

PROJECT DOCUMENT TEMPLATE
11TH TRANCHE OF THE DEVELOPMENT ACCOUNT

EXECUTIVE SUMMARY

Project Code and Title:	<i>Sustainable transport connectivity and implementation of transport related SDGs in selected landlocked and transit/bridging countries</i>
Start date:	<i>1 September 2018</i>
End date:	<i>31 December 2020</i>
Budget:	550,200 USD
UNECE UMOJA cost centre(s):	13813
UMOJA functional area(s):	20AC0002
ECLAC UMOJA cost centre(s):	11580
UMOJA functional area(s):	21AC0009
ESCWA UMOJA cost centre(s):	17008
UMOJA functional area(s):	22AC0003
Target countries:	Georgia, Kazakhstan, Serbia, Paraguay, Jordan
Executing Entity/Entities:	UNECE, ESCWA and ECLAC
Co-operating Entities within the UN Secretariat and System:	UNECE, ESCWA and ECLAC, UNCTs

Brief description: The project will strengthen the capacities of 5 countries (Georgia, Kazakhstan, Serbia, Paraguay and Jordan) to design and implement an evidence-based transport policy framework that fosters sustainable transport connectivity and the implementation of transport-related Sustainable Development Goals (SDGs). This will be done through the development of a set of Sustainable Inland Transport Connectivity Indicators (SITCIN) based on which countries will be able to assess the effectiveness and efficiency of their respective transport systems and the level of compliance of national administrative and legal frameworks with UN legal instruments in the field of transport. Once this initial set of indicators has been defined, a series of capacity building events on SITCIN will be organized in each of the beneficiary countries to present the proposed set of indicators, introduce and apply them in the national context, and use them as a basis for the development of new and innovative, evidence-based national inland transport policies. Specifically, the expected accomplishments of the project are: i) Improved understanding of national transport stakeholders in identifying and assessing the most critical aspects of inland transport connectivity using a set of quantifiable and measurable Sustainable Inland Transport Indicators (SITCIN); and ii) Enhanced national capacities for developing evidence-based policies on inland transport connectivity) to achieve transport-related (SDGs). The project will engage national transport, trade, customs and border management policy makers, regional integration mechanisms, infrastructure managers, operators and haulers, private sector associations, academia and relevant civil society organizations.

BACKGROUND

1.1 Context

The web of global economic connections is growing deeper, broader, and more intricate. At no time in history have national economies world-wide been so entangled and interdependent. However, measuring the degree to which economies are inter-connected in terms of transport, trade and logistics networks requires a sound methodological approach. This is where the project is expected to add significant value. One of the strengths and benefits of development of a global, comprehensive set of connectivity indicators is that the indicators will cover all possible criteria in the countries, and it can be tailored to any national environment, providing opportunities for peer-learning and exchange of experiences across the countries and regions. In other words, while the indicators should be comprehensive and universally applicable (for cross-country benchmarking purposes and exchange of lessons learned), the outcomes and results of their implementation will draw on the distinct national circumstances, legislative frameworks and related policy opportunities and constraints in the countries under consideration. Applying a global set of indicators in different regions and countries will also allow comparing results and documenting how similar geographical conditions (i.e. being landlocked), or a similar bureaucratic and administrative environment (i.e. having a homogenous historical legacy), could be perceived more detrimental in one national context than it is in another, for instance due to different practices and approaches in place.

While the challenges experienced by landlocked countries have similarities across different regions, the national policy responses developed to overcome consequences of their landlocked environment, and the levels of cooperation that exists between landlocked and transit/bridging countries in the three regions tends to differ greatly. It is essential to engage both landlocked and transit/bridging countries– as Member States which are mostly affected by poor levels of connectivity.

1.2 Mandates, comparative advantage and link to the Programme Budget

The project is based on UNECE's extensive expertise in the field of sustainable transport, and collaboration with other Regional Commissions on transport related issues. The project will build on available expertise, ongoing projects, analytical work, and technical assistance activities. The UNECE Sustainable Transport Division administers 58 United Nations conventions and serves as the secretariat to twelve treaty bodies which shape the international legal framework for inland transport. This includes road, rail, inland waterway and intermodal transport, as well as dangerous goods transport and vehicle construction. The project will build on on-going work of the UNECE Working Parties on transport-related legal instruments, regulations, norms and standards with a view to strengthen the capacity for sustainable transport connectivity in the beneficiary countries.

In 2018, the UNECE Sustainable Transport Division organized several workshops focusing on helping member States to implement and measure progress towards the implementation of transport-related Sustainable Development Goals (meetings took place in Podgorica/Montenegro; Astana/Kazakhstan; and Ljubljana/Slovenia). These workshops set the stage for participating countries to present their current activities in achieving transport-related SDGs. They in-turn allowed the Secretariat to deliver comprehensive guidance on how to collect relevant statistics for monitoring and reporting on SDG achievement.

ECLAC assists countries in the region to build institutional capacity in the area of natural resources and infrastructure, and to devise and implement public policies and regulatory frameworks with a view to increasing efficiency in the provision of public utilities and infrastructure services. It also strives to achieve greater policy harmonization and coordination and to promote exchanges of best practices at the subregional and regional levels in these areas. As part of its strategy, ECLAC provides stakeholders in the region with technical assistance, analytical studies and systematized information and data concerning the provision of

public utility and infrastructure services in the context of the Sustainable Development Goals (SDGs).

The Arab region is set to benefit from the enhanced connectivity resulting from more efficient transport and logistics, which in turn will help to reduce trade costs. ESCWA has developed the Integrated Transport System in the Arab Mashreq (ITSAM) as a guiding vision for integrating various means of transport to boost trade among Arab countries and between the Arab region and the rest of the world. ESCWA focuses on promoting simplified and standardized transport and logistics policies, laws and regulations and building capacity in member States to that end. It is also supporting countries to develop regional transport infrastructure and transit corridors, to join and implement international transport agreements, and to improve road safety.

The results of the 8th Tranche project “Strengthening the capacities of developing countries and countries with economies in transition to facilitate legitimate border crossing, regional cooperation and integration” (UNECE lead partner and ESCWA and ECLAC project partners) and the 9th Tranche project “Strengthening the national road safety management capacities of selected developing countries and countries with economies in transition” (UNECE lead partner and ECLAC project partner) will provide a substantive contribution in defining the SITCIN and will serve as a basis for continuous coordination with the Regional Commissions.

Close engagement with national focal points and national experts will provide a tailor-made assessment of the situation, a lasting impact and ownership of the project results. To ensure a successful outcome of the project, the involvement of other international organizations, international financial institutions and United Nations Country Teams is crucial as it enables the long-term sustainability of and follow-up on the project’s recommendations. The project deliverables will be integrated into relevant United Nations Development Assistance Frameworks (UNDAFs) in the UNECE region.

This project builds upon the commitments made through the adoption of the [UN Vienna Programme of Action for Landlocked Developing Countries for the decade 2014-2024](#) (A/CONF.225/L.1) which is based on partnerships between landlocked developing countries, transit countries and international organizations.

These South-South and triangular partnerships aim at improving transport infrastructure and connectivity as well as facilitating technical and administrative requirements in transport, customs and logistics systems. Efficient transit transport systems, strong multi-modal transport infrastructure development and the presence of an enabling legal environment and institutional arrangements are crucial factors for achieving sustainable economic growth and social development.

At the seventieth anniversary session of the Inland Transport Committee (21-24 February 2017, Geneva), transport ministers from the UNECE region and from contracting parties to conventions under the purview of ITC endorsed the resolution [“Embracing the new era for sustainable inland transport and mobility”](#) (ECE/TRANS/2017/2) and expressed a commitment to address the sustainable development of mobility and connectivity, particularly within the context of the 2030 Agenda for Sustainable Development.

This project will contribute to the implementation of UNECE, ECLAC and ESCWA Strategic Frameworks for the period 2018-2019 and more specifically to:

- Expected accomplishment (d) “Strengthened capacity to implement relevant UN legal instruments serviced by ECE, norms and standards, in particular in the countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia” of the Subprogramme 2 “Transport” of the UNECE Strategic Framework for the period of 2018-2019;

Expected accomplishment (a) “Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services” of the Subprogramme 9 “Natural resources and infrastructure” of the ECLAC Strategic Framework for the period of 2018-2019;

- Expected accomplishment (e) “Improved regional coordination among member States for cross-border infrastructure, especially in transport and trade facilitation” of the Subprogramme 3 “Economic development and integration” and (c) “Increased availability of statistical data about the region, based on data produced and disseminated by member States to achieve national and regional goals” of the Subprogramme 5 “Statistics” for evidence-based policymaking of ESCWA Strategic Framework for the period of 2018-2019.

1.3 Country demand and target countries

The initial list of countries has been developed in consultation with ESCWA and ECLAC, based on the representation of both types of countries - landlocked and transit countries and on initial interest expressed. The project management team has conducted extensive consultations with potential beneficiary countries and written requests from Governments endorsing their commitment to the project have been received (available upon request).

The selection of the 5 pilot countries is demand-driven and based on the following criteria: i) Transport connectivity is identified as a priority of the country; ii) Strong commitment of the national government towards transport connectivity; iii) Geographical conditions of the respective country (landlocked or transit developing) and iv) Geographical balance (1 country from each of the following regions: Central Asia, South Caucasus, Southeast Europe, Middle east/North Africa and Latin America regions).

Activities will contribute to the development of professional competencies of officials of relevant government structures, together with active involvement of the private sector and civil society. It will help build closer partnerships and co-operation among government and non-government sectors of society thereby promoting a multi-stakeholder approach, increasing the economic effectiveness and development of the countries involved.

1.4 Link to the SDGs

Sustainable transport is essential to achieving most of the SDGs. It is mainstreamed across several SDGs and targets, especially those related to food security, health, energy, infrastructure and cities and human settlements. The Inland Transport Committee and the UNECE Sustainable Transport Division have focused attention on the major role of transport in contributing to sustainable development. The development of SITCIN will require the harmonization and collection of data, which will include – among others – already identified SDGs indicators. This would have a positive impact on national capacities to monitor and report on progress towards the SDGs, at all levels. The project will contribute to the following SDGs:

SDG 3. Ensure healthy lives and promote well-being for all at all ages (Target 3.6 and 3.9);

SDG 7. Ensure access to affordable, reliable, sustainable and modern energy for all (Target 7.3);

SDG 8. Promote inclusive and sustainable economic growth, employment and decent work for all (Targets 8.1, 8.2 and 8.4)

SDG 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation (Targets 9.1, 9.a and 9.4);

SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable (Target 11.2,11.a);

SDG 12. Ensure sustainable consumption and production patterns (Targets 12.4);
SDG 13. Take urgent action to combat climate change and its impacts (Targets 13.2); and
SDG 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development (17.14).

ANALYSIS

1.5 Situation analysis

In 2015, a third of the countries that were ranked by the UN Human Development Index as having low human development rates were landlocked. These were the countries with the lowest life expectancies, education levels and per-capita income. On average, the economies of landlocked countries grow slower than those of countries with access to the sea. Mackellar¹ argues that being landlocked reduces a country's average growth by 1.5 % annually. Poor infrastructure causes delays, and delays at borders are another major concern. Customs procedures, tax procedures and other bureaucratic procedures cause 75 % of all delays². Such delays especially affect the trade of time-sensitive perishable goods such as agricultural products. On average, it takes landlocked developing countries 42 days to import and 37 days to export goods. Coastal developing countries need only half of that time³.

In an increasingly globalized economy, transport costs can significantly impact competitiveness of the entire economy. As observed by many transport economists, the transportation of one tonne of cargo costs an estimated US\$ 2 - 4 cents per kilometer in industrialized countries, such as the United States, but an average of US\$ 8 - 12 cents in Africa, where the freight transport cost is often much higher. According to World Bank data, the trade transport costs faced by LLDCs are more than twice higher than in transit countries, and these costs have been increasing over time. In 2014, the average cost to export and import a standardized container of cargo was \$3,443 and \$4,343 respectively in LLDCs, while only \$1,301 and \$1,559 in transit developing countries. Estimates show that the level of development in landlocked developing countries is about 20 per cent lower than those countries could expect were they not landlocked⁴.

According to the WHO Global Road Safety Report 2015, LLDCs (excluding Burundi and South Sudan), reported 35,562 road traffic deaths in 2013, but estimates suggest that actual numbers are much higher (WHO, 2015). While the total motor vehicle fleet in LLDCs is still low in comparison to developed countries, the number of fatalities remains very high. The Second High-level Global Conference on Road Safety Resolution (Brasilia, November 2015) called for more funding and better coordination of financial and technical support in road safety for the poorest countries, which would include many of the LLDCs.

At the country level, the key inland transport performance measurement challenges are that:

- None of the target countries have a clearly defined and measurable national strategy for their inland transport and logistics sector, linking it with an overarching set of quantifiable economic development goals and targets.

¹ MacKellar, L., Wörgötter, A., and Wörz, J., 2000: Economic development problems of landlocked countries. Transition Economics, Series No.14. Institute for Advanced Studies, Vienna.

² Djankov, S., Freund, C., and Pham, C.S., 2010: Trading on time. In: The Review of Economics and Statistics, 92(1), 166-173.

³ Torres, R.A., 2014: Addressing landlocked developing countries' challenges: the role of trade of trade facilitation. In: Bridges Africa, Vol. 3, No. 8.

⁴ Achieving Sustainable Transport in Landlocked Developing Countries, UN-OHRLLS, 2017

- Developing such a measurable strategy requires a “whole of government” approach, including high levels of inter-agency cooperation, information and data-sharing as well as systematic coordination efforts between the public and private sector.
- The absence of a comprehensive, all-encompassing strategy for the inland transportation sector leads to a “silo mentality” where national authorities do not want to share information or knowledge with each other and prefer to work in isolation, protecting their own turf and area of responsibilities.
- Policies developed and data gathered are therefore highly fragmented, inefficient and ineffective and only target part of the overarching problem which to be successful would require a multi-disciplinary and cross-sectoral approach enabling challenges to be adequately mapped and responded to.

In particular, the private sector and business community suffer from the lack of a unified approach, the proliferation of regulatory and administrative requirements and a lack of transparency and accountability in their interaction with government bodies. The business community and particularly FDIs also consider the availability, quality and reliability of inland transport infrastructure and logistics systems when prioritizing investment opportunities.

In the absence of high-quality hard- and software, the business and investment climate and as such the economic performance of countries is negatively affected. This in turn affects the vulnerable and poor as it undermines employment opportunities and socio-economic participation. Conversely, transport systems reduce absolute poverty through economic efficiency — by lowering costs and enhancing opportunities. Growth in goods transport and GDP are strongly inter-related. Investing in efficient and clean transport infrastructure and services (both passenger and freight) is key to achieving sustainable economic growth, improving access to services (including healthcare, education and jobs) and markets, and enhancing social well-being of communities, building productive capacity, as well as promoting trade and regional and global integration.

According to the World Bank (2015), adequate transport is unavailable for the world’s poorest and most vulnerable people. The latter are also likely to be more negatively affected by the lack of adequate road safety measures and transport induced climate change affecting agricultural productivity, causing landslides and other similar-type phenomena. Even though global transport investments are estimated at between US\$1-\$2 trillion per year, less than 40 percent is in developing countries, home to more than 80 percent of the world’s population. Affordable transport provides formal employment for workers who were earlier engaged in informal transport operations. Such solutions are key for the poor to access opportunities and generate savings.

In light of the above, the project will kick-start the development of a tool that will enable Governments to assess and measure the efficiency of both the soft (administrative, regulatory and procedural) as well as hard (infrastructure, inter-modal connectivity) aspects of their inland transport systems. The initial stage of the project will consist of the development of a set of globally valid, comprehensive set of Sustainable Inland Transport Connectivity Indicators (SITCIN). The indicators will be developed with the assistance of international experts and should enable beneficiary countries to assess the effectiveness of their respective inland transport systems and identify areas where progress is needed as well as possible solutions. Such a comprehensive set of indicators that would be applicable to multi-modal inland transport systems across the globe currently does not exist.

Once the initial set of indicators has been defined, a validation and capacity building event on SITCIN will be organized in each of the 5 project countries to present the proposed set of indicators, introduce and apply them in the national context, and use them as a basis for the development of new, evidence-based inland transport policies. Using the indicators, the project will include a gap-analysis to identify the most pressing connectivity issues (low value of critical indicator).

Recommendations will be formulated, with proposals for improving policy-making. The indicators, when applied at the national level, will provide a source for better decisions and more effective Government actions by simplifying, clarifying and making aggregated information available to policy makers. Good policies require statistically sound and unbiased information – that is where the SITCIN will provide a useful tool.

Inter alia, the indicators will gather information on, measure and assess the following aspects: Situation and current trends in the transport sector, political, societal and demographic trends and their inter-linkages with the transport system; economic and technological developments; past and current policies, legislation and strategies relevant to transport, including those pertaining to national development and economic and sustainable development; inter-linkages between land use, land use planning and transport development related policies and legislation; and institutional arrangements and capacities in place.

1.6 Country level situation analysis

Table 1 – Country analysis

Country	Status of affairs	Realistic outcomes
Georgia	Georgia has, in recent years, successfully implemented a series of fundamental reforms and interventions in the transportation and logistics sector including: Regulations governing the road freight services industry in Georgia were gradually revamped. Road infrastructure has significantly improved, facilitating trade and increasing Georgia’s value proposition as a transit country. Georgian Railway freight operates at a profit and is entirely commercial-based. A Georgia Logistic Association (GLA) and a Supply Chain Council (SCC) chapter have been established to help close operational gaps in the supply chain management industry, in particular challenges related to data management and integration.	National stakeholders in the country endorse, adopt and introduce a set of SITCIN based on which they develop and implement a set of sustainable transport policy measures to improve inland transport connectivity. This in turn would boost economic diversification efforts by opening new markets and economic opportunities, including in the transport sector.
Kazakhstan	Central government expenditure on transport and communication (mainly due to roads and other transport infrastructure construction in and around Astana) increased by about 20 percent year-on-year (in real terms) in 2017. Inefficient transit transport and logistics infrastructure limits access to regional markets. In addition to poor infrastructure, the transport and logistics sector suffers from insufficient economies of scale partly because of low demand. The high number of procedures required for cross-border	National stakeholders in the country endorse and adopt a set of SITCIN based on which they develop and implement a set of sustainable transport policy measures to improve inland transport connectivity. On the basis of this, new policies, developed as a result of the project, further strengthen inter-agency coordination and simplify

	<p>trade is preventing Kazakhstan from becoming a preferred regional transit route. In recent years, the government has increased its regulatory simplification efforts, including through the recent introduction of an ASYCUDA Single Window environment. The system handles manifests and customs declarations, accounting procedures, transit and suspense procedures. It generates trade data that can be used for statistical economic analysis. Transport and transit matters feature very highly on the political agenda of the Kazakh Government which has from 2006 onwards elaborated and approved various National Transport Sector Strategies. The country also has a vibrant private sector community of associations represented by KAZLOGISTICS.</p>	<p>and standardize customs and related border-crossing procedures.</p>
<p>Serbia</p>	<p>Serbia is making significant efforts in integrating its national transport network into the Trans-European Transport Network (TEN-T). From 2004, Serbia invested more than €4.5 billion in TEN-T network (all transport modes) with a lion share (2/3) in road infrastructure. During the last years focus was moved towards rail and inland waterways projects. In the future additional efforts are needed in removing railway bottlenecks and development of intermodal solutions. Being a landlocked country, Serbia should couple infrastructure developments with border facilitation procedures to support seamless cross-border traffic. The domination of road transport in the freight sector comes with several adverse consequences, including unpredictable journey times, high logistics costs, safety and congestion problems, as well as high levels of pollution and greenhouse gas emissions. To address this Serbia should redirect part of the freight traffic onto greener transport modes such as rail or inland waterways. This requires additional efforts to: harmonize existing national regulations with the EU Acquis Communautaire; strengthen intermodal terminals along the main corridors; as well as analyze, assess and reduce external costs of transport. Road safety situation, although improved in</p>	<p>National stakeholders in the country endorse and adopt a set of SITCIN based on which they develop a set of sustainable transport policy measures to improve inland transport connectivity. Project recommendations will be used as a solid background for development of national transport policy until 2030.</p>

	comparison with 2010 allows further improvement. Furthermore, measures are underway aimed at increasing competitiveness of transport operators as well as deregulation and liberalization of the rail transport market.	
Paraguay	<p>Paraguay is one of the two landlocked countries in South America with significant connectivity issues. The latest ECLAC studies identified the positive impacts on the transport costs of the public and private's sector initiatives in infrastructure development, trade facilitation and logistics (especially, promoting inland navigation), as well as the advances in the bilateral relations with transit countries (Brazil). The transport infrastructure investment showed an upward trend since 2008, some evidence suggests a decline in transport investment as of 2014. At the same time, despite these developments, the transport costs for Paraguay remain higher than the regional average. The lack or the poor state or lack of infrastructure remains one of the main factors in logistic costs overruns, as the road density in Paraguay remains one of the lowest in South America. In addition, to effectively reduce the transport costs, infrastructure development must go hand in hand with the articulation of an integrated and evidence-based transport and logistics policy at the national and regional level. The existing level of inter-Ministerial coordination, the successful examples of collaboration between public and private sector and Paraguay's active role in the regional integration fora, provide a good foundation and opportunity for more-evidence based transport policies.</p>	<p>National stakeholders in the country endorse and adopt a set of SITCIN based on which they develop a set of sustainable transport policy measures to improve inland transport connectivity. In particular, it is expected that the project could</p> <ul style="list-style-type: none"> a) further strengthen inter-agency coordination between key agencies (for instance, between Transport Ministry, in charge of transport infrastructure) and Ministry of Foreign affairs, in charge of the regional integration initiatives) and between public and private stakeholders; b) increase public sector's capacity to design sustainable transport policies by identifying the weakest links and by contributing to improving the processes for defining the necessary level and composition of infrastructure investment.
Jordan	<p>Jordan share borders with Iraq, Syria, Palestinian territories and Saudi Arabia. This strategic location although has been a burden on Jordan during the Syrian crises, is expected to enable Jordan to benefit from the rebuilding of Syria and the resumption of transit flows between GCC and the Mashreq region. It is also plausible that Jordan will remain an important supplier of road transport services for trade with the various neighbors and play a good role in the connectivity among the</p>	<p>National stakeholders in the country endorse SITICN and develop certain policies to improve land transport within the country and between the country and its neighbors based on a more efficient transport services.</p> <p>The country adopts sustainable transport policies that are conducive to achieving the SDGs.</p>

	countries when the region stabilizes. The country has drafted a strategic vision for 2030 in which it focuses on road transport as a source of development of trade linkages with its region and beyond. The vision articulates various barriers to achieving the objectives of including the lack of infrastructure and coordination among the various players in the sector both from the public and private sector.	
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1.7 Stakeholder analysis and capacity assessment

Table 2 – Stakeholder Analysis⁵

Non- UN Stakeholders	Type and level of involvement in the project	Capacity assets	Capacity Gaps	Desired future outcomes	Incentives
Ministries in charge of Transport	Target audience as they will be responsible for the development, implementation and use of the SITCIN within their respective mandate.	Typically keeps the overview of ongoing transport infrastructure works and associated costs across different inland modes, incl. road, rail and inland waterways.	Lack of an integrated, ‘whole of government’ approach towards transport and logistics. Limited knowledge and capacity to assess the effectiveness and efficiency of transport policies	Better understanding of the benefits of an integrated approach and enhanced skills for better policy-making, including efforts aimed at performance-based budgeting for transport infrastructure works.	Increased capacity to analyze, measure and mitigate transport system inefficiencies.
Ministries in charge of Trade/ Economy	Target audience as they will be responsible for the development, implementation and use of the SITCIN within their respective	Often in charge of a broad range of key policy areas, including industrial development, trade policy, technology and	Limited capacity to link WTO Trade Facilitation Agreement (TFA) and other international trade	Better understanding of the benefits of an integrated approach and enhanced skills to improve policy-making, including	Increased capacity to analyze, measure and mitigate trade and transport system inefficiencies

⁵ It should be noted that not all these stakeholders may be available for or interested in contributing to the project in each of the 5 beneficiary countries. Moreover, mandates of different ministries and government agencies tend to differ among various countries, depending on the national context, institutional history, structure and set-up.

	mandate.	commerce as well as research and statistics	instruments with transport, transit and logistics issues.	assessing correlations between the quality of transport and logistics systems, trade processes and economic development.	and their inter-linkages.
Customs Committees/ border management agencies	Target audience given their important role in cross-border trade and connectivity they contribute to the development, and will be responsible for implementation policies developed based on the SITCIN.	Customs plays a key role in facilitating trade, generating tax revenue and detecting illicit trade and trafficking. It promotes cross-border economic connectivity and facilitates international transport.	Limited capacity to identify, assess and evaluate inter-linkages between customs and border crossing procedures on the one hand and the economy, trade and transport on the other hand.	Better understanding of the benefits of an integrated approach and enhanced skills for inter-agency cooperation, data-sharing, information exchange and improved policy-making, enabling a risk-based approach to customs and border controls based on selectivity and profiling and a sustainable dialogue with the private sector. Better knowledge of UN legal instruments, such as inter alia the "TIR" and "Harmonization" Conventions ⁶ .	Increased capacity to analyze, measure and mitigate customs/ border crossing and transport system inefficiencies and their inter-linkages.
Road transport authorities (infrastructure managers and haulers)	Target audience as they will be responsible for the development, implementation and use of the SITCIN in the road	Road transport is a key component of any inland transport system. The sector tends to provide competitive tariff	Lack of an integrated, 'whole of government' approach considering road transport	Better understanding of the benefits of an integrated, multi-modal approach and enhanced skills to improve	Increased capacity to analyze, measure and mitigate road transport inefficiencies

⁶ Convention on International Transport of Goods Under Cover of TIR Carnets and International Convention on the Harmonization of Frontier Controls of Goods.

	transport sector.	rates, high quality and safety of cargo door-to-door delivery, absence of cargo shipment accumulation (in contrast to rail or maritime transport for instance). It is particularly useful for SMEs involved in import and export.	and inter-modal cooperation perspectives & how these relate to sustainable economic development. Weak knowledge on available UN road transport facilitation legal instruments.	policy-making Increased knowledge on the provisions and implementation modalities of key UN legal instruments, including the CMR and e-CMR ⁷	and how these effect overall inland transport connectivity levels.
Railway authorities (infrastructure managers and operators)	Target audience as they will be responsible for the development, implementation and use of the SITCIN in the railway sector.	Railway transport is a key component of any inland transport system. Railway transport scores best in terms of long distance connectivity for large volumes of cargo and bulk products as well as for oil, coal, metals and grains.	Lack of an integrated, whole of government approach considering railway transport and inter-modal cooperation perspectives & how these relate to sustainable economic development. Weak knowledge on available railway facilitation initiatives and	Better understanding of the benefits of an integrated, multi-modal approach and enhanced skills to improve policy-making Increased knowledge on the provisions and implementation modalities of ongoing railway facilitation initiatives, such as for instance, the Unified Railway Law ⁸ and the inter-modal applicability	Increased capacity to analyze, measure and mitigate railway inefficiencies and how these effect overall inland transport connectivity levels.

⁷ Convention on the Contract for the International Carriage of Goods by Road (CMR) and its Additional Protocol concerning the Electronic Consignment Note (eCMR).

⁸ Under the auspices of UNECE and in cooperation with UNESCAP, legal experts from all interested Governments, international organizations, such as OSJD, OTIF, CIT, UIC and the transport industry are working out the required mechanisms and legal provisions. It is expected that the adoption of an international legal instrument could become applicable world-wide. new UN framework convention could be essential in eliminating non-physical obstacles which for years have impeded on railways' competitiveness compared to other modes of transport. International rail transport is currently disadvantaged by non-harmonized legal regimes for international transport and by the practice of different types of consignment notes and varying liabilities. The Unified Railway Law (URL) could harmonize international rail transport the same way that air, maritime, road and inland water transport have been governed by international treaties for decades.

			legal instruments.	of TIR (and eTIR).	
Inland waterways as well as seaports and their hinterland connections	Target audience as they will be responsible for the development, implementation and use of the SITCIN in the inland waterways and coastal routes sector.	Inland waterways transport (including short sea shipping and coastal routes as well as seaport hinterland connections) are an increasingly important component of any inland transport system. Advantages include cost effectiveness, navigational safety, environmentally friendly and low proportion of land (soil) use and infrastructure requirements.	Inland waterways transport and the potential for inter-modal cooperation it offers is often overlooked. Many inland waterways are not navigable, infrastructure and inland cargo port facilities are often lacking or insufficient.	Better understanding of the benefits of an integrated, multi-modal approach, including inland waterways, and enhanced skills to improve policy-making. Increased knowledge on the competitive advantages of inland waterway routes for cargo.	Increased capacity to analyze, measure and mitigate inland waterway inefficiencies and how these effect overall inland transport connectivity levels.
Exporters/ importers, producers, logistics associations, chambers of commerce and industry and other private sector entities	Target audience as they are the key users of inland transport and logistics systems and customs and border crossing facilities, therefore their concerns and views are key to the development of SITCIN.	First-hand experience with challenges and opportunities faced by inland transport systems.	Do not have concrete possibilities to access public policy levels and reach out to Government counterparts	Better understanding of policy-making constraints and opportunities/ Private sector voice on inland transport connectivity challenges is heard.	An opportunity for a constructive dialogue on challenges and obstacles faced by the private sector in terms of inland transport connectivity and identify possible solutions/ A more inclusive public policy-making.

NGOs, civil society and academia (incl. consumer organizations)	Target audience as they will be involved in the development, implementation and use of the SITCIN in their respective national context.	Offer an alternative view, from an academic and/or end-user perspective and therefore will provide valuable input to the development of the SITCIN.	Do not have concrete possibilities to access public policy levels and reach out to Government counterparts.	Better understanding of policy-making constraints and opportunities/ Civil society sector voice on inland transport connectivity challenges is heard.	An opportunity for a constructive dialogue on challenges and obstacles faced and possible solutions identified/ A more inclusive public policy-making.
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PROJECT STRATEGY: OBJECTIVE, EXPECTED ACCOMPLISHMENTS, INDICATORS, MAIN ACTIVITIES

1.8 Project Strategy

The project objective is to enhance the national capacities of selected developing and middle-income countries to design and implement an evidence-based transport policy framework, that fosters sustainable transport connectivity and the implementation of transport-related SDGs.

- EA1. Improved understanding of national transport stakeholders in identifying and assessing the most critical aspects of inland transport connectivity using a set of quantifiable and measurable Sustainable Inland Transport Indicators (SITCIN);
- EA2. Enhanced national capacities for developing evidence-based policies on inland transport connectivity, (based on the results of the SITCIN benchmarking exercise) to achieve transport-related (SDGs).

To reach these expected accomplishments, a step-by-step approach will be used.

1 – As a first step, the project will conduct a meta-analysis of the sustainable inland transport connectivity literature in Member States to identify and develop the initial set of Sustainable Inland Transport Connectivity Indicators (SITCIN). Data will be collected and an overview of various methodological approaches will be compiled through a preliminary desk research and through interviews with public and private sector representatives. One of the strengths and benefits of development of a global, comprehensive set of connectivity indicators is that the indicators will cover all possible criteria that could be in existence in the countries and it then, could be tailored to any national environment at the same time providing opportunities for peer-learning and exchange of experiences across the countries and regions. Therefore, while the indicators should be comprehensive and universally applicable (for cross-country benchmarking purposes and exchange of lessons learned), the outcomes and results of their implementation at the national levels will draw on the distinct national circumstances, legislative frameworks and related policy opportunities and constraints in the countries under consideration.

2 – As a second step, 5 (1 per beneficiary country) fact-finding missions will be held by project teams to review the beneficiary country transport system information and statistics and gather views and approaches from competent national authorities and other relevant stakeholders. This should then result in five national

connectivity reports based on previous desktop research and fact-finding mission outcomes containing sustainable transport connectivity gap-analysis (using SITCIN) and recommendations on how to improve national transport policy. The report will comprise of inputs delivered by the national and international consultants/experts and compiled by the project teams in UNECE, ECLAC and ESCWA staff. The reports will be published in English and in the respective national languages.

3 – As a third step, 5 (1 per beneficiary country) national policy dialogue meetings will be held to validate the findings of the draft national connectivity reports. The policy dialogue will be combined with a capacity building workshop to provide substantive support in integration of recommendations into national policies.

4 – As a fourth step, 5 (1 per beneficiary country) capacity-building workshops will be held targeting the most pressing topics in inland transport policy development identified in national connectivity reports.

5 – In conclusion, 1 inter-regional capacity building event, for representatives of UN Member States and the beneficiary countries will be held in Geneva, in the framework of *WP.5 on Transport Trends and Economics* to present the project achievements and lessons learnt, to discuss the role of SITCIN in monitoring the progress towards the transport-related SDG achievement and to promote expanding the use of the SITCIN beyond the beneficiary countries.

At the beginning of the project, project partners will adopt the Terms of Reference for the Project Stakeholders and the Project Communication Strategy, based on UNECE proposal.

The project team will also create and regularly maintain a web page providing an overview of project activities and intermediate results. This web-page will provide real-time, online access to the progress being made by the beneficiary countries in implementing the set of inland transport connectivity indicators, it will also feature the results of the benchmarking exercises (both at national and regional level). The web page will be hosted and maintained by UNECE with inputs received from other Regional Commissions.

Indicators of achievement are the following:

- IA1.1. Five beneficiary countries endorsed and adopted a set of the sustainable inland transport connectivity indicators (SITCIN).
- IA2.1. Five beneficiary countries adopted sustainable transport policy measures to improve inland transport connectivity. Such measures could relate to the development of: the rural road programmes (as a tool to reduce rural poverty, improve access to agricultural markets and increase rural economic productivity); sustainable urban mobility initiatives; more effective transit transport infrastructure; technologies for cleaner fuels, cleaner vehicles and more efficient transport systems in landlocked developing and transit countries.

6 – Sustainability – UNECE is placing high importance on the sustainability of the project results and dissemination of the key deliverables such as the set of Sustainable Inland Transport Connectivity Indicators (SITCIN) from global to regional and national levels. Throughout implementation, the UNECE project team will report on progress made to the relevant Inland Transport Committee Working Parties and Expert Groups, in particular, the Working Party (WP.5) on Transport Trends and Economics. Progress will also be reported at relevant ESCWA and ECLAC decision and policy-making bodies. At the WP.5 33rd session in September 2020 an international capacity building event will be held for representatives of UN Member States (including the

beneficiary countries) to present the project achievements and lessons learnt, to discuss the role of SITCIN in monitoring the progress towards the transport-related SDGs and explore interest in and opportunities for expanding the use of the SITCIN beyond the beneficiary countries. Feeding the project deliverables into the ongoing inter-governmental regulatory processes at the UNECE will contribute towards the sustainability and possible of the project results. Should member States express an interest to further deepen the implementation and to assess the applicability of the SITCIN in different national contexts, a designated Group of Experts could be developed under the auspices of the WP.5. Each of the initial fact-finding missions in the 5 beneficiary countries (A1.2) will result in the development of a **country-specific work plan** for the project to be agreed upon with the beneficiary country. Each national work plan should also have a sustainability plan defining in detail the steps required and measures to be taken to ensure the continuation of project activities and sustainability of project outcomes.

7 – Gender – The project management will endeavor to ensure a good gender balance among the project experts and Workshops’ participants. For each of the individual training activities planned in the 5 beneficiary countries, it will be attempted to involve one expert that could present on inter-linkages between the topics under discussion and gender. To have a better analysis of the existing situation, collecting data on sex disaggregated staff structures of the participating national bodies could give an indicator of the level of women’s participation in decision-making in the area of inland transport connectivity.

1.9 Logical Framework

Table 3 – Logical Framework

<u>Intervention logic</u>	<u>Indicators</u>	<u>Means of verification</u>
Objective: To enhance the national capacities of selected countries to design and implement an evidence-based transport policy framework, that fosters sustainable transport connectivity and the implementation of transport-related SDGs		
EA1 Improved understanding of national transport stakeholders in identifying and assessing the most critical aspects of inland transport connectivity using a set of quantifiable and measurable Sustainable Inland Transport Indicators (SITCIN)	IA 1.1 Five beneficiary countries endorsed and adopted a set of the sustainable inland transport connectivity indicators (SITCIN).	Reports to the relevant UNECE intergovernmental bodies on endorsement of the set of Sustainable Inland Transport Connectivity Indicators
A1.1 Conduct a meta-analysis of sustainable inland transport connectivity literature in Member States to identify and develop the initial set of SITCIN		
A 1.2 Organize five (one per beneficiary country) fact-finding missions by project teams to review the beneficiary country transport system information and statistics and gather views and approaches from competent national authorities and other relevant stakeholders		
A.1.3 Prepare five national connectivity reports based on previous desktop research and fact-finding mission outcomes containing sustainable transport connectivity gap-analysis (using SITCIN) and recommendations on how to improve national transport policy. The report will comprise of inputs delivered by the national and international consultants/experts and compiled by the project teams in ECE, ECLAC and ESCWA staff. The reports will be published in English and translated in the respective national languages.		

<p>EA2 Enhanced national capacities for developing evidence-based policies on inland transport connectivity, (based on the results of the SITCIN benchmarking exercise) to achieve transport-related (SDGs).</p>	<p>IA 2.1 Five beneficiary countries adopted sustainable transport policy measures to improve inland transport connectivity.</p>	<p>Progress reports from each country's working group leader will verify the status of development and adoption of specific policy measures. Reports on the advisory and capacity-building missions to the beneficiary countries will serve as verification sources. Reports from regional and national workshops and advisory missions will ensure and document the availability of new policy measures. Reports to the relevant UNECE intergovernmental bodies.</p>
<p>A.2.1 Organize five (1 per country) policy dialogue meetings to discuss and validate the findings of the draft national connectivity reports. Policy dialogue will be combined capacity-building workshop to provide guidance on how to integrate recommendations into national connectivity reports. Project team will present the draft national connectivity report (based on the desktop research and fact-finding mission outcomes) which will contain inter alia a sustainable transport connectivity gap-analysis (using SITCIN) and identified critical areas to improve national transport policy. The audience will consist of a group of selected representatives of national regulatory agencies, which participated in and contributed to the initial fact-finding missions and were identified as facing the most pertinent challenges. The workshop will be designed in such a way in that it addresses 1 or 2 of the most pertinent policy areas in the respective country. It will provide a set of general presentations on the range of international and UN legal instruments, tools and methodologies at the disposal of policy makers. It will also be at this stage that the national work plans and the sustainability plan will be discussed and agreed upon.</p>		

A 2.2 Organize five (1 per country) capacity-building workshops targeting the most pressing topics in inland transport policy development identified in national connectivity reports. Under the guidance of UNECE, ECLAC and ESCWA staff as well as international experts, recommendations will be formulated for the development of policy measures aimed at improving inland transport connectivity. The audience will consist of a group of selected representatives of national regulatory agencies, which participated in and contributed to the initial fact-finding missions and were identified as facing the most pertinent challenges.

Depending on the findings of the initial fact-finding missions and the priority areas agreed upon in the national work plan and the sustainability plan, the national capacity building workshops could for instance address the following issues:

- On road transport: How to develop national laws and regulations in accordance with international agreements and UN Conventions in the fields of transport, transit and border crossing facilitation, in particular the International Convention on Harmonization of Frontier Controls of Goods, the Convention on International Transport of Goods under Cover of TIR Carnets (TIR Convention and eTIR), and the Convention on the Contract for the International Carriage of Goods by Road (CMR) and its Additional Protocol (eCMR).
- On railway transport: How to overcome existing bottlenecks faced by the railway sector, including cross-border physical interoperability and administrative issues. I.e. lessons learnt from the creation of a CIM/SMGS Common Consignment Note and the Unified Railway Law (URL).
- How to increase the complementarity between road and rail transport rather than creating competition between these two modes along inland routes and ports hinterlands. Depending on national conditions, it could also provide guidance regarding the development of rural road programmes (as a tool to reduce rural poverty, improve access to agricultural markets and increase rural economic productivity); sustainable urban mobility initiatives (as a tool to address congestion) and technologies for cleaner fuels, cleaner vehicles (as tools to increase efficiency and sustainability of inland transport systems).

A 2.3 Organize one inter-regional capacity building event, for representatives of UN Member States and the beneficiary countries to present the project achievements and lessons learnt, to discuss the role of SITCIN in monitoring the progress towards the transport-related SDG achievement and to promote expanding the use of the SITCIN beyond the beneficiary countries. The audience will consist of a group of beneficiary country representatives (from national regulatory agencies), which participated in and contributed to capacity building events and were identified as facing the most pertinent challenges. Furthermore, delegates from other UN Member States will be invited to join the event (covering their own costs).

A 2.4 Create and regularly maintain a web page providing an overview of project activities and intermediate (as well as) final results. This web-page will provide real-time, online access to the progress being made by the beneficiary countries in implementing the set of inland transport connectivity indicators, it will also feature the results of the benchmarking exercises (both at national and regional levels). The web page will be hosted and maintained by ECE with inputs received from other Regional Commissions.

1.10 Risks and mitigation actions

Table 4 – Risks and mitigation actions

Risks	Mitigating Actions
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<p>The set of Sustainable Inland Transport Connectivity Indicators are not accepted by beneficiary countries as a key tool to identify and assess the effectiveness of their inland transport systems and as a foundation for the development of new, innovative evidence-based policy-making</p>	<p>The SITCIN will be developed with the assistance of international experts, national consultants as well and in close cooperation with the relevant authorities in the beneficiary countries. Countries will get full ownership of the indicators and there will be scope to adapt the indicators to their respective national contexts. Throughout the SITCIN development process, feedback will be sought from partner organizations both within and outside the UN system. The SITCIN will undertake several validation exercises with the beneficiary countries and therefore guarantee the full acceptance of the indicators.</p>
<p>Relevant public officials and other national stakeholders do not participate in the training programmes</p>	<p>Governments have been asked to confirm their interest in being a beneficiary of the project in writing. Letters from all 5 beneficiaries have been received. Moreover, the initial kick-off workshop meetings with senior level officials will endorse their support for the project and their commitment to ensure a good level of public sector participation in the trainings.</p>
<p>Governments and private sector are unwilling to partner on transport connectivity activities</p>	<p>During the kick-off workshop/ national fact-finding mission consultations will be held with both public and private sector stakeholders, lobbying for more effective collective action. If reluctance to cooperate remains, separate sessions could be held for public and private sector stakeholders. Every training would however conclude with a joint component exploring avenues for closer cooperation.</p>

1.11 Sustainability

UNECE places high importance on the sustainability of the project results and dissemination of the key deliverables such as the set of SITCIN from global to regional and national levels. Throughout implementation, the UNECE project team will report on progress made to the relevant Inland Transport Committee Working Parties and Expert Groups, in particular, the Working Party (WP.5) on Transport Trends and Economics. Progress will also be reported at relevant ESCWA and ECLAC decision and policy-making bodies. On the occasion of the WP.5 33rd session in September 2020 an international capacity building event will be held for representatives of UN Member States (including the beneficiary countries) to present the project achievements and lessons learnt, to discuss the role of SITCIN in monitoring the progress towards the transport-related SDGs and to expand the SITCIN beyond the beneficiary countries. Feeding the project deliverables into the ongoing inter-governmental regulatory processes at the ECE will contribute towards the sustainability and possible of the project results. Should member States express an interest to further deepen the implementation and to assess the applicability of the SITCIN in different national contexts, a designated Group of Experts could be developed under the auspices of the WP.5. Each of the initial fact-finding missions to the 5 beneficiary countries (A1.2) will result in the development of a country-specific work plan for the project to be agreed upon with the governments. These work plans could then be included in the first progress report of the project, or

alternatively shared with the UNDA team as soon as the specific country priorities have been identified.

Each national work plan will also have a sustainability component defining the next steps required and measures to be taken to ensure the continuation of project activities and sustainability of project outcomes after the project comes to an end.

MONITORING AND EVALUATION

The UNECE, ESCWA and ECLAC project management team will be responsible for regular monitoring of the project implementation. The progress of the project will be reported each year through annual progress reports and all materials, documentation and information related to the project will be shared on a designated UNECE web-page. In addition, a questionnaire will be developed by the project manager to evaluate the effectiveness, efficiency and sustainability of the project activities, which will be circulated regularly, after each workshop in the beneficiary countries among participants. The evaluation of the project will be conducted by an external evaluator during the last six months of the project. The evaluator will have access to the annual project progress reports, workshop reports, evaluation forms and outputs produced by the project. The evaluator will also conduct interviews with key project stakeholders from the target countries and partner organizations, conduct desk research and prepare the evaluation report. The evaluation will be conducted in accordance with the UNECE Evaluation Policy.

MANAGEMENT, PARTNERSHIP AND COORDINATION AGREEMENTS

The project will be implemented jointly by UNECE (executing entity) and ESCWA and ECLAC (cooperating entities). UNECE with the input from ESCWA and ECLAC will carry out administrative and reporting responsibilities. Moreover, the responsibilities of UNECE will include coordination of activities with the governments and other stakeholders on the thematic areas related to UNECE expertise, the organization of workshops and provision of trainers for these workshops, as well as support towards the development of evidence-based policies. ESCWA and ECLAC will support the implementation of activities (workshops, national policy dialogue, etc.) in their respective regions. At UNECE, the Sustainable Transport Division will be responsible for leading, coordinating and monitoring the project and providing expertise on the topics covered by the capacity building activities included in this proposal. UNECE will also be fully managing funds under the project. Given the specialized nature of developing and implementing a set of SITCIN, different types of expertise available within the UNECE Sustainable Transport Division will be required, e.g. depending on the needs identified by the beneficiary countries the project would need to tap from available know-how within the Division on a range of issues, including railways, roads, inland waterways, border crossing facilitation, transit, inter-modality, dangerous goods transport etc.

At ESCWA, the project will be supported by the Economic Development and Integration Division and at ECLAC by the Infrastructure Division.

In addition, the services of national and international consultants will be used to support the analytical processes, the development of the SITCIN the fact-finding missions, the national policy dialogue meetings and the capacity building workshops.

The project will build on existing relationships with regional economic integration organizations as well as other international organizations both within and outside the UN system, including other regional commissions, UNDP, the UN national Country Teams (in beneficiary countries), the World Bank, OECD as well as other IFIs such as ADB, EBRD, the Inter-American Development Bank etc.

ANNEXES

ANNEX 1: RESULT-BASED WORK PLAN AND BUDGET DETAILS

Table 1.1 – Results based work plan and budget

EA	Activity #	Timeframe by activity		Budget class and Code		Amount (USD)
		Year (Y1, Y2, Y3, Y4)	Quarter (Q1, Q2, Q3, Q4)	<i>(Please use the budget classes listed in the table above.)</i>		
EA1	A1.1	Y1	Q4	Consultants and Experts	105	\$22,000 ⁹
		Y2	Q1			
	A1.2	Y2	Q2, Q3	Consultants and Experts	105	\$ 20,000
				Travel of Staff	115	\$ 30,600
	A1.3	Y1 Y2 Y3 Y4	Q4 Q2-Q4 Q1-Q4 Q1	Consultants and Experts	105	\$ 35,500
				Contractual Services	120	\$ 50,950
Consultants and Experts				105	\$ 25,500	
Travel of Staff				115	\$ 30,600	
EA 2	A2.1	Y1 Y2 Y3	Q4 Q4 Q1	General Operating	125	\$ 25,000
				Grants and Contributions	145	\$ 75,000
				Consultants and Experts	105	\$ 20,000
				Travel of Staff	115	\$ 19,050
	A2.2	Y3 Y4	Q4 Q1	General Operating	125	\$ 25,000
				Grants and Contributions	145	\$ 75,000
				Consultants and Experts	105	\$ 5,500
				Travel of Staff	115	\$ 7,500
	A2.3	Y1 Y3	Q4 Q2-Q3	Grants and Contributions	145	\$ 55,500
				Consultants and Experts	105	\$ 15,500
				Travel of Staff	115	\$ 7,500
	A2.4	Y1 Y2 Y3 Y4	Q4 Q2-Q4 Q1-Q4 Q1-Q3	Consultants and Experts	105	\$ 15,500
				Consultants	105	\$ 12,000
				Grants and Contributions	145	\$ 75,000
				Travel of Staff	115	\$ 19,050
	External Evaluation				Consultants	105

⁹ Funds for an international consultant for activities A1.1, A1.3, A2.1, A2.3 and A2.4 in the amount of \$44,000 will be obligated in 2018 while actual implementation of activities will be done in Y2 and Y3

Table 1.2 – Annual budget and implementation rate ¹⁰

Year	Budget	Cumulative financial implementation rate
2018	\$ 44,000	8 %
2019	\$130,600	32 %
2020	\$237,650	75 %
2021	\$137,950	100 %
Total	\$550,200	

¹⁰ Based on the funds obligated for the activities (not the actual disbursement)

ANNEX 2: DETAILED JUSTIFICATION BY CODE

1. Consultants and Experts (105): \$ 156,000 (Total)

(a) *International consultants*

ECE - International consultants to prepare initial set of the sustainable inland transport connectivity indicators, provide advisory services and contribute in finalization of the national connectivity reports, provide substantive support to capacity building workshops and provide inputs for the project webpage, in support of activities: A1.1 (4 work-months), A1.3 (1 work month), A2.1 (1 work-month), A2.3 (1 work month) and A2.4 (1 work month) x (\$5,500 per month) = **\$44,000**.

ECE - In support of the evaluation of the project: (2 work months) x (\$6,000 per work month) = **\$12,000**.

(b) *National / Regional consultants*

ECE - Three National consultants (one per country) to provide inputs to the national connectivity reports, policy dialogue and capacity building workshops, to prepare draft national connectivity report, in support of activities: A1.2 (1 work-month), A1.3 (1.5 work-month), A2.1 (1 work-month), A2.2 (1 work month) and A2.4 (0.5 work months) x (\$4000 per month) = \$20,000 x 3 National consultants = **\$60,000**.

ECLAC - One national consultant to provide inputs to the national connectivity report, policy dialogue and capacity building workshops, to prepare draft national connectivity reports, in support of activities: A1.2 (1 work-month), A1.3 (1.5 work-month), A2.1 (1 work-month), A2.2 (1 work month) and A2.4 (0.5 work months) x (\$4000 per month) = **\$20,000**.

ESCWA - One national consultant to provide inputs to the national connectivity report, policy dialogue and capacity building workshops, to prepare draft national connectivity report, in support of activities: A1.2 (1 work-month), A1.3 (1.5 work-month), A2.1 (1 work-month), A2.2 (1 work month) and A2.4 (0.5 work months) x (\$4000 per month) = **\$20,000**.

2. Travel of Staff (115): \$ 87,750 (Total)

(a) *UN Staff from the implementing entity¹¹*

ECE - 3 missions by two staff for the purpose of 3 fact-finding meetings (Georgia, Kazakhstan and Serbia), in support of activities A1.2 (3 missions). (\$2,350 average mission cost) x (2 persons) = **\$14,100**; 1 mission by one staff for the purpose of ECLAC fact-finding meeting (Paraguay), in support of activities A1.2 (1 mission). (\$5,500 average mission cost) x (1 person) = **\$5,500**; one mission by one staff for the purpose of ESCWA fact-finding meeting (Jordan), in support of activities A1.2 (1 mission). (\$2,000 average mission cost) x (1 person) = **\$2,000**.

ECLAC - one mission by two staff for the purpose of ECLAC fact-finding meeting (Paraguay), in support of activities A1.2 (1 mission). (\$3,000 average mission cost) x (2 persons) = **\$6,000**;

ESCWA - one mission by two staff for the purpose of ESCWA fact-finding meeting (Jordan), in support of activities A1.2 (1 mission). (\$1,500 average mission cost) x (2 persons) = **\$3,000**.

ECE - 3 missions by two staff for the purpose of 3 policy dialogue/training meetings (Georgia, Kazakhstan

¹¹ Developing and implementing a set of SITCIN is a highly specialized work that will require different types of expertise existing within the Regional Commissions, e.g. depending on the needs identified by the beneficiary countries, we may require expertise on railways, roads, inland waterways, border crossing facilitation, transit, inter-modality, dangerous goods transport etc. These are very different areas of expertise and thus the flexibility to bring in two staff for each of the missions is required.

and Serbia), in support of activities A2.1 (3 missions). (\$2,350 average mission cost) x (2 persons) = **\$14,100**; one mission by one staff for the purpose of ECLAC policy dialogue/training meetings (Paraguay), in support of activities A2.1 (1 mission). (\$5,500 average mission cost) x (1 person) = **\$5,500**; one mission by one staff for the purpose of ESCWA policy dialogue/training meetings (Jordan), in support of activities A2.1 (1 mission). (\$2,000 average mission cost) x (1 person) = **\$2,000**;

ECLAC - one mission by two staff for the purpose of ECLAC policy dialogue/training meeting (Paraguay), in support of activities A2.1 (1 mission). (\$3,000 average mission cost) x (2 persons) = **\$6,000**.

ESCWA - one mission by two staff for the purpose of ESCWA policy dialogue/training meeting (Jordan), in support of activities A2.1 (1 mission). (\$1,500 average mission cost) x (2 persons) = **\$3,000**.

ECE - 3 missions by one staff for the purpose of 3 capacity building workshops (Georgia, Kazakhstan and Serbia), in support of activities A2.2 (3 missions). (\$2,350 average mission cost) x (one person) = **\$7,050**; 1 mission by one staff for the purpose of ECLAC capacity building workshop (Paraguay), in support of activities A2.2 (1 mission). (\$5,500 average mission cost) x (1 person) = **\$5,500**; one mission by one staff for the purpose of ESCWA capacity building workshop (Jordan), in support of activities A2.2 (1 mission). (\$2,000 average mission cost) x (1 person) = **\$2,000**.

ECLAC - one mission by one staff for the purpose of ECLAC capacity building workshop (Paraguay), in support of activities A2.2 (1 mission). (\$3,000 average mission cost) x (one persons) = **\$3,000**;

ESCWA - one mission by two staff for the purpose of ESCWA capacity building workshop (Jordan), in support of activities A2.2 (1 mission). (\$1,500 average mission cost) x (one persons) = **\$1,500**.

ECLAC - one mission by ECLAC staff for the purpose of one international capacity building workshop in Geneva, in support of activities A2.3 (1 mission). (\$5,500 average mission cost) x (one person) = **\$5,500**;

ESCWA - one mission by ESCWA staff for the purpose of one international capacity building workshop in Geneva, in support of activities A2.3 (1 mission). (\$2,000 average mission cost) x (one person) = **\$2,000**.

3. Contractual services (120): \$ 50,950 (Total)

ECE - Contractual services in support of activity A1.3 = **\$25,450** (editing, translation and printing).

ECLAC - Contractual services in support of activity A1.3 = **\$12,750** (editing, translation and printing).

ESCWA - Contractual services in support of activity A1.3 = **\$12,750** (editing, translation and printing).

4. General operating expenses (125): \$ 50,000 (Total)

ECE - A provision of \$30,000 is required for local services for all workshops at the national level in support of activities A2.1 and A2.2: 6 national workshops x \$5,000 = **\$30,000** (e.g. venue and equipment) for Georgia, Kazakhstan and Serbia.

ECLAC - A provision of \$10,000 is required for local services for all workshops at the national level in support of activities A2.1 and A2.2: 2 national workshops x \$5,000 = **\$10,000** (e.g. venue and equipment) for Peru or Paraguay.

ESCWA - A provision of \$10,000 is required for local services for all workshops at the national level in support of activities A2.1 and A2.2: 2 national workshops x \$5,000 = **\$10,000** (e.g. venue and equipment) for Jordan.

5. Grants and Contributions (145): \$ 2015,500 (Total)

(a) *Workshops & seminars*

ECE - In support of activity A2.1 three policy-dialogue meetings in Georgia, Kazakhstan and Serbia \$750 per participant x 20 participants x 3 workshops = **\$45,000**;

ECLAC - In support of activity A2.1 one policy-dialogue meeting in Paraguay \$750 per participant x 20 participants x 1 workshop = **\$15,000**;

ESCWA - In support of activity A2.1 one policy-dialogue meeting in Jordan \$750 per participant x 20 participants x 1 workshop = **\$15,000**;

ECE - In support of activity A2.2 three capacity building meetings in Georgia, Kazakhstan and Serbia \$750 per participant x 20 participants x 3 workshops = **\$45,000**;

ECLAC - In support of activity A2.2 one capacity building meeting in Paraguay \$750 per participant x 20 participants x 1 workshop = **\$15,000**;

ESCWA - In support of activity A2.2 one capacity building meeting in Jordan \$750 per participant x 20 participants x 1 workshop = **\$15,000**;

ECE - In support of activity A2.3 one capacity-building workshop in Geneva \$2,500 per participant x 7 participants (Central Asia) +2,000\$ per participant x 4 participants (South-Eastern Europe) = **\$25,500**;

ECLAC - In support of activity A2.3 one capacity-building workshop in Geneva \$5,500 per participant x 4 participants = **\$22,000**;

ESCWA - In support of activity A2.3 one capacity-building workshop in Geneva \$2,000 per participant x 4 participants = **\$8,000**;