

ENPI 2011 / 264 459

Logistics Processes and Motorways of the Sea II

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

Progress Report V – Annex 1

Project Logical Framework

October 2013



This project is funded by
The European Union

 egisInternational

DORNIER
CONSULTING

A project implemented by
Egis International / Dornier Consulting



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LOGFRAME

Intervention Logic Overall Objectives	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<p>This project has been conceived as the follow-up of three previous TRACECA EU Funded Projects, namely:</p> <ul style="list-style-type: none"> • Motorways of the Sea (MoS) for Black Sea and Caspian Sea • International Logistical Centres for Western NIS and Caucasus • International Logistical Centres for Central Asia <p>The overall objective of the current project is to contribute to the long-term sustainable development of the logistics infrastructure and multimodal transport along the TRACECA corridor.</p> <p>The assignment will enhance the development and implementation of coherent strategies for establishment of intermodal integrated transport and logistics chains underpinned by MoS.</p>	<ul style="list-style-type: none"> • Increased volumes of good on the TRACECA corridor in export, import and transit • Reduction of transport costs from/to/via the TRACECA countries in export/import/transit operations • Increased share of containerisation of goods • Larger share of multimodal operations in transport transactions • Concrete projects on improvement of the logistics capabilities / motorways of the sea connection on the regional and country level in TRACECA corridor • Agreed master plan on LOGMOS 	<ul style="list-style-type: none"> • National statistics • TRACECA database • TRACECA investment forum publications • ENPI Alerts • Statistics and reports of the international organisations • State and regional programmes and action plans • Reports of the international organisations 	<p>NA at the overall objective level as per logframe approach</p>



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Intervention Logic Project Purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<p>By assessing the network from a regional perspective the purpose of the assignment will ensure that infrastructure and “soft” projects planned or implemented contribute to the continuity of TRACECA.</p> <p>The focal points entail:</p> <ol style="list-style-type: none"> 1 Removal of logistical bottlenecks focusing on those which hamper the flow of goods between ports and the hinterland with the objective of enhancing trade at regional and international levels. 2 Facilitation of efficient flow of goods between Black Sea ports, between Caspian Sea ones, and between the two seas across the Caucasus, through improved, regular maritime services and better interoperable connections from the ports to the hinterland 3 Targeting regulatory framework and sector reforms for port, maritime and logistics operations as well as introduction of port environmental management systems. 	<ul style="list-style-type: none"> • Two / three case studies implemented in TRACECA • At least one mature LOGMOS project proposal for TRACECA annual TRACECA Investment Forum • Higher level of investment / public granting / IFI financing or PPP in case of project realisation • Inclusion of identified projects in the regional and national transport action plans, TRACECA action plans • Improvement in the Logistics Performance Index of the WB and improvement in the TRAX indicator • Agreed provisions and set of recommendations submitted to consideration of countries as per action plans 	<ul style="list-style-type: none"> • National statistics and TRACECA database • WB reports on Logistics Performance Index • IFI funding reports and programming documents and action plans • Publications of professional investment promoters and international organisations • Official governmental publications • Transport strategies and programming documents of TRACECA countries • Project reports • Documents of the Investment forum 	<ul style="list-style-type: none"> • The partner governments continue their political commitment to regional cooperation; • Stakeholders are ready to implement the measures required in terms of legal, technical and institutional reforms and allocate adequate resources; • Increased ownership • TRACECA Permanent Secretariat assists in coordination in beneficiary countries. • Established order of legal initiative favours and considers recommendations of the project



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Results Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<p>Result PI: Project inception Project Mobilisation and adjustment on the work plan</p>	<ul style="list-style-type: none"> • Kick-off meeting in Brussels • Core project team completely mobilised • Project office established • Regional field missions took place in beneficiary countries • Counterpart structures established 	<ul style="list-style-type: none"> • Project reports • Project documentation • Official communications of beneficiaries • Registration letters 	<ul style="list-style-type: none"> • Free access to necessary information and data • Beneficiary facilitated the formalities of the project registration procedure and accreditation of the key experts • Visa regimes favourable for international travel of experts in the region • Counterpart staff Availability
<p>Result 1: Implementation of the Motorways of the Sea concept through existing and future pilot projects and their hinterland dimension</p>	<ul style="list-style-type: none"> • Preparation, distribution and update of action plans on 5 MoS identified projects and further action plans for new projects • National, bilateral and regional working groups and task forces on 5 MoS pilot projects are set up and work within the first year of the project • National, bilateral and regional working groups and task forces set up for LOGMOS additional projects • At least one international stakeholder interested in development of pilot projects is 	<ul style="list-style-type: none"> • Programming documents • Documents of the round tables • Case study documents • Decisions and recommendations • ENPI Alerts • PS Internal Directives • Project and PS WebPages • Investment forum documents • Updates of the TRACECA strategies and Action Plans 	<ul style="list-style-type: none"> • Adherence of the stakeholders to the results achieved in the previous projects • No change in the national policy affecting implementation of the MoS concepts • Availability and willingness to cooperate at regional level • Coherent management and absence of radical change in the transport sector supervision • Favourable conditions in the transport sector management to facilitate the maturity of the proposed action



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Results Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
	<p>identified</p> <ul style="list-style-type: none"> Shipping line updates for Black Sea and Caspian Sea are issued every six months and included into the reports In 13 beneficiary countries assessment and recommendations on feasibility of previously unselected and new pilot projects is implemented Technical assistance aimed at mobilisation of different sources of financing for the implementation of MoS projects – milestones to be defined as fit for each reporting period Set up of the key performance indicators for pilot projects and updates <p>For events see Result 5: Communication, Visibility and Information Plan</p>		<ul style="list-style-type: none"> Availability of counterpart staff
<p>Result 2: Development and promotion of the concept of regional networks of</p>	<ul style="list-style-type: none"> Preparation, distribution and update of action plans on 11 ILC identified projects and further action plans for 	<ul style="list-style-type: none"> Concept documents Updated list of the priority projects 	<ul style="list-style-type: none"> Regional cooperation remains priority of countries Cooperative attitude of the



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Results Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<p>Logistics Centres and intermodal interfaces</p>	<p>additional projects</p> <ul style="list-style-type: none"> • National, bilateral and regional working groups or task forces on 11 ILC pilot projects as required for scope and status of individual project are set up and work within the first year of the project • National, bilateral and regional working groups and task forces set up for LOGMOS additional projects (common indicator as in the Result 1) • Core links between ports and logistics hubs are identified for all beneficiary countries • One action plan / guidelines for TRACECA network of the logistics centres • Interface projects adjusted to promote the network of logistics centres are adapted • 11 feasibility studies are followed up 	<ul style="list-style-type: none"> • Project reports • ENPI Alerts • PS Internal Directives • PS and Project Webpage • Investment forum documents • Updates of the TRACECA strategies and Action Plans • Official letters of the national counterparts • MOUs, cooperation documents, letters of intent 	<p>transport sector stakeholders</p> <ul style="list-style-type: none"> • Endorsing advantages of the ILC network based on the EU 27 experience • Availability of information • Free access to facilities and data



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Results Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<p>Result 3: LOGMOS Master Plan</p>	<ul style="list-style-type: none"> • MCA for LOGMOS project identification methodology agreed in the first year of implementation (also relevant to results 1 and 2) • MCA runs on project proposals (also relevant to Results 1 and 2) • 2–3 case studies on connections between ports and logistical zones (also relevant to Results 1 and 2) • LOGMOS projects identified for Annual TRACECA Investment Forum (also relevant to Results 1 and 2) <p>For events see Result 5: Communication, Visibility and Information Plan</p>	<ul style="list-style-type: none"> • TRACECA GIS traffic Database • Government reports and decisions • IGC Action Plans • ENPI Alerts • IFI reports • Publications and information reports in mass media • Study tour documents 	<ul style="list-style-type: none"> • Beneficiaries' support and continuity in decision-making • Favourable political and economic situation • Willingness of stakeholders and authorities to cooperate under coherent, integrated logistics network solution and MoS concepts • Relevant legislation and regulatory framework exists and is being developed • Market conditions are attractive to the potential investors • Access of project team to all countries within region, and to all project relevant areas (e.g. ports, border crossing points, airports, terminals, etc.) • Approval process for promotion of project activities takes place in time • Availability of the counterpart staff



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Results Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<p>Result 4: Technical Assistance to Regulatory Adjustments</p>	<ul style="list-style-type: none"> Assessment of maritime and intermodal legislation and environment relevant to action plans Monitoring mechanism on regulatory adjustments Tailored training on ad hoc basis for pilot project stakeholders <p>For events see Result 5: Communication, Visibility and Information Plan</p>	<ul style="list-style-type: none"> Project reports Reports of the PS Documents of the PS Working Groups National regulatory agenda and publications 	<ul style="list-style-type: none"> Legal and regulatory initiative of respective bodies Procedures favourable for implementation of the recommendations Regulatory agenda remains priority in countries Interest groups are not pursuing polar interests on the national and regional level Transparent process of the regulations Access to data and information is facilitated and provided PS is capable to pursue the recommendations of the projects Availability of the counterpart staff Institutional environment is favourable to reforms
<p>Result 5: Communication, Visibility and Information Plan</p>	<ul style="list-style-type: none"> Communication, dissemination and awareness plan / media strategy framework prepared in the inception period Web portal based on TRACECA site launched in the inception 	<ul style="list-style-type: none"> Project reports Webpage ENPI Alerts and interviews Memos 	<ul style="list-style-type: none"> Availability of the counterpart staff



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Results Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
	<p>phase and updated minimum once a month</p> <ul style="list-style-type: none"> • Dissemination materials prepared every six months to all TRACECA beneficiaries • Cooperation platform meetings / round tables of project owners in countries and bilateral held – at least two every six months • Five project regional meetings for the countries of Black Sea and Central Asia • Two study tours on MoS and Logistics for all TRACECA countries • Four training measures (on ad hoc basis) in working groups • Final project dissemination (1 event) 	<ul style="list-style-type: none"> • IFI documents • PS communications 	



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Intervention Logic / Activities	Objectively Verifiable Indicators	Sources of Verification	Assumptions
PI: Project inception 1A: Maritime dimension of MoS projects 1B: Hinterland dimension of MoS projects 2A: Concept of the regional networks of Logistics Centres 2B: Logistics Centres' projects implementation 3: LOGMOS Master Plan 4: Technical Assistance to Regulatory Adjustments 5: Communication, Information, Awareness	Inputs: Key experts: <ul style="list-style-type: none"> • Team leader: 660 man days • Other key experts: 1320 man days Short-term experts: <ul style="list-style-type: none"> • Senior Experts: 1000 MD • Junior Experts: 1500 MD 	<u>Costs</u> Fee budget on key experts and short-term experts Incidental expenditures verifications	



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Intervention Logic / Activities			Assumptions
<p>PI: Project inception</p> <p>a) Project Mobilisation</p> <p>b) Adjustment on the work plan</p>			<ul style="list-style-type: none"> • Office established • Availability and participation of the counterpart staff to engage in meetings, project steering and working panels • Timely response on Contractor's requests by the beneficiaries
<p>1A: Maritime dimension of MoS projects</p> <p>a) Training activities and study tours</p> <p>b) Dialogue with a gathering of EU stakeholders and customers</p> <p>c) Communication and dissemination activities to strengthen the dissemination and awareness of the MoS concept through regional support</p> <p>d) Assessment and recommendations on feasibility of previously unselected and new pilot projects</p> <p>e) Technical assistance aimed at mobilisation of different sources of financing for the implementation of MoS projects</p> <p>f) Monitoring and reporting on the implementation of the MoS pilot projects</p> <p>1B: Hinterland dimension of MoS projects</p>			<ul style="list-style-type: none"> • Availability and participation of the counterpart staff • Favourable regional relations between countries • Favourable investment environment in the countries • Countries remain committed to the results of the previous projects • Stakeholders are willing to cooperate under the format of a task force and remain active in implementation of the results • Customs and other border authorities provide full support to implementation of the project • Stakeholders are ready to capitalize on other project success stories to enable a quicker implementation of pilot projects and technical regulatory/normative



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Intervention Logic / Activities			Assumptions
<p>a) Set up of working groups and task forces and technical assistance for improving efficiency.</p> <p>b) Development and implementation of a restricted number of case studies on connections between ports and logistical zones</p>			<p>reforms</p> <ul style="list-style-type: none"> • The beneficiaries pursue committed action in terms of necessary legal adjustments • Free access to the project sites, availability of information and documents • IFIs' strategies fit TRACECA objectives • Country governmental policies allow for IFI funding and loans remain a possible instrument of public investments • Interest of the international stakeholders in the region • Strategies of the international shipping business include activities in the TRACECA region • Investment forums are organised



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Intervention Logic / Activities			Assumptions
<p>2A: Concept of a regional networks of Logistics Centres</p> <p>a) Set-up of bilateral and regional working groups to promote logistics processes and network possibilities</p> <p>b) Identification of the core networks between ports and logistics hubs</p> <p>c) Development of recommendations and guidelines for TRACECA network of the logistics centres</p> <p>d) Study tours and training organisation</p> <p>2B: Logistics Centres' projects implementation</p> <p>a) Identification of interfaces to be adjusted to promote the network of logistics centres</p> <p>b) Identification and promotion of synergies between identified logistics centres</p> <p>c) Technical assistance related to establishment of network modalities</p> <p>d) Follow-up of feasibility studies and promotion of identified sites, raising awareness and enhancing interest</p> <p>e) Establishment of a dialogue and cooperation between the promoters and developers of the logistics centres</p>			<ul style="list-style-type: none"> • Countries remain committed to the results achieved in the previous projects • Policies are favourable to implementation • Customs sector is willing to cooperate and introduce change • Recommendations of the project are actively followed up by the tasks forces and promoted by the participants of the action plans • Countries' relations are not undergoing regional tensions • Stakeholders are promoting a regional approach • International stakeholders are interested in exploiting new business opportunities in the transport sector in TRACECA • Decision making is consistent and appropriate • Stakeholders at the national level realise the potential of the network and understand the winning results from participation



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<p>3: LOGMOS Master Plan</p> <p>a) Developing recommendations and guidelines for LOGMOS</p> <p>b) Two/three case studies to be selected and developed as pilot projects, small working groups to be set up to for addressing bottlenecks / defining required technical assistance</p> <p>c) Support and capacity building for attracting funding</p>			<ul style="list-style-type: none"> • Countries are available for consultations • Decision making process is favourable for the project environment • Decision making is clear and consistent • Counterpart staff remains committed and proactive in terms of implementation • IFIs remain committed to improvement of the infrastructure in the region • Availability of funds and programmes • Country macroeconomic policies envisage external borrowing • TRACECA investment forum is organised • Ports are following the strategy of regional development and understand benefits from partnership
<p>4: Technical Assistance to Regulatory Adjustments</p> <p>a) Case study related assessment of maritime and intermodal legislation and environment</p> <p>b) Organization of training, seminars, working groups to identify changes needed</p>			<ul style="list-style-type: none"> • Legal mechanisms allow for prompt changes and counterpart staff remains committed to the implementation of the recommendations • PS counterpart is available for consultations • International stakeholders remain interested in the TRACECA region



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c) Development of a monitoring mechanism on regulatory adjustments			
<p>5: Communication, Information, Awareness</p> <p>a) Communication, dissemination and awareness plan / media strategy and implementation</p> <p>b) Cooperation with ENPI Info Centre</p> <p>c) Web portal based on TRACECA site and team room for knowledge base on MoS and Logistics and online library</p> <p>d) Cooperation platform meetings of project owners</p> <p>e) Final project dissemination</p> <p>f) Study tours on MoS and Logistics in Turkey and EU</p> <p>g) Dedicated training workshops / capacity building measure (ad hoc basis)</p> <p>h) TRACECA investment forums support in preparation and technical docs (TIF)</p>			<ul style="list-style-type: none"> • Counterpart staff is available for consultations and participation at events • Beneficiaries respond to contractor's requests and suggestions • Counterparts remain committed to implementation and assist in organisation of meetings in their respective countries



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Intervention Logic / Activities			Assumptions
			<p>Pre-conditions:</p> <ul style="list-style-type: none">• Governance structure: weakness of maritime authorities bodies in the administration structure, lack of adequately skilled experts and high staff turn-over, insufficient financial resources; lack of intra and inter-organisation coordination and communication.• Inter-state tensions in the Caucasus region as well as in Central Asia might create difficulties in terms of regional coordination of transport flows, cross-border cooperation and trade facilitation.• These risks should be minimised by the use of already functioning mechanisms for cooperation between the transport key stakeholders of the neighbouring states and the EU, e.g. cooperation with Eastern Partnership and Black Sea Synergies structure. A strong coordination between the EC, EU Delegations and the TRACECA Permanent Secretariat can as well increase the coordination, minimising the risk of de-commitments of certain countries.