

# **EURO MEDITERRANEAN TRANSPORT PROJECT**

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## **MOTORWAYS OF THE SEA**

### **GENERAL OVERVIEW AND WORK PLAN**

REFERENCE DOCUMENT

**COPE TRANS  
Ernst & Young  
TLS Europe Srl  
IDOM  
ACE**

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# EuroMed Motorways of the Sea Project

## Reference Document

### 1. BACKGROUND INFORMATION

#### 1.1. BENEFICIARY COUNTRIES AND TERRITORIES

The Motorways of the Sea (MoS) EuroMed Transport Project is an initiative of the European Commission developed in the framework of the Euro-Mediterranean Transport Forum intended for the benefit of the Euro-Mediterranean partners as defined in the 1995 Barcelona Conference.

The contracting Authority is the European Commission, represented by the EuropeAid Cooperation Office, on behalf of the 10 Mediterranean countries and territories.

#### 1.2. PRESENT CONTEXT

Transport flows in the Mediterranean region are bound to increase dramatically over the next decade as a result of growing international trade in general, and of the establishment of a Euro-Mediterranean free trade area, in particular. This will put a lot of stress on transport systems in the region in terms of requirements for increased efficiency and improved quality of service. Good transport connections between the European Union and its neighbours as well as between phase countries are essential for trade and economic development. Smooth, safe and secure transport systems reinforce sustainable economic growth and competitiveness and ensure smooth movement of passengers, goods and services.

Therefore, the Commission Decision COM(2004) 3618 of 29<sup>th</sup> September 2004 established the High Level Group on the "extension of the major trans-European transport axes to the neighbouring countries and regions" to look at how to connect better the European Union with its neighbours. The Group is chaired by Ms Loyola de Palacio. The Group included representatives from all the neighbouring to EU countries<sup>11</sup>. All the Mediterranean countries are members of the Group. The Member States of the European Union are also represented in the Group. The European Investment Bank, the European Bank for Reconstruction and Development and the World Bank participates to the Group as observers.

The High Level Group made proposals to the European Commission on how to connect better the Union with the neighbouring countries or broader regions by identifying a limited set of major transnational transport axes and priority projects on them. In view of efficient use of the transport system and implementation of common market rules, the Group identified and made proposals to the Commission on so called "horizontal priorities".

For the Mediterranean region one major trans-national axis identified by the Group and analysed also as part of the horizontal priorities is the extension of the Motorways of the Sea to the Mediterranean countries. Motorways of the Sea introduced for the first time as part of the trans-European transport network in April 2004, when the European Union adopted a revision of the Trans-European Transport Network (TEN-T) Guidelines, which gives a legal basis to the concept of the MoS inside the EU and opens up the way of Community funding of future projects promoted and endorsed by EU Member States.

#### 1.3. RATIONALE FOR THE PROJECT

A MoS is defined as a **high quality, frequent door-to-door intermodal service relying on maritime transport for the long haul**. The objective of the Motorways of the Sea, as defined under the trans-European transport (TEN-T) policy, is **modal shift or cohesion** by concentration of flows of freight on sea-based routes **by improving existing maritime links or establishing new viable, regular and frequent maritime links** for the transport of goods. The aim is to **reduce road congestion and/or to improve access to peripheral and island regions and States**. Freight should be predominant, but not exclude the combined transport of persons and goods.

The extension of the Motorways of the Sea to connect the European Union with the neighbouring countries in the Mediterranean, Black Sea and Baltic Sea regions has been identified by the High Level

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<sup>1</sup> Albania, Algeria, Armenia, Azerbaijan, Belarus, Bosnia & Herzegovina, Croatia, Egypt, former Yugoslav Republic of Macedonia, Georgia, Israel, Jordan, Lebanon, Libya (as observer), Morocco, Moldova, Norway, Palestinian Authority, Russia, Serbia & Montenegro, Kosovo (under UNMIK administration in accordance with the United Nations Security Council Resolution 1244), Switzerland, Syria, Tunisia, Turkey and Ukraine.

Group as a priority for transport facilitation between the EU and these neighbouring regions. The Diagnostic Study on the Mediterranean transport system carried out under the EuroMed Transport Project also revealed the need for intensifying intermodal links in the region. As a consequence, in December 2004, on the occasion of its 5<sup>th</sup> meeting, the EuroMed Transport Forum called on the elaboration of a project aiming at applying the MoS concept to the Mediterranean region. The report of the High Level Group provided concrete recommendations on the implementation of the MoS in the neighbouring regions. Also the Blue Paper on Transport in the Mediterranean region stresses the importance and relevance of the MoS concept for the region.

To implement the Motorways of the Sea concept, measures to improve the **quality** of infrastructure and services in ports, to ensure good connections from the ports to their **hinterland** but also to stimulate more frequent and reliable **shipping** services are essential. Good **intermodal** connections between ports and the road, rail and inland waterway networks are also necessary. Measures to improve maritime **safety** and environmental factors will also be looked at.

#### **1.4. RELATED PROGRAMMES AND OTHER DONOR ACTIVITIES**

**The EuroMed MoS Project will capitalise on predecessor MEDA transport projects**, such as the EuroMed Transport - Main and Infrastructure Contracts, the INCO-MED Research Projects, etc., as well as on the GNSS and SAFEMED Projects, and take advantage of other major initiatives which will benefit to the transport activities, the main of which being GALILEO. The Intermodal Project will also cooperate with other parallel projects (illustrated in the MEDA Neighbourhood Programme 2004 - 2006). The Project will also incorporate the work and findings of the High Level Group on the extension of the Trans-European Networks - Transport (TEN-T) to the neighbouring countries and regions.

## **2. OBJECTIVES & EXPECTED RESULTS**

### **2.1. OBJECTIVES**

The overall objective of the contract is to contribute to the development of the Euro Mediterranean transport network and to promote economic integration among the Mediterranean partners, through the effective and efficient intermodal freight transport between the EU and the MEDA countries, in particular the long haul transport of goods, which primarily involves the maritime sector.

As a MoS is the maritime segment of a door-to-door intermodal freight transport chain, the EuroMed MoS Project will specifically deal with sea-land (rail, road and possibly inland waterway) connections and interfaces. However, it will also look into land types of intermodality, as several MEDA countries are characterised by an extensive hinterland being an origin / destination of freight flows. The specific objectives of the Project concern the promotion of effective and efficient intermodal freight transport between the EU and the MEDA countries within the MoS framework by:

- Developing regional support for the MoS concept, by raising awareness of its potentialities for the transport sector as a whole by developing a wide network of stakeholders of institutional and economic actors; and by participating to the established policy dialog structures;
- Identifying at least two major MoS pilot projects (to be implemented as sub-contracted activities) in the MEDA area and between MEDA and EU countries (preferably one in the East Mediterranean area and one in the West Mediterranean), with a high potential of demonstrating the benefits of MoS to the whole region, and setting up consortia of interested parties (administrations, port authorities, operators). The Pilot projects, once identified, will have to be submitted to the EC for endorsement before sub-contracting will take place;
- Providing targeted support to the selected MoS pilot projects in the MEDA region in order to apply the recommendations made by the HLG on the implementation of the MoS for the connections between EU and the neighbouring countries;
- Promoting a new global approach for the Mediterranean transport system based on logistics targeted on intermodality in order to provide a complete, efficient, safe and clean door-to-door transport service;
- Investigating, and negotiating possible synergies and connections with the existing and future Master plan projects for EU MoS in the Mediterranean sea;
- Develop a comprehensive impact assessment of the application of the MoS concept for regional traffic flows and transport sector in the Mediterranean area, including socio-economic and environmental implications;

- Produce a MoS Road Map for the future development of MoS in the Mediterranean area.

## **2.2. RESULTS TO BE ACHIEVED BY THE PROJECT**

- Implementation of at least two pilot projects and activities which meet the stated objectives;
- Promotion of the economic potential of the intermodal logistics chain, through relevant case demonstrations;
- Development of an Advisory Group of stakeholders committed to the MoS concept. The project should also have a high visibility among transport stakeholders of the region, with strong actions in favour of information and dissemination of results;
- Impact assessment of the MoS concept for the Mediterranean region, and a road map on the implementation of the concept in the Mediterranean region;
- Awareness-raising, through exchanges of best practices and training, on the methodology and applicability of the MoS concept.

## **3. SCOPE OF WORK**

### **3.1. GENERAL**

The work to be conducted under the present contract is part of a set of activities supported by the different contracts awarded in the framework of the EC EuroMed Transport Project; close coordination will be established between the activities of the present contract and the activities conducted under the project's Main Contract and Infrastructure Contract. Throughout the project, particular attention will be paid to the work previously accomplished by the High Level Group and the Blue Paper on the Euro-Mediterranean Transport System. Coherence will also be ensured with the Regional Transport Action Plan. The same attention will be paid to the future MoS master plans between EU Mediterranean countries and co-financed by the TEN-T budget. The first of these master plans which concerns five EU Member States of the Eastern Mediterranean is starting at the same time as the EU MoS Project.

The coordination of the contract activities with those of the two other contracts, which will be closely monitored by the European Commission, will put a special accent on (i) the coherence of the technical outputs; (ii) the technical inputs to be jointly provided to reports and workshops, seminars, meetings, etc.; and (iii) the logistics and time of the project events.

### **3.2. PROJECT DESCRIPTION**

The EuroMed Transport MoS Project will address the two fundamental imperatives of raising maximum awareness in the region on the benefits of intermodal freight transport and improving the quality of the existing maritime and port services through the MoS concept, while at the same time striving to reach operational results through two pilot initiatives.

In this perspective, the Project will follow a sequential approach, designed to ensure the widest support for the MoS concept, while recognizing its evolving nature. Thus, four main stages will structure the Project:

- A. Setting up of project framework
- B. Selection and design of at least two pilot initiatives
- C. Implementation of MoS pilot initiatives
- D. Elaboration of MoS Road Map

### **A. Setting-up of Project framework**

#### **1) Data collection and synthesis**

The Project will use as a starting point the Article 12a of the Commission Decision 884/2004/EC amending the Guidelines for trans-European transport networks (TEN-T) and defining the Motorways of the Sea Concept. The Project will then undertake a comprehensive collection and analysis of findings and data from the other contracts of the EuroMed Transport Project, as well as all other appropriate projects (REG-MED, DESTIN and MEDA-TEN-T projects), on issues relevant to the MoS concept and intermodality. The MoS project will in parallel ensure consistency, synergy and full collaboration with the EuroMed Transport Main and Infrastructure Contracts. The Project will also pay particular attention to the

relevant work and the recommendations of the High Level Group with regard to the MoS, to maritime safety, to administrative procedures and other related initiatives.

This phase of the project will also serve to identify and gather the main stakeholders of the MoS project, both in the MEDA region and in the European Union, in the perspective of selecting consortia partners for the future pilot projects.

## ***2) Integration in EuroMed Transport project dialogue structures (9 months)***

The Project will present the results in the existing EuroMed Transport Forum, the main framework for policy dialogue and exchange of views and experiences. The Forum, which meets once a year and includes policy makers, senior officials and regulators in charge of transport in the region, has also established ad hoc working groups on transport issues, in particular a working group on Maritime policy, Ports and Short Sea Shipping.

The MoS Project will set an Advisory Group expected to meet twice a year. The Advisory Group will comprise MoS stakeholders, including MoS National Coordinators from MEDA countries, as well as representatives from EU Member States, the European Commission, the European Investment Bank and other concerned institutions. The role of the Advisory Group will be to supervise and provide input to the MoS Project and oversee the elaboration of the MoS Road Map. It will also act as a discussion and promotion forum of the Motorways of the Sea concept amongst regional actors. Particular attention will be given to ensuring synergy between the Advisory Group and the EuroMed Transport Forum's working group on Maritime policy, Ports and Short Sea Shipping.

The Project will also organise Intermodal Transport Private Sector Users Groups, between main transport stakeholders in the region, including their Associations, such as shippers, exporters and importers, logistics operators, freight forwarders, intermodal operators shipowners... The Private Sector Users Group convenes informally and on an ad-hoc basis, including through electronic mail and online questionnaires,.

During this period the MoS Project will start all necessary activities to promote applications for the Pilot Projects implementation.

Figure 1 : Dialogue framework and integration links

Identification of stakeholders	Requirements	Schedule of activities and channels	Means for delivering & linking
<p><b>The EuroMed Transport Forum:</b> Policy makers, senior officials and regulators in charge of transport in the region and the Forum Ad hoc working groups.</p>	<p>To take knowledge of the project progress. To exchange views with working groups, particular a working group on Maritime policy, Ports and Short Sea Shipping.</p>	<p>The EuroMed Transport Forum organises a meeting once a year. The project will present the results at the next scheduled meeting.</p>	<p>Presentations, Project Status Reports website interlinks news releases</p>
<p><b>The MoS Advisory Group :</b> MoS National Coordinators from MEDA countries, Representatives from MEDA countries and Member States: The European Commission The European Investment Bank</p>	<p>To evaluate the activities, plans and vision of the MoS projects and provide advise to the Project team including processes for decision-making and priority-setting, as well as appropriate criteria and processes for determining and sustaining the projects and cores.  To ensure synergy with the Euromed Transport Forum's working group on Maritime policy, Ports and Short Sea Shipping.</p>	<p>The MoS Advisory Group will meet twice a year.  Continuous liaison with the European Commission.</p>	<p>Project Status Reports presentations, website news releases Project memos</p>
<p><b>Intermodal Transport Private Sector Users Group :</b> The supply chain has 4 principal stakeholders: shipper, freight forwarder, carrier(s), and insurer (both cargo and carrier liability insurance). Besides these 4, are further stakeholders, including terminal operators, warehouse operators, track (i.e. infrastructure) providers and intermediaries in the insurance world. Transport European associations.</p>	<p>To start the process of selecting Consortia partners for further implementation of the MoS (operation and financing)  To organise Users Group to share experiences, diagnoses, setting common goals, adoption of common standards and practices to meet MoS services requirements</p>	<p>10 encounters – meetings, round tables and discussions are contemplated with members to the Private User Group. Specific schedule and location will be defined at the time of preparing the Inception report.</p>	<p>E-mail Questionnaires Round tables Presentations, Project Status Reports website Seminars Workshops presentations, news releases</p>
<p>The European Commission specific units: DG Europe Aid unit A3 The unit responsible for the MoS, and The unit responsible for the trans-European transport network (TEN-T) policy.</p>	<p>To report on the progress of the project, consultation or decision-making.</p>	<p>Continuous liaison and, at least, one meeting at the end of all critical stages of the project cycle.</p>	<p>Project Status Reports presentations, website news releases Internal project memos</p>

## ***B. Selection and design of at least two pilot initiatives***

On the basis of the data collected and the studies produced during the previous phase and as defined during the inception phase, as well as in line with the findings of the High level Group, the Project will concentrate on identifying and selecting as pilot exercises maritime routes which could become MoS.

According to the High Level Group on the extension of trans-European network (TEN) transport axes, efforts towards MoS in the region will first focus on the identification of the MEDA ports expected to serve best as intermodal nodes. For each identified port, a rough pre-feasibility study will be undertaken to determine its strength and weakness. A set of minimum quality criteria will guide this identification process, namely:

- Potential for concentration of freight transport flows in connexion with significant MEDA hinterlands and (or) with TEN-T corridors;
- Quality of port infrastructures and port services (existing or potential);
- Potential improvement of administrative procedures and co-ordination of inspections;
- Quality of maritime services and hinterland connections (existing or potential);
- Existing or potential for optimal land transport modes and development of intermodal services.

The EuroMed MoS Project will specifically take into account the above directions and recommendations by setting forth a comprehensive methodological approach and by structuring its activities in an accordingly efficient way. It will collect data and proceed to relevant field visits in full cooperation with the dialogue structures set in place during the first phase of the Project.

In parallel to this identification process, significant efforts will be devoted to build regional support for the MoS concept in general, and the EuroMed MoS Project in particular, by organising regional awareness-raising and information campaigns targeted at public institutions (e.g. Ministries of Transport, customs authorities, etc.), port authorities and the private sector (e.g. shipping companies, maritime and land transport companies, freight forwarders...). The Project will also use this support building phase to design at least two vertical consortia, which will subsequently be sub-contracted to accompany the two pilot initiatives.

On the basis of the previous pilot MoS identification process, the Project will select at least two pilot initiatives (ideally one for the Western Mediterranean region and one for the Eastern Mediterranean) between at least one, preferably several, MEDA and one EU ports/port systems. The design and methodology of the aforementioned selection (for example a competition) will be indicated in the proposed methodology and finalised during the implementation phase, in full collaboration with the European Commission's Cooperation Office EuropeAid and the relevant services of the Directorate General for Transport and Energy. The Project will strive to ensure the widest support for these initiatives from all MEDA partners. Hence, the Project will work towards demonstrating the full extent of regional benefits, as well as incorporating as far as possible other interested MEDA partners in the design of the pilot initiatives.

According to the nature of the potential initiatives, and to ensure the consistency of the MoS definition, the EuroMed MoS Project will, during the selection process, closely follow the TEN-T Guidelines for the MoS and favour the relevant priorities laid down by the HLG.

A crucial part of the design of the pilot initiatives will consist for each of them in the setting-up of accompanying consortia covering the entire spectrum of concerned parties (national administrations, port authorities, private operators, etc.). This process, resulting directly from the awareness-raising missions carried out in the previous project phase, will serve in large part to determine the level of commitment supporting the pilot initiatives.

## ***C. Implementation of MoS pilot initiatives***

**Test application of the MoS criteria** to each of the identified pilot projects will be made for at least a period of one year. Technical and administrative assistance towards the implementation of each MoS pilot initiative will cover:

- Feasibility studies for each of the selected pilot projects on how to upgrade the proposed services to MoS levels
- Training activities
- Information, communication, dissemination activities

**Pilot application and technical and administrative assistance** to each consortium will focus on the provision of specialised expert support for the implementation of soft organisational solutions to:

- Fulfil maximum of the quality criteria
- Obtain necessary legal authorizations
- Help and coordinate international cooperation and dialogue between members of the consortiums
- Prepare the investments and help to find appropriate financing solutions

**Feasibility studies** will be devoted to each initiative in order to identify precisely:

- Existing and forecast cargo flows attracted by the planned service;
- The share of the planned service in the market (including an analysis of distortion of competition risks)
- Barriers and bottlenecks constraining the implementation of the initiative
- Impact assessment
- Size of the investments (at short, medium and long term), and cost/benefit analysis
- Implementation plan
- Business and financial plan
- Sub-projects directly linked to the MoS implementation

To strengthen cooperation and to exchange experience on best practice, some form of **twinning** between an EU Member State and a neighbouring country may be envisaged.

**Training activities** will be offered to the pilot projects implementation partners and related personnel, and also to their interested colleagues from other MEDA regions. Seminars will focus on issues and best practices related to intermodal transport, logistics, short-sea shipping, security and safety at sea and port, environmental protection, freight registration and clearance, freight traceability, and other areas applicable to and needed by the characteristics of each MoS pilot project. Transfers of know-how by exchanges of personnel could also be envisaged between partners of the MoS and of different segments of the intermodal transport chain.

**Information - Communication - Dissemination activities** will be important in order to raise awareness and prepare ports of other MEDA regions to become MoS platforms. The Project will engage in the establishment and maintenance of a **Web site** for the pilot initiatives; it will produce regular publications related to the progress of activities and is expected to provide ad-hoc material for all awareness-raising events.

All these activities will be conducted in parallel so as to support and guide each other in the course of each pilot MoS initiative.

## ***D. Elaboration of a Road Map for implementation of the MoS in the Mediterranean region***

In parallel to the pilot projects' implementation, the project will initiate an impact assessment of the MoS concept for the Mediterranean region which will take under consideration the results of the pilot projects. More explicitly the following tasks will be accomplished:

- Estimates of the existing and forecasted cargo flows attracted in the region vs existing and planned services;
- Estimates of the share of the existing/planned services in the market (including analysis of distortion of competition risks);
- Evaluation of the barriers and bottlenecks constraining the implementation of the MoS concept in Mediterranean;
- Assessment of impact of the implementation of the MoS in the Mediterranean Region;
- Calculation of the size of the investments needed (at short, medium and long term), and cost/benefit analysis;
- Preparation of an Implementation Plan for the MoS in Mediterranean;
- Preparation of a business and financial plan;
- Definition of Sub-projects directly linked to the MoS implementation.

The Project will draw on the discussions held within the Advisory Group and the Private Sector Users Group, the policy discussions within the Euro-Mediterranean Transport Forum, as well as the concrete findings gathered through the pilot case projects, to devise a **Road Map** for the implementation of the MoS in the area. The purpose of this document will be to lay down a concrete proposal for the development of MoS in the Mediterranean area in general, and the future implementation of concrete maritime connections qualified as MoS connections. Thus, the Road Map will strive to identify a detailed strategy to capitalise on the achievements of the pilot MoS projects. Particular attention will be paid to defining conditions for private actors to build on the MoS Project and envisaging the financing of the investment required for the development of fully fledged Mediterranean Motorways of the Sea.

## **4. RESOURCES**

### **4.1. CONSULTANTS**

The contractor is BCEOM of France lead firm of six firms as a consortium's, in association with CopeTrans (France), IDOM (Spain), TLS Europe (Italy), Ernst & Young (Italy) and ACE (Lebanon). The operational base of the project is located in BCEOM headquarters near Paris, France.

The consulting team is composed of long- and short-term experts and will be supported with effective backstopping services, information and contacts as required by the contract activities. The two Key Experts are:

- Team Leader
- Assistant manager/Events coordinator/Information Manager

The implementation of the project activities will require the availability of a pool of international and local experts covering the various topics related to the project activities, including for delivering training. Specific Terms of Reference will be prepared for each specific mission. The selection of experts will be subject to approval by the European Commission.

For the purposes of this contract, international experts are considered to be those whose permanent residence is outside the beneficiary country, while local experts are considered to be those whose permanent residence is in the beneficiary Countries/Territories. Civil servants and other staff of the public administration of the beneficiary country cannot be recruited as experts.

### **4.2. MONITORING**

The Project will be in close contact also with the European Commission's Directorate General for Transport and Energy, specifically the unit responsible for the MoS and the unit responsible for the trans-

European transport network (TEN-T) policy in order to be informed on the implementation of the MoS concept in Europe and to report on the progress of the project.

All project reporting, continuous liaison, consultation or decision making between the consultant and the European Commission will take place, with the DG EuropeAid unit A3, and when necessary, with the Delegations directly concerned or involved in the project.

Steering Committee meetings will take place in one of the Euro-Mediterranean Partner countries and territories. Regular briefings will be organised in Brussels.

## 5. WORK PLAN

### 5.1. MAIN PHASES AND BENCHMARKS

The whole duration is three years. As mentioned earlier, the project is structured in four stages:

Stage	Subject	Duration
1	Setting up of project framework	13 months
2	Selection and design of at least two pilot initiatives	8 months
3	Implementation of MoS pilot initiatives	15 months
4	Elaboration of MoS Road Map	8 months (in parallel with Stage 3)

### 5.2. REPORTS

Interim progress reports must be prepared every six months during the period of execution of the contract. There will be a final progress report at the end of the period of execution.

By the end of month 2, the consultant will prepare an inception report which will include a detailed programme of activities for the next 12 months of the project as well as the following forecast activities for the following 24 months. The report will set forth in detail how the project will be implemented, final proposed methodology for the promotion and the selection of the Pilot projects and will include the list of activities (*inter alia* studies, exchanges of best practices, policy dialogue), priorities, allocation of resources, timetable as well as the administrative arrangements such as the outline of the periodic reports and work plans.

The consultants will convene a project launch meeting of the national coordinators to present the inception report.

Report/event	Timing
Mobilisation memo	M
Inception report	M + 2 months
Interim report 1	M + 6 months
Interim report 2	M + 12 months
Interim report 3 and seminar 1	M + 20 months
Interim report 4 and seminar 2	M + 27 months
Draft final report and seminar 3	M + 35 months
Final report	M + 36 months

## **6. LOGICAL FRAMEWORK**

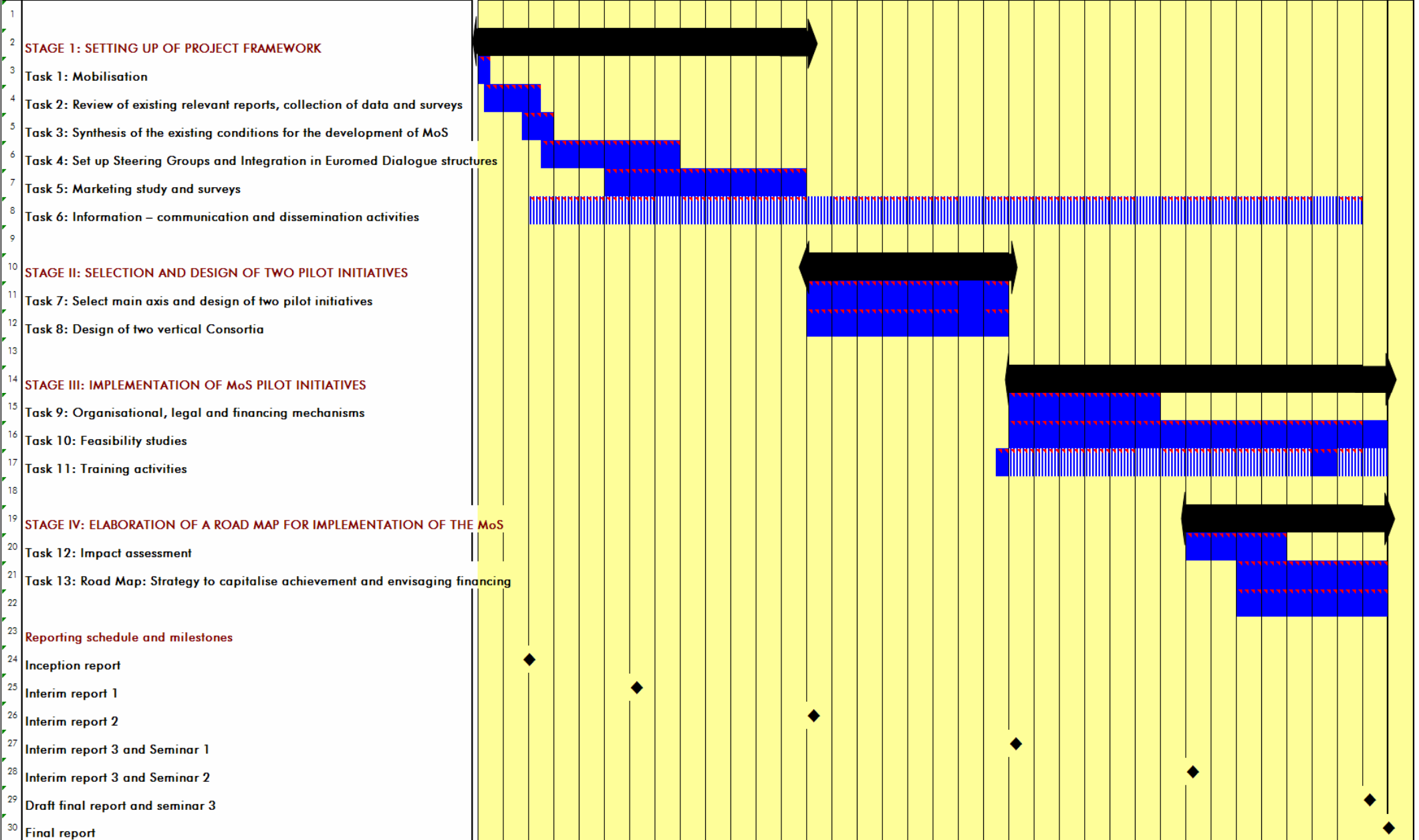
The logical framework matrix is presented in the following page. It includes the assumptions and the objectively verifiable indicators which support the intervention logic items.

**TASK IMPLEMENTATION SCHEDULE**

« MOTORWAYS OF THE SEA CONTRACT »

**WORK SCHEDULE**

M1 M2 M3 M4 M5 M6 M7 M8 M9 M10 M11 M12 M13 M14 M15 M16 M17 M18 M19 M20 M21 M22 M23 M24 M25 M26 M27 M28 M29 M30 M31 M32 M33 M34 M35 M36 out



LOGICAL FRAMEWORK				
EURO MEDITERRANEAN TRANSPORT PROJECT « MOTORWAYS OF THE SEA CONTRACT »				
	Intervention logic	Objectively Verifiable Indicators indicators of achievement	Sources and means of verification	Assumptions
<b>Overall objectives</b>	<p>To contribute to the development of the Euro Mediterranean transport network, and</p> <p>To promote economic integration among the Mediterranean partners, through the effective and efficient intermodal freight transport between the EU and the MEDA countries</p>	<p>MoS instruments adopted and effectively implemented.</p> <p>Production of comprehensive Road Map for the development of MoS door-to-door transport efficient services, including protocols; functional design of Consortia for their operation of MoS and their operating procedures</p> <p>Training courses are delivered so that stakeholders are in a position for practical implementation of instruments, and able to take advantage from benefits that might be derived from such an implementation</p>	<p>Advisory Group and Users Groups involving institutions from all the MEDA countries</p> <p>Quality of the delivering of courses and training sessions set of methods and best practices documentation</p> <p>Quality of the delivering of courses and training sessions (evaluations made for each event)</p>	<p>MoS concept adopted and effectively implemented : effective connections of ports to road and rail networks.</p> <p>Improved logistical platforms facilitating connections, efficient port services and the minimisation of transit times, which boost economic and social development.</p> <p>Training courses are delivered so that stakeholders are in a position for practical implementation of instruments, and able to take advantage from benefits that might be derived from such an implementation</p>
<b>Specific objective</b>	<ul style="list-style-type: none"> <li>- Develop regional support for the MoS concept, by developing a wide network of stakeholders and dialog structures;</li> <li>- Identify at least two major MoS pilot projects, and setting up consortia of interested parties</li> <li>- Submit the Pilot projects, once identified, to the EC for endorsement before sub-contracting will take place;</li> <li>- Provide targeted support to the selected MoS projects for the connections between EU and the neighbouring countries;</li> <li>- Promote a new global approach for systems based on logistics targeted on efficient door to door transport service.</li> <li>- Investigate, and negotiate possible synergies and connections with the existing and future of Master plan projects</li> <li>- Develop a comprehensive impact assessment of the application of the MoS concept</li> <li>- Produce a MoS Road Map for the future development of MoS in the Mediterranean area</li> </ul>	<p>Steering Groups and links with other Euromed dialogue structures are established to define, approve and implement the proposed MoS services :</p> <ul style="list-style-type: none"> <li>- Links and integration within the Euromed transport programme and the Dialogue Structure including an the Advisory group to discuss and validate the planning process, and</li> <li>- An Users group to promote the project and select potential consortia partners for the future pilot initiatives.</li> <li>- Presentation of the results : Synthesis of current conditions for the advancement of MoS; methods for selecting main axis and priority projects; investment plan for selected projects; design of Consortia for the future pilot projects; training courses; Road Map document and Impact assessment</li> </ul>	<p>Analysis based on the existing bibliography (specific studies, sources and other data bases in line) obtain from MEDA transport projects as well as information available in other organisations (National and Regional) concerned by the development of MoS corridors in the Mediterranean area (Institutes of statistics, European Union, MEDA consultants; Development Banks, etc).</p> <p>These activities are completed by information provided by officials institutions and operators through surveys campaigns and interview, meetings, seminars, etc. .</p>	<p>To succeed the MoS initiatives require that a political will of MEDA regional economic integration organisations and their member states is reasonably high. It also requires a reasonable degree of co-operation between the recipient countries, especially for the establishment of an Advisory Group and active Users Groups involving both public and private organisations and operators.</p> <p>Majors risks are related to :</p> <ul style="list-style-type: none"> <li>a) Capability of the relevant institutions to commit themselves in the project, provide necessary resources and efforts in a sustainable way and to have prompt access to information on actions taken.</li> <li>b) Availability of coherent statistics for accurate market segmentation, market analysis and traffic analysis to develop realistic business and financial Plans for both initiatives.</li> <li>c) Availability of staff, notably those concerning the links between modes, port passages, customs points and border crossings and the management of information and the documentation required for goods transit in general.</li> <li>d) Co-financing commitment is to be assured.</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>- Implementation of at least two pilot projects and activities which meet the stated objectives</li> <li>- Promotion of the economic potential of the intermodal logistics chain, through relevant case demonstrations</li> <li>- Development of an Advisory Group of stakeholders committed to the MoS concept</li> <li>- Communication action for a high visibility among transport stakeholders of the region, and dissemination of results</li> <li>- Impact assessment of the MoS concept for the Mediterranean region and a road map</li> <li>- Awareness-raising, through exchanges of best practices and training, on the methodology and applicability of the MoS concept</li> </ul>	<p>The MoS links complies with all the requirements necessary for obtaining the legal authorisations by authorities to operate improved services.</p> <p>Interim reports and monitoring reports will indicate progress toward achieving expected results :</p> <ul style="list-style-type: none"> <li>- Studies achieved : strategic plan of actions, to be followed by stakeholders' endorsement, feasibility studies, design of vertical consortia</li> <li>- Links established: with Euromed dialogue structures.</li> <li>- training achievements : knowledge and specific skills delivered : number of workshops and training courses delivered accompanied by evaluations made.</li> <li>- Dissemination tools (web site) and quality of events</li> <li>- Feedback from stakeholders</li> </ul>	<p>Sources of information for these indicators will be presented in the different reports (every 4 months) as well as in monitoring reports.</p> <p>Checklist with the requirements verified by the Advisory and Users Groups</p>	<p>External conditions to be met to obtain the expected results on schedule are linked with the availability at the same time of a rather large number of involved persons at the main events, specially the seminars and workshops.</p>
<b>Activities</b>	<p><b>STAGE 1: SETTING UP OF PROJECT FRAMEWORK</b></p> <p>Task 1: Mobilisation</p> <p>Task 2: Review of existing relevant reports, collection of data and surveys</p> <p>Task 3: Synthesis of the existing conditions for the development of MoS</p> <p>Task 4: Set up Steering Groups and Integration in Euromed Dialogue structures</p> <p>Task 5: Marketing study and surveys</p> <p>Task 6: Information – communication and dissemination activities</p> <p><b>STAGE II: SELECTION AND DESIGN OF TWO PILOT INITIATIVES</b></p> <p>Task 7: Select main axis and design of two pilot initiatives</p> <p>Task 8: Design of two vertical Consortia</p> <p><b>STAGE III: IMPLEMENTATION OF MoS PILOT INITIATIVES</b></p> <p>Task 9: Organisational, legal and financing mechanisms</p> <p>Task 10: Feasibility studies</p> <p>Task 11: Training activities</p> <p><b>STAGE IV: ELABORATION OF A ROAD MAP FOR IMPLEMENTATION OF THE MoS</b></p> <p>Task 12: Impact assessment</p> <p>Task 13: Road Map: Strategy to capitalise achievement and envisaging financing</p>	<p><b>Means:</b></p> <p>Main project office and secondary offices (Stage III) facilities, including space, internet connections, photocopy machine, fax, etc</p> <p>Information and dissemination mean : web-sites links within Euromed existing sites, project own web site</p> <p>Technical Library : information, data and studies already carried out,</p> <p>International experienced team available on a call basis and supported by local professionals and support staff,</p> <p>Training equipment and logistics facilities and support</p>	<p><b>Costs</b></p> <p>proposed budget has been prepared in accordance with the tender dossier.</p>	<p><b>Preconditions</b></p> <p>Pre-conditions required before the project starts : contract is signed with the selected Consultant.</p>