



EuropeAid 2012/308-293

# IDEA II

## Transport Dialogue and Networks Interoperability

*Inception Report*

*April 2013*





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## REPORT COVER PAGE

Project Title : TRACECA regional project - Transport Dialogue and Networks Interoperability II

Short Name : **IDEA II**

Project Number : EuropeAid 2012 / 308-293

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## List of Abbreviations

ADB	Asian Development Bank
ASMAP	Association of International Road Transport Carriers
BOMCA	European Union's Border Management Programme in Central Asia
CA	Central Asia
CAREC	Central Asia Regional Economic Cooperation Program
CBA	Cost Benefit Analysis
CIS	Commonwealth of Independent States
DEVCO	European Commission, DG for Development and Cooperation (EuropeAid)
DMS	Document Management System
EaP	Eastern Partnership
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EIB	European Investment Bank
ENP	European Neighbourhood Partnership
ENPI	European Neighbourhood Partnership Instrument
EU	European Union
EUBAM	European Union Border Assistance Mission to Ukraine and Moldova
EUD	Delegation of the European Union
FSU	Former Soviet Union
GIS	Geographic Information System
IBM	Integrated Border Management
IBMSC	Integrated Border Management in South Caucasus
IDB	Islamic Development Bank
IFI	International Financing Institution
IGC	Intergovernmental Commission of TRACECA countries
IMO	International Maritime Organisation
IRU	International Road Union
KAZATO	Union of International Road Carriers of the Republic of Kazakhstan
KE	Key Expert
KPI	Key Performance Indicator
MCA	Multi Criteria Analysis
MLA	TRACECA Multimodal Transport Agreement
MoS	Motorways of the Sea
MoT	Ministry of Transport
MoU	Memorandum of Understanding
MTO	Multimodal Transport Operator
NCTS	New Computerized Transit System
NEFoP	National Experts Focal Points
NIF	Neighbourhood Investment Facility
NIS	Newly Independent States
Oblast	A type of geographical administrative division in the countries of the FSU
OSCE	Organisation for Security and Cooperation in Europe
OSJD	Organisation of railway cooperation
PAIES	Pre Arrival Information Exchange System



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PPP	Public-Private Partnership
PS	(TRACECA) Permanent Secretariat
SG	Secretary General
SCIBM	South Caucasus Integrated Border Management
STEs	Short-term Experts
TA	Technical Assistance
TAEIX	Technical Assistance and Information Exchange instrument
TEN-T	Trans-European Transport Network
ToR/TOR	Terms of Reference (of the present project, unless stated otherwise)
TRACECA	Transport Corridor Europe-Caucasus-Asia
TRACECA NS	TRACECA National Secretary,
TRACECA PS	TRACECA Permanent Secretariat
UIC	Union International de Chemin de Fer (International Union of Railways)
UNDP	United Nations Development Program
UNECE	United Nations Economic Commission for Europe
USAID	US Agency for International Development
WB	World Bank
WCO	World Customs Organisation
WG	Working Group



# 1. Project Synopsis

## 1.1 Overall Objectives

The main aim of the project is to strengthen economic relations, trade and transport links between the EU and the programme's participating countries. The participating countries are: Azerbaijan, Armenia, Bulgaria, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Romania, Tajikistan, Turkey, Turkmenistan, Ukraine and Uzbekistan. The project will contribute to the development and implementation of regional transport policy actions such as the relevant actions of the TRACECA Action Plan 2010-2013 related to infrastructure development, the facilitation of multi-modal transport and the harmonisation of transport legislation

On operations, measures set out by the Commission aim at ensuring the interoperability between the EU transport systems and those of neighbouring countries. Of the beneficiary countries, Armenia, Azerbaijan, Georgia, Moldova and Ukraine, are part of the Eastern Partnership initiative. Eastern Partnership seeks closer approximation of those countries with the EU.

Results to be achieved, indicators, constraints and assumptions are laid out in Annex 2: Project Logical Framework Matrix. Specific Project purposes are as follows:

- Contribute to projects identification, projects definition and appraisal leading to mobilisation of funding. Help to prepare and implement regional infrastructure projects, through providing studies, developing business and master plans, analysing financial and technical feasibility including public-private partnerships.
- Strengthen the political and transport dialogue mechanisms between the European Commission (EC), Eastern Partnership and TRACECA beneficiary countries, other project stakeholders and IFIs, by achieving effective communication and dissemination of activities and results of the TRACECA programme.
- Support the implementation of the IGC Long-Term Strategy until 2015 and related Action Plans, through assistance to the TRACECA Permanent Secretariat and member countries.
- Adapting the regulatory framework with a specific focus on sector reforms in order to facilitate the flows of goods within the beneficiary countries and between the beneficiary countries and outside.

Project starting date:	16 January 2013
Project duration:	Three years (36 months)
Project value:	Total value of the Project is Euro three point five (3.5) million, of which provisions for staffing and related expenditures is Euro two point five (2.5) million and for incidental expenditure Euro one (1) million
Key stakeholders:	Ministries of Transport, Ministries of Trade & Economy, Customs Authorities, IFIs, Commercial Banks, International Road Carriers, Freight Forwarders, NGOs, Transport users at large
Specific activities:	The Project has five work components: <ol style="list-style-type: none"> <li>1. Ensuring Dialogue and Coordination</li> <li>2. Infrastructure and network</li> <li>3. Attracting funds</li> <li>4. Training and Capacity Building</li> <li>5. Communication, Visibility and Information</li> </ol>





## **1.2 Key-Results**

### Project Purpose 1 (Project identification, definition and appraisal leading to mobilisation of funding)

- Update the list of TRACECA priority infrastructure projects on the basis of the TRACECA owned methodology (project pipeline, project screening/selection and listing) and based on Eastern Partnership (EaP) transport Panels / Ministerials.
- Support the countries in selecting and analysing the potential infrastructure projects and advise countries in preparing project proposals for financing.
- Maintain the existing GIS database (together with the TRACECA Permanent Secretariat) and the traffic flows model and update the traffic data accompanied by capacity building based on need, organise further training on the use of the GIS database and the traffic flows model and ensuring its compatibility with the EU TEN-Tec Information System.
- Coordinate with IFI's to mobilise their support for undertaking a minimum of two feasibility studies on short listed priority projects and help the countries to strengthen their cooperation with IFIs. liaise with the Neighbourhood Investment Facility.
- Drafting of pre-feasibility studies, traffic demand studies and master plans: it can also include supporting the countries in the drafting a full set of tender documents providing respective information in trainings.
- Organise further training on GIS database and the traffic flow model and on project appraisal

### Project Purpose 2 (Strengthen the political and transport dialogue mechanisms)

- Organise two coordination meetings per year to discuss progress and results of the EU funded Technical Assistance Projects for transport in the region and the TRACECA Intergovernmental Conference activities.
- Set up working groups between the countries to deal with challenges and bottlenecks in specific areas (including both public and private sector representatives) with the TRACECA Permanent Secretariat having to be involved as coordinating body.
- The project should use the existing TRACECA website, and for this purpose it should liaise with the TRACECA Permanent Secretariat on the best way forward and be constant communication with the ENPI East Info centre.
- Support to national transport policies and assess the extent to which tangible progress has been achieved on alignment of national transport policies and legislation with the European and international standards.

### Project Purpose 3 (Support the implementation of the IGC Long-Term Strategy until 2015 and related Action Plans)

- Based on progress achieved, organise a maximum of two Regional Ministerial Conferences with the focus on endorsing results and concrete projects that stem from regional cooperation.
- Develop a programme to schedule and deliver thematic working groups during the implementation of the project. This includes supporting the TRACECA Permanent Secretariat in organising and in facilitation of the working groups with the objective of

achieving tangible results linked to achievement of Action Plans and the TRACECA Long Term Strategy.

Project Purpose 4 (Adapting the regulatory framework with a specific focus on sector reforms)

- Support legal approximation and undertake activities to raise awareness of stakeholders of the TRACECA countries about the benefits of approximation for their countries.
- Identify risks in achieving alignment and make recommendations on how to support countries in their efforts.
- Provide training on the methodology and principles of approximation for public officials. Exchange experiences on alignment of legislation between the TRACECA countries.
- Accounting for the specifics of Eastern Partnership countries and alignment of their legal framework to European legislation.

### **1.3 Preparation of the Report**

The report was prepared by the IDEA Project's key experts and representatives of its Consortium Members: TRT Trasporti e Territorio srl, Panteia Group, Dornier Consulting GmbH and Lutsk University.

### **1.4 Purpose of the Report**

The purpose of this Inception Report is to

- present a concise summary of the main issues of the IDEA Project and recommendations of the IDEA-staff for the attention of key decision makers;
- review the activities undertaken by the Project during the inception phase;
- give a precise outlook on the contents, procedures and schedules of the work planned for the next working period of six months;
- give recommendations for adoptions of initial assumptions due the time gap of issuance of the Terms of Reference of this project and its commencing regarding the approach and administrative issues.

### **1.5 Format of the Report**

This Inception Report follows the format proposed by the EC document "Guidelines for Reporting - PCP III Project Inception Report, Interim Report and Final Report", Tacis, Brussels, September 1995, amended June 1998.

Furthermore, the report applied some formats proposed by the EC document "Strengthening project internal monitoring - How to enhance the role of EC task managers", Tools & Methods Series - Reference Document No 3, June 2007, page 19.

## 2. Introduction and Summary of the Project

### 2.1 Project background

Retrospectively, TRACECA (TRANsport Corridor Europe Caucasus Asia) has undergone a consecutive phases of its life cycle and has reached a mature status in its current constellation. This project sets forth further development of the TRACECA route to be an international recognized multi-modal route with increased attractiveness to the industry.

Given the Eastern Partnership policy lines, TRACECA is dealing with renewed European approach to transport cooperation with the regions and countries covered by European Neighbourhood. The Roadmap to a Single European Transport Area can provide guidance to the Eastern Partnership countries towards a competitive and resource-efficient transport system. Also the Central Asia countries can be looking at similar target.

Actions are required at all levels of TRACECA functioning:

- On corridor level, TRACECA member states are to consider improvements of infrastructure and resolve bottlenecks;
- On the level of TRACECA institutions, targeted actions leading towards implementation of declared principles are required;
- On Technical Assistance level, a new vision of coordinated action, targeted capacity building for decision makers and transport corridor users, ownership driven promotion and pragmatic coordination of initiatives of national governments, international organisations, TRACECA structures, donors, and business projects is necessary.

The IDEA II project is deemed to facilitate such coordination and to target achievement of its results by banking on the underlying principles of the countries ownership. The project will deploy its resources as a catalyst and facilitator, by providing support to the countries' efforts in the implementation of the IGC strategy towards a competitive and resource-efficient transport system.

The IDEA II Project (Transport Dialogue and Networks Interoperability) is funded by the European Commission DG DEVCO within the framework of the TRACECA Programme. The Project has officially started on January 16, 2013 with duration of three years.

Due to the fact that most of the countries are landlocked, the integration process necessarily needs to lever on a greater compatibility between the national transport systems. Indeed, they mutually serve as transit countries, securing not only the access to the local economies, but also to the other adjacent countries sharing the border with TRACECA region.

In this respect, the IDEA II Project will aim at capitalising all progresses achieved so far in the region, particularly by further developing the role of the TRACECA Programme as a major catalyst for investment projects, and thus paving the way for those policy and institutional progresses that will be key for increasing the role of both International Financial Institutions (IFIs) and private investors.

### 2.2 Background and Policy Context

The policy context that sets the framework in which the IDEA II Project will develop its activities and achieve its goals is defined by two major pillars: (i) the TRACECA Programme, and (ii) the European Transport Policy.

By taking into account these two policy frameworks, the IDEA II Project shall help the beneficiary countries in turning around their transport systems from a fragmented position to a state of integration, by assisting Governments in choosing the appropriate models for the provision of transport infrastructure.

More importantly, the IDEA II Project is expected to support the definition of the future structure and role of the TRACECA Programme, in order to further strengthen its contribution to delivering a sustainable, efficient and integrated multi-modal transport system in the region.

This should allow the Project to be well-positioned in:

- encouraging further regional cooperation and trade facilitation;
- attracting the support of International Financial Institutions and private investors;
- further linking TRACECA region with the Trans-European Transport network.

In conclusion, this shall then result in:

- enhanced competition in the transport market;
- development of environmentally friendly transport system concepts;
- implementation of common transport regulations;
- encouraged (and preparation for) greater role of the private sector and use of financial engineering (including PPPs and procurement procedures);
- greater effectiveness of national transport policies.

The IDEA II project covers a geographical area of crucial importance in the perspective of the future extension of the Trans-European Transport network to the EU neighbouring countries.

### **2.3 Challenges**

Ownership challenges have been addressed within TRACECA during the last years and quantum leap was achieved by many countries.

One of the means to enforce ownership is to identify individual expertise in the transport modes administrations and customs of every country as TRACECA experts.

Within these groups, those experts would assume ownership of the technical subjects and support the TRACECA National Secretariats (NSs) in individual technical issues.

The IDEA II project needs working on the coordination of the efforts and the harmonization the legal requirements. Most of all, soft measures are related to legal harmonization and needed in order to improve industry's trust.

The continuation of coordinated investment activities and branding TRACECA based on sound technical and documentary preparation of projects requires further effort. One of the major challenges is to strengthen the position of the transport agencies and ministries in their intra-country efforts to pursue dedication of budget and external funding for infrastructure development.

### **2.4 Framework**

TRACECA member states have developed in the past decades to different profiles and so did the policy framework of the European Union and reached different status on infrastructure development, access to funding and in the transport legislation framework. This fact will govern the work of IDEA II to adopt a differentiated approach when elaborating the different work streams and topics in the project implementation and also has spill-over effect for the work of the other ongoing TRACECA TA projects.

The TEN-T methodology will be implemented with the TRACECA countries in a participatory approach (increasing ownership) through application of adjusted TEN-T criteria for core/comprehensive network in TRACECA. The procedures of this approach agreed upon and applied during both project prioritization processes to produce the investment project



pipeline in 2010 and 2011 consist of 3 major steps. After an information phase that starts a permanent communication with the countries, regional meetings with discussion of the proposed networks and their feeders will lead to an adoption of agreed amendments to the TRACECA route. This endorsement shall then be followed by communication with IFIs, private capital and investors/operators.

The process of the political adoption of a transport network and corresponding priority projects will ensure the alignment with the EaP-Transport Panel as well as with the recently adopted transport network for the Northern Dimension (interoperability/connectivity). The prioritization process shall be fully aligned with the conclusions reached in EaP Transport Panels / Ministerials.

To prepare appropriate and sound investment projects, the NIF (Neighbourhood Investment Facility) should be involved as source of financing as much as sounding board for identification and preparation of respective documentation like prefeasibility studies and feasibility studies. The latter are foundation for negotiations with financial markets. A bank pool that structures financing of full capital investment cycles will be an appropriate accompanying tool.

The IDEA II project will target on a NIF facility related to investment projects identified for the TRACECA corridor through direct investment into infrastructure/equipment or of soft measures (e.g. border crossing points). The requirements for the creation and maintaining of a proper pipeline of projects will have to match the standards of international financial structures that would approach NIF for co-financing.

In addition this pipeline will be an important tool to be coordinated with e.g. the EaP panels on transport and integrated border management programs. Cooperation with the EaP process and its outputs will take place by permanent information exchange, as an example for the implementation of the TEN-T methodology for corridors definition. The TEN-T corridors proposed to the EaP countries to be discussed in autumn 2013 at the ministerial conference in Luxemburg will act as locomotives and knowledge carrier for the process planned in TRACECA. Ukraine, Moldova and the Caucasus countries have much to contribute to align the TRACECA activities with EaP.

## **2.5 Work Streams**

The IDEA II project follows four work streams that determine the activities on task level:

- Ownership
- Coordination
- Capacity building
- Application of the TRACECA toolbox

The concept of “**ownership**” has to be coupled with the one of “**responsibility**”, which means that the countries will have to assume their responsibility for the TRACECA program results and that this should guide also the support provided to the countries.

This report as well as the work of the IDEA II project will be driven by the Terms of Reference as foundation giving document. In addition and having in mind the practical tasks and activities the team has developed an approach that is based on the above work streams. These work streams will be found at different levels of tasks and activities. They are crossing the five project components and serve the fulfillment of the four purposes of the project as described in paragraph 1.4.

**Coordination with Technical Assistance projects** is needed in order to:

- optimize the use of the resources and to fully exploit the potential combined effects;
- sharing experience and disseminate good practice.

A flexible approach is needed to enhance especially the coordination with the LOGMoS project (master-planning) and ad hoc meetings on a need basis are an applicable communication tool to ensure mutual engagement of the different TA projects. The presence of the EC programme manager will be handled according to his discretion. National Secretaries participation is not always a precondition.

In order to ensure maximum efficiency of reunions, the Consortium Key Experts will take care of the preparatory work ahead of the actual meetings by close interaction with NSs, PS experts and EC project manager and by providing preliminary information to facilitate dialogue and consensus building. Indeed, coordination meetings will be the occasions where the planning and the assessment of Expert Groups will take place (see next point).

The concept of “**coordination**” will have to consider not only the TA projects but also other programs operating in the area, such as the ones dealing with Integrated Border Management, the ADB CAREC initiative, etc., in order to optimize synergies.

The first coordination meeting on Team Leaders level as well as on level of the National Secretaries took place during the inception phase in Kiev (03.04.13 and 16/17.04.13). The TA-project round between the TA-teams prepared to an extend the following NS-meeting and was in addition a starting point to how and in which depth the active TRACECA TA-projects will coordinate their activities and streamline individual efforts to reach common aims.

The results of the NS-meeting are disseminated by means of the TRACECA website giving a good example how objectives, components and tasks go hand in hand within the frame of the IDEA II project (see Stakeholder Mapping).

## **2.6 The National Experts Focal Points**

The permanent TRACECA dialogue is an active process that enables the beneficiaries to improve the interoperability and coordination but also to benefit from positive experience in other countries. This has a strong effect on the ownership of the TRACECA results and operation.

So far the dialogue is taking place on the level of National Secretaries and Ministerial meetings. To increase the depth of the ownership in the countries, the IDEA II project will create and implement a network of national experts to improve dialogue and regional cooperation.

National Experts experts are representatives of modes of their countries and related authorities who will contribute to TRACECAs technical expert forums.

The concept of National Experts Focal Points has been discussed with the EC Project Manager during the kick-off meeting and introduced during the TRACECA Coordination meeting in Kiev in April 2013 to the National Secretaries as an overall concept.

To enhance an effective implementation of these working structures, the countries need to follow and, hence, endorse the general principles and approach.

The IGC event in Dushanbe September 2013 is the respective and appropriate high-level TRACECA meeting to endorse the concept and adopt the mechanism to the needs of the project's beneficiaries.

The network of national experts can utilize the existing communication platform on TRACECA website to exchange the current status on different issues such as legal approximation and harmonization but also on the development of national strategies, transport panning, investment activities etc. This communication tool will address internal stakeholders as well as external partners of TRACECA.



Through Expert Groups the network will work closely with all different TRACECA TA-projects and the PS in their respective areas. The national experts will become the main recipients for the training that would be able in turn to train more participants in the home country and ultimately contributing to the creation of regional Centres of Excellence.

By adding several layers of communication to the existing ones and in order to create groups of communication and interaction within the national transport administrations (Roads / Rail / Maritime) and customs, as national focal points for modes the network of excellence will further deepen the interaction and communication between the line ministries and agencies in the TRACECA countries and the TA-projects financed by the European Commission.

The IDEA project will facilitate the Expert Groups' activities after approval by the European Commission and according to its rules.

## **2.7 Expert Groups**

Thematic Working Groups (WGs) represent the main way in which the TRACECA countries experts have so far interacted between themselves on specific themes and find ways to cooperate. In the past, some of these have been more active, and therefore more productive, while others had not been able to achieve significant outcomes. It is clear that their activities would require more direction and better interaction between the IDEA II project, the other Technical Assistance projects and the Permanent Secretariat experts.

IDEA II will strengthen the demand driven side of technical Expert Groups. These groups will involve experts from the beneficiary countries, whereas the working groups will give political guidance and be dominated by strategic decisions of the national secretariats as well as the permanent secretariat of TRACECA. The working groups are endorsed and incorporated in TRACECA procedures underpinning a political will of all member countries. A TA project is not in the position to change this defined setup. However, the split of responsibilities between technical expertise (Expert Group) and administrative/political role (Work Group) will strengthen the direct cooperation between the TA projects and the line institutions in the countries. Expert Groups will be solely demand driven exercises and derived from the necessities of the corridor development and its stakeholders.

Potential topics for the Expert Groups could be:

- Legal approximation and harmonization of border crossings;
- Applied TEN-T methodology improving interoperability of networks
- Expert Group on GIS and Modeling;
- Corridor competitiveness and Soft Measures Action planning;

At the same time, it is important to notice that Expert Groups need also to be efficient and results oriented and will be determined by

- Clear definition of the Expert Group objectives, linked to achieving tangible results related to achievement of Action Plans and the TRACECA Long Term Strategy;
- Regular monitoring plan to map progress to plans and address problems;
- Periodical evaluation of the results obtained and judgment needed.

Experts of the PS will have to play a coordination role and keep the ownership of each step of the whole process. The project will provide logistical support, beside the technical facilitation. This support will base on yearly planning of activities, which will be agreed with the EC project manager.

In addition Expert Groups between countries on specific local challenges and bottlenecks will be organized. These groups will see the participation of both public and private sector representatives.



## **2.8 Regional Ministerial Conferences**

As far as Regional Ministerial Conferences are concerned the IDEA II support can only relate to technical output/deliverables of EU TA-projects. Meetings will receive respective support if they are congruent with work programs of project(s).

## **2.9 Coordination with the TRACECA beneficiary countries**

The project intends maintaining and further developing a strategy of working closely with national regional authorities and making efforts to ensure that its activities are consistent with and supportive of government policies. The proper functioning of the TRACECA network and its sustainability in the future clearly depends on the coherence of national transport policies of the beneficiary countries and on their degree of integration.

During the last years TRACECA countries have done relevant steps in the direction of the alignment of their policies with the EU and international standards. Support from the EC has been also provided by means of TA projects devoted to these themes.

The focus of the activity of the IDEA II project is now to make an assessment of the progress obtained so far. To this end, the project will perform a detailed analysis on a country by country basis and provide recommendations for interventions. Main actions envisaged here are those related to raise awareness of the issue among the national administrations and to increase the process of ownership of TRACECA concept.

Support to national transport policies will also be further secured through the link with the activities that the project will develop under components 2 and 4. As for component 2, the link is with the support provided to the countries in analyzing the potential infrastructure projects, while for component 4 is the link with the training actions that will be organized around four main topics (technical, economic and financial, soft measures and soft skills).

All specific tasks are related to the five components and will undergo permanent verification on how effective the envisaged results will be reached. Understanding that the project meets the requirement to reflect all work streams on different level the following matrix gives an explanation how the individual tasks underpin the objectives of IDEA II.

With two running LOGMOS and Civil Aviation projects and three more projects underway (IDEA 2, Maritime Safety and Security 2 and Land Safety 2), the developed TRACECA technical **tool box** (TRAX, Model, Project Prioritising Methodology, TRACECA campus consisting of website and e-learning platform) should be the underlying apparatus in the route development. The advocacy of the EU projects for those tools would certainly improve the creditability and ownership of the member countries for the developed tools, particularly

- GIS database should be used as the unified database for storing collected information eliminating the need for several projects to collect the same information and use existing information as reference for time series.
- The TRAX index can be used to monitor the development of the route attractiveness and as a reference for development of soft measures improving the security and safety of cargo as well as the reliability of the route.
- The traffic flow forecast model serves all projects in obtaining values for future traffic for certain scenarios; this can represent a solid base for scenario comparison and enriching the cost benefits analysis for the infrastructure investment.
- The project appraisal manuals, Investment manual and Guidelines for Prefeasibility can be used to unify the approach on project evaluation and to strengthen the capacity of the countries in identifying bankable projects.
- TRACECA web-site, being the communication platform for TRACECA with the industry, strengthens the ownership of the countries with this tool.



- The e-learning platform, would serve the sustainability of the capacity strengthening resources beyond the projects life cycle and widen the dissemination to a broader diameter of professionals in the beneficiary countries.

## 2.10 Stakeholder Mapping

The stakeholder mapping is a permanent process that started in the inception phase. Applying the tools as described below the project will regularly assess needs, setup, involvement of stakeholders etc.

Brainstorming and interviews have been made during bilateral meetings/discussions with different national secretaries at the TRACECA Coordination meeting in Kiev and with the Secretary General at the beginning of the project.

In personal meetings with the NS of Romania and Ukraine and a closer communication with the national secretariat of Georgia in preparation of the Kiev event, first positions were shared and developed. During the Kiev Meeting as such, IDEA II had the opportunity to lay out its work plans and indications how to handle the technical assistance for the TRACECA beneficiaries as well as to reflect objectives and ways how to reach them. The countries and the PS discussed the proposed approach and implementation of main project components. This being the starting point will enter into a permanent discussion during implementation activities of IDEA II.

It turned out that a common understanding on the depth of legal approximation and harmonization needs still to be developed. This will be further elaborated on in the respective paragraph of this report.

### *Proposed tools for the stakeholders mapping*

Stakeholder	Interview	Survey	Workshop
▶ Permanent Secretariat	✓		✓
▶ National Secretaries	✓		
▶ National Modal administration and customs		✓	
▶ EC (and TA projects)			✓
▶ EC delegations	✓		
▶ EIB / EBRD / NIF		✓	
▶ World Bank local missions	✓		
▶ Asian Development Bank		✓	
▶ Selected Operates Pool		✓	
▶ EUBAM/ BOMCA/ OSCE	✓		✓
▶ IRU / UIC / OSJD		✓	✓
▶ Media	✓		
▶ Research Institutes		✓	

The application of the TEN-T methodology to give TRACECA a solid foundation for its prioritization of transport investment projects and soft measures was discussed on multi-country level. The present understanding seems in some cases a very superficial one and the political notion and related opportunities that will guide TRACECA countries into a permanent process of integration into global developments in the transport sector still need to be conveyed more efficiently.



The stakeholder consultation will be continuously implemented during the whole project duration, being in addition to a tool of selection of intervention strategy and action, a mechanism for monitoring of result achievement, and an instrument for corrective measures.

## **2.11 Conclusions of TRACECA Kiev Coordination Meeting, April 2013**

### Contributions

- Success of work of TA-projects over the last years
- Financing of investment projects in different TRACECA countries as related results
- Continuation of coordinated efforts to support the beneficiary countries
- Application of TEN-T methodology including results of all TA-projects (TRACECA Masterplan)
- EU-BAM:  
Reduction of Border Crossing obstacles is the main soft measure to regional integration and trade facilitation.
- “Liski”:  
Envisaging a ferry-link between Ukraine and Turkey to maintain “VIKING”-block train on one side and no regularity and business with Caucasus.  
Reliability of services on transport corridors is much more relevant for business success than tariffs. Those can even be neglected.
- Turkish Customs:  
Ukraine without integration in common automatized custom document system will be bypassed in transit cargo business for years.

### Statements

- Revision of core and comprehensive network of TEN-T undergoing
- Upcoming TEN-T Ministerial Meeting 10/2013
- Focus of EC on Eastern Partnership countries for the aspects of legal *approximation* and investments
- Central Asian countries need support in legal *harmonization*
- Make use of existing documentation and apply individual approach to each country
- Kazakhstan prepared to take a lead function in this process
- National Secretaries will understand themselves as political players providing an environment for technical work and giving political framework in Working Groups, NS-meetings and cooperating with PS as their coordinating body
- TRACECA Strategy to be developed by the member states
- Contributions of EC and TRACECA countries/PS shall be seen as a partnership on equal terms related to both - content and resources

### Summary

After years of speeches and sessions of the TRACECA national and permanent secretariats it is time to deliver tangible results to reach the set objectives in improvement of TRACECA into a seamless corridor and for enhancement of regional trade facilitation.

## **2.12 Work Stream Matrix**

This matrix aims at illustrating several tasks identified by the project and related to components and work streams. It shows how individual activities correlate with the defined work streams.



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TASK	Ownership	Coordination	Capacity	Toolbox
		NS/PS	Legal	Website
		TA	Investments	Model
		IFIs, Operators	Transport	Campus
		Other initiatives		
Component 2 reflected by				
<b>PORTING TEN-T Methodology to TRACECA (core and comprehensive networks, nodes, extensions)</b>				
Integration of LOGMOS Master planning	x	x		
Updated traffic flows and future demand in the beneficiary countries	x	x		x
Data and transport model		x	x	x
Soft measures with particular attention to sustainability	x	x		
Support to integrated border management		x	x	x
Component 1 reflected by				
<b>Legal approximation / harmonisation</b>				
Criteria (differentiated by status)	x	x	x	
Approach		x	x	
Methodology of implementation			x	x
Component 3 reflected by				
<b>Coordination of communication with IFIs</b>				
Focus on ADB-Carec and World Bank	x	x		
Feeder for the NIF project priorities	x			x
Update the list of TRACECA priority infrastructure projects	x	x		
Support the countries in analysing the potential infrastructure projects			x	x
Contribute to bringing project to maturity level			x	x
Consultation process: operators and banks pool		x		x
Presenting projects to investors	x	x	x	x
Component 5 reflected by				
<b>TRACECA visibility</b>				
TRACECA leaflet and brochure - 20 years, main achievements	x		x	x
2013 ITF summit in Leipzig	x	x		
TRACECA PS in the political dimension and visibility of TRACECA	x	x	x	x
TRACECA and PS Communication strategy	x	x	x	x
New structure of webportal - one stop shop	x			x
Contribute to TRACECA customs union initiative	x		x	
Component 4 reflected by				
<b>Experiential Learning with differentiated implementation</b>				
Work Groups (needs, mechanisms, deliverables)	x	x	x	x
National Experts Focal Points (NEFoP)	x	x	x	x
Training preparation and design	x	x	x	x
Stakeholder Mapping – needs, setup, etc.	x		x	x



## **2.13 Project Components**

### ***Porting TEN-T Methodology to TRACECA – reflecting Component 2***

TRACECA core routes and the comprehensive feeder network provide the foundation of activities of the TA projects, in terms of network planning and interoperability as well as the funding and legal approximation. IDEA II enhances improved trade facilitation that is a driving the concept of TRACECA.

The TRACECA core route has been a subject of several discussions among the member countries to mature towards trade facilitation and also in the light of the TEN-T and the Western China / Western Europe route. It was intended to adjust the route at the border crossing points with Europe, once the TEN-T network has been revised and published.

The document titled “Planning methodology for the trans-European transport network” sets forth the methodology for planning the future trans-European transport network (TEN-T), which will feature a dual layer network structure, comprising a comprehensive and a core network.

A revision of TRACECA core route and the feeder network needs to be made to

1. Connect to the TEN-T at the given / further nodes,
2. Develop the route to be deployed as continuation of the TEN-T in the EaP,
3. Ensure interoperability of the EaP towards Central Asia,
4. Streamline the investments and funding on the core TRACECA route and its feeders,
5. Integrate into the national plans (legal approximation),
6. Streamline capacity building within TA-projects for route improvement.

TRACECA Technical Assistance projects should work together towards achievement of highest degree in coordination and synergy towards the common goal.

### ***Legal Approximation – reflecting Component 1***

#### Introduction

In the strategy for the period up to 2015 TRACECA countries agreed to realign their existing transport legislation towards international transport conventions and agreements and bring them closer to the EU transport legislation (transport *acquis*).

However, it is extremely crucial to stress that the approximation of the TRACECA countries' legislation to the EU transport legislation does not imply an exact replication of the *acquis*, but rather a careful reshaping of the national transport legislation with the objective of converging with the general concept and overall essence of the *acquis* while taking into consideration the characteristics and specificities of different TRACECA country.

It is always necessary to emphasize that *acquis* is constantly evolving or permanently developing. It means that the EU law is not fixed and never stops developing. It must be always closely followed, including the case-law of the Court of Justice of the EU (CJEU). That is why, the legal approximation process ones started is on-going process and the regulatory impact assessment of the current situation has to be done periodically to implement the latest developments.

The nature and level of approximation required in the particular case and will depend entirely upon the specific circumstances of the TRACECA countries.

EaP countries that over the years have undergone several approximation and are in close cooperation with the European Union have other priority on the foundation of a more advanced approximation process.



Central Asia in contrary needs to undergo more initial steps of sometimes specific character and will focus on harmonization between neighbouring countries and in the region. Harmonisation seeks to effect an approximation or co-ordination of different legal provisions or systems by eliminating major differences and creating minimum requirements or standards to bring as a result interoperable transport systems of TRACECA.

Improved “Interoperability” is seen as one of the most promising fields in order to boost efficiency and quality of transport systems, in particular for the freight sector.

#### *Criteria to determine the scope of sources*

Regarding the overall objective of the project “to provide technical assistance to the beneficiary countries in their efforts to align with the EU and international transport standards and in improving transport connections between themselves and with the EU”, there are several criteria to determine the scope of the sources:

- EU's treaties and laws (directives, regulations and decisions) and guidelines (the TEN-T guidelines for example);
- International conventions and agreements;
- Bilateral treaties EU with the countries where exist;
- National measures of the countries in the field of approximation (for example: national plan or governmental decision regarding approximation);
- Other projects implemented or started already, containing proposals in the field

#### *Criteria to determine the scope of legislation*

Providing support to the countries' efforts in the implementation of the IGC strategy towards a competitive and resource-efficient transport system, the project shall pay attention to the legislation in the fields of:

- All modes of transport – railway, road, maritime, inc. Inland waterways;
- Safety transport – infrastructure and operation;
- Public Private Partnership/Concession (as an instrument of attracting private investors to invest in transport infrastructure);
- Simplification and integration of countries' frontiers the procedures

#### Approach

During the project implementation a dual approach shall be exercised constantly. Such an approach responds to the needs and steps could be taken respectively for legal approximation and/or for legal harmonisation, depending on the interest of different regions of TRACECA - EaP or CA countries.

Graphically this dual approach can be expressed by two basic pillars as follows:



#### *First step – framework definition*

1. The first activities shall be focused on the description of the basic EU legal acts under the criteria above-mentioned.
2. An explanation and a summary of the primary objectives shall be prepared. In this stage of the project arose the necessity to proceed with the description of each one of the EU legal act with his main objectives in details, stating also all amendments and alterations chronologically. The description shall include also the correlatives of some issues with other legal acts of the *acquis communautaire* system. In this way, it will be possible to analyse the reflection in the national law and to exact the priorities and the terms of future steps of the process.
3. As out-come of the previous steps, Working book shall be prepared corresponding to two-steps priorities (implementing the concept of “individual approach for each country”). The main criteria for the two steps shall be the importance of the piece of legislation for the level of approximation with the general concept and overall essence of the *acquis*, where higher priority to the fundamental principles shall be given.

Outcome: Working book on the legal framework

#### *Second step – methodology development*

1. The regulatory impact assessment in the legal approximation context or accession to international conventions and agreements (legal harmonization) is different from traditional impact assessments.

Regulatory impact assessment (RIA) is an information-based analytical method to determine reasonable costs, benefits, risks, consequences, and side effects of planned policy instruments, such as laws, regulations, etc. The results are used to improve the quality of policy instruments. RIA has been practiced by the countries and in particular by the European Union for the last two decades as a useful tool of regulatory policy. Moreover, RIA itself has become a benchmark to evaluate administrative capacity of the state and the European Union has insisted that the candidate and the EU neighbour countries develop effective systems to achieve an

- analysis of planned and existing legislation, typically with the aim of improvement of the business environment.
2. RIA also has to be practiced by the countries in case of accession to any international convention or agreement for determination of reasonable costs, benefits, risks, consequences, and side effects of planned policy instruments - laws, regulations, etc.
  2. Methodology for legal approximation or for legal harmonisation

The approximation work in existing methodology can be generally divided into the steps as follows:

1. Identification of the applicable national legislation. In case there is relevant legislation, it is screened with a view to determine non-compliant provisions or provisions in a contradiction which ought to be approximated. This is done by a side-by-side comparison of the national provision with the provision of the *acquis* (international convention or agreement).
2. Choosing relevant means, method and technique according to their relevance.
3. Approximation/Harmonization of provisions itself.
4. Check for inconsistency within the legal measure. This step is extremely effective when the approximation/harmonization means chosen is re-regulation.
5. Making compatible the *acquis* with draft national act.
6. Assessment of the degree of compliance of the draft act with the relevant *acquis* provisions.

Each one step has a relevant tool to be used.

Provisionally, these six steps could be divided into two main stages with correlative essential tool to be used for the purpose of legal approximation:

1. Questionnaire – for identification of the applicable national legislation including supplementary implementing acts. In case there is relevant legislation, it is screened with an object to determine non-compliant provisions, which have to be approximated/harmonized. This is done by a side-by-side comparison of the national provision with the provision of the *acquis* (international convention or agreement).
2. Tables of concordance - to check for inconsistency within the legal measure and to develop compatible the *acquis* (international convention or agreement) with draft national act.

The table of concordance of legislative provisions shall be completed, based on two different, but mutually supportive, approaches:

- by comparatively portraying the compatibility between provisions of EU legislation with the draft legislation and
- by comparatively portraying the compatibility between the provisions of EU legislation or of international convention or agreement with the draft legislation and Second-step outcome: Working book on legal approximation methodology

### *Third step – methodology implementation*

The methodology shall be implemented to achieve several targets:

- To get detailed gap analysis on a country by country basis;
- Periodical regulatory impact assessment of the present situation;
- Improved knowledge of the TRACECA countries legal experts.

Third-step outcome:



1. Legal task force group (legal experts from the countries) - detailed analysis on a country by country basis and recommendations for interventions;
2. Training sessions (could be combined with Legal task force group in point 1) – training needs assessment, planning, direct intervention of lecturers with personal experience;
3. Web-based newsletter (or development of a news-column in a web-site);
4. A visual tool will be developed to monitor the different degrees of progress of TRACECA countries with a matrix of indicators, showing their level of legal approximation in the concerned fields

### ***Coordination with IFIs – reflecting Component 3***

Three main positions will govern the activities interrelated to TRACECA investment policy.

- Funding of prioritized projects
- Strengthen the cooperation with IFIs
- Improving TRACECA's presence on financial markets

Components that enhance funding of projects within TRACECA include

- Prioritization of projects
  - Support countries in drafting pre-feasibility studies
  - Permanent communication with the financial sector
- Pooling of banks and other players (investors operators) interested in TRACECA

IDEA II will follow an individual approach for each country to reach the set of objectives given by the ToR. Taking into consideration the existing division of IFIs on target markets it is inevitable for the project to link investment activities of Central Asian countries tighter to the ADB and its CAREC institute as well as IFCA, whereas Eastern Partnership countries will focus on their association with EIB, EBRD and NIF.

This said it is understood that IDEA II will further enhance communication with all IFIs and support individual solutions for the countries. Other multinational institutions like the World Bank Group, IDB (Islamic Development Bank) or EDB (Eurasian Development Bank) are also in the focus of the project as national development banks and agencies like JICA, KfW, etc.

After two TRACECA international investment conferences over the last 4 years, expectations of the countries as well as of the financial markets have been growing and will need further activities of the TRACECA countries. It is an imperative for successful investment funding to be present and visible on financial markets. This shall be accomplished based on

- Comprehensive country and project information
- Complete documentation for project evaluation and application for funding
- Sound knowledge of the project subject (soft measure, technicalities etc.)

The project will function as facilitator and supporter of those efforts also providing respective trainings. In connection with countries' expertise and information, the production of appropriate documentation to be provided to financial markets will play an important role for a successful addressing banks and investors.

In many beneficiary countries the political strength of the national secretariats are strong and transport investment projects are among the main concerns of the governments to develop economy.





However, it until now is a specific issue to back those political NS positions in some of the countries being a foundation for a successful participation in the national decision making process and bringing forward investment projects within the countries. IDEA II wants by the means described above also enhance further political involvement of national secretariats in countries of TRACECA.

It is one of the project's tasks to define the ultimate format of investment project presentation to the international financial and investment markets based on the communication strategy of TRACECA.

### **Capacity Building – reflecting Component 4**

The following rationale has a great influence on the design and implementation of the training programs:

- Demand-led training, competency-based training,
- Sustainable, long lasting learning paradigm and goals (S.M.A.R.T),
- Select the type of training and delivery modality:
- Physical training delivery
- Create Centres of Excellence and Continuing Education
- Deploy Internet as backbone for training carrier across borders

On the basis of the experience developed in different technical assistance projects, IDEA II activities in this Component will be split in two stages:

1. Training preparation and streamlining of the available documentation, interactive assessment, gap analysis and the decision on which fields training is required and
2. Training delivery, which will include the physical training and the associated TRACECA CAMPUS and the Regional Centres of Excellence.

#### Priorities of the training themes

As already mentioned, training will be tailored to the specific needs of TRACECA beneficiaries and will be aimed at reinforcing country's ownership of the available tools.

The priorities will reflect the topics of operation of the IDEA II project and the activities of Expert Groups.

#### Identification of participants

It is appropriate to establish a set of criteria for the target groups to be trained to assure a transparent choice of training recipients.

- ✓ The *identification of target groups* will be arranged by the IDEA project, based on input from the Expert Groups or derived from the ToR.
- ✓ *Profiles* of potential training candidates (criteria for selection) will be defined by IDEA.
- ✓ The *invitation* will be handled by the project to propose suitable candidates and will be addressed directly to targeted ministries / institutions / organisations.



- ✓ In reply the addressed organisations *propose* their candidates directly to the project,
- ✓ IDEA will *rank and select* training participants according to pre-defined topics and formats taking into account the years of working experience, relevance and multiplier effect for the sustainability of the training.
- ✓ The EC finally *approves* the candidates.
- ✓ Whenever a bottleneck in a particular country may occur it will be the *NS that supports* the project and can facilitate to accomplish the entire process.

### Training Design

The gaps analysis will start from the definition of the list of subjects of interest and, for each of these, by the identification of the results expected, adopting “why a given training is needed” point of view. The training also will be considering the regional differences in the subjects. Training documentation related to the missing themes will be then prepared and included in the IDEA CAMPUS.

The training design will also be integral part of components 1 to 3 and 5. This means that while working on every component, the training needs will be identified and translated into one of the delivery modes of the training and capacity building.

The courses will start with a revision of the matters learnt on IDEA I and turn to practical use and hands on training. Participants that did not attend IDEA I technical trainings will be able to use the video / audio recordings of the IDEA I training and review its materials.

Aiming at a coherent and streamlined capacity building system for the TRACECA Coordination with on-going TA projects and programmes beneficiaries, close interaction will take place with already installed Experts Groups (e.g. modeling and GIS), new Expert Groups and with on-going TA projects such as LOGMOS, which has also promoted national expert groups. A gap analysis will be also made for the PS staff to foster ownership in the overall program management.

The project will benefit from experience of parallel programmes such as EUBAM, BOMCA, OSCE on border management activities and ENPI info Centre on Communication Skills. Initial contacts lead to a lecture during the Kiev Coordination Meeting where a Border-Management expert of EU-BAM explained and illustrated examples of soft measures that directly and efficiently improve the attractiveness of a transport corridor giving a remarkable regional impact.

The outcome of this analysis is the following Training Plan by topics (see table below) including the indicative number of training sessions, duration and countries' participation to be further developed and discussed with the EC project manager over the lifespan of the IDEA II project and is ultimately demand driven:

In the project's work plan outlined in Annex 4 the training component is structured according to planned topics that will be addressed to the beneficiaries during trainings. The form of training will be determined at a later stage and shall meet the technical requirements for an efficient capacity building. This said the project understands that an effective use of resources will require the application of non-classroom trainings (e.g. virtual teaching, e-learning etc.).

### Indicative list of training themes



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TOPIC	TIMELINE	SPECIFICS
Transport demand and forecast	Annually starting 2013	GIS database and VISUM model
Multi-modal transport	2014	Raise awareness
Training on methodology and principles of legal approximation	Annually, starting 2013	Focussed on, but not restricted to public officials
GIS database and project data	Annually, starting 2013	Eastern Partner countries and the Commission TEN-Tec system
Regional approach to network planning	2014	Exchange of experience with EUROMED and CBC
Project investment appraisal	two in 2014,	Increasing the quality of the prioritized projects
Supporting the preparation of project proposals for financing	2014, 2015	Ministries of Transport need to familiarise with the procedures of the IFI
Border-Crossing	2015	EUBAM / UNECE / TRAX
Communication Skills	2014 / 2015	EC communication toolkit
Presentation skills	2014 / 2015	For investment presentation
Project management	2015	Improve skills on project scoping, financing, risk, procurement etc.

### Training Delivery

Delivery modes of training are very critical to ensure the fulfilment of the capacity building results to increased capacity building in the TRACECA countries as ultimate goal. The Consultant will use a multi-channel training tracks including:

- Classroom training sessions
- Virtual class room
- E-learning platform
- Progress measurement
- Centres of Excellence

### TRACECA CAMPUS

To ensure the sustainability of the training component beyond the project life cycle IDEA II will turn the existing e-learning platform e-IDEA into a wider scope TRACECA training CAMPUS accessible to all beneficiary countries through the TRACECA web site. The CAMPUS will also be open to all TRACECA TA projects to host their training materials and video recordings on the same place. This will increase the benefit and return on investment for the training delivery.

### Regional Centres of Excellence

Regional Competence Centres are intended as venues where training will normally take place. These will be identified on the basis of the interest shown by the countries to host training courses and offer supporting facilities. Experience in previous projects showed the attention of the countries to these options that will be further developed.



In a previous TRACECA project, a Regional Network of Higher Education Institutes was developed. The idea is to reactivate this regional network and to involve these institutes in the training measures. Some of those institutes could become Regional Centres of Excellence. The strengthening of this network is one of the instruments to make the training sustainable.

### ***TRACECA visibility – reflecting Component 5***

TRACECA benefits from its interaction with the international organizations. Within the last years with the introduction of the Investment Forums, IFIs have given more attention to TRACECA as a matured and seriously developing corridor. In 2012, TRACECA also actively participated in the International Transport Forum Summit in Leipzig. This interaction with international organizations positively affects TRACECA visibility and acceptance through exposure and also exchange of experience and will be further supported by IDEA II.

#### Higher visibility for the EU's contribution in improving transport connections

The TRACECA program was conceived by the EU and since its foundation has been well supported by the EC Technical Assistance projects. The result envisaged is the recognition of such a long lasting backing by means of higher prominence in the various dissemination initiatives, such as the preparation of videos, interactive media tools, the participation in international conferences, etc. and will follow the EU visibility guidelines.

Flow of information in TRACECA has been traditionally scarce. Despite the development of the communication web portal, it is fair to say that the operation lacks professionalism in dissemination of information for the target groups. With an array of stakeholders, streamlining all communication channels for the dissemination of activities and results of the TRACECA corridor improvements is definitely important.

#### The IDEA II Communication Plan

The IDEA II Communication Plan is part of the Inception Report and is attached to the inception report as separate Annex . It includes the foreseen activities to boost TRACECA program visibility and will also build on a close liaison with the ENPI East Info Centre web portal.

Growing importance as reflected in the ToR has the improvement of form and content of the TRACECA website.

### **2.14 Key milestones**

In terms of timing, the key milestones of the IDEA II Project during its first two years of implementation are reflected in the work programme (Annex 4) and grouped according to the 5 project components.

Readjustment was necessary due to the extended time period required for the inception phase additionally containing the extensive stakeholder analysis as described in the above chapter.

The essential points to be monitored inter-alia, include:

- Deviations of progress against previously agreed project milestones;
- Adherence to the work plan in terms of the project activities and results;
- Deviations in effort and resources needed to complete an activity as compared to plan;
- Introduction of new work activities not included in the original plan; Appearance of obstacles, constraints and other issue which prevent or impact adversely on project completion and which require project escalation.



As far as the prioritization process is concerned the project will need to assess to what extent the already existing prioritized TRACECA investment projects (2010 and 2012) fit into the new methodology and corridor approach. In case they match and complement newly identified investment or soft measure projects a second round of prioritization may not be needed. It would then be wiser to further work on existing projects, materials etc. and focus resources on their funding and implementation instead of repeating exercises that just produce a longer project pipeline, but not more realistic investments to be pursued and followed up by the financial sector.

In terms of milestones that will lead to a shift of the completion of round 1 to a later stage (not month 11) depending on the outcome of the assessment process. Depending on that result the project in today's situation reserves the right to propose the a.m. shift during the next working period starting from July 2013 and come up with a realistic time line in the 2<sup>nd</sup> progress report.

### **3. Project Progress and Performance**

In the following subchapter, the TRACECA strategy as originally lined out in the IDEA's Technical Proposal is revisited and updated in terms of quantity, quality and time. Measures of quantity include, for instance, statistical statements, whereas qualitative indicators generally are judgements and perception derived from a subjective analysis of progress made.

#### **3.1 Risk management and sustainability**

Annex 2 the Overall Output Performance Plan provides the Technical proposal's log frame matrix updated as to its constraints and assumptions, thus indicating the IDEA Project's approach to risk management and sustainability.

The project is fully aware of the four risks listed by the ToR and has identified additional risks in the table below together with the respective mitigation strategies. It is important to mention that such risks are of medium to high degree of severity and that in some cases the mitigation measures that will be put in place by the Consortium might be not sufficient.

The Consortium will also apply early warning system for risks recognition, as part of its project management tool. Risks that are identified as critical success factors will have a special attention and be closely monitored. The risk management actions are fully integrated in the monitoring and evaluation plan which will ensure timely detection and adequate reaction measures.

#### **3.2 Distribution of Tasks and Activities**

Annex 1 points out the primary responsibilities of the Project's three key experts and distribution of tasks and activities among them. In detailing of the Project's Terms of Reference, the five project components, while are allocated to the corresponding individual key experts are further broken down to activities according to the key experts' expertise.

Component 1 contains the task of legal approximation that will be covered by the key expert 3 over the full lifespan of the project. The overall responsibility for coordination activities goes with the team leader. However, both key experts 2 and 3 will support those activities at all necessary levels (content, logistics, communication).

Component 2 is related to key expert 2. Hence, the main responsibility is with him. The team leader with his expertise as financial expert and KE 2 closely coordinate their work where it comes to overlapping activities in the field of project identification and prioritization. In addition, the legal component will be covered by KE 3, but is not as closely linked to the preparation of investment proposals in the regions.



Component 3 is oriented on funding and respective communication with financial institutions and preparation of related documentation. As this component requires a close coordination with key expert 2 on transport issues both experts coordinate their efforts accordingly.

Component 4 covers capacity building and assures that all key experts take responsibility for their field of professional expertise. Although border crossing issues can be defined also as mainly transport relevant it was decided to stress the weight of legal aspects and hand over the responsibility for the respective task to KE 3.

Component 5 related to communication will be built on the TRACECA website as a main tool. Key expert 2 has the respective experience and following this logic will take over the responsibility for the majority of this component. Coordination with other TA-projects is handled by the team leader.

### **3.3 Mobilisation and project set-up**

The ensuing time period was used to mobilise the experts, to review and analyse relevant documents, and to update on the activities of related on-going TRACECA activities.

During the remainder of this time period, the three key experts set up interim project offices in Baku and Kiev. Both offices are working and have all necessary equipment and communication tools.

Receiving a rental proposal from the PS that was unacceptable for the project negotiations are still undergoing. A permanent project office in Baku will be implemented by end of May latest. Finding an appropriate location and office in Kiev turned out to be more difficult than expected, especially taking into consideration resource constraints given. Meanwhile an interim office is used until determination of a permanent Kiev project office end of May 2013.

### **3.4 Local staff**

Very early after the start of the project an office assistant was employed. The new staff member assisted the IDEA key experts during the Kiev Coordination Meeting. Major logistic issues in preparation and execution of the Kiev Coordination meeting were handled by the consortium. English-Russian translation resources for the Draft Inception Report were deployed.

Dr. Ashraf Hamed was appointed as Deputy Team leader of the IDEA 2 Project.

### **3.5 Workload**

The IDEA-staff plans to adapt their intervals of low workloads to the holiday seasons in Kiev and Baku and the TRACECA members countries, and to always have at least one key expert on base of operation site in order to provide constant assistance to the TRACECA PS and the individual NS.

The initial stakeholder mapping shows a need to maintain continuous communication with the stakeholders, specifically enhance the dialogue with the private sector to ensure arriving at investment projects attractive for the private sector participation. The IDEA team envisage to regularly visit the member states on regular basis. The Ratio of working time spent on site will be 75% in line with the requirement of the Terms of Reference at the regional offices and on mission in the region and 25% at home office or missions outside the region.

### **3.6 Project Progress - Project kick-off, Meeting, Deliverables**

On 24 January 2013 the kick-off Meeting was held with participants from European Commission (Programme manager DG DEVCO) and the IDEA II team. Later it was agreed to include the finding of the planned TRACECA Coordination meeting in the inception report and the production time for the draft report prolonged until end of April.



Coordinating activities were also undertaken by the team leader in permanent communication with the SG and PS during inception phase including intense discussions of project plans, plan of activities of the permanent secretariat and envisaged action over the next year.

A TA-coordination round between the TA-teams, all located in Kiev, was initiated by the IDEA II team and took place 03.04.13 at the premises of the LOGMoS project.

Main event within the inception phase was the TRACEA coordination meeting as referred to earlier in this report.

In chapter 2.13 related to capacity building an initial topic-related training plan is provided.

Working on the preparation of TRACECAs participation at the ITF Leipzig in May 2013 the team has already invested effort in the production of an image brochure that shall illustrate the successful work of EC-funded TA-projects in the TRACECA countries and continue the successful work on TRACECA visibility in the transport sector and on financial markets.

To assure an appropriate quality and best visibility according to the respective EU guidelines it was agreed with the programme manager to postpone the production of the brochure and produce leaflet containing main information and fulfilling the same purpose with less effort. Meanwhile the concept to provide a brochure to the public will further be followed.

One result of the stakeholder mapping was the common understanding that the existing communication of TRACECA with the markets and other partners has still a remarkable potential for improvement. The project prepared a communication plan according to the tasks of the ToR and provides this deliverable as Annex to this inception report.

### ***3.7 Work Programme (for entire Project period)***

Annex 4 depicts the distribution of tasks among the IDEA-project's three key experts and the distribution of the activities over the entire Project duration of three years. A number of activities is due over the entire life cycle of the project and is subsequently expressed as continued line.

### ***3.8 Plan of Operations (for the first period)***

A timetable of the activities described below is given in Annex 6. The plan of operations for the next Period is derived from the work programme and determined by the deliverables and results outlined in the ToR.

### ***3.9 Resource Utilisation Report***

This report's Annex 5 may not be necessary at this starting phase of the project. However, it is already introduced here as it will in future reports give a clear picture of the resource management and availability over the complete project life time.

## **4. Work plan for the next reporting period**

The table below shows the expected distribution of the experts' total person-days over the Project's key results during the first reporting period:

It is inevitable to further promote the understanding of the TEN-T methodology as foundation for the entire prioritization process and as guiding approach for the work of the project over the next coming years. Here a close common work with the LOGMoS project and its master-planning activities will be pursued. Purpose 1 of the project will be addressed accordingly.

For the funding of investment projects the expert will analyse the present existing priority list of TRACECA having evolved from 2010 and 2012 meetings and will use them as base for refreshing communication with ADB and World Bank group. European addresses will be

contacted in autumn with a closer look and more understanding of what can be expected in the Eastern Partnership countries within TRACECA.

Under the transport Component the process of GIS data update will be launched. In addition preparatory work for the installation of Expert Groups will start. This includes the scheduling of such groups and their activities.

As far as data collection and storage is concerned traffic flow data in IDEA I were collected for base year 2008, i.e. outdated and affected by the crisis. The data were used for the model and validated by UN-COMTRADE data. They help to project traffic flows over a longer stretch of time according to its nature representing a forecast until 2020.

The trade data can be found on UN-COMTRADE and obtained (not free, if large amount of data needed). The LOGMOS project has collected UN-COMTRADE data for 2011 and included it in the country profiles delivered by the project for further use. IDEA will update this set of data and assure continuity of data storage and update by coordinating between the active TRACECA TA-projects.

Data accepted by countries and guaranteeing an appropriate level of reliability can only be obtained from statistical bureaus of every country. Here the preparedness of cooperation between different EaP beneficiaries needs to be considered. It is a task to update the traffic model. The required information will be gathered and displayed as specified in the terms of reference.

Under purpose 2 the project will start working on the improvement of the TRACECA website and instruct country experts on technical minimum level where needed. Closely related to the capacity component technical work will start to implement the e-learning platform as foundation for the TRACECA-Campus. Coordination with other TA projects will be assured as well as permanent communication with the PS.

As far as visibility is concerned IDEA II will continue its work on the image brochure and present TRACECA at the ITF in Leipzig.

A coordination meeting on NS-level and with sound political content will be facilitated in case of necessity, but is not fixed as a usual in preparation of IGC summits as handled in the past. An additional NS meeting between April and September 2013 will not be financially supported by the project. It was agreed during the Kiev meeting that the TRACECA member countries under coordination of the PS will work on their strategy beyond 2015. Accompanying assistance will be provided as far as the technical output of the IDEA project is concerned. However, it is a prerogative of the member state to define where TRACECA will go in 2 years' time.

The IDEA II key experts will work out a Methodology for legal approximation and harmonization under Key Result 4. Based on this methodology and in parallel communication with the Central Asian countries (here initially mainly Kazakhstan with a very active national secretary) the legal key expert will assess existing documentation and knowledge gaps to be in future covered by capacity building activities. Starting from the eastern TRACECA region legal harmonization will later be rolled out through the Caucasus to Eastern Europe. The idea here is to react on urgent needs reported during the Kiev event and analyse the requirements for resources to effectively steer the entire complex of activities following this initial step.

Meanwhile it became evident that CAREC looks at legal and border-crossing issues in Central Asia, which will demand further coordination activity from IDEA.





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## Past and envisaged progress towards achieving objectives (in terms of activities)

No.	Specific Objective	Activities			
		previous Periods	past Period	next Period	beyond next Period
<b>Objectives 2 and 3 in relation to Work Component 1 - Ensuring Dialogue and Coordination</b>					
1	Support legal approximation			25	
2	Undertake activities to raise awareness			25	
3	Programme to schedule and deliver thematic working groups			25	75
4	Organise two coordination meetings per year		25		75
5	TRACECA Intergovernmental Conference activities.			25	75
6	Two Regional Ministerial Conferences			50	50
<b>Objectives 1 in relation to Work Component 2 - Infrastructure and network</b>					
7	Update the list of TRACECA priority infrastructure projects			25	75
8	Support the countries in selecting and analysing the potential infrastructure projects			25	75
9	Support and advise countries in preparing project proposals for financing				100
10	Update and maintain the GIS database and model			50	50
11	Traffic flows model			25	75
12	Update the traffic data			50	50
<b>Objectives 1 in relation to Work Component 3 - Attracting funds</b>					
13	Finding financing for projects that have been prioritised			25	75
14	Drafting of pre-feasibility studies				100
15	Drafting a full set of tender documents				100
16	Strengthen their cooperation with IFI's			25	75
17	Organise a meeting with beneficiary countries to showcase project proposals.				100
18	Coordinate with IFI's to mobilise their support for undertaking a minimum of two feasibility studies				100
<b>Objective 1 and 4 in relation to Work Component 4 - Training and Capacity Building</b>					
19	GIS database and project data including data from the Eastern Partner countries to the Commission TEN-Tec system			25	75
20	Project investment appraisal				100
21	Supporting the preparation of project proposals for financing by the IFIs				100
22	Border-Crossing issues				100
23	Regional approach to network planning development				100
24	Training on the methodology and principles of approximation for public officials			25	75
<b>Objective 2 in relation to Work Component 5 - Communication, Visibility and Information</b>					
25	Communication plan and press strategy towards local and EU media.			50	50
26	Constant communication with the ENPI East Infocentre			25	75
27	TRACECA website			25	75
28	Coordination point for all TRACECA projects' activities			25	75





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## 5. Annexes to the Progress Report



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## Annex 1: Responsibility Matrix of Key Experts

	Responsible Key Expert		
	Detlef Pulsack TL	Dr. Ashraf Hamed, KE 2	Elena Kostadinova KE 3
<b>Component 1</b>			
Support legal approximation			■
Undertake activities to raise awareness on approximation issues			■
Programme to schedule and deliver thematic working groups	■	□	□
Organise two coordination meetings per year	■	□	□
TRACECA Intergovernmental Conference activities	■	□	□
Two Regional Ministerial Conferences	■	□	□
<b>Component 2</b>			
Update the list of TRACECA priority infrastructure projects	□	■	
Support the countries in selecting and analysing the potential infrastructure projects	□	■	□
Support and advise countries in preparing project proposals for financing	□	■	
Update and maintain the GIS database and model		■	
Traffic flows model		■	
Update the traffic data		■	
<b>Component 3</b>			
Finding financing for projects that have been prioritised	■		
Drafting of pre-feasibility studies	■	□	
Drafting a full set of tender documents	■		
Strengthen their cooperation with IFI's	■	□	
Organise a meeting with beneficiary countries to showcase project proposals.	■	□	□
Coordinate with IFI's to mobilise their support for undertaking a minimum of two feasibility studies	■	□	
<b>Component 4</b>			
GIS database and project data including data from the Eastern Partner countries to the Commission TEN-Tec system		■	
Project investment appraisal	■		□
Supporting the preparation of project proposals for financing by the IFIs	■	□	
Border-Crossing issues		□	■
Regional approach to network planning development	□	■	□
Training on the methodology and principles of approximation for public officials			■
<b>Component 5</b>			
Communication plan and press strategy towards local and EU media.		■	□
Constant communication with the ENPI East Infocentre	□	■	
TRACECA website		■	
Coordination point for all TRACECA projects' activities	■	□	□



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## Annex 2: Log Frame Overall output performance plan

Overall objective	Objectively verifiable indicators (OVI)	Source of Verification	Assumptions
<p>To provide technical support to the beneficiary countries in their efforts to align with the EU's and international transport standards, so to:</p> <ul style="list-style-type: none"> <li>• Improve transport connections between themselves and with the EU.</li> <li>• Contribute to the achievement of the policy objectives defined in the EC's Communication on transport relations with the European Neighbourhood Policy countries.</li> <li>• Improve coordination with IFIs and participation of the private sector in transport projects.</li> </ul>	<p>Effective coordination mechanism between the Consultant, the TRACECA Permanent Secretariat and the IFIs are in place for adequate evaluation of the TRACECA Long-Term strategy and selection of bankable projects.</p>	<p>Project documentation</p> <ul style="list-style-type: none"> <li>• Inception report</li> <li>• Interim progress reports</li> <li>• Final report</li> <li>• Project working papers</li> <li>• TRACECA website</li> <li>• Training documentation</li> </ul>	<p>High level of commitment of the Governments to develop/support/accompany regional transport actions in the Eastern Partnership and Central Asian countries.</p> <p>Partner governments and authorities ready to cooperate where necessary in the priority areas, taking the measures required in terms of legal, technical and institutional reforms.</p> <p>Long-term regional stability in the region is a prerequisite for the project's sustainability.</p> <p>Main stakeholders will make available sufficient managerial, human and physical resources necessary to ensure a smooth implementation of the programme.</p> <p>Sub-regional cooperation and confidence building is maintained.</p>
Purposes			
<p>P1</p> <p>Contribute to project identification, project definition and appraisal leading to mobilisation of funding. Help to prepare and implement regional infrastructure projects, through providing studies, developing business and master plans, analysing financial and technical feasibility</p>	See above	See above	High level of commitment of the Governments to develop/support/accompany regional transport actions in the Eastern Partnership and Central Asian countries.

TRT is a special economic association with

Inception Report, April 2013

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including public-private partnerships.			
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Overall objective	Objectively verifiable indicators (OVI)	Source of Verification	Assumptions
P2 Strengthen the political and transport dialogue mechanisms between the European Commission (EC), Eastern Partnership and TRACECA beneficiary countries, other project stakeholders and IFIs, by achieving effective communication and dissemination of activities and results of the TRACECA programme.	See above	See above	Partner governments and authorities are ready to cooperate where necessary in the priority areas, taking the measures required in terms of legal, technical and institutional reforms.  Sub-regional cooperation and confidence building is maintained.
P3 Support the implementation of the IGC Long-Term Strategy until 2015 and related Action Plans, through assistance to the TRACECA Permanent Secretariat and member countries.	See above	See above	The continued strong political commitment and technical support to be provided by the TRACECA Permanent Secretariat and the beneficiary countries is expected.
P4 Adapting the regulatory framework with a specific focus on sector reforms in order to facilitate the flows of goods within the beneficiary countries and between the beneficiary countries and outside.	See above	See above	Partner governments and authorities ready to cooperate in the priority areas, take measures required in the terms of endorsement of adopted legal, technical and institutional reforms and adequate resource allocation.



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### **Annex 3: Project Management, Monitoring and Evaluation**

Project Management and Coordination	Objectively verifiable indicators (OVI)	Source of Verification	Assumptions
<p>Results consist in:</p> <p>Sound coordination of the project, including optimal networking with the identified stakeholders.</p> <p>Regular and effective liaison and communication with the Contracting Authority.</p> <p>Regular and effective liaison and communication with the TRACECA Permanent Secretariat, TRACECA National representatives, IFIs, and EC Delegations in the TRACECA countries.</p>	<p>Project work plan performed in compliance with the defined timeline.</p> <p>Inception report is timely submitted within 2 months from the start of the project.</p> <p>6-monthly interim progress reports are timely submitted no later than 1 month after the end of each 6 month implementation period.</p> <p>Draft final report is timely submitted not later than 1 month before the end of the implementation period.</p> <p>Final report is timely submitted within 1 month of receiving comments on the draft final report.</p>	<p>Project documentation</p> <ul style="list-style-type: none"> <li>• Inception report</li> <li>• Interim progress reports</li> <li>• Final report</li> </ul>	<p>Continued and cooperative commitment and technical support from TRACECA Permanent Secretariat, beneficiary countries and relevant stakeholders is expected.</p>



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Project Management and Coordination	Objectively verifiable indicators (OVI)	Source of Verification	Assumptions
<p>Set of Activities to achieve Project Management and Coordination Result</p> <p>Inception phase</p> <ul style="list-style-type: none"> <li>• Launch of the project</li> <li>• Drafting and submittal of the Inception Report detailing all relevant elements for the start of the project (Stakeholder mapping, capacity assessment, work plan,)</li> </ul> <p>Project management during the implementation phase</p> <ul style="list-style-type: none"> <li>• Communication plan including information and awareness raising activities on TRACECA programme and identified bankable projects (including documentation, knowledge and training, management, dissemination of information)</li> </ul> <p>Completion phase</p> <ul style="list-style-type: none"> <li>• Evaluation of the project progress towards set objectives</li> <li>• Recommendations and actions to ensure sustainability and replication of the project results</li> <li>• Dissemination of project results amongst the beneficiary countries and related stakeholders, Final report.</li> </ul>	<p>See above</p>	<p>See above</p>	<p>See above</p>





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<b>Component #0 – INCEPTION PHASE</b>			
<b>Results</b>	<b>Objectively verifiable indicators (OVI)</b>	<b>Source of Verification</b>	<b>Assumptions</b>
<b>Result #1</b> Mobilisation of the TA team	Establishing operation base in Baku and Kiev Setting up mechanisms for continuous cooperation with the TRACECA Permanent Secretariat Detailed plan of project tasks Design of the project monitoring tool Design of the plan for Thematic working groups Update of communication and monitoring/evaluation plans Initial stakeholder mapping Coordination with other TA projects	Project documentation Inception report TRACECA website	Continued input, pro-active collaboration and initiatives from by TRACECA/NS with Consultants National regulatory frameworks allow implementation of proposed strategies and solutions
<b>Component #1 - ENSURING DIALOGUE AND COORDINATION</b>			
<b>Results</b>	<b>Objectively verifiable indicators (OVI)</b>	<b>Source of Verification</b>	<b>Assumptions</b>
<b>Result #2</b> Coordination with TA projects	Organisation of 6 TA coordination meetings with TA projects	Project documentation Inception report Interim progress reports Final report Project working papers TRACECA website Training documentation	Continued input, pro-active collaboration and initiatives from by TRACECA/NS with Consultants National regulatory frameworks allow implementation of proposed strategies and solutions Conference can be scheduled by Ministers
<b>Result #3</b> Coordination with TRACECA PS Thematic Working Groups Regional Ministerial Conferences	Organisation of: Thematic Working groups 2 Regional Ministerial Conferences		
<b>Result #4</b> Coordination with TRACECA countries Support to national transport policies Support legal approximation	Preparation of a: Working Paper on national policies analysis Working Paper on legal approximation Specific training programme on national transport policies alignment and legal approximation		



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<b>Component #2 – INFRASTRUCTURE AND NETWORK PLANNING</b>			
<b>Results</b>	<b>Objectively verifiable indicators (OVI)</b>	<b>Source of Verification</b>	<b>Assumptions</b>
<b>Result #5</b> Update of projects pipeline	New round of prioritisation process with two regional prioritisation meetings	Project documentation Inception report Interim progress reports Final report Project working papers TRACECA website Training documentation	Continued input, pro-active collaboration and initiatives from by TRACECA/NS with Consultants Openness and willingness by IFIs to be fully cooperative in the desired coordination activities and for joint project preparation
<b>Result #6</b> Support the countries in analysing potential infrastructure projects	Definition of a TREND scenario for the region Standardisation of project information Diversification of projects Implementation of soft measures Training programme		
<b>Result #7</b> Maintain GIS and transport model and update traffic data	Training session on transport modelling		
<b>Result #8</b> Coordination with IFIs	Banking pool Donors coordination meetings		
<b>Component #3 - ATTRACTING FUNDS</b>			
<b>Result</b>	<b>Objectively verifiable indicators (OVI)</b>	<b>Source of Verification</b>	<b>Assumptions</b>
<b>Result #9</b> Drafting of pre-feasibility studies, traffic demand studies	Preparation of sound projects ready for funding Organisation of training sessions on projects appraisal IFIs application procedures projects presentation (showcases of project proposals)	Project documentation Inception report Interim progress reports Final report Project working papers TRACECA website Training documentation	Assumes there are additional suitable PPP projects for development; assumes IFI will agree to meet Input, pro-active collaboration and initiatives from by TRACECA/NS with Consultants Openness and willingness by IFIs to be fully cooperative in the desired coordination activities and for joint project preparation
<b>Result #10</b> Consultation process with operators and banks	Establishment of a board of IFIs and operators providing feedback on project process Permanent communication process		
<b>Result #11</b> Presenting projects to investors	TRACECA TIF Regional investment meetings Participation to other investments forums Road shows		



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<b>Component #4 – TRAINING AND CAPACITY BUILDING</b>			
<b>Result</b>	<b>Objectively verifiable indicators (OVI)</b>	<b>Source of Verification</b>	<b>Assumptions</b>
<b>Result #12</b> Training preparation and design	Preparation of training plan, training priorities and participants identification	Project documentation Inception report Interim progress reports	Continued strong political commitment and technical support to be provided by TRACECA PS and beneficiary countries is expected
<b>Result #13</b> Training delivery	E-learning web site ready to be used TRACECA Campus Regional Excellence Centres	Final report Project working papers TRACECA website Training documentation	
<b>Component #5 - COMMUNICATION, VISIBILITY AND INFORMATION</b>			
<b>Result #14</b> Communication plan	Preparation of communication plan Continuous linkage with ENPI info centre Framework for communication sustainability Training sessions on communication skills	Project documentation Inception report Interim progress reports Final report	Continued strong political commitment and technical support to be provided by TRACECA PS and beneficiary countries is expected
<b>Result #15</b> TRACECA web portal enhancement	Improvements in the website Deployment of communication functionality of TRACECA website	Project working papers TRACECA website Training documentation	



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## Annex 4: Work Programme

	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16				
<b>Workplan IDEA II and Milestones</b>																																									
<b>Component 0 - Inception</b>																																									
Project Mobilisation	■	■																																							
First TA Coordination Meeting			■	■																																					
TRACECA 20 years - Image Brochure					■																																				
<b>Component 1 - Ensuring Dialogue and Coordination</b>																																									
Support legal approximation																																									
Undertake activities to raise awareness on approximation issues																																									
Programme to schedule and deliver thematic working groups																																									
Organise two coordination meetings per year	■	■																																							
TRACECA Intergovernmental Conference activities																																									
Two Regional Ministerial Conferences																																									
<b>Component 2 - Transport Demand Forecast and Investment Appraisal Tools</b>																																									
AH Update the list of TRACECA priority infrastructure projects																																									
Support the countries in selecting and analysing the potential infrastructure projects																																									
Support and advise countries in preparing project proposals for																																									
Update and maintain the GIS database and model																																									
Traffic flows model																																									
Update the traffic data																																									





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### Annex 5: Resource Utilisation Report (updated annual resource schedule and budget)

Project title : Transport Dialogue and Networks Interoperability  
Project number : EuropeAid 2012/308-293  
Consortium TRT, Pantea, DoC, LNTU  
Countries : all TRACECA member countries

Planning period: January 2013 – March 2013      Prepared: 15 April 2013

RESOURCES/INPUTS	TOTAL PLANNED	PERIOD PLANNED	PERIOD REALISED	TOTAL REALISED	AVAILABLE FOR REMAINDER
<b>PERSONNEL</b>					
Key Experts	1500	43	34	34	1466
Senior Short-Term Experts	682	48	8	8	674
Junior Short-Term Experts	510	0	0	0	510
<b>Sub-Total</b>	<b>2692</b>	<b>91</b>	<b>42</b>	<b>42</b>	<b>2650</b>
<b>EQUIPMENT AND MATERIAL</b>	Printer, Internet & WiFi Router	Printer, Internet & WiFi Router	No office equipment	No office equipment	Printer, Internet & WiFi Router
<b>Sub-Total</b>	<b>None</b>	<b>None</b>	<b>None</b>	<b>None</b>	<b>None</b>
<b>OTHER INPUTS</b>					
Per diems			6 PD		
Translation					
<b>Sub-Total</b>					
<b>TOTAL</b>	<b>2692 WD</b>				<b>2656 WD</b>



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## Annex 6: Plan of Operations (for the first period)

	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13
<b>Workplan IDEA II and Milestones</b>							
<b>Component 0 – Inception</b>							
Project Mobilisation	Yellow	Blue					
First TA Coordination Meeting			Blue	Yellow			
TRACECA 20 years - Image Brochure			Blue		Yellow		
<b>Component 1 - Ensuring Dialogue and Coordination</b>							
Support legal approximation				Blue	Blue	Blue	Blue
approach and implementation							
methodology				Blue	Blue	Blue	Blue
Undertake activities to raise awareness on approximation issues							
Programme to schedule and deliver thematic working groups					Blue	Blue	Yellow
Organise two coordination meetings per year		Blue	Blue	Yellow			Blue
TRACECA Intergovernmental Conference activities							Blue
Two Regional Ministerial Conferences							Blue
<b>Component 2 - Transport Demand Forecast and Investment Appraisal Tools</b>							
Update the list of TRACECA priority infrastructure projects							Blue
Support the countries in selecting and analysing the potential infrastructure projects					Blue	Blue	Blue
Integration of Logmos Masterplanning					Blue	Blue	Blue
Soft measures with particular attention to sustainability							
Integrated border management							
Support and advise countries in preparing project proposals for financing						Blue	Blue
Update and maintain the GIS database and model						Blue	Yellow
Traffic flows model							
Update the traffic data							
<b>Component 3 - Attracting Funds</b>							
Finding financing for projects that have been prioritised							
Update the list of TRACECA priority infrastructure projects							
Support countries analysing potential infrastructure projects							
Drafting of pre-feasibility studies							
Drafting a full set of tender documents							
Strengthen their cooperation with IFI's					Blue	Blue	Blue
Focus on ADB-Carec and World Bank					Blue	Blue	Blue
Organise a meeting with beneficiary countries to showcase project proposals.							
Coordinate with IFI's to mobilise their support for undertaking a minimum of two feasibility studies							
Consultation process: operators and banks pool					Blue	Blue	Blue
Presenting projects to investors							



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Component 4 - Training and Capacity Building							
	GIS database and project data including data from the Eastern Partner countries to the Commission TEN-Tec system						
	Project investment appraisal						
	Supporting the preparation of project proposals for financing by the IFIs						
	Border-Crossing issues						
	Regional approach to network planning development						planned
	training on the methodology and principles of approximation for public officials				planned	planned	planned
Component 5 - Communication, Visibility and Information							
	Communication plan and press strategy towards local and EU media.	fulfilled	fulfilled	planned	planned	planned	
	Constant communication with the ENPI East Infocentre			planned	planned	planned	planned
	TRACECA website			planned	planned	planned	planned
	Coordination point for all TRACECA projects' activities		planned	planned	planned	planned	planned
	Reports			planned			planned

	fulfilled		planned		Milestone
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