



Technical Assistance Report

Project Number: 47220-001
Policy and Advisory Technical Assistance (PATA)
July 2014

Georgia: Support for Transportation Policy

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 10 June 2014)

Currency unit	–	lari (GEL)
GEL1.00	=	\$0.5685
\$1.00	=	GEL1.759

ABBREVIATIONS

ADB	–	Asian Development Bank
MOESD	–	Ministry of Economy and Sustainable Development
MRDI	–	Ministry of Regional Development and Infrastructure
TA	–	technical assistance

NOTE

In this report, "\$" refers to US dollars.

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POLICY AND ADVISORY TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 47220-001	
Project Name	Support for Transportation Policy	Department /Division	CWRD/CWTC
Country Borrower	Georgia Ministry of Economy and Sustainable Development	Executing Agency	Ministry of Economy and Sustainable Development of Georgia
2. Sector		ADB Financing (\$ million)	
✓ Transport	Transport policies and institutional development		0.75
		Total	0.75
3. Strategic Agenda		Climate Change Information	
Inclusive economic growth Environmentally sustainable growth	Pillar 1: Economic opportunities, including jobs, created and expanded Global and regional transboundary environmental concerns	Climate Change impact on the Project	Low
4. Drivers of Change		Gender Equity and Mainstreaming	
Governance and capacity development Knowledge solutions	Institutional development Organizational development Application and use of new knowledge solutions in key operational areas Knowledge sharing activities	No gender elements (NGE)	✓
5. Poverty Targeting		Location Impact	
Project directly targets poverty	No	Nation-wide	High
6. TA Category:	B		
7. Safeguard Categorization	Not Applicable		
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.75	
Sovereign Policy and advisory technical assistance: Technical Assistance Special Fund		0.75	
Cofinancing		0.00	
None		0.00	
Counterpart		0.00	
None		0.00	
Total		0.75	
9. Effective Development Cooperation			
Use of country procurement systems		No	
Use of country public financial management systems		No	

I. INTRODUCTION

1. The Government of Georgia has requested technical assistance (TA) from the Asian Development Bank (ADB) to develop a national transportation policy.¹ The TA has been included in ADB's country operations business plan, 2014–2016² and is described in detail in ADB's Georgia Transport Sector Assessment, Strategy, and Road Map.³
2. ADB fielded a mission to Georgia on 5–8 May 2014 to consult with the government on a joint memorandum of understanding in which agreement was reached in principle with the executing agency, the Transport Policy Department of the Ministry of Economy and Sustainable Development (MOESD), as to the impact, outcome, outputs, cost estimates, draft terms of reference, implementation arrangements, and key activities of the TA.
3. The TA concept paper was approved on 28 May 2014. The design and monitoring framework of the TA is in Appendix 1.

II. ISSUES

4. Since 2004, the transport sector in Georgia has undergone major transformation both in terms of physical infrastructure and in the manner in which transport services are delivered. Airport passenger throughput and cross-border truck movements have increased considerably, as has the efficiency of customs operations. There have also been major revisions to rules and regulations on the supply of transport services and infrastructure, with restructuring of transport bodies, delegation of responsibilities for infrastructure improvements to line agencies, and additional private sector involvement in airlines, airports, ports, and shipping.
5. The government aims to accelerate the sector's development by increasing the capacity of roads, railways, ports, airports, cargo terminals, and logistics infrastructure. The current priorities are: (i) completion of the East–West highway, which links the border with Azerbaijan via Tbilisi to the Black Sea ports of Batumi and Poti, and onward to the border with Turkey at Sarpi; (ii) the Baku–Tbilisi–Kars railway line; (iii) development of an international airport at Kutaisi; and (iv) construction of a deepwater port at Anaklia.
6. The government is committed to implementing economic policies that foster sustainable development. However, the current low level of the private sector's competitiveness, inadequate development of human resources, insufficient diversification of exports, and low value addition are acknowledged as key impediments to growth. It is understood that capital investment in the transport sector in recent years has not always been targeted at the highest-yielding projects. Georgia would benefit from guidelines for prioritization of transport projects, which would enable Georgia to more efficiently allocate scarce resources to competing projects across all transport modes.
7. Despite investments in road and rail infrastructure, Georgia is, however, currently unable to handle substantial increases in cargo volumes, the cost of shipping and logistics services is not competitive, the proportion of container freight being transported by rail is low by international standards, and modern logistics facilities are lacking; Georgia was recently ranked

¹ The TA first appeared in the business opportunities section of ADB's website on 30 May 2014.

² ADB. 2013. *Country Operations Business Plan: Georgia, 2014–2016*. Manila.

³ ADB. 2014. *Georgia Transport Sector Assessment, Strategy, and Road Map*. Manila.

116th of 160 countries in terms of logistics performance,⁴ and 103rd of 148 countries in terms of international distribution.⁵

8. The government's ambition for the transport sector is to exploit Georgia's geographic location between Asia and Europe, to turn it into a regional logistics hub and business platform, and to upgrade its multimodal infrastructure. Having well-developed transport infrastructure is recognized as an important factor in enhancing Georgia's competitiveness and realizing its full transit potential. Efforts are thus expected to focus on developing transport infrastructure and the logistics sector, and on trying to attract investment into these sectors and to more closely integrate Georgia's transport infrastructure into international and regional transport networks.

9. However, the transport sector lacks an overall policy to guide its development in an inclusive and sustainable manner, which has resulted in each transport agency adopting its own vision, strategy, or agenda. The sector needs a comprehensive development policy, including a suitable road map for each mode and respective financing arrangements.

10. Transport institutions are fragmented and under the direction of multiple ministries: (i) MOESD, which has overall responsibility for civil aviation, land, and maritime transport; (ii) the Ministry of Regional Development and Infrastructure (MRDI) which is responsible for roads; and (iii) the Ministry of Internal Affairs, which handles policing of roads, including traffic safety matters. There is a need to review the institutional structure within which transport services are provided and to ensure that, in the long-term, both institutional structure and coordination between agencies do not represent impediments to efficient provision of transport services.

11. The Maritime Transport Agency, the Civil Aviation Agency, the Land Transport Agency, and the State Hydrographic Service operate as technical regulators. However, economic regulation of transport services—i.e., the regulation of price, service quality, and frequency—is rather limited for most modes and is in need of further development. The TA will also look at the long-term sustainability of infrastructure investments and recommend various measures to ensure that transport agencies have sufficient funds to cover operation and maintenance needs.

12. Despite ongoing work by various development partners, the capacity of the various transport agencies still needs to be strengthened. For example, the roads department of MRDI has evolved into a network manager and contract administrator but would benefit from additional staff training to facilitate more efficient delivery of projects. At the ministry level, the situation also needs improvement: less than 50% of MOESD staff working on transport-related issues are qualified or have received formal education in a transport-related discipline, and it is estimated that 90% of staff members require short-term training to handle their assignments, while 20% need postgraduate specializations. There is also a clear short-term need to build transport planning capacity, particularly within the Transport Policy Department of MOESD.

⁴ World Bank. Logistics Performance Index Dataset. <http://lpi.worldbank.org/> (accessed 27 May 2014).

⁵ World Economic Forum. 2013. *The Global Competitiveness Report, 2013–2014*. Geneva.

III. THE POLICY AND ADVISORY TECHNICAL ASSISTANCE

A. Impact and Outcome

13. The impact will be a safer and more efficient transport system that promotes economic growth in Georgia. The outcome will be government adoption of the transport policy and action plan.

B. Methodology and Key Activities

14. The main outputs of the TA are: (i) national transport policy recommendations and action plan, (ii) a long-term human resource development plan with strengthened transport planning capacity for MOESD staff, and (iii) guidelines for prioritization of transport projects with provided support to transport agencies in implementation.

15. The national transport policy and action plan will assist Georgia in identifying actions needed to improve the performance of the transport sector. The human resources development plan will help tackle the gap between current skill levels and future skill needs in the transport sector. The guidelines for prioritization of transport projects, along with efforts to strengthen transport planning capacity in MOESD, will help Georgia plan and appraise the most worthwhile transport projects to progress, while support will be provided to assist transport agencies in implementing both the guidelines for prioritization of transport projects, and key recommendations of the national transport policy and action plan.

16. One of the key focuses of the TA will be to support the development of the logistics industry. The consultants will therefore collect basic data on logistics in Georgia (e.g., surveys of logistics services providers, forwarders and users, logistics costs for various types of goods) and review the existing stage of logistics development in Georgia. This review will focus on economic, legal, organizational, institutional and regulatory issues, and will identify key issues hindering the development of the logistics industry. The consultants will also review international best practice, and make recommendations designed to speed up the development of the logistics industry in Georgia.

17. The consultants will be required to undertake detailed consultations during two key stages of the TA: (i) at inception, and (ii) upon completion of draft findings. Consultations will involve extensive meetings with relevant ministries, transport agencies, local government, development banks, nongovernment organizations, representatives of the private sector such as logistics companies, and the public.

18. Before drafting the national transport policy, the consultants will produce a report on current issues and likely future challenges in the transport sector. This will be disseminated to members of the steering committee (para. 25) and will be reviewed to ensure that the consultants have an adequate understanding of current and future issues in the transport sector.

19. The consultants will review current human resource development issues in the transport sector before producing a draft human resource development plan and submitting it to the steering committee for comments.

20. The consultants will produce a draft national transport policy and action plan, a long-term human resource development plan, and guidelines for prioritization of transport projects and

submit them to the steering committee for comments. Documents are to be finalized based on comments received from the steering committee and during the second round of stakeholder consultations. The consultants should finalize documents no later than 4 weeks after receipt of comments. Prior to completion of the final transport policy and action plan, the consultants will propose to the steering committee where consultancy support should be given to transport bodies responsible for implementing the guidelines for prioritization of transport projects, the national transport policy and action plan, and the long-term human resource development plan. The consultants will then deliver consultancy support as agreed with the steering committee.

21. The design and monitoring framework (Appendix 1) specifies several assumptions and risks. The main assumptions are: (i) the government commits to the national transport policy and the funding necessary to implement measures contained therein, and (ii) all stakeholders give timely support to consultants in performing their assignments. The steering committee, which will include representatives of various government ministries and transport agencies, should help ensure that all assumptions are delivered upon. The main risks are: (i) deterioration of economic conditions resulting in reduced budget available for transport projects, (ii) lack of support from transport agencies for required sector reform, and (iii) prolonged decision making delaying acceptance of TA outputs. The risks can be partially mitigated by ADB and PPTA consultants through proactive engagement with all relevant stakeholders.

C. Cost and Financing

22. The TA is estimated to cost \$825,000, of which \$750,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-V). The government will provide counterpart support in the form of counterpart staff, office space, basic office supplies, and other in-kind contributions.

D. Implementation Arrangements

23. MOESD will be the executing agency for this TA, and will be responsible for providing the government's in-kind contributions of office space (suitable for five consultants), basic office supplies, and counterpart staff. The Transport and Communications Division of ADB's Central and West Asia Department will administer the TA.

24. A steering committee will be formed to guide TA development. The steering committee will consist of high-level representatives of MOESD, MRDI, Roads Department, port authorities, customs, Ministry of Finance, Georgian Railways, and other key stakeholders in the transport industry, such as the private sector, development agencies, and nongovernment organizations. MOESD will chair the steering committee and act as its secretariat, reporting regularly to the steering committee and ADB on the progress of the TA. MOESD will designate a project director, who will be the primary MOESD focal person for the TA prior to mobilization of consultants.

25. The TA will be implemented over 28 months, from September 2014 to December 2016. It will engage 20 person-months of intermittent individual international consulting input and 18 person-months of intermittent individual national consulting input. The international consultants will comprise a transport planner, a transport economist, and a human resource development specialist. The national consultants will comprise a transport specialist and an institutional and regulatory specialist. All experts shall be recruited through the individual consultant selection method and in keeping with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). Proceeds of the TA will be disbursed in accordance with ADB's *Technical Assistance Disbursement Handbook* (2010, as amended from time to time). All equipment will

be procured in line with ADB's Procurement Guidelines (2013, as amended from time to time). It is envisaged that throughout the TA, external experts in specialist areas such as climate change will be brought in as resource persons to provide guidance and review.

26. During TA implementation, training, workshops, and seminars will be held as needed. These may cover, but not be limited to, the development of the TA, transport planning, human resource development issues, and prioritization of transport projects.

27. The consultants will be required to submit the following deliverables to the government and ADB: (i) an inception report within 4 weeks of commencement of services; (ii) a draft review of the existing state of, and future challenges for, the transport sector within 12 weeks of commencement of services; (iii) a draft human resource plan for the transport sector within 24 weeks of commencement of services; (iv) draft guidelines for prioritization of transport projects within 24 weeks of commencement of services; (v) a draft transport policy within 36 weeks of commencement of services; (vi) a final transport policy within 44 weeks of commencement of services; and (vii) a final report upon completion of assignment. The consultants will also be required to submit progress reports to ADB and the government every 4 weeks throughout the TA.

28. It is envisaged that the main TA outputs—the national transport policy and action plan, the long-term human resource development plan, and guidelines for prioritization of transport projects—will be published by the government. The other deliverables, including presentations and documentation produced as part of the output on developing transport planning capacity, will be disseminated to the steering committee. The TA consultants will be responsible for proposing a plan outlining how outputs of the TA will be further disseminated.

IV. THE PRESIDENT'S DECISION

29. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$750,000 on a grant basis to the Government of Georgia for Support for Transportation Policy, and hereby reports this action to the Board.

DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets and Indicators with Baselines	Data Sources and Reporting Mechanisms	Assumptions and Risks
<p>Impact Safer and more efficient transport system that promotes economic growth in Georgia</p>	<p>The number of fatalities per 10,000 registered vehicles declined from 7.9 in 2012 to 5.5 in 2020</p> <p>Share of container freight travelling by rail increased from 4.6% in 2011 to 8.0% in 2020</p>	<p>WHO Global Status Report on Road Safety</p> <p>MOESD data</p>	<p>Assumption Government commits to national transport policy, including funding necessary to implement measures contained therein</p> <p>Risk Deterioration in economic conditions results in reduction in available budget</p>
<p>Outcome Government adoption of transport policy and action plan</p>	<p>By 2016, institutional, policy, and regulatory reforms and human resource development needs accepted by the government</p> <p>By 2016, guidelines for prioritization of transport projects accepted by the government</p>	<p>Government publication of transport sector policy</p> <p>Consultant reports</p>	<p>Risk Lack of support from transport agencies for required sector reform</p>
<p>Outputs</p> <p>1. Transport sector policy recommendations and action plan for Georgia developed</p> <p>2. Long-term human resource development plan completed with strengthened transport planning capacity for MOESD staff</p> <p>3. Guidelines for prioritization of transport projects completed with provided support to transport agencies in implementation</p>	<p>Transport policy and action plan agreed with steering committee by 2015</p> <p>Human resource development plan agreed with steering committee by 2015</p> <p>Guidelines for prioritization of transport projects agreed with steering committee by 2015</p>	<p>Consultant reports</p>	<p>Assumption All stakeholders, including government ministries, agencies, development partners, and civil society, give timely support to consultants in performing their assignments</p> <p>Risk Prolonged decision-making delays acceptance of TA outputs</p>

<p>Activities with Milestones</p> <p>1. Transport sector policy recommendations and action plan for Georgia developed</p> <p>1.1 Conduct initial consultations (by March 2015)</p> <p>1.2 Review current issues and future challenges in transport sector (by June 2015)</p> <p>1.3 Produce draft sector policy and action plan and complete final consultations (by October 2015)</p> <p>1.4 Finalize transport policy and action plan based on comments received during consultations (by December 2015)</p> <p>2. Long-term human resource development plan completed with strengthened transport planning capacity for MOESD staff</p> <p>2.1 Conduct initial consultations (by March 2015)</p> <p>2.2 Review existing human resource development needs in the transport sector (by June 2015)</p> <p>2.3 Review existing transport planning capacity in MOESD (by June 2015)</p> <p>2.4 Produce long-term human resource development plan (by October 2015)</p> <p>2.5 Provide training in transport planning to MOESD (by December 2015)</p> <p>3. Guidelines for prioritization of transport projects completed with provided support to transport agencies in implementation</p> <p>3.1 Review current mechanisms to allocate assets to transport projects (by June 2015)</p> <p>3.2 Produce guidelines for prioritization of transport projects (by October 2015)</p> <p>3.3 Identify need for implementation support (by October 2015)</p> <p>3.4 Commence implementation support (by January 2016)</p> <p>3.5 Finalize implementation support (by December 2016)</p>	<p>Inputs</p> <p>ADB (TASF-V): \$750,000</p> <p>Note: The government will provide counterpart support in the form of counterpart staff, office space, basic office supplies, and other in-kind contributions.</p>
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ADB = Asian Development Bank, MOESD = Ministry of Economy and Sustainable Development, TA = technical assistance, TASF = Technical Assistance Special Funds, WHO = World Health Organization.
Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$'000)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	450.0
ii. National consultants	90.0
iii. Resource persons	40.0
b. International and local travel	50.0
c. Data collection, reports and communications	20.0
d. Translation services	20.0
2. Information technology equipment ^b	5.0
3. Training, workshops, seminars, and conferences	
a. Workshops	20.0
b. Technical training programs and courses	20.0
4. Miscellaneous administration and support costs	5.0
5. Contingencies	30.0
Total	750.0

Note: The technical assistance (TA) is estimated to cost \$825,000, of which contributions from the Asian Development Bank are presented in the table above. The government will provide counterpart support in the form of counterpart staff, office space, basic office supplies, and other in-kind contributions. The value of government contribution is estimated to account for about 9% of the total TA cost.

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-V).

^b Equipment to be procured may include: printer, photocopier, camera, and laptop computers. These assets will be turned over to the executing agency upon completion of the TA.

Source: Asian Development Bank estimates.

OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

A. Introduction

1. Under the technical assistance (TA), 38 person-months of consultant services (20 international and 18 national) will be provided through individual consultants to help the Government of Georgia formulate a transport sector policy. The consultants will be recruited according to the ADB's Guidelines on the Use of Consultants (2013, as amended from time to time).

2. The individual international and national consultants will work closely with the Transport and Communications Division of ADB's Central and West Asia Department, which is responsible for administering this TA. The Transport Policy Department of the Ministry of Economy and Sustainable Development (MOESD) will be the executing agency.

B. Composition of Consultants

3. The consultant team will comprise three international individual consultants and two national individual consultants. The international consultants will comprise (i) a transport planner (10 person-months), (ii) a transport economist (5 person-months), and (iii) a human resource development specialist (5 person-months). The transport planner will also serve as the team leader and coordinate the inputs of all international and national specialists, and the delivery of the TA. The national consultants will comprise a transport specialist (12 person-months) and an institutional and regulatory specialist (6 person-months). It is envisaged that, in addition to the consultant team, ADB will bring in external peer reviewers as resource persons.

4. **Transport planner** (international 10.0 person-months). The transport planner will have (i) at least a master's degree (or equivalent) in transport planning or civil engineering or other relevant field, (ii) at least 15 years relevant professional experience, and (iii) a relevant work experience in Georgia or a similar Developing Member Countries (DMC). The transport planner will take responsibility for delivering the national transport policy and action plan, review the long term human resource development plan and prioritization framework, and ensure that they are appropriate to context and are in line with international best practice. In addition, the transport planner will prepare monthly progress reports, provide intellectual leadership and guidance to the team, and be responsible for the preparation and finalization of each deliverable. In particular, the transport planner will conduct these tasks:

- (i) Take overall responsibility for the project, ensuring that all deliverables are produced on time and that the project is delivered to the agreed budget;
- (ii) Take overall responsibility for the inception report and monthly progress reports;
- (iii) Facilitate initial consultations and workshops to discuss relevant transport sector issues with Government of Georgia, relevant ministries, transport agencies, development partners, civil society, the private sector and other relevant stakeholders;
- (iv) Keep minutes of consultations and workshops to ensure that the views of all parties are documented and given due consideration in production of final deliverables;
- (v) Assist in the collection, compilation and analysis of all information relating to transport demand and supply networks;
- (vi) Assist with the identification of the funding envelope available for transport infrastructure;

- (vii) Take the lead with the preparation of the review of the existing state of, and future challenges for, the transport sector, and based on feedback from the project steering group finalize the document in line with comments received;
- (viii) Working with human resource specialist, ensure that the human resource plan accurately reflects HR needs in Georgian transport sector, reviewing draft report and ensuring that final product reflects actual needs and is revised in line with feedback provided during final consultation session;
- (ix) Working with the transport economist, review draft framework for prioritization of transport projects, ensuring that the final product is in line with best practice and is revised in line with feedback given during final consultations;
- (x) Take the lead on the preparation of the draft transport policy and action plan, facilitating a series of consultations presenting the draft transport policy, and take responsibility for the finalization of the transport policy based on feedback from consultations;
- (xi) Take the lead of the identification of areas where support can be provided to transport agencies in implementation of transport policy, action plans, long term human resource plan, or prioritization framework;
- (xii) Ensure that support is provided to agencies in implementing findings of the TA;
- (xiii) Maintain close contact and good working relations with the ADB project manager and the Ministry of Economy and Sustainable Development (MOESD), other relevant Government ministries, transport agencies, and other key stakeholders throughout the entire execution of the TA; and
- (xiv) Make a presentation on the final transport policy, action plan, prioritization framework and long term human resource development plan to Georgian government.

5. **Transport economist** (international 5.0 person-months). The transport economist will have (i) at least a master's degree in economics (or equivalent), (ii) at least 10 years relevant professional experience, and (iii) work experience in Georgia or a similar DMC. The transport economist will take overall responsibility for a number of key areas including the production of a framework for prioritization of transport projects. In particular, the transport economist they will:

- (i) Actively participate in inception stage, facilitating initial discussions and taking a lead with respect to framework for prioritization of transport projects;
- (ii) Take the lead on the collection, compilation and analysis of all information relating to current state of, and future challenges for, transport sector;
- (iii) Review pricing strategy for each transport mode and make recommendations needed to ensure that each mode has sufficient funding to ensure that they can cover investment needs and ongoing operation and maintenance expenditures;
- (iv) With the team leader, assist with the review of strategic transport planning capacity within MOESD and implement capacity development measure to strengthen capacity of MOESD in this regard;
- (v) Assist the transport planner with the preparation of the review of the existing state of the transport sector, and based on feedback from the project steering group finalize the document in line with comments received;
- (vi) Take the lead on the review of likely future challenges in the Georgian transport sector, based on assessment of current and likely future demand in the sector;
- (vii) Review the financial sustainability of all Georgian transport agencies, making recommendations as to needed changes to ensure their ongoing sustainability;

- (viii) Take the lead on the identification of the likely funding envelope available for transport infrastructure and future priorities for investment in new and existing infrastructure;
- (ix) Take the lead on review of transport and logistics costs in Georgia, using a number of different products as examples, and benchmark transport and logistics costs in Georgia against other countries, making recommendations as to needed changes to policies to ensure competitiveness of logistics industry;
- (x) Take the lead on the preparation of a draft framework for prioritization of transport projects, ensuring that the final product is in line with best practice and is revised in line with feedback given during final consultations;
- (xi) Assist the transport planner with the preparation of the draft transport policy and action plan, facilitating a series of consultations presenting the draft transport policy, and help with the finalization of the transport policy based on feedback from the consultations;
- (xii) Liaise with staff and consultants of development agencies working on technical assistance projects in Georgia to ensure minimal overlapping between activities, and a common view for development of transport sector is provided;
- (xiii) Maintain close contact and good working relations with the ADB project manager and MOESD, other relevant Government ministries, transport agencies, and other key stakeholders throughout the entire execution of the TA; and
- (xiv) Assist the team leader with a presentation on the final transport policy, action plan, prioritization framework and long term human resource development plan to Georgian government.

6. **Human resource development specialist** (international 5.0 person-months). The human resource development specialist will have (i) at least a master's degree (or equivalent) in a relevant discipline, (ii) at least 10 years relevant professional experience, and (iii) work experience in Georgia or a similar DMC. The human resources expert will take overall responsibility for a number of key areas including the production of a long term human resource plan for the transport sector. In particular, the human resource development specialist will:

- (i) Actively participate in inception stage, facilitating initial discussions and taking a lead with respect to discussions as to current human resource development issues within the transport sector;
- (ii) With the team leader, assist with the review of strategic transport planning capacity within MOESD and implement capacity development measure to strengthen capacity of MOESD in this regard;
- (iii) Assist the transport planner/team leader with the preparation of the review of the existing state of the transport sector, and based on feedback from the project steering group finalize the document in line with comments received;
- (iv) Review the match between current skill levels and needs in each relevant Government ministry and transport agency;
- (v) Review current university curricula and assess the ability of the education sector to produce graduates with necessary skill sets in transport;
- (vi) Based on this analysis, take the lead on the preparation of a draft human resource plan for the transport sector, making recommendations as to the needed changes to ensure that relevant Government ministries and transport agencies are able to attract staff with suitable skill sets, ensuring that the final product is in line with best practice and is revised in line with feedback given during final consultations;
- (vii) Assist the transport planner with the preparation of the draft transport policy and action plan, facilitating a series of consultations presenting the draft transport

- policy, and help with the finalization of the transport policy based on feedback from the consultations;
- (viii) Liaise with staff and consultants of development agencies working on technical assistance projects in Georgia to ensure minimal overlapping between activities, and that a common view for development of transport sector is provided;
 - (ix) Maintain close contact and good working relations with the ADB project manager and MOESD, other relevant Government ministries, transport agencies, and other key stakeholders throughout the entire execution of the TA; and
 - (x) Assist the team leader with a presentation on the final transport policy, action plan, prioritization framework and long term human resource development plan to Georgian government.

7. **Transport specialist** (national 12 person-months). The national transport specialist will have (i) at least a master's degree (or equivalent) in civil engineering or other relevant discipline, (ii) at least 10 years relevant professional experience, and (iii) substantial professional experience in Georgia. The national transport specialist will take responsibility for review of current state of the transport sector, including all issues relating to roads, rail, aviation, urban transport, ports/maritime, safety, pipelines, deployment of Information and Communication Technologies (ICT), and environmental impact; assist the team leader with data collection and analysis for transport sector; facilitate workshops and consultations; provide inputs to review of existing state of, and future challenges for, the transport sector, long term human resources plan, prioritization framework, transport policy and action plan; and other tasks as assigned by the transport planner/team leader. In particular, the national transport specialist will:

- (i) Participate at inception stage, facilitating initial discussions and taking a lead with respect to discussions on issues within the transport sector;
- (ii) Attend monthly progress meetings, and assist transport planner/team leader in preparation of relevant material (as needed);
- (iii) Assist the transport planner/team leader with the preparation of the review of the existing state of, and future challenges for, the transport sector, and based on feedback from the project steering group, finalize the document in line with comments received;
- (iv) Assist the human resource specialist with the review of current human resource issues in the transport sector;
- (v) Liaise with staff and consultants of development agencies working on technical assistance projects in Georgia to ensure minimal overlap between activities, and that a common view for development of transport sector is provided;
- (vi) Maintain close contact and good working relations with the ADB project manager and MOESD, other relevant Government ministries, transport agencies, and other key stakeholders throughout the entire execution of the TA; and
- (vii) Assist the team leader with a presentation on the final transport policy, action plan, prioritization framework and long term human resource development plan to Georgian government.

8. **Institutional and regulatory specialist** (national 6.0 person-months). The institutional and regulatory specialist will have: (i) at least a master's degree (or equivalent) in a relevant discipline, (ii) at least 10 years relevant professional experience, and (iii) experience working in Georgia. The institutional and regulatory specialist will take responsibility for review of the current structure for delivery of transport services, including review of the existing regulatory regime and recommend a series of measures necessary for improvement in the efficiency of delivery of Georgian transport. In particular, the institutional and regulatory specialist will:

- (i) Actively participate in inception stage, facilitating initial discussions and taking a lead with respect to discussions as to institutional and regulatory issues within the transport sector;
- (ii) Assist the transport planner/team leader with the preparation of the review of the existing state of, and future challenges facing, the transport sector, focusing on institutional and regulatory issues, and based on feedback from the project steering group, finalize the document in line with comments received;
- (iii) Discuss with relevant bodies where changes to regulatory framework may benefit multimodal transport, logistics development and private sector participation;
- (iv) Take the lead on the preparation of a review of the existing institutional and regulatory issues and make policy recommendations on needed changes for efficient operation of Georgian transport sector;
- (v) Liaise with staff and consultants of development agencies working on technical assistance projects in Georgia to ensure minimal overlapping between activities, and that a common view for development of transport sector is provided;
- (vi) Maintain close contact and good working relations with the ADB project manager and MOESD, other relevant Government ministries, transport agencies, and other key stakeholders throughout the entire execution of the TA; and
- (vii) Assist the team leader with a presentation on the final transport policy, action plan, prioritization framework and long term human resource development plan to Georgian government.

C. Reporting Requirements

9. The consultants will be required to submit the following deliverables to the government and ADB: (i) an inception report within 4 weeks of commencement of services; (ii) a draft review of the existing state of, and future challenges for, the transport sector within 12 weeks of commencement of services; (iii) a draft human resource plan for the transport sector within 24 weeks of commencement of services; (iv) draft guidelines for prioritization of transport projects within 24 weeks of commencement of services; (v) a draft transport policy within 36 weeks of commencement of services; (vi) a final transport policy within 44 weeks of commencement of services; and (vii) a final report upon completion of assignment. The consultants will also submit progress reports to ADB and the government every 4 weeks throughout the TA. Draft reports shall be finalized no later than 2 weeks after receipt of comments from ADB and the government.

10. The inception report, all progress reports, the guidelines for prioritization of transport projects, the long-term human resource development plan for the transport sector, and the transport policy and action plan are to be delivered in a format to be agreed with ADB and the government. Six copies (three in English and three in Georgian) of all reports are to be provided to MOESD, and three copies (in English) are to be delivered to ADB. The main text of the transport policy should not exceed 100 pages including executive summary, while both the guidelines for prioritization of transport projects and the human resource development plan should not exceed 75 pages (A4-size, single spaced). A separate four-page knowledge product based on the transport policy and action plan should also be produced. An electronic copy of the final draft of the transport policy (in MSWord and PDF formats), knowledge product, and a presentation to the government (in Powerpoint format) will be submitted to MOESD (in Georgian and English) and to ADB (in English) at the end of the services.