	for rail	bridge enance wor	rk • 15	Optim mainte mainte an ade Efficier and ler lmprotechn 5. Socia	enance. Int use of equate dia nt improvengthening oved staff tologies. I impacts	appropagnosis vement g of the f capab mental – no s	oriate of the circlisty, had consider the considering the cons	d hum levices techn aving a deratio	acts are expec	ies to make If the tracks ledge of
and study into Design a mod Procure the b Capacity build 16. Relevant proje	ernized bi ridge insp ding of UF	ridge ins ection e	spection s	-		3)) Pollu	tion – no	signific	cant im	pacts a	nt impacts are are expected : (EIA) – no nee	•
17. Project locatio	n F	rovince	: Natio	nwide]	City:					
								•					
18. Notes (if any)													
• Refer to "Invest				.48), "C	onversion o	of steel b	bridge t	o concret	te brid	ge" (p.	50) in	"Railway Recov	ery and
Development P	rogramme	2018-2											

1. Project Code	RW012		2. Projec	ct Title	Procure	ment of track	work	c machines	and equi	pment	:	
3. Implementation	Agency	UFC,	MITRANS				4.	Implement	ation per	iod		
5. Project cost (bu	dget)	500 r	million CU	P (20 mil	lion USD)			Start	202	4	End	2028
6. Source of finance	ance ⊠ State budget											
7. Sector	☐ Trans ☐ Road ☐ Railw ☐ Aviat ☐ Port	/Bridge vay tion	2	☐ Bus ☐ Envi	ironment itution/Re	r transport	ers	8. Project Priority	į		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development	2.1	2.1.1, 2.1.4	2.1.1.1, 2.1.4.1, 2.1.4.2
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
 To mechanize the trackwork of the Central Line and Cienfuegos Line by 2026 To mechanize the trackwork of other lines by 2030 	 Modernized trackwork Improved efficiency and quality of trackwork Improved level of safety Improved speed and the level of riding comfort
14. Project Description	15. Social-environmental consideration
 To procure heavy trackwork machines To procure trackwork equipment such as railway ballast tamping machine, digital track gauge, railway sleeper machine, etc. Training of the trackwork staff (track brigades) 	1) Social impacts – positive impacts are expected, such as improvement of the level of service and safety of railway operation 2) Natural Environment – no significant impacts are expected 3) Pollution – Oil etc., are expected to be incurred by using machines. 4) Environmental Impact Assessment (EIA) – no need
16. Relevant project(s) RW007, RW008	



1. Project Code	Project Code RW013 2. Project Title W						wor	k machine &	equipme	nt main	tenance	
		•										
3. Implementation	Agency	UFC, MI	ITRANS					4. Implemen	tation pe	riod		
5. Project cost (but		250 mil	lion CUF	(10 mil	lion USD)			Start	202		End	2026
6. Source of finance	e ,	⊠ State	e budget		<u> </u>	⊠ Exteri	nal fi	nancing ager	ncies	□ Fo	reign Investors	
								0.0-			- 0	
7. Sector	☐ Road ⊠ Railv ☐ Avia	vay		☐ Bus☐ Env☐ Inst	ironment titution/Re	r transport		8. Projec Priority	ct		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			9. (Objective (code)		10. Strateg	y (code)		11. Goal (cod	e)
1. Planning and co												
•	Transport infrastructure development 2.1 Environment, safety, and security							2.1.1, 2.1.4			2.1.1.1, 2.1.4.	.1, 2.1.4.2
·	Environment, safety, and security Transport service and industry development											
·	Fransport service and industry development Fransport pricing and resource allocation											
6. Institutional and												
	<u> </u>	,										
12. Purpose of the	project					13. ا	Expe	cted Benefits	s/Outcom	es		
Build a worksho	p for mai	ntenance	of the ti	ackwor	k machine	• Ir	npro	ve the qualit	y of main	tenance	e work	
and equipment						• Ir	npro	ve the produ	activity of	worksh	op staff	
 Consolidate the single workshop 		scattered) mainte	nance v	vorks at a	• L	onge	r life of track	work ma	chines	and equipment	
Maintain the co equipment to de			-	work ma	achines an	d						
14. Project Descrip	tion					15. 9	Socia	ıl-environme	ntal consi	deratio	n	
 Feasibility study on the workshop for maintenance of trackwork machines and equipment Detailed design and cost estimates Building the workshop Procurement of maintenance machines Training of the workshop staff 16. Relevant project(s) 					2)	impr incre Natu Pollu mach Envir	ovement of t eased job opp ral Environm ition – Oil etc nines.	the level of portunitienent – no s c., are exp	of services significated tected tecte	are expected, so se of the railway ant impacts are o be incurred by t (EIA) – needed o building	expected y using	
• RW007, RW008												
17 Project location	n F	Province:	To be	e detern	nined			City:				
-	an appropriate location for the workshop will be decided by						feas		1			
18. Notes (if any)				30 0				, 3.00.,				

• Refer to "Investment in repairment of workshop" (p.34) "in "Railway Recovery and Development Programme 2018-2028".

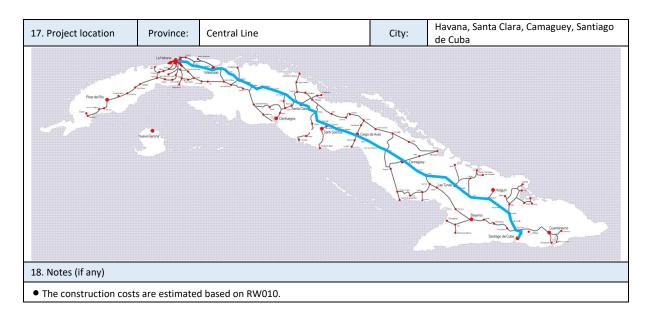
1. Project Code	RW014	2. Proj	ect Title	Feasibilit Improver		Detaile	ed Design	of the Ce	ntral L	ine Rehabilitatio	on and
		T									
3. Implementation	n Agency	UFC, ATF, MI	TRANS			4. In	nplement	ation per	iod		
5. Project cost (bu	dget)	250 million C	JP (10 m	illion USD)		S	Start	202	3	End	2026
6. Source of finance	ce	⊠ State budg	et			financ	cing agend	cies	☐ Fo	reign Investors	
								'			
7. Sector	☐ Road, ⊠ Railw ☐ Aviat	<i>r</i> ay	☐ Bu ☐ Env ☐ Ins	gistics/Cargo is passenger vironment stitution/Reg levant busin	transport		8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
										1	
	Key Areas		9.	Objective (ode)	10.	. Strategy	(code)		11. Goal (code	e)
1. Planning and co											
2. Transport infras	Transport infrastructure development 2.1					2.1	1.2, 2.1.4			2.1.2.1, 2.1.2.	-
										2.1.4.1, 2.1.4.	2
3. Environment, sa	-	·									
4. Transport service						-					
5. Transport pricin	_										
6. Institutional and	a regulator	y development									
12. Purpose of the	project				13. Ex	pected	Benefits/	Outcome	es		
To improve the operationTo enhance theTo attract more	level of sa	nfety			• Im	proved	d train spe d ride com d level of s d cargo tra	nfort safety	anacity	,	
14. Project Descrip	otion										
 14. Project Description Investigation of the existing condition of the rail track, bridges, signal & communication systems, and other railway infrastructure. Feasibility study on rehabilitating the Central Line and the branch line between Santa Clara and Cienfuegos. Rehabilitation plan of the Central Line and the branch line between Santa Clara and Cienfuegos. Detailed design of the Central Line and the branch line betwee Santa Clara and Cienfuegos. 				s, 1) So inc acc 2) Na 3) Po Dic 4) En Th	increased non-rail business opportunities and decreased train accidents. 2) Natural Environment – Noise, vibration 3) Pollution – a risk of air pollution if the existing old DMUs or Diesel locomotives are used continuously. 4) Environmental Impact Assessment (EIA) – Necessary The land acquisition might be necessary in case of alignment shapers.					DMUs or	
16. Relevant proje											
• PW/011	(0)										

17. Project location	Province:	Central Line, Branch line between Santa Clara and Cienfuegos	City:	Havana, Santa Clara, Cienfuegos, Camaguey, Santiago de Cuba			
• Refer to RW011							
18. Notes (if any)							
• Refer to "Railway network" (p.36), "Investment program of rehabilitation and modernization of railway infrastructure" (p. 37) in "Railway Recovery and Development Programme 2018-2028".							
• Refer to "Investment in modernization of UFC communication system" (p.57) in "Railway Recovery and Development Programme 2018-2028".							

1. Project Code	RW015 2. Projec			t Title	Rehabilit	litation of the Central Line, including the Havana junction						
3. Implementation Agency UFC, ATF, MITRAN			ANS 4. Implementation period									
5. Project cost (but	dget)) 52.2 billion CUP (2.1 billion USD			lion USD)		Start	20	26	End	2030 or later	
6. Source of finance	e					☑ External financing agencies			□ Fo	☐ Foreign Investors		
7. Sector	□ Transport Planning □ Road/Bridge ☑ Railway □ Aviation □ Port/Maritime		☐ Logistics/Cargo ☐ Bus passenger transport ☐ Environment ☐ Institution/Regulation ☐ Relevant business and others		8. Proj Priority		☐ Immediate (2022 – 2023) ☑ Short-term (2024 – 2026) ☑ Medium-term (2027 – 2030)					

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)	
1. Planning and coordination				
2. Transport infrastructure development	2.1	2.1.2, 2.1.4	2.1.2.1, 2.1.2.2,	
			2.1.4.1, 2.1.4.2	
3. Environment, safety, and security				
4. Transport service and industry development				
5. Transport pricing and resource allocation				
6. Institutional and regulatory development				

12 Purpose of the project	13. Expected Benefits/Outcomes				
To improve speed and capacity of train and comfort of train riding To attract more passengers and cargo to the Central Line train services	 The maximum train operation speed is increased to 120 km/h Track capacity is increased Safety of railway is improved 				
14. Project Description	15. Social-environmental consideration				
 To rehabilitate track, embankment, level crossings, bridges, drainage, and other rail infrastructure To replace the existing rail with a long rail To install signal and communication systems that are compatible with the GSM-R system (Camaguay – Santiago de Cuba section) 	1) Social impacts – positive impacts are expected, such as increased non-rail business opportunities and decreased train accidents. 2) Natural Environment – Noise, vibration 3) Pollution – a risk of air pollution if the old DMU or Diesel locomotives are used continuously.				
16. Relevant project(s)	Environmental Impact Assessment (EIA) – environmental monitoring is required. Besides, RAP (resettlement action				
• RW010	plan) may be needed.				



1. Project Code	RW016		2. Proje	ct Titl	e Feasibili Cárdena	-	-	etailed (Design of	the So	uthern	Line, Cienfueg	os Line, and
3. Implementation	Agency	UFC, A	ATF, MITE	RANS			4. Implementation period						
5. Project cost (budget) 296.3 million CUP (11.85 million USD)								Stai	rt	202	5	End	After 2028
6. Source of finance 🗵 State budget 🗵							cternal fi	nancing	g agencies	5	□ Fo	reign Investors	
	-												
	☐ Transport Planning ☐ Logistics/Cargo☐ Road/Bridge☐ Bus passenger tran☐ Railway☐ Environment						port	8. 1	Project			Immediate (2022 – 2023) Short-term	
7. Sector	☐ Avia	•	me		Institution/Re Relevant busi			Pri	ority			(2024 – 2026) Medium-term (2027 – 2030)	
	•												
	Key Area	S			9. Objective	(code)		10. St	trategy (c	ode)		11. Goal (cod	e)
1. Planning and co	ordinatio	n											
2. Transport infras	tructure (developr	ment		2.1			2.1.2,	, 2.1.4			2.1.2.1, 2.1.2 2.1.4.1, 2.1.4	
3. Environment, sa	ifety, and	security	/										
4. Transport service	e and ind	ustry de	evelopme	nt									
5. Transport pricin	g and res	ource al	location										
6. Institutional and	d regulato	ry devel	lopment										
12. Purpose of the	project					- :	13. Expe	cted Be	enefits/Ou	itcome	S		
 To improve the Cárdenas Branc 		e Southe	ern Line,	Cienf	uegos Line, ar		Increased train speedImproved ride comfort						
• To improve the	level of sa	afety						•	level of s				
To attract more	cargo an	d passer	ngers to t	he lin	es		Increased cargo transport capacity						
14. Project Descrip	otion					1	15 Socia	l-enviro	nmental	consid	eratior	1	
 Investigation of and other railway 	ay infrastı	ructure.				es,	Social impacts – positive impacts are expected, such as increased non-rail business opportunities and decreased train accidents.						
 Feasibility study Cienfuegos Line 	, and Cárd	denas Br	ranch Lin	9		3	3) Pollu	tion – a		ir pollu	tion if	the old DMU o	r Diesel
 Rehabilitation p Cárdenas Branc 		Southe	rn Line, (ienfu	egos Line, an		4) Envir	onmen	-	t Asses	sment	(EIA) – enviror	
 Detailed design Cárdenas Branc 		uthern L	ine, Cien	fuego	s Line, and			_	e needed		aes, KA	AP (resettlemer	it action
16. Relevant proje	ct(s)												
• RW012													
17. Project locatio	n [Province			Line, Cienfue Branch Line	egos Lin	e, and	Cit	v:	avana, ardena		anos, Cienfuego	os, and
• Refer o RW012													
18. Notes (if any)													

• Refer to "Railway network" (p.36), "Investment program of rehabilitation and modernization of railway infrastructure" (p. 37) in

• Refer to "Investment in modernization of UFC communication system" (p.57) in "Railway Recovery and Development Programme

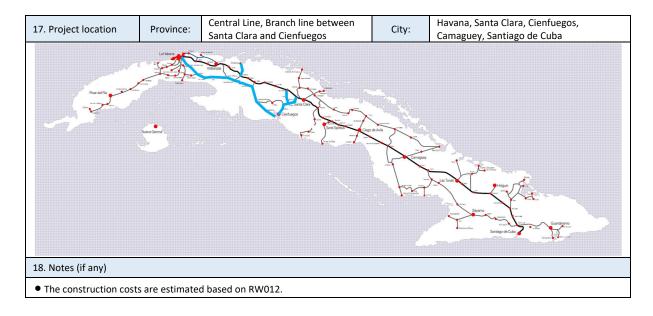
"Railway Recovery and Development Programme 2018-2028".

2018-2028".

1. Project Code	RW017 2. Proje			ct Title	Rehabilit	Rehabilitation of the South Line, Cienfuegos Line, and Cárdenas Branch						nch
3. Implementation	ementation Agency UFC, ATF, MITRANS						4. Implementation period					
5. Project cost (but	dget)	14.8 billion CUP (8.9 billion USD)					Start	202	7	End	2030 and later	
6. Source of finance	е							nancing agencies		□ Fo	oreign Investors	
7. Sector	☐ Trans ☐ Road ☐ Railw ☐ Aviat ☐ Port/	/Bridge /ay :ion	2	☐ Bus ☐ Envi	ironment itution/Re	r transport	ers	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development	2.1	2.1.2, 2.1.4	2.1.2.1, 2.1.2.2, 2.1.4.1, 2.1.4.2
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development	_	_	

12. Purpose of the project	13. Expected Benefits/Outcomes
 To improve the speed and capacity of trains and the comfort of train riding To attract more passengers and cargo to the South Line, Cienfuegos Line, and Cárdenas Branch 	 The maximum speed is increased to 120 km/h Track capacity is increased Safety of railway is improved
14. Project Description	15. Social-environmental consideration
 To rehabilitate track, embankment, level crossings, bridges, drainage, and workshop of the South Line, Cienfuegos Line, and Cárdenas Branch To replace the existing rail with a long rail 	Social impacts – positive impacts are expected, such as increased non-rail business opportunities and decreased train accidents. Natural Environment – Noise, vibration Pollution – a risk of air pollution if the old DMUU or Diesel
16. Relevant project(s)	locomotives are used continuously.
• RW012	 Environmental Impact Assessment (EIA) – environmental monitoring is required. Besides, RAPresettlementnt action plan) may be needed.

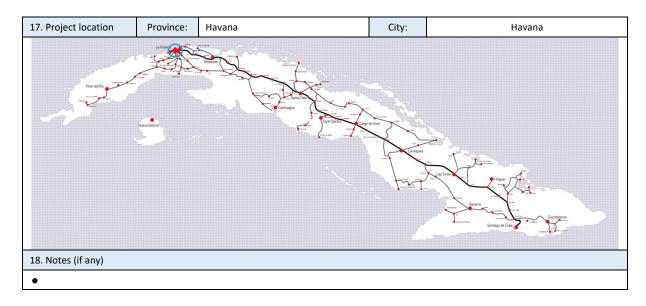


1. Project Code	RW018		2. Projec	t Title	Study on	CCD (Cen	(Centro de Carga y Descarga) rehabilitation						
3. Implementation	3. Implementation Agency UFC, MITRANS							4. Implement	ation per	iod			
5. Project cost (bud	Project cost (budget) 50 million CUP (2.0 million USD)							Start	2023 End			2025	
6. Source of financ	6. Source of finance ⊠ State budget ⊠						nal fi	nancing agen	cies	☐ Fo	reign Investors		
7. Sector	☐ Road ☑ Railw ☐ Aviat	<u> </u>				transport		8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)		
	Key Areas			9.	Objective (code)		10. Strategy	(code)		11. Goal (cod	le)	
Planning and coo Transport infrast			ment	2.2)			2.2.1, 2.2.2,	2.2.3. 2.2	2.4	2.2.1.1, 2.2.2	.1. 2.2.3.1.	
		.с.с.ор			-						2.2.4.1	, 2.2.0.2,	
3. Environment, sa	fety, and	securit	У										
4. Transport servic	e and ind	ustry de	evelopme	nt									
5. Transport pricing													
6. Institutional and	regulato	ry deve	lopment										
12. Purpose of the	project					13.	13. Expected Benefits/Outcomes						
 Improve efficient operations 	icy and qu	uality in	loading a	nd unlo	ading cente	er •							
						•	Emolericy improvement in routing and amounting ourgos						
14. Project Descrip	tion					15.	15. Social-environmental consideration						
Cargo handling o Demand analysi	capacity a	ssessm	ent of the	existing	g CCD	2)	Social-environmental consideration Social impacts – no significant impacts are expected Natural Environment –Positive impact is expected, such as						
 Feasibility study including the ap 	and preli	-	design fo	r CCD re	habilitatior	١,	from	ction of emiss road transpo ition – no sign	rt		ise gas due to n are expected	nodal shift	
16. Relevant project(s)										ssment	t (EIA) – Neede	d as a part of	
• RW016							tne r	easibility stud	У				
- Awold													
17. Project location	17. Project location Province: Nationwide							City:			Nationwide		
18. Notes (if any)													
• Refer to "Repair	ment of C	CCD" (p	.27) in "Ra	ailway Re	ecovery and	d Develop	ment	t Programme	2018-202	8".			

1. Project Code	RW019 2. Project Title				Construc	ction of CCD H	laba	na 222				
3. Implementation Agency UFC						4. Implementation period						
5. Project cost (bud	ect cost (budget) 125 million CUP (5.0 million USD)						Start	202	6	End	2028	
6. Source of finance	finance 🗵 State budget				☐ External	fina	ncing agend	cies	□ Fo	reign Investors		
7. Sector	☐ Trans ☐ Road, ☐ Railw ☐ Aviat ☐ Port/	/Bridge /ay ion		☐ Bus☐ Envi☐ Inst	ronment itution/Re	rtransport	ers	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development	2.2	2.2.1, 2.2.2, 2.2.3, 2.2.4	2.2.1.1, 2.2.2.1, 2.2.3.1,
			2.2.4.1
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
● To develop CCD Havana 222 as a logistic hub.	 Increase in CCD Habana 222 handling capacity Efficiency improvement in loading and unloading cargos Increase in productivity of CCD services
14. Project Description	15. Social-environmental consideration
Detailed design Construction	Social impacts – no significant impacts are expected Natural Environment –Positive impact is expected, such as reduction of emission of greenhouse gas due to modal shift
16. Relevant project(s)	from road transport
• RW015	Pollution – no significant impacts are expected Environmental Impact Assessment (EIA) – Needed as a part of the feasibility study

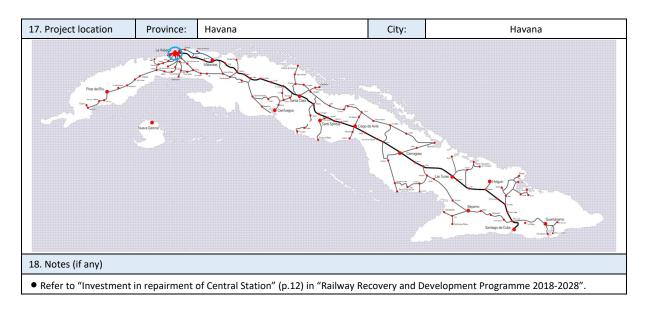


1. Project Code	RW020	2	Project	Title	Study an	nd design fo	cta	tion rehabilit	tation				
1. Froject code	1111020	2.	Појсск	TILLE	Study di	ia acsigii io	Jtu	tion renabilit	- Cation				
2 Implementation	Aganau	LIEC MI	TDANC					1	tation no	ri a d			
3. Implementation		UFC, MI		2.0	III - LICO)		4. Implementation period Start 2023 End			F. J	2025		
5. Project cost (but	llion USD)			Start		l	End	2025					
6. Source of financ		⊠ Extern	al fir	nancing agen	cies	□ Fo	reign Investors						
		port Planr	ning		gistics/Carg						Immediate (2022 – 2023)		
	☐ Road/ 図 Railw	_			ironment	r transport		8. Project	t		Short-term		
7. Sector	☐ Aviat	•			titution/Re	gulation		Priority			(2024 – 2026)		
	☐ Port/	Maritime		☐ Rel	evant busi	ness and otl	ers				Medium-term		
											(2027 – 2030)		
	Key Areas			9.	Objective (code)		10. Strategy	(code)		11. Goal (cod	e)	
1. Planning and co	ordination												
2. Transport infras	tructure d	evelopme	nt	2.3	3			2.3.1, 2.3.2			2.3.1.1, 2.3.2	.1	
3. Environment, sa	fety, and s	security											
4. Transport servic	e and indu	istry deve	lopmen	t									
5. Transport pricing													
6. Institutional and	regulator	y develop	ment										
-													
12. Purpose of the	project					13. E	pec	ted Benefits	/Outcom	es			
• To rehabilitate a	ind upgrad	de the exis	sting rai	way st	ations	• Ind	• Increased LOS for all types of rail passengers						
To introduce "ui	niversal de	esign" for	all			• Ind	reas	sed attractive	eness for	non-Cu	uban visitors		
• To increase LOS	(level of s	ervice) for	r all rail	users		• Ind	• Increased fare-box revenue						
To provide non-	rail busine	ss opport	unities a	t railw	ay stations	• Ind	● Increased revenue from non-rail business						
14. Project Descrip	tion					15. S	15. Social-environmental consideration						
The station build	ding and fa	acility inve	entory d	ata col	lection and		Social impacts – positive impacts are expected by improving the facilities and services for disabled and aged people						
analysis											ant impacts are	•	
 Rehabilitation p 	•	•						-		•	are expected		
 Preliminary desi for urgent rehal 	_	st estimat	e for pri	ority te	en stations	4) E	nvir	onmental Im	pact Asse	essmen	t (EIA) – needed		
16. Relevant projec	ct(s)												
• RW018													
17. Project location	n P	rovince:	Natio	nwide				City:	Nation	wide			
	•												
18. Notes (if any)	18. Notes (if any)												
• Refer to "Invest	ment in re	pairment	of railw	ay stat	ion" (p.12)	in "Railway	Rec	overy and De	evelopme	ent Pro	gramme 2018-2	028".	

1. Project Code	RW021	2. Project	2. Project Title The Second Stage of the Central Station of Ha					storation and Re	habilitation	
3. Implementation Agency UFC					4. Implementation period					
5. Project cost (bu	ıdget)	250 million CUP (10 million USD)			Start	202	6	End	2028	
6. Source of finan	ce				financing agen	cies	□ Fo	reign Investors		
	☐ Trans	port Planning	☐ Logistics/Carg	0				Immediate		
	☐ Trans		☐ Logistics/Carg					Immediate (2022 – 2023)		
		Bridge			8. Project					
7. Sector	☐ Road,	/Bridge ray	☐ Bus passenge	r transport	8. Project	:		(2022 – 2023)		
7. Sector	☐ Road, ⊠ Railw ☐ Aviat	/Bridge ray	☐ Bus passengel☐ Environment	r transport gulation	Priority	:		(2022 – 2023) Short-term		

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development	2.3	2.3.1, 2.3.2	2.3.1.1, 2.3.2.1
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
 To upgrade the Habana railway station and make it more attractive to passengers, including non-Cuban visitors. To preserve the historical and cultural value of the Havana Station 	Conservation of the cultural and heritage value of the Habana station Increased attractiveness of the Habana station for all,
	including international tourists
	Increased LOS for all types of station users/visitors
14. Project Description	15. Social-environmental consideration
Study the cultural value of the station buildings and other facilities Restoration and rehabilitation plan Design and cost estimate for the restoration and rehabilitation work Construction work Installation of facilities and equipment 16 Relevant project(s)	1) Social impacts – positive impacts are expected by improving the facility and services for disabled and aged people 2) Natural Environment – no significant impacts are expected 3) Pollution – no significant impacts are expected 4) Environmental Impact Assessment (EIA) – needed
• RW017	



1. Project Code	RW022		2. Projec	t Title	Research	& Developn	nent	t of the mod	ern railwa	y tech	nnologies	
	•				•							
3. Implementation	Agency	UFC,	MITRANS				4.	. Implement	ation peri	od		
5. Project cost (budget) 125 million CUP (5 million USD)								Start 2022			End	2030
6. Source of finance	e	⊠ Sta	ate budge	et .			fina	ancing agend	cies	☐ Fo	reign Investors	
									<u>I</u>			
7. Sector ☐ Road/Bridge ☐ I Road/Bridge ☐ I ☐ Road/Bridge ☐ I ☐ I ☐ I ☐ I ☐ I ☐ I ☐ I ☐ I ☐ I ☐				☐ Bus ☑ Env ☐ Ins	□ Logistics/Cargo □ Bus passenger transport ☑ Environment □ Institution/Regulation □ Relevant business and others			8. Project 🖂 Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			9.	Objective (c	ode)		10. Strategy	(code)		11. Goal (cod	e)
1. Planning and co	ordination											
2. Transport infras												
3. Environment, sa					1, 3.2, 3.3		_	3.2.2, 3.2.3,			3.2.2.1, 3.2.3	
4. Transport service		•	•	nt 4.	3		-	4.3.1, 4.3.3,	4.3.5		4.3.1.1, 4.3.1	.2, 4.3.5.1
5. Transport pricin	_				4			C 4 4			C 4 4 1	
6. Institutional and	regulator	y devei	iopment	6.4	4			6.4.4			6.4.4.1	
12 D						12 5		had Danasita	/Ot	_		
12. Purpose of the						-		ted Benefits/				
Increase technic	•	•							•	•	ty technical staf	
Study technolog	_				rail sector	-	piica		inologies	tnat a	re suitable for tl	ne Cuban raii
To study electri To study alterna			-		on for the	• Inn	iova	ation in the r	ail sector			
 To study alternation 	ative powe	Sourc	es sucii a	s riyuro	gen for the							
14. Project Descrip	otion					15. Soc	cial-	environmen	tal consid	eratio	n	
 Establishment of a research & development unit (railway technology observatory) Study R&D agendas in other countries Carry out R&D activities continuously Overseas training program Relevant project(s) RW004 					1) Social impacts – no significant impacts are expected 2) Natural Environment – no significant impacts are expected 3) Pollution – no significant impacts are expected 4) Environmental Impact Assessment (EIA) – no need					expected		
•												
17. Project locatio	n P	rovince	e: Nati	onwide				City:				
Havana, Santiag	o de Cuba						,					

18. Notes (if any)

• NA

• N/A

1. Project Code	RW023		2. Projec	t Title	Study or	n Battery-	Electri	c Loco	motive	and DE	:MU (E	Deisel Electric Mu	Itiple Unit)
,			,		1 '								· · · ·
3. Implementation	Agency	UFC,	MITRANS					4. Imp	lement	ation p	eriod		
5. Project cost (but	dget)	50 m	illion CUP	(2 milli	on USD)			Sta	art	20)24	End	2026
6. Source of finance	e		ate budge			⊠ Exte	rnal fir	nancin	g agen	cies		Foreign Investors	<u> </u>
		ļ											
☐ Road/Bridge ☐ Railway ☐ Aviation				☐ Bu ☑ En ☐ Ins	□ Logistics/Cargo □ Bus passenger transport ⊠ Environment □ Institution/Regulation □ Relevant business and other			8. Project Priority			×	Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	1/- 4				Objective A	(l -)		10.0		(- \		11 Carl (a)	4.1
1. Planning and co	Key Areas			9.	Objective ((coae)		10. 5	trategy	(code)		11. Goal (cod	ie)
2. Transport infras			ment										
3. Environment, sa				3.	2			3.2.1	, 3.2.3			3.2.1.2, 3.2.3	3.1
4. Transport servic	e and indu	ustry d	evelopme	nt									
5. Transport pricing	g and reso	ource a	llocation										
6. Institutional and	l regulato	y deve	lopment										
12. Purpose of the	project					13.	. Expe	cted B	enefits,	/Outcor	nes		
As a part of the technologies in carried out				•	•	•	со	2 redu	ıction (n of tl	he use of fossil fu s energy matrix.	iels)
14. Project Descrip	tion					15.	. Socia	l-envir	onmer	ntal con	siderat	tion	
Study on technology and DEMU in ot Feasibility study battery-electric	her count on the re	ries placen	nent of the			2)	awar Natur reduc	eness ral Env ction o	about s vironme of emiss	SDGs ent – po sion of g	sitive i	is are expected, s impacts are expe ouse gas and NO is are expected	cted, such as
16. Relevant proje	ct(s)								_		•	ent (EIA) –needed	I
• RW022													
17. Project location	n P	rovince	e: Nati	onwide				Cit	ty:				
• UFC													
18. Notes (if any)													

	1											
1. Project Code	RW024	2.	Project 1	itle	Installati facilities		notovol	taic systems	at station	s, level	crossings, and o	other railway
3. Implementation	Agency	UFC, MIT	TRANS					4. Implemen	tation pe	riod		
5. Project cost (bu	dget)	250 milli	on CUP (10 mil	lion USD)			Start	202	24	End	2030
6. Source of finance	e	State	budget			⊠ Exte	ernal fi	nancing ager	ncies	☐ Fo	reign Investors	
										I		
7. Sector	☐ Road/Bridge ☐ Railway ☐ Aviation				□ Logistics/Cargo □ Bus passenger transport ☑ Environment □ Institution/Regulation □ Relevant business and others			8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			9.	Objective ((code)		10. Strateg	y (code)		11. Goal (cod	e)
Planning and co Transport infras			nt									
3. Environment, sa			IIL	3.2	,			3.2.4			3.2.4.1~3	
4. Transport service			lopment	3.2	-			3.2.1			5.2.1.1 5	
5. Transport pricin		•	•									
6. Institutional and	l regulato	ry develop	ment									
12. Purpose of the	project					13	3. Expe	cted Benefits	s/Outcom	es		
 Study and devel solar-powered f other public rail 	acilities to way facili	o rail statio ties.	ns, level				Reduction of fossil fuel consumption.Contribution to SDGs					
• Installation of the	•	owered fac	cilities			4-						
14. Project Descrip						4)		l-environme				- ad
 Study on use (decrossings, signal related facilities) Development of 	l and com i. f overall ir	municatior	n systems	, and	other rail-	2)	 Social impacts – no significant impacts are expected Natural Environment – Positive impacts are expected, such as reduction of fuel origin energy. Pollution – no significant impacts are expected Environmental Impact Assessment (EIA) – no need 					ted, such as
powered faciliti Feasibility study		stallation o	f the sola	r-pow	vered							
facilities • Procurement ar	nd installa	tion of the	solar-po	wered	l facilities							
and equipment 16. Relevant proje	ct(c)											
, ,	ci(s)											
• RW022												
17. Project location	n F	Province:	Nation	wide				City:				
			1				[5.07.				
18. Notes (if any)												
•												
L												

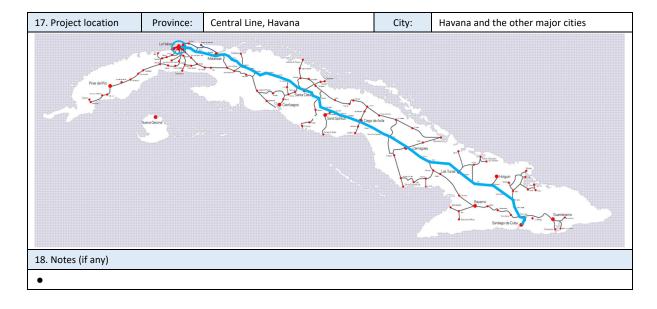
1. Project Code	RW025	2. Project Title	Safety improvement of level crossings

3. Implementation Agency	UFC, MITRANS		4. Implementation period					
5. Project cost (budget)	42 million CUP (1.68 million USD)	Start	2022 End			2026		
6. Source of finance	State budget		financing agend	cies	□ Fo	reign Investors		

	☐ Transport Planning	☐ Logistics/Cargo		\boxtimes	Immediate
	☐ Road/Bridge ☐ Railway	☐ Bus passenger transport ☐ Environment	8. Project	\boxtimes	(2022 – 2023) Short-term
7. Sector	☐ Aviation	☐ Institution/Regulation	Priority		(2024 – 2026)
	☐ Port/Maritime	☐ Relevant business and others			Medium-term
					(2027 – 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development			
3. Environment, safety, and security	3.1	3.1.2	3.1.2.1
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
To improve the safety of level crossing and reduce the accidents	 Increased level of safety at the level crossings Decreased accidents
14. Project Description	15. Social-environmental consideration
 74 level crossings of the Central Line shall be renovated by installing a modern protection system 10 level crossings in Havana shall be renovated by installing a modern protection system 	1) Social impacts – Positive impacts are expected by improving the safety of railway 2) Natural Environment – no significant impacts are expected 3) Pollution – no significant impacts are expected 4) Environmental Impact Assessment (EIA) – no need
16 Relevant project(s)	
•	



	1												
1. Project Code	RW026		2. Projec	t Title	Security	improveme	nt o	f cargo stora	age, handl	ing, an	d transportatio	1	
3. Implementation	Agency	UFC, N	⁄IITRANS				4	1. Implemen	tation per	iod			
5. Project cost (bu	dget)	75 mil	lion CUP	(3.0 n	nillion USD)			Start	202	4	End	2026	
6. Source of finance	e	⊠ Sta	te budge	t		⊠ Externa	l fir	nancing ager	ncies	☐ Fo	reign Investors		
	☐ Trans	port Pla	nning		ogistics/Carg	0					Immediate		
	☐ Road	_			us passenger	transport					(2022 – 2023)		
7. Sector	⊠ Railw	•			nvironment	. 1.0		8. Projec	ct		Short-term (2024 – 2026)		
	☐ Aviat				nstitution/Re elevant busir	_	orc	Priority		Ιп	Medium-term		
	☐ Port/	IVIAITUIII	ie		elevant busii	iess and ou	E13				(2027 – 2030)		
	Key Areas			9	9. Objective (code)		10. Strateg	y (code)		11. Goal (cod	le)	
1. Planning and co	ordination	1				·							
2. Transport infras	tructure d	evelopn	nent										
3. Environment, sa	fety, and	security		3	3.3			3.3.1, 3.3.2	2		3.3.1.1, 3.3.2	.2	
4. Transport service	e and ind	ustry dev	velopme	nt									
5. Transport pricin	g and reso	ource all	ocation				_						
6. Institutional and	d regulator	y develo	opment										
12. Purpose of the	project					13. Ex	pec	ted Benefits	s/Outcom	es			
• Increase the lev					cargo, railwa	y • Im	Improved level of security						
infrastructure, a	and faciliti	es again	st vandal	ism		● Re	Reduced damages/loss caused by vandalism						
14. Project Descrip	otion							-environme					
 Study security n 	neasures t	hat are	used in o	ther c	ountries			l impacts – F ecurity level		•	ire expected by acilities	improving	
 Design security 	system, fa	cilities,	and equi	pment	t			•		•	int impacts are	expected	
• Install the secur			-	_	•	1 1		•		•	are expected t (EIA) – no nee	d	
centers (CCD), t Repair and expa	=				-	C. 4) Li	IVII	Jiiiieiitai iii	ipact Asse	331110111	(LIA) TIO HEE		
16. Relevant proje		crices ar	ia ngirtiii	g syst	C1113.								
•	(-/												
17. Project locatio	n P	rovince:	Nati	onwid	e			City:	Havana	and th	e other major o	ities	
								<u>, , , , , , , , , , , , , , , , , , , </u>					
18. Notes (if any)													
• Refer to "Invest	ment in n	rotection	n systam	at lov	el crossinas i	n Central Lir	ne" l	(n 61) "Invo	stment in	nrotec	tion system at l	evel	
crossings" (p.62			•		_				Sament III	PIOLEC	aon system at i		

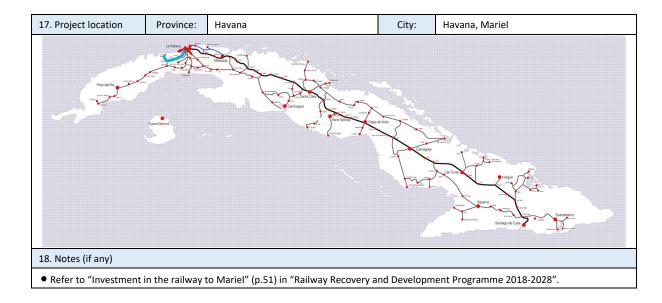
1. Project Code RW027 2. Project T	Feasibility Study on the Improvement of passenger train service between Habana and Mariel SDZ (study)
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3. Implementation Agency	UFC, MITRANS	4. Implementation period					
5. Project cost (budget)	37.5 million CUP (1.5 million USD)	Start	2022 End			2026	
6. Source of finance	State budget ■ State budget State budget ■ State budget State budge		☑ External financing agencies				

		☐ Transport Planning	☐ Logistics/Cargo		\boxtimes	Immediate
		☐ Road/Bridge	☐ Bus passenger transport			(2022 – 2023)
_	6	□ Railway	☐ Environment	8. Project	\boxtimes	Short-term
/.	Sector	☐ Aviation	☐ Institution/Regulation	Priority		(2024 – 2026)
		☐ Port/Maritime	☐ Relevant business and others			Medium-term
		•				(2027 – 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development			
3. Environment, safety, and security			
4. Transport service and industry development	4.1	4.1.1, 4.1.2, 4.1.3, 4.1.6	4.1.1.1, 4.1.2.1, 4.1.3.1,
			4.1.6.1
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

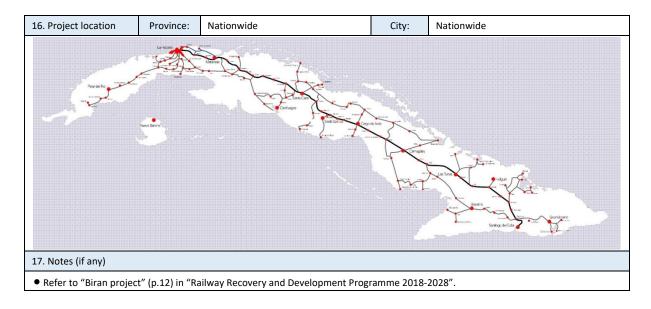
Benefits/Outcomes
rail passengers between Habana and the Mariel SDZ ft from bus to rail financial performance of UFC
vironmental consideration
pacts — Land acquisition and resettlement are if re-alignment and station expansion is expected. Invironment — Noise, vibration, pollution due to c., are expected during and after construction work. — There is a risk of pollution of air and soil water of exhaust gas from rolling stock, construction by and vehicle, and maintenance work.
nental Impact Assessment (EIA) – necessary



1. Project Code	Code RW028 2. Project Title Birán pr					oject - update	of ra	ailbus servi	ce in rur	al areas	S	
3. Implementation	Agency	UFC,	MITRANS				4. I	mplement	ation per	iod		
5. Project cost (bud	dget)	250 n	nillion CUP	10 mill	lion USD)			Start	202	.2	End	2030
6. Source of finance	е	⊠ Sta	ate budget			☐ External	finan	ncing agend	cies	□ Fo	reign Investors	
7. Sector	□ Road, ⊠ Railw □ Aviat	' l <u> </u>				r transport gulation	rs	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
Key Areas 9. O					Objective (e (code) 10. Strategy (code) 11. Goal (code)					e)	

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development			
3. Environment, safety, and security			
4. Transport service and industry development	4.1	4.1.7	4.1.7.1, 4.1.7.2
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

11. Purpose of the project	12. Expected Benefits/Outcomes				
To improve the passenger transport service in the rural area To increase the speed and operation frequency	 Increase in passenger volumes compared to those achieved in 2020. Improved level of services of public transport 				
13. Project Description	14. Social-environmental consideration				
To produce 300 light railbuses locally To import necessary parts to produce the railbuses	Social impacts – positive impacts are expected, such as enhanced social and economic activities in the rural areas Natural Environment – no significant impacts are expected				
15. Relevant project(s)	3) Pollution – no significant impacts are expected 3)				
• N/A	4) Environmental Impact Assessment (EIA) – no need				



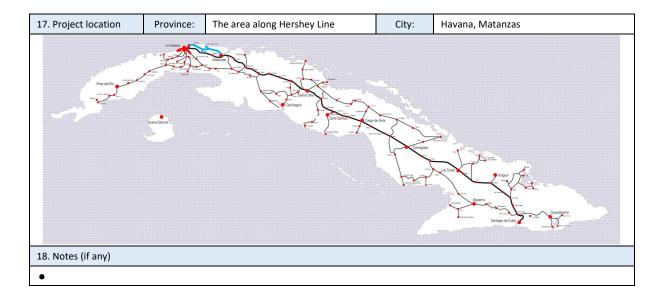
1. Project Code	RW029	2. Project Title	Rehabilitation of the Hershey electrified line

11,	3. Implementation Agency	UFC, ATF, MITRANS		4. Implementation period					
Ü	5. Project cost (budget)	17.3 billion CUP (690 million USD)	Start	202	24	End	2030		
6	6. Source of finance	State budget		financing agend	ies	□ Fo	reign Investors		

7. Sector	☐ Transport Planning ☐ Road/Bridge ☑ Railway ☐ Aviation ☐ Port/Maritime	☐ Logistics/Cargo ☐ Bus passenger transport ☐ Environment ☐ Institution/Regulation ☐ Relevant business and others	8. Project Priority	☐ Immediate (2022 – 2023) ☑ Short-term (2024 – 2026) ☑ Medium-term (2027 – 2030)
				(2027 - 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development			
3. Environment, safety, and security	3.2	3.2.1	3.2.1.1, 3.2.1.2
4. Transport service and industry development	4.1	4.1.1, 4.1.2, 4.1.3, 4.1.4	4.1.1.1, 4.1.2.1, 4.1.3.1,
			4.1.4.1
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
Rehabilitate the HERSHEY electric railway to increase carrying capacity, speed, and comfort	1 million passengers per yearTransport parcels
14. Project Description	15. Social-environmental consideration
 Investigation of the existing condition of the rail infrastructure, railcars, and other facilities Feasibility study on the rail infrastructure and station rehabilitation Detailed design of the rail infrastructure and station rehabilitation Feasibility study on the power supply, railcars, signal, and communication systems Detailed design of the power supply, railcars, signal, and communication systems Project implementation (procurement and construction) Staff training 	1) Social impacts – positive impacts are expected, such as reduction of accidents and preservation of only electric railway in Cuba 2) Natural Environment – positive impacts are expected, such as reduction of emission of greenhouse gas due to modal shift 3) Pollution – no significant impacts are expected 4) Environmental Impact Assessment (EIA) –necessary
16. Relevant project(s)	
• N/A	



1. Project Code	RW030	2	2. Project	Title	Rolling s	tock procu	reme	ent pro	ogram				
3. Implementation	Agency	UFC, M	ITRANS					4. Imp	lementa	tion per	riod		
5. Project cost (budget) 6.5 billion CUP (260 million USD)								Sta	art	202	22	End	2030
6. Source of finance	e	⊠ State	e budget			⊠ Exteri	nal fi	nancin	ıg agenci	ies	☐ Fo	reign Investors	
		l .				<u>I</u>							
7. Sector	7. Sector						8. Project Short-term (2024 – 2026)						
	Key Areas	i		9. (Objective (code)		10. S	trategy ((code)		11. Goal (cod	e)
1. Planning and co	ordination	า											
2. Transport infras	tructure o	levelopm	ent										
3. Environment, sa	•												
4. Transport servic	e and ind	ustry deve	elopmen	t 4.1	., 4.2			4.1.4, 4.2.2, 4.2.3, 4.2.6, 4.1.4.1, 4.2.2.1, 4.2.6.1, 4					
5. Transport pricin	g and reso	ource allo	cation										
6. Institutional and	l regulato	ry develo _l	pment										
12. Purpose of the	project					13.	13. Expected Benefits/Outcomes						
 To increase pass increasing the n wagons 	_	_	-	-		nd m	 Manage to transport 24.2 million passengers, of which 2.9 million are long-distance travelers. Improve the level of the services 					hich 2.9	
14. Project Descrip	tion						15. Social-environmental consideration						
14. Project Description Demand forecast Train operation plan Procurement plan Economic and financial evaluation Locomotives (possibly battery electric locomotives) Passenger coaches (240 cars) DEMUS Wagons Staff training 16. Relevant project(s)					2)	 Social impacts – positive impacts are expected due to introducing new rolling stock designed to consider vulnerable people. Natural Environment –positive impacts such as reduction of emission of greenhouse gas are expected. Pollution – positive impacts are expected by introducing rolling stock with a new diesel engine that emits fewer pollutants. Environmental Impact Assessment (EIA) – no need 					r vulnerable duction of ducing ewer		
•													
17. Project location	n l P	rovince:	Main	lines a	nd Havana			Ci	ty:				
			.,,,,,,,,					J.	-7-				
18 Notes (if any)													
• Refer to "Acquis	sition of 2	40 cars fo	r nation	al passe	enger train	s" (p.6), "Ir	nvest	ment	in the ac	quisitio	n of pas	ssenger trains fo	or middle

distance travel" (p.9), "Acquisition DMU for middle distance travel" (p. 10), "Locomotive Equipment" (p.29) in "Railway Recovery and Development Programme 2018-2028".

		ı											
1. Project Code	RW031		2. Projec	t Title	Installat	ion of GPS fo	r eff	ficient train r	monitorii	ng and	operation		
3. Implementation	Agency	UFC					4. Implementation period						
5. Project cost (bu	dget)	125 n	nillion CU	P (5 mill	ion USD)			Start	202	:3	End	2028	
6. Source of finance ⊠ State budget ⊠						⊠ Externa	l fin	ancing agen	cies	□ Fo	oreign Investors		
						,							
7. Sector	☐ Trans ☐ Road ☐ Railw ☐ Aviat ☐ Port/	/Bridge /ay :ion	☐ Environment☐ Institution/Regulat				ers	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)		
	Key Areas	5		9.	Objective	(code)		10. Strategy	(code)		11. Goal (cod	de)	
1. Planning and co	•			3.	0.0,0000	(couc)		20.00.000	(0000)		121 0001 (000	,	
2. Transport infras	tructure d	levelop	ment										
3. Environment, sa	fety, and	security	/										
4. Transport service				nt 4.	3			4.3.5			4.3.5.1, 4.3.5.2		
5. Transport pricin	_												
6. Institutional and	d regulator	ry deve	lopment										
12 D						12 5		and Damastika	/Ot				
12. Purpose of the	-						13. Expected Benefits/Outcomes						
 Upgrade the cur system 	rrent GPS-	based t	rain oper	ation m	onitoring		 Improved efficiency in dispatching trains Fuel-saving 						
 Install the GPS-leavisting rollings 		n opera	tion mon	itoring s	ystem to t		ei-Sa	vilig					
14. Project Descrip						15. Sc	cial-	environmen	tal consi	deratio	on		
Study GPS-base monitoring syst Design an upgra system Design a train or	ems in the	e world based t	rain opera	ation mo	onitoring	2) N sa 3) Po	, , ,					d, such as tion	
consumption se			· .		<i>.</i>								
 Install an upgrad system 	ded GPS-b	ased tr	ain opera	tion mo	nitoring								
Staff training (train operation monitoring, train dispatching, etc.)													
16. Relevant proje	ct(s)												
• RW004													
17. Project locatio	n P	rovince	: Nati	onwide				City:					
			•				•	•					
18. Notes (if any)													
Refer to "Invest	ment in G	PS" (p.6	54) in "Ra	ilwav Re	covery and	d Developme	nt P	rogramme 2	018-202	8".			

1. Project Code	RW032	2	2. Projec	t Title	Study or	n the ca	argo trar	nspo	ort efficien	cy improv	/ement	:	
3. Implementation	Agency	UFC, M	ITRANS					4.	Implement	ation per	iod		
5. Project cost (but	dget)	25 milli	on CUP	(1 millio	n USD)				Start	202	3	End	2025
6. Source of finance	e	⊠ State	e budge	t		⊠ Ex	ternal f	inaı	ncing agen	cies	☐ Fo	reign Investors	
						1							-
7. Sector	☐ Road ☑ Railw ☐ Aviat	/ay	_	☐ Bus	istics/Carg passenge ironment iitution/Re evant busi	er transp egulatio	on	°S	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			9 (Objective ((code)		1	.0. Strategy	(code)		11. Goal (cod	(e)
1. Planning and co	(couc)		1	io. Strategy	(couc)		11. Godi (coc	<u>C)</u>					
2. Transport infras													
3. Environment, sa													
4. Transport servic			4	1.2.1, 4.2.2,	4.2.5, 4.2	2.6,	4.2.1.2, 4.2.2	.1, 4.2.2.2.,					
			4	1.2.8			4.2.5.1~4, 4.2	2.6.1, 4.2.8.1					
5. Transport pricin													
6. Institutional and	regulato	ry develo	pment					<u> </u>					
12. Purpose of the	project						12 Evnc	acto	ed Benefits,	Outcome	20		
					.		-						1. 2222
 To increase rail of rolling stock e 		on time b	y improv	ving the	failure rat	te	• Cargo	o tra	ansportatio	n volume	is incr	eased compare	d to 2020.
14. Project Descrip						:	15. Socia	al-e	environmen	ital consid	deratio	n	
Cargo transport	demand t	forecast.							•	•		acts are expect	
Analyze the carg			-	ncluding	gloading					-	-	pact is expected dal shift to rails	
factor, cargo sei Update the freig		· ·		ed on t	he deman	d :	adva 3) Polli			e imnact (on the	atmosphere if	the modal
Optimize resour		-	-						railway ad	-	on the	atmosphere ii	ine modul
fuels, crews, un						4	4) Envi	ron	ımental Im _l	oact Asse	ssment	: (EIA) – no nee	d
Effective coordi	nation wit	th the ope	eration o	of CCDs									
 Investment plar improve efficier 		otives, fre	eight cars	s, and Co	CDs) to								
Capacity buildin	g and tecl	nnology t	ransfer	to UFC s	taff								
15. Relevant project(s)													
• RW033													
16. Project location	n P	rovince:	Hava	na, Mai	n Lines				City:	Havana, Santiago		l, Santa Clara, (iba	Cienfuegos,
17. Notes (if any)													
 Refer to "Freigh and Developme 	•				ent in prote	ection a	and surv	/eill	ance syste	m for carg	go" (p.	68) in "Railway	Recovery

4. Burinal Code	B14/022		2 5		61 1				•			
1. Project Code	RW033		2. Proje	ct litle	Study on	the par	rcel tra	nsport service	mprove	ment		
3. Implementation	Agency	UFC						4. Implement	ation per	iod		
5. Project cost (but	dget)	25 m	illion CUP	(1 millio	on USD)			Start	202	:3	End	2025
6. Source of finance	е	⊠ St	ate budge	et		⊠ Ext	ternal f	inancing agen	cies	☐ Fo	reign Investors	
					_							
7. Sector	☐ Trans ☐ Road ☐ Railw ☐ Aviat ☐ Port	/Bridge /ay :ion	2	☐ Bu: ☐ Env	gistics/Carg s passenger vironment titution/Re evant busir	r transpo	n	8. Projec Priority	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
											1	
Key Areas 9. Objective 1. Planning and coordination								10. Strategy	(code)		11. Goal (cod	e)
Planning and coordination Transport infrastructure development												
3. Environment, sa	nt 4	2 / 2			4.2.4, 4.3.3			4.2.4.1, 4.2.4	2 4 2 2 2			
4. Transport service and industry development 4.2, 4.3 5. Transport pricing and resource allocation 5.1								5.1.2			5.1.2.1	.2, 4.3.3.2
6. Institutional and	_			J.,				3.1.2			3.1.2.1	
	-0	,						ı			<u>I</u>	
12. Purpose of the	project					13	3. Ехре	cted Benefits	/Outcom	es		
To Increase the domestic and in				transpo	ortation of			ased parcel ca	-		/ rail transport service	205
14. Project Descrip	ntion							al-environmer		•	•	,63
Feasibility study		arcel tr	ansnort in	nnrovem	ent ontion	1)					pacts are expec	ted
Demand forecase	•		•	iproven	iciic option	2)	•				pact is expected	
• Study on the int			·	or rail-b	ased parce			iction of emiss road transpo	_	eennou	use gases due to) modal snift
transport servic		-) Pollu	ıtion – Positiv	e impact		cted, such as re	
 Study on possib transport servic 			with inter	national	parcel		tran	sport	•		modal shift fron	
Parcel transport	service p	lan				(4)) Envi	ronmental Im	pact Asse	ssmen	t (EIA) – no nee	d
Plan and prelim equipment to ha	-	-	ecessary f	acilities	and							
Economic and fi	nancial ar	nalysis	of the pro	posed o	ptions							
16. Relevant proje	16. Relevant project(s)											
• RW031												
						l l						
17. Project location	n P	rovince	e: Nati	onwide				City:			Nationwide	
								,			<u> </u>	
18. Notes (if any)												
20. Notes (ii dily)												

1. Project Code	RW034		2. Projec	ct Title	Improve	e the carg	go trair	n op	peration dia	gram an	d opera	ation	
3. Implementation	Agency	UFC						4.	Implementa	ation per	iod		
5. Project cost (bu	dget)	25 m	illion CUP	(1 mill	ion USD)				Start	202	!3	End	2025
6. Source of finance	e	⊠ St	ate budge	t		⊠ Exte	ernal fi	inaı	ncing agenc	ies	□ Fo	reign Investors	
7. Sector	☐ Trans ☐ Road ☐ Railv ☐ Aviat ☐ Port,	/Bridge vay tion	9	□ B □ Er □ Ir	ogistics/Cargus passenge nvironment sstitution/Re elevant busi	er transpo egulation	ı	S	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas											I	
1. Planning and co	(code)		1	LO. Strategy	(code)		11. Goal (cod	le)					
			ment										
	Transport infrastructure development Brivironment, safety, and security												
4. Transport service	4. Transport service and industry development 4.2							4	1.2.2, 4.2.4,	4.2.6, 4.	2.8	4.2.2.1, 4.2.2 4.2.6.1, 4.2.8	
5. Transport pricin	g and reso	ource a	llocation										
6. Institutional and	d regulato	ry deve	lopment										
12. Purpose of the	project					13	3. Ехре	ecte	ed Benefits/	Outcom	es		
To upgrade the ICTTo increase carg	_	-		nning s	system by us	•	Increa	ase red	_	rgo own	ers	y rail nproved train op	peration
14. Project Descrip	otion								nvironment				
14. Project Description Cargo demand data collection and analysis Freight train operation planning Updating the freight train diagram to respond to the demand Monitoring/tracking system of cargo handling services Staff training 16. Relevant project(s)						2)	cons Natu Pollu	side ural utio	red (capaci Environme on – no signi	ty develont – no s ficant im	opment significa opacts a	aming needs to c of UFC). ant impacts are are expected t (EIA) – no nee	expected
						•							
17. Project locatio	n F	Province	e: Nati	onwid	e				City:				
•	•		·										
18. Notes (if any)	Notes (if any)												

1. Project Code	RW035		2. Projec	_	system			_	-	-	tation data coll iption and Codii		
2 Implementation	Agongy	LIEC A	MITRANS					1	Implomon	tation nor	iod		
3. Implementation		-		/a				4.	. Implemen	1			
5. Project cost (bud	dget)	50 mil	llion CUP	(2 millio	n USD)	1			Start	202	3	End	2025
6. Source of finance	e	⊠ Sta	ite budge	t		⊠ Ext	ternal f	fina	ancing agen	rcies	☐ Fo	reign Investors	
7. Sector	☐ Transport Planning ☐ Logistic ☐ Road/Bridge ☐ Bus pa: ☐ Railway ☐ Enviror ☐ Institut ☐ Port/Maritime ☐ Relevai					r transp	n	rs	8. Project Priority	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	9.	Objective ((code)			10. Strateg	y (code)		11. Goal (cod	e)			
1. Planning and cod	,	<u> </u>			<u>_</u>	•			,				
2. Transport infrast	Transport infrastructure development												
3. Environment, sa	fety, and	security	,										
4. Transport service	e and ind	ustry de	velopme	nt 4.3	3				4.3.3			4.3.3.1, 4.3.3	.2
5. Transport pricing	g and reso	ource all	location										
6. Institutional and	regulato	ry devel	opment										
12. Purpose of the	project					1	12. Expe	ect	ed Benefits	/Outcome	es		
• To reorganize ca	rgo statis	tics and	l database	using H	IS cord	•	• Achie	eve	the classifi	ication of	goods	in corresponder	nce with the
To upgrade the	cargo trar	sport d	atabase ι	ising Clo	ud Service	:	harm	non	ized systen	n (HS cord) used	internationally	
13. Project Descrip	tion					1	L4. Soci	ial-	environme	ntal consi	deratio	n	
Establish a markUpgrade the car			_		=	2) Nati	ura	al Environm	ent – no s	ignifica	pacts are expect ant impacts are are expected	
Conduct custom	_		_	-			,		U		•	t (EIA) – no nee	d
Crago transport				•									
15. Relevant projec	ct(s)		•										
•													
16. Project location				City:	Havana								
					, .	1							
17. Notes (if any)													
• Refer to "Investi	Refer to "Investment in computerization of UFC" (p.63) in "Railway Recovery and Development Programme 2018-2028".												

1. Project Code	RW036	2	. Projec	Title	Repair p	rogran	n of rail	car	S				
					_								
3. Implementation	Agency	UFC, MI	ITRANS					4.	Implement	tation per	riod		
5. Project cost (but	dget)	1.5 billio	on CUP (60 mill	ion USD)				Start	202	23	End	2030
6. Source of finance	e	⊠ State	e budget			⊠ E:	xternal	fina	ncing agen	cies	□ Fo	reign Investors	
						ļ.							
	☐ Trans	port Plan	ning	☐ Log	istics/Carg	;o					\boxtimes	Immediate	
	☐ Road,	/Bridge		☐ Bus	passenge	r trans	port					(2022 – 2023)	
7. Sector	□ Railw	ay			ironment				8. Projec	t		Short-term	
7. 500.0.	☐ Aviat				titution/Re	•			Priority			(2024 – 2026)	
	□ Port/	□ Port/Maritime □ Relevant busing					nd othe	rs				Medium-term (2027 – 2030)	
(2021 2030)													
												T	
	Key Areas			9. (Objective (code)		:	10. Strategy	(code)		11. Goal (code	e)
1. Planning and co													
2. Transport infras			ent										
3. Environment, sa	•	•											
4. Transport servic		•	•	t 4.4				4	4.4.2, 4.4.4			4.4.2.1, 4.4.4.1	1
5. Transport pricing													
6. Institutional and	regulator	y develop	oment										
12. Purpose of the	project						13. Ехр	ect	ed Benefits	/Outcom	es		
• To Carry out the	repairme	nt of the	existing	rail flee	et to meet		• Incre	ease	ed number	of availab	le rail f	fleets	
the updated tra	in operation	on plan					• Long	ger l	ife of the e	xisting ra	il fleets	;	
							• Redu	ıced	d investmer	nt costs to	procu	re new rail fleets	5
							• Revi	taliz	zed rail-rela	ted indus	tries		
14. Project Descrip	tion								environmer			n	
 Diagnosis of the 	existing r	ail fleets					1) Soc	ial i	impacts – n	o signific	ant imp	acts are expecte	d
Prioritize the rep	•		fleets				•				_	ant impacts are e	expected
Carry out a serie				fleets					_		•	are expected t (EIA) – no need	
16. Relevant project							,					, ,	
•													
17. Project location	n P	rovince:	Maio	r works	shops				City:	Havana	, Cama	guey, Santa Clar	a
.,			1 .,.						,		,	07,	-
18. Notes (if any)													
• Refer to "Invest	ment in ra	ilway rep	airment	eguipn	nent" (p. 3	1), "In	vestme	nt ii	n specialize	d equipm	ent" (r	o. 44) in "Railwav	Recovery
and Developme				-1 v. le.	(,,				1 z., lz.,	11	,	1
The project cost	will be es	timated i	n this pr	oject									

1. Project Code	RW037		2. Projec	t Title	Modern	izatior	n of the	worl	kshops				
3. Implementation	Agency	UFC,	MITRANS					4.	Implement	tation per	iod		
5. Project cost (bud	dget)	1.13	billion CUI	P (45 mi	llion USD)				Start	202	2	End	2030
6. Source of financ	e	⊠ St	ate budge	t		⊠E	xternal	fina	ncing agen	cies	□ F	oreign Investors	
7. Sector	☐ Trans ☐ Road, ☐ Railw ☐ Aviat ☐ Port/	/Bridge /ay :ion	!	☐ Bus	gistics/Carg s passenge ironment titution/Re evant busi	r trans	ion	ers	8. Projec Priority	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
						, , ,							
1. Planning and coo	Key Areas			9.	Objective ((code)		10.	Strategy (code)		11. Goal (code)
Transport infrast			ment										
3. Environment, sa													
4. Transport servic				nt 4.4	1			4.4	.1			4.4.1.1~4.4.4.5	;
5. Transport pricing	g and reso	ource a	llocation										
6. Institutional and													
12. Purpose of the	project						13. Exp	ecte	d Benefits	/Outcom	es		
	Purpose of the project To modernize the railway workshops and equipment, introducing advanced technologies						• /	Adjus need: ncrea	ot the capa s. ase the qua an up-to-c	bilities of ality of re	the fa	teams in the wo cilities to curren rkshop modernia	t and future
14. Project Descrip	tion						15. So	cial-e	nvironme	ntal consi	derati	on	
 Diagnosis of the Study on the int workshop and re Prepare a mode equipment 	ernationa elated tec	l best p hnolog	ractices re ies	egardin	g the railwa	ay	 Na Po 	tural Ilutio	Environm n – no sigr	ent – no s nificant im	ignific pacts	pacts are expectant impacts are are expected at (EIA) – needec	expected
Feasibility study	on the m	oderniz	zation of t	he work	shops								
 Detailed design modernization, 	and cost e	estimat procure	e of the w ement of e	orkshop)								
Construction of		vorksh	ops										
16. Relevant project(s)													
17. Project location	n P	rovince	e: Majo	or work:	shops				City:	Havana	, Cam	aguey, Santa Cla	ra
18. Notes (if any)													
• Refer to "Investi	ment in re	epairme	ent of wor	kshop"	(p.34) in "F	Railwa	y Recov	ery a	and Develo	pment Pr	ogran	nme 2018-2028"	
-													

4.4.1.3

1. Project Code	RW038	2. Project 7	Title	Moderniza	ation of the va	pori	ization syst	em of the	fuel t	anks of the Sagu	ua workshop
3. Implementation	Agency	UFC, MITRANS				4.	Implement	ation peri	od		
5. Project cost (bu	dget)	12.5 million CU	JP (0.5 r	million USD))		Start	2023	3	End	2025
6. Source of finance	e	⊠ State budge	et		⊠ External	finaı	ncing agend	ies	□ Fo	reign Investors	
			·								
7. Sector	☐ Road, ☑ Railw ☐ Aviat	<i>r</i> ay	☐ Bu	gistics/Carg us passengen vironment stitution/Re elevant busin	transport	rs	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Voy Arong	<u> </u>	0	Objective	(codo)	1	In Stratom	(codo)		11 Goal (cod	0)

1. Planning and coordination

• N/A

2. Transport infrastructure development3. Environment, safety, and security

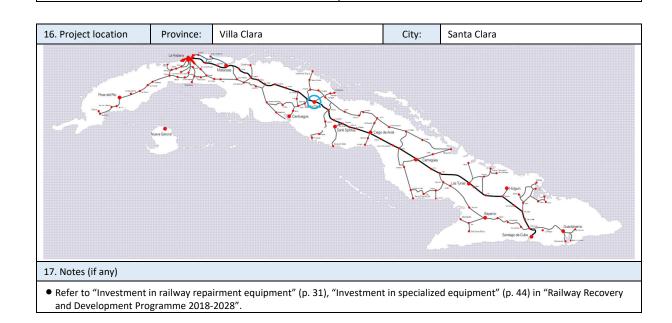
4. Transport service and industry development

5. Transport pricing and resource allocation6. Institutional and regulatory development

12. Purpose of the project	13. Expected Benefits/Outcomes
 Modernize the facilities for vaporization of fuel wagons in the Sagua Workshop, province of Villa Clara 	 Achieve less time spent by the teams in the workshops. Improved quality of repair works
13. Project Description	14. Social-environmental consideration
 Upgrade the steaming system with a new boiler of 660 Kg / h designed for a pressure of 12 Kg / cm2 and working 10 Kg / cm2 for Diesel fuel as well as the supply of all the necessary equipment for this type of service. 	1) Social impacts – no significant impacts are expected 2) Natural Environment – no significant impacts are expected 3) Pollution – no significant impacts are expected 4) Environmental Impact Assessment (EIA) – no need
• Replace the existing equipment in poor condition.	
• Improvement of the waste treatment system.	
15. Relevant project(s)	
	1

4.4.1

4.4



1. Project Code	RW039	2.	Project	Γitle	Marketi	ing of r	ail cargo	and	passeng	er			
3. Implementation	Agency	UFC						4. Ir	nplemen	tation per	iod		
5. Project cost (but	dget)	25 millio	n CUP (1	millio	n USD)				Start	202	2	End	2026
6. Source of finance	e	State	budget			⊠E	xternal f	inan	cing ager	ncies	☐ Fo	reign Investors	
7. Sector	□ Road, ⊠ Railw □ Aviat	/ay		□ Bus □ Env □ Inst	gistics/Carg passenge ironment titution/Re evant busi	er trans	on	S	8. Projec Priority	ct		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			9. (Objective ((code)		10). Strateg	v (code)		11. Goal (cod	e)
1. Planning and co	(0000)			Тостисов	1 (0000)		22. 000. (000	<u> </u>					
2. Transport infras													
3. Environment, sa	fety, and	security											
4. Transport servic	e and indu	ustry deve	lopment	4.4	1			4.4	4.1			4.4.1.3	
5. Transport pricing				5.1					1.1, 5.1.2	, 5.1.3		5.1.1.1, 5.1.2	.1, 5.1.3.1~2
6. Institutional and	l regulatoi	y develop	ment	6.2	<u>!</u>			6	2.1			6.2.1.1	
121. Purpose of th	e project						13 Expe	cted	Benefits	/Outcome	S		
 Attract more rai from the rail but Increase non-rai 	siness			crease	revenue		Achie passeAchie	nce t ve a ngei ve a	ravelers. nnual inc r revenue nnual inc	creases in e more sig	ncome nifican	e from the interior than 2% from the contact than 2% from the contact than 2% from the contact than 2% from than 2%	national
13. Project Descrip	tion						14. Socia	al-er	vironme	ntal consi	deratio	n	
 Develop a marken passengers Develop a marken Prepare a plan f businesses such 	eting plan	to attract ail assets (s	global sh	nipping etc.) f	g compani		2) Natu 3) Pollu	ıral l ıtior	Environm n – no sig	ent – no s nificant im	ignifica pacts	acts are expect ant impacts are are expected t (EIA) – Not ned	expected
15. Relevant proje													
● Project P/M-4.4	.1 - Railwa	ay rolling s	tock pro	urem	ent progra	am							
16. Project location	n P	rovince:	Nation	wide					City:	Nation	vide		
17. Notes (if any)													
Refer to "Compa	any logisti	cs" (p.65) i	in "Railw	ay Red	covery and	d Deve	lopment	Pro	gramme 2	2018-2028	2".		

1. Project Code RW040 2. Project Title Study on the railway transport tariff structure												
1. Project Code RW040	2. Proj	ect Title	Study on	the railway t	ran	sport tariff s	structure					
3. Implementation Agency	UFC				4.	. Implement	ation per	iod				
5. Project cost (budget)	12.5 million (:UP (0.5 r	million USD))		Start	202	4	End	2026		
6. Source of finance	State bud State bud	get		☐ External	fina	ancing agend	cies	☐ Fo	reign Investors			
	•											
☐ Trans ☐ Road, ☑ Railw		□ Bu	gistics/Carg is passengei			8. Project	-		Immediate (2022 – 2023) Short-term			
7. Sector	•		stitution/Re	gulation		Priority	•		(2024 – 2026)			
□ Port/	/Maritime	□ Re	levant busii	ness and othe	ers				Medium-term			
									(2027 – 2030)			
Key Areas 9. Objective (code) 10. Strategy (code) 11. Goal (code)												
Planning and coordination Transport in fundamental and a second coordinates.												
2. Transport infrastructure d					+							
Environment, safety, and a Transport service and indu	•	ent										
5. Transport pricing and reso			1		!	5.1.1, 5.1.2,	5.1.4, 5.3	1.5	5.1.1.1, 5.1.2.	1, 5.1.4.1~2,		
									5.1.5.1			
6. Institutional and regulator	ry developmen	:										
12. Purpose of the project				13. Exp	ect	ed Benefits/	/Outcome	es				
 To review the tariff struct keeping affordability 	ure to be more	competi	tive with	• Tarii tran		· -	comes co	mpetiti	ve compared to	road		
14. Project Description				15. Soc	ial-	environmen	ital consi	deratio	n			
 To study the pricing of the transport To analyze the financial so application of the new tar 	oundness of UF			2) Na 3) Pol	tura Iuti	al Environme on – no sign	ent – no s ificant im	ignifica pacts a	pacts are expect ant impacts are or are expected at (EIA) – no need	expected		
Coordinate with related n	ninistries etc.											
16. Relevant project(s)												
● N/A												
17. Project location P	Province: Ha	vana				City:			Havana			
18. Notes (if any)												
•												

1. Project Code	RW041	2.	Project	Title	Increase	e the ca	apacity o	f UFC as an ir	ntegrated	logistic	s operator	
	•											
3. Implementation	Agency	UFC						4. Implemen	itation pei	riod		
5. Project cost (bu	dget)	75 millio	n CUP (3	3 millio	n USD)			Start	202	27	End	2030
6. Source of finance			-		<u> </u>	☐ Ex	xternal fi	nancing ager	ncies	⊠ Fo	reign Investors	
								0 .0.			- 0	
7. Sector	☐ Transport Planning ☐ Logistics/Cargo☐ Road/Bridge☐ Bus passenger transport ☐ Aviation☐ ☐ Institution/Regu☐ Port/Maritime☐ Relevant busine☐ ☐ Relevant busine☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐						on	8. Projec Priority	ct		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
				_								
	Key Areas	i		9.	Objective	(code)		10. Strateg	y (code)		11. Goal (cod	e)
1. Planning and co												
2. Transport infras			nt									
3. Environment, sa	•											
4. Transport service 5. Transport pricin		•	•	5.1	1			F 1 2			F 1 2 1	
				_	L, 6.2			5.1.2 6.1.1, 6.2.1			5.1.2.1	1
6. Institutional and	regulator	i y developi	illelit	0.1	1, 0.2			0.1.1, 0.2.1			6.1.1.1, 6.2.1	.1
12. Purpose of the	project						13. Expe	cted Benefit	s/Outcom	es		
 Upgrade the cap Cuba 	pacity of U	JFC as a log	gistics se	rvice p	orovider in	1			_	-	rator is enhance	
Make UFC a par	t of an int	ernational	shippin	g com	oany			8				
14. Project Descrip	tion						15. Socia	al-environme	ntal consi	deratio	n	
 Diagnosis of the service provider 				·	_	•	2) Natu	ral Environm	nent – no s	ignifica	pacts are expect ant impacts are are expected	
 Study best praction the world 	tices on tr	ie raii-base	ea logisti	cs serv	vice provid	ier	4) Envii	ronmental In	npact Asse	ssment	t (EIA) – no nee	d
 Prepare a service restructuring plants logistics service 	an toward											
 Carry out a pilot Line and feeder 			s provid	er usin	ig the Cen	tral						
16. Relevant proje	16. Relevant project(s)											
•												
						•						
17. Project locatio	n P	rovince:	Havar	na				City:			Havana	
18. Notes (if any)												

1. Project Code	RW042		2. Projec	t Title	Organiza	ational	restruct	urin	ng of UFC a	and relate	d entit	ies	
3. Implementation	Agency	UFC, N	/ITRANS					4. I	mplement	ation peri	iod		
5. Project cost (but	dget)	25 mil	lion CUP	1 millio	n USD)				Start	202	2	End	2030
6. Source of financ	e	⊠ Sta	te budget			☐ Ex	xternal f	inan	ncing agen	cies	☐ Fo	reign Investors	
		I											
7. Sector	☐ Trans ☐ Road ☑ Railv ☐ Aviat ☐ Port	/Bridge vay		☐ Bus	gistics/Carg passenge ironment titution/Re evant busi	r trans egulatio	on	'S	8. Project Priority	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			9.	Objective ((code)		10	0. Strategy	(code)		11. Goal (cod	e)
Planning and coo Transport infras			mont					_					
Transport infrastructure development Bruironment, safety, and security								-					
4. Transport servic													
5. Transport pricing													
6. Institutional and regulatory development 6.1, 6.2, 6.3								6.	.1.1, 6.2.1,	6.3.1		6.1.1.1, 6.2.1.	1, 6.3.1.1~2
12. Purpose of the		13. Ex	pect	ted Benefit	ts/Outcom	nes							
-	Increase and upgrade the capacity and performance of UFC and affiliated companies to achieve financial sustainability							engt		nagement	-	of UFC and affili to provide susta	
14. Project Descrip	tion								environme				
 Transfer the Luy Workshop Comp 	oany.						2) Na	tura	al Environr	nent – no	signifi	npacts are expection cant impacts are same same expected	
 Transfer of the Owner Workshop Comp 		ocomoti	ve Works	hop to t	he EREF					-	•	nt (EIA) – no ne	ed
 Transfer of cont FERROMAR Con 	npany.				_								
 Segregation of a etc.) owning cor 	npany an	d operat	tion		hes, wago	ns'							
Merging the fouEstablishment of	f a compa	ny specia	alized in c	ommun									
signaling, compu Establishment o	f a compa	•				gies.							
Transportation (Establishment o management		ny spec	ializing in	train di	spatching								
_	s preparat	ion cent	ter into a	compar	ıy.								
• Redefine the str	 Transform UFC's preparation center into a company. Redefine the structure of the UFC logistics company in line with centralized supply management. 												
Increase opport	unities fo	r MSME	compani	es.									
16. Relevant proje	ct(s)												
• RW043													
17. Project location	n P	rovince	: Hava	na					City:	Havana			
18. Notes (if any)													
Refer to "Invest	ment in co	nmnutei	rization of	LIFC" (n 63) and '	"Snecia	al trainin	a ce	enters" (n	74) in "Ra	ilway	Recovery and D	evelonment

Programme 2018-2028".

1. Project Code	RW043		2. Projec	t Title		the reorg		atio	n of the n	ational r	ailway	planning, admini	stration, and		
3. Implementation	Agency	ATF,	MITRANS					4. lı	mplement	tation pe	eriod				
5. Project cost (but	UP (1.5	million USE	D)		Start 2022			22	End	2026					
6. Source of finance	t			nal fi	financing agencies				☐ Foreign Investors						
7. Sector	☐ Bu☐ Env☐ Ins	☐ Logistics/Cargo☐ Bus passenger transport☐ Environment☐ Institution/Regulation☐ Relevant business and other				8. Projec Priority	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)						
	Key Areas			9.	Objective (code)		10). Strategy	(code)		11. Goal (code	e)		
Planning and co Transport infras			mont												
3. Environment, sa		•													
4. Transport service			•	nt											
5. Transport pricin	g and reso	ource a	llocation												
6. Institutional and	l regulato	y deve	lopment	6.	1, 6.2, 6.3			6.	1.1, 6.2.1	6.3.1		6.1.1.1, 6.2.1.	1, 6.3.1.1~2		
Г															
12. Purpose of the	project					13. I	xpe	ecte	d Benefits	/Outcon	nes				
 Define the role, related to the ra UFC (OSDE), and ownership, plan development, o monitoring & er 	nilway sectory of other rain ning admi peration &	tor, inc Iway o inistrat & main	luding MI ⁻ perators, i ion, infras	TRANS (n terms tructure	OACE), ATF s of asset e	s, sy	 Achieve a simple and efficient structure of the national rail system with a transparent distribution of functions. 								
14. Project Descrip	tion					15. 9	15. Social-environmental consideration								
 Study internation Spain, France, G Propose a struct and duties, with role and the role 	ermany, t ture with o a clear de	he UK, each pa elimitat	and Japar arty's func tion betwe	n tions, o	bligations,	2) I 3) I	Social impacts — no significant impacts are expected Natural Environment — no significant impacts are expected Pollution — no significant impacts are expected Environmental Impact Assessment (EIA) — no need								
Implement the for the railway s		f the N	ational Re	gulator	y Authority										
16. Relevant proje	ct(s)														
• RW042															
	1														
17. Project location	n P	rovince	e: Hava	ana					City:	Havan	а				
18. Notes (if any)															
•															

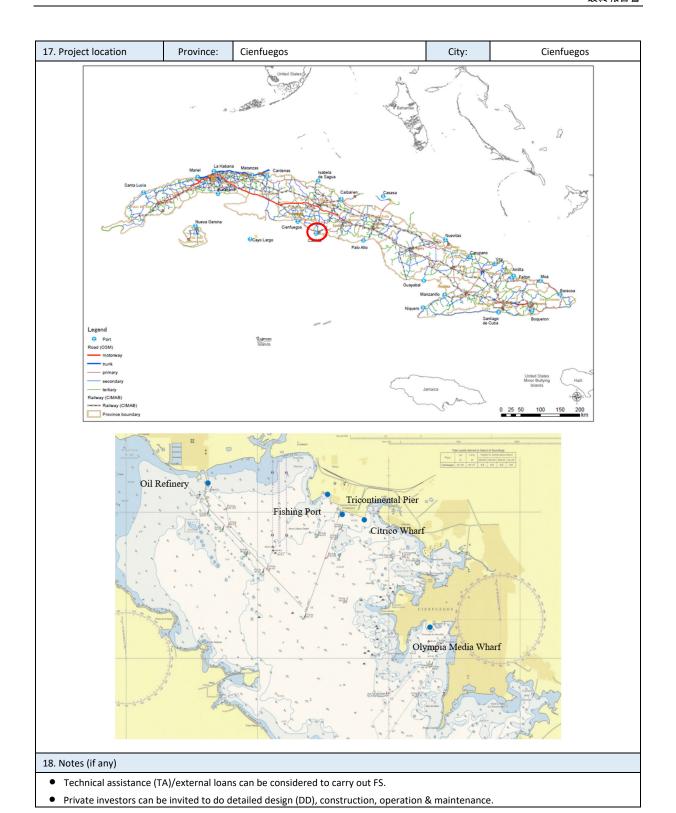
1. Project Code	RW044		2. Projec	t Title	Upgrade	e training	g/educa	itional s	system	in the ra	il trans	sport sector			
3. Implementation	Agency	UFC,	MITRANS					4. Imple	ementa	ation per	iod				
5. Project cost (bu	dget)	50 mi	illion CUP	(2 millio	n USD)			Star	t	2026					
6. Source of finance	ce .		ate budge			⊠ Ext	ternal fi	nancing	ageno	ies	☐ Fo	reign Investors			
						1									
7. Sector	☐ Transport Planning ☐ Road/Bridge ☐ Railway ☐ Aviation ☐ Port/Maritime ☐ Logistics/Ca ☐ Bus passeng ☐ Environmen ☐ Institution/f						8. Project stion rand others					Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)			
4.01	Key Areas			9.	Objective ((code)		10. St	rategy	(code)		11. Goal (cod	le)		
Planning and co Transport infras			mont												
3. Environment, sa															
4. Transport service	•		-	nt											
5. Transport pricin		•	•												
6. Institutional and	d regulato	ry deve	lopment	6.4	6.4			6.4.1,	6.4.2,	6.4.3, 6.	4.4	6.4.1.1, 6.4.2.1, 6.4.3.1~2, 6.4.4.1			
12. Purpose of the	project					1	3. Expe	cted Be	nefits/	Outcom	es				
To upgrade the Cuban rail sector	_	_		-	m in the	•	Increa	sed nui	mber o	f qualifie	d staff	f in the rail sect	or		
			, rai otaria			1	15. Social-environmental consideration								
14. Project Description Study the international best practices about training/educational systems in the world Prepare a comprehensive program linked to training that includes: Improvement of facilities. Improvement and completion of the material base of study. Elevation of the academic teaching level of the professors of the UFC Preparation Center. Increase collaboration with secondary and higher education institutions. Expand the use of simulators. Installation of new rail operation simulators 16. Relevant project(s)								Il impac ral Envi tion – r	ronme	signific nt – no s ficant im	ant implication	pacts are expec ant impacts are are expected t (EIA) – no nee	expected		
17. Project locatio	n F	Province	e: Hava	ana				Cit	y:			Havana			
18. Notes (if any)															
•															

1. Project Code	RW045		2. Projec	t Title	Study on	n Retu	ırn on Ass	et (ROA)						
3. Implementation	Agency	UFC					4. Implementation period							
5. Project cost (but	dget)	25 mill	ion CUP	(1 millio	n USD)		Start 2023			End	2026			
6. Source of finance ☐ State budget ☐							xternal f	nancing agenc	ies	□ Fo	reign Investors			
7. Sector	☐ Transport Planning ☐ Logistics/Cargo ☐ Road/Bridge ☐ Bus passenger ☐ Railway ☐ Environment ☐ Aviation ☐ Institution/Reg ☐ Port/Maritime ☐ Relevant busin						ion	8. Project Priority	Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	(2022 – 2023) Short-term (2024 – 2026) Medium-term				
	Key Areas	5		9.	Objective ((code)		10. Strategy	(code)		11. Goal (cod	e)		
1. Planning and co														
2. Transport infras			nent											
3. Environment, sa	•													
Transport servic Transport pricing		•	•	nt 5.1	1			5.1.6			5.1.6.1			
6. Institutional and	_			J.,	<u>.</u>			3.1.0			3.1.0.1			
		,		<u> </u>										
12. Purpose of the	project						13. Expected Benefits/Outcomes							
• To study the usa	age of unu	ised land	lowned	by UFC			 Unused land which has a high potential for development is identified A development plan is prepared for each of the potential lands 							
14. Project Descrip	ition						15. Social-environmental consideration							
To study the unused land owned by UFC. To prepare a land development plan for the unused land To carry out financial analysis 16. Relevant project(s)							1) Social impacts – no significant impacts are expected 2) Natural Environment – no significant impacts are expected 3) Pollution – no significant impacts are expected 4) Environmental Impact Assessment (EIA) – no need							
17. Project location	n F	rovince:	Hava	ana				City:			Havana			
17. I Toject location	· P	TOVINCE.	Have	aria .				City.			ilavalla			
18. Notes (if any)														
•														

6 章

Appendix A4: Port & Maritime Transport Sector

1. Project Code	M001	2. Project Tit	le	Development	of Cruise P	asse	enger Termin	al in Cien	fuegos	Port (Plan, Fea	sibility Study)	
3. Implementation	Agency	MITRANS, GEN	1AR			4	4. Implement	ation per	iod			
5. Project cost (but		37.5 million CL	JP (1	1.5 million USD)		Start				End	2026	
6. Source of finance	- 	State budge		,	⊠ Externa	l fir	nancing agen	202		reign Investors		
or source or initiation		_ otate saage						0.00				
7. Sector	☐ Road ☐ Railw ☐ Aviat	ray		Description Description of the Logistics of Bus passenger Environment Institution/Reg	transport gulation	iers	8. Project Priority			 ☑ Immediate (2022 – 2023) ☑ Short-term (2024 – 2026) ☑ Medium-term (2027 – 2030) 		
	Key Areas			9. Objective (d	code)		10. Strategy	(code)		11. Goal (cod	le)	
1. Planning and co	•			1.1	.ouc _j		1.1.3	(code)		1.1.3.2		
2. Transport infras												
3. Environment, sa	fety, and	security										
4. Transport servic	e and indu	ustry developme	nt									
5. Transport pricing	g and reso	ource allocation										
6. Institutional and	l regulato	ry development										
12. Purpose of the	project				13. Ex	pec	ted Benefits,	/Outcome	es			
Cienfuegos port		Cuba's most imp	orta	ant ports for		•	-			s increased and	contributes	
		new passenger te		•			acquisition o	-				
planned to acco	mmodate	foreign tourists	visit	ting by cruise								
ships.												
The city of Cienf	•	•										
		ildings to increas , the port passen			to							
_		nains an old buil	_									
open-air facilitie	-			,								
14. Project Descrip	tion				15. Sc	cial	l-environmen	ital consid	deratio	n		
Existing facilities	1) So	cia	l impacts – N	IA								
Demand forecast (including revenue forecast)							ral Environme	ent – Con	structio	on phase and o	peration	
Planning and Design - layout plan, conceptual design of							5					
facilities								-		d operation pha		
Cost estimates Economic and E	inancial -	nalvsis			4) Ei	iviro	onmental Imp	oact Asse	ssmen	t (EIA) – Neede	J	
Economic and FEnvironmental I		-										
Implementation	•	sessificit (LIA)										
16. Relevant project	•											
•												

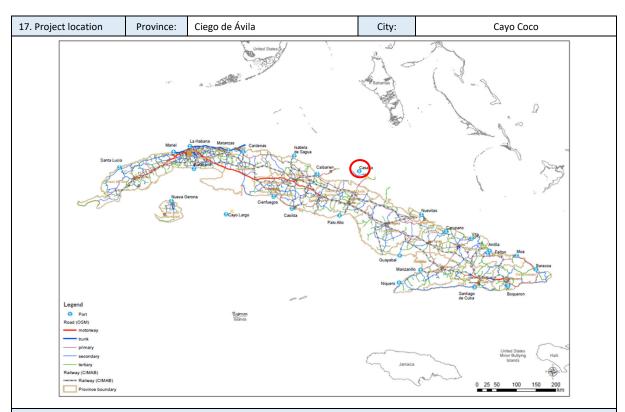


		ı												
1. Project Code	M002	2. Project Title	Со	ntainerizatio	on of In	ternation	al/Domestic	Cargo Tr	ansport	(Plan and Feas	ibility Study)			
3. Implementation	Agency	GEMAR, MITRA	ANS			4	. Implementa	ition per	iod					
5. Project cost (bud	dget)	25 million CUP	(1 mill	ion USD)			Start	202	.3	End	2025			
6. Source of finance	e		t		⊠ Ex	external financing agencies								
		<u> </u>			I									
	☐ Trans	port Planning	⊠ Lo	ogistics/Carg	0		Immediate							
	☐ Road,	_		ıs passenger										
7.0	☐ Railw	ay	☐ Er	vironment	•		8. Project		\boxtimes	Short-term				
7. Sector	☐ Aviati	on	□In	stitution/Re	gulatio	n	Priority			(2024 – 2026)				
	⊠ Port/	Maritime	□Re	elevant busir	ness an	d others				Medium-term				
										(2027 – 2030)				
										T				
	Key Area	S		9. Objectiv	e (code	e)	10. Strateg	y (code)		11. Goal (cod	le)			
1. Planning and coo	ordination			1.3			1.3.2			1.3.2.1				
2. Transport infrast														
3. Environment, sa														
4. Transport service			nt											
5. Transport pricing	_													
6. Institutional and	regulator	y development												
12. Purpose of the							cted Benefits							
Existing container bas loss officions					_					or export and in				
has less efficienceThe study is to see	-			-	rtea.		llanced container transportation (fewer empty container ansport) is achieved, which is expected to reduce container							
analyze the obst	•	_		-	ve		port, is defined	rea, wiii	en is exp	pected to reduc	c container			
container transp		,				-		f cargo h	andling	capacity will be	e improved			
The study propo	ses the po	otential cargoes	which a	are to be										
suitable for cont														
The study should		ne costs of cargo	conta	inerization.										
14. Project Descrip						Social-environmental consideration Social impacts — SIA is needed								
Data collection a Disting con														
- Existing con (internation		nsport statistics				,	ıral Environm ıtion – NA.	ent – m	٠,					
*		n of empty conta	ainer			,		pact Ass	sessmer	nt (EIA) – EIA is	needed			
•	•	nan container tra		t		,				` '				
Preliminary stud	у													
- The efficien	cy of the o	container and otl	her for	ms of cargo										
transport	6.1													
- Identificatio	n of the c	auses of existing	cargo	transport										
·	n increase	containerization	of var	inus cargo										
		container cargo		_										
container tr		=		. ,										
- Demand for	ecast of c	ontainerization												
		sociated with th	e conta	ainerization										
Plan and feasibil		•												
- A containeri		•	~-i=~+i	an necicate										
·	•	ne initial containe	erizatio	on projects										
16. Relevant project	λι(5)													
• M004														
17 Droiget Is setting		Drovince	/hele -	ounts:			Cit			NI A				
17. Project location		Province: W	niole C	ountry			City	•		NA				
Whole country														
18. Notes (if any)	ton== /T*)/external loans	an:: 1:	agnatale es l	to	W 01.4 FC								

1. Project Code		M003	2. Pro	oject Title	Port	Statist	atistics and Database System Development Project								
3. Implementation Agency		MITRANS,	, GEMA	R				4.	Implement	ation peri	iod				
5. Project cost (bud	get)	50 million	CUP (2	million USD)					Start	202	3	End	2026		
6. Source of finance		⊠ State b		,		⊠ Ext	ernal	finar	ncing agend			reign Investors			
o. source or intance		E State 5	ицьст				cinai		iem g ugene	3103		reign investors			
7. Sector	□ Roa	•	ning	□ Logistics/ □ Bus passe □ Environm □ Institutio □ Relevant	enger i nent on/Reg	transpo gulatior	n	8. Project Priority				Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)			
												(2027 2030)			
Ke	ey Area:	S		9. Objectiv	e (cod	le)		10.	. Strategy (code)		11. Goal (code	e)		
1. Planning and coo	•			1.5	,	,			5.1, 1.5.2	,		1.5.1.1~2, 1.5.			
2. Transport infrast	ructure	developme	ent												
3. Environment, sat	ety, an	d security													
4. Transport service	e and in	dustry													
development															
	5. Transport pricing and resource allocation														
6. Institutional and	regulat	ory develop	ment												
12. Purpose of the	project					1	.3. Exp	ecte	ed Benefits,	/Outcome	!S				
Establish and op government plar and appropriate Statistical da Real-time da Port facility	nning ca transpo ata colle omestic	apability and ortation acti ection and s cargo move	d to con vities haring s ement r	etribute to eff system monitoring sy	icient		 By sharing the data and information about the port-related facilities, and ongoing and scheduled activities, port users, can improve the transport business The port operator(s) can provide services to the port users efficiently and effectively. The planning capability of MITRANS and GEMAR is upgraded. Further advancement of the port operation can be achieved. 								
14. Project Descrip	tion						15. Social-environmental consideration								
14. Project Description Plan and design Study the existing port-related database systems in other countries Research on the available port-related data Design an initial database using the available data (including data definition and coding system) Design a unit to operate and manage the database system Implementation Establish the unit to operate and manage the database system Procurement of software, hardware, etc., to run the system 16. Relevant project(s)							.) Soc !) Nat !) Pol	ial ir tural lutio	mpacts – N Environme on – NA.	IA ent – NA		t (EIA) – not req	uired		
17 Project lesstin		Drovin	o. 1	Mholo court	.,					`i+v#		NIA			
17. Project location		Province	e: V	Whole countr	у					City:		NA			
Whole country															
18. Notes (if any)															
Including procur Tochnical assists			•	•	ad ta a	arr. c.	ut tha	nro:	oct and no	acura tha	مرينات	mont			

1. Project Code	M004		2. Projec	t Titl	e l ·	•	tudy to Int			ne Tran	sport l	Planning Course	es to			
3. Implementation	Agency	MITE	RANS, GEN	1AR				4. Imp	lementat							
5. Project cost (bu	dget)	12.5	million Cl	JP (0.	5 million USD	0)	Start 2023 End						2024			
6. Source of finance			ate budge			i	xternal fir	nancin	a agencie	c	ПБО	reign Investors				
o. Source of finance		△ 30	ate buuge				.xterriar iii	iancin	g agencie	3	<u></u>	reigii iiivestors				
	✓ Trans	nort D	lannina		agistics/Care	~~						Immediate				
	 ☑ Transport Planning ☑ Logistics/Cargo ☐ Road/Bridge ☐ Bus passenger tra 															
	□ Road,	_	:		Bus passenge Environment	rtrans	sport	0	(2022 – 2023) Short-term							
7. Sector	□ Aviati	•			nstitution/Re	ogulat	ion		Project iority			(2024 – 2026)				
	☐ Aviati		mo		Relevant busi				iority		l n	Medium-term				
	□ FUIL)	iviaiitii	ille		veievaiit busi	111633 6	and others	'				(2027 – 2030)				
												(2027 2030)				
	Key Areas				9. Objective	(codo	۸	10.0	Strategy (codo)		11. Goal (cod	lo)			
1. Planning and co	•				1.6	(code)	1.6.3		coue		1.6.1.1	ie)			
2. Transport infras			mont		1.0			1.0	L			1.0.1.1				
3. Environment, sa																
4. Transport service			•	nt												
5. Transport pricin			•	110												
6. Institutional and																
o. mstitutional and	regulator	y ueve	поринени	, i				ļ				L				
12 D							13. Expected Benefits/Outcomes									
12. Purpose of the							-						1 . 6 .1			
To increase qua	lity humar	ı resou	irces in the	e mar	itime transpo	ort						ased, which lead	is to further			
sector	lar aduant	م امما	nd trainin	~ ~~.	reacta laarn	th o	deveic	pmen	it of the n	naritim	e trans	port sector.				
To provide regu modern maritim				_												
modern maritin	=	-			nogles III the											
Invite lecturers				_	rovide trainin	ıσ										
at the education						'6										
14. Project Descrip		25, 4			00600		15. Social-environmental consideration									
Academic Institute Planning	<u> </u>						Social impacts – NA Natural Environment – NA									
· ·	nining pro	arame.	invito pro	ctitio	ners such as		•			L – INA						
port master			-				Pollution – NA. Environmental Impact Assessment (EIA) – not required									
countries to							T) Livitoimentai mipatt Assessment (EIA) – not required									
Budgeting	, a co.g., co				B 000.505.											
- Prepare a n	ecessarv b	udget	to invite													
practitione	-	_		and i	n Cuba											
 Implementation 	ı															
- Invite pract	itioners/le	cturer	S													
- Recruiting a	pplicants															
Overseas Training																
Planning: Find a	vailable ov	erseas	s institute:	s to r	eceive traine	es										
Budgeting: Fee	for the tra	ining, t	ravel cost	, etc.												
 Implementation 	1															
16. Relevant proje	ct(s)															
•																
17. Project location	n	Provi	ince:	Nhol	e country				Cit	y:		NA				
Whole country																
18. Notes (if any)																
Technical assists	ance (TA)	an be	considere	d to	arry out the	overs	eas trainin	ıg	_							

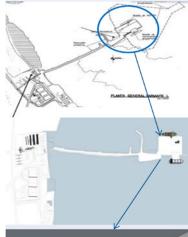
						ansion and modernization of Casasa Port							
1. Project Code	I	1005	2. Pro	ject Title	Exp	ansion and r	node	ernization of	Casasa P	ort			
Г		1											
3. Implementation	Agency	MITRAN:	S, GEM	AR			4.	. Implement	ation per	iod	1	T	
5. Project cost (bud	lget)	500 milli	on CUI	(20 million	USD)			Start	202	4	End	2026	
6. Source of finance	9	State	budge	t		⊠ Externa	l fina	ancing agen	cies	□ Fo	reign Investors		
									•				
	☐ Trans	sport Planr	ning	☐ Logistics	s/Carg	5 0					Immediate		
	☐ Road	/Bridge		☐ Bus pas	senge	r transport					(2022 – 2023)		
7. Sector	☐ Railw	/ay	☐ Environ			8. Project	:	\boxtimes	Short-term				
7. 3000	□ Aviat	ion		☐ Institut	on/Re	egulation		Priority			(2024 – 2026)		
	⊠ Port,	/Maritime		☐ Relevar	ıt busi	ness and oth	ers				Medium-term		
											(2027 – 2030)		
I	Key Areas	5		9. Obje	ctive	(code)	10	0. Strategy (code)		11. Goal (code	e)	
1. Planning and coo	ordination	า											
2. Transport infrast	ructure c	levelopme	nt	2.1			2.	.1.1			2.1.1.1		
3. Environment, sa	fety, and	security											
4. Transport service		•	•	nt									
5. Transport pricing							-						
6. Institutional and	regulato	ry develop	ment										
12. Purpose of the						13. Ex	pect	ted Benefits,	Outcome	es			
The Casasa po	-						 Construction material/equipment in the Cayo Coco area can be transported by coastal ships. 						
previous Reso				-			-	-	-			0	
vital role in the				tne nortneri	ı area	-		=		-	er, supplies for	tne Cayo	
namely from \ The Feasibility		_	-	aas alroady k	2000			ea can be ea	-	-	Coco area is acc	olorated and	
made.	Study Of	tilis liivest	unenti	ias aiready i	Jeen			· ·		-	tunities are incr		
Ministerio de	economía	a v Planifica	ación (MEP. Econor	nv an		4550		,	орро.		cuscu.	
Planning Minis		-			,								
14. Project Descrip						15. Sc	cial-	environmen	tal consid	deratio	on		
The plan is to		er with a g	ravitat	ional structu	ire	1) Sc	cial	impacts – p	ositive in	pacts	are expected, s	uch as	
(reinforced co	-	_								-	nd employment		
the seabed) of	110,0 m	long, 52,3	m wid	e, 5,40 m de	ep, ar	nd re	leva	nt sectors					
an area of 575	3 m2.					2) N	atura	al Environme	ent – EIA i	for cor	nstruction and o	peration	
The design is f	or ships v	with the fo	llowing	characteris	tics:	sh	ould	be carried	out				
● Length – 90 m						3) Po	lluti	ion – to be e	xamined	for the	e construction p	hase.	
● Draft – 4,50 m	● Draft – 4,50 m							nmental Im	oact Asse	ssmen	t (EIA) – require	ed	
● Beam – 14 m													
Deadweight –	Deadweight – 3000 tons												
16. Relevant projec	t(s)												
•													

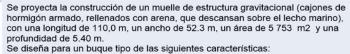


18. Notes (if any)

AMPLIACIÓN DE PUERTO CASASA. 2019-2020

ALCANCE Y PRINCIPALES CARACTERÍSTICAS (34.2MMP)

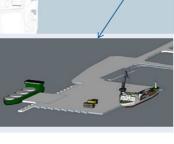




Eslora 90 mCalado 4,50 mManga 14 m

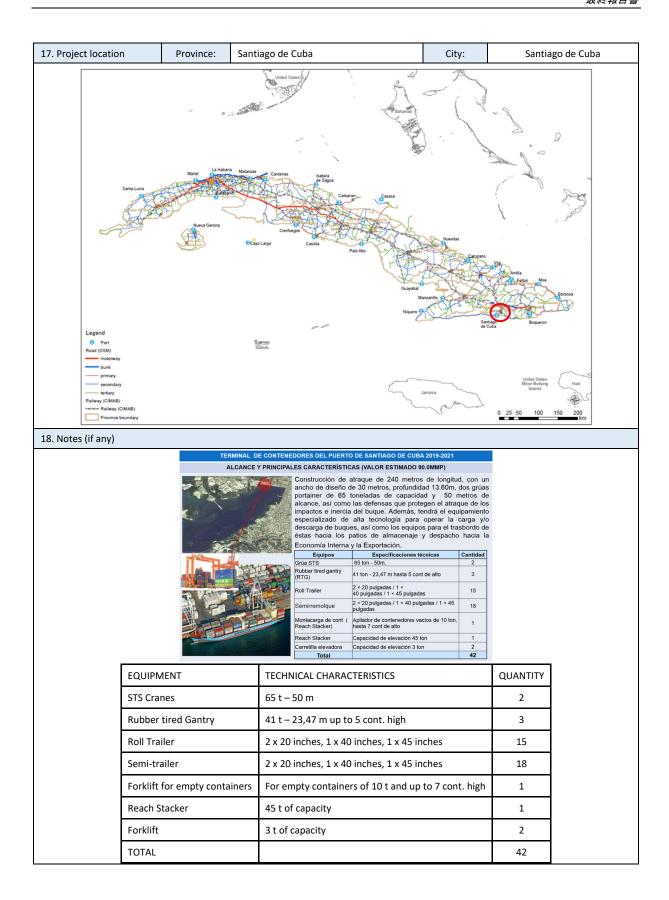
Peso muerto 3000 ton

Equipamiento requerido para las operaciones del nuevo muelle Cantidad. Grúa de muelle sobre neumático Grúa s/neumáticos de 50 t Cargador frontal con capacidad cubo 5 m3 2 Jaibas para áridos de 5m3 Tolvas p/áridos Spreader contenedor 20 Spreader contenedor 40° Equipo especializado p/contenedores Camiones cuñas Arrastres Volquetas 4 Arrastres para contenedores 4 Roll trailers Montacargas de 2,5 ton Montacargas de 4 ton 1 Montacargas de 10 ton 1 Motocompresor 1 Tomas eléctricas y accesorios p/ contenedores refrigerados 10 Camioneta de doble tracción y 4 plazas. Ambulancia

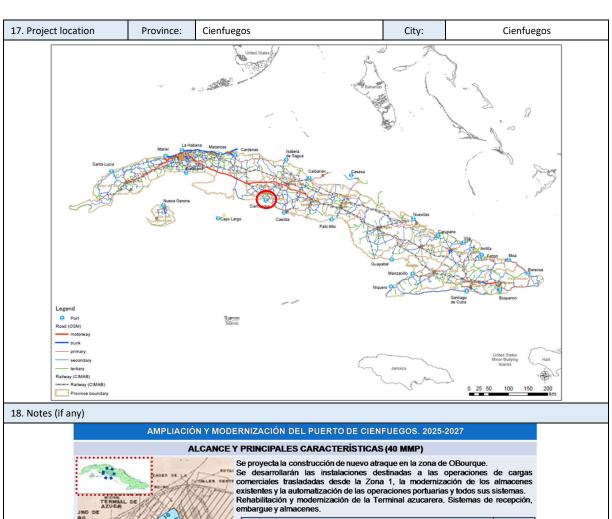


Required equipment for the operation of the new wharves	Quantity
Quayside rubber-tire crane	1
Rubber-tire crane of 50 tons	1
Front loader of 5 m3	2
Grab crane for aggregates 5 m3	2
Hopper for aggregates	2
Spreader for 20 feet	1
Spreader for 40 feet	1
Specialized equipment for container	1
Container truck	4
Semi dump trailer	4
Tractor	4
Roll trailer	2
Forklift 2,5 tons	1
Forklift of 4 tons	1
Forklift of 10 tons	1
Motor compressor	1
Plugs and other parts for refrigerated containers	10
Four-wheel drive Pickup truck with 4 seats	1
Ambulance	1

1. Project Code	MOC)6	2. Projec	t Title	Santiago	o de Cu	ıba Port C	ontainer Ter	minal				
,	I	i i	-										
3. Implementation	Agency	GEM/	AR, MITRA	NS				4. Implement	ation peri	iod			
5. Project cost (bud			nillion CUP		llion LISD)			Start	2020		End	2029	
, ,	<u> </u>				111011 030)		1				-	2023	
6. Source of financ	e	⊠ Sta	ite budget			⊠ E	xternai fir	nancing agen	cies	⊠ F0	reign Investors		
	□ -		•		::						Lanca d'alla		
	☐ Trans	-	_	_	gistics/Carg	_			Immediate				
	☐ Road	_			passenger	r trans	port	O Duning		(2022 – 2023)			
7. Sector	Railw	•			rironment	1		8. Project			Short-term		
	☐ Aviat				titution/Re	•		Priority			(2024 – 2026)		
	⊠ Port,	iviaritin	ne	⊔ кеі	evant busi	iness ai	na otners				Medium-term		
	<u> </u>		ļ								(2027 – 2030)		
	Kov Arose			٥	Ohiective /	(code)		10. Strategy	(code)		11. Goal (cod	اما	
Key Areas 9. Objective (co						(code)		2.1.1, 2.2.1	(code)		2.1.1.1, 2.2.1	•	
Transport infrast			mont	2	1, 2.2			2.1.1, 2.2.1			2.1.1.1, 2.2.1	.1	
3. Environment, sa													
4. Transport service				\+									
•		•	•										
Transport pricing and resource allocation Institutional and regulatory development													
o. moticacional ana	тединию	y acte	ортисте								1		
12. Purpose of the project							13 Eyned	ted Benefits,	/Outcome	ıc			
Renovation ar		oi=otion	of the se	ntainar	Torminal		•				s can be provid	ad and	
the Guillermó						OI			_		argo handling c		
As part of the		-	_				reduce		st or conte	anner co	argo nanuming c	an be	
investment in	•		•	•	-	2			to an incr	ease ii	n container car	o handling	
existing facilit								e at the Santi				50	
operation is in	-						Relevant business and economic activities are increased.						
cracked, and t	•			-		he							
ships because	the lack	of quays	side crane	s and so	mething								
makes this op	eration ve	ery ineff	ficient and	accord	lingly it has	s							
been below th	ne level of	interna	ational sta	ndards.									
 Renovating ar 	nd moderi	nizing th	ne contain	er term	inal is								
expected to in	nprove th	e opera	ition of th	e Santia	igo de Cub	oa							
port to the lev	vel of the	first cat	egory por	t.									
 A preliminary 	-			-									
under discuss			_			_							
the same gove				purpos	e Terminal								
(built by a Chi	nese corp	oration	CCCC).										
14. Project Descrip	tion						15. Socia	l-environmer	ital consid	leratio	n		
• Construction	of a berth	with th	e followin	g featu	res:		1) Socia	l impacts– po	sitive imp	acts a	re expected, su	ch as	
- Length 24								-			om the port ope		
- Two quay				and 50	m reach				ent will be	e incre	ased through c	onstruction	
- Fenders t	•		•					peration.					
- Specialize		ogy for	loading/u	nIoadin	ig cargo		•			or con	struction and o	peration	
to/from s	-		+ - /£ - · · ·				should be carried out.						
- Equipmer		e cargo	to/from s	orage y	/arɑs		3) Pollution – to be examined for construction and operation						
16. Relevant projec							phase		nact Accor	cmon	· (FIA) — roquisa	d	
 Multipurpose 	Terminal	built by	a Chinese	corpoi	ration CCC	C.	4) Environmental Impact Assessment (EIA) – required						



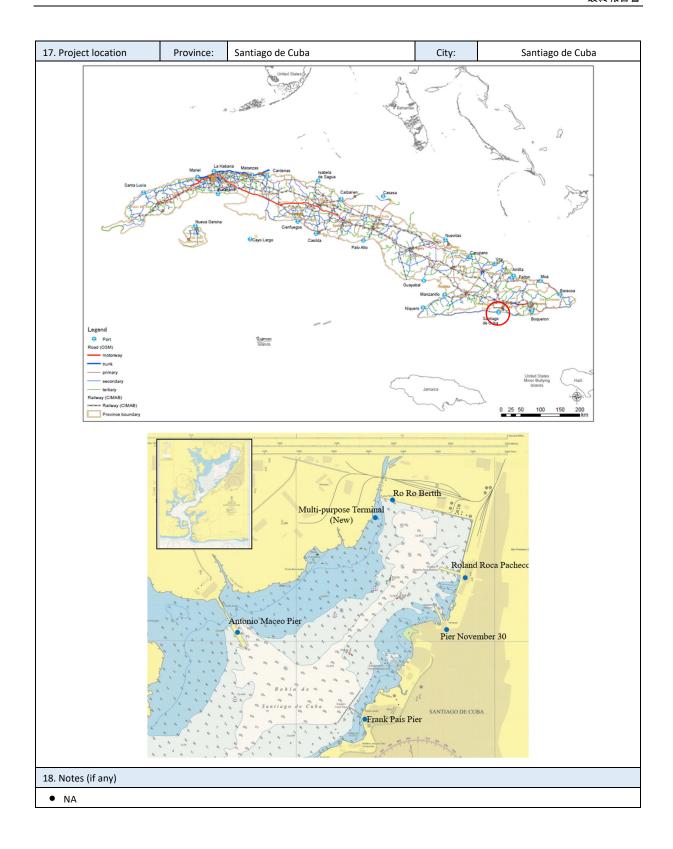
1. Project Code	MOC	7	2. Projec	t Title	Cienfue	gos Po	ort Expans	ion and r	noder	nization	ı			
-							<u> </u>							
3. Implementation	Agency	MITR	ANS, GEN	1AR				4. Impler	nental	tion per	iod			
5. Project cost (but	dget)	500 n	nillion CU	P (20 m	illion USD)			Start		202	6	End	2029	
6. Source of finance			ate budge				External fi	nancing a	genci	25	□ Fo	reign Investors		
o. source or illiane		<u> </u>	ate baage				EXCERNATION	marieing c	gerien	C 3		reign investors		
7. Sector	☐ Trans ☐ Road ☐ Railw ☐ Aviat ☑ Port/	/Bridge ay ion		□ Bu □ En	gistics/Carg s passenge vironment stitution/Re levant busi	r tran egulat	ion	Prior	oject ity			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)		
	Key Area	5		٥	. Objective	(cod	e)	10. Str	ategy	(code)		11. Goal (cod	de)	
1. Planning and co	ordination	1												
2. Transport infrast				1	.1			2.1.1				2.1.1.1		
3. Environment, sa			-											
4. Transport servic		•	•	nt										
Transport pricing Institutional and														
o. mstitutional and	regulator	y ueve	юричени											
12. Purpose of the	project						13. Expe	cted Ben	efits/C	Outcome	es			
Cienfuegos po	rt is class	ified as	a Genera	l Intere	st Port of t	he	• Qualit	y and qu	antity	of cargo	hand	ling capacity an	d services are	
First Priority b				-			impro							
provides servi												pment of Cienfu	iegos.	
navigation. It	-		•			l-	Increased employment opportunities							
storage, unloa (sugar, grain).	-		_			115								
cruise ships ca			_	_		arf.								
Olympia Medi														
deteriorating.	Recently	Cimab	conducte	d an inv	estigation									
and developed	d a plan fo	or repai	iring and r	naintai	ning Cítrico)								
Wharf and Tri														
This project w														
modernize the	_				-	0 to								
accommodate service will be	-	_		_										
14. Project Descrip		2 00 1110	critationa	Stariat			15. Socia	ıl-environ	menta	al consid	deratio	n		
The plan is to		w bert	h in the ai	rea of C) Bourque.							re expected, su	ch as	
including deve					-	0		-	-			om the port ope		
operations fro					•			•				ased through c		
warehouses, a	ind auton	natizati	on of port	operat	ions and al	II	and	operation	١.					
its systems. In	addition,	renova	ation and	moderr	ization of	the					for con	struction and o	peration	
sugar termina	l, receptio	n, boa	rding, and	storag	e systems a	are								
included.	. ()						3) Pollution – to be examined for construction and operation							
16. Relevant projec	ct(s)					phase. 4) Environmental Impact Assessment (FIA) – required								
Multipurpose CCC	Terminal	built by	the Chin	ese cor	poration		4) Environmental Impact Assessment (EIA) – required							



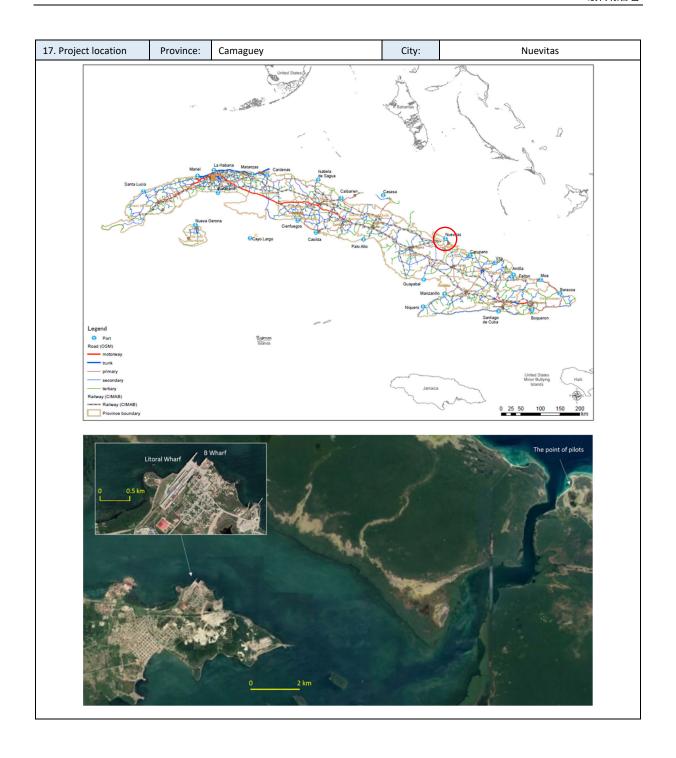


Equipamiento requerido para las operaciones en los nuevos muelles	Cantidad.
Grúa pórtico de 50 t	1
Grúa pórtico de 30 t	2
Grúa s/neumáticos de 25 t	2
Tolvas de carga y auxiliares 100t/h	3
Jaibas para áridos de 10m3	7
Montacargas de 2,5 ton	4
Montacargas de 4 ton	3
Montacargas de 10 ton	2
Cargador frontal con capacidad cubo 3.2 m3	1
Trimming dozer	1
Arrastres para contenedores	3
Roll trailers	2
Equipo especializado p/contenedores	2
Reach staker	1
Báscula de vehículos	2
Spreader contenedor 20'	2
Spreader contenedor 40'	10
Camioneta.	1
Ambulancia	1

1. Project Code	M008		2. Projec	t Title	Cruise Pa	assenge	r Term	nina	l in Santiago	o de Cuba	a Port	(Feasibility Stud	v)	
												(77	
3. Implementation	Agency	MITR	ANS, GEN	IAR				4.	Implement	ation per	iod			
5. Project cost (but	dget)	37.5 ו	million CU	P (1.5 r	nillion USD)			Start	202	2	End	2026	
6. Source of finance	е	⊠ Sta	ate budge	t		□ Exte	ernal f	inar	ncing agenc	ies	⊠ Fo	reign Investors		
		ı												
	☐ Trans	port Pla	anning	⊠ Log	istics/Carg	0					X	Immediate		
	☐ Road	/Bridge	!	☐ Bus	passenger	r transpo	ort					(2022 – 2023)		
7. Sector	☐ Railw	ay		☐ Env	vironment				8. Project		\boxtimes	Short-term		
	☐ Aviat	ion		☐ Ins	titution/Re	egulation	n		Priority			(2024 – 2026)		
	☑ Port/Maritime ☐ Rel					ness and	d othe	rs				Medium-term		
												(2027 – 2030)		
	1/				Objecti - (/ I - \			10. 61	/ d - \		44 Cool (cod	-1	
	Key Areas 9. Object							1	LO. Strategy	(code)		11. Goal (cod	e)	
	. Planning and coordination 1.1 . Transport infrastructure development							+ 1	1.1.3			1.1.3.3		
-	Environment, safety, and security													
4. Transport service														
5. Transport pricing			•	-										
6. Institutional and														
			-	,				•				•		
12. Purpose of the	project					13	3. Exp	ecte	ed Benefits/	Outcome	es			
Santiago de Cub	a port is c	ne of C	Cuba's mo	st impo	rtant touris	st	The number of cruise ship visitors is increased and contributes							
ports. Therefore	e, a new p	assenge	er termina	l is stud	lied and		to th	e ac	cquisition of	foreign	curren	cies.		
planned to acco	mmodate	foreigr	n tourists	visiting	by cruise									
ships.														
• The city of Santi	•			•										
historical avenu		•				s to								
foreign tourists. cruise ship passe		-	-	_	IIIIai ioi									
14. Project Descrip		u3 a	ola ball	~		1!	.5. Soci	ial-e	environmen	tal consid	deratio	on		
Existing facili	ties' cond	ition an	d capacity	/		1)	.) Soci	ial iı	mpacts – N	A				
2. Demand fore	cast (inclu	ıding re	venue for	ecast)		2)) Nat	ural	l Environme	nt – Con	structi	on phase and o	peration	
3. Planning and	Design - I	ayout p	olan, conce	eptual c	lesign of		pha	se						
facilities) Poll	utic	on – constru	ction pha	ase an	d operation pha	se	
4. Cost estimate	es					4)) Env	iron	nmental Imp	act Asse	ssmen	t (EIA) – Needed	i	
5. Economic and	d Financia	l analys	sis											
6. Environment	al Impact	Assessr	ment (EIA)											
Implementat	ion plan													
16. Relevant proje	ct(s)													
1 -														



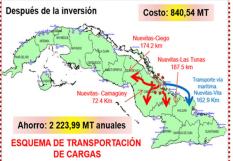
	I					pair and modernization of the port of Nuevitas								
1. Project Code	M	1009	2. Proje	ct Title	Rep	air and	mode	rniza	ation of the	port of N	uevitas	S		
		1												
3. Implementation	Agency	GEMAR	, MITRAN	S				4.	Implementa	ation per	iod			
5. Project cost (bud	lget)	250 mill	ion CUP (10 million	USD)				Start	202	2	End	2025	
6. Source of finance	<u> </u>		budget			□Fxt	ternal t	finar	ncing agenc	ies	⊠ For	eign Investors	1	
or source or initiality			Suuger						Tonig agent					
	☐ Trans	sport Plan	ning	Logistics ✓ Logistics Company Compa	/Carg	0					ПП	Immediate		
	☐ Road	•	-	☐ Bus pass	_		ort					(2022 – 2023)		
	□ Railw			□ Bus pass □ Environr	_	transp	, or t		8. Project			Short-term		
7. Sector	☐ Aviat	•		□ Instituti		gulatio	ın		Priority		_	(2024 – 2026)		
		'Maritime		□ Relevan		_		ers	,			Medium-term		
	,											(2027 – 2030)		
			<u> </u>									,		
	Key Areas	5		9. Obje	ctive (code)		1	.0. Strategy	(code)		11. Goal (cod	le)	
	1. Planning and coordination									,		,		
Transport infrastructure development 2.1								2	2.1.1			2.1.1.1		
3. Environment, sa														
4. Transport service			elopment											
5. Transport pricing														
6. Institutional and														
		<u>, </u>		- I								I .		
12. Purpose of the	proiect						13. Ex	pect	ted Benefits	/Outcom	nes			
Nuevitas port		andles the	export o	f chromiur	n ore							lling capacity a	nd services	
import of ferti	-		-			etc.			roved.	-, 2	,	8,		
Old piers built			-							conomic	develo	opment of Nue	vitas.	
usable. Theref	_								ed employn			•		
upgraded.	-			·										
The route of the control of the	he entrar	ice channe	el is comp	licated; na	vigatio	on								
safety will be	ensured.													
• In mid-2017, a	s part of	the renov	ation of p	ort infrast	ructur	e,								
the decision to	demolis	h pier "C"	was take	n to allow	biggeı	r								
ships to dock	at the "B"	berth. Th	is action	was the be	ginnir	ng of								
the renovation	n and mo	dernizatio	n of Tara	fa port.										
This port is ma	ainly used	l for unloa	ding goo	ds. The unl	oaded	ı								
goods are tran	sported	by the rail	way to Ci	ego de Avi	la,									
Camaguey, Las	s Tunas, a	and Holgui	in (Vita Po	ort) by coa	stal									
shipping.														
In the past, go		-												
Havana port a		•	-											
operation caus	-													
Santiago de Cu			ie to their	capacity II	mits a	ind								
high railway tr	-			ntian has h		ada								
 A preliminary recently. 	study on	new berti	CONSTRU	Luon nas d	een m	laue								
	tion						1E Co	scial	-environme	ntal conc	idorati	22		
14. Project Descrip		o do	bod - '	·	or-'							-	d	
The existing pi			-				-				-	such as increas		
berthing area				-			_				-	ort operation ar	-	
and the touristic northern keys to berth mainly in the Casasa							In addition, employment will be increased through							
 port. The following studies will be conducted for Nuevistas. 220 m long berthing with 3 multi-purpose gantry crane: 							construction and operation. 2) Natural Environment – EIA for construction and operation							
 Construction of a container yard. 						1163.	should be examined.							
 Modernization of the existing warehouses. 							Pollution – to be examined for construction and operation							
		will be in	-				-	nase				action and	Speration	
16. Relevant project		, 50 111	_. ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,				4) Environmental Impact Assessment (EIA) – required							
		huil+ hu+l	ha Chinas	e corporat	ion CC	CC	, =					, ,		
 Multipurpose 	remindi	Dunt Dy L	ie ciiiies	c corporat	ion CC									



18. Notes (if any)

Análisis de la transportación de cargas para las provincias de Camagüey, Ciego de Ávila, Las Tunas y Holguín.





Cargas a transportar y sus costos:

PROVINCIAS	ARROZ	FRIJOL	CHICHARO	TOTAL	Distancia	Costo	Costo
PROVINCIAS					Ton/Km	TOTAL	
	Er	miles	de tonela	Km	MP	MP	
Puerto de La Habana- Ciego de Ávila	16184	1142	2925	20251	426,6	0,0732	632.38
Puerto de La Habana- Camagüey	18777	1232	5145	25154	528,4	0,0732	972.93
Puerto Santiago de Cuba -Las Tunas	28427	1322	2965	32714	192,0	0,0732	459.78
Santiago- Holguín(ferrocarril)	47305	1542	6806	55653	285,1	0,083	1316,75
TOTAL	110693	5238	17841	133772	1432,1		3381,83

Cargas a transportar y sus costos:

PROVINCIAS	ARROZ	FRIJOL	CHICHARO	TOTAL	Distancia	Costo Ton/Km	Costo TOTAL
	En	miles d	e tonelad	Km	MP	MP	
Puerto Nuevitas- Ciego de Ávila	16184	1142	2925	20251	174,2	0,0732	258.23
Nuevitas- Camagüey	18777	1232	5145	25154	72,4	0,0732	133.31
Puerto Nuevitas -Las Tunas	28427	1322	2965	32714	187,5	0,0732	449.00
Nuevitas-Vita	47305	1542	6806	55653	162,9	0,0350	317.31
TOTAL	110693	5238	17841	133772	597.0		1157,84

ada nuevo muelle Cantidad

REHABILITACIÓN Y MODERNIZACIÓN DEL PUERTO DE NUEVITAS. 2022-2025

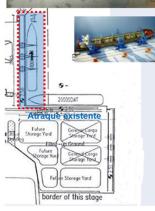
ALCANCE Y PRINCIPALES CARACTERÍSTICAS (30.0 MMP)



Se proyecta la construcción de un atraque de mayor longitud al actual, en la zona en el que se demuelen los espigones existentes, permittiendo el atraque de los buques de mayor porte previstos recibir por el incremento de la demanda de cargas desde Mariel y las correspondientes al desarrollo turístico de la Cayería Norte con destino al puerto de Casasa fundamentalmente.

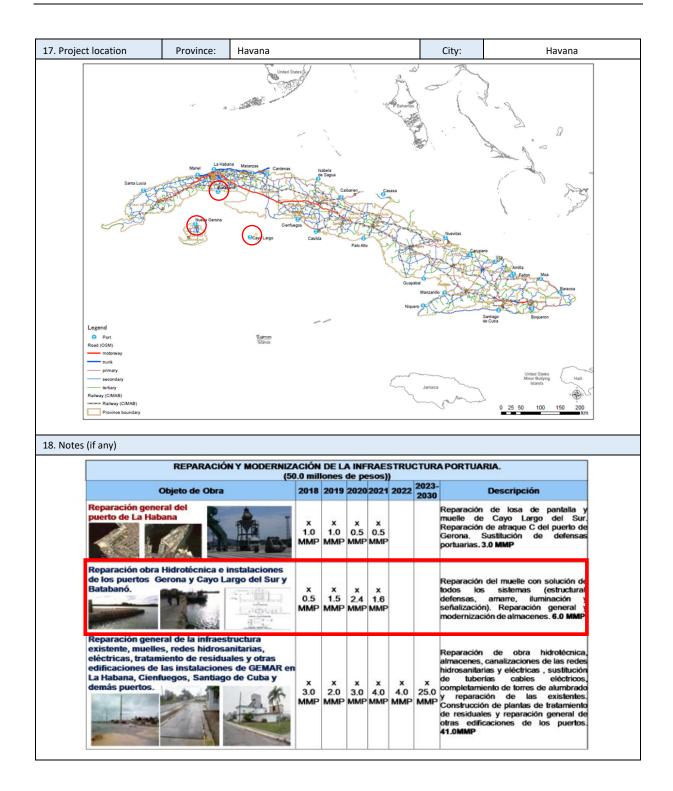
- Un Atraque de largo 220 m, con 3 grúas pórticos multipropósitos.

- Construcción de patio de contenedores. Modernización de almacenes existentes.

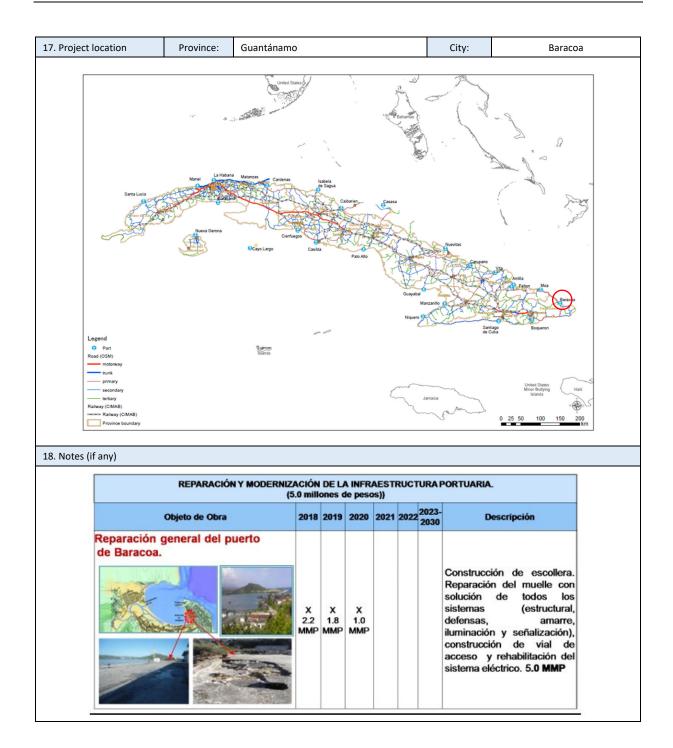


Equipamiento requerido para las operaciones de cada nuevo muelle	Cantidad.
Grúa pórtico de 50 t	1
Grúa pórtico de 30 t	2
Grúa s/neumáticos de 25 t	2
Tolvas de carga y auxiliares 100t/h	3
Jaibas para áridos de 10m3	7
Montacargas de 2,5 ton	4
Montacargas de 4 ton	3
Montacargas de 10 ton	2
Cargador frontal con capacidad cubo 3.2 m3	1
Trimming dozer	1
Arrastres para contenedores	3
Roll trailers	2
Equipo especializado p/contenedores	2
Reach staker	1
Báscula de vehículos	2
Spreader contenedor 20'	2
Spreader contenedor 40'	10
Camioneta.	1
Ambulancia	1

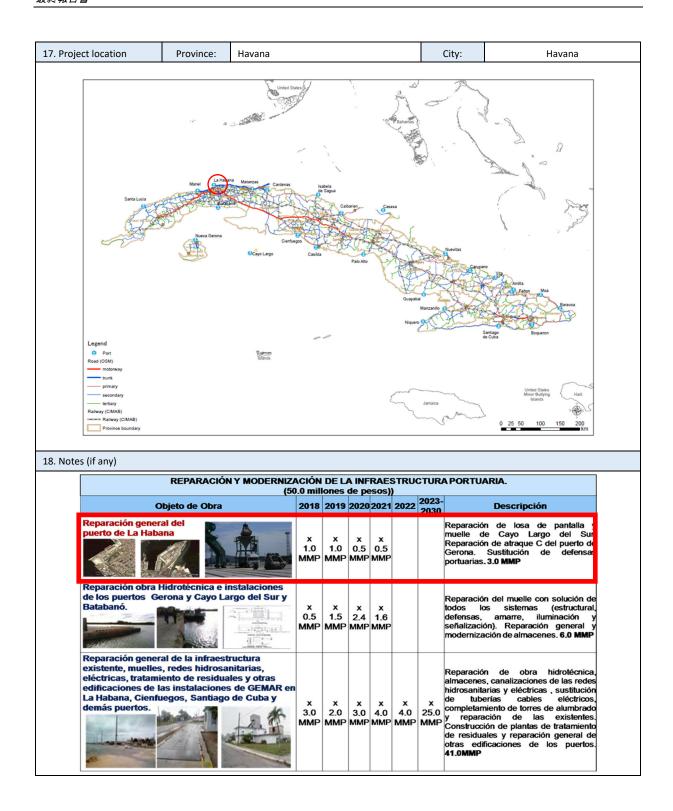
1. Project Code	M01	0	2. Projec	t Title		f hydro-techi Ibanó ports.	nical	l issues of the	facilities	of Ge	erona, Cayo Larg	o del Sur,		
3. Implementation	Agency	MITE	RANS, GEN	IAR			4.	. Implementa	tion peri	od				
5. Project cost (but	dget)	50.0	million CU	P (2.0 m	nillion USD))		Start	2023	3	End	2025		
6. Source of finance	е	□ St	ate budge	t		☐ External	External financing agencies ☑ Foreign Investors							
					ш									
	☐ Trans	port P	anning	⊠ Log	istics/Cargo)					Immediate			
	☐ Road/Bridge ☐ Bus passenger to										(2022 – 2023)			
7 Contar	☐ Railw	ay		☐ Env	ironment			8. Project		\boxtimes	Short-term			
7. Sector	☐ Aviati	ion		☐ Inst	titution/Re	gulation		Priority			(2024 – 2026)			
	⊠ Port/	Maritir	me	☐ Rel	evant busir	ness and oth	ers				Medium-term			
											(2027 – 2030)			
											1			
	Key Areas 9. Objective (coo							10. Strategy	(code)		11. Goal (code	e)		
1. Planning and co	Planning and coordination													
2. Transport infras	2. Transport infrastructure development 2.2						2.2.1 2.1.1.1							
3. Environment, sa	fety, and	securit	У											
4. Transport servic	e and indu	ıstry d	evelopme	nt										
5. Transport pricing														
6. Institutional and	l regulator	y deve	lopment											
12. Purpose of the	project					13. Ex	ect	ed Benefits/	Outcome	S				
Three ports, n	-		-				-		of cargo	handl	ing capacity and	d services are		
Batabanó por			-				improved.							
modernization	•								urism dev	velopn	nent of Cayo Lar	go and Isla		
These three p														
the region as the islands.	well as to	Sustaii	i trie dally	merme	eresidents	oi Tinci	ease	eu employme	ent oppoi	tuniti	es			
The existing p	ort infrast	ructur	e ad facilit	ies heav	vilv									
deteriorate ar					,									
14. Project Descrip						15. So	cial-	environment	al consid	eratio	n			
Repair the wh	arf with a	ll its sy	stems (str	ucture, f	fenders,	1) So	cial	impacts – po	sitive imp	oacts s	uch as increase	d		
berth, lights, a	and signals	s).	-			go	verr	nment revenu	ue from t	he por	t operation are	expected. In		
Repair and mo	odernizati	on of v	varehouse	s.		ad	ditic	on, employm	ent will b	e incre	eased through c	onstruction		
• 6.0 million CU	IP.					an	d op	peration.						
16. Relevant projec	ct(s)						2) Natural Environment – EIA for construction and operation							
•						-	should be examined.							
						Pollution – to be examined for construction and operation phase.								
									act Accas	cmont	t (FIA) – require	4		
1						41 Fn	VIII	mnentarimn	act Asses	SILIENI	L LEIAI — FEAUITA	LI.		



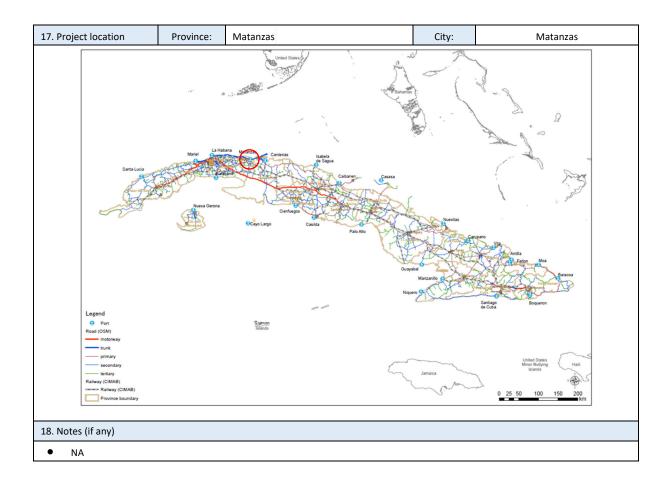
	1													
1. Project Code	M01	1	2. Projec	t Title	Baracoa	port Re	epair and	d modernizati	on					
3. Implementation	Agency	MITR	ANS, GEN	1AR			4	4. Implement	ation per	iod				
5. Project cost (but	dget)	250 r	million CU	P (10.0 ı	million USD	D)		Start	202	4	End	2026		
6. Source of finance	e	⊠ St	ate budge	t		⊠ Ext	ternal fir	nancing agen	cies	☐ Fo	reign Investors			
						1		0 0	L					
	☐ Trans	nort Pl	anning	⊠ Los	gistics/Carg	70					Immediate			
	☐ Road	-	_	-	passenger		ort				(2022 – 2023)			
	☐ Railw	_			rironment	t. asp	0.0	8. Project			Short-term			
7. Sector	☐ Aviati	,			titution/Re	gulation	n	Priority			(2024 – 2026)			
	⊠ Port/		me		evant busi	•		,			Medium-term			
							u 0 tic.5				(2027 – 2030)			
	l										(====			
	Key Areas			9.	Objective (code)		10. Strategy	(code)		11. Goal (cod	e)		
1. Planning and co	ordination	ı												
2. Transport infras	tructure d	evelop	ment	2.2	2			2.2.1			2.2.1.1			
3. Environment, sa	3. Environment, safety, and security													
4. Transport servic	4. Transport service and industry development													
5. Transport pricing and resource allocation														
6. Institutional and regulatory development														
12. Purpose of the	project					1	.3. Exped	cted Benefits,	/Outcome	es				
• The No.136 M	IITRANS R	esoluti	on in April	2006 h	as	•	Quality	y and quantit	y of cargo	handl	ling capacity and	d services are		
established 12	2 ports of	Catego	ry 2, from	which 9	9 ports		improv	ved.						
belong to GEN	ИAR (Caru	pano, ۱	Vita, Antill	a, Bara										
Boqueron, Ma	anzanillo, (Guayal	oal, Palo A	lto y Ca	silda).	•	Increased employment opportunities							
The Baracoa p	ort plays	a vital	role in the	area's o	cabotage o	f								
staple food (c	anasta bas	sica). H	owever, it	has be	en becomii	ng								
difficult becau	ise of its li	mited	draft level	and the	e lack of									
equipment fo	r dredging	. The s	ituation h	as not b	een									
improved yet,	, and the p	ort op	eration wi	ll soon l	oe stopped	l if								
nothing is dor	ne to secui	re a saf	e navigati	on char	inel.									
The existing p					/ily									
deteriorate ar		U												
 Besides, dred 		_	ntly need	ed to se	cure the sa	ife								
navigation cha		berth.												
14. Project Descrip	tion					1	.5. Socia	l-environmen	ital consid	deratio	n			
The existing w		-	-	newing	all structur	res 1				-	such as increase			
and facilities:	-	-	•				_				rt operation are	•		
Construction of an access road									nent will b	e incre	eased through o	onstruction		
Renovation of the electrical system and warehouses.						_	and operation.							
16. Relevant project	ct(s)					2	Natural Environment – EIA for construction and operation should be examined.							
•							should be examined.							
						3	3) Pollution – to be examined for construction and operation							
							phase. (A) Environmental Impact Assessment (EIA) – required							
						4	4) Environmental Impact Assessment (EIA) – required							



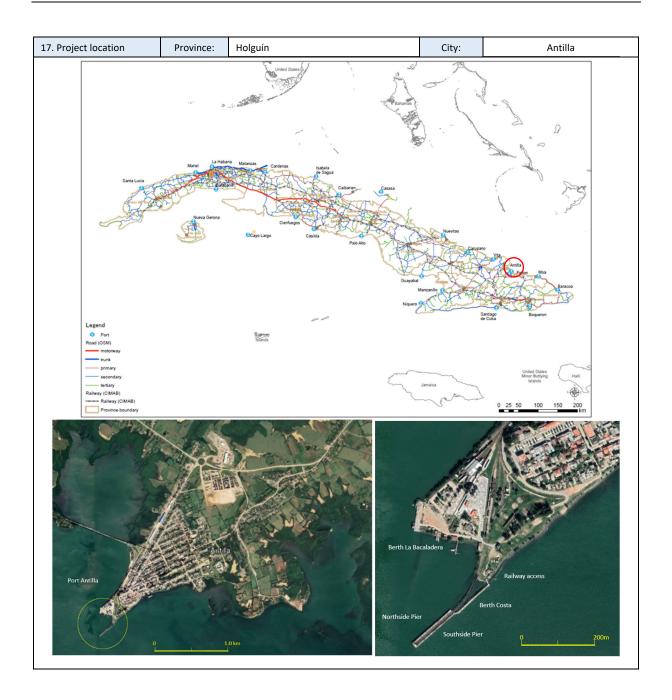
	1. Project Code M012 2. Project Title General											
1. Project Code	M01	.2	2. Projec	t Title	General	repair of H	avan	a Port				
Г		1										
3. Implementation	Agency	GEM	AR, MITRA	ANS			4	4. Impleme	entation pe	riod		
5. Project cost (bud	dget)	500 r	million CU	P (20 mi	llion USD)			Start	20:	23	End	2026
6. Source of financ	e	⊠ St	ate budge	t			al fir	nancing ag	encies	□ Fo	reign Investors	
☐ Transport Planning ☐ Logistics/Cargo						0					Immediate	
	☐ Road/Bridge ☐ Bus passenger										(2022 – 2023)	
7 Contar	☐ Railway ☐ Environment							8. Proj	ect		Short-term	
7. Sector	☐ Aviat	ion		☐ Inst	itution/Re	gulation		Priorit	у		(2024 – 2026)	
	☑ Port/Maritime ☐ Relevant busin						hers				Medium-term	
											(2027 – 2030)	
Γ												
	Key Areas			9. (Objective (code)		10. Strate	egy (code)		11. Goal (cod	e)
1. Planning and coordination												
2. Transport infrastructure development 2.2								2.2.1			2.2.1.1	
3. Environment, sa	fety, and	securit	У									
4. Transport servic	e and indu	ustry de	evelopme	nt								
5. Transport pricing												
6. Institutional and	l regulato	y deve	lopment									
						1			S. 15 .			
12. Purpose of the									its/Outcom			
Among the po		-	avana por	t is the r	nost				ntity of carg	o hand	ling capacity an	d services are
important por	-						nprov					
To maintain the second se			-		•		crea	sed emplo	yment opp	ortuniti	es	
rehabilitate th facilities.	ie existing	deteri	orated po	rt intrasi	tructure ar	na						
It is expected	that the n	ort on	aration of	Hayana	will roach	an.						
international		ort ope	eration or	ilavalla	Will Teach	all						
14. Project Descrip						15. 9	ocia	l-environn	nental consi	deratio	on	
The general re	epair of Ha	avana p	ort will be	e carried	out, like t	he 1) 5	ocia	l impacts -	- positive in	pacts	such as increase	ed
repair of concrete slab and wharf of Cayo Largo de Sur,						'		=	-	-	rt operation are	
restoration of C berthing of Gerona port, and renewal of th						ie a	ddit	ion, emplo	yment will	be incr	eased through o	construction
berth fenders.						á	and o	peration.				
Repair and modernization shall be done within the budget of						of 2) I	Natui	ral Environ	ment – EIA	for con	struction and o	peration
1M.CUP for 20	018, 1 M.O	CUP for	2019, and	d 0.5 M.	CUP for 20	20	houl	d be exam	nined.			
and 2021 (this	schedule	will be	e adjusted).		3) 1	Pollu	tion – to b	e examined	for cor	nstruction and o	peration
16. Relevant projec	ct(s)					ı	hase	2.				
•						4) [nvir	onmental	Impact Asse	ssmen	t (EIA) – require	ed .



1. Project Code	M013		2. Projec	t Title	Matanza	as Port Repa	s Port Repair and Modernization					
3. Implementation	Agency	GEM.	AR, MITRA	NS			4	I. Implement	ation pe	riod		
5. Project cost (but	dget)	500 r	million CUI	(20 m	illion USD)			Start	202	26	End	2028
6. Source of finance	е	⊠ St	ate budge	t		⊠ Extern	al fin	ancing agen	cies	□ Fo	reign Investors	
						•						
	☐ Transport Planning ☐ Logistics/Carg										Immediate	
☐ Road/Bridge ☐ Bus passenger t						rtransport					(2022 – 2023)	
7. Sector	☐ Railw	ay		□ Er	vironment			8. Project	t		Short-term	
7. 50000	☐ Aviat	ion		□In	stitution/Re	gulation		Priority			(2024 – 2026)	
	⊠ Port,	'Mariti	me	□ R	elevant busi	ness and ot	hers				Medium-term	
											(2027 – 2030)	
	Key Areas			9	. Objective	(code)		10. Strategy	(code)		11. Goal (cod	le)
1. Planning and co				_								
2. Transport infras				2	.2			2.2.1			2.2.1.1	
3. Environment, sa												
4. Transport servic			•	ıτ								
Transport pricing Institutional and				-								
o. mstitutional and	regulato	y ueve	поринени									
12. Purpose of the	project					13. E	хрес	ted Benefits,	/Outcom	es		
Matanzas po		handl	es the ex	port o	sugar.		13. Expected Benefits/Outcomes • Quality and quantity of cargo handling capacity and services					
import of fert	-				_		improved					
Jose Luis Du	ıbrocq W	harf aı	nd Reyno	ld Gaı	cia Pier	• Cd	Contribute to the economic development of Matanzas and					
should be re	paired ar	nd maii	ntained. I	n addi	tion, cargo	su	surrounding area					
storage ware	ehouses a	are to	be facilita	ted.		● In	creas	sed employm	ent oppo	ortuniti	es	
14. Project Descrip	tion					15. S	ocial	-environmen	ital consi	deratio	n	
Jose Luis Du	ıbrocq W	harf w	ill be repa	ired.		1) S	ocial	impacts – po	ositive im	pacts	such as increase	ed
Warehouses for Jose Luis Dubrocq Wharf will be						g	over	nment reven	ue from	the po	rt operation are	expected. In
repaired and newly constructed.						а	dditi	on, employn	nent will	be incr	eased through (construction
Reynold Garcia Pier (for sugar export) will be inspected.						ed, a	nd o	peration.				
and maintenance will be applied.										for con	struction and o	peration
16. Relevant projec	16. Relevant project(s)							d be examine				
•						'			xamined	tor cor	nstruction and o	peration
							hase				+ /FIA) ····	
						4) E	riviro	onmental imp	pact Asse	ssmen	t (EIA) – require	ea



1. Project Code	M02	14	2. Projec	t Title	The rep	air and moder	niza	tion project of the p	ort of A	Antilla		
3. Implementation	Agency	MITE	RANS, GEN	IAR			4.	Implementation per	iod			
5. Project cost (but	dget)	500	million CUI	20 mi	llion USD)			Start 202	7	End	2029	
6. Source of finance	е	⊠ St	ate budge	t			fina	ncing agencies	☐ Foi	reign Investors		
		I.										
	☐ Trans	sport P	lanning	⊠ Log	gistics/Car	go				Immediate		
	☐ Road	l/Bridg	e	☐ Bus	passenge	r transport			(2022 – 2023)			
7. Sector	☐ Railw	vay		☐ Env	ironment			8. Project	Short-term			
7. 3000	☐ Aviat	tion		□ Ins	titution/Re	egulation		Priority		(2024 – 2026)		
	⊠ Port,	/Mariti	me	☐ Rel	evant bus	iness and othe	ers			Medium-term		
										(2027 – 2030)		
						, , ,						
	Key Areas				Objective	(code)		LO. Strategy (code)		11. Goal (cod	e)	
1. Planning and co				1.1				1.1.2		1.1.2.2		
· ·	2. Transport infrastructure development 2.1				_			2.1.1		2.1.1.8		
Environment, safety, and security Transport service and industry development							+					
5. Transport services			•	IL			+					
	_						+					
o. matrational and	6. Institutional and regulatory development											
12. Purpose of the	nroiect						13	Expected Renefits/	Outcor	nes		
The port of Antil		ing to t	he classific	ation of	the FNOT	(Esquema	Expected Benefits/Outcomes Quality and quantity of cargo handling capacity and					
Nacional de Ord		-						services are improve		go nanamig cap	acity and	
interest in Categ			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					Contribute to the to		development in	the	
The commercial	operation	of the	port was o	losed in	2011 due	to the		northern coastal are	ea of Ho	olguin Province		
damage to the ra	ailway bri	dge (no	w it has be	en reha	bilitated),	which	•	Increased employme	ent opp	portunities		
connects to Anti	lla. Beside	es, the i	maritime ca	argo trar	nsportation	n demand						
has decreased in	recent ye	ears, so	the port h	as been	only spora	idically used.						
 Pilotage and tug 	boat servi	ices are	provided t	rom this	s port to th	e northern						
ports of Holguín												
The port is experience	-			botage	transporta	tion and in						
receiving cruise :The project is vit				n+ of +o	uriona in C	.ha						
especially on the			-		urisiii iii Ci	iva,						
14. Project Descript		<u> </u>	loiguiii i io	virice.			15 Social environmental consideration					
A feasibility study s		rried o	ıt consider	ing the f	following d	ovolonmont	Social-environmental consideration Social impacts – positive impacts such as incre					
stages and implem		illeu oi	ut consider	ing the i	ollowing u	evelopinent	1)	government reven		•		
Stage I	erreacion.							expected. In addition				
Its main objective is	s to create	e the m	inimum an	d safe c	onditions t	hat allow		through construction				
the operation of ge	neral and	contai	nerized car	go desti	ned for the	e	2)	Natural Environme	nt – El	A for construction	on and	
development of El	Ramón de	Antilla	Peninsula	Tourist	Pole throu	gh the La		operation should b	e exam	nined.		
Bacaladera wharf.							3)	Pollution – to be ex	kamine	d for constructi	on and	
It is also considered	d to impro	ve the	conditions	establis	hed for acc	cess to land		operation phase.				
7.7	for cruise ship passengers through the Southside pier ar				and the Co	sta wharf.	4)	Environmental Imp	act Ass	sessment (EIA) -	- required	
Stage II												
The main objective is to enable other areas of the port facility, for ca					r cargo							
handling, to assimilate an increase in cargo. Stage III												
_	The objective of this stage would be the repair of the existing pier. Its											
=	execution would only be justified if the capacities created in stages I and II											
were insufficient to					_							
be justified the con			-									
16. Relevant proje												
•												



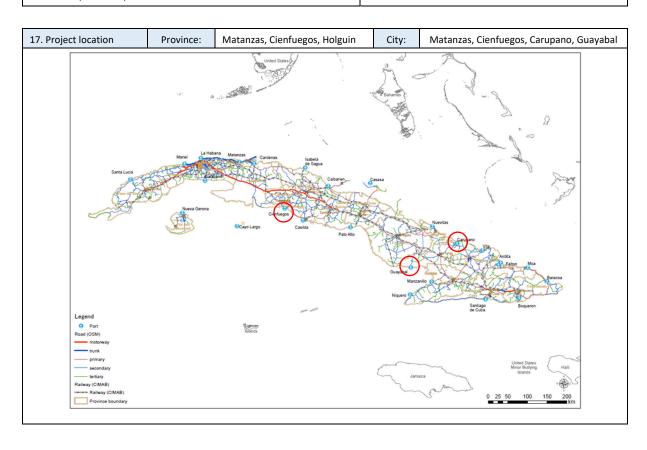
Stage I. Short term.(3.5 years)		N/-1 - (N/
No Description		Value (N
O OPERATE CARGOES BY LA BACALADERA WHARF		
1 Evaluation of the structural condition of La Bacaladera wharf.		
2 Topobathymetric study in the berth basin and the access channel. Feasibility and environmental study.		
3 Project contracts for dredging: wharf repair; construction of open storage areas; roofed warehouse.		
4 Execution of the dredging works in the berth and in the basin.		
5 Wharf repair and its back area for an open temporary storage.		2,
6 Construction of the administrative premise, workshop, parking area, perimeter fence and access sentry box.		
7 Electric, lighting and communications networks, sanitation and hydraulic installations.		
SUB-TOTAL SUB-TOTAL		4,
ARGO HANDLING MEANS (EQUIPMENT)	Quantity	
8 Reach Staker	1	
9 Forklifts	2	
10 Truck crane	1	1,
11 Tractor unit	1	
12 General cargo (flat) and container trailers (length 12 m, flat type with twist locks for container operations).	2	
13 Pick up	1	
14 Automobile	1	
SUB-TOTAL	9	2,
OR THE RECEPTION OF CRUISE SHIP PASSENGERS	J	Ζ,
3 · · · · · · · · · · · · · · · · · · ·		
16 Perimeter fence for the facility and access sentry box		
17 Repair of rooms for the attention to cruise ship passengers and external areas.		4
SUB-TOTAL		1,
TOTAL FIRST STAGE		8,
No Description REPARATION OF WAREHOUSE AREA		Value (N
1 To draw up an open and roofed warehouse project.		
2 Construction of warehouses		3,
3 Construction of perimeter fence and access sentry boxes.		-,-
4 Electrical, lighting and communications networks, sanitary and hydraulic installations.		
SUB-TOTAL		3,
ARGO HANDLING MEANS (EQUIPMENT)	Quantity	0,
5 Forklifts	2	
6 Tractor units	2	
7 General cargo and container trailers (length 12 m, flat type with twist locks for container operations).	2	
8 Ambulance	1	
9 Pick up	1	
SUB-TOTAL	8	
	0	
TOTAL SECOND STAGE		4,
tage III. Long term <mark>(3 years)</mark>		
No Description		Value (N
O OPERATE CARGOES AND CRUISE SHIPS BY THE WHARVES.		(11
1 Elaboration of projects, feasibility studies and the obtaining of permissions and licenses.		
Dredging of the basin and the wharves.		2,
3 Repair of the railway access to the wharves.		Σ,
4 Structural repair of the pier and placement of berth fenders.		5,
5 Hydraulic, sanitary and electrical networks; other systems and roads.		
Divoraging Sagnary and electrical networks, other systems and tolors		1,
	1	1 1,3
6 Construction of premises and other equipment for passenger control.		
		10, 10,

1. Project Code	M01	.5	2. Projec	t Title	Repair a	ınd moderniza	ation	of Sugar Po	rts (Cien	fuego	s, Carupano, Gu	ayabal)	
		l											
3. Implementation	Agency	MITE	ANS, GEN	IAR			4.	Implementa	•				
5. Project cost (but	dget)	750 r	million CUI	P (30 m	illion USD)			Start	202	6	End	2030	
6. Source of financ	е	⊠ St	ate budge	t			fina	ncing agenci	ies	□ Fo	reign Investors		
7. Sector	7. Sector ☐ Transport Planning ☐ Logistics/Cargo ☐ Bus passenger transport Planning ☐ Bus passenger transport ☐ Railway ☐ Environment ☐ Institution/Regulation ☐ Relevant business and						ers	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)		
								•					
	Key Areas	5		9	. Objective	(code)	10). Strategy (c	ode)		11. Goal (code	e)	
1. Planning and co	ordination	1											
2. Transport infras	tructure d	evelop	ment	2	.3		2.3	3.1			2.3.1.1		
3. Environment, sa	fety, and	securit	У										
4. Transport servic	e and ind	ustry d	evelopmer	nt									
5. Transport pricing	g and reso	ource a	llocation										
6. Institutional and	regulato	y deve	lopment										
Г													
12. Purpose of the	project						13. Expected Benefits/Outcomes						
 GEMAR ports Niquero, Bara Gerona – Cayo Urgent repair maintenance export. 	coa, Boqu Largo de and mode	ieron, a el Sur a ernizati	and the ne re used for ion and co	twork or r sugar ntinuo	of Bataband export. us operatio	ó - Nueva n and	services are improved Contribute to the sugar industry in Cuba Increased employment opportunities						
14. Project Descrip	tion						15.	. Social-envir	onment	al con:	sideration		
Repairing work:							1)	Social impa	cts – po	sitive	impacts are exp	ected. such	
Repair roofs, fRenovation ar							, , , ,						
drainpipe syst 35.0 million C Repair the me	UP.						through construction and operation. 2) Natural Environment – EIA for construction and operation should be examined.						
Assembly of fi 15.0 million C	re system				.,		3)	•	to be ex		d for construction	on and	
 Repair the wh lighting, and s reception and Automatization 15.0 million C 	ignals). Re embankr on of proc	enovati nent. R	ion and mo	oderniz	ation of the	e system of	4)	Environme	ntal Impa	act Ass	sessment (EIA) –	- required	
 Repair the wharf with all its systems (structure, fenders, berth, lighting, and signals). Renovation and modernization of the system of reception and embankment. Repair of the electrical system. Automatization of processes. 10.0 million CUP. 						e system of							
Equipment:													
The plan is to renew 290 pieces of equipment. 210 from 290 to be													
renewed until 2022 (short and mid-term). Summary of the principal						-							
Forklift 2.5-	 planned investments for this subprogram: equipment for port operations Forklift 2.5-10t: substitute numbers 68 out of total quantity 90. Forklift 16t: substitute numbers 7 out of total quantity 17 												
Trimming degraphity 15) kW: s	ubstitute	numbe	rs 9 out of	total							

- Truck crane 25-50t: substitute numbers 1 out of total quantity 4
- Orange peel grab: substitute numbers 10 out of the total quantity of 20
- Reach Staker 45t: substitute numbers 6 out of total quantity 17
- Conveyor belt: substitute numbers 50 out of the total quantity of 70
- Rubber-tired crane 25-75t: substitute numbers 9 out of the total of
 12
- Contact grab: substitute numbers 3 out of the total of 19
- Spreader cont.20 feet: substitute nos.17 out of the total of 30
- Spreader cont.40feet: substitute nos.9 out of the total of 20
- Rubber-tired Tractor 65-90hp: replacement 6 nos. out of the total of 15
- Rubber-tired crane 100t: substitute 1 nos. out of the total of 3
- Trailer and semi-trailer: substitute 24 nos. out of the total of 55
- Tractors 60t: replacement 15 nos. out of the total of 30
- Roll trailer: substitute 32 nos. out of the total of 54
- Electromagnet crane: substitute 10 out of the total of 19
- Rubber-tired front loader 2.5-3.2 m³: substitute 11 nos. out of the total of 14
- Crawler Bulldozer 160-180kw: substitute 2 out of the total if 4 nos
- Servo scales: no substitution in the total of 20 nos.
- Quayside cranes: no substitution in the total of 20 nos.
- Dredging mechanism: no substitution in the total of 3 nos.

16. Relevant project(s)

M013 (Matanzas)



18. Notes (if any)

Repair and modernization of sugar ports.

Objeto de Obra	2018	2019	2020	2021	2022	2023- 2030	Descripción
Reparación y modernización de almacenes y otras infraestructuras.	x 2.5 MMP	x 2.8 MMP	3.0 MMP		x 2.5 MMP		Reparación de cubiertas, elementos de cierre de fachadas, pisos y conductores Rehabilitación y mejora de sistemas de ventilación, alumbrado, contraincendios desagües pluviales y otros. Reparación y modernización de equipamiento. 35.0 MMP
Reparación y modernización de tanques de miel y alcohol en las Terminales azucareras.	x 0.5 MMP	x 0.8 MMP	1.0 MMP	x 1.5 MMP	x 1.8 MMP		Reparación de estructura metálica y cierres, así como de cubiertas, cuberas y conductos. Montaje de sistema contraincendios y otros equipamientos.15.0 MMP
Reparación general Terminal azúcar de Guayabal		x 2.0 MMP	5.0 MMP	х 8.0 ММР			Reparación del muelle con solución de todos los sistemas (estructural defensas, amarre, iluminación y señalización). Rehabilitación y modernización del sistema de recepción y embargue de azúcar Reparación del sistema eléctrico Automatización de procesos, 15.0 MMP.
Reparación general Terminal azúcar de Carúpano.				X 1.0 MMP	x 1.5 MMP	x 7.5 MMP	Reparación del muelle y sus sistemas (estructural, defensas, amarre iluminación y señalización) Rehabilitación y modernización de sistema de recepción y embargue de azúcar. Reparación del sistema eléctrico. Automatización de los procesos, 10.0 MMP

Equipment

Investment budget.

COSTS OF THE INVESTMENT ACCORDING TO DECREE 327/2014

INDICATORS	TOTAL	THOUSANDS CUP	THOUSANDS CUC	THOUSANDS USD
	PLANNING		n .	
CONSTRUCTION AND ASSEMBLY	0,0	0,0	0,0	0,0
EQUIPMENT	104420,2	10442,0	93978,2	70483,6
OTHERS	5495,8	549,6	4946,2	494,6
WORK CAPITAL				
TOTAL	109916,0	10991,6	98924,4	70978,3
E	CONOMIC FINANCE ASSE	SSMENT		
FIXED CAPITAL				
FIXED INVESTMENT	104420,2	10442,0	93978,2	70483,6
PREVIOUS EXPENSES	5495,8	549,6	4946,2	494,6
WORK CAPITAL	0,0			
TOTAL	109916,0	10991,6	98924,4	70978,3

1. Project Code	M01	.6	2. Projec	t Title	Rehabili	tation and	d mod	deri	nization of t	he GEM <i>A</i>	R vess	els		
		1												
3. Implementation	Agency	MITR	RANS, GEM	AR				4.	Implementa	ition peri	od			
5. Project cost (bud	dget)	1,000	million C	JP (40	million USE	D)			Start	2022	2	End	2030	
6. Source of financ	e	⊠ St	ate budge	t		⊠ Exte	rnal f	fina	ncing agenc	ies	☐ For	eign Investors		
	☐ Trans	-	_		gistics/Carg							Immediate		
	☐ Road,	_	2		s passengei	r transpor	t		0.000			(2022 – 2023)		
7. Sector	☐ Railw ☐ Aviati	,			vironment stitution/Re	aulation			8. Project Priority			Short-term (2024 – 2026)		
	☐ Aviati		me		levant busi		other	rs	Filolity			Medium-term		
	a recevant business											(2027 – 2030)		
											•			
	Key Areas	5		9	. Objective	(code)		1	10. Strategy	(code)		11. Goal (cod	e)	
1. Planning and co														
2. Transport infras		-		2	.4			1	2.4.2			2.4.2.1		
	nment, safety, and security													
4. Transport servic			•	ıτ										
	sport pricing and resource allocation													
0	nstitutional and regulatory development													
12. Purpose of the	project						13. Expected Benefits/Outcomes							
 Ships under th 	ne Caribbe	ean Nav	vigation co	mpany	have diffic	ulty	• Q	ual	ity and quar	ntity of ca	ırgo ha	ndling capacity	and services	
navigating un	der rough	weath	er conditio	ns, esp	ecially for	the	aı	re ir	mproved	·	_			
coastal shippi	ng along t	he nor	th coast. A	s a res	ult, they ca	nnot	• C	ont	ribute to ec	onomic d	evelop	ment through	increased	
operate for 12									tal shipping					
Repair costs for		-	e closer to	or som	etimes hig	her	• In	ncre	eased emplo	yment o	portu	nities		
than buying a	-		it is noso	canute	hring tugh	no atc								
 For port operation from other po 				-										
and offshore					· ·	.011								
complaints fro	om ship ov	wners).												
14. Project Descrip	tion						15. Social-environmental consideration							
The project in	cludes rep	oair pro	grams for	the sh	ips that bel	ong to								
the auxiliary,	cabotage,	and pa	ssenger fl	eet and	I the pilot b	oats	increase in employment opportunities							
and Mambisa							2) Natural Environment – No impacts							
• The number of		-		-	s as follows Ro type, 6	s;	 Pollution – environment-friendly technologies should b used for the repair work. 						should be	
		_		•	ean bay boa	at. 2						ient (EIA) – Not	required	
=	ns, and fe		•	5, 2 5	Juj 200	20, 2	., .					(2.7.1)	. cquii cu	
- 29 ships i	n 2019: 9	tugboa	its,1 Ship F	o-Ro t	ype, 7 Barg	es, 3								
Pilot boat	s, 6 ship c	handle	ers, 1 clean	bay bo	oat, 2 catan	narans,								
and ferry														
•	01 311 po 111 20201 o tabadato, o 011 po 110 110 t/pe, o 241 605)													
	Pilot boats, 9 ship chandlers, 1 clean bay boat, 2 catamara and ferry boats.													
•						ges. 5								
•	Pilot boats, 4 ship chandlers, 2 clean bay boats, 1 catamara				-									
and ferry	boats.													
•		-	· · · · · · · · · · · · · · · · · · ·		type, 6 Bar	-								
	•	handle	ers, 1 clean	bay bo	oat, 1 catan	naran,								
and ferry		020- 5	C +al ! -	1 F. C.	ine De De '									
· ·			_		ips Ro-Ro t s, 10 clean b	• •								
_			ferry boats		, _o olculi k	,								

16. Relevant	nt project(s)
•	

17. Project location	Province:	All Cuba	City:	

NA

18. Notes (if any)

The number of planned groundings per type of ship is as follows:

SHIPS	2018	2019	2020	2021	2022	2023-2030
Tugboats	10	9	8	7	6	56
Ships RoRo type	2	1	3	2	2	15
Barges	6	7	5	4	6	35
Pilot boats	4	3	3	5	3	35
Ship chandlers	7	6	9	4	8	51
Clean bay boats	1	1	1	2	1	10
Catamarans and Ferry Boats	2	2	2	1	1	8
Total	32	29	31	25	27	210

Old and deteriorated fleet. Lack of spare parts and maintenance. The Caribbean Navigation Company is undercapitalized from a financial and human resources point of view.



Investment budget.

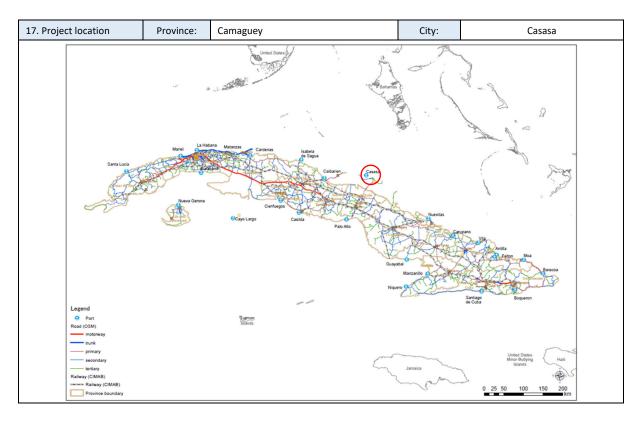
COST OF THE INVESTMENT ACCORDING WITH DECREE 327/2014

INDICATORS	TOTAL CURRENCY	THOUSANDS CUP	THOUSANDS CUC	THOUSANDS USD
	PLANNING			
CONSTRUCTION AND ASSEMBLY	0,0	0,0	0,0	0,0
EQUIPMENT	265414,1	119436,3	145977,7	58391,1
OTHERS	2681,0	1876,7	804,3	0,0
WORK CAPITAL	08.07	180	8.0	Cana
TOTAL	268095,0	121313,0	146782,0	58391,1
FINA	ANCIAL AND ECONOMIC	ASSESSMENT		
FIXED CAPITAL				
FIXED INVESTMENT	265414,1	119436,3	145977,7	58391,1
PREVIOUS EXPENSES	2681,0	1876,7	804,3	0,0
WORK CAPITAL	0,0			
TOTAL	268095,0	121313,0	146782,0	58391,1

1. Project Code	M01	7	2. Projec	ct Title	Procure north co		2,50	00DWT	multip	urpose	vessel	ls for coastal ship	oping in the
3. Implementation	Agency	GEMA	AR, MITRA	ANS			4.	. Impler	nentat	ion per	riod		
5. Project cost (bud	lget)	375 n	nillion CU	P (15 mi	llion USD)			Start		202	24	End	2026
6. Source of finance	9	⊠ Sta	ate budge	et .			l fina	ancing a	agencie	es	□ Fo	oreign Investors	
	☐ Trans	port Pla	anning	⊠ Log	gistics/Carg	50						Immediate	
	☐ Road,	/Bridge	!	☐ Bus	passenge	transport						(2022 – 2023)	
7. Sector	☐ Railw	ay		☐ Env	rironment			8. Pr	oject		\boxtimes	Short-term	
7. Sector	☐ Aviati	ion		□ Ins	titution/Re	gulation		Prior	rity			(2024 – 2026)	
	⊠ Port/	Maritir	ne	☐ Rel	evant busi	ness and oth	ers					Medium-term	
												(2027 – 2030)	
	Key Areas			9.	Objective	(code)		10. Str	ategy (code)		11. Goal (cod	e)
1. Planning and coo				_									
·		cture development 2.4						2.4.2				2.4.2.1	
	nvironment, safety, and security												
4. Transport service			•	nt									
5. Transport pricing													
6. Institutional and	regulator	y deve	lopment										
10.0						10.5			S: 10				
12. Purpose of the	-							ed Ben					
To improve the			-					-	antity	of cargo	o nand	lling capacity and	services are
coastal area, a						-	 improved Contribute to economic development through increased 						
the procureme freighters was				-	-		coastal shipping activities						
and Planning).	-	u to tin	e IVILF (IVI	iiiisti y C	ii Economy		Increased employment opportunities						
However, the		vessel	s were no	t purcha	sed due to		- moreused employment opportunities						
the lack of fina				c pa. 0	.500 000 10								
This previous s	•	ds to b	e updated	by reco	onsidering	the							
capacity of the	e vessel ar	nd finar	ncing avai	lability.	_								
14. Project Descript						15. So	cial-	enviror	nmenta	ıl consi	deratio	on	
The previous s	tudy info	rmed tl	ne necess	ity of ac	quiring the	e 4) Sc	cial i	impacts	s – pos	itive im	pacts	are expected, su	ch as an
two multipurp	ose freigh	nters in	2018-201	19.		in	reas	se in en	nployn	ent op	portur	nities	
General specif					re as follov	ws: 5) Na	tura	al Enviro	onmen	t – No i	impact	:S	
- 2500 t of I	DWT, 4,80	0 m of o	draft, and	2 crane	s of 35t	6) Pc	lluti	on – en	vironn	nent-fri	endly	technologies sho	ould be used
- Navigation	n in categ	ory 4 ir	the Beau	ıfort sca	le	fo	r the	repair	work.				
Review the pre	evious stu	ıdy and	update t	he infor	mation for	4) Er	viro	nmenta	al Impa	ct Asse	ssmen	it (EIA) – Not req	uired
the procureme	ent of the	vessels	S.										
16. Relevant projec	t(s)												
•		· <u> </u>			_								
						•							
17. Project location	1	Prov	ince:	Camagu	ıey				С	ity:			
• NA													

• NA	•											
18. Notes (if any)												
	In the followir	ng chart, there are	characteri	stics of the ne	ecessary	ships.						
	BU	QUE TIPO	CANTIDAD	ESTIMADO MMP	AÑO PLAN	CARACTERÍSTICAS						
	TRÁFICO COSTA NORTE											
		Carguero Multipropósito	1	15.0 15.0	2018 2019	2500 t de DWT , 4.80 m de calado con 2 grúas de 35 t y navegación mar fuerza 4						
		TOTAL	2	30.0								

	•													
1. Project Code	M01	.8	2. Projec	ct Title	Procure of Casas		go ve	essels for tou	ırism dev	elopm	ent in the north	coast (port		
		1												
3. Implementation	Agency	MITE	RANS, GEN	1AR			4	4. Implement	ation pe	riod				
5. Project cost (but	dget)	1,00	0 million C	UP (40	million USI)		Start	202	23	End	2024		
6. Source of finance	e	⊠ St	tate budge	t			al fir	nancing agen	cies	☐ Fo	oreign Investors			
	☐ Trans	port P	lanning	⊠ Lo	gistics/Carg	go					Immediate			
	☐ Road,	/Bridge	е	☐ Bus	passenge	rtransport					(2022 – 2023)			
7 Castan	☐ Railw	ay		☐ Env	vironment			8. Project	t	\boxtimes	Short-term			
7. Sector	☐ Aviati	ion		□Ins	titution/Re	gulation		Priority			(2024 – 2026)			
	⊠ Port/	'Mariti	me	□ Re	evant busi	ness and ot	ners				Medium-term			
											(2027 – 2030)			
	Key Areas			9.	Objective	(code)		10. Strategy	(code)		11. Goal (cod	e)		
1. Planning and co	ordination	1												
2. Transport infras	tructure d	evelop	ment	2.	4			2.4.2			2.4.2.1			
3. Environment, sa	fety, and	securit	ty											
4. Transport servic	e and indu	ustry d	evelopme	nt										
5. Transport pricing	g and resc	ource a	llocation											
6. Institutional and	l regulator	y deve	elopment											
12. Purpose of the	project					13. E	крес	cted Benefits,	/Outcom	es				
It is necessary	to increa	se carg	go transpo	rt capac	ity to supp	ort • Qu	ality	y and quantit	y of carg	o hand	lling capacity and	d services are		
tourism devel	opment ir	the n	orthern co	astal ar	eas.	im	prov	ved						
An economic	and techn	ical fea	asibility stu	ıdy was	made and	• Cc	Contribute to economic development through increased							
presented to	the Minist	ry of t	he Econon	ny and F	lanning	со	coastal shipping activities							
(MEP)						• In	 Increased employment opportunities 							
It was propose	· · · · · ·													
freighter (Con		-				2								
suggested yea	rs for pro	curem	ent were 2	2018-20	20).									
 However, the 	procurem	ent w	as not mad	de due t	o the lack	of								
funds.														
This previous	•		•	•	onsidering	the								
capacity of the	e vessel ai	nd fina	incing avai	lability.										
14. Project Descrip								l-environmen						
The general sp	oecificatio	n of th	ne propose	d ships	are as					-	are expected, su	ich as an		
follows:	040\ 4000			/5	المناعيا			ase in employ	-	-				
-			segregatio	-				ral Environme		-		التعادية والمارية		
**			d 60 m of r		•					ienaly	technologies sho	ouia de used		
		-	m 50 to 60					ne repair worl			± /514\ AL-1	:		
			60m of ma		-		nvir	orimental Imp	pact Asse	essmen	it (EIA) – Not red	Juirea		
		-		-	nned in 20	119								
•		cona	itions as pl	anned I	11 2019									
16. Relevant project														
 Multipurpose 	Terminal	built b	y the Chin	ese cor	ooration									
CCCC.														



(if any)											
ASEGURAMIE	ASEGURAMIENTO DESARROLLO TURÍSTICO CAYERÍA NORTE (CASASA)										
Buque tanquero	1	10.0	2019	1000 t, 2 segregaciones (fuel-oil y turbo), calado 2.80 m y eslora máxima 60 m.							
Buque portacontene-dores.	1	7.5	2019	De 50-60 contenedores, grúa de 35 t, calado 2.80 m y eslora máxima 60 m.							
Buque portacontene-dores.	1	7.5	2020	De 50-60 contenedores, grúa de 35 t, calado 2.80 m y eslora máxima 60 m.							
Buque tanquero	1	10.0	2020	1000 t, 2 segregaciones (fuel-oil y turbo), calado 2.80 m y eslora máxima 60 m.							
TOTAL	4	35.0									

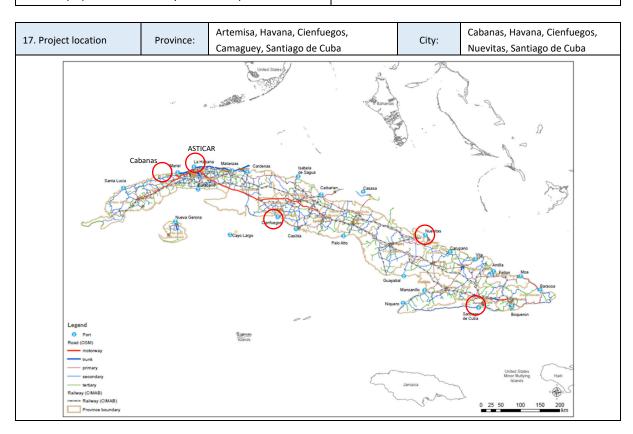
1. Project Code	M01	19 2. Proje	ct Title	Develop	ment of	GEMAR	Shipyards					
3. Implementation	Λαρηςν	MITRANS, GEM	1AR				l. Implement	ation neri	iod			
				-:II: LICD)					1	F. d	2020	
5. Project cost (bu		625 million CU		illion USD)	Ι		Start	202		End	2030	
6. Source of finance	ce		et		⊠ Ext	ernal fir	ancing agend	cies	□ Fo	reign Investors		
	Гпт	anant Diamaina								larar adiata		
		sport Planning I/Bridge		ogistics/Carg	_	a.r.t	Immediate					
	Railw			us passenge nvironment	rtranspo	JΓL	8. Project		П	(2022 – 2023) Short-term		
7. Sector	☐ Aviat	•		stitution/Re	egulation	n	Priority			(2024 – 2026)		
		/Maritime		elevant busi	•		•		\boxtimes	Medium-term		
										(2027 – 2030)		
										, ,		
	Key Areas 9. Objective (code						10. Strategy	(code)		11. Goal (cod	e)	
1. Planning and co	ordinatio	n										
2. Transport infras	tructure o	development	7	2.5			2.5.1			2.5.1.1		
3. Environment, sa	afety, and	security										
4. Transport servi	e and ind	ustry developme	nt									
5. Transport pricir	g and res	ource allocation										
6. Institutional and	d regulato	ry development										
12. Purpose of the	project					13. Expected Benefits/Outcomes						
 ships: Caribbean Drydock S.A.(CDC), Astillero del Caribe (ASTICAR), and Damex Shipbuilding & Engineering AVV, S.A.(DAMEX). GEMAR has 3 other shipyards for smaller ships: Astillero de Oriente (Astor), Empresa de Astillero (ENA) y Astillero Roberto Nodarse. There are 6 dry docks and a floating dock in ASTICAR. None of these shipyards, except DAMEX, have received funds for the repair of the infrastructure nor the modernization of the cranes and the workshop machinery and equipment. The existing dry docks are outdated, and the number of dry docks is insufficient. Consequently, the number of qualified workers is also insufficient. Due to the shortage of spare parts supply, it is difficult to provide the repair service. Currently, the existing shipyards can meet 					ds for educks rs is covide t		ilable ships eased emplo	yment op	portur	nities		
been increasi such growing	ng, but the demand. it is indisp	mand. The demai e current facilities pensable to rehab v ones.	canno	t accommod								
14. Project Descrip	otion					15. So	cial-environm	ental cor	nsidera	tion		
According to	he previo	us study, building	2 float	ing docks, 4		10) So	cial impacts –	positive	impact	ts are expected,	, such as an	
		dry dock can me			cruise		rease in emp	-				
	=	cifications are as			60					ddressed in EIA	chould b-	
_		STICAR, the targe	-	_						ly technologies	silonia be	
	="	apacity up to 1500					ed for buildin vironmental I			repair work. ent (EIA) – Requ	uired	
_		ASTICAR, the targe ship capacity up to	-	_		+ , =11	vii Ommenidi I	πιματι Αδ	3535111	ent (LIA) – Reqt	an Cu	
	cranes of 5		J 7J00	., max. urall	±±111,							
		Cabanas/1 Nuevita	as/1 Ci	enfuegos/ 1								
		arget year 2021-2		_	'50t of							
_												
20m.	max. lifting capacity, length 50m, beam 26m, Inner width 20m.											

- Dry dock 1 CDC, the target year 2020-2022, for ships up to 300 m long
- Travel lift 2 of 60t (2020)
- Rubber-tire crane of 100t (for four places) (2019-2023)
- Forklift of 5t 1 ASTICAR/ 1 CDC (2019-2023)

The previous study needs to be reviewed and updated.

16. Relevant project(s)

• Multipurpose Terminal built by a Chinese corporation CCCC.



18. Notes (if any)

There are inefficient, outdated and low number of dry docks. Exodus of qualified workforce of the shipyards that cannot be replaced with workers from other fields. Lack of spare parts and other materials for the ships.



DEMAND OF SHIP REPAIR OF GEMAR ENTERPRISES.

SHIPS	2018	2019	2020	2021	2022	2023-2030
Tugboats	10	9	8	7	6	56
RoRo ships	2	1	3	2	2	15
Barges	6	7	5	4	6	35
Pilot boats	4	3	3	5	3	35
Ship chandler	7	6	9	4	8	51
Bay clean boats	1	1	1	2	1	10
Catamarans and Ferry boats	2	2	2	1	1	8
Floating cranes and other auxiliary						
means	3	4	3	5	3	20
Total	35	33	34	30	30	230

CONCEPT	QUANTITY	TARGET	ESTIMATE	CHARACTERISTICS
		YEAR	MILLIONS	
Floating	1 ASTICAR	2020	20.0	Length 60m, Beam
Dock				26m, Ships capacity
1500 t				up to 1500 t, 2
				Gantry Cranes of 5t
Floating	1ASTICAR	2022	30.0	Length 112-120 m,
Dock				Beam 32m, Ships
4500 t				capacity up to 4500 t,
				max. draft 11 m, 2
				Gantry Cranes of 5 t
Modular	1 Cabañas	2021	120.0	From 1000-1750 t of
Docks	1Nuevitas	2030		max. Lifting
	10: 0			capacity, length 50
	1Cienfuegos			m, beam 26 m,
	1Santiago			Inner width 20 m
	de Cuba			
Dry Dock	1 CDC	2020	50.0	For ships up to 300
		2022		m long
Travel Lift	2	2020	2.0	60 t

INVESTMENTS	SHORT AND MID TERM	LONG TERM	TOTAL						
	MILLIONS CUP								
Docks and essential equipment	170,0	59,0	229,0						
Procurement of equipment for the shipyards	3,5	1,5	5,0						
Repair and modernization of shipyards facilities	9,9	12,2	22,0						
TOTAL	183,4	72,7	256,0						

COST OF THE INVESTMENT ACCORDING WITH THE DECREE 327/2014

INDICATORS	TOTAL CURRENCY	THOUSANDS CUP	THOUSANDS CUC	THOUSANDS USD	
	PLANNING				
CONSTRUCTION AND ASSEMBLY	15433,5	9260,1	6173,4	1852,0	
EQUIPMENT	233684,6	11684,2	222000,4	213120,3	
OTHERS	6929,8	5543,8	5266,6		
WORK CAPITAL					
TOTAL	256047,9	22330,3	233717,6	220239,0	
EV	ALUACIÓN ECONÓMIC	A FINANCIERA			
FIXED CAPITAL					
FIXED INVESTMENT	249118,1	20944,3	228173,8	214972,4	
PREVIOUS EXPENSES	6929,8	1386,0	5543,8	5266,6	
WORK CAPITAL	0,0				
TOTAL	256047,9	22330,3	233717,6	220239,0	

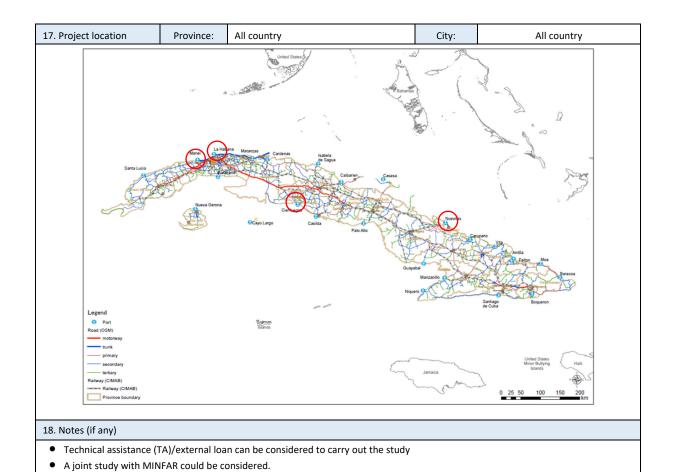
					_								
1. Project Code	M02	0	2. Projec	t Title	Strategi	c Env	rironmenta	al Asses	ssment	(SEA) for	Port a	nd Maritime Pr	ojects
3. Implementation	Agency	MITRA	ANS, GEN	ЛAR (C	imab)			4. Imp	lement	ation pe	riod		
5. Project cost (but	dget)	25 mil	llion CUP	(1.0 m	nillion USD)			Sta	art	202	24	End	2026
6. Source of finance	е	⊠ Sta	te budge	t		\boxtimes	External fi	inancin	ıg ageni	cies	□ Fo	reign Investors	
						ı							
7. Sector	☐ Trans ☐ Road/ ☐ Railw ☐ Aviati ☐ Port/	Bridge ay on		□ Bu ⊠ Er □ In	gistics/Carg is passenge nvironment stitution/Re elevant busi	8. Project Priority			ı		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)		
												1	
	Key Areas			9	. Objective	(code	2)	10. S	trategy	(code)		11. Goal (cod	le)
1. Planning and co			t	-									
Transport infras S. Environment, sa		•		3	.1			3.1.1	1			3.1.1.1~3.1.1	3
4. Transport service								3.1.1	_			3.1.1.1	
5. Transport pricing		•	•										
6. Institutional and	l regulator	y develo	opment										
				·									
12. Purpose of the	project						13. Expe	cted B	enefits,	/Outcom	es		
Strategic Enviro	nmental A	ssessme	ent has n	ot yet	been well		• To su	pport t	he plan	ning and	l decisio	on-making proc	ess from
established in th			-					-	of view.				
It is necessary to			=								_	exercises	
transport sector planning and de			capacity	or doll	ng SEA in th	ie	The social and natural environment is protected/improved.						
The associated of			olan and	organi	zational								
development pl		-		- 0-									
14. Project Descrip	tion						15. Social-environmental consideration						
Review SEA in th	ne port/ma	aritime t	transpor	secto	r in other		1) Social impacts–various aspects can be addressed through SEA						
countries							2) Natural Environment–effective use of satellite images, GIS,						
Study SEA-relate	ed issues/a	agendas	in Cuba				and other statistical information						
Draft Strategic E			essment	proced	dure in the		3) Pollution–possible environmental deterioration will be						
port/maritime tPrepare a capac			alan for d	oing C	ΞΛ.		avoided at a planning stage 4) Environmental Impact Assessment (EIA)—EIA follows SEA						
Overseas training	•	pinent p	Jiaii ioi u	onig 3	LA.		4) [11011	TOTITIE	ııtaı iiii	Jact Asse	:55111611	t (EIA)-EIA IOIIC	WS SEA
o verseus trumm	.6												
16. Relevant proje	ct(s)						1						
•													
17. Project location	n	Provin	nce:	Nation	wide				C	ity:			
18. Notes (if any)													
Technical assi	stance (TA)/exterr	nal loan d	an be	considered	to ca	rry out the	study	,				
A joint study v	with CITM	A is expe	ected.										

1. Project Code	M02	1	2. Projec	t Title	Reductio	on of	Fuel Consu	umptio	n for F	Port and M	laritim	ne Sector	
	52	• [.,									
3. Implementation	Agency	MITR	ANS, GEN	IAR				4. Impl	emen	tation per	iod		
5. Project cost (bud	dget)	25 mi	llion CUP	(1.0 m	illion USD)			Sta	rt	202	4	End	2026
6. Source of financ	e	⊠ Sta	ate budge	t			External fii	nancing	g agen	cies	□ Fo	reign Investors	
7. Sector	☐ Trans ☐ Road ☐ Railw ☐ Aviat ☑ Port/	/Bridge ay ion		□ Bu ⊠ Er □ In	gistics/Cargo is passenger nvironment stitution/Re elevant busin	tran	tion	Pri	Projec	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
					/					, , ,			
	Key Areas			9	. Objective (code)	10. St	rategy	y (code)		11. Goal (cod	e)
Planning and coo Transport infrast			ment										
3. Environment, sa				3	.3			3.3.1				3.3.1.1	
4. Transport service					.5			3.3.1				3.3.1.1	
5. Transport pricing		-											
6. Institutional and	regulato	y deve	lopment										
12. Purpose of the				13. Expected Benefits/Outcomes									
• This is to study h	now fuel e	fficiend	cy (t-km/f	uel) ca	n be improve	ed.			•	be achiev			
												ons will be redu	ced
14. Project Descrip										ntal consid	leratio	on	
Issues to be add Optimizatio Suitable car Modal shift Containerize Advanced te Expected outcor As a part of maritime car	 Existing conditions of the maritime transport fuel consumption Issues to be addressed Optimization of shipping schedule (size, frequency, etc.) Suitable cargo for the maritime transportation Modal shift from the road transport Containerization and other forms of transport Advanced technologies Expected outcomes from the study As a part of the Logistics sector development plan, future maritime cargo transport development strategies and associated plan proposals are prepared. 									•		HG emissions w	ill be
16. Project location	1	Prov	vince:	All co	untry					City:		All cour	ntrv
NA	•	110	mice.	All CO	uniti y					City.		All COUL	т. у
Notes (if any) Technical assis	stance /T/	\\/ov#s	rnal laar :	an ha	concidence!	to ss	rn, out the	ctud.					
A joint study v	•	,-				to cdi	i y out tile	study					

1. Project Code	M02	2. Projec	ct Tit	tle	Study or	n Moda	l Shift fr	rom	n Road Transport to N	∕laritin	ne Transport			
3. Implementation	Agency	MITRANS, GEN	//AR					4.	Implementation peri	od				
		50 million CUP		mill	ion LISD)				Start 2024	1	End	2026		
5. Project cost (bud		_) [[[[[]	1011 (131)						-	2026		
6. Source of financ	e		et			⊠ Ex	ternal f	ina	ncing agencies	∐ Foi	reign Investors			
	⊠ Trans	sport Planning		Logi	stics/Care					П	Immediate			
	□ Road	-		_	stics/Carg passenge		ort				(2022 – 2023)			
	☐ Railw	_			ronment	transp	OIL		8. Project	\boxtimes	Short-term			
7. Sector	☐ Aviati	-			itution/Re	gulatio	n		Priority		(2024 – 2026)			
	⊠ Port/	'Maritime			vant busi			`S	,		Medium-term			
											(2027 – 2030)			
	•							_						
	Key Areas			9. C	bjective (code)								
1. Planning and co	ordination	1												
2. Transport infrast	tructure d	evelopment												
3. Environment, sa	fety, and	security	ty 3.4						3.4.1		3.4.1.1			
4. Transport service	e and indu	ustry developme												
5. Transport pricing	g and resc	ource allocation												
6. Institutional and	l regulator	y development												
12. Purpose of the	project						13. Expected Benefits/Outcomes							
_	However,	the amount of go me transport sec	enera	al cai	rgo		far	e	ovide multimodal tran	•		·		
The maritime tra	ansport se	ector is generally	adva	anta	geous for									
_		argo transportat												
	=	ort sector to the			e transpo	rt								
•	-	ng such an advar	_											
This study aims		in a set of details to encourage a n			_	•								
		he maritime tran				-								
14. Project Descrip							15. Sc	ocia	l-environmental cons	siderat	tion			
Customer (mark							1) Sc	ocia	Il impacts – NA					
•		(cargo owners) s	urve	y wil	l be carrie	ed out			ral Environment – NA	4				
to find cargo	for the ma	aritime transpor	t sec	tor.			3) Po	ollu	tion – NA.					
Types of carg	o, forms o	of transport (sucl	n as o	conta	ainers),		4) Environmental Impact Assessment (EIA) – EIA will be							
willingness to	pay for t	he transport serv	vices	, etc	will be st	udied	ne	eed	ed for a selected pilo	t proje	ect.			
to attract cus	tomers to	the maritime tr	ansp	ort s	ector.									
Use of Balance of	_	*												
· ·	_	demand for the		itime	transpor	t								
sector, BC daService develope		e used effectively	<i>'</i> .											
•		transport service	sport service providers is needed to											
9		•	services. The generalized cost											
•		ultimodal transp		•										
•		ould be lower th												
transportatio	n service.	In this regard, a	mari	itime	transpor	t-								
based multim	nodal tran	sport service sho	ould be developed.											
HG emission.														
Pilot project			the theory to a fe											
· · ·		carried out by id												
		oposed multimo	oai t	ırans	port serv	ce.								
16. Relevant projec	, ,													
 Balance de Ca 	ıgas						ı							

17. Project location	Province:	Whole country	City:	NA					
Whole country									
18. Notes (if any)									
Technical assistance (Table 1)	Technical assistance (TA)/external loan can be considered to carry out the study								

1. Project Code	M02	23	2. Projec	t Title	Study or	n Upgrading F	lan	for Ship Nav	igation S	System	in Cuban Ports	
3. Implementation	Agency	GEM	AR, MITRA	NS			4	. Implementa	ation pe	riod		
5. Project cost (but	dget)	37.5	million CU	P (1.5	million USD)		Start	202	24	End	2026
6. Source of financ	e	⊠ Sta	ate budge	t			l fina	ancing agenc	ies	□ Fo	reign Investors	
						•						
	☐ Trans	port Pl	anning	□Lo	gistics/Carg	0					Immediate	
	☐ Road	/Bridge	9	□Вι	ıs passengei	transport				(2022 – 2023)		
7. Sector	☐ Railw	ay		□ En	vironment			8. Project		\boxtimes	Short-term	
7. 3000	☐ Aviat	ion		□In	stitution/Re	gulation		Priority			(2024 – 2026)	
	⊠ Port/	'Maritir	ne	□R€	elevant busi	ness and oth	ers				Medium-term	
										(2027 – 2030)		
	Key Areas	5		9	. Objective	(code)	_	10. Strategy	(code)		11. Goal (cod	le)
1. Planning and co							_					
2. Transport infras												
3. Environment, sa	•		•	_	.7		_	3.7.1, 3.7.2			3.7.1.1, 3.7.2	1
4. Transport servic			•	nt			_				1	
5. Transport pricing				_			_					
6. Institutional and	regulato	ry deve	lopment									
									_			
12. Purpose of the					_			ted Benefits/				
This project air		•	•					Ū		chieve	d; hence the ri	sk of an
navigation safe	•		•		• .	, acc	ide	nt will reduc	e.			
namely, Mariel		i, Cien	tuegos, a	na Nu	evitas							
14. Project Descrip								-environment		deratio	on	
Survey and an		the ex	isting con	dition	s related to			I impacts –l				
safe navigation		(5			\	,		al Environm	ent – N	A		
Safety improve	•	`			,	,		tion – NA				Λ.
	Channel dredging, including maintenance, widen Navigation aids (buoys, leading light, charts)							onmental im	pact As	sessn	nent (EIA) – N	4
_	- The pilot boat, Tugs											
Safety improve	•	•	tage)									
- Training		ш (рііс	luge)									
- Plan of p												
Vessel Traffic	·	VTS) d	developm	ent pla	an							
	,	,	•	•								
16. Relevant proje	16. Relevant project(s)											
	. Helevant project(s)											



1. Project Code	M02	.4	2. Proje	ect Titl	le l	Study or Passenge		ropriate P	rice	of Port	Service	and Doi	mes	stic Transporta	tion (incl.
		1													
3. Implementation	Agency	MITR	ANS, GEI	MAR (Cimal	b)			4. I	mpleme	ntation p	eriod			
5. Project cost (but	dget)	25 m	illion CUI	P (1.0 r	millio	n USD)				Start	2	024		End	2026
6. Source of finance	e	⊠ St	ate budg	et			⊠E	xternal fi	nan	ncing age	ncies		For	eign Investors	
		•										•			
	⊠ Trans	sport P	lanning	\boxtimes 1	Logis	tics/Carg	;o] [Immediate	
	☐ Road	/Bridge	9		Bus p	assenger	trans	sport					((2022 – 2023)	
7. Sector	☐ Railw	ay		□ E	Envir	onment				8. Proje	ct	D	3	Short-term	
7. 30000	☐ Aviat	ion			Instit	ution/Re	gulati	ion		Priority			((2024 – 2026)	
	⊠ Port/	'Mariti	me		Relev	vant busi	ness a	and others	S] [Medium-term	
													((2027 – 2030)	
	Key Areas	5			9. 0	bjective	(code)	1	0. Strate	gy (code	<u>:</u>)		11. Goal (cod	e)
1. Planning and co															
2. Transport infras															
3. Environment, sa			•												
4. Transport servic									-						
5. Transport pricing					5.1,	5.2			5	.1.1, 5.2.	.1			5.1.1.1~2, 5.2	2.1.1~2
6. Institutional and	l regulator	ry deve	lopment												
12. Purpose of the	urpose of the project						13. Expected Benefits/Outcomes								
The primary purpo	ses of this	study	are:					• Financ	ciall	y sustair	nable po	rt oper	atio	n and mainten	ance will be
To establish an a		-		cture f	or			achiev		-	•	•			
- Port tariff (ort servic	e fees))					• Cubar	ı pe	ople can	use ma	ritime t	ran	sport services	at a
- Domestic m	aritime tr	anspor	tation fe	es				reaso	nab	le fare.					
- Domestic pa	assenger t	ranspo	rtation f	ees				• To ach	hiev	e appro	priate bu	ıdget a	lloc	ation for main	enance and
 To clarify wheth 								repair	wo	ork.					
maintenance an	d repairin	g of ve	ssels and	dother	r port	t facilities	S								
14. Project Descrip	tion							15. Socia	al-er	nvironme	ental co	nsidera	tior	1	
Survey								1) Socia	al in	npacts –	NA				
- Existing fee			-	-				2) Natu			nent – N	Α			
- Costs for se	•						nce	3) Pollu							
- Net profit fr	om the p	ort ope	eration ar	nd oth	er rei	lated		4) Envir	ronr	mental Ir	npact As	ssessme	ent	(EIA) – NA.	
activities - Customer s		ootod.		موالانيي	~~~~	. + a . a f									
such service	, , ,	pecteu	services,	WIIIII	gness	s to pay i	OI								
- Benchmark	, ,	.,													
New fee (tariff)	-	у													
- Establish ne	-	riate fe	e/tariff	svstem	าร										
Application and			,	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,											
Application o			ned fee s	ystem											
Monitor inco	•														
16. Relevant project	ct(s)														
•															
							1								
16. Project location	n	Provi	nce:	Whole	cour	ntry				(City:			NA	
											•				

16. Project location	Province:	Whole country City: NA								
Whole country										
17. Notes (if any)										
Technical assistance (Technical assistance (TA)/external loan can be considered to carry out the study (under CIMAB)									

1. Project Code	M02	2. Project Title Strategic Pla Concession A							_	Direct In	ivestm	ent of	Port a	nd Maritime S	Sector (Use of	
-																
3. Implementation	Agency	MITE	RANS, GEN	ЛAR					4. lı	mpleme	entatio	on per	iod			
5. Project cost (but	dget)	25 m	nillion CUP	(1.0	milli	ion USD)				Start		202	4	End	2026	
6. Source of finance	е	⊠ St	tate budge	et			⊠ Ex	xternal 1	finan	ncing ag	encies	5	☐ For	reign Investors	S	
		ı					1									
	⊠ Trans	sport P	lanning	\boxtimes	Logi	stics/Carg	go							Immediate		
	☐ Road	/Bridge	e		Bus	passenger	r trans	port						(2022 – 2023)		
7. Sector	☐ Railw	ay			Envi	ronment			8. Project				Short-term			
7. 30000	☐ Aviat	ion			Insti	itution/Re	egulatio	on		Priorit	У			(2024 – 2026)		
	⊠ Port/	'Mariti	me	☐ Relevant busines			iness ar	nd othe	rs					Medium-term	1	
														(2027 – 2030)	<u> </u>	
									1							
	Key Areas				9. (Objective ((code)		10	0. Strate	egy (co	ode)		11. Goal (co	de)	
1. Planning and co									-							
2. Transport infras									1							
 Environment, sa Transport servic 	•		•	nt												
5. Transport pricing				:111	5.4				5	1151	1 2			5.4.1.1, 5.4.	2 1	
6. Institutional and					5.4				5.4.1, 5.4.2 6.2.1					6.2.1.1, 6.2.		
o. mstrutional and	regulator	yucve	горинси	nt 6.2					0.	6.2.1				0.2.1.1, 0.2.	1.2	
12. Purpose of the	nroiect							13 Exp	ected	d Renef	its/Ou	itcome	25			
-	-	nis stur	dy is to fin	to find a way to invite				13. Expected Benefits/OutcomesRisks and the state budget will be reduced through						educed throug	h foreign	
foreign direct in	-		•	is to find a way to				investment							511 101 016	
transport sector								• The ι	use o	of exper	ienced	d forei	gn ope	rators will imp	rove port	
- Use of o	concession	agree	ement sho	uld b	pe studied, and service					-				•		
- Necessa	ary change	es in la	ws/rules/	regul	latio	ns should	be	• State	reve	enue wi	ill incr	ease b	y obtai	ining concession	on fees.	
studied																
14. Project Descrip	tion							15. Soci	ial-er	nvironm	nental	consid	deratio	n		
The study compon	ents may	include	e, but are	not l	imite	ed to:		1) Soc	ial im	npacts -	- A stu	dy is r	eeded	for future dev	velopment	
 Existing condition 	ons							proj	ject							
- Mariel port	(PSA)							2) Nat	ural	Environ	ment	– A stı	udy is r	needed for fut	ure	
- Habana, Sar	-									ment pi	-					
Suitable port ma	-							•			•			uture develop		
• Introduction of		n Agre	ement					-			-			: (EIA) – A stuc	ly is needed	
Law / Rule / Reg		f	ar faraian	inva	ctor			tor	rutur	re devel	iopme	nt pro	ject			
Way to increaseFuture developr			_			•										
- Tutule developi	nent/gove		iit iiivestii	ient	piaii											
16. Relevant proje	ct(s)															
• Nelevant project	(-)															
47 Duningt Ingetion		Date		e: All country							C:L			All	 .	
17. Project location		Prov	rince:	AII CC	Junti	У					City			All coun	u y	
18. Notes (if any)																
	•	A)/exte	ernal loan	nal loan can be considered to o			to carr	y out th	e stu	udy						
Port Management N Type	vioueis	Basic	infrastruc	ucture Superstruct		tructur	e,		Cargo	opera	tion, la	abor _				
					equipment				- 3							
Public service p	ort		Public				Public				Pub					
Tool port Landlord port			Public Public				Public Private				Priva Priva					
Private service p	oort		Private		Priva Priva						Priva					

Concession Arrangements

In concession agreements, public bodies will retain the ultimate ownership of assets (especially land), but will transfer a major part of the financial and operational risks to the private sector. Governments will act mainly as regulators and land developers, while private firms will assume the responsibility for port operations.

..... A port concession is a contract in which a government transfers operating rights to private enterprise, which then engages in an activity contingent on government approval and subject to the terms of the contract. The contract may include the rehabilitation or construction of infrastructure by the concessionaire........ Concessions, by permitting governments to retain ultimate ownership of the port land and responsibility for licensing port operations and construction activities, further permit governments to safeguard public interests. At the same time, they relieve governments of substantial operational risks and financial burdens.

There are two main forms of concession used in ports today: lease contracts, where an operator enters into a long-term lease on the port land and usually is responsible for superstructure and equipment, and concession contracts, where the operator covers investment costs and assumes all commercial risks. Such contracts are often combined with specific financing schemes such as BOTs.

Lease contracts and concession contracts share the same principal characteristics:

The government or public port authority conveys specific rights to a private company.

They have a defined term (10~50 years).

They are geographically delimited.

They directly or implicitly allocate financial and operational risks.

1. Project Code	M026	2. Project Tit	le	Strategic Pla	n for	Developm	ent of	Non-st	ate Enter	prises	of Port and Ma	ritime Sector
			-	1		2.2.0pii				,, 505		200001
3. Implementation	Agency	GEMAR, MITRA	NS				4. Imple	ementa	ation per	iod		
5. Project cost (bud	dget)	25 million CUP	(1.0	million USD)			Star	t	202	4	End	2026
6. Source of finance	<u> </u>			,		External fi		-	1		reign Investors	
o. Source of fillanc	C	⊠ State budge				-xternar m	iancing	agenc	ies		eigii iiivestois	
	⊠ Trans	sport Planning		Logistics/Carg	0					П	Immediate	
	□ Road	-		Bus passenger		snort					(2022 – 2023)	
	☐ Railw	-		Environment	trans	эрогс	8 6	roject			Short-term	
7. Sector	☐ Aviat	•		Institution/Re	gulati	ion		ority			(2024 – 2026)	
		'Maritime		Relevant busir	_			,			Medium-term	
	,										(2027 – 2030)	
											(
	Key Areas			9. Objective (code)		10. Sti	rategy	(code)		11. Goal (cod	e)
1. Planning and coo	ordination	1										
2. Transport infrast	tructure d	evelopment										
3. Environment, sa	fety, and	security										
4. Transport servic	e and indu	ustry developmei	nt									
5. Transport pricing	g and reso	ource allocation										
6. Institutional and	l regulato	y development		6.3			6.3.1				6.3.1.1, 6.3.1.	2
12. Purpose of the	project					13. Expe	cted Be	nefits/	'Outcome	es		
The purpose of this	s study is	to find a way to e	enco	urage non-stat	te	• Port o	peratio	n effici	iency is ir	nprove	ed	
enterprises to join	-		-	ort sector (cargo	0,	• Port u	sers are	incre	ased			
passenger, and poi	rt-related	various services)				• The st	ate bud	lget is	reduced 1	to oper	ate the ports ir	Cuba
14. Project Descrip	tion					15. Socia	l-enviro	nmen	tal consid	deratio	n	
Case studies							-	ts – A	study is n	eeded	for future deve	lopment
		in other countrie			out	proje						
		ation and mainte		_						udy is n	eeded for futu	e
	-	vices, and other					opmen			d for f.	uture developm	ant project
studies.	. Lessons :	should be derived	u iro	om the case		•		•			: (EIA) – A study	
Existing condition	ns in Cuh	a						-	ment pro		. (LIA) — A Study	is fieeded
		state enterprise	nart	icination		101 10	iture ue	velopi	ment pro	jeet		
	_	pation of non-sta	-	-								
		te enterprises to		•								
related busi	iness											
For future effect	tive partic	ipation of non-st	ate	enterprises								
- Benefit and	risks anal	ysis										
- Restrictions												
- Suitable for	m of parti	cipation										
• Laws / Rules / R	egulations	5										
16. Relevant projec	ct(s)											
•												
	1											
17. Project location	า	Province:	All c	country					City:		All count	ry
18. Notes (if any)												

• Technical assistance (TA)/external loan can be considered to carry out the study

1. Project Code	M02	.7	2. Proje	ct Titl	le	Study on	EDI ar	nd Installa	ation c	of System	in Cub	an Port	S	
3. Implementation	Agency	MITE	RANS, GEN	MAR				4	l. Impl	ementati	on per	iod		
5. Project cost (but	dget)	50 m	illion CUF	P (2 m	illio	n USD)			Sta	rt	202	4	End	2026
6. Source of finance	<u> </u>		ate budg			,	M Ev	ternal fir	ancin	g agoncio		□ For	eign Investors	
o. Source of finance			ate buug	CL				iterriar iii	iancin	g agencie	3	□ 10i	eigii iiivestois	
	⊠ Trans	nort D	lanning		Logi	istics/Carg	.0					П	Immediate	
	□ Road	-	_		_	_		ort					(2022 – 2023)	
	☐ Roau,	_	:			passenger ronment	transp	oort	0	Project			Short-term	
7. Sector	☐ Railw	•				itution/Re	aulatio	'n		ority			(2024 – 2026)	
	⊠ Port/		me			evant busii			' ' '	Officy			Medium-term	
	2 1 OI ()	iviaiieii	iiic		ricio	zvarit basii	iicss ai	ia others					(2027 – 2030)	
	<u> </u>												(2027 2030)	
	Key Areas	· · · · · ·			9.	Objective	(code)		10. S	trategy (code)		11. Goal (cod	e)
1. Planning and co	<u> </u>					02,000.70	(0000)		20.0		oue,		11. 000. (000	<u>~</u> 1
Transport infras			ment											
3. Environment, sa														
4. Transport service				nt	4.3	3			4.3.1				4.3.1.1, 4.3.1	.2
5. Transport pricin			•							•				-
6. Institutional and	_													
	-8	7		l.				l					l	
12. Purpose of the	project							13. Exp	ected	Benefits/	'Outcoi	mes		
It is necessary to in	ncrease ca	rgo ha	ndling eff	icienc	y ar	nd reduce		• To sp	eed u	p the por	t and r	elated	transportation	procedures,
associated costs by	y introduc	ing EDI	in major	ports	in (Cuba. This	is	achie	eving e	effective _l	perforr	nance v	vith limited fac	ilities and
also important to i	ncrease th	ne com	petitiven	ess of	the	ports in C	uba.	hum	an res	ources.				
In this regard, this														
- Introduction	•			•										
- To improve pi maritime tran														
reduced acco	-	ı, ıııaıı	time trans	3port	cos	ts can be								
14. Project Descrip								15. Soc	ial-en\	/ironmen	tal con	siderat	ion	
Case studies								1) Soc	ial imp	pacts – N	A			
A series of cas	se studies	in othe	er countri	es sha	all b	e carried c	out	,	•	nvironme		4		
regarding the	port oper	ation a	ınd maint	enand	ce, c	argo and		3) Poll	ution	– NA.				
passenger tra	•							4) Env	ironm	ental Imp	act As	sessme	nt (EIA) – NA.	
opportunities		should	be derive	ed froi	m th	ne case stu	ıdies.							
Study existing syShips man		lontry	and cailin	ag cch	مطرر	lo)								
- Port servi	_			ig scii	leuu	ie)								
- Customs		icction												
- Quarantii	ne proced	ures												
- Immigrat	ion contro	ol												
- Cargo for	warders' a	applica	tion conti	rol										
- Connection		•	-	dome	estic	transport	ation							
- Linkage to			atabase											
Application andIntroduct			ration of	availa	hlo	EDI cycton	20							
	oms contro			avalla	DIE	LDI SYSTEII	13							
- Establish		•		ition s	syste	em, custor	ns							
system, a	nd statisti	cs data	base syst	tem										
- Develop a	and applic	ation s	ystems											
16. Relevant proje	ct(s)													
•														
17 Droigat laggin	_	Drag	inco	\A/b a!	0.00	untn:				C:±	, [NIA	
17. Project location Whole country	ı	Prov	ince:	VVIIOI	e 00	untry				City	•		NA	
18. Notes (if any)														
_5 (4)														

• Technical assistance (TA) can be considered to carry out the study

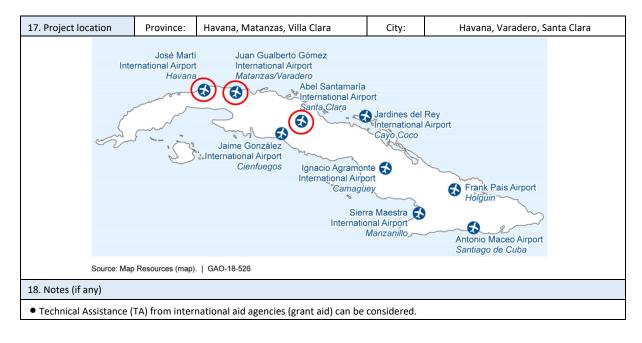
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Appendix A5: Airport & Civil Aviation Sector

1. Project Code	A00	1	2. Projec	t Title	itle Major Three Airports Facility and Equipment Master Plan Project									
3. Implementation	Implementation Agency MITRANS, CACSA				4. Implementation p									
5. Project cost (bu	oject cost (budget) 50 million CUP (2			(2.0 milli	on USD)		Start			2	End	2023		
6. Source of finance	e	⊠ State budget			□ External financing agencies □						Private investors			
	☐ Transport Planning ☐ L				stics/Carg	0					Immediate			
	☐ Road	/Bridge		☐ Bus passenger transport							(2022 – 2023)			
7. Sector	☐ Railw	ay		☐ Envi	ronment		8. Project			\boxtimes	Short-term			
7. Sector		ion		☐ Insti	tution/Re	gulation	Priority				(2024 – 2026)			
	☐ Marit	ime		☐ Rele	vant busii	ness and othe	rs				Medium-term			
											(2027 – 2030)			
	Key Areas			9. 0	biective ((code)	1	10. Strategy	(code)		11. Goal (cod	e)		

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development	2.2	2.2.1, 2.2.2	2.2.1~3, 2.2.2.1~3
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
• Development of airport facility and equipment master plan	 Airport Facility and Equipment Master Plan for major airports Mid-Long term demand forecast for major airports Information for securing budget
14. Project Description	15. Socio-economic consideration
 Some facilities and equipment are obsolete and deteriorated Some airport facilities & equipment are inadequate to meet the demand There is no facility and equipment master plan for major airports 	1) Social impacts – no significant impacts are expected 2) Natural Environment – no significant impacts are expected 3) Pollution – no significant impacts are expected 4) Environmental Impact Assessment (EIA) – not required
16. Relevant project(s)	
 Airport System Digitalization Project (Code 02) – needs to be implemented in line with a master plan. 	



1. Project Code	A002		2. Proje	ct Tit	le Major Th	ree Airport	Sys	tem Digitiz	zation Proj	ect		
3. Implementation Agency MITRANS, CACSA					4	. Impleme	ntation per	iod				
5. Project cost (budget) 250 million CUP (10 million USD)					Start	202	:3	End	2026			
6. Source of finance	ce	⊠ Sta	ate budge	et		⊠ Externa	l fin	ancing age	ncies	☐ Pri	ivate investors	
7. Sector ☐ Road/Bridge ☐ Bus p ☐ Railway ☐ Envir ☐ Aviation ☐ Instit			Logistics/Cargo Bus passenger Environment Institution/Reg Relevant busin	transport gulation	ers	8. Proje Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)			
	Key Areas	,			9. Objective (d	rode)		10. Strate	av (code)		11. Goal (cod	ا <u>م</u>)
1. Planning and co	•				1.1	code			2, 1.1.3, 1.	1.5	1.1.1.1~3, 1.	•
								,	_,,		1.1.3.1~4, 1.	,
2. Transport infras	tructure d	evelopr	ment									
3. Environment, sa	afety, and	security	/									
4. Transport service	e and indu	ustry de	evelopme	nt								
5. Transport pricing and resource allocation												
6. Institutional and	d regulator	y devel	lopment									
12. Purpose of the	project								s/Outcom			
Digitization of a	irport mar	nageme	ent and o	oerat	ion systems	● Rea	ıl-tir	ne monito	oort operat ring of info peration a	rmatio		system
14. Project Descrip	otion					15. Sc	cio-	economic	considerat	ion		
Some informati	on concer	ning air	port ope	ration	n & manageme	nt 1) So	cial	impacts –	positive im	pacts	are expected, ir	cluding
is collected inef	ficiently.					gr	greater passenger satisfaction.					
• Information is r	ot analyze	ed as it i	is not org	anize	ed.	2) N	2) Natural Environment – reduced emissions are expected with					pected with
16. Relevant proje	ct(s)						new equipment.					
Major Airport F	acilities an	d Equip	oment Ma	aster	Plan Project	I -		-	-		pected, includi	ng reduced
(Code A001) – r	needs to be	e implei	mented p	er th	ie Master Plan.				more effic		peration. t (EIA) – not ne	odod
						4) [VIIO	illileiltai li	iipact Asse	33111611	t (LIA) – Hot He	cueu.
17 Project location	n	Prov	ince.	Hav	ana				City:		Havai	าล
17. Project location Province: Havana City: José Martí International Airport International Airport Matanzas/Varadero Abel Santamaria Abel Santamaria International Airport Santa Clara Jardines del Rey International Airport Cienfuegos Ignacio Agramonte						, idval						

18. Notes (if any)

• Technical Assistance (TA) from international aid agencies (grant aid) can be considered.

Source: Map Resources (map). | GAO-18-526

Ignacio Agramonte International Airport

Sierra Maestra
International Airport
Manzanillo

Frank País Airport

Antonio Maceo Airport Santiago de Cuba 2. Transport infrastructure development

4. Transport service and industry development5. Transport pricing and resource allocation6. Institutional and regulatory development

3. Environment, safety, and security

1. Project Code	A00	3	2. Project	Title	Major Th	ree Airports (GSE	(Ground Su	pport Eq	uipme	nt) Procuremen	t Project
				·								
3. Implementation	Agency	MITR	ANS, CACS	A			4.	Implementa	ation per	iod		
5. Project cost (but	dget)	750 r	nillion CUP	(30 millio	on USD)			Start	202	3	End	2025
6. Source of finance	e	⊠ St	ate budget			⊠ External f	fina	incing agenc	ies	□ Pr	ivate investors	
	☐ Trans	port Pl	anning	☐ Logist	tics/Cargo	0					Immediate	
	☐ Road,	/Bridge	:	☐ Bus pa	assenger	transport					(2022 – 2023)	
7. Sector	☐ Railw	ay	ay ⊠ Environme					8. Project	\boxtimes	Short-term		
7. Sector		ion		☐ Institution/Regulation			Priority			(2024 – 2026)		
	☐ Marit	ime		☐ Relev	ant busir	ness and othe	rs	s			Medium-term	
											(2027 – 2030)	
Key Areas			9. Ol	bjective (code)	1	10. Strategy	(code)		11. Goal (cod	e)	
1. Planning and coordination					•							

2.4.1

2.4.1.1

2.4

12. Purpose of the project	13. Expected Benefits/Outcomes
Urgent procurement of GSE	 The ratio of serviceable GSE will increase. (Serviceable GSE/Total GSE) Accidents in ramp areas will be reduced. Aged GSE is replaced.
14. Project Description	15. Socio-economic consideration
 Much of the existing GSE fleet is aged and deteriorated. Some existing GSE will be replaced, and the fleet will be expanded. 	Social impacts – positive impacts are expected, including increased passenger satisfaction. Natural Environment – reduced emissions are expected with
16. Relevant project(s)	new equipment
Project Technical Cooperation for GSE repair and maintenance (Code A004) – needs to be implemented in parallel.	Pollution – no significant impacts are expected Environmental Impact Assessment (EIA) – not needed



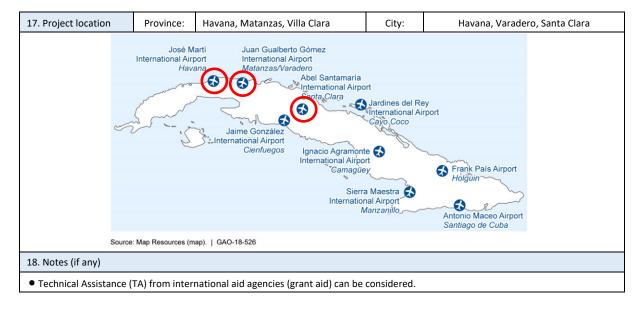
1. Project Code A004 2. Project Title Major Three Airports Technical Assistance for GSE (Ground Support Equipment maintenance

3. Implementation Agency	MITRANS, CACSA	4. Implementation period					
5. Project cost (budget)	50 million CUP (2 million USD)		Start	2023		End	2025
6. Source of finance	State budget		al financing agencies		☐ Pri	ivate investors	

	☐ Transport Planning	☐ Logistics/Cargo			Immediate
	☐ Road/Bridge	☐ Bus passenger transport			(2022 – 2023)
7 Castan	☐ Railway	⊠ Environment	8. Project	\boxtimes	Short-term
7. Sector		☐ Institution/Regulation	Priority		(2024 – 2026)
	☐ Maritime	☐ Relevant business and others			Medium-term
					(2027 – 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination	1.2	1.2.1	1.2.1.1~5
2. Transport infrastructure development			
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
• Establish a training program for the repair and maintenance of	Lower GSE failure ratio.
GSE.	Develop a high-standard training program
• Train staff for GSE maintenance.	Train qualified staff
• GSE maintenance facilities (e.g., GSE hangar) are improved or	Install GSE maintenance facilities
installed.	Contribute to on-time-performance
14. Project Description	15. Socio-economic consideration
Existing GSE maintenance procedures are reviewed.	1) Social impacts – positive impacts are expected, including more
 Existing GSE repair procedures are reviewed. 	efficient GSE operations.
 Existing GSE human resources are enhanced. 	2) Natural Environment – no significant impacts are expected.
 Existing GSE maintenance facilities are reviewed. 	3) Pollution – no significant impacts are expected, but
16. Relevant project(s)	environment-friendly technologies can be considered.
 GSE procurement project (Code A003) needs to be implemented in parallel. 	4) Environmental Impact Assessment (EIA) – not required



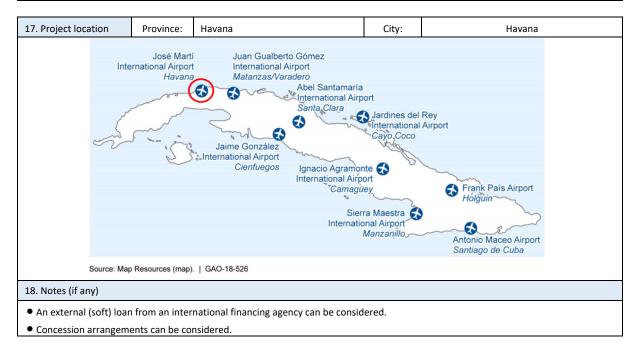
1	. Project Code	A005	2. Project Title	Jose Marti International Airport Passenger Terminal Expansion Project
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3. Implementation Agency	MITRANS, CACSA		4. Implementation period				
5. Project cost (budget)	2.5 billion CUP (100 million USD)		Start	2023		End	2027
6. Source of finance	State budget		External financing agencies		⊠ Pr	ivate investors	

	☐ Transport Planning	☐ Logistics/Cargo			Immediate
	. 9	Logistics/ Cargo			
	☐ Road/Bridge	☐ Bus passenger transport			(2022 – 2023)
7. Sector	☐ Railway	☐ Environment	8. Project	\boxtimes	Short-term
7. 300101		\square Institution/Regulation	Priority		(2024 – 2026)
	☐ Maritime	oxtimesRelevant business and others			Medium-term
					(2027 – 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development	2.2	2.2.2	2.2.2.4
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation	_		
6. Institutional and regulatory development			

12. Purpose of project	13. Expected Benefits/Outcomes
Add passenger terminal capacity to meet demand.	 The expanded terminal satisfies passenger demand. The sufficient terminal capacity is developed in line with demand. Secure sufficient space for terminal amenities.
14. Project Description	15. Socio-economic consideration
 Survey demand for the expanded passenger terminal. Design an expanded passenger terminal. Construct a new/expanded passenger terminal. 16. Relevant project(s) 	Social impacts – positive impacts are expected, including increased passenger satisfaction. Natural Environment – Positive impacts are expected, including reduced need for air conditioning with modern terminal design.
 Airport facilities & equipment master plan and Airport system digitization (Code A002) – facilities & equipment need to be selected in line with the master plan and policy for airport system digitization. 	 3) Pollution – positive impacts are expected, including lower emissions due to modern energy cycle facilities. 4) Environmental Impact Assessment (EIA) – EIA is required to determine a proper site for the terminal.



1. Project Code	A006	5 2.	Project	Title	Air Freig	ht Logistics F	roce	ss Digitizati	on Projec	t			
3. Implementation	Agency	MITRAN	S, CACS	A			4. Implementation period						
5. Project cost (but					llion USD)			Start	202		End	2026	
6. Source of finance		State					fina	ncing ageno	ies	☐ Pr	ivate investors	l	
7. Sector	□ Transport Planning □ Logistics/Cargo □ Road/Bridge □ Bus passenger trar □ Railway □ Environment □ Aviation □ Institution/Regula □ Maritime □ Relevant business					transport	sport 8. Project Priority				Immediate (2022 – 2023) Short-term (2022 – 2026) Medium-term (2027 – 2030)		
	Key Areas			9. (Objective (code)	10	. Strategy (code)		11. Goal (cod	e)	
1. Planning and co				3. (_ = = = = = = = = = = = = = = = = = = =	-500)	10	. or arcgy (Cour (cour	-,	
Transport infras			nt	2.1			2.3	1.1			2.1.1.1~3		
3. Environment, sa													
4. Transport service	•		lopmen	t									
5. Transport pricin	g and reso	urce alloc	ation										
6. Institutional and	regulator	y develop	ment										
12. Purpose of pro	ject					13. Ex	pecte	ed Benefits/	Outcome	es			
Digitization of a	r freight lo	ogistics pro	ocess			• Mo	re ef	ficient air fr	eight log	istics			
14. Project Descrip	tion					15. So	cio-e	conomic co	nsiderati	on			
• Fully establish c	assificatio	n and cod	ificatio	n of pro	ducts.	1) So	1) Social impacts – positive impacts are expected, including						
 Install efficient l 	ogistics m	anagemer	nt syste	n.		im	improved delivery speed and quality.						
16. Relevant proje	ct(s)						2) Natural Environment – lower emissions are expected with						
Not applicable							new equipment.						
						· ·	3) Pollution – positive impacts are expected, including lower						
							emissions due to more efficient operation. 4) Environmental Impact Assessment (EIA) – not required						
						+/ =/	VII () I	micrical mis	act Asse	33111011	t (LIA) HOTTE	Junea	
17. Project location	n P	rovince:	All					City:					
	Internation	José Martional Airport	Ja	Intern Matar The Correction of the Correction o	nzález Airport fuegos	ort ero Abel Santama nternational A Santa Clara Ignacio Agram nternational A "Cama"	onte rport güey erra I tiona	lardines del l' nternational d' Cayo Coco	Airport	Hölgüi	País Airport		

• An external (soft) loan from an international financing agency can be considered.

• Technical Assistance (TA) from international aid agencies (grant aid) can be considered.

Source: Map Resources (map). | GAO-18-526

18. Notes (if any)

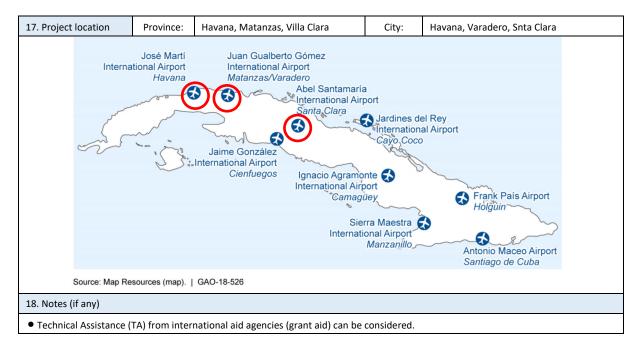
1. Project Code	A007	2. Project Title	Major airports technical assistance for ground handling (passenger/ramp handling)
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3. Implementation Agency	MITRANS, CACSA		4. Implementation period					
5. Project cost (budget)	75 million CUP (3 million USD)	Start	2023 End			2026		
6. Source of finance	⊠ State budget	financing agencies			ivate investors			

	☐ Transport Planning	☐ Logistics/Cargo		\boxtimes	Immediate
	☐ Road/Bridge	☐ Bus passenger transport			(2022 – 2023)
7 Castan	□ Railway	☐ Environment	8. Project	\boxtimes	Short-term
7. Sector		☐ Institution/Regulation	Priority		(2024 – 2026)
	☐ Maritime	☐ Relevant business and others			Medium-term
					(2027 – 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination	1.2	1.2.1	1.2.1.1~5
2. Transport infrastructure development			
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of project	13. Expected Benefits/Outcomes
Create a training program for ground handling	Develop high standard training program.
(passenger/ramp handling).	Train qualified staff.
Train staff for ground handling	Contribute to on-time-performance.
 Establish a structure to maintain handling quality. 	Boost passenger satisfaction with quality services.
14. Project Description	15. Socio-economic consideration
Review existing ground handling procedures.	1) Social impacts – positive impacts are expected, including more
 Enhance existing ground handling training programs. 	efficient GSE operations.
 Update existing manuals & regulations for ground handling. 	2) Natural Environment – no significant impacts are expected.
16. Relevant project(s)	3) Pollution – no significant impacts are expected.
 GSE procurement project (Code 03) – needs to be implemented before this project. 	4) Environmental Impact Assessment (EIA) – not required.



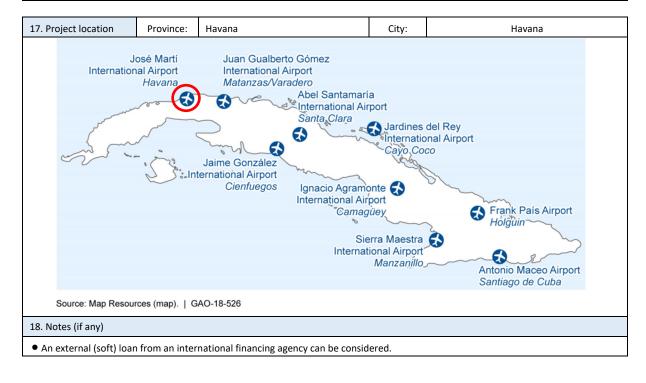
1. Project Code	A00	8	2. Projec	t Title	Aviation	sector su	stainal	bility master	plan deve	elopme	ent project		
	•				•								
3. Implementation	Agency	MITR	ANS, CAC	SA .			4. Implementation period						
5. Project cost (but	dget)	50 mi	illion CUP	(2 millio	on USD)			Start 2023 End 20					
6. Source of finance	<u> </u>		ate budge	•		⊠ Ev+c	nal fin	ancing agend			vate investors		
o. Source of finalic		_ ∠ 3la	are nanke			△ LX(C)	ııaı III	ancing agent	iiC3	L FII	vate mivesturs		
	☐ Trans	nort Di	anning	Птоп	istics/Cargo	<u> </u>					Immediate		
	☐ Road	•		_	passenger						(2022 – 2023)		
	☐ Railw	_			ironment	transpor	•	8. Project			Short-term		
7. Sector	⊠ Aviat	•			itution/Re	gulation		Priority			(2024 – 2026)		
	☐ Marit	ime			evant busir	_	thers	,			Medium-term		
											(2027 – 2030)		
								•					
	Key Areas			9. (Objective (d	code)		10. Strategy	(code)		11. Goal (cod	e)	
1. Planning and co	ordinatior	1											
2. Transport infras	tructure d	levelopi	ment										
3. Environment, sa	fety, and	security	/	3.1				3.1.1, 3.1.2,	3.1.3		31.1.1, 3.1.2	.1~2,	
											3.1.3.1~2		
4. Transport service	e and indu	ustry de	evelopmer	nt									
5. Transport pricin	g and reso	ource al	location										
6. Institutional and	l regulato	ry devel	lopment										
12. Purpose of pro	ject					13.	Expec	ted Benefits/	Outcome	es			
Contribute to su	ıstainable	aviatio	n sector d	evelopn	nent.			able aviation			ment plan		
						• /	Attract	customers a	nd invest	ors.			
14. Project Descrip	tion					15.	Socio-	economic co	nsiderati	ons			
 Survey global er 				tion.		1)	Social impacts – positive impacts are expected, including						
 Develop a policy 							enhanced national reputation.						
Develop a mitigation		adaptat	tion plan.			2)	2) Natural Environment – positive impacts, including protecting						
16. Relevant proje						2)	natural resources, are expected. 3) Pollution – positive impacts are expected, including lower						
• This plan should		procure	ement and	l infrasti	ructure	3)	emissions.						
development pr	ojects.					4)	4) Environmental Impact Assessment (EIA) – not needed.						
											(=,		
17. Project location	n P	rovince	e: All					City:					
	Jo ternationa	Havana	Jain	Interna Matanz Me Gonz itional Ai Cienfu	zález rport egos lç	ort ro bel Santa nternation anta Clar gnacio Ag ternation © &	ramon al Airpo ramon al Airpo magüi	Jardines de l'internationa Cayo Coco	al Airport	Antoni	ik País Airport guin o Maceo Airpor igo de Cuba		
	-p	-5 (·iiap)	, 3/10-1										
18. Notes (if any)													

 \bullet Technical Assistance (TA) from international aid agencies (grant aid) can be considered.

1. Project Code	A00	9	2. Projec	t Title	Develop	Development of innovative logistics warehouse (Havana)								
3. Implementation Agency MITRANS, CACSA					4. Implementation period									
5. Project cost (bu	dget)	1.25 k	oillion CUF	9 (50 mill	lion USD)			Start	202	5	End	2028		
6. Source of finance											ivate investors			
	☐ Transport Planning			☐ Logi	☐ Logistics/Cargo						Immediate			
	☐ Road	/Bridge	!	☐ Bus passenger transport							(2022 – 2023)			
7. Sector	☐ Railw	ay		☐ Envi	ronment			8. Project			Short-term			
7. Sector		ion		☐ Inst	☐ Institution/Regulation			Priority			(2024 – 2026)			
	☐ Marit	ime		☐ Rele	evant busii	ness and othe	rs			\boxtimes	Medium-term			
										(2027 – 2030)				
		•								· ·				
Key Areas				9 (Ohiective ((code)	1	0 Strategy	(code)		11 Goal (cod	ه)		

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development	2.2	2.2.4	2.2.4.1~4
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
Establish an efficient logistics chain based on an innovative warehouse.	Install innovative warehouse Improve air freight throughput
14. Project Description	15. Socio-economic considerations
 Create an air freight demand forecast. Design efficient warehouse in line with air freight demand forecast. Build a highly automated warehouse. 	 Social impacts – positive impacts are expected, including improved logistics chain and better-quality services. Natural Environment – no significant impact is expected. Pollution – no significant impact is expected.
16. Relevant project(s) • Logistics Process Digitization (Code A006) – The warehouse	Environmental Impact Assessment (EIA) – EIA might be required since a new building is to be constructed.
needs to be based on digitized logistics.	



1. Project Code	A01	0	2. Projec	ct Title									
3. Implementation Agency MITRANS, CACSA					4. Implementation period								
5. Project cost (budget) 25 million CUP (1					n USD)			Start	202	13	End	2025	
6. Source of finance ⊠ State budget				t							☐ Private investors		
☐ Transpo			anning	☐ Logi	stics/Carg	0					Immediate		
	☐ Road	/Bridge	2	☐ Bus passenger transport							(2022 – 2023)		
7. Sector	☐ Railw	ay		☐ Environment				8. Project		\boxtimes	Short-term		
7. 30000		ion		☐ Institution/Regulation			Priority			(2024 – 2026)			
	☐ Marit	ime		☐ Rel	☐ Relevant business and others						Medium-term		
										(2027 – 2030)			

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development	2.3	2.3.1	2.2.3.1~2
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
Preparation of an updated aircraft renewal plan	 Improve national airline business (increase revenue) Improve efficiency in managing aircraft (improve availability ratio) Save fuel by using new aircraft
14. Project Description	15. Socio-economic consideration
 Review existing aircraft renewal plan Update demand forecast Update aircraft procurement/lease plan 	Social impacts – positive impacts expected, e.g., increased employment opportunities. Natural Environment – the impact of increased air operation
16. Relevant project(s)	may need to be considered.
 Climate change mitigation and adaptation plan (Code A008), GSE procurement project (Code A003), Development of sustainable airport services improvement plan (Code A015). 	Pollution – Using new aircraft is expected to save fuel and reduce GHG emissions. Environmental Impact Assessment (EIA) – not required



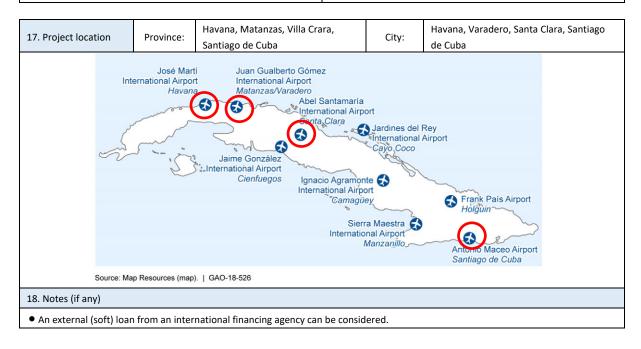
1. Project Code	A011	2. Project Title	Upgrading air traffic control system & operation project (HAV, VRA, SCU, SNU)

3. Imple	ementation Agency	MITRANS, CACSA	4. Implementation period				
5. Proje	ct cost (budget)	250 million CUP (10 million USD)	Start	2023		End	2028
6. Source	ce of finance		financing agend	cies	☐ Pri	ivate investors	

	☐ Transport Planning	☐ Logistics/Cargo			Immediate
	☐ Road/Bridge	☐ Bus passenger transport			(2022 – 2023)
7 Castan	☐ Railway	⊠ Environment	8. Project	\boxtimes	Short-term
7. Sector	□ Aviation	☐ Institution/Regulation	Priority		(2024 – 2026)
	☐ Maritime	☐ Relevant business and others		\boxtimes	Medium-term
					(2027 – 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development			
3. Environment, safety, and security	3.2	3.2.1	3.2.1.1~3
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

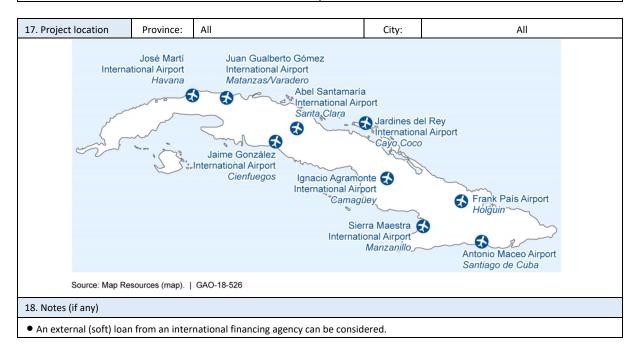
12. Purpose of project	13. Expected Benefits/Outcomes
Ensure a safe air navigation system	 Increase the safety of air navigation system
	Increase take-off/landing capacity
	Boost airport revenues
14. Project Description	15. Socio-economic consideration
• CNS/ATM system plan is developed in line with ICAO plans such	1) Social impacts – positive impacts are expected, e.g., increased
as GNAP (Global Air Navigation Plan) &	employment opportunities.
CAR/SAMCaribbean/South American Regional Plan	2) Natural Environment – not relevant
• New equipment/ operation systems to be installed based on	3) Pollution – smooth air traffic operation may lead to fuel
the plan	savings & reduced GHG emissions.
16. Relevant project(s)	4) Environmental Impact Assessment (EIA) – not required.
Human resource capacity building plan project (Code A013)	



1. Project Code	A012 2. Projec		t Title	Upgradii	ng the safety i	ne safety management system (SMS) & safety security equipment						
3. Implementation Agency MITRANS, CACSA				SA			4.	Implement	ation per	iod		
5. Project cost (budget) 500 million CUP (20 million USD)						Start	202	3	End	2027		
6. Source of finance	6. Source of finance ☑ State budget				fina	ncing agend	cies	☐ Pr	ivate investors			
	☐ Trans	port Pl	anning	☐ Logi	stics/Carg	0					Immediate	
	☐ Road,	/Bridge	2	☐ Bus passenger transport						(2022 – 2023)		
7. Sector	☐ Railw	ау		☐ Environment			8. Project		\boxtimes	⊠ Short-term		
7. Sector ⊠ Aviati		ion	☐ Institution/Re		itution/Re	gulation Priority			(2024 – 2026)			
	☐ Marit	ime		☐ Rele	evant busii	ness and othe	hers		\boxtimes	Medium-term		
									(2027 – 2030)			
			•		•			·	•		•	•

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development			
3. Environment, safety, and security	3.3, 3.4	3.3.1, 3.3.2, 3.4.1, 3.4.2	3.3.1.1~2, 3.3.2.1~2,
			3.4.1.1~3, 3.4.2.1~2
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of project	13. Expected Benefits/Outcomes
Secure comprehensive airport safety and security structure	Develop a safety manual in line with ICAO standards
	Install equipment in line with manual
	Secure safety & security at airports
14. Project Description	15. Socio-economic consideration
• Develop manual in line with ICAO ANNEX 19 & ICAO Safety	1) Social impacts – positive impacts are expected, e.g., improved
Management Manual	safety at airports.
• Develop equipment procurement plan in line with ICAO manual	2) Natural Environment – no significant impact is expected.
• Install equipment in line with the equipment procurement plan	3) Pollution – no significant impact is expected.
16. Relevant project(s)	4) Environmental Impact Assessment (EIA) – not needed.
 Human resources capacity building plan project (Code A013) 	



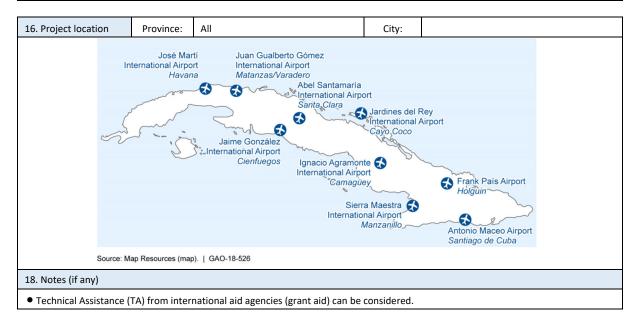
1. Project Code	A013	2. Project Title	Human resources capacity-building plan project
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3. Implementation Agency	MITRANS, CACSA	4. Implementation period				
5. Project cost (budget)	50 million CUP (2 million USD)	Start	2023		End	2026
6. Source of finance	State budget	financing agend	ies	□ Pri	ivate Investors	

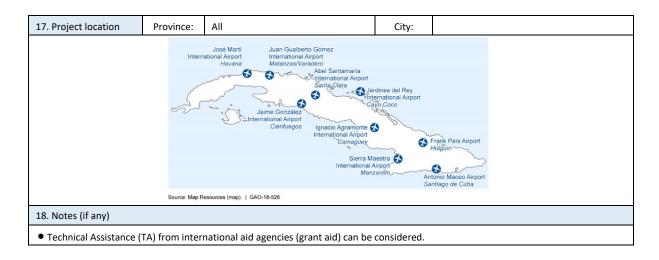
	□ Transport Planning	☐ Logistics/Cargo		\boxtimes	Immediate
	☐ Road/Bridge	☐ Bus passenger transport			(2022 – 2023)
7 (☐ Railway	☐ Environment	8. Project	\boxtimes	Short-term
7. Sector	□ Aviation	☐ Institution/Regulation	Priority		(2022 – 2026)
	☐ Maritime	☐ Relevant business and others			Medium-term
					(2027 – 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination	1.2	1.2.1	1.2.1.1~5
2. Transport infrastructure development			
3. Environment, safety, and security	3.5	3.5.1	3.5.1.1~3
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
Maintain high-quality human resources	Introduce the Competency-Based Training (CBT) concept
Ensure human resources management plan	recommended by ICAO
	Develop training program
	Train well-qualified persons
	Increase service quality of air transportation
14. Project Description	15. Socio-economic consideration
Analyze training requirements	Social impacts – quality human resources are secured
 Design competency-based training program 	2) Natural Environment – not relevant
 Develop training and assessment materials 	3) Pollution – improved awareness among people in the air
16. Relevant project(s)	sector
All procurement, infrastructure development, and technical	4) Environmental Impact Assessment (EIA) – not required
assistance projects need to align with this CBT concept.	



-	T		•		_								
1. Project Code	A01	4	2. Proje	ct Title	Study on	state & nor	-sta	ate investmen	nt in the a	aviatio	n sector		
							1 .						
3. Implementation	Agency	MITR	ANS, CAC	SA			4. Implementation period						
5. Project cost (budget) 50 million CUP (2 million USD)						Start	202	3	End	2027			
6. Source of finance	е	⊠ St	ate budge	t		⊠ Externa	l fin	ancing agenc	ies	□ Pri	vate investors		
_	•			1				1					
☐ Transport Planning ☐ Logi:			gistics/Cargo)					Immediate				
	☐ Road	/Bridge	2	☐ Bu	is passenger	transport					(2022 – 2023)		
7. Sector	☐ Railw	•		☐ En	vironment			8. Project			Short-term		
		ion		□In	stitution/Reg	gulation		Priority			(2024 – 2026)		
	☐ Mari	ime		⊠ Re	elevant busin	ess and oth	ers				Medium-term		
											(2027 – 2030)		
	. A				Objective (1 - \		40.61	/ d - \		44 6 - 1/ 1	-)	
	Key Areas			9	. Objective (d	code)		10. Strategy	(code)		11. Goal (cod	e)	
Planning and co Transport infras			mont										
3. Environment, sa							_						
4. Transport service			•	nt 1	.1			4.1.1			4.1.1.1~2		
5. Transport pricin		•	•	1111 4	.1			4.1.1			4.1.1.1 2		
6. Institutional and				6	.1, 6.2			6.1.1, 6.2.1			6.1.1.1~3, 6.2	2.1.1~2	
	-0	,					0.11, 0.2.1						
12. Purpose of pro	ject					13. Ex	13. Expected Benefits/Outcomes						
 Identify busines 	s areas in	the civ	il aviation	sector	in which sta	te Sta	State/non-state companies become involved in airport-related						
and non-state c	ompanies	/invest	ors can pa	rticipa	te	bus	business						
Prepare guideling	nes to invi	te state	e and non	-state c	ompanies	• Inc	Increased airport revenue						
						● Up	grad	le various air	port serv	ices			
14. Project Descrip	tion					15. Sc	cio-	economic co	nsiderati	on			
Benchmark stuce	ly of busir	ess op	portunitie	s in the	e civil aviatio	n 1) So	cial	impacts – po	sitive im	pacts s	such as increase	d	
sector (case stu	dies in co	untries	such as Ca	anada,	China, Japan	, er	nplo	yment oppoi	rtunities	are ex	pected.		
Mexico, Panama	a, Spain, e	tc.)				2) N	atur	al Environme	nt – no s	ignifica	ant impact is exp	pected.	
Study business of	• Study business opportunities at international airports in Cuba				3) Po	llut	ion – no signi	ficant im	pact is	expected.			
1	• Feasibility studies on priority business development projects				4) Er	virc	onmental Imp	act Asse	ssmen	t (EIA) – not req	uired.		
that state and non-state companies can implement													
Study on PPP arrangements to attract FDI													
Institutional & legal/regulatory framework study to encourage					e								
FDI	a+/a\												
16. Relevant proje					(4.001)								
 Airport facility and equipment master plan project (A001) 													



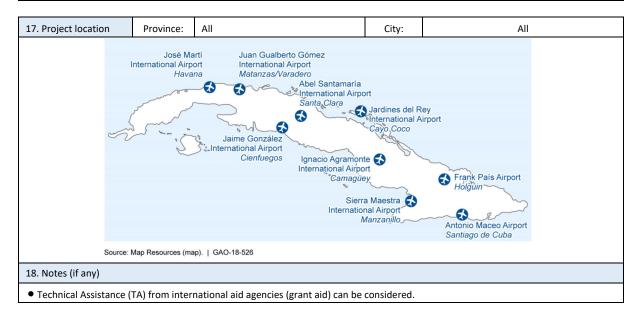
1. Project Code	A015	2. Project Title	Sustainable Airport Services Improvement Plan

3. Implementation Agency	MITRANS, CACSA		4. Implementation period					
5. Project cost (budget)	50 million CUP (2 million USD)	Start	2023		End	2025		
6. Source of finance	State budget	financing agend	ies	☐ Pri	ivate investors			

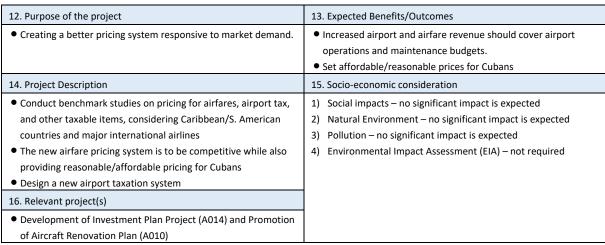
	☐ Transport Planning	☐ Logistics/Cargo		\boxtimes	Immediate
	☐ Road/Bridge	☐ Bus passenger transport			(2022 – 2023)
7 Castan	☐ Railway	☐ Environment	8. Project	\boxtimes	Short-term
7. Sector		☐ Institution/Regulation	Priority		(2024 – 2026)
	☐ Maritime	☐ Relevant business and others			Medium-term
					(2027 – 2030)

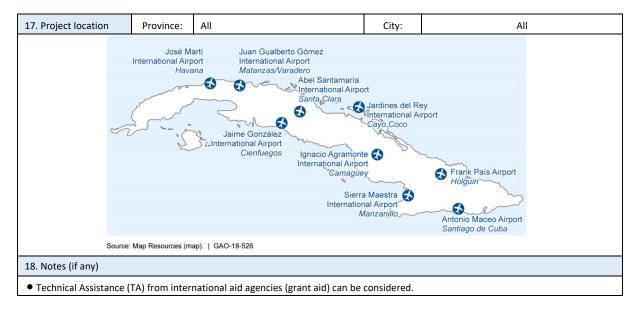
Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development			
3. Environment, safety, and security			
4. Transport service and industry development	4.2	4.2.1	4.2.1.1~2
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of project	13. Expected Benefits/Outcomes
 Establish sustainable/eco-friendly airport operation maintenance systems. 	 Upgrade airport services in a sustainable manner Contribute to mitigation of climate change and SDGs Develop a green airport concept
14. Project Description	15. Socio-economic consideration
 Conduct case studies on airport service improvements Conduct risk assessment study and implement identified climate change mitigation measures Develop long-term green airport concept using advanced technologies 	1) Social impacts – no significant impact is expected. 2) Natural Environment – reduced emissions are expected due to new equipment in line with the green airport concept. 3) Pollution – positive impacts are expected, including reduced emissions due to eco-friendly facilities and equipment.
16. Relevant project(s)	4) Environmental Impact Assessment (EIA) – not needed.
All procurement & infrastructure development projects need to align with the green airport concept	



1. Project Code	A01	6	2. Projec	ct Title	Strategi	c Pric	ing Syste	em li	ntroduction	Plan Pro	ject		
3. Implementation Agency MITRANS, CACSA				SA				4.	Implement	ation per	iod		
5. Project cost (budget) 25 million CUP (1 mi			(1 millio	n USD)				Start	202	3	End	2025	
6. Source of finance			ŧt		\boxtimes	External	fina	incing agend	cies	□ Pr	ivate investors		
☐ Transport Planning ☐ Logistics/Cargo				0						Immediate			
	☐ Road	/Bridge	9	☐ Bus	passenge	r tran	sport					(2022 – 2023)	
7. Sector	☐ Railway			☐ Env	☐ Environment				8. Project		\boxtimes	Short-term	
7. 3000		ion		☐ Inst	☐ Institution/Regulation				Priority			(2024 – 2026)	
	☐ Marit	ime		☐ Rel	☐ Relevant business and other			ers				Medium-term	
												(2027 – 2030)	
	Key Areas			9.	Objective	(code	·)	10. Strategy (code)			11. Goal (code)		
1. Planning and co	ordination	1											
2. Transport infras	tructure d	evelop	ment										
3. Environment, sa	fety, and	securit	У										
4. Transport service and industry development				nt									
5. Transport pricing and resource allocation			5.1	1, 5.2, 5.3			5	5.1.1~2, 5.2.	1, 5.3.1~2	2	5.1.1.1~4, 5.2.1, 53.1.1~3		
6. Institutional and regulatory development													
12. Purpose of the	project						13. Exp	ect	ed Benefits/	Outcome	es		

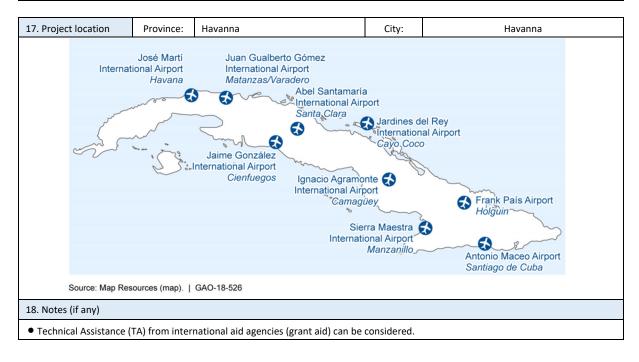




1. Project Code	A01	7	2. Projec	ct Title	Upgradii	ng of aviation	sect	tor regulato	ry frame	work		
3. Implementation Agency MITRANS, CACSA					4. Implementation period							
5. Project cost (bu	dget)	25 m	illion CUP	(1 millio	n USD)		Start 2023 End					2026
6. Source of finance	е	⊠ Sta	ate budge	et			finaı	ncing agenc	ies	□ Pr	ivate investors	
	☐ Trans	port Pl	anning	☐ Log	istics/Carg	0				\boxtimes	Immediate	
	☐ Road,	/Bridge	:	☐ Bus	☐ Bus passenger transport						(2022 – 2023)	
7 Castan	☐ Railw	ay		☐ Env	☐ Environment			8. Project		\boxtimes	Short-term	
7. Sector		ion		□ Inst	☐ Institution/Regulation			Priority			(2024 – 2026)	
	☐ Marit	ime		☐ Rel	evant busi	ness and othe	rs				Medium-term	
											(2027 – 2030)	
Key Areas			9.	9. Objective (code)			10. Strategy	(code)	·	11. Goal (cod	e)	
Planning and coordination						•		•	•	•		

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development			
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development	6.3	6.3.1	6.3.1.1~3

12. Purpose of the project	13. Expected Benefits/Outcomes
Upgrade existing regulations on airport safety operations	 Update IACC regulatory framework in line with ICAO standards and recommended practices Update regulations for air navigation and airport operations in line with ICAO standards and recommended practices
14. Project Description	15. Socio-economic consideration
 Review the latest ICAO standards and recommended practices (SARPs) Review/update existing regulations Clarify content/timing for future revisions 	Social impacts – no significant impact is expected Natural Environment – no significant impact is expected Pollution – no significant impact is expected Environmental Impact Assessment (EIA) – not required
16. Relevant project(s)	
• NA	



		- 1											
1. Project Code	A01	8	2. Projec	Title	Santa Cl	ara Int	ernation	al Airport fac	ility expar	ision pr	roject		
3. Implementation	Agency	Agency MITRANS						4. Implement	tation per	iod			
5. Project cost (bud	dget)	2.5 bi	illion CUP (n CUP (100 million USD)				Start	2026		End	2030	
6. Source of finance					⊠ F	xternal fi	nancing agen	cies	⊠ Pri	ivate investors			
o. Source of finance		△ State budget					xtciiidi ii	nancing agen	cics		ivate investors		
	☐ Transport Planning ☐ Logistics/Cargo										Immediate		
		-	_	_			nort			"			
	☐ Road	_			passenger	r trans	port	0 Duning			(2022 – 2023)		
7. Sector	□ Railw				/ironment			8. Projec	τ	Ш	Short-term		
	⊠ Aviat				titution/Re			Priority			(2024 – 2026)		
	☐ Mari	time		⊔ Re	levant busi	ness ar	nd others	5			Medium-term		
											(2027 – 2030)		
	Key Areas	i		9.	Objective ((code)		10. Strategy	/ (code)		11. Goal (cod	e)	
1. Planning and coo													
2. Transport infrast	ructure c	levelopi	ment	2.2	2			2.2.2			2.2.2.5		
3. Environment, sa	fety, and	security	У										
4. Transport servic	e and ind	ustry de	evelopmen	t									
5. Transport pricing	g and reso	ource al	llocation										
6. Institutional and	regulato	ry devel	lopment										
12. Purpose of the	project						13. Expe	cted Benefits	/Outcome	es			
 Increased passe 	nger term	ninal car	pacity nee	ded to	meet dema	and	• Expan	ded terminal	/airside fa	cilities	can meet dem	and up to	
Airside capacity	_	-	· ·				2040		,				
7 m side supusity				5 44			Provide sufficient terminal space for passenger amenities						
14. Project Descrip	tion						15. Socio-economic consideration						
Conduct feasibil		on the e	expansion	of pass	enger		Social impacts – positive impacts are expected, including						
terminal and air	-		enpariorer.	o. pass	eBe.		improved passenger satisfaction						
Conduct basic deligation			d design s	udies	on passeng	er	Natural Environment – Positive impacts are expected,						
terminal and air					0		including reduced air conditioning need with modern terminal						
Construct expan	ded pass	enger te	erminal an	d airsid	le facilities		desig	•		Ū			
16 Relevant projec							3) Pollution – positive impacts are expected, including lower						
				. al .a.t.u.a.			emissions due to modern energy cycle facility						
Airport facility 8		ent mas	ter pian ar	ia airpo	ort system		4) Environmental Impact Assessment (EIA) – EIA is required to						
digitization (A00	2)							rmine a prop			` ,		
17. Project location) F	rovince	e: Hava	nna				City:			Havanna		
1711 Ojede Iodalio.								0.0,0			- Turumu		
	Int	Jos ernationa	sé Martí		an Gualberto ernational Air								
	1110		Havana		tanzas/Varad	lero							
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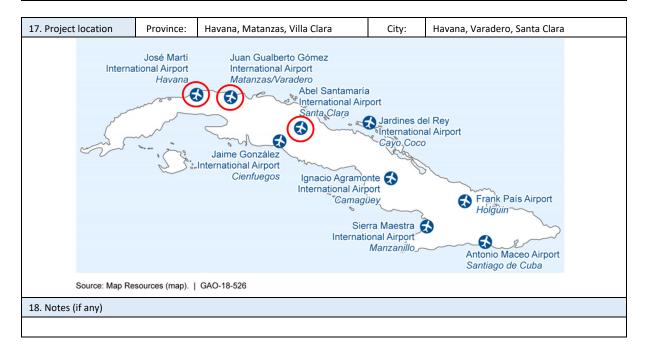
Source: Map Resources (map). | GAO-18-526

• An external (soft) loan from an international financing agency can be considered.

18. Notes (if any)

1. Project Code	oject Code A019 2. Project Title Introduction of facilities and equipment adjusted to universal design.						ı .					
3. Implementation	Agency	MITE	RANS				4.	Implement	ation peri	iod		
5. Project cost (bu	dget)	20 m	nillion USE)				Start	202	3	End	2030
6. Source of finance	e	□St	ate budge	et			finaı	ncing agenc	ies	□ Pr	ivate investors	
	☐ Transp	port Pla	anning	☐ Log	istics/Carg	0				\boxtimes	Immediate	
	☐ Road/	Bridge'		☐ Bus	passenger	transport					(2022 – 2023)	
7. Sector	☐ Railwa	☐ Railway ☐			☐ Environment			8. Project		\boxtimes	Short-term	
7. Sector				☐ Inst	☐ Institution/Regulation			Priority			(2024 – 2026)	
	☐ Mariti	ime		☐ Rel	☐ Relevant business and other		rs				Medium-term	
											(2027 – 2030)	
	Key Areas			9. (Objective (code)	10). Strategy (code)		11. Goal (code	<u> </u>
1. Planning and co	ordination											
2. Transport infrastructure development												
3. Environment, safety, and security			3.2	2		3.2	2.1					
4. Transport service and industry development			nt									
5. Transport pricin	g and reso	urce al	location									
6. Institutional and	l regulator	y devel	opment		•			•	•	•		

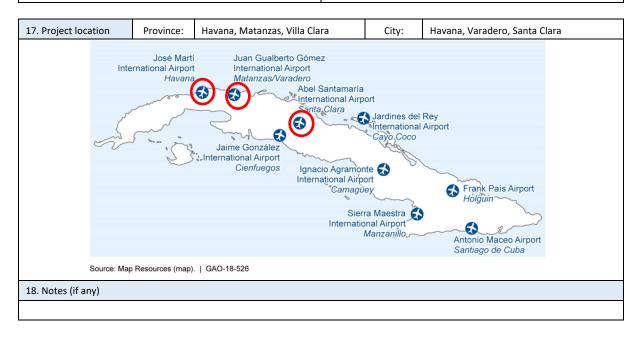
12. Purpose of the project	13. Expected Benefits/Outcomes
Introduction of universally designed facilities and equipment	nt • All passengers will be able to enjoy the airport comfortably.
14. Project Description	15. Socio-economic consideration
 Some facilities and equipment are not suitable for passengers with reduced mobility (PMR by its acronym in Spanish) A detailed study and design with cost estimation will be carried out. 	 Social impacts – Positive impact is expected. Natural Environment – significant impacts are not expected. Pollution – significant impacts are not expected. Environmental Impact Assessment (EIA) – Not required.
16 Relevant project(s)	
 The airport facilities and equipment Master Plan (Code A001) - should be implemented in line with this project. 	



1. Project Code	Project Code A020			Modernization three airport		ind fuel 6	equipn	nent/truck proje	ct (major
3. Implementation Agency CACSA, MITRANS					4. Implementa	ation per	iod		
5. Project cost (budget) 375 million CUP (1			JP (15 million USD)		Start	202	:3	End	2025
6. Source of finance	6. Source of finance			□ Private investors □ Private investors			ivate investors		
	☐ Trans	port Planning	☐ Logistics/Carg	0				Immediate	
	☐ Road,	/Bridge	☐ Bus passenger	transport				(2022 – 2023)	
7 (☐ Railw	ay	☐ Environment		8. Project	8. Project Priority		Short-term	
7. Sector		ion	☐ Institution/Re	gulation	Priority			(2024 – 2026)	
	☐ Marit	ime	☐ Relevant busi	ness and other	rs			Medium-term	
								(2027 – 2030)	
	•				•		-		

9. Objective (code)	10. Strategy (code)	11. Goal (code)
2.2, 2.4	2.2.3, 2.4.1	2.2.3.1~4, 2.2.4.1~4
		, , , , , , , , , , , , , , , , , , , ,

12. Purpose of the project	13. Expected Benefits/Outcomes
Follow the global standard that fuel truck filters should have.	Fulfillment of established standards for fuel supply.
Replacement of fuel trucks.	Operation of appropriate fuel trucks/equipment.
14. Project Description	15. Socio-economic consideration
 Review of IATA fuel supply standards. Preparation of the necessary documents for the procurement process, taking into account the management of spare parts. Implementation of the procurement process such as tendering. Training by the manufacturer on the operation and maintenance of the new equipment. 	 Social impacts – significant impacts are not expected. Natural Environment – significant impacts are not expected. Pollution – significant impacts are not expected. Environmental Impact Assessment (EIA) – Not required.
16 Relevant project(s)	
NA	



1. Planning and coordination

2. Transport infrastructure development

4. Transport service and industry development5. Transport pricing and resource allocation6. Institutional and regulatory development

3. Environment, safety, and security

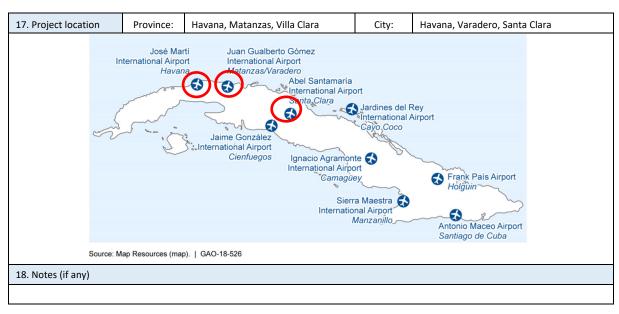
1. Project Code	A02:	1	2. Project	Title	Project for the procurement of technological equipment.							
3. Implementation	Agency	CACSA	A, MITRAN	S			4.	Implement	ation per	iod		
5. Project cost (bud	dget)	750 m	illion CUP	(30 mil	lion USD)			Start	2023		End	2026
6. Source of finance	e	⊠ Sta	te budget			⊠ External i	finar	ncing ageno	cies	□ Pri	ivate investors	
	☐ Trans	port Pla	nning	☐ Logi	stics/Carg	0					Immediate	
	☐ Road	/Bridge		\square Bus	passenger	transport					(2022 – 2023)	
7. Sector	☐ Railw	ay		☐ Envi	ronment			8. Project		\boxtimes	⊠ Short-term	
7. Sector		ion		☐ Inst	itution/Re	gulation		Priority		(2024 – 2026)		
	☐ Marit	ime		☐ Rele	evant busii	ness and othe	rs				Medium-term	
										(2027 – 2030)		
	Key Areas			9. 0	Objective (code)	1	.0. Strategy	(code)		11. Goal (cod	e)

2.2.2

2.2.2.1~2.2.2.7

2.2

12. Purpose of the project	13. Expected Benefits/Outcomes
 Replace technological equipment to offer better services to customers (Passengers/Airlines). 	 Increased airport capacity due to high performance. High customer (passenger) satisfaction due to a pleasant airport experience.
14. Project Description	15. Socio-economic consideration
 Study the current status of facilities and equipment, such as passenger boarding bridges, baggage handling systems, security checkpoints, immigration, check-in, etc. Development of a budget request. Choose the appropriate procurement procedure. Procurement of technological equipment 	 Social impacts – significant impacts are not expected. Natural Environment – significant impacts are not expected. Pollution – significant impacts are not expected. Environmental Impact Assessment (EIA) – Not required.
16 Relevant project(s)	
The airport facilities and equipment Master Plan (Code A001) - should be implemented in line with this project.	



1. Project Code A022 2. Project Title Technical assistance for the development of a prevenues	plan to increase non-aeronautical
--	-----------------------------------

3. Implementation Agency	CACSA, MITRANS	4. Implementation period					
5. Project cost (budget)	50 million CUP (2.0 million USD)	Start	2023 End		2025		
6. Source of finance			financing agend	ies	☐ Pri	ivate investors	

	☐ Transport Planning	☐ Logistics/Cargo			Immediate
	☐ Road/Bridge	☐ Bus passenger transport			(2022 – 2023)
7 Contor	☐ Railway	☐ Environment	8. Project	\boxtimes	Short-term
7. Sector		☐ Institution/Regulation	Priority		(2024 – 2026)
	☐ Maritime	☐ Relevant business and others			Medium-term
					(2027 – 2030)

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination			
2. Transport infrastructure development			
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development	6.1	6.1.1	6.1.1.1~6.1.1.3

12. Purpose of the project	13. Expected Benefits/Outcomes
Establish advanced non-aeronautical revenue management	Advanced airport management is achieved
knowledge	Non-aeronautical revenues will be increased
	Customer (passenger/airlines) satisfaction is increased
14. Project Description	15. Socio-economic consideration
Introduce the experiences of management in other airports	Social impacts – significant impacts are not expected
Knowledge of tenant management is transferred	2) Natural Environment – significant impacts are not expected
Knowledge of airport/passenger services is transferred	3) Pollution – significant impacts are not expected
Knowledge of facilities management transferred	4) Environmental Impact Assessment (EIA) – Not required
16 Relevant project(s)	
NA	



6 章

Appendix A6: Logistics Sector

1. Project Code LG001 2. Project Title Digital Transformation (DX) of the BC system Phase 1												
3. Implementation	Agency	MITRANS				4	. Implement	ation per	iod			
5. Project cost (budget) 50 million CUP (2.0 million USD)						Start	202	2	End	2025		
6. Source of finance	:e	State budg	et		⊠ Exterr	nal fin	ancing agend	cies	☐ Fo	reign Investors	<u> </u>	
7. Sector	☐ Road/Bridge ☐ Railway ☐ Aviation ☐			□ Logistics/Cargo □ Bus passenger transport □ Environment □ Institution/Regulation □ Relevant business and othe			8. Project Priority			 ✓ Immediate (2022 – 2023) ✓ Short-term (2024 – 2026) ✓ Medium-term (2027 – 2030) 		
	Key Areas			Objective (code)		10. Strategy		11. Goal (code)			
1. Planning and co	oramation		1	1, 1.2, 1.3			1.1.1, 1.2.1^	3, 1.3.1	2	2 1.1.1.1~3, 1.2.1.1, 1.2.2.1, 1.2.3.1		
2. Transport infras	tructure de	velopment	2.:	1			2.1.3			2.1.3.1, 2.1.3.2		
3. Environment, sa	fety, and s	ecurity										
4. Transport service			nt									
Transport pricin Institutional and												
o. mstitutional and	regulatory	development				l.						
12. Purpose of the	project					13. Expected Benefits/Outcomes						
•		lance de Cargas	(BC) da	atahase		• Foundation is developed to update the existing BC system						
Standardize the existing Balance de Cargas (BC) database Establish a single platform (database) for commodity movement data collection and provision using ICT.					ent data	Time and other resources in balancing the cargo transport needs and the supply (transport means) are saved.						
14. Project Description						15. Social-environmental consideration						
Standardize the commodity coding system using the Harmonized Commodity Description and Coding System (HS code) Standardize the location names (origin and destination places) Develop a set of standardized commodity movement analysis methods Develop an online data collection (BC form submission) and sharing system Establish a BC data management unit in MITRANS/staff training 16. Relevant project(s)					methods aring	2) (Natural Envir expected Pollution – no	onment -	– no sig ant imp	nt impacts are e gnificant impac pacts are expec sment (EIA) – n	ts are ted	
● Project LG002												
17. Project locatio	n Pr	ovince: Natio	onwide				City:					
	•		base ce Level] BC forms	Dynamic are checked by an be produced	[Expected Se	consolid proveme cloud da ervice Le BC-2,3 a nt] (transp	evel] and 4, other form ort requests and ck function is add	established s can be auto offer) are sul	omatically bmitted v	/ generated		

Standardized Commodity coding system
 Standardized Commodity coding system
 Standardized Origin and Destination names
 Standardized data manipulation and analysis methods
 Human resources development for computerized BC system and data analysis

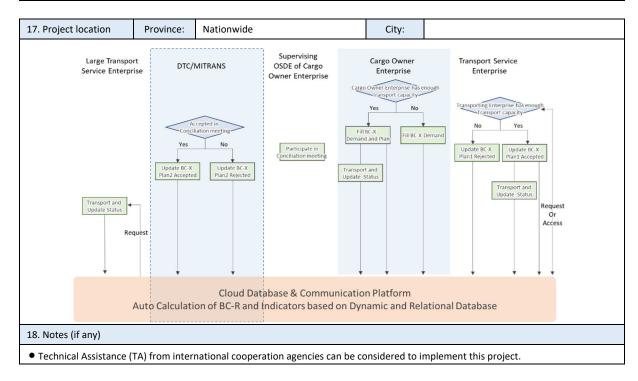
• Technical Assistance (TA) from international cooperation agencies can be considered to implement this project.

18. Notes (if any)

1. Project Code	LG002 2. Project		t Title	Digital Tr	Digital Transformation (DX) of the BC system Phase 2							
3. Implementation Agency MITRANS				4. Implementatio					period			
5. Project cost (bu	dget)	50 million CUP (2.0 million USD)						Start	2027		End	2030
6. Source of finance	е				t 🗵 External			inancing agencies		□ Fo	☐ Foreign Investors	
7. Sector	⊠ Trans □ Road, □ Railw □ Aviat □ Port/	/Bridge /ay ion		□ Logistics/Carg □ Bus passenger □ Environment □ Institution/Reg □ Relevant busir		r transport gulation	ers	8. Project Priority	:		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)	
1. Planning and coordination	1.1, 1.2, 1.3	1.1.2, 1.2.1~3, 1.3.1~2	1.1.2.1, 1.2.1.1, 1.2.2.2,	
			1.2.3.2	
2. Transport infrastructure development	2.1	2.1.3	2.1.3.1, 2.1.3.2	
3. Environment, safety, and security				
4. Transport service and industry development				
5. Transport pricing and resource allocation				
6. Institutional and regulatory development				

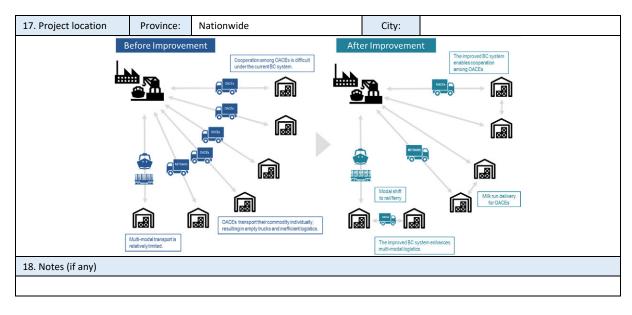
12. Purpose of the project	13. Expected Benefits/Outcomes
Cargo transport demand and supply (transport means) matching services become fully operational.	 Foundation is developed to update the existing BC system Time and other resources in balancing the cargo transport needs and the supply (transport means) are saved.
14. Project Description	15. Social-environmental consideration
 Cargo transport demand and supply (transport means) matching services are further enhanced using a cloud system The BC data management unit is further enhanced Staff training 	1) Social impacts –no significant impacts are expected 2) Natural Environment – no significant impacts are expected 3) Pollution – no significant impacts are expected 4) Environmental Impact Assessment (EIA) – no need
16. Relevant project(s)	
• Project LG002	



1. Project Code	LG003		2. Projec	ct Title Cargo Transport Service Integration									
3. Implementation	Agency		4. Implementation period										
5. Project cost (bud	5. Project cost (budget) 60 million CUP (0.3 mi. USD per year)						Start 2023 End					2030	
6. Source of finance	e	⊠ Sta	ate budge	budget 🗵 Exter				External financing agencies Foreign Investor					
7. Sector	⊠ Trans □ Road, □ Railw □ Aviat □ Port/	/Bridge /ay :ion		ironment itution/Re	rtransport	ers	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)			

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination	1.1, 1.2, 1.3	1.1.2, 1.2.1~3, 1.3.1~2	1.1.2.1, 1.2.1.1, 1.2.2.2,
			1.2.3.2
2. Transport infrastructure development	2.1	2.1.3	2.1.3.1, 2.1.3.2
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
Establish a consolidated logistics planning and coordination mechanism Provision of integrated cargo transport & storage services 14. Project Description	 Domestic and international cargo is efficiently transported Savings in resources (fuels, staff, trucks, etc.) are achieved. 15. Social-environmental consideration
Establish a high-level committee for logistics planning and coordination under MITRANS Establish a logistics planning and coordination center under the supervision of the committee The BC data management unit becomes a part of the logistics planning and coordination center Management of human resource development in the logistics sector 16. Relevant project(s) LG001, LG002	Social impacts – positive impacts, such as increased qualified staff in the logistics sector, are expected. Natural Environment – no significant impacts are expected Pollution – no significant impacts are expected Environmental Impact Assessment (EIA) – no need

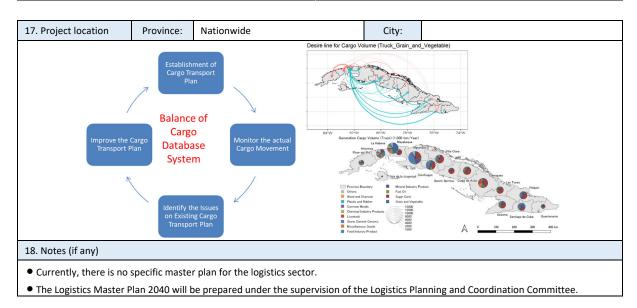


1. Project Code	LG004	2	2. Project	t Title	Human f	Resouce (HR)	De	velopment in t	the logis	tics se	ctor				
3. Implementation	Agency	MITRAI	NS				4	1. Implementat	tion peri	iod					
5. Project cost (but	dget)	60 milli	on CUP	(0.3 mi.	USD pery	/ear)		Start	202	3	End	2030			
6. Source of finance	e	State ■ State	e budget				l fin	nancing agenci	☐ Fo	reign Investors					
7. Sector	Bus passenger transport invironment stitution/Regulation Bus passenger transport structure						(2022 – 2023) Short-term (2024 – 2026)								
	Key Areas			9.	Objective (code)		10. Strategy (code)		11. Goal (cod	e)			
1. Planning and co	ordination	l		1.3	3			1.3.1~2			1.3.1.1, 1.3.1.	2			
2. Transport infras	tructure d	evelopm	ent												
3. Environment, sa		•													
4. Transport servic		•	•	it											
5. Transport pricing							_								
6. Institutional and	l regulator	y develo	pment												
12. Purpose of the	project					13. Exp	ect	ed Benefits/O	utcomes	5					
• Increase the nur	mber of qu	ualified st	taff in th	e logist	ics sector		• The logistics business sector is enhanced								
14 Project Descrip	ation						The number of experts, professionals, and staff is increased 15. Social-environmental consideration								
14. Project Descrip Study the intern		st practio	ces for h	uman r	esource						such as increase	d qualified			
development in		-						the logistics s		-	ected. nt impacts are e	vnoctod			
 Prepare training information & continuous manage 	ommunica	ition tech	nnology	(ICT), lo		3) Pol	lutio	on – no signific	ant imp	acts a	•	xpected			
Provision of reg	ular trainii	ng course	es												
Overseas training	ng														
16. Relevant projec	ct(s)														
• LG001, LG002, L	.G003														
17. Project location	n P	rovince:	Natio	nwide				City:							
			•					1							
18. Notes (if any)															

1. Project Code	LG005		2. Projec	t Title	Formula	Formulation of the National Logistic Master Plan 2040									
3. Implementation	Agency		4. Implemen					tation period							
5. Project cost (budget) 75 million CUP (3 million USD)						Start 2024			4	End	2026				
6. Source of finance															
7. Sector	□ Road, □ Railw □ Aviat	,				transport	ers	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)				

Key Areas	9. Objective (code)	10. Strategy (code)	11. Goal (code)
1. Planning and coordination	1.3	1.3.1~2	1.3.1.1, 1.3.1.2
2. Transport infrastructure development			
3. Environment, safety, and security			
4. Transport service and industry development			
5. Transport pricing and resource allocation			
6. Institutional and regulatory development			

12. Purpose of the project	13. Expected Benefits/Outcomes
• The National Transport Master Plan 2030 is updated, focusing on the logistics sector, with the planning horizon of 2040	Business opportunities for non-Cuban business entities are increased
14. Project Description	15. Social-environmental consideration
 Review of the National Transport Master Plan 2030 Update the socio-economic development framework Update the data inventory and analysis using the updated BC system Study advanced technologies in the logistics sector Study advanced business, management, and administration in the logistics sector Prepare the Logistics Development Master Plan 2040 Feasibility studies of the selected priority projects Relevant project(s) 	1) Social impacts – positive impacts, such as increased qualified staff in the logistics sector, are expected. 2) Natural Environment – no significant impacts are expected 3) Pollution – no significant impacts are expected 4) Environmental Impact Assessment (EIA) – no need
● LG001, LG002, LG003, LG004	



1. Project Code	LG006	2	. Project	Title	Renewal	l of ag	ged vehic	les	(trucks)				
3. Implementation	Agency	MITRAN	15					4.	Implementation	on peri	od		
5. Project cost (but	dget)	1.0 billio	on CUP (10 milli	on USD)				Start	2023	3	End	2026
6. Source of finance	e	⊠ State	e budget				External f	fina	ncing agencies	5	☐ Fo	reign Investors	
7. Sector	7. Sector ☐ Road/Bridge ☐ Bus pass ☐ Railway ☐ Environm ☐ Aviation ☐ Institution						gistics/Cargo s passenger transport vironment titution/Regulation levant business and others					Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
												•	
	Key Areas			9.	Objective ((code	e)	1	10. Strategy (co	ode)		11. Goal (cod	e)
1. Planning and co								+					
2. Transport infras			ent	2.1	<u> </u>			1	2.1.1, 2.1.2			2.1.1.1	
Environment, sa Transport service	•	•	olonmon										
5. Transport pricin			•	-				+					
6. Institutional and													
		7		l l				<u> </u>				1	
12. Purpose of the	project						13. Expe	cte	d Benefits/Out	comes			
• Renewal of aged MITRANS/MINO Note: 26% of truck years old; the remander?)	CIN (800~1 cs are less	,000 trucl than 15 y	ks) ears old;	37% a	re 16 to 30)	The transport capacity of enterprises under MITRAS/MINCIN is enhanced						
14. Project Descrip	tion						15. Socia	ıl-er	nvironmental o	conside	ration	1	
Review the data inventory of vehicles Demand analysis (the number of required trucks) Prepare a procurement plan for new trucks Procurement Relevant project(s)							 Social impacts – positive impacts are expected, such as stable delivery of commodities Natural Environment – no significant impacts are expected Pollution – positive impacts are expected, such as air quality improvement using new vehicles Environmental Impact Assessment (EIA) – no need 						xpected
● LG001, LG002													
17. Project location	n [Province:	Natio	nwide					City				
17. Project location	P	Tovilice.	INALIO	iwiue					City:				
18. Notes (if any)													
Currently, there The Logistics Ma	•		•		•		ision of th	ne I	ogistics Planni	ng and	Coord	dination Commi	ttee.

1. Project Code	LG007	2.	Project	Title	DPT(Dire	ección Prov	incia	al de Transpor	te) enhai	nceme	nt plan	
3. Implementation	Agency	MITRAN	S				4	4. Implementa	ition peri	od		
5. Project cost (bud	dget)	240 mill	lion CUI	9.6 m	nillion USD))		Start	2022	2	End	2026
6. Source of financ	e	State	budget				☐ External financing agencies ☐ Foreign Investors					
7. Sector	☐ Road, ☐ Railw ☐ Aviat	ay .	☐ Bus	ironment titution/Re	r transport	ners	8. Project Priority		(2022 – 2023) Short-term (2024 – 2026)			
	Key Areas			9.	Objective	(code)		10. Strategy	(code)		11. Goal (cod	e)
Planning and coo Transport infrast			nt	2.	1			2.1.1			2.1.1.1	
Transport infrast S. Environment, sa		•	111	Z.	1			2.1.1			2.1.1.1	
4. Transport servic	•	•	lopmen	t								
5. Transport pricing												
6. Institutional and	regulato	y develop	ment									
12. Purpose of the	project					13. Ex	pect	ed Benefits/O	utcomes			
 Enhance province Básica 	cial transp	ort capaci	ty to de	liver th	e Canasta	• Cor	 Cargo (canasta básica) transport capacity is enhanced Communities in rural areas receive necessary commodities timely 					
14. Project Descrip	tion					15. So	cial-	environmenta	ıl conside	eration		
Update the DPT	truck inve	entory data	a						-	acts a	re expected, su	ch as stable
Demand forecas	t of Cana	sta Básica	delivery	needs				ry of commodi al Environmen		nificar	nt impacts are e	xpected
Prepare a truckProcurement ofUpgrade the truDriver/staff train	the truck: ck mainte		rkshop a	and equ	uipment	3) Po	 Natural Environment – no significant impacts are expected Pollution – positive impacts are expected, such as air quality improvement using new vehicles Environmental Impact Assessment (EIA) – no need 					•
16. Relevant projec	ct(s)											
• LG006												
17. Project location	n P	rovince:	Natio	nwide				City:				
18. Notes (if any)												

1. Project Code	LG008		2. Projed	t Title		nment of star		rd inspectior	n procedu	re and	a procurement	plan for		
3. Implementation	Agency	MITRA	ANS				4	1. Implement	tation per	iod				
5. Project cost (bu	dget)	25 mil	lion CUP	(1.0 mi	llion USD)			Start	202	.3	End	2024		
6. Source of finance	e	Sta	te budge	t			l fin	ancing agen	cies	□ Fo	reign Investors			
		ı												
7. Sector	☐ Road, ☐ Railw ☐ Aviat	 ☑ Transport Planning ☐ Road/Bridge ☐ Bus passenger tr ☐ Railway ☐ Institution/Regu ☐ Port/Maritime ☐ Relevant busines 					8. Project Priority				Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)			
Key Areas 9. Objective (code) 10. Strategy (code)											11. Goal (cod	e)		
1. Planning and co														
2. Transport infras			nent	2.:	1			2.1.2			2.1.2.1			
Environment, sa A. Transport service		•	velonme	nt										
5. Transport pricin				IL .										
6. Institutional and														
				ı										
12. Purpose of the	project					13. Exp	ect	ed Benefits/	Outcome	s				
To upgrade the international sta	_	ehicle in:	spection	proced	ure to an	acco	 Existing and new vehicles will be regularly inspected; accordingly, the level of safety will be maintained/improved. Similarly, the air quality will be maintained/improved. 							
14. Project Descrip	tion							environment						
Study vehicle in countries Establish new ir Demand forecase Procurement pl Inspection staff 16. Relevant proje LG006		inci 2) Nat 3) Pol imp	eas ura utio	sed qualified Il Environme on – positive vement	staff for nt – no si impacts	vehicle gnificai are exp	re expected, sud inspections nt impacts are e sected, such as a (EIA) – no need	xpected						
						•								
17. Project locatio	n P	rovince:	Nati	onwide				City:						
18. Notes (if any)														

1. Project Code L	_G009		2. Projec	t Title	Establish plan (LG		icle	inspection c	ompanies	based	on the vehicle	inspection		
3. Implementation Ag	gency	MITR	ANS				4	. Implement	ation peri	od				
5. Project cost (budge	et)	150 n	nillion CU	P (6.0 r	nillion USD)			Start	2024	1	End	2027		
6. Source of finance		⊠ Sta	ate budge	t			fin	ancing agend	cies	□ Fo	reign Investors			
									<u>'</u>					
7. Sector	Sector Transport Planning Logistics/Cargo Bus passenger Environment Environment Institution/Reg Relevant busing						8. Project Sho priority (20							
Ke	ey Areas			g	. Objective	(code)		10. Strategy	(code)		11. Goal (cod	e)		
1. Planning and coord	dination													
2. Transport infrastru	icture de	evelopi	ment	2	.1			2.1.2			2.1.2.1			
3. Environment, safet														
4. Transport service a				nt										
5. Transport pricing a6. Institutional and re														
o. mstrutional and re	guiator	y devel	ортнени											
12. Purpose of the pr	oject					13. Exp	ecte	ed Benefits/0	Outcomes					
• To establish state-	owned v	ehicle/	inspectio	n comp	anies		The capacity for providing vehicle inspection services is							
To encourage the encourag		nment	of non-sta	ate veh	icle		increased.High-quality vehicle inspection services are provided.							
inspection compar	nies					_		•	•		ection staff is ir			
14. Project Description	on							environment				ici easeu.		
Vehicle inspection		ioc arc	octablick	od bac	od on the						re expected, su	ch as		
vehicle inspection	•		Establisi	ieu bas	eu on the			ed qualified			•			
 Private sector can services. 	be invite	ed to p	rovide ve	hicle in	spection	3) Poll	utic	on – positive	_		it impacts are e ected, such as a	•		
Training of inspect	tion staff	f						ement Imental Impa	act Assess	ment ((EIA) – no need			
16. Relevant project(s														
• LG008														
						<u> </u>								
17. Project location	Pr	ovince	: Nati	onwide	!			City:						
18. Notes (if any)														

1. Project Code	LG010	2	. Projec	t Title	e General	warehouse r	eh	abilitation/ren	ewal pla	an				
3. Implementation	Agency	MINCIN	N and p	rovin	ces			4. Implementa	tion per	iod				
5. Project cost (but	dget)	100 mi	llion CU	P (4.0	0 million USD)		Start	202	3	End	2024		
6. Source of finance	e	Stat	e budge	et			☐ External financing agencies ☐ Foreign Investors							
7. Sector	o transport gulation ness and oth	8. Project Priority												
								ı						
	Key Areas				9. Objective	(code)		10. Strategy	(code)		11. Goal (cod	e)		
1. Planning and co					2.2			224 222			2 2 4 4 2 2			
Transport infras S. Environment, sa		•	ent		2.2			2.2.1, 2.2.2			2.2.1.1~2			
4. Transport service			elonmer	nt										
5. Transport pricing														
6. Institutional and														
								•						
12. Purpose of the	project					13. Exp	ec	ted Benefits/O	utcome	s				
• To make a rehali MINCIN	oilitation/r	enewal p	lan of v	vareh	ouses under		Storage capacity and quality are improved A foundation for supply-chain management will be prepared							
14. Project Descrip	tion						A foundation for supply-chain management will be prepared 15. Social-environmental consideration							
Collection of the inventory data of warehouses (under MINCIN and provinces) Evaluation of the existing condition of the warehouses Storage demand forecast Warehouse rehabilitation/renewal program Preliminary design of the rehabilitation/renewal, including equipment such as refrigeration and freezers Cost estimate 16. Relevant project(s)							ea ur ut	sed qualified val Environmention – negative blid waste	varehou t – no si impacts	se stafi gnificar are ex	re expected, su f f nt impacts are e pected, such as (EIA) – needed	xpected		
● LG009														
17. Project location	n Pr	ovince:	Natio	onwic	de			City:						
18. Notes (if any)														

1. Project Code	LG011		2. Projec	t Title	Rehabili	tation/renew	al c	of the genera	l wareho	use of	each province	
3. Implementation	Agency	MINC	IN and pi	rovince	es		4	I. Implement	ation per	iod		
5. Project cost (bu	dget)	4.0 bi	llion CUP	(160 r	nillion USD)			Start	202	:3	End	2024
6. Source of finance	e	⊠ Sta	ate budge	et			l fin	ancing agen	cies	□ Fc	reign Investors	
		ļ										
7. Sector	☐ Road/ ☐ Railw ☐ Aviat ☐ Port/	Bridge ay ion		□ Bu □ En □ In	ogistics/Cargus passenge vironment stitution/Re elevant busi	r transport	ers	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
											1	
	Key Areas			9	. Objective	(code)		10. Strategy	(code)		11. Goal (cod	le)
1. Planning and co							+	221222			224402	
Transport infras S. Environment, sa				2	.2			2.2.1, 2.2.2			2.2.1.1~2	
4. Transport service	•	-		nt								
5. Transport pricin		•	•									
6. Institutional and												
12. Purpose of the	project					13. Exp	ecte	ed Benefits/0	Outcome	S		
 To implement t under MINCIN 	he rehabili	tation/r	enewal p	olan of	warehouse		_	capacity and	-		proved gement will be	prepared
14. Project Descrip	otion					15. Soc	ial-e	environment	al consid	eration	<u>-</u> 1	
Based on the ware	house reh	abilitati	on/renev	wal pla	n (LG010),						re expected, su	ch as
 Detailed design as refrigeration 			s, includi	ng equ	ipment suc	2) Nat	ura		nt – no si	gnifica	f nt impacts are e pected, such as	•
Construction an	d procure	ment pla	an					lid waste	inipacts	ale ex	pecieu, sucii as	wastewater
Environmental	Impact Ass	essmen	t (EIA)			4) Env	iror	nmental Imp	act Asses	sment	(EIA) – needed	
Traffic Impact A	ssessment	(TIA)										
 Cost estimate 												
Tender and Con		supervis	ion									
16. Relevant proje	ct(s)											
● LG010												
17. Project locatio	n P	rovince:	Nati	onwide	2			City:				
18. Notes (if any)												
• The cost will be	estimated	based o	on the de	tailed	design.							

					A Ctudu a	n the need f		starage of sme	aifia ima	orton	t anada in Maria	l Matanzas
1. Project Code	LG012		2. Projec	t Title		on the need to os, and Santion			citic imp	ortan	t goods in Marie	i, Matanzas,
3. Implementation	Agency	Mini	stry of Eco	nomy a	nd Industry		4.	. Implementat	tion peri	od		
5. Project cost (but	dget)	25 m	illion CUP	(1 millio	on USD)			Start	2025	5	End	2026
6. Source of finance	e	⊠ St	ate budge	t			fina	ancing agenci	es	□ Fo	reign Investors	
		ı			Į.							
7. Sector	☐ Road ☐ Railw ☐ Aviat ☐ Port/	/Bridge /ay ion	2	☐ Bus	gistics/Cargo s passenger ironment titution/Reg evant busir	transport	ers	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
Г												
	Key Areas			9.	Objective (code)		10. Strategy (code)		11. Goal (code	2)
_	Planning and coordination Transport infrastructure development 2.2							221222			2.2.1.1~2	
·	2. 2.2 Environment, safety, and security							2.2.1, 2.2.2			2.2.1.1 2	
4. Transport service				nt								
5. Transport pricin												
6. Institutional and	l regulato:	y deve	lopment									
12. Purpose of the	project					13. Ехре	ecte	ed Benefits/Ou	utcomes			
 Study the need Mariel, Matanza 				-				nd import act ation betweer		-	ported usiness entities	
14. Project Descrip	tion					15. Socia	al-e	environmental	l conside	ration	า	
Based on the expo strategies, special provinces will be so • Planning coordinates	storage fa tudied.	cilities	in/near th	e ports	in four	incre 2) Natu 3) Pollu	ease ural utio	e in qualified Environment	planning – no sig	staff nifica	nre expected, suc nt impacts are ex spected, such as	xpected
sectors						4) Envi			ct Assess	ment	(EIA) – IEE will b	e needed
 Demand forecas A plan for buildi commodities 	-		-	-		25						
Initial Environm	ental Fval	uation	(IFF)									
16. Relevant proje			(/									
• LG010												
						1						
17. Project location	n P	rovince	e: Nati	onwide				City:				
							1					
18. Notes (if any)				_								

1. Project Code	LG013		2. Projec	t Title	Construc	tion of priori	ty n	ew warehou	ıses			
3. Implementation	Agency	Conc	erned Min	istries			4.	Implement	ation per	iod		
5. Project cost (bu	dget)	4.0 b	illion CUP	(160 mi	llion USD)			Start	202	.7	End	2030
6. Source of finance	ce	⊠ St	ate budge	t			fina	ancing agend	cies	⊠ Fo	reign Investors	
7. Sector	⊠ Tran □ Road □ Railv □ Aviat □ Port,	/Bridge vay tion	2	☐ Bus	gistics/Carg s passenger ironment titution/Re evant busir	transport	ers	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			q	Objective (rode)		10. Strategy	(code)		11. Goal (cod	(a)
1. Planning and co	•			J.	Objective (coucy	1	10. Strategy	(couc)		11. Godi (coc	
2. Transport infras			ment	2.2	2		1	2.2.1, 2.2.2			2.2.1.1~2	
3. Environment, sa	afety, and	securit	У									
4. Transport service	e and ind	ustry d	evelopme	nt								
5. Transport pricin	g and reso	ource a	llocation									
6. Institutional and	d regulato	ry deve	lopment									
12. Purpose of the	project					13. Expe	ecte	d Benefits/0	Outcome:	S		
 Construction of installation of e 			ige buildin	gs with	the		-	capacity and ation for sup	-	-	oroved gement will be	prepared
14. Project Descrip	otion					15. Soci	al-e	nvironment	al consid	eratior	1	
Based on the stud goods in Mariel, M (LG012), Feasibility study Detailed design such as refriger Construction ar Environmental Traffic Impact A Cost estimate Tender and Cor 16. Relevant proje LG010	on the second of the storation and procure almpact Assessment astruction astruction act(s)	Cienfue elected orage fa freezer ement p sessme t (TIA)	gos, and S priority st cilities, ind s olan nt (EIA)	antiago orage fa	de Cuba	incre 2) Natu 3) Polli and	ease ural utio soli	ed qualified Environmer n – negative d waste	warehou nt – no si impacts	se staf gnifica are ex	re expected, su f nt impacts are e pected, such as (EIA) – needed	expected
18. Notes (if any)												
• The costs are es	stimated b	ased o	n the deta	iled des	ign.							

	1												
1. Project Code	LG014	2.	Project 1	Γitle	Study on	n packaging	g tec	chno	ology and ind	ustry c	levelop	ment	
3. Implementation	Agency	MINCIN						4. I	mplementat	ion per	iod		
5. Project cost (bu	dget)	25 millio	n CUP (1	. millio	on USD)				Start	202	.2	End	2024
6. Source of finance	e	State	budget			⊠ Exteri	nal f	inar	ncing agencie	es	☐ Fo	reign Investors	
7. Sector	□ Road/ □ Railw □ Aviati	ay]]]	□ Bus □ Env □ Inst	gistics/Carg passenger ironment titution/Re evant busin	r transport gulation		rs .	8. Project Priority			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			9.	Objective (code)		1	0. Strategy (code)		11. Goal (cod	e)
1. Planning and co	ordination												
2. Transport infras	tructure d	evelopmen	it	2.2	2			2	.2.3			2.2.3.1	
3. Environment, sa	fety, and s	ecurity											
4. Transport service		•	•					-					
5. Transport pricin								-					
6. Institutional and	Institutional and regulatory development												
12. Purpose of the	project					13. E	хрес	cted	Benefits/Ou	itcome	S		
Study modern p	ackaging t	echnologie	<u></u>			● Th	e an	nou	nt of exporte	ed good	ds will b	oe increased	
 Encourage the of technologies 		_		ckagin	ng	• Da	ımag	ged	goods (ratio) during	g transp	portation will be	decreased
14. Project Descrip	otion					15. S	ocia	l-en	vironmental	consid	eration	1	
New packaging tec products and incre • Study packaging • Study the need	ease the qu g technolog	iality of tra	nsporta er count	tion se	ervices.	ir 2) N 3) P	ncre: latui ollu	ase ral E tion	in the delive Invironment	ry of hi – no si ant im	gh-qua gnifica: pacts a	re expected, suility/fresh goods nt impacts are e re expected. Ho	xpected
 Prepare a progr installing new p 	am to supp	oort state-o	owned c					•			•	(EIA) – no need	
16. Relevant proje	5. Relevant project(s)												
•													
						·							
17. Project location	n Pi	rovince:	Nation	wide					City:				
18. Notes (if any)													
• The cost of insta	alling new	packaging	technolo	ogies s	shall be stu	ıdied sepai	ratel	ly fo	r each comp	any.			

1. Project Code	LG015		2. Projec	t Titl	e Busines	s Co	ntinuity Pla	an i	n the logist	ics sector			
	•	•											
3. Implementation	Agency	MINC	IN/MITRA	ANS				4.	Implement	tation per	iod		
5. Project cost (bu	dget)	37.5 r	nillion CU	IP (1.	5 million USE))			Start	202	2	End	2024
6. Source of finance	e	⊠ Sta	ate budge	t		Σ	☑ External t	fina	ncing agen	cies	□ Fo	reign Investors	
7. Sector	⊠ Tran: □ Road □ Railw □ Aviat □ Port	/Bridge vay tion			Logistics/Car Bus passenge Environment Institution/R Relevant bus	er tra	ation	rs	8. Projec Priority	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Area:	•			9. Objective	lco	de)	Τ.	10. Strateg	v (code)		11. Goal (cod	10)
1. Planning and co	•				J. Objective	: (00	uej	+	10. Strateg	y (code)		11. Goai (coc	<i>(</i>
2. Transport infras			ment										
3. Environment, sa	fety, and	security	1		3.1, 3.2			;	3.1.1, 3.2.2			3.1.1.1, 3.2.2	2.1
4. Transport service	e and ind	ustry de	velopme	nt									
	. Transport pricing and resource allocation												
6. Institutional and	Institutional and regulatory development												
12. Purpose of the	nroject						13 Evne	ctor	d Benefits/	Outcome	c		
Develop/update		ss conti	nuitu plar	\/DCI	l) to bo		-					actors are maint	tainad
prepared for po infection diseas	tential ris			•	•		_		f the peopl			asters are maint	lameu
14. Project Descrip	tion						15. Socia	ıl-er	nvironment	tal consid	eration	า	
A business continu of prevention and The plan ensures t logistics personnel event of a disaster	recovery that altern are prote	from po ative tra ected an	tential th ansport m d can fun	reats neans	to the state. /routes and		disas 2) Natu 3) Pollu	ters ral itior	s and infect Environme n – no signi	tion disea nt – no si ficant imp	ses gnifica pacts a	nre expected in the impacts are expected. (EIA) – no need	expected
Study logistics B				. ,	·c · · · ·								
 Study the health logistics sector i 				e staf	f in the								
 Prepare a BCP in hurricanes and 			ere natur	al dis	asters, such	as							
 Prepare a BCP ii (pandemic) 	n the ever	nt of sev	ere inflec	tiona	l diseases								
16. Relevant proje	6. Relevant project(s)												
•													
							•						
17. Project locatio	n P	rovince	: Nati	onwi	de				City:				
								•					
18. Notes (if any)													
The preparation	of the na	tional-le	evel BCP i	s urg	ently needed	d.							

4. Buring Code	16046		2.0	. Title	B:	/0			C		-1	d	
1. Project Code	LG016		2. Projec	t litle	Disaster	/Roac	1 Acciden	it in	formation	snaring s	system	development	
3. Implementation	Agency	MITR	ANS and N	lationa	l Revolution	nary F	Police	4.	Implement	ation pe	riod		
5. Project cost (but	dget)	37.5 ı	million CU	P (1.5 n	nillion USD))			Start	20	24	End	2025
6. Source of finance	е	⊠ Sta	ate budge	į		⊠ E	External f	finai	ncing agen	cies	□ Fo	reign Investors	
		•											
7. Sector	⊠ Tran. □ Road □ Railv □ Aviat □ Port,	/Bridge vay tion		☐ Bu☐ Env☐ Ins	gistics/Carg s passenger vironment titution/Re levant busir	r tran egulat	ion	rs	8. Projec Priority	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas	i		9.	Objective ((code)		1	.0. Strategy	(code)		11. Goal (cod	le)
1. Planning and co													
2. Transport infras													
3. Environment, sa	•			3.	2			3	3.2.1			3.2.1.1	
4. Transport servic			•	nt				-					
5. Transport pricin								-					
6. Institutional and	regulato	ry deve	lopment										
12 Durnoss of the	project						12 Evno	ctoc	d Benefits/	Outcome).c		
							•		<u> </u>				
prepared for po	 Develop/update a business continuity plan (PCP) to be prepared for potential risks caused by natural disasters an infection diseases 								ural disasto the logistic	-		ents e event of disast	ers
14. Project Descrip	tion						15. Socia	ıl-er	nvironment	tal consid	deratio	า	
A disaster information to help including Prior inform Ex post info operation so route and in Similarly, a road action of the prior inform higher risks Ex post info alternative Study disaster/action countries Feasibility study system 16. Relevant project 17. Project location	structure, d alternativ n provides: ons of pad section, her	ve	disas comr 2) Natu 3) Pollu	ters mun ral l	s, such as m nities Environme n – no signi	naintaini nt – no s ficant im	ng com ignifica ipacts a	re expected in modity supply to the modity supply s	o the expected				
10 Notes /:f == \													
18. Notes (if any)	of the inf	ormati-	n charir-	cuctors	will falla	, +b:c -	study (LC	017	7)				
The installation	or the info	ormatic	ıı-snarıng	system	wiii tollow	this s	study (LG	101/	' J.				

1. Project Code	LG017	2. F	roject T	tle	Installatio	n of Disa	ster/R	loa	d Accident	informati	on sha	aring system at I	Michi-no-Eki
-		ī											
3. Implementation	Agency	MITRA	NS and N	lationa	al Revolution	nary Polic	e	4.	Implement	ation per	iod		
5. Project cost (but	dget)	120 mil	lion CUP	(4.8 r	nillion USD)				Start	202	6	End	2028
6. Source of finance	е	⊠ State	e budget				rnal fi	naı	ncing agend	cies	□ Fo	reign Investors	
7. Sector	☐ Road, ☐ Railw ☐ Aviat	ay .		☐ Bu ☐ En ☐ In:	gistics/Cargo us passenger vironment stitution/Reg elevant busin	transpor		S	8. Project Priority	:		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas 9. Object							1	.0. Strategy	(code)		11. Goal (cod	e)
1. Planning and co	L. Planning and coordination												
2. Transport infras	. Transport infrastructure development												
3. Environment, sa	fety, and	security		3.	1			3	3.1.1			3.1.1.1	
4. Transport servic	e and indu	ıstry dev	elopmen	t									
5. Transport pricing	g and reso	urce allo	cation										
6. Institutional and	l regulato	y develo	oment										
12. Purpose of the	project					13.	Expec	tec	d Benefits/0	Dutcomes	5		
Install the disast at Michi-no-Eki	er/road a				· .	• A	void r	nat	ural disaste	ers/traffic	accide	ents event of disast	ers
14. Project Descrip	tion					15.	Social	-en	nvironment	al conside	eration	1	
A disaster/road accinstalled at Michi-r			sharing	systen	n shall be							re expected in t	
16. Relevant projec	ct(s)						comm			at no cic	mifica	at impacts are o	vnostod
• RB008							Pollut	ion	n – no signif	ficant imp	acts a	nt impacts are e re expected. (EIA) – no need	xpected
17. Project location	n P	rovince:	Natio	nwide	?				City:				
18. Notes (if any)			•									-	-
•			·										

1. Project Code	LG0:	18	2. Projec	t Title	Study on goods tr			s go	ods transp	oort need	s and d	esignation of da	angerous
3. Implementation	Agency	MITRA	ANS and N	lational	Revolution	nary I	Police	4. lı	mplement	tation per	iod		
5. Project cost (bud	dget)	37.5 n	nillion CU	P (1.5 m	nillion USD))			Start	202	3	End	2025
6. Source of finance	e	⊠ Sta	te budge	:			External fi	inan	cing agen	cies	☐ Fo	reign Investors	
7. Sector	⊠ Tran: □ Road □ Railv □ Aviat □ Port,	/Bridge vay		☐ Bus	gistics/Carg s passenger ironment titution/Re evant busir	r tran	tion	S	8. Projec Priority	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas	5		9. (Objective (code)	10). Strategy	(code)		11. Goal (cod	e)
1. Planning and cod	ordination	า											
2. Transport infrast	ructure d	levelopr	ment										
3. Environment, sa				3.3	3			3.	3.1, 3.3.2			3.3.1.1, 3.3.2.	.1
4. Transport service		•	•	nt									
5. Transport pricing													
6. Institutional and	regulato	ry devei	opment										
12. Purpose of the	project						13. Expec	ted	Benefits/	Outcome	5		
			monitor	and mai	nage the				isks in trai uce dama	-		ous goods	
14. Project Descrip	tion						-		vironment				
Transport of hazard be carefully monito environmental and other materials and • Study other countransport of dan • Demand forecas • Inventory data countransport of dan • Route identificar • Feasibility study monitoring syste • Regulatory fram dangerous good	To prepare a plan and systems to monitor and manage the transport of dangerous goods 14. Project Description Transport of hazardous goods (oils, gas, chemical products) reports of hazardous goods in traffic accidents, etc. Study other countries' systems to monitor and manage the transport of dangerous goods Demand forecast of dangerous goods transportation Inventory data of vehicles carrying dangerous goods Route identification for transporting dangerous goods Feasibility study on the installation of the hazardous goods monitoring system Regulatory framework to manage the transportation of dangerous goods 6. Relevant project(s)								pacts – po such as n ties nvironme – no signi	ositive im naintainin nt – no si ficant imp	pacts a g comi gnificar	re expected in t modity supply to nt impacts are e re expected. (EIA) – no need	o the
17. Project location	1 F	Province	. Natio	onwide					City:				
10 Notes (:f =)													
18. Notes (if any)													
The installation	of the mo	nitoring	system v	vill follo	w this stud	dy (LG	019).						

1. Project Code	LG01	19	2. Projec	t Title	Installati	ion of a haz	ardo	ous goods	vehic	le mon	itoring	system	
3. Implementation	Agency	MITRA	ANS and I	Nationa	l Revolutio	nary Police		4. Implen	nentat	ion per	iod		
5. Project cost (bud	dget)	37.5 n	million CU	P (1.5 n	nillion USD))		Start		202	6	End	2028
6. Source of financ	e	⊠ Sta	ite budge	t		⊠ Extern	al fi	nancing a	gencie	es	☐ Fc	oreign Investors	
7. Sector	⊠ Tran: □ Road □ Railw □ Aviat □ Port/	/Bridge /ay :ion	J	☐ Bu☐ Env☐ Ins	gistics/Carg s passenge vironment stitution/Re levant busi	r transport	hers	8. Pro	•			Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
								ı					
	Key Areas			9	. Objective	(code)		10. Stra	itegy (code)		11. Goal (cod	le)
1. Planning and coo													
2. Transport infrast								2242				2244 222	
Environment, sa A. Transport service					.3			3.3.1, 3	.3.2			3.3.1.1, 3.3.2	.1
5. Transport services				IL .									
6. Institutional and													
	-6	,		I				l .					
12. Purpose of the	project					13. Ex	pec	ted Benef	fits/Ou	itcome:	5		
· · · · · · · · · · · · · · · · · · ·		nitor and	d manage	the tra	nsport of			d risks in		_		dous goods	
14. Project Descrip	tion							-environn					
 the transport of da Detailed design Cost estimates Preparation of to Installation of the 	 To install a system to monitor and manage the transport of dangerous goods 14. Project Description Based on the study (LG018), a system to monitor and manage the transport of dangerous goods will be installed. Detailed design of the system Cost estimates Preparation of tender documents Installation of the system 							ers, such a unities al Environ ion – no s	as ma iment signific	intainin – no siį ant imį	g com gnifica pacts a	are expected in t modity supply to nt impacts are e are expected. (EIA) – no need	o the expected
16. Relevant projec	ct(s)												
● LG018													
17. Project location	n P	rovince	: Nati	onwide				City:					
18. Notes (if any)													
•													

	ı				T							
1. Project Code	LG02	20	2. Project	Title	Study on	the state-v	/ide e	emergency/	ambuland	e tran	sport needs	
3. Implementation	Agency	Minis	try of Publ	ic Heal	th and MITI	RANS	4	. Implement	ation per	iod		
5. Project cost (but	dget)	37.5 ו	million CUF	(1.5 n	nillion USD)			Start	202	4	End	2025
6. Source of finance	e	⊠ Sta	ate budget			⊠ Externa	al fina	ancing agen	cies	□ Fo	reign Investors	
		,							,			
7. Sector	⊠ Trans □ Road, □ Railw □ Aviat □ Port/	/Bridge vay ion		☐ Bus ☐ Env ☐ Ins	gistics/Cargo s passenger ironment titution/Reg evant busin	transport gulation	ners	8. Project Priority	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			9.	Objective (code)	1	0. Strategy (code)		11. Goal (code	۵)
1. Planning and co	•			3.	o o o o o o o o o o o o o o o o o o o			0.01.01.0	0000		11. 000. (000.	-,
2. Transport infras	tructure d	evelopi	ment									
3. Environment, sa	fety, and	security	/	3.	4		3	.4.1			3.4.1.1, 3.4.1.	2
4. Transport service		•	•	:								
5. Transport pricin	_											
6. Institutional and	l regulator	y devel	opment									
12. Purpose of the	nroiect					13 Fy	necte	ed Benefits/	Outcome	c		
• Study the need		oncu m	odical tran	nort i	o the state			ne people is				
Establish a plan	_	-		-		Lile	or tr	ie people is	saveu			
transport syster		c the c	kisting ciric	rgene	y mealear							
14. Project Descrip						15. So	cial-e	environment	al consid	eratior	า	
Emergency medica provide world-clas event of a serious, regard, a compreh shall be carried ou	s medical potentiall ensive stu	care fo	r people in reatening	the un incide	fortunate nt. In this	2) Na 3) Po	tural Ilutio	Environme on – no signi	nt – no siį ficant imį	gnifica pacts a	re expected: life nt impacts are e re expected. (EIA) – no need	_
 Inventory data of level of medical aircraft, and ves 	services, (ssels)	emerge	ncy vehicle	s, heli	copters,	f,						
 Gap analysis (er capacity/speed) 		transpo	rt needs a	nd the	transport							
 Preparation of a medical transpo establishment o MITRANS) 	rt services	s, includ	ding a stud	on th	e	у						
16. Relevant proje	ct(s)											
•												
						*						
17. Project location	n P	rovince	: Natio	nwide				City:				
18. Notes (if any)												
•												

1. Project Code LGO21 2. Project Title Upgraded emergency medical transport service unit (company) 3. Implementation Agency Ministry of Public Health and MITRANS 5. Project cost (budget) 5. Dillion CUP (200 million USD) Start 2024 End 2025 6. Source of finance State budget State budget State budget State budget Relevant business and others Relevant busine													
5. Project cost (budget) 5. O billion CUP (200 million USD) 5. Start 2024 End 2025 6. Source of finance State budget State bud	1. Project Code	LG02	1	2. Projec	t Title	Upgrade	d emergenc	/ m	edical transp	ort servic	e unit	(company)	
5. Project cost (budget) 5.0 billion CUP (200 million USD) Start 2024 End 2025 6. Source of finance State budget State budget State budget Foreign Investors State budget State budget State budget Foreign Investors													
State budget Stat	3. Implementation	Agency	Minis	try of Pul	olic He	alth and MIT	RANS	4	4. Implement	tation per	iod		
Stransport Planning	5. Project cost (bud	dget)	5.0 bi	llion CUP	(200 n	nillion USD)			Start	202	4	End	2025
7. Sector Railway Environment Survive (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030) Relevant business and others S. Project Priority Short-term (2027 – 2036) Medium-term (2027 – 2030)	6. Source of finance	e	⊠ Sta	ate budge	et			l fir	nancing agen	cies	☐ Fo	reign Investors	
7. Sector Railway Environment Survive (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030) Relevant business and others S. Project Priority Short-term (2027 – 2036) Medium-term (2027 – 2030)													
1. Planning and coordination 2. Transport infrastructure development 3. Environment, safety, and security 3. 4 3.4.1 3.4.1.1, 3.4.1.2 4. Transport service and industry development 5. Transport pricing and resource allocation 6. Institutional and regulatory development 12. Purpose of the project • Establish/upgrade the emergency medical transport service provision unit (company) 14. Project Description Based on the study (LG020), a unit (or a state-owned company) to provide emergency medical transport services will be established. • Procurement of transport means • Medical transport staff training (drivers, pilots) 16. Relevant project(s) • LG015, LG016, LG017, LG020, 17. Project location Province: Nationwide Nationwide Nationwide Nationwide Nationwide S. A.1.1 3.4.1.2 3.4.1 3.4.1.1, 3.4.1.2 3.4.1 3.4.1.1, 3.4.1.2 3.4.1 3.4.1.1, 3.4.1.2 3.4.1 3.4.1.1, 3.4.1.2 3.4.1 3.4.1.1, 3.4.1.2 4. Transport service and industry development 15. Social-environmental consideration 15. Social-environmental consideration 16. Social-environmental consideration 17. Natural Environmental consideration 18. Expected Benefits/Outcomes • Life of the people is saved 19. Social-environmental consideration 19. Social-environmental consideration 10. Social-environmental consideration 11. Social-environmental consideration 12. Purpose of the project 13. Expected Benefits/Outcomes • Life of the people is saved 15. Social-environmental consideration 19. Social impacts – positive impacts are expected: life-saving, etc. 20. Natural Environment – no significant impacts are expected 31. Purpose of the project (social impacts – positive impacts are expected (social impacts – positiv	7. Sector	☐ Road/ ☐ Railw ☐ Aviati	'Bridge ay ion	J	☐ Bu ☐ En ☐ In	us passenger vironment stitution/Re	transport gulation	ers	Priority	t		(2022 – 2023) Short-term (2024 – 2026) Medium-term	
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2. Transport infrastructure development 3. Environment, safety, and security 3. 4 3. Environment, safety, and security 4. Transport service and industry development 5. Transport pricing and resource allocation 6. Institutional and regulatory development 12. Purpose of the project • Establish/upgrade the emergency medical transport service provision unit (company) 14. Project Description Based on the study (LG020), a unit (or a state-owned company) to provide emergency medical transport services will be established. • Procurement of transport means • Medical transport staff training (drivers, pilots) 16. Relevant project(s) • LG015, LG016, LG017, LG020, 17. Project location Province: Nationwide 3. 4. 1 3. 4. 1 3. 4. 1 1. 5. Cocial-environmental consideration 1	1 Planning and cod	•				9. Objective	(code)		10. Strateg	gy (code)		11. Goal (cod	le)
3. Environment, safety, and security 4. Transport service and industry development 5. Transport pricing and resource allocation 6. Institutional and regulatory development 12. Purpose of the project • Establish/upgrade the emergency medical transport service provision unit (company) 14. Project Description Based on the study (LG020), a unit (or a state-owned company) to provide emergency medical transport services will be established. • Procurement of transport means • Medical transport staff training (drivers, pilots) 16. Relevant project(s) • LG015, LG016, LG017, LG020, 17. Project location Province: Nationwide 13. Expected Benefits/Outcomes • Life of the people is saved 15. Social-environmental consideration 16. Nocial impacts – positive impacts are expected: life-saving, etc. 27. Natural Environment – no significant impacts are expected. 48. Environmental Impact Assessment (EIA) – no need				nent									
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6. Institutional and regulatory development 12. Purpose of the project • Establish/upgrade the emergency medical transport service provision unit (company) 14. Project Description Based on the study (LG020), a unit (or a state-owned company) to provide emergency medical transport services will be established. • Procurement of transport means • Medical transport staff training (drivers, pilots) 16. Relevant project(s) • LG015, LG016, LG017, LG020, 13. Expected Benefits/Outcomes • Life of the people is saved proside an emergency medical transport service ompany) to provide emergency medical transport services will be established. • Procurement of transport means • Medical transport staff training (drivers, pilots) 16. Relevant project(s) • LG015, LG016, LG017, LG020,	4. Transport servic	e and indu	stry de	velopmei	nt								
12. Purpose of the project Establish/upgrade the emergency medical transport service provision unit (company) 14. Project Description Based on the study (LG020), a unit (or a state-owned company) to provide emergency medical transport services will be established. Procurement of transport means Medical transport staff training (drivers, pilots) 16. Relevant project(s) LG015, LG016, LG017, LG020, 13. Expected Benefits/Outcomes Life of the people is saved 15. Social-environmental consideration 1 Social impacts — positive impacts are expected: life-saving, etc. 2 Natural Environment — no significant impacts are expected. 4 Environmental Impact Assessment (EIA) — no need 17. Project location Province: Nationwide City:	5. Transport pricing	g and reso	urce all	ocation									
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to provide emergency medical transport services will be established. Procurement of transport means Medical transport staff training (drivers, pilots) 16. Relevant project(s) LG015, LG016, LG017, LG020, 17. Project location Province: Nationwide 2) Natural Environment – no significant impacts are expected. Environmental Impact Assessment (EIA) – no need 2) Natural Environment – no significant impacts are expected. Environmental Impact Assessment (EIA) – no need City:	14. Project Descrip	tion					15. Soc	ial-	environment	tal conside	eration	1	
17. Project location Province: Nationwide City:	to provide emerge established. • Procurement of • Medical transpo	ncy medic transport ort staff tra	al trans means	port serv	ices wi		2) Nat 3) Pol	ura Iuti	al Environme on – no signi	nt – no sig ficant imp	gnificar pacts a	nt impacts are e re expected.	xpected
	• LG015, LG016, L	G017, LG0	20,										
18. Notes (if any)	17. Project location	n Pi	rovince:	: Nati	onwide	9			City:				
18. Notes (if any)													
•	18. Notes (if any)												
	•												

1. Project Code	LG02	22	2. Projec	t Title	R&D on	zero-	carbon te	ech	nologies in	the logist	ics sec	tor (CIMAB)	
	•				•								
3. Implementation	Agency	CIMAE	B, MITRAI	NS				4.	. Implement	ation pe	riod		
5. Project cost (but		5.0 bil	lion CUP	(200 r	million USD)				Start	202		End	2030
6. Source of finance	e	⊠ Sta	te budge	t			External f	fina	ancing agen	cies	☐ Fo	reign Investors	
		<u>l</u>				·					<u>l</u>		
7. Sector	⊠ Trans □ Road, □ Railw □ Aviat □ Port/	Bridge ay	J	□ B □ Er □ Ir	ogistics/Carg us passenge nvironment nstitution/Re elevant busi	r tran	tion	rs	8. Project Priority	t		Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)	
	Key Areas			!	9. Objective	(code	e)		10. Strateg	y (code)		11. Goal (cod	le)
Planning and coo Transport infras			nont					-					
3. Environment, sa			ileiit		3.5				3.5.1			3.5.1.1	
4. Transport servic			velopmer						0.0.1			0.0.2.2	
5. Transport pricing		•	•										
6. Institutional and	l regulato	y develo	opment										
12. Purpose of the	project						13. Expe	cte	d Benefits/	Outcome	S		
 Continuous Rese Carbon emission 			oment (R	&D) to	achieve Zer	ro	• Zero c	arb	oon emissio	ns will be	achiev	red by 2050	
14. Project Descrip	tion						15. Socia	ıl-e	nvironment	al consid	eration	1	
A scaling up of final is essential to achie addition, the capace etc.) needs to be in international research increase in hum Collaboration worganizations/uccomment of Continuous R&E	eve zero control (human creased. Arch organ an resour ith internativersities laborator decivities)	arbon el in resou Besides, izations ces for R ational re i y instrur	missions rces, labo research is require &D activ esearch	by 20! orator collal ed. ities	50. In y instrument	ts,	incre 2) Natu 3) Pollu	ase ral itio	ed qualified Environme n – no signi	staff/scient – no si ficant im	entists, gnifica pacts a	re expected, su etc. nt impacts are e re expected. (EIA) – no need	
16. Relevant proje	ct(s)												
•													
17. Project location	n P	rovince:	Natio	onwid	e				City:				
18. Notes (if any)													
•													

1. Project Code	LG023	3 2. 1	Project ⁻	Γitle	3PL logis	istics service provider development plan (study)								
3. Implementation	Agency	MITRAN: ministrie		IN, an	id other rel	levan	4. Implementation period							
5. Project cost (bu	dget)	25 millio	n CUP (1 milli	ion USD)				Start	202	3	End	2024	
6. Source of finance 🗵 State budget							External	fina	ncing agenc	cies	□ Fo	reign Investors		
						•								
7. Sector	 ☑ Transport Planning ☐ Road/Bridge ☐ Railway ☐ Aviation ☐ Port/Maritime ☑ Relevant busines 						8. Project Edition Priority				\boxtimes	Immediate (2022 – 2023) Short-term (2024 – 2026) Medium-term (2027 – 2030)		
	Key Areas			9.	Objective (code	2)	10	D. Strategy (d	code)		11. Goal (code		
Planning and co Transport infras		volonmon	+											
		•	ι .											
Environment, safety, and security Transport service and industry development								4.	1.1			4.1.1.1, 4.1.1.2	2, 4.1.1.3	
5. Transport pricing and resource allocation 5.2								5.	2.1			5.2.1.1	•	
6. Institutional and	d regulatory	/ developm	nent											
12. Purpose of the	project						13. Expe	cte	d Benefits/C	Outcomes				
 Study the estab provider 	lishment of	f third-part	y logisti	cs (3P	L) service		The efficiency of logistics services							
14. Project Descrip	tion						15. Social-environmental consideration							
Study the establish providers by integ GEMAR, UFC, and management, war Study internation Study capacity/	rating the s CACSA. The ehousing, a onal benchr	ervices of e services in and transponant (3PL s	empres nclude gortation services	sas un goods provi	nder GEA. inventory ders)		 Social impacts – positive impacts are expected, such as increased qualified staff, etc. Natural Environment – no significant impacts are expected Pollution – no significant impacts are expected. Environmental Impact Assessment (EIA) – no need 							
UFC, and CACSA														
 Plan of a 3PL co Feasibility study forecast, new p 	on the 3PI	-	includii	ng der	mand									
16. Relevant proje		2, 200.												
• LG001, LG002, L	.G003													
, , , , , ,														
17. Project location	n Pr	ovince:	Nation	wide					City:					
18. Notes (if any)														
•														

1. Project Code	LG02	24	2. Projec	t Title					rvice provice EMAR, UFC,	•	_	g transport serv	ices of	
3. Implementation	Agency	MITR	ANS				4. Implementation period							
5. Project cost (bu	dget)	250 n	nillion CU	P (10 m	illion USD)				Start	202	5	End	2026	
6. Source of finance	е	⊠ Sta	ate budge	t		⊠ Ex	ternal	fina	ancing agen	cies	□ Fo	reign Investors		
7. Sector	☐ Road, ☐ Railw ☐ Aviat	•					8. Project Priority			\boxtimes	 Immediate (2022 − 2023) Short-term (2024 − 2026) Medium-term (2027 − 2030) 			
Key Areas 9. Objective (coc								1	10. Strategy (code)			11. Goal (code)		
1. Planning and coordination								-						
2. Transport infras					-									
Environment, safety, and security Transport service and industry development 4.1									4.1.1			4.1.1.1, 4.1.1.	2. 4.1.1.3	
5. Transport pricin				5.				_	5.2.1			5.2.1.1	_,	
6. Institutional and	l regulato	y deve	lopment											
12. Purpose of the	project					13	13. Expected Benefits/Outcomes							
 Establishment of by integrating ended cacca. 		, ,		•	•	•	The efficiency of logistics services							
14. Project Descrip	tion					15	15. Social-environmental consideration							
A new businessTransfer of asseProcurement of	ts (vehicle	s, etc.)	to the ne		company	2)	 Social impacts – positive impacts are expected, such as increased qualified staff, etc. Natural Environment – no significant impacts are expected Pollution – no significant impacts are expected. 							
16. Relevant proje	ct(s)					4)) Envi	roni	mental Imp	act Asses	sment	(EIA) – no need		
• LG001, LG002, L	.G003, LG0	023												
17. Project location	n P	rovince	: Nati	onwide					City:					
_														
18. Notes (if any)														
•			_											

1. Project Code	LG02	!5	2. Projec	t Title	Study or	n No	n-state Mic	cro,	Small, and	Mediu	ım-sized	enterprises (MII	PYMES)		
3. Implementation	Agency	MITE	RANS, MIN	CIN, a	ind other rele	evar	nt ministrie:	s	4. Implem	entatio	n period	l			
5. Project cost (but	dget)	25 m	illion CUP	(1 mi	llion USD)		Start 2023					End	2024		
6. Source of finance	e	⊠ St	ate budge	t		\boxtimes	External fi	inan	ncing agenc	ies	□ Fo	reign Investors	•		
7. Sector	⊠ Trans □ Road, □ Railw □ Aviat □ Port/	/Bridge /ay ion	:	□ E	ogistics/Carg us passenge nvironment nstitution/Re elevant busi	r tra	ation	8. Project Priority				 ✓ Immediate (2022 – 2023) ✓ Short-term			
	1/- 1				0 0 0 0 0 0 0	' I	- \	10	0.61	/l - \		44 6 - 1/- 1	- \		
1. Planning and co	Key Areas			- 1	9. Objective (coa	e)	10	O. Strategy	(coae)		11. Goal (code	e)		
2. Transport infras			ment												
3. Environment, sa															
4. Transport service and industry development 4.2								4.	.2.1			4.2.1.1, 4.2.1.	2		
5. Transport pricing and resource allocation															
6. Institutional and	l regulator	y deve	lopment												
12. Purpose of the	project						13. Expec	ted	Benefits/O	utcom	ies				
 Study the possible (micro, small, are sector) 					-		 The efficiency of cargo transport is improved The capacity of cargo transport services is increased 								
14. Project Descrip	tion						15. Social-environmental consideration								
Non-state enterpri opportunities in th necessary legal fra capacity developm enterprises are stu	ne cargo tr mework, f nent (huma ndied in th	anspor inancia an reso is regai	t sector. T al support ources) to rd.	heref progr nvite	ore, the am, and non-state		 Social impacts – positive impacts are expected, such as increased qualified staff, etc. Natural Environment – no significant impacts are expected Pollution – no significant impacts are expected. Environmental Impact Assessment (EIA) – no need 								
 Study legal and enterprises to the 				_	non-state										
 Consultation wire companies) 	th potenti	al non-	state ente	rprise	es (Cuban										
Study financial s	support pr	ogram													
 Study possible in BC system 	nvolvemei	nt of th	e non-sta	e ent	erprises in th	ne									
16. Relevant proje	ct(s)														
• LG001, LG002, L	.G003														
17. Project location	n P	rovince	e: Nati	onwic	e				City:						
18. Notes (if any)															
•															

1. Project Code	LG0	26	2. Project	Title	Study or	n the	provision	of l	ousiness o	pportunit	ies to i	nternational co	mpanies	
3. Implementation	Agency	MITRA	NS, MINC	EX			4. Implementation period							
5. Project cost (bu	dget)	25 mill	lion CUP (1 millio	n USD)				Start	202	23	End	2024	
6. Source of finance	e	⊠ Stat	te budget				External f	finaı	ncing ager	ncies	□ Fc	reign Investors		
											•			
7. Sector	☐ Road ☐ Railv ☐ Avia	l/Bridge vay	☐ Environment☐ Institution/Regula					8. Project Priority				 ✓ Immediate (2022 – 2023) ✓ Short-term (2024 – 2026) ✓ Medium-term (2027 – 2030) 		
	Key Areas			9.	Objective ((code)	1	0. Strateg	y (code)		11. Goal (code)		
1. Planning and co								-						
2. Transport infras			nent	-				+						
3. Environment, safety, and security								4.3.1 4.3.1.1						
Transport service and industry development								4	.3.1			4.3.1.1		
6. Institutional and														
or modificational and	сваше	.,	o pe.ii	I								I		
12. Purpose of the	project						13. Expe	ctec	Benefits/	'Outcome	·S			
• Study possible i				logisti	cs		• The ef	fficie	ency of car	rgo transp	ort is i	mproved		
companies in th	e logistics	s sector c	of Cuba				The capacity of cargo transport services is increased							
14. Project Descrip	tion						15. Social-environmental consideration							
More international transport/logistics companies can be invited to provide the services in Cuba. The necessary legal framework, administrative procedures, and possible locations for their business to invite international companies are studied in this regard. Study legal and regulatory framework in inviting international companies to the cargo transport business in Cuba						,	 Social impacts – positive impacts are expected, such as increased qualified staff, etc. Natural Environment – no significant impacts are expected Pollution – no significant impacts are expected. Environmental Impact Assessment (EIA) – no need 							
Consultation wi	th potent	ial global	l compani	es										
 Study possible in transport compairports) 					_									
16. Relevant proje	ct(s)													
● LG001, LG002, L	.G003, LG	023, LG0)24, LG02!	5										
17. Project locatio	n F	Province:	Natio	nwide					City:					
18. Notes (if any)														
•														

1. Project Code	LG02	27	2. Projec	t Title	Study on	National L	ogis	tics Autho	rity						
,		l l			· · ·				<u>, </u>						
3. Implementation	Agency	MEP,	MITRANS	, MINC	EX, MINCIN			4. Implem	entation _i	period					
5. Project cost (but	dget)	25 mi	llion CUP	(1 millio	on USD)			Start 2023			End	2024			
6. Source of finance	e	⊠ Sta	ate budge	t	•	⊠ Extern	al fi	nancing ag	encies	□ Fc	oreign Investors				
7. Sector	⊠ Tran: □ Road □ Railw □ Aviat □ Port/	/Bridge /ay ion		☐ Bu☐ En\☐ Ins	gistics/Carg s passenger vironment titution/Re levant busir	r transport	ners	8. Project Priority			 ✓ Immediate (2022 – 2023) ✓ Short-term (2024 – 2026) ✓ Medium-term (2027 – 2030) 				
	Key Areas			9.	Objective (code)		10. Strat	egy (code)	11. Goal (cod	le)			
1. Planning and coo				_											
2. Transport infrast		-													
3. Environment, safety, and security															
4. Transport servic				nt 4.	3			4.3.1			4.3.1.1				
5. Transport pricing															
6. Institutional and	regulato	y devei	opment												
12. Purpose of the	project					13. Ex	13. Expected Benefits/Outcomes								
Study the possible responsible for I					•	-	Capacity and quality of cargo transport planning and administration are improved								
14. Project Descrip							15. Social-environmental consideration								
Various empressas provide the existing cargo transport services under different OSDEs. Besides, these OSDEs are under different ministries. This may lead to the inefficiency of cargo transportation in the country. In this regard, it is considered that a series of the proposed cargo transport sector development objectives and strategies need to be implemented effectively under a single authority. • Feasibility study on establishing a single authority to plan, monitor, manage and regulate the logistics activities. 16. Relevant project(s) • LG001, LG002, LG003, LG025						t in 2) Na t 3) Po	increased qualified staff, etc. 2) Natural Environment – no significant impacts are expected 3) Pollution – no significant impacts are expected.								
17. Project location	n P	rovince	: Nati	onwide				City:							
								,							
18. Notes (if any)															
•															

6 章

Appendix A7: Environment Sector

1. Project Code	ENV0	01	2. Projec	Project Title Technical assistance for emission monitoring in transport sector (road, railway, maritime, and aviation sectors)										d, railway,	
3. Implementation Agency		MITRA	NS/CITMA	1				4. Ir	mplem	entati	on per	iod			
5. Project cost (but	dget)	Grant	aid						Start		202	3	End	2030	
6. Source of finance	е	⊠ Sta	te budget			ternal f	inand	cing ag	encies	5	□ Fo	reign Investors			
					•										
7. Sector	⊠ Ro ⊠ Rai ⊠ Avi	•	e	⊠ Bus ⊠ Env □ Inst	istics/Cargo passenger ironment titution/Reg evant busir	transp gulatio	8. Project						 ✓ Immediate (2022 – 2023) ✓ Short-term (2024 – 2026) ✓ Medium-term (2027 – 2030) 		
Key Areas					jective (cod	de)		10.	Strate	gy (co	de)		11. Goal (code	<u>+</u>)	
1. Planning and co	ordinati	on													
2. Transport infras	tructure	e develop	ment												
3. Environment, sa	fety, an	d securit	ty												
4. Transport servic	e and ir	ndustry													
development															
5. Transport pricing	g and re	esource a	llocation												
6. Institutional and	l regula	tory deve	elopment												
12. Purpose of the	project					1	13. Exp	ectec	d Benef	fits/O	utcome	es			
 Currently, vehicle emission standards set in 2001 are being updated. However, there are no emission standards, measurement methods, and equipment for heavy vehicles, railway, maritime and aviation sectors. To monitor emissions from the transport sector, the following are required. Set emission standards Procure adequate measurement equipment Establish emission measurement method. 						g	 Current emissions can be estimated and it can encourage implementation of emission reduction measures. Potential emission reduction from transport sector and contribution to national targets on emission reduction can be estimated. Meet requirements of international agreements (MARPOL, etc.). Emission factors are calculated from real measurements. Establish methodologies for emission measurements. Create specific database 								
14. Project Descrip	tion					1	15. Social-environmental consideration								
Update vehicle emission standards and set heavy vehicle emission standards Set emission standards and measurement methods for railway, maritime and aviation sectors Procure emission measuring equipment and train personnel for vehicle/emission inspection and monitoring.						ay, 2	Social impacts – N/A Natural environment – N/A Pollution – Positive impacts are expected by emission monitoring Environmental Impact Assessment (EIA) – N/A								
Stage 1: Updatin Stage 2: Analysis Stage 3: Establis	of resu	ılts		transpor	t sector.										
16. Relevant projec	ct(s)														
• N/A															
									1						
17. Project location	n	Pro	vince:	Nation	wide					(City:	N,	/A		
18. Notes (if any)															