



ENPI Contract No. 2011 / 264 459

Logistics Processes and Motorways of the Sea II

in Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova,
Tajikistan, Turkmenistan, Ukraine, Uzbekistan

Inception Report

July 2011



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REPORT COVER PAGE

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Logistics Processes and Motorways of the Sea II

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1 EXECUTIVE SUMMARY

The project Logistics Processes and Motorways of the Sea II, launched by the European Commission in April 2011, is the successor of three projects: Motorways of the Black and Caspian Seas, International Logistics Centres for Western NIS and the Caucasus and Logistical Centres for Central Asia. As a result, five Pilot MoS projects for the Black and Caspian Seas and eleven pre-feasibility and feasibility studies of logistics centres in 10 TRACECA countries are on the TRACECA implementation agenda.

The present report documents the activity of the LOGMOS technical assistance project during the three initial months of its implementation.

The report provides short information on the project, and elaborates on its starting situation. This paper documents the context, situation with local stakeholders and cooperation with a project partners and target groups started in the beginning of the project. Following the development of the inception phase, the directions of additional tasks and deviations are identified for inclusion into the mandate of the project. The document provides an outline of planning activities till the end of the project and for the next reporting period.

This administrative report is accompanied with a number of technical annexes including:

Annex 1 – Logframe

Annex 2 – List of Meetings

Annex 3 – LOGMOS Methodology Basis

Annex 4 – Action Plans for Projects to be Followed Up

Annex 5 – Introduction to Multicriteria Analysis for the LOGMOS Pilot Projects

Annex 6 – Shipping Lines Update

Annex 7 – Documents of the 1st Black Sea LOGMOS Regional Meeting in Kiev

The report explains the overall objective of the current project contributing to the long-term sustainable development of logistics infrastructure and multimodal transport along the TRACECA corridor. The paper explains project approach enhancing development and implementation of coherent strategies for establishment of intermodal integrated transport and logistics chains underpinned by MoS are in focus of the present assignment.

The report points out the project will be implemented in the interactive manner, pursuing the regional dialogue, international partnerships and facilitating to ownerships of the beneficiaries and stakeholders over identified pilot initiatives.



2 PROJECT SYNOPSIS

Project Name:

ENPI – TRACECA Regional Project – **Logistics Processes and Motorways of the Sea II**

ENPI contract No. 2011/264 459

Beneficiary countries:

Direct – the ENPI East partners (Armenia, Azerbaijan, Georgia, Moldova and Ukraine) and the Central Asia TRACECA countries (Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan)

Indirect – Bulgaria, Romania, Turkey

Wider Objectives:

This project has been conceived as the follow-up of three previous TRACECA EU Funded Projects, namely:

- Motorways of the Sea (MoS) for Black Sea and Caspian Sea
- International Logistical Centres for Western NIS and Caucasus
- International Logistical Centres for Central Asia

The overall objective of the current project is to contribute to the long-term sustainable development of logistics infrastructure and multimodal transport along the TRACECA corridor.

The assignment will enhance the development and implementation of coherent strategies for establishment of intermodal integrated transport and logistics chains underpinned by MoS.

Specific Project Objectives:

By assessing the network from a regional perspective the assignment will ensure that infrastructure and “soft” projects planned or implemented contribute to the continuity of TRACECA.

The focal points entail:

1. Removal of logistical bottlenecks, focusing on those which hamper the flow of goods between ports and the hinterland with the objective of enhancing trade at regional and international levels.
2. Facilitation of efficient flow of goods between Black Sea ports and between Caspian Sea ones, ensuring better interoperable connections from the ports to the hinterland through logistics platforms and improved maritime services.
3. Targeting regulatory framework and sector reforms for port, maritime and logistics operations as well as introduction of port environmental management systems.

Results:

Result 1: Implementation of the Motorways of the Sea concept through existing and future pilot projects and their hinterland dimension.

Result 2: Development and promotion of the concept of regional networks of Logistics Centres and intermodal interfaces.

Result 3: Master Plan for the implementation of TRACECA LOGMOS concept

Result 4: Technical Assistance National/Regional Regulatory Adjustment

Result 5: Communication, Visibility and Information Plan



Activities:

1A: Maritime dimension of MoS projects

- Set-up of and technical assistance to national, bilateral and regional working groups and task forces on already selected pilot projects
- Training activities and study tours on border-crossing related issues
- Identification, approach and gathering of EU stakeholders and customers
- Communication and dissemination activities to strengthen awareness of the MoS concept through regional support
- Assessment and recommendations on feasibility of projects that were not previously selected and new pilot projects
- Technical assistance aimed at mobilisation of different sources of financing for the implementation of MoS projects
- Monitoring and reporting on the implementation of the MoS pilot projects

1B: Hinterland dimension of MoS projects

- Set up of working groups and tasks forces and technical assistance for improving efficiency (including simplification of border-crossing procedures) and attractiveness of commercial conditions
- Development and implementation of a restricted number of case studies on connections between ports and logistical zones

2A: Concept of the regional networks of Logistics Centres

- Set-up of bilateral and regional working groups for promoting logistics processes and network possibilities
- Identification of the core networks between ports and logistics hubs
- Development of recommendations and guidelines for the TRACECA network of logistics centres
- Organisation of study tours and training

2B: Logistics Centres' projects implementation

- Identification of interfaces to be adjusted to promote the network of logistics centres
- Identification and promotion of synergies between identified logistics centres
- Technical assistance related to establishment of network modalities
- Follow-up of feasibility studies and promotion of identified sites, raising awareness and enhancing interest
- Establishment of a dialogue and cooperation between the promoters and developers of the logistics centres

3: LOGMOS Master Plan

- Developing recommendations and guidelines for LOGMOS
- Two/three case studies to be selected and developed as pilot projects, small working groups to be set up to for addressing bottlenecks / defining required technical assistance
- Support and capacity building for attracting funding



4: Technical Assistance to Regulatory Adjustments

- Case study related assessment of maritime and intermodal legislation and environment
- Organization of training, seminars and working groups to identify changes needed
- Development of a monitoring mechanism on regulatory adjustments

Target Group:

Ministries of transport, port and maritime administrations, port and terminal managements, border crossing agencies, transport associations, railway entities, shipping companies, local associations and institutions, business community etc.

Beneficiaries: Ministries of Transport of TRACECA member-states, PS IGC TRACECA

Project starting date: 27 April 2011

Project duration: 36 months

Inputs: Technical Assistance will include:

Long – Term Key Experts:

Team Leader: 660 MD

Key Expert 2: 660 MD

Key Expert 3: 660 MD

Short – Term Experts:

Senior Experts: 1,000 MD

Junior Experts: 1,500 MD

Project main office:

8, Lysenko Street, office 39, Kiev 01034, Ukraine

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3 ANALYSIS OF THE PROJECT

3.1 Start Situation

The project started on 27 April .2011 providing for continuity of the EU technical assistance on logistics and MoS subjects. On 28 April 2011, the project's key experts took part at the last Black Sea Meeting on the MoS I project for the Black and Caspian Seas in Brussels. The LOGMOS team obtained first-hand information on latest results of MoS to ensure a proper follow up within LOGMOS

The kick-off meeting at European Commission was held Brussels on 29 April.2011 (see Annex 2 – List of Meetings). During the kick-off meeting the project approach was presented. The initial steps for the inception phase were defined with the European Commission. The importance of continuation of stakeholder dialogue and project ownership driven implementation were pointed out as a basis for future assignment. The office in Kiev was made operational after the start of the project in the beginning of May 2011.

The office is located at the following address:

8, Lysenko Street, office 39, Kiev 01034, Ukraine.

The general contacts are as follows:

Tel/Fax: +380 44 234 03 88, +380 44 288 08 92

The key experts were mobilised on site after the meetings in Brussels.

The project work in the inception period was mainly focused on activities of regional importance. The stakeholders in Ukraine and Georgia were approached in relation to cooperation on the Black sea. In addition, the stakeholders in Azerbaijan and Turkmenistan were contacted in regards to MoS and Logistics projects in the Caspian region. The follow up in Kazakhstan has been organised to assure inclusion of stakeholders in pilot projects.

Regarding mobilisation of short-term experts, the first EU approval has been received on the 19th May 2011 for a pool of experts (11 international and 7 local experts). Later, a second group of experts was approved on the 21 June and 20 July 2011, including 6 international and 3 local experts. The PS of the IGC and the NSs were informed about this process. The approvals were followed by contracting activities by the members of the consortium.

The project synopsis was approved by the EC on 18 May 2011. The project synopsis included streamlined assignment for LOGMOS based on the current situation and the project TOR. The approved version was and distributed to the PS and NS.

The EU Delegation in Ukraine was also informed. A dedicated meeting was held to inform the Delegation on the project start and to proceed with the official request for the project's registration (a complete set of project's documents was translated and officialised for such purpose). The needed set of documents for the project's registration with the Ukrainian authorities was transmitted to the EU Delegation.

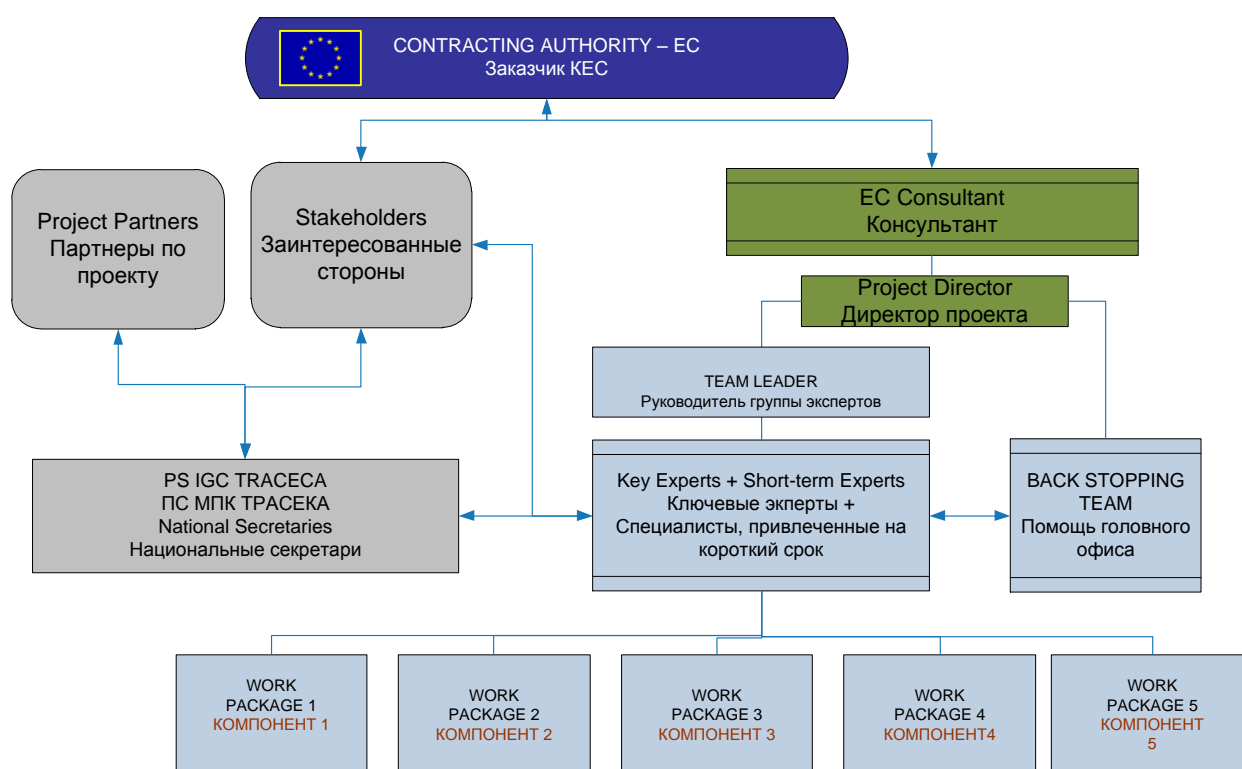
Several events and missions were scheduled at the beginning of the project as indicated in Annex 2 – List of Meetings. The Team Leader reported on all project activities on a monthly basis to the Project Manager at DEVCO. The contacts of the core project team in Kiev are as follows:

Table 1: Contact Details of the Core Project Team

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Key Expert III	Yuliya Usatova	yuliya.usatova@dornier-consulting.com
Regional Project Coordinator	Olena Nevmerzhytska	olena.nevmerzhytska@dornier-consulting.com
Office Manager / Project Assistant	Inna Pokydko	Inna.Pokydko@dornier-consulting.com

Below is the project organisation chart:

Figure 1: Project Organisation Chart



3.2 Relevant Project Context

The LOGMOS project is a follow up of three previous TRACECA interlinked projects: Motorways of the Seas in the Black Sea and the Caspian Sea, and International Logistic Centres in the Western NIS and the Caucasus and for Central Asia.

These projects identified five MoS pilot-projects and eleven logistics centres approved by the beneficiaries. For the pilot projects feasibility studies or impact assessment and PPP schemes were prepared. The previously identified pilot projects vary in terms of scope, relevance for



TRACECA corridor, degree of maturity or promotional support due to the changing environment in the beneficiary countries.

Currently, the LOGMOS project is aimed at follow-up of the project in terms of updating priorities for project implementation as identified and developed in the past two years. The project has identified action plans for each of the pilot initiatives as a framework for implementation. The pilot projects are intended to be carried out under ownership of working groups and task forces that consist of stakeholders involved in each initiative.

At the same time the pilot projects may be reassessed and merged with each other in case their subsequent combination brings add-ons in terms of increasing project efficiency, optimisation of cargo flows, improved attractiveness for investors or elimination of a missing corridor link. LOGMOS will strive to capitalise on existing projects with an objective to promote continuous implementation of the initiatives identified by EU technical assistance projects.

In addition, within its first year of its implementation the project will gather proposals from countries in logistics and multimodal sectors for evaluation. The assessment will be organised by means of Multi-Criteria Analysis (MCA) at regional and project levels in view of the contribution of individual projects to the cohesion of the TRACECA network and hinterland connections needed for optimisation of cargo flows. The MCA will take into account factors and parameters for the contribution of each proposal to the comprehensive and core network of TRACECA in line with TEN-T policy review.

The fact that project beneficiary countries comprise a variety of political, economic, social, cultural and technological backgrounds needs to be reflected in the project approach. LOGMOS is also charged with development of the comprehensive TRACECA motorways of the sea master plan in accordance with the term of reference. The analysis of the beneficiary countries necessitates considering hinterland connections and nodal hubs of landlocked countries. Therefore, a LOGMOS master plan is proposed to include not only a maritime dimension, but also a logistics dimension.

The levels of sophistication of logistics and MoS related operations are also different, and sometimes not comparable. Therefore, the action plans will tackle some pilot projects identified but not yet mature, incorporating measures that help reach a certain degree of maturity. Such an approach will enable these initiatives to be attractive for international stakeholders and potential funding.

For initiatives identified in Central Asia that are important for individual countries in a local context (Osh, Nijniy Pyandj, Navoi), or that contribute to the TRACECA network as feeder or distribution points, the value-added aspects will be investigated. These include involvement of such initiatives in the hinterland connection chains, inclusion in block train projects or other possible regular operations on TRACECA. In addition, for countries where no nodal points were selected for development of logistics hubs, the analysis at the macro level will be elaborated for integrity of the core TRACECA network.

3.3 Additional tasks and deviations

The implementation approach is based on defined activities and implementation phases. Activities have been designed for each defined project result area. Each main activity includes a number of related tasks (1A-1D, 2A-2B, 3A-3C and 4A-4C + 5) which were streamlined in consultations with the beneficiaries and the European Commission. The result of the work program is indicated in the approved project synopsis.

In this process the current project context has been analysed taking into account recent developments in the beneficiary countries and the EU TEN-T policy review with an objective to target technical assistance to the beneficiary needs. This process has been implemented in coordination with TRACECA counterparts



The tasks which basically lead to achievement of the common performance indicators were streamlined and consolidated.

For the activities aimed at **Component 1**: Implementation of the Motorways of the Sea and **Component 2**: Development and promotion of the concept of regional networks of Logistics Centres the Contractor proposed to tackle the achievement of the respective goals through existing and future pilot projects and adding their hinterland dimensions.

For **Component 3** dealing with MoS master plan, the Contractor proposed to develop a **LOGMOS Master Plan** that will be in line with directions on the TEN-T policy review applicable for TRACECA, and will allow including the landlocked countries of TRACECA in both core and comprehensive networks capitalising on their hinterland potential. Therefore expanding the MoS master plan to landlocked countries under the LOGMOS umbrella constitutes an additional domain of activities to be added for achievement of result 3.

The terms of reference include a **Component 4** on national and regional regulatory reforms in the maritime and intermodal sectors. The implementation of this component implies consideration of several factors.

First, currently in TRACECA these issues are addressed by various initiatives of national governments, membership in dedicated international organisations like IMO, IRU, IRF, UIC, OSZD or dedicated projects of EU under twinning or national programmes. Donor institutions and international organisations (e.g. UNECE, WCO) promote these issues using their regional mandate.

Second, several previous EU TRACECA projects were developing recommendations in this respect. Their implementation is still on-going and put onto the agenda of TRACECA and individual governments.

Third, the recommendations on legal basis related to maritime and intermodal sector may require the changes in the national legislation. This process requires a mandate for law making initiative, and is associated with a lengthy process related to law drafting and negotiation with stakeholders involved. At the same time an intensive follow up and promotion of such initiatives is needed, and has to be organised in each beneficiary country concerned.

Such global approach could not be accommodated into the project mandate, taking into account project resources and three year period of implementation. Therefore, the practical approach of addressing implementable issues on maritime and intermodal changes was opted for. Namely, the Contractor proposed to address this subject within respective action plans involving task forces of each project.

The concrete measures to be addressed in this respect will be aimed at improved implementation of the relevant components of the respective action plans. The specific steps and recommendations that do not require the change in primary legislation will be identified and their implementation promoted.

This component will be implemented as technical assistance to stakeholders to remove specific hindrances to trade related to each specific pilot project. The pilot project task forces will act as regional trade facilitation working groups given the cross-border nature of MoS and Logistics projects. The overall process will be implemented with the involvement of PS IGC TRACECA, using its Institute of National Secretaries.

In addition, the project will establish contacts with major trade facilitation organisations active in TRACECA region on similar issues to organise information exchange and to coordinate efforts where possible. The first contacts of LOGMOS with UNECE and IRU have been established. The contractor will work closely with the PS on this subject, and will coordinate relevant activities.



The overall approach of project implementation will follow the principles of interactive participation of stakeholders and ownership over implementation of the action plans. Progress will be measured in accordance with key performance indications identified and set by the task forces in the framework of action plans.

The contractor put emphasis on **Component 5 – Communication, Visibility and Information** as a tool to reach the technical results under components one through four. The interactive approach is also presented in Annex 3 – Introduction of the methodology basis.

In addition, the supplementary tasks with which the project was charged in the inception phase upon the request of the beneficiaries were identified. These relate to:

1. Preparation of the MCA analysis based on the updated EU TEN-T policy review criteria relevant to TRACECA
2. Extended presentation of the MoS Master Plan as a LOGMOS master plan to allow for inclusion of landlocked counties' connections
3. Specific proposals addressed by the beneficiaries and approved by the European Commission as additional tasks of the team. In the inception phase these were supplementary tasks on design and cost estimation of the transport access to the ILC in Yerevan to allow for complete project presentation at the TRACECA investment forum, following the inclusion of this project into the priority programme; and elaboration of specific recommendations on overcoming problems faced by Armenia as a landlocked country.

In order to fulfil the principles of targeted and responsive technical assistance, following the approval of the European Commission, additional inputs will be determined to be allocated for implementation of newly emerged tasks. The estimation of additional inputs needed for implementation of supplementary tasks will be elaborated and provided for consideration of the European Commission.

The additional tasks to be included into mandate of the LOGMOS project in Armenia related to ILC access road design and cost estimation at Zvartnots and IMO membership application were approved by the Programme Manager on 20 July 2011 following the request of the beneficiary in Armenia. The contractor has prepared an estimation of inputs required for implementation of these additional tasks for consideration of the Programme Manager. Currently, for this supplementary assignment the project resources initially allocated for other tasks will be used. At future stages of the contract implementation, the Contractor shall apply for compensation of these resources diverted to additional tasks following the established addendum procedure.

3.4 Cooperation with the TRACECA

The important local stakeholders for LOGMOS project are the National Secretaries and in each direct and indirect beneficiary country and the PS. The Contractor perceives TRACECA structures as its main agents and partners to promote the tasks and activities of the Project in particular and TRACECA programme in general.

All TRACECA stakeholders have been informed about the start of the project.

Bilateral meetings were held with NS or their representatives in Romania, Bulgaria, Ukraine, Georgia, Armenia and Azerbaijan and the SG of PS IGC TRACECA has been regularly informed about the project's activities.

The project has been presented during the Tbilisi LED Forum (3-4May 2011), the Odessa Transport week (2 June 2011), at the Wrap-up session of the TRACECA Investment projects (8 June 2011) in Milan and during the Balkan Intermodal Conference, Sofia (14June 2011).



A field visit by Key Expert 2 also took place in Azerbaijan during the TransCaspian Exhibition in Baku (16-17 June 2011).

A field mission of the Team Leader and Key Expert 2 took place in Georgia at the end of July 2011. The round table with the projects stakeholders involved in implementation of the Block container train Poti-Baku and ILC in Tbilisi project were organised. The field mission of Key Expert 2 and Project Coordinator in Georgia was organised to Poti/Batumi and to Sarpi.

Intensive communication has been established with beneficiaries in the Black Sea countries regarding preparation of the workshop in July. And the Contractor reported directly to all counterparts on all aspects of project implementation during the first regional meeting held in Kiev on 4–5 July 2011 (Annex 7 or available for download online at:

http://www.traceca-org.org/en/events/single-event/n/opening_meeting_of_logmos_project_for_the_black_sea_region_in_kiev

http://www.traceca-org.org/ru/meroprijatija/odnomestnyi-sobytiya/n/pervyi_seminar_proekta_logmos_dlja_chernomorskogo_region/).

A basis for regular cooperation will be established through Experts' missions during the whole duration of the project. The next step is scheduled for August - September 2011 to establish direct contact with stakeholders and to organize work activities in Central Asia. The respective visas procedures have been launched. The next regional meeting for the Central Asian Countries, Caspian Region and Caucasus will be held early October 2011 in Georgia.

3.5 Target Groups

Target groups refer to project beneficiaries who are major stakeholders of the logistics process and MoS projects.

A stakeholder is any group that can be affected, or is affected, by any initiative undertaken by the project. Under the present assignment it is justifiable to determine the target groups as the participants involved in the intermodal integrated transport and logistics chain underpinned by MoS: ministries of transport, port and maritime administrations, port and terminal managements, border crossing agencies, municipalities, custom authorities, transport associations, railway entities, shipping companies, local associations and institutions etc. are the target groups to ensure better interoperable connections from the ports to the hinterland through logistics platforms and improved maritime services.

On the financing level, the investors and IFIs involved in the process are important project target groups. The business community in the region and interested parties in Europe (industrial circles, consignors and consignees, chambers of commerce, freight forwarders, trucking companies, shipping lines, operators of transport infrastructure, transport companies, logistics service providers) can also be referred as target groups.

Interviews with main representatives of target groups started during the Inception Phase of the project.

3.6 Project Partners

The project partners are the donor community, logistics platforms, promoters of similar initiatives in the regions, as well as other EU projects. Representatives of IFIs and private and international companies have been approached and invited to the first regional seminar.

Cooperation has also been established with relevant EU financed projects at regional and national level. They include:

- "Transport dialogue and networks interoperability between the EU and its neighbouring countries and Central Asian countries"



- "Development of security management and maritime safety and ship pollution prevention for the Black Sea and Caspian Sea"
- "Support to the integration of Ukraine in the Trans – European Network TEN – T"
- "Ukraine port development feasibility study"

3.7 Inception Phase / Project Mobilisation

In accordance with the Time Schedule of Activities for project implementation and the project's ToR, and following the organisation and methodology outlined in the technical proposal, the Contractor carried out the following activities and actions.

During the Inception Phase, the project approach has been elaborated in greater detail to assure a smooth continuity with the three previous projects.

The project consists of four main technical components or activities

1. Maritime and hinterland dimension of MoS projects
2. Concept of the regional networks of Logistic Centres and their projects implementation
3. LOGMOS Master Plan
4. Technical Assistance to regulatory adjustments

An overarching work package devoted to project information and dissemination will be implemented throughout the whole duration of the projects.

The Inception Phase has been more considered as being a Progress Phase related to activities 1 and 2.

PI – Project Inception

The usual main tasks in this period included project mobilisation and setting up coordination with the European Commission, beneficiaries, stakeholders and project partners.

Premises for the project office in Kiev were rented; the office was fully operational by beginning of May 2011 within the approved budget. The project registration process was initiated with state authorities of Ukraine in May 2011 and the full set of documents has been delivered to the EU Delegation in Kiev. The core project team was mobilised. The basic team of senior and junior international and local short-term experts in the region was approved May-July 2011 and contracted afterwards. Further approvals are envisaged for specific tasks on ad hoc basis.

Several international short-term experts from the previous ILC and MoS projects joined the LOGMOS team to assure continuity in analytical work. The experts were involved in drafting or reviewing Action Plans for further implementation of the 16 projects identified by the three previous TRACECA MoS and ILC projects (see Annex 4). The BSAP 1 action plan (Pilot Project Rail ferry line Varna – Ilyichevsk – Kerch – Poti – Batumi) has been presented and approved at the first regional seminar in Kiev on 4–6 July 2011 (see conclusions in Annex 7).

The database specialists (Yves Goulin and Dr Ashraf Hamed) had a common meeting in Kiev to coordinate GIS and database activities in liaison with last developments in the Transport Dialogue project.

Regular contacts and coordination have taken place with the European Commission (Kick-off meeting in Brussels, TRACECA Investment projects in Milan and Regional seminar in Kiev).

The synopsis of the project has been posted on the TRACECA website and cooperation has been established ENPI – Info. The documents of the Kiev regional workshop were posted online.



Field missions of key experts took place in Black Sea beneficiary countries (Georgia, Bulgaria and Ukraine) and in Azerbaijan. The establishment of a permanent inter-ministerial working group (including participants from the private sector) was agreed upon in Ukraine and proposed in Georgia. The next field missions to Azerbaijan, Moldova, Turkmenistan and Kazakhstan are planned for August-September 2011 and the next regional meeting with Caucasus and Central Asian countries and beneficiary states around the Caspian Sea has been scheduled at the beginning of October 2011 in Tbilisi. The Action Plans are being distributed to stakeholders.

Based on the Logical framework approach (Annex I) the performance indicators were identified. These indicators specified also in the "Output Performance Plan" of the present report.

Performance indicators for the project inception phase are completely fulfilled as pointed out in previous chapters:

Indicator title	Content
1 Kick-off in Brussels	Organised on 29 April 2011 at premises of DEVCO
Core project team completely mobilised	Key expert team mobilised on 27 April 2011 Local coordinators contracted
Project office established	Project office opened in Kiev in the beginning of May 2011
Regional field missions took place in beneficiary countries	May 2011 – TL Mission to Georgia May 2011 – Key expert team mission to Odessa, Ukraine May – June 2011 – TL and KE 2 mission to Odessa Ukraine June 2011 – Key expert team mission to Bulgaria June 2011 – Key expert 2 mission to Azerbaijan July 2011 – TL and KE 2 mission to Georgia
Contacts to TRACECA structures established	Project established contacts to all National Secretaries, PS IGC Secretary General and their representatives at the IDEA project appraisal meeting in Kiev in May 2011, PS IGC project meeting in Milano in June 2011, in field missions or during regional seminar in Kiev in July 2011

It could be mentioned that this Inception Phase was not considered as a usual one, dedicated only to the project mobilisation issues, but was more meaningful as a Progress Phase according to the European Commission's requirement. The purpose was to avoid a gap of communication with the stakeholders and to assure a smooth continuity of activities between the three former ILC and MoS projects and this new LOGMOS one.

Some indicators, which initial fulfilment has started are specified below:

Indicator title	Content
Preparation, distribution and update of action plans on MoS identified projects and further action plans for new projects	6 action plans were sent to stakeholder groups for consideration and feedback in June – July 2011. Comments received were incorporated into the present version attached as annex 4. 17 initial action plans are attached to the present report in annex 4. The greater number of action plans results from the fact that Caspian MoS Project were split into railway ferry and



Indicator title	Content
	<p>road based Ro-Ro parts.</p> <p>One action plan on BSAP 1 has been discussed and approved as a basis for further action on 5 July 2011</p>
National, bilateral and regional working groups and task forces on MoS pilot projects are set up and work within the first year of the project	<p>One task force of BSAP 1 has been set up and met in July 2011</p> <p>Preparation to set up the task force for BCT Poti-Baku has started.</p> <p>Preparation to set up CS 1 and CS 2 regional task forces has started with participation of Azerbaijan, Kazakhstan and Turkmenistan</p>
National, bilateral and regional working groups and task forces set up for LOGMOS additional projects	<p>Working group on LOGMOS has been established in Ukraine in July 2011</p> <p>Round table has been organised in Georgia in July 2011 on BCT and ILC projects</p>
Shipping line updates for Black Sea and Caspian Sea are issued every six months and included into the reports	<p>The first issue of a shipping line update has been included into the report</p>
In 13 beneficiary countries assessment and recommendations on feasibility of previously unselected and new pilot projects is implemented	<p>Proposals received from Ukraine and Armenia</p> <p>MCA is under elaboration</p>
Preparation, distribution and update of action plans on 11 ILC identified projects and further action plans for additional projects	<p>6 action plans were sent to stakeholder groups for consideration and feedback in June – July 2011. Comments received were incorporated into the present version attached as annex 4.</p> <p>The remaining Actions plans are published in this report.</p>
National, bilateral and regional working groups or task forces on 11 ILC pilot projects as required for scope and status of individual project are set up and work within the first year of the project	<p>Working group on LOGMOS has been established in Ukraine in July 2011</p> <p>Round table has been organised in Georgia in July 2011 on BCT and ILC projects</p>
MCA for LOGMOS project identification methodology agreed in the first year of implementation (also relevant to results 1 and 2)	<p>An introduction for a 3 step MCA approach has been presented in the annex 5</p>



Indicator title	Content
Assessment of maritime and intermodal legislation and environment relevant to action plans	Included in all action plans The recommendations of the EU TRACECA SASEPOL project for MoS part
Monitoring mechanism on regulatory adjustments	Included in all action plans
Communication, dissemination and awareness plan / media strategy framework prepared in the inception period	Included into the methodology presented in annex 3
Web portal based on TRACECA site launched in the inception phase and updated minimum once a month	Launched in June 2011
Dissemination materials prepared every six months to all TRACECA beneficiaries	Inception report and technical papers issued and distributed
Cooperation platform meetings / round tables of project owners in countries and bilateral held – at least two every six months	One round table is organised in Tbilisi
Five project regional meetings for the countries of Black Sea and Central Asia	One regional meeting is organised for Black Sea countries Central Asia, Caucasus and Caspian Region meeting is scheduled for October 2011

These achievements could also been added to the results of the project inception phase under respective work packages.



4 PROJECT PLANNING

4.1 Introduction

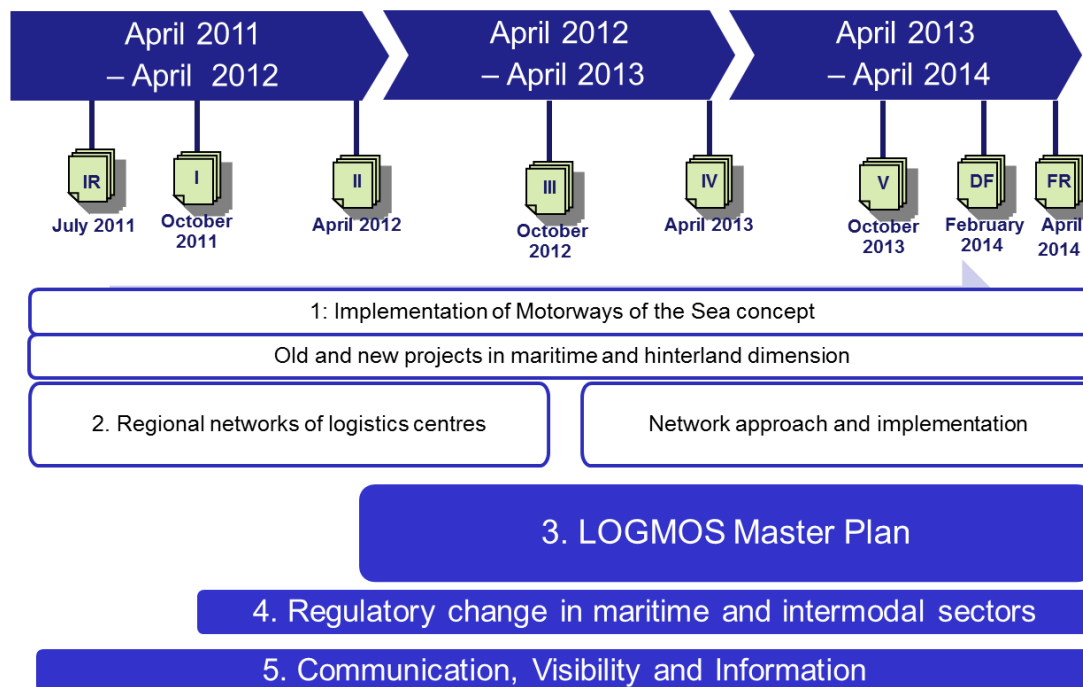
The overall plan of operation is presented in Table 3 of the present report. The Inception Phase was combined with the Progress Phase according to the European Commission's requirement. The quick start of the project helped assure a smooth continuity of activities between the three former ILC and MoS projects and this new LOGMOS one.

The plan of operations will be adjusted to current requirements of the beneficiaries to allow for a certain degree of flexibility in delivery of the technical assistance in line with the TOR. Any activities that may result in deviations or supplementary tasks that the project is required to address will be provided for consideration of the European Commission to define a *modus operandi*.

The overall planning of operations for the duration of the project is presented in the aggregated Figure 2: LOGMOS Tentative Schedule. The project will be implemented in three years. The project will provide technical progress reports every six month, in addition to the report on the inception phase and the draft final report to summarise the findings and recommendations for the completion report.

Some technical components of the projects will be implemented in parallel from the beginning of the project. This includes a follow-up to Component 1 dealing with MoS projects and Component 2 on ILCs. With growing maturity and implementation of the most promising pilot projects, and with identification of new initiatives on the missing links in the second year of implementation, the consultant will proceed with the LOGMOS master plan envisaged under Component 3. The technical assistance for regulatory changes will be in the project team's focus in the second reporting phase, once the relevant country profiles are updated; action plans will be agreed upon as a basis for cooperation. Component 5 will accompany all technical work packages of the LOGMOS project.

Figure 2: LOGMOS Tentative Schedule



4.2 Relations and Co – ordination with Other Projects

Cooperation with partner projects has continued. The meetings held with other projects are included into the list of meetings presented in Annex 2. The main coordination was established with TRACECA IDEA in terms of preparation of the projects for the TRACECA investment forum, and in relation to the contributions and coordination of data collection processes for the TRACECA database.

The cooperation with ENPI – Info centre project has been initiated and relevant project links were provided for dissemination.

The Project team will coordinate relations with other relevant EU projects via EU Delegations, PS IGC TRACECA and by means of direct contacts at TRACECA events or dedicated meetings. The communication plan including such kind of coordination is presented in Annex 3 – Basis for LOGMOS methodology.

4.3 Project Objectives

By assessing the network from a regional perspective the assignment will ensure that infrastructure and “soft” projects, planned or implemented, contribute to the continuity of TRACECA.

The focal points entail:

- Removal of logistical bottlenecks focusing on those which hamper the flow of goods between ports and the hinterland with the objective of enhancing trade at regional and international levels.
- Facilitation of efficient flow of goods between Black Sea ports and between Caspian Sea ones, ensuring better interoperable connections from the ports to the hinterland through logistics platforms, and improved maritime services.



- Targeting regulatory framework and sector reforms for port, maritime and logistics operations as well as introduction of port environmental management systems.

4.4 Project Approach

The Logistics Processes and Motorways of the Sea II project, launched by the European Commission, is the successor of three projects: Motorways of the Black and Caspian Seas, International Logistics Centres for Western NIS and the Caucasus and Logistical Centres for Central Asia. As a result, five Pilot MoS projects for the Black and Caspian Seas and eleven pre-feasibility and feasibility studies of logistics centres in 10 TRACECA countries are on the TRACECA implementation agenda.

Now, with the new project, the network aspect comes into the main focus. The continued work on the action plans set by the previous projects, towards physical and measurable results, is only one aspect. Here implementation will lead to well organised MoS-empowered multimodal links in the Black and Caspian Seas and new intermodal logistics facilities in major economic centres and capital regions of the TRACECA countries. New projects will be identified to fill gaps and enhance the core TRACECA network as a whole, and promoted towards implementation using the TRACECA Investment Forum.

In order to achieve efficient and integrated multimodal transport chains throughout the corridor, integrating the MoS, efficient hinterland connections and the Logistics Centres the Contractor proposes the LOGMOS-concept for the TRACECA corridor.

The concept is focusing on the synergies of and links between these two elements of a core TRACECA intermodal transportation network, on integrating the indirect beneficiary countries Bulgaria, Romania and Turkey into the concept and establishing effective hinterland connections from the port regions to the land-locked beneficiary countries. And, last but not least, attention to the connections of the TRACECA-corridor to the European TEN-T and world-wide logistics networks will be of crucial importance, as intermodal logistics chains are organized globally. As a result, a TRACECA core network will be identified and developed into a logistical core network master plan.

For project implementation, stakeholder analysis and constant dialogue with interested parties is the key to mutual success in reaching the goals set. Continuing the work of the previous projects and enlarging the scope of issues to be analysed, discussed and, finally, agreed upon this process will be organized on a regular basis.

The stakeholder groups identified during the previous projects will be enlarged corresponding to the stronger network focus, taking into account that a number of important stakeholders, potential investors and donors are located beyond the TRACECA region.

This entails permanent cooperation with the TRACECA Permanent Secretariat in Baku, Task Forces to implement identified priority projects, Round Table discussions with interested parties to create win-win situations and mitigate possible conflicts of interest, Working Groups for Master plan discussions, etc. These instruments were the key to the success of the previous projects and will be used in the LOGMOS project as well.

There will be a strong training and capacity building aspect through all parts of the project. Two study tours to show best practice in logistics and MoS topics will be organized. Training workshops including on-the-job capacity building for implementation of the priority projects will be conducted. Participation of a wide range of national stakeholders in workshops will create ownership and competence. And – as a lesson learned during the previous projects – there will be permanent attention and professional support to the public authorities in the beneficiary countries. The action plans of pilot projects include an obligatory action item in this respect.

4.5 Risks and Assumptions

The ToR already specifies the important prerequisites to achieving the project goals including:

- Continued cooperation and political commitment between the recipient countries on the regional level. This involves regional partnership between stakeholders in state transport policy authorities, governmental institutions for infrastructure, customs, transport association, donors and a wide range of transport and infrastructure operators.
- Willingness and capacity of partner governments to implement changes required in legal, technical and institutional spheres, including administrative and technical capacity and allocation of adequate resources.
- The continuous active ownership of the work started in previous projects is crucial in partner countries for achievement of project objectives. In addition to their work at the local level to promote the project, their committed participation in interactive task forces and regional events is essential.
- Close cooperation with the Permanent Secretariat of TRACECA will continue and intensify in terms of coordinating the project activities between the TRACECA members, and the EC.
- Notwithstanding these factors being generally beyond the Contractor's control, work in previous MoS I and ILC Western TRACECA contracts has demonstrated that a strong commitment towards implementation can be triggered in the region.

The Contractor will capitalise on its previous work in raising awareness of MoS and Logistics concepts, explaining the benefits from cooperation in proposed pilot projects and supporting partnerships. This approach helps contribute to committed implementation and increasing the responsiveness of the EU technical assistance.

In the inception phase the Contractor has:

- identified the major risks following the provisions of the ToR;
- assessed the probability of their occurrence in TRACECA region; and
- proposed a mitigation strategy to transform the risks into opportunities to increase the responsiveness of the EU technical assistance.

These aspects are summarised in the table 2 below.

Table 2: Risks and Mitigation Approach

Risk description	Probability of occurrence	Impact	Mitigation approach
Institutional weaknesses in public sector: e.g. weakness of maritime authorities in the administration, lack of skilled experts and rotation of personnel, insufficient financial resources, lack of intra and inter-organisation coordination and mitigation	High	High	<ul style="list-style-type: none">- Explanation of the project measures and proposed activities, outlining concrete benefits from proposed actions and participatory approach for each stakeholder concerned- Inclusion of the experts in task forces and on-job training measures in pilot projects



Risk description	Probability of occurrence	Impact	Mitigation approach
Complex bilateral and multilateral relations might hinder regional cooperation, trade facilitation and cross-border initiatives	Medium	High	<ul style="list-style-type: none">- Cooperation on a purely technical level, avoiding political issues, works in almost all cases in the transport sector (except where there are sealed borders)- Involving the EU cooperation mechanisms via European Commission and EU Delegations
The landlocked countries may challenge technical assistance focused on MoS only	High	High	<ul style="list-style-type: none">- Awareness raising of the TEN-T policy review and implications of TEN-T extensions towards TRACECA via MoS- Inclusion of the land-locked countries into the LOGMOS pilot projects to create sound MoS empowered by strong feeder/ hinterland routes to/from cargo-generating/ consuming regions and logistics hubs
Some projects identified by the previous assignments may not be located at the core network and will have "their own life"	Medium	Medium	<ul style="list-style-type: none">- Use the platform of the TRACECA investment forum and national funding possibilities (IFIs, private, public) to promote such projects- Consider logistics projects where possible to create an integral transport system- Apply stakeholder analysis
The previous partnerships in pilot projects for MoS and ILC may be dropped due to changed transport policy priorities in some TRACECA countries	Medium	High	<ul style="list-style-type: none">- Involve the EU cooperation mechanisms via the European Commission and EU Delegations- Use targeted approach to stakeholders- Activate interactive feedback based on communication plan provisions



Risk description	Probability of occurrence	Impact	Mitigation approach
Pilot project implementation and regional development may be hampered by private interests	High	High	<ul style="list-style-type: none">- Apply stakeholder analysis- Involve the EU cooperation mechanisms via the European Commission and EU Delegations

Since risks are often associated with stakeholder behaviour the Contractor will implement a continuous stakeholder analysis. This involves monitoring, provision of information, direct involvement or close management of various types of stakeholders on a case-by-case basis.



Logistics Processes and Motorways of the Sea II

Table 3: Overall Plan of Operations

Project title: LOGMOS			Project number : 2011/264459			Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey																														Number of Pages: 9								
Planning period : 27 April 2011 – 27 April 2014			Prepared on: 27 July 2011			EC Contractor : Egis International / Dornier Consulting																																						
Project objective: The overall objective of the current project is to contribute to the long-term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.																																												
No	MAIN ACTIVITIES		TIME FRAME																																INPUTS									
	year		2011								2012												2013												2014				PERSONNEL (man/days)		OTHER			
	Calendar month		5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	Key Experts		Non – key experts			
	Implementation month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36						
PI	Project inception		x	x	x																																		TL 660 KE 2 660 KE 3 660		SE 1000 JE 1500		N/A Details in financial report	
a	Mobilisation		x	x																																								
b	Work plan		x	x	x																																							
1A	Maritime dimension/MoS		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
a	Training / study tours											x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	



Logistics Processes and Motorways of the Sea II

Project title: LOGMOS			Project number : 2011/264459			Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey																														Number of Pages: 9							
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	Implementation month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36					
b	Dialogue with EU stakeholders		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				
c	Communication and dissemination		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
d	Assessment of new pilot projects												x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
e	TA on funding mobilisation									x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x					
f	Monitoring MoS pilot projects		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			



Logistics Processes and Motorways of the Sea II

Project title: LOGMOS			Project number : 2011/264459			Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey																														Number of Pages: 9						
Planning period : 27 April 2011 – 27 April 2014			Prepared on: 27 July 2011			EC Contractor : Egis International / Dornier Consulting																																				
Project objective: The overall objective of the current project is to contribute to the long-term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.																																										
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	year		2011								2012												2013												2014				PERSONNEL (man/days)		OTHER	
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1B	Hinterland dimension/MOS					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
a	Working groups and tasks force					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
b	case studies														x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				
2A	Regional ILC networks		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
a	Working groups for promoting logistics processes					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			



Logistics Processes and Motorways of the Sea II

Project title: LOGMOS			Project number : 2011/264459			Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey																														Number of Pages: 9						
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b	Core networks between ports and logistics hubs					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
c	Guidelines for TRACECA network of the logistics centres													x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
d	Study tours and trainings													x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
2B	ILC implementation																		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				



Logistics Processes and Motorways of the Sea II

Project title: LOGMOS			Project number : 2011/264459			Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey																														Number of Pages: 9									
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a	Interfaces to pursue the network of logistics centres																				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
b	Synergies between logistics centres																				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
c	Network modalities																				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
d	Follow – up of feasibility studies																				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
e	Stakeholder Dialogue																				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						



Logistics Processes and Motorways of the Sea II

Project title: LOGMOS			Project number : 2011/264459			Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey																														Number of Pages: 9											
Planning period : 27 April 2011 – 27 April 2014			Prepared on: 27 July 2011			EC Contractor : Egis International / Dornier Consulting																																									
Project objective: The overall objective of the current project is to contribute to the long–term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.																																															
No	MAIN ACTIVITIES		TIME FRAME																																INPUTS												
	year		2011								2012												2013												2014				PERSONNEL (man/days)		OTHER						
	Calendar month		5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	Key Experts		Non – key experts						
	Implementation month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36									
3	LOGMOS Master Plan													X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
a	guidelines for LOGMOS													X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
b	Two/three case studies													X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
c	Capacity building for attracting funding													X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						



Logistics Processes and Motorways of the Sea II

Project title: LOGMOS			Project number : 2011/264459			Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey																														Number of Pages: 9						
Planning period : 27 April 2011 – 27 April 2014			Prepared on: 27 July 2011			EC Contractor : Egis International / Dornier Consulting																																				
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No	MAIN ACTIVITIES		TIME FRAME																																INPUTS							
	year		2011									2012												2013											2014				PERSONNEL (man/days)		OTHER	
	Calendar month		5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	Key Experts	Non – key experts		
	Implementation month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36				
4	TA to Regulatory Adjustments						x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				
a	Case study related assessments						x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				
b	Trainings, seminars						x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				
c	Monitoring mechanism						x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				



Logistics Processes and Motorways of the Sea II

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Planning period : 27 April 2011 – 27 April 2014			Prepared on: 27 July 2011			EC Contractor : Egis International / Dornier Consulting																																					
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No	MAIN ACTIVITIES		TIME FRAME																																INPUTS								
	year		2011								2012												2013												2014				PERSONNEL (man/days)		OTHER		
	Calendar month		5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	Key Experts	Non – key experts			
	Implementation month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36					
5	Communication Information, Awareness		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x					
a	Dissemination and awareness plan		x	x	x																																						
b	Cooperation with ENPI Info Centre		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
c	TRACECA site		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
d	Cooperation platform meetings of project owners		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			



Logistics Processes and Motorways of the Sea II

Project title: LOGMOS			Project number : 2011/264459			Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey																														Number of Pages: 9										
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No	MAIN ACTIVITIES		TIME FRAME																																INPUTS											
	year		2011								2012												2013												2014				PERSONNEL (man/days)		OTHER					
	Calendar month		5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	Key Experts		Non – key experts					
	Implementation month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36								
e	Final project dissemination		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							
f	Study tours													x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							
g	Capacity building measures														x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							x
h	support in (TIF)				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							x
																		TOTAL																		TL 660 KE 2 660 KE 3 660				SE 1000 JE 1500						



Logistics Processes and Motorways of the Sea II

Table 4: Overall Output Performance Plan

Project title: LOGMOS	Project number : 2011/264459	Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey	Number of Pages: 7
Planning period : 27 April 2011 – 27 April 2014	Prepared on: 27 July 2011	EC Contractor : Egis International / Dornier Consulting	
Project objective: The overall objective of the current project is to contribute to the long–term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.			
Outputs	Agreed Objective Verifiable Indicators		Assumptions
PI: Project inception a) Project Mobilisation b) Adjustment on the work plan	<ul style="list-style-type: none">• 1 Kick–off in Brussels• Core project team completely mobilised• Project office established• Regional field missions took place in beneficiary countries• Counterpart structures established		<ul style="list-style-type: none">• Office established• Availability and participation of the counterpart staff to engage in meetings, project steering and working panels• Timely response on Contractor's requests by the beneficiaries



Logistics Processes and Motorways of the Sea II

Project title: LOGMOS	Project number : 2011/264459	Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey	Number of Pages: 7
Planning period : 27 April 2011 – 27 April 2014	Prepared on: 27 July 2011	EC Contractor : Egis International / Dornier Consulting	
Project objective: The overall objective of the current project is to contribute to the long-term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.			
1A: Maritime dimension of MoS projects a) Training activities and study tours b) Dialogue with a gathering of EU stakeholders and customers c) Communication and dissemination activities to strengthen the dissemination and awareness of the MoS concept through regional support d) Assessment and recommendations on feasibility of previously unselected and new pilot projects e) Technical assistance aimed at mobilisation of different sources of financing for the implementation of MoS projects f) Monitoring and reporting on the implementation of the MoS pilot projects	<ul style="list-style-type: none">• Preparation, distribution and update of action plans on 5 MoS identified projects and further action plans for new projects• National, bilateral and regional working groups and task forces on 5 MoS pilot projects are set up and work within the first year of the project• National, bilateral and regional working groups and task forces set up for LOGMOS additional projects• At least one international stakeholder interested in development of pilot projects is identified• Availability and participation of the counterpart staff• Favourable regional relations between countries• Favourable investment environment in the countries• Countries remain committed to the results of the previous projects• Stakeholders are willing to cooperate under the format of a task force and remain active in implementation of the results• Customs and other border authorities provide full support to implementation of the project• Stakeholders are ready to capitalize on other project success stories to enable a quicker implementation of pilot projects and technical regulatory/normative reforms		



Logistics Processes and Motorways of the Sea II

Project title: LOGMOS	Project number : 2011/264459	Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey	Number of Pages: 7
Planning period : 27 April 2011 – 27 April 2014	Prepared on: 27 July 2011	EC Contractor : Egis International / Dornier Consulting	
Project objective: The overall objective of the current project is to contribute to the long-term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.			
1B: Hinterland dimension of MoS projects a) Set up of working groups and task forces and technical assistance for improving efficiency. b) Development and implementation of a restricted number of case studies on connections between ports and logistical zones	<ul style="list-style-type: none">Shipping line updates for Black Sea and Caspian Sea are issued every six months and included into the reportsIn 13 beneficiary countries assessment and recommendations on feasibility of previously unselected and new pilot projects is implementedTechnical assistance aimed at mobilisation of different sources of financing for the implementation of MoS projects – milestones to be defined as fit for each reporting periodSet up of the key performance indicators for pilot projects and updatesFor events see Result 5: Communication, Visibility and Information Plan <ul style="list-style-type: none">The beneficiaries pursue committed action in terms of necessary legal adjustmentsFree access to the project sites, availability of information and documentsIFIs' strategies fit TRACECA objectivesCountry governmental policies allow for IFI funding and loans remain a possible instrument of public investmentsInterest of the international stakeholders in the regionStrategies of the international shipping business include activities in the TRACECA regionInvestment forums are organised		



Logistics Processes and Motorways of the Sea II

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Planning period : 27 April 2011 – 27 April 2014	Prepared on: 27 July 2011	EC Contractor : Egis International / Dornier Consulting	
Project objective: The overall objective of the current project is to contribute to the long-term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.			
2A: Concept of the regional networks of Logistics Centres a) Set-up of bilateral and regional working groups to promote logistics processes and network possibilities b) Identification of the core networks between ports and logistics hubs c) Development of recommendations and guidelines for TRACECA network of the logistics centres d) Study tours and training organisation	2B: Logistics Centres' projects implementation a) Identification of interfaces to be adjusted to promote the network of logistics centres b) Identification and promotion of synergies between identified logistics centres c) Technical assistance related to establishment of network modalities d) Follow-up of feasibility studies and promotion of identified sites, raising awareness and enhancing interest e) Establishment of a dialogue and cooperation between the promoters and developers of the logistics centres		
<ul style="list-style-type: none">• Preparation, distribution and update of action plans on 11 ILC identified projects and further action plans for additional projects• National, bilateral and regional working groups or task forces on 11 ILC pilot projects as required for scope and status of individual project are set up and work within the first year of the project• National, bilateral and regional working groups and task forces set up for LOGMOS additional projects (common indicator as in the Result 1)• Core links between ports and logistics hubs are identified for all beneficiary countries• One action plan / guidelines for TRACECA network of the logistics centres• Interface projects adjusted to promote the network of logistics centres are adapted• 11 feasibility studies are followed up			
<ul style="list-style-type: none">• Countries remain committed to the results achieved in the previous projects• Policies are favourable to implementation• Customs sector is willing to cooperate and introduce change• Recommendations of the project are actively followed up by the tasks forces and promoted by the participants of the action plans• Countries' relations are not undergoing regional tensions• Stakeholders are promoting a regional approach• International stakeholders are interested in exploiting new business opportunities in the transport sector in TRACECA• Decision making is consistent and appropriate• Stakeholders at the national level realise the potential of the network and understand the winning results from participation			



Logistics Processes and Motorways of the Sea II

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Planning period : 27 April 2011 – 27 April 2014	Prepared on: 27 July 2011	EC Contractor : Egis International / Dornier Consulting	
Project objective: The overall objective of the current project is to contribute to the long-term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.			
3: LOGMOS Master Plan a) Developing recommendations and guidelines for LOGMOS b) Two/three case studies to be selected and developed as pilot projects, small working groups to be set up to for addressing bottlenecks / defining required technical assistance c) Support and capacity building for attracting funding	<ul style="list-style-type: none">• MCA for LOGMOS project identification methodology agreed in the first year of implementation (also relevant to results 1 and 2)• MCA runs on project proposals (also relevant to Results 1 and 2)• 2–3 case studies on connections between ports and logistical zones (also relevant to Results 1 and 2)• LOGMOS projects identified for Annual TRACECA Investment Forum (also relevant to Results 1 and 2) <p>For events see Result 5: Communication, Visibility and Information Plan</p> <ul style="list-style-type: none">• Countries are available for consultations• Decision making process is favourable for the project environment• Decision making is clear and consistent• Counterpart staff remains committed and proactive in terms of implementation• IFIs remain committed to improvement of the infrastructure in the region• Availability of funds and programmes• Country macroeconomic policies envisage external borrowing• TRACECA investment forum is organised• Ports are following the strategy of regional development and understand benefits from partnership		



Logistics Processes and Motorways of the Sea II

Project title: LOGMOS	Project number : 2011/264459	Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey	Number of Pages: 7
Planning period : 27 April 2011 – 27 April 2014	Prepared on: 27 July 2011	EC Contractor : Egis International / Dornier Consulting	
Project objective: The overall objective of the current project is to contribute to the long-term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.			
4: Technical Assistance to Regulatory Adjustments a) Case study related assessment of maritime and intermodal legislation and environment b) Organization of training, seminars, working groups to identify changes needed c) Development of a monitoring mechanism on regulatory adjustments	<ul style="list-style-type: none">Assessment of maritime and intermodal legislation and environment relevant to action plansMonitoring mechanism on regulatory adjustmentsTailored training on ad hoc basis for pilot project stakeholders <p>For events see Result 5: Communication, Visibility and Information Plan</p>		<ul style="list-style-type: none">Legal mechanisms allow for prompt changes and counterpart staff remains committed to the implementation of the recommendationsPS counterpart is available for consultationsInternational stakeholders remain interested in the TRACECA region



Logistics Processes and Motorways of the Sea II

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Planning period : 27 April 2011 – 27 April 2014	Prepared on: 27 July 2011	EC Contractor : Egis International / Dornier Consulting	
Project objective: The overall objective of the current project is to contribute to the long-term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.			
5: Communication, Information, Awareness a) Communication, dissemination and awareness plan / media strategy and implementation b) Cooperation with ENPI Info Centre c) Web portal based on TRACECA site and team room for knowledge base on MoS and Logistics and online library d) Cooperation platform meetings of project owners e) Final project dissemination f) Study tours on MoS and Logistics in Turkey and EU g) Dedicated training workshops / capacity building measure (ad hoc basis) h) TRACECA investment forums support in preparation and technical docs (TIF)	<ul style="list-style-type: none">• Communication, dissemination and awareness plan / media strategy framework prepared in the inception period• Web portal based on TRACECA site launched in the inception phase and updated minimum once a month• Dissemination materials prepared every six months to all TRACECA beneficiaries• Cooperation platform meetings / round tables of project owners in countries and bilateral held – at least two every six months• Five project regional meetings for the countries of Black Sea and Central Asia• Two study tours on MoS and Logistics for all TRACECA countries• Four training measures (on ad hoc basis) in working groups• Final project dissemination (1 event) <ul style="list-style-type: none">• Counterpart staff is available for consultations and participation at events• Beneficiaries respond to contractor's requests and suggestions• Counterparts remain committed to implementation and assist in organisation of meetings in their respective countries		



Table 5: Plan of Operations for the Next Period (Work Programme) (1)

Project title: LOGMOS		Project number : 2011/264459		Beneficiary countries: Direct: Armenia, Azerbaijan, Republic of Moldova, Ukraine, Georgia, Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan Indirect: Bulgaria, Romania, Turkey				Number of Pages 3		
Planning period : 27 April 2011 – 27 April 2014		Prepared on: 27 July 2011		EC Contractor : Egis International / Dornier Consulting						
Project objective: The overall objective of the current project is to contribute to the long–term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.										
		TIME FRAME						INPUTS		
		2011 (months)		2012 (months)				PERSONNEL		OTHER
No	ACTIVITY	Nov	Dec	Jan	Feb	Mar	Apr	Key Experts	Non – key Experts	
PI	Project inception							TL 100 KE II 100 KE III 100	SE 128 JE 195	as specified in the financial report
a	Mobilisation									
b	Work plan									
1A	Maritime dimension/MoS	x	x	x	x	x	x			
a	Training / study tours				x	x	x			
b	Dialogue with EU stakeholders	x	x	x	x	x	x			
c	Communication and dissemination	x	x	x	x	x	x			
d	Assessment of new pilot projects					x	x			
e	TA on funding mobilisation		x	x	x	x	x			
f	Monitoring MoS pilot projects	x	x	x	x	x	x			



Logistics Processes and Motorways of the Sea II

1B	Hinterland dimension/MOS	x	x	x	x	x	x
a	Working groups and tasks force	x	x	x	x	x	x
b	Case studies						
2A	Regional ILC networks	x	x	x	x	x	x
a	Working groups for promoting logistics processes	x	x	x	x	x	x
b	Core networks between ports and logistics hubs	x	x	x	x	x	x
c	Guidelines for TRACECA network of the logistics centres						x
d	Study tours and trainings						x
2B	ILC implementation						
a	Interfaces to pursue the network of logistics centres						
b	Synergies between logistics centres						
c	Network modalities						
d	Follow – up of feasibility studies						
e	Stakeholder Dialogue						
3	LOGMOS Master Plan						x
a	Guidelines for LOGMOS						x
b	Two/three case studies						x
c	Capacity building for attracting funding						x



Logistics Processes and Motorways of the Sea II

4	TA to Regulatory Adjustments	x	x	x	x	x	x				
a	Case study related assessments	x	x	x	x	x	x				
b	Trainings, seminars	x	x	x	x	x	x				
c	Monitoring mechanism	x	x	x	x	x	x				
5	Communication Information, Awareness	x	x	x	x	x	x				
a	Dissemination and awareness plan										
b	Cooperation with ENPI Info Centre	x	x	x	x	x	x				
c	TRACECA site	x	x	x	x	x	x				
d	Cooperation platform meetings of project owners	x	x	x	x	x	x				
e	Final project dissemination	x	x	x	x	x	x				
f	Study tours										
g	Capacity building measures										
h	Support in (TIF)	x	x	x	x	x	x				
TOTAL								TL 100 KE II 100 KE III 100	SE 128 JE 195		



5 PROJECT PLANNING FOR NEXT REPORTING PERIOD

PI: Project inception

This phase included activity a) Project Mobilisation and b) Adjustment of the work plan. Both activities are completed, as all performance indicators have been achieved in the inception phase.

1A: Maritime dimension of MoS projects

The work on this component will continue and will be delivered as per tasks specified below. Activities of the project will be coordinated with the PS.

- a) Training activities and study tours

The capacity building activities will continue within the framework of the task forces. The preliminary locations for the study tours will be selected. The dates of the study tours will be decided and included into the TRACECA calendar.

- b) Identification, approach and bringing together of EU stakeholders and customers

The work will continue in the working groups and task forces.

- c) Communication and dissemination activities to strengthen awareness of the MoS concept through regional support

The webpage will be updated. The presentations will be delivered. The ENPI coverage will be continued. Newsletters will be submitted to the PS

- d) Assessment and recommendations on feasibility of previously unselected and new pilot projects

The collection of project proposals will continue. The preparation of the MCA will be progressing and draft proposals will be discussed with the countries. The monitoring of the pilot projects will be organised.

- e) Technical assistance aimed at mobilisation of different sources of financing for the implementation of MoS projects

The meetings with investors, private sector stakeholders will continue. Coordination with IFIs will progress. The beneficiary countries will be assisted in preparation of the logistics and MoS projects for the investment forum where appropriate in cooperation with the IDEA project.

- f) Monitoring and reporting on the implementation of the MoS pilot projects

This activity will continue within the working groups and meetings of task forces. The reporting on progress monitoring will be organised on the action plan basis,

1B: Hinterland dimension of MoS projects

- a) Set up of working groups and task forces and technical assistance for improving efficiency (including simplification of border-crossing procedures) and attractiveness of commercial conditions

The activity will continue and the regional Black Sea working group will meet preliminarily in March 2012, the dates will be coordinated with the TRACECA event calendar. The training needs will be identified and a regional training delivered to participants of the task forces. The results of the Central Asia, Caucasus and Caspian working group will be followed up. The work will be coordinated with the PS.

- b) Development and implementation of a restricted number of case studies on connections between ports and logistical zones



The preparatory work will start. The initial assessment of the countries' proposals at the macro level will be organised. The work will be coordinated with the PS

2A: Concept of the regional networks of Logistics Centres

- a) Set-up of bilateral and regional working groups for promoting logistics processes and network possibilities

This work will continue, and the cross-reference of the ILC pilot projects with MoS will be followed up to provide for synergy. The work will be coordinated with the PS

- b) Identification of the core networks between ports and logistics hubs

This work will continue and will be coordinated with the PS.

- c) Development of recommendations and guidelines for the TRACECA network of logistics centres

The analysis will be implemented based on the collected information and status of the action plans. The work will be coordinated with the PS.

- d) Organisation of study tours and training

The dates of the study tours will be identified and included into the TRACECA calendar. The work will be coordinated with the PS.

2B: Logistics Centres' projects implementation

These activities will start in the second year of implementation and will not be within the scope of the next reporting phase.

- a) Identification of interfaces to be developed to promote the network of logistics centres
- b) Identification and promotion of synergies between identified logistics centres
- c) Technical assistance related to establishment of network modalities
- d) Follow-up of feasibility studies and promotion of identified sites, raising awareness and enhancing interest
- e) Establishment of a dialogue and cooperation between the promoters and developers of the logistics centres

3: LOGMOS Master Plan

The preparatory work will start following the provisions of the updated guidelines of the TEN-T policy review.

- a) Developing recommendations and guidelines for LOGMOS

The initial investigations will start. The basic methodology will be discussed with the beneficiaries and EC.

- b) Two/three case studies to be selected and developed as pilot projects, small working groups to be set up to for addressing bottlenecks / defining required technical assistance

The list of candidate projects will be selected and evaluated using the MCA with an objective to define projects that shall be evaluated in the framework of case studies.

- c) Support and capacity building for attracting funding

The initial activities will start following the task force approach

4: Technical Assistance to Regulatory Adjustments

This component lies within the scope of the next reporting phase, addressed via pilot projects. The work will be coordinated with the PS.

- a) Case study related assessment of maritime and intermodal legislation and environmental measures



The recommendations will be provided on an action plan / working group basis. Various dedicated aspects will be finalised. The recommended measures will be followed up.

- b) Organization of trainings, seminars, working groups to identify changes needed

Regular working groups on a country and bilateral basis will be organised. A regional working group of the Black Sea partners is scheduled for March–April 2012. The work will be coordinated with the PS.

- c) Development of a monitoring mechanism for regulatory adjustments

The activities will continue on a case by case basis

5: Communication, Information, Awareness

- a) Communication, dissemination and awareness plan / media strategy and implementation

Activities will be implemented in accordance with the TOR and communication plan included in Annex 3. Cooperation with ENPI Info Centre will continue on an ad hoc basis

- b) Web portal based on TRACECA site and team room for knowledge base on MoS and Logistics and online library

The project webpage will be updated. The work will be coordinated with the PS.

- c) Cooperation platform meetings of project owners will be organised in accordance with the communication plan.
- d) Final project dissemination

This activity is relevant for the final reporting period.

- e) Study tours on MoS and Logistics

The preparatory work will start.

- f) Dedicated training workshops / capacity building measure (ad hoc basis)

Dedicated training for the task forces.

- g) TRACECA investment forums support in preparation and technical docs (TIF)

Activities for the preparation of projects for the investment forum will continue.

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