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## **Annex 6: Action Fiche for ENPI East Regional Action Plan 2010 Part I**

### **1. IDENTIFICATION**

Title	TRACECA Logistics Processes and Motorways of the Sea II CRIS: ENPI/2010/21926	
Total cost	EUR 5.5 million	
Aid method / Method of implementation	Direct Centralised management	
DAC-code	21010	Sector - Transport Policy and Administrative Management

### **2. RATIONALE**

#### **2.1. Sector context**

The project is intended to promote integrated, efficient and intermodal freight transport connections underpinning maritime transport links between the TRACECA<sup>1</sup> countries and the EU and within the TRACECA corridor itself. To target the physical and non physical barriers which hamper trade and transport in the TRACECA region the project will have to develop its activities starting from the results achieved during the previous TRACECA programmes (Motorways of the Sea for the Black and the Caspian Seas and International Logistics Centres for Western NIS, the Caucasus and Central Asia). Both the ENPI East Regional Strategy Paper (2010-2013) and ENPI East Regional Indicative Programme (2010-2013) recognise a central role to intermodal transport in contributing to the sustainable development of the ENPI East region. The European Commission identifies in its Communication to the Extension of the Trans European Transport Networks to the Neighbouring countries Motorways of the Seas as main priority transport facilitation between the EU and these countries.

The beneficiary countries of the programme are the ENPI East partners (Armenia, Azerbaijan, Republic of Moldova, Ukraine and Georgia) and the Central Asia TRACECA countries (Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan). Romania, Bulgaria and Turkey will be associated to the programme as countries indirect beneficiary given that they are as well signatories of the TRACECA multilateral Agreement. During an internal consultation which has been carried-out during the second half of 2009, TRACECA countries committed themselves to further work to improve trade facilitations in the region. Countries agreed that a special attention will be dedicated to landlocked countries which face higher costs than the coastal ones in acceding to the region transport market.

An inventory of the state-of play of the maritime transport and connected port and logistical operations in each beneficiary country have been undertaken by the previous Motorways of the Seas and Logistics projects. These studies clearly outlined that maritime transport within the TRACECA corridor is far from being fully exploited. Major bottlenecks are hampering maritime services and fragmenting the intermodal logistics chains. In particular for the TRACECA regional corridor the following have been identified: long waiting times in ports due to burdensome administrative procedures, insufficient/irregular calls of shipping lines, inappropriate lay out of ports area which cannot accommodate the storage of a large number of trucks and/or containers, the lack of operational logistics platform to efficiently served the hinterland.

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<sup>1</sup> TRACECA stands for **T**ransport **C**orridor **E**urope-**C**aucasus-**A**sia

Whereas in the previous Motorways of the Sea contract the focus was mainly on maritime and port operations, this project will have to focus on the port hinterland connections and the efficient integration of the rail and road operations in the integrated logistic chains enabling an optimal modal split securing access to and from the sea across sustainable logistic corridors, in accordance with applicable rules of international law. Accordingly, "TRACECA Logistics Processes and Motorways of the Sea II" shall concentrate in a first stage on the removal of the bottlenecks identified by the previous MoS and Logistics Projects. This will be a prerequisite for achieving the main objectives of the current project.

## **2.2. Lessons learnt**

This project will have to build and capitalise upon the results of the previous Motorways of the Sea and Logistics programmes. The European Commission has been working within TRACECA countries on the issue of trade facilitation since 1996 when the first TRACECA project in this field has been launched. Main projects objectives aimed at improving the operational efficiency of the corridor through the introduction of customs and trade documentation in accordance with international standards and analyzing the situation of the forwarding industry in the region. However the fragmented political situation and the lack of an effective central coordination made it difficult for the previous Technical Assistance projects to fully accomplish the original objectives. Although several recommendations and studies have been developed it has been difficult to ensure that the countries were actively implementing the projects' results in their own national legislations.

The analysis of the structural barriers identified in the previous projects (the lack of intermodal transport coordination, the delays at border crossing, different tariff structures and the weakness of legal instrument to be enforced at a corridor level) made clear that bilateral projects are not efficient to target these problems. A regional approach appeared to be necessary to create the necessary conditions of coordination and harmonization.

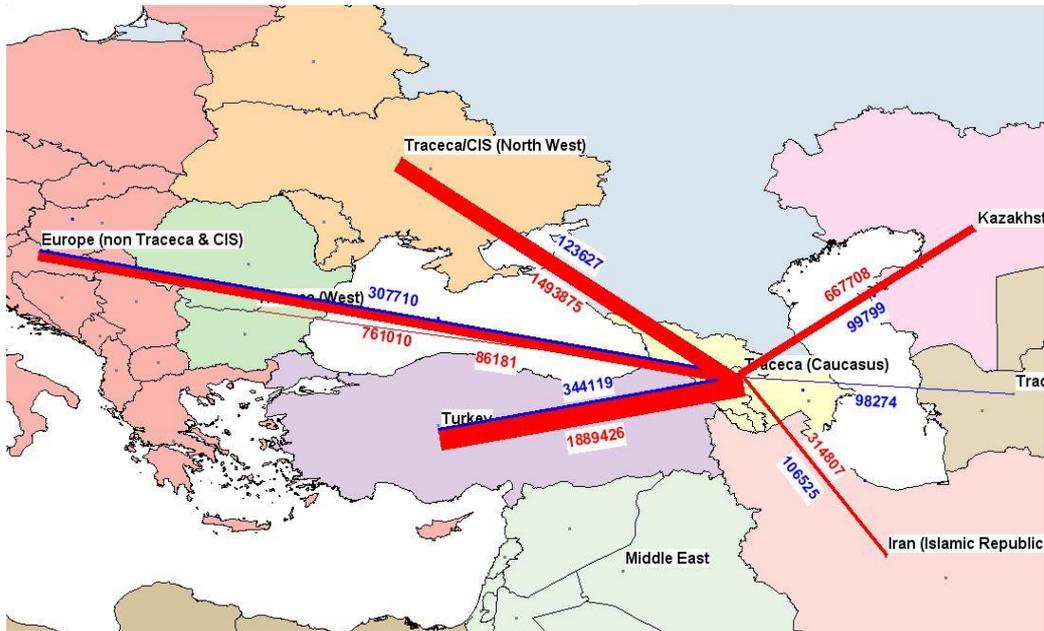
Although the risk associated in further embarking in these technical assistance activities remain high compared to the possible results in terms of intermodality the market potential which can derive from the effective implementation of Motorways of the Sea concept and pilot projects can fully justify this engagement. The current results developed within the framework of the Motorways of the Sea for the Black and Caspian Seas show that Motorways of the Sea integrated intermodal links can have a huge impact in reducing the costs of transport and the cost of running maritime service at competitive transit time. At this stage of the current project it would be now possible to identify the following concrete impacts that would result from the future Motorways of the Sea developments: - Efficient multi/inter/co-modal transport solutions on the TRACECA central corridor, efficiently competing with long land distance corridors; - Improvements of whole or segments of transport chain, replicable at National and Regional levels; - Collaborative partnership at National and bi/multi-lateral levels as well as between operating and institutional stakeholders; Benefits of environmental impacts of combined maritime, rail and inland waterways (possibly sea-river) including road when compared to "all road" transports; Higher and new markets trades resulting from the above.

In order to reduce the risks of insufficient commitment from the beneficiary countries, it is essential to involve the structure of the TRACECA Permanent Secretariat revitalising the activities of the Trade and Facilitations Working Group. This can facilitate the coordination between the countries and between the countries and the EU. Private operators and private freight forwarders should be fully associated to this exercise to maximise the results.

Some actions have already going in this direction within the TRACECA Intergovernmental Conference (IGC). During June 2009 TRACECA IGC beneficiary countries signed a Draft Agreement Model Law on Freight Forwarding Activity during the last Intergovernmental Conference Meeting June 2009. The increased harmonization will positively impact to the intermodal traffic of the corridor. By exploiting economies of scale, corridors offer unique technical and economic opportunities that make it attractive to optimally use the various transport modes.

**Figure 1 - Trade assessment - Full or Partially Containerizable Products  
Caucasus with European and other TRACECA Countries (Tons - 2008)**

Source: computation based on Eurostat and International Trade Center databases



### 2.3. Complementary actions

The project is contributing to the integration and cohesion of TRACECA infrastructure network. Within the existing framework this project will work in close cooperation with the main TRACECA Transport Dialogue programme to ensure that the results of this programme fits into the TRACECA IGC Strategy up to 2015. In line with these activities the project should pay a particular attention to the latest development which took place within the TRACECA infrastructure Working Group related to the prioritisation of the key infrastructure projects for the TRACECA corridor. This work should aim at the connection of the TRACECA corridor to the Trans European Transport Network.

These activities will have to be undertaken in cooperation with relevant work related to the *Eastern Partnership platform on economic development* and the *Black Sea Synergy* for the effective implementation of the Motorways of the Sea intermodal integrated links including hinterland connections. Furthermore this project will have to coordinate these activities taking into consideration the Ukrainian Transport Master Plan for the implementation of the EU Transport Sector Support.

In terms of other national TRACECA project TACIS/ENPI contracts implemented at national level shall be considered:

- "Support to the integration of Ukraine in the Trans-European Network TEN-T", issuing recommendations for the Motorways of the Sea concept, assessing the current port infrastructure and carrying out an assessment related to their integration into intermodal TEN-T, establishing priorities for container terminals and logistics centres in the ports, etc.
- "Ukraine port development feasibility study", focusing on the elaboration of feasibility studies for Ukrainian ports (Ilyichevsk, Odessa, Juzhnyi) and in the appraisal of measures for their financing by banks and IFIs;

With regard to international projects the programme should develop synergy with the World Bank Global Trade and Transit Facilitation Programme. Initiated in the end of 2007 this programme

revisits the problems of overland transit trade, especially in landlocked countries. It directly supports the Almaty Programme of Action involving UNECE, IRU and UNCTAD.

## **2.4. Donor coordination**

Since this project will develop potential synergies with other donors, strong coordination with other transport programmes and initiatives in the region will be essential. Donors' programmes that will be taken into account include:

- The UN Special Programme for the Economies of Central Asia (SPECA), Working Group on Transport Infrastructure and Border Crossing Facilitation, with participation of four Central Asian Countries (except Turkmenistan) and Azerbaijan. It addresses the issues of multilateral common approach;
- The UN Economic Commission for Europe (UNECE) and the UN Economic and Social Commission for Asia and Pacific (UNESCAP) *have been jointly working on the development of Euro-Asian transport linkages.*
- The UNESCAP initiated the Asian Highway Project in 1959 with the aim of promoting the development of international road transport in the Asia region. The Intergovernmental Agreement on the Asian Highway Network was adopted in November 2003 by an intergovernmental meeting held in Bangkok, and entered into force on 4 July 2005;
- Central Asian Regional Economic Cooperation (CAREC), created by the Asian Development Bank (ADB) with participation of the Central Asian States, including Azerbaijan and China. The TRACECA project should be in close cooperation with the CAREC Programme on *Trade Logistics and CAREC Corridor Performance Monitoring*
- The 2004 UN Global Action Programme for Landlocked and Transit Developing Countries, called "*Almaty Programme of Action*"; EIB, EBRD, ADB and World Bank's (i.e. Almaty Programme of Action) current and future infrastructure development projects in the region.

## **3. DESCRIPTION**

### **3.1. Objectives**

#### ***General objectives***

The overall objective of the project is to facilitate trade and transport through improving transport logistics processes and to promote integrated, effective and efficient multimodal freight links between EU and TRACECA partner countries, and between the TRACECA partner countries themselves. This should result in the establishment of efficient and integrated intermodal transport chains underpinned by Motorways of the Sea integrated multimodal links that foster the trade relations between the countries involved promoting the concept of integrated logistics chain.

#### ***1: Support to Motorways of the Sea concept and implementation***

##### ***Activity 1A: Deployment of the pilot Motorways of the Sea projects***

The previous Motorways of the Sea project aimed at selecting in partnership with the TRACECA countries pilot Motorways of the Sea project proposals. These proposals have been designed in cooperation with the beneficiary countries and the relevant international financial institutions/stakeholders with the objective to improve infrastructure and supra-structure facilities including terminals, fleets, equipment, communications links and standards for the existing and possible new integrated intermodal links.

Therefore the activities under component 1A should focus mainly on the deployment of the pilot MoS projects identified in the previous phase.

### ***Activity 1B: Regulatory Reforms - maritime and intermodal sectors***

The aim of this activity is to facilitate a process which focuses on national regulatory reforms required to create at national level a regulatory framework more favorable for the development of integrated logistics transport chains in the TRACECA region. These activities should mainly focus on:

- Promote a viable, competitive, fully and non discriminatory fair market;
- Assist TRACECA countries towards effectiveness and development of environmental port management systems (e.g. ecoports);
- Promote maritime safety and security and environment (assess the results of the TRACECA Project Maritime Safety and Security);
- Reform of the Port system;
- Intermodal sectors and logistics (i.e. integration port and rail, loading and un-loading of freight, freight delivery and distribution, etc.)

In order to assess the impacts of reforms and changes in the maritime intermodal sector the project should establish a mechanism for monitoring. Communication awareness raising and capacity building exercises will have to be developed to ensure a coherent and cooperative exchange of best practices between the various countries involved.

### ***Activity 1C: Cross border project on logistics processes and Motorways of the Sea***

Given that the project should combine and capitalize upon the results of both Logistics and MoS projects, this activity should aim at developing integrated intermodal solutions which should connect ports to logistics hubs. These projects should be designed taking into account the selection of logistics hubs made by the Logistics projects and the selection of Motorways of the Sea pilot projects. This will aim at identifying and propose concrete solutions to overcome concrete bottlenecks which hamper the effectiveness of the intermodal chains in the regions.

### ***Activity 1D: Development of a Master Plan for TRACECA Motorways of the Sea corridor***

These activities under component 1D should aim at developing a Master Plan for the TRACECA Motorways of the Seas corridor which integrates the results of activities 1A, 1B and 1C. This Master Plan should consider various options and be subject to a strategic assessment and a wide consultation with the TRACECA countries, interested European countries and the European Commission.

Once the plan has been developed the project should design an implementation plan covering technical, institutional, financial and economic/business aspects. The plan should be targeted at realizing the market potential referred to above.

## **2: Logistics Processes**

Logistic platforms have as one of their main functions the grouping of freight which is important to give scale to any intermodal operation. The previous TRACECA Logistics projects had analysed TRACECA corridor in terms of: missing links in infrastructure development, border crossing issues, presence or lack of private operators, physical and non physical barriers. Based on this information the previous projects have identified locations in the TRACECA countries for which site-analysis preliminary designs have been undertaken.

The activities under this component should integrate the results of activities 1A and 1B where the main focus was on regulatory reform of the maritime and intermodal sector.

### ***Activity 2A: Deployment of the networks of logistics hubs***

Based on the results achieved thanks to the Logistics TRACECA Projects, this programme should develop a Road Map for the creation of a network of logistics hubs which integrates the results of activities 1A and 1B. The Road Map should be based on national logistics plans which would have to be elaborated in partnership with the beneficiaries' countries.

### **3: Improvement of transit traffic and enhancing interoperability**

This component should aim at identifying and proposing efficient solution to overcome barriers to the efficient development and utilisation of the TRACECA corridor. Non physical barriers are at least as important as the insufficient physical infrastructure. These include all "man-made" impediments such as protracted customs procedures at border crossing points, random inspections often requiring sealed transit containers to be opened, non harmonised transit tariffs and migration rules.

### **4: Communication, Visibility and Information**

A share of the budget of the project should be dedicated to the communication, visibility and information activities in order to ensure that the results of the projects activities are further disseminated. The Project should develop an adequate communication plan and press strategy towards local and EU media.

Constant communication should be kept with the ENPI East Info centre web portal.

## **3.2. Expected results and main activities**

### **1: Support to Motorways of the Sea concept and implementation**

#### ***Activity 1A: Deployment of the pilot Motorways of the Sea projects – Communication, awareness raising and capacity building***

Concrete activities and results aiming at the deployment of the pilot Motorways of the Sea projects can be defined as follows:

- Implementation of the pilot Motorways of the Sea projects through organization of seminars/trainings/workshop between the concerned stakeholders in the TRACECA corridor;
- Monitoring and reporting on the implementation of the pilot Motorways of the Sea projects;
- Organization of Trade facilitation Working Group within the TRACECA structure to commit the countries to develop the required actions;
- Communication and dissemination and awareness activities to strengthen the regional support for the Motorways of the Sea concept in the Black and Caspian Seas;
- Seminars/Workshop to strengthen capacity building of Transport Ministries, maritime and port administration for the implementation of the Motorways of the Sea pilot projects;
- Establishing cooperation with private operators in order to develop the necessary mechanisms for the implementation of the Motorways of the Sea pilot projects;
- Organization of trainings/study tour between between TRACECA EU/accessing countries (Bulgaria, Romania and Turkey);
- Organization of training/study tour between Euromed and TRACECA countries to exchange best practices in the field of the development and implementation of the Motorways of the Sea concepts and pilot projects;

#### ***Activity 1B: Regulatory Reforms for the maritime and intermodal sectors***

Concrete activities aiming at reforming maritime and intermodal sectors can be detailed as follows:

- The project should assess the maritime and intermodal legislation in detail and identifying corresponding strengths and weakness comparing to international and EU standards. This review will identify the key requirements and the basic prerequisite for the successful reforms in the different fields; Depending on the situation of the country and their position within the TRACECA corridor certain activities will have to be either nationally or regionally organized;
- Organization of trainings, seminars, task force and working group to study in details the changes which are required in the maritime sectors;
- Organization of trainings aiming at strengthening the capacity building within maritime and port administration;
- Development of a monitoring mechanism to assess the reforms and changes needed and the impacts of the proposed changes in the national legislation;
- To further support the development of a favourable environment for logistics processes at national level, the 2007 EU communication on "Logistics: Keep freight moving" can be used a starting point and can be adapted to national needs. Other bilateral/regional programmes/initiatives in this field should be closely linked to this exercise;

### ***Activity 1C: Cross border project on logistics processes and MoS***

These activities should combine the results of the previous Motorways of the Seas and Logistics TRACECA Projects. Existing information on the development of the logistics platform as well as activities and data related to the development of the logistics network which have been gathered during the previous TRACECA projects experiences should be integrated at this stage.

Main activities should lead to:

- Designing of sub-regional cross-border pilot project connecting a port area with a logistics zone and a neighboring country by land; the aim of this pilot project should be to define and to propose concrete solutions for overcoming the barriers.

### ***Activity 1D: Development of a Master Plan for TRACECA Motorways of the Sea corridor***

Main activities should lead to:

- Development of a Master Plan for the TRACECA Motorways of the Seas corridor. This component will integrate the results of activities 1A, 1B and 1C.
- Organization of a wide consultation between the countries, the project and the European Commission to develop the Master Plan;
- Design of an implementation plan which covers technical, institutional, financial and economic aspects;
- Communication and awareness raising activities to strengthen the support in the TRACECA region for the Master Plan implementation.

## **2: Logistics Processes**

### ***Activity 2A: Networks of logistics hubs***

These activities should aim at the development of a regional network of logistics platforms.

These activities should lead to:

- Development for each beneficiary country (following the model developed under the previous projects) of a national plan shall based on national demands for intermodal transport;
- Organisation or seminars/trainings/workshops related to regulatory reforms following the actions identified in the TRACECA Strategy up to 2015 aiming at promoting intermodality and interoperability;

- Organisation of communication awareness raising activities towards industry and freight forwarders;

### **3: Improvement of transit traffic**

These activities should result in an increased efficiency of the border crossing procedures and transit traffic.

More concretely these activities will lead to:

- Developing a regional customs transit regulatory framework agreement for harmonisation and simplification of border crossing procedures, especially for transit transportation;
- Training activities to be organised between EU and non EU TRACECA countries for the implement international standards for border-crossing traffic. This could be organised by the project in order to familiarise the other TRACECA countries with the processes followed by Romania and Bulgaria and the moment of the pre-accession and Turkey as an accession country;

In order to achieve this aim it is essential the involvement of the TRACECA Permanent Secretariat as coordinating body for this activity especially concerning Central Asian regional traffic.

### **4: Communication, Visibility and Information**

A share of the budget of the project should be dedicated to the communication, visibility and information activities in order to ensure that the results of the projects activities are further disseminated. The Project should develop an adequate communication plan and press strategy towards local and EU media.

Constant communication should be kept with the ENPI East Info centre web portal.

### **3.3. Risks and assumptions**

The key assumptions are that:

- The Partner governments continue their political commitment to regional cooperation;
- In the current TRACECA projects in this field, partner governments and authorities should be ready to implement the measures required in terms of legal, technical and institutional reforms and adequate resource allocation.
- In the current TRACECA projects in this field, partner governments are perceiving the importance of developing integrated transport solutions for the sustainable development of the region;
- Increased ownership of the subject following the previous TRACECA projects in the field;
- TRACECA Permanent Secretariat will help in coordinating the projects activities between the countries beneficiaries and between the countries and the European Commission.

The identified potential risks related to the implementation of the present project are the following:

- 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 with the EU as for instance cooperation with Eastern Partnership and Black Sea Synergies structure. A strong coordination between the European Commission, EU Delegations and

the TRACECA Permanent Secretariat can as well increase the coordination minimising the risk of de-commitments of certain countries.

*Sustainability of the action:*

This project fully integrates sustainability goals in its design: it aims to support the consolidation of a process which already enjoys credibility and support by embedding national policies and priorities into a coherent regional undertaking (the Baku Initiative), addressing more fully existing institutional and legislative deficiencies, and putting partner countries in a good position to satisfy their key investment and technological improvement needs, while making the best of their resources and mitigating environmental impact.

The sustainability for the present project shall principally rely on the potential long-term benefits of the regional cooperation in the field of aviation. Moreover it will build upon the results on current TRACECA projects.

### **3.4. Crosscutting Issues**

The project is designed to pave the way towards inter-modal operation in the transport sector, which implies an overall positive environmental impact, and to integrate the countries into the world economies. The increased private sector participation and thus the reshaping of the role of the involved governments towards policy and regulatory functions in the provision of logistic services will be also one of the outputs of this project.

In economic terms increased TRACECA competitiveness and international transport will have direct positive impact on the economic and social development developing as well further job opportunities. Synergies and spill over effects are to happen concerning the increased attractiveness for other financial institutions than the EU.

Approximation to the EU *acquis communautaire* in the transport sector will facilitate the gradual integration of TRACECA Corridor to the trans-European transport network. The application of EC rules and standards will also have a positive side effect on the environment.

### **3.5. Stakeholders**

The beneficiaries of the project and main stakeholders will be the Ministries of Transport and Cabinets of Ministries responsible for the sustainable development of the transport and trade policy and infrastructure. However, public authorities at local level, such as custom, port and railway administrations will be addressed. In addition, also the private sector/transport operators will have to be involved in an active way in the project. Thereby transport operators and relevant private companies, involved in transport in TRACECA region will benefit from a “know-how” transfer in the area of modernized and refined transport operation in the logistic process, as well as good performance outputs derived from the efficient and reliable application of interoperability and intermodality.

It is essential to stress the role that the different customs authorities of beneficiary countries which will have to play in the project. Playing an active and constructive role they would benefit from the project by increasing the efficiency of the services, which have a direct impact on the facilitation of border crossing and competitive recovery of TRACECA Corridor.

The implementation of this project will have to be coordinated not only with the help of the TRACECA Transport Dialogue Programme but as well through the TRACECA Permanent Secretariat and country TRACECA National Secretaries, which have proven to be solid and reliable partners in the implementation of the EU-funded cooperation programmes in the transport sector in the region. They can act as permanent contacts between the projects and the various actors in the countries whom are needed to be involved.

#### 4. IMPLEMENTATION ISSUES

##### 4.1. Method of implementation

Direct Centralised management.

##### 4.2. Procurement and grant award procedures

The service contract must be awarded and implemented in accordance with the procedures and standard documents lay down and published by the Commission for the implementation of external operations, in force at the time of the launch of the procedure in question.

Participation in the award of contracts for the present action shall be open to all natural and legal persons covered by the Financing Regulation ENPI Regulation N°1638/2006. Further extensions of this participation to other natural or legal persons by the concerned authorising officer shall be subject to the conditions provided for in article 21(7) of regulation EC/1638/2006.

The project will be awarded as a service contract through a call for tender.

##### 4.3. Budget and calendar

The total budget for the proposed action is EUR 5.5 million for an indicative duration of 36 months from the signature of the contracts.

The indicative budget breakdown could be seen as follows:

<b>TRACECA Logistics Processes and Motorways of the Seas II</b>	<b>ENPI Countries (Activities 1+ 2+3 )</b>	<b>Central Asia (Activities 1+ 2+ 3)</b>	<b>Total (countries related + joint activities)</b>
<b>Objectives/Activities (Total)</b>	<b>3,350,000</b>	<b>1,950,000</b>	<b>5,500,000</b>
<b><u>1: Support to Motorways of the Sea concept and implementation</u></b>	<b>2,050,000</b>	<b>1,050,000</b>	<b>3,100,000</b>
<b><u>2. Logistics processes</u></b>	<b>600,000</b>	<b>400,000</b>	<b>1,000,000</b>
<b><u>3: Improvement of transit traffic</u></b>	<b>700,000</b>	<b>500,000</b>	<b>1,200,000</b>
<b><u>5.Communication, Visibility and Information (Common activities)</u></b>	<b>200,000</b>		

##### 4.4. Performance monitoring

There are limited "standards" indicators in the logistics/maritime services domain as the project is mainly focused on regulatory reform. Some attention will be give to the shifting transport from road to sea, however one needs to take into account the barriers mentioned. The project itself should be taken as a quantitative indicator to measure the success of the increase cargo shifted from road to the sea. However this will result into one of the TRACECA ICG long term of objectives.

In terms of the possibility to create functioning intermodal connections from "doors-to doors" within the TRACECA countries and between the countries and the EU the main performance indicator will be the actual possibility to make operational the selected Motorways of the Seas pilot projects.

ENPI monitoring teams will ensure external follow-up. The EC and the project coordinator will pay a particular attention to the recommendations expressed by external experts.

#### **4.5. Evaluation and audit**

A mid-term progress report for Transport dialogue project for the coordination work of TRACECA is foreseen for end of 2011- 2012. Within this framework the actions on Aviation sector will be reviewed. The proposed project is supposed to deliver input to this overall progress/monitoring exercise of the Transport Dialogue.

Mid term and final evaluation of the results achieved will be entrusted to independent consultants, as well as external audits (which will be carried out if necessary).

Evaluation and audits will be funded from other sources than the project budget; since no commitment will be possible once the validity of the decision is expired (N+1 rule will apply).

#### **4.6. Communication and visibility**

A share of the budget of the project should be dedicated to the communication, visibility and information activities in order to ensure that the results of the projects activities are further disseminated. The Project should develop an adequate communication plan containing information and communication activities (towards local and/or international media, stakeholders, final beneficiaries) and ensuring visibility of the project in all material produced (website, newsletter, booklet, training material, etc.), in line with the Communication and Visibility Manual for EU external Actions.

Implementation of the communication plan in the partner countries will be also carried out in collaboration with the EU Headquarters and Delegation.

For the communication through the HQ channels, constant communication should be kept with EuropeAid A3 Unit and with the ENPI East Info centre web portal ([www.enpi-info.eu](http://www.enpi-info.eu))