



Economic and Social Council

Distr.: General
21 September 2015

Original: English

Economic Commission for Europe

Inland Transport Committee

Working Party on Intermodal Transport and Logistics

Fifty-eighth session

Geneva, 30 November – 1 December 2015

Item 10 of the provisional agenda

Preparing National Master Plans on freight transport and logistics

Study on National logistics master plans

Note by secretariat

I. Mandate

1. At its fifty-first session the Working Party addressed the topic of modern transport chains, national logistics master plans and the role of governments on the design and management of freight and intermodal transport. The secretariat, in cooperation with a virtual expert group on transport chains and logistics and contributions from the Groupement Européen du Transport Combiné and Austria (Informal documents WP.24 Nos. 5 and 6 (2008)), had prepared a study on the design and management of freight and intermodal transport and the role of governments (ECE/TRANS/WP.24/2008/4).
2. At its Fifty-seventh session the Working Party agreed that further action was necessary and that a formal document should be prepared for the Working Party elaborating further on (a) guidelines on how to prepare a national freight transport and logistics master plan; and (b) the preparation of a tool-box of policy measures and mechanisms that, depending on national circumstances, could be utilized to this end.
3. This document has been prepared in line with the requirements set out above.

II. Background

4. In order to better understand the workings of national logistics action or master plans the secretariat has identified a sample of 20 such plans from within the UNECE region to review and to draw information from. The secretariat encourages member States to review the list identified in the annex and forward other plans to the secretariat where they exist to further broaden the database. These plans have generally followed different processes in their development and are very different from each other. For example, their page length

varies from just 3 pages in length to over 190 pages, they were prepared in different years ranging from 2006 to 2013 and, importantly, they cover different modes of transport.

5. While all the plans look at logistics and freight movements they do so in often very different ways. The annex highlights the different topics that are discussed in each of the plans. Before starting on the drafting of these plans a detailed review of these documents will be necessary in order to identify best practice.

III. Guidelines on how to prepare a national freight transport and logistics master plan

6. the annex shows that there is no “one size fits all” solution to developing master plans, but there can be a set of guiding principles that should be followed to ensure that the plans meet the needs of individual member States. For example, it may be the case that given integration between transport modes, it is necessary that passenger transport is included in master plan as is the case in some of the plans reviewed.

7. In order to develop appropriate national plans it is fundamental that first there is a detailed understanding of the current organisation of the freight and logistics market in the national context. As such a first reflection should be on the history of the development of the transport sector, the way it is currently organised, the regulatory environment in which it operates and the main players. Only by knowing the effective industry structure can an appropriate decision be made in relation to the way forward.

8. Fundamental in understanding the workings of the industry is the view of those actually participating in it. Therefore it is strongly recommended that the member State engage with the industry to gauge opinions and views on the current workings of the sector as well as on where the sector should be going. This exchange of views can be through a survey, a workshop or special hearings, and should involve all areas of the sector including those that operate in it, those that are suppliers to it and customers of it as well as those that have a regulatory and/or oversight role of the market. It is important that this is done, as only with stakeholder involvement and buy-in can a national plan be effective.

9. At this stage, a decision should be made on whether it is necessary to include passenger transport in the plan or not as discussed in paragraph 6 above. A decision should also be taken on the time horizon of the plan. A plan that is too short (less than 5 years) is likely to be difficult to implement and its effects will be difficult to measure. It would also likely exclude any investments as their impact would not be identifiable. A plan that is too long (more than 25 years) is likely to become obsolete and not be able to capture technological or wider policy changes.

10. In this phase, and having heard the views of the sector it is important to start to define what the main goals of the national plan should be and how it should fit into wider transport policy. In so doing it is important to consider such objectives as (this is a non-exhaustive list):

- Modal shift;
- The optimal use of transport;
- Maximising efficiency in logistics;
- Improving technology;
- Reducing the environmental impact of freight transport;
- Optimising freight transport at a national and local level (city logistics).

11. Each of these objectives should be defined in detail and should follow the guiding principle of being SMART objectives (Specific, Measurable, Achievable, Realistic and Timely). Following this principle it is important that appropriate indicators are then set to monitor the implementation of these objectives. For example, an objective aimed at shifting freight to more sustainable modes of transport could have as an indicator the change in market share of different transport modes. In general these indicators should, where possible, be: output, result and/or impact indicators as defined below:

- Output indicators: measures of physical outputs, such as kilometres of road built demonstrating the progress made in implementing a programme measure;
- Result indicators: measures of the immediate effects on the direct beneficiaries of the programmes financed (e.g. reduced journey times); and
- Impact indicators: measures of the extent to which the achieved results contribute to fulfilling the programme's global or specific objectives (e.g. increased carriage of goods).

12. Having established what the main goals of the national plan should be and how to monitor the objectives, it is important to define what national authorities need to do to achieve these objectives. These will focus primarily on policy related actions but are also likely to include some investment related actions. In order to identify which policy actions can be taken the first step should be to consult the database of intermodal transport policies available on the UNECE website. This should give an indication of what has been done in other member States.

13. These policy actions will need to be identified, discussing in detail the reason for such a policy initiative and the expected results of the action. These recommendations should then be an integral part of the plan itself.

14. A number of years following the implementation of the policy measures and the monitoring of the indicators the national administration will need to gather lessons learned from the exercise in order to update the national plan in an appropriate manner.

15. These initial ideas can be summarised in the figure set out on the following page.

Figure 1
National Master Plans process



IV. The preparation of a tool-box of policy measures and mechanisms that could be utilized for the preparation of national plans

16. The first step in the identification of potential policy measures that could be used within national master plans is a review of the UNECE online database on intermodal policy measures. This will need to be supplemented by other data sources to identify what policy measures have been undertaken and have been successful. Based on the information that is currently available on the UNECE web-based tool looking at policy measures to incentivise intermodal transport the table below summarises which of the 16 member States that have provided information have some form of financial incentive.

17. This table has been provided as an initial example as, in addition to financial incentives, other policy measures will need to be reviewed and implemented nationally.

Table 1
Financial incentives for intermodal transport

<i>Support measures (sections 6 and 7 of database)</i>		<i>Number of countries with measures</i>
6.	Financial and fiscal support measures	
6.1	Financial support for investments (installations, rolling stock, systems, etc.)	13
6.2	Financial support for operations (specific, initial operations, etc.)	11
6.3	Fiscal support measures (vehicle tax, road user fee exemptions, etc.)	12
7.	Regulatory support measures	
7.1	Exemption from restrictions and traffic bans	10
7.2	Liberalization of initial and terminal hauls	9
7.3	Higher weight limits for road vehicles transporting intermodal loading units	13
7.4	Facilitation of documentary controls	7
7.5	Bonus systems for using intermodal transport	6
7.6	Strict enforcement of road haulage regulations	10
7.7	Other regulatory support measures	7

18. Having identified the policy measures the tool-box should identify the advantages and disadvantages of each of the policy options to ensure that those who choose to implement them are aware of any potential pitfalls. As such each policy measure should be described in such a way as to identify at least the following:

- Policy measure title
- Description;
- Advantages;
- Disadvantages;
- Likely cost;
- Likely implementation timescales;
- Identification of where this policy has been implemented and the identified results;
- Who the policy is likely to impact and how;
- Suitability in relation to other policy measures.

19. A full inventory should be prepared and reviewed according to these criteria to give member States a clear understanding of what is necessary.

V. Guidance of WP.24 and next steps

20. The information provided in this document is a first step in the preparation of guidelines for national plans and for a tool kit on national policies. For it to become fully operational the Working Party is requested to consider whether a more detailed study should be commissioned converting both the guidelines and the tool-box principles set out above into a detailed report potentially with external assistance.

21. The Working Party may also wish to consider integrating the information produced through the online of national intermodal policies into a wider online application setting out these guidelines and the tool-kit to render this information more readily accessible and allowing it to be updated on a regular basis.

Annex

List of national master plans reviewed

<i>Country</i>	<i>Summary of main areas</i>
Armenia (2011)	Improving Regulatory and Oversight Capacities; Reducing Transport Costs; Maintaining Road Assets; Expanding the Railway Network; Improving Urban Transport; Information Technology; Traffic Safety; Trade Facilitation;
Azerbaijan (2009)	Adoption of a comprehensive transport infrastructure plan; Reform of the transport and logistics curriculum; Establishment of a pilot corridor with special economic zones, multimodal cargo facilities, logistics centres, etc.; Simplification of customs laws and regulations; improvement of transparency in rules and regulations; promotion of the harmonization of border-crossing procedures, forms and data requirements; Development and compilation of logistics performance indicators to assess the success of government policies, laws, and regulations
Belarus (2013)	Logistics development; Construction of logistics centres; International project "Amber coast logistics"; Improvement in transport sustainability
Bulgaria (2010)	The European transport policy: the Greening Transport Package, Railway transport, Road transport and intelligent transport systems, Waterborne transport, Air transport, Intermodal transport, Urban transport, Green paper on the development of TEN. Efficient maintenance, modernisation and development of the transport; Reduction of the transport sector negative impact on the environment and human health; infrastructure; Integration of the Bulgarian transport system into the European transport system; Provision of transparent and harmonised competitive business environment of the transport market; Sufficient financing for transport sector development and performance; Efficient capture of EU funds; Safety and security of the transport system; Provision of high-quality and accessible transport in all regions of the country
Czech Republic (2013)	Freight Transport as Part of the Logistics Process; Public Service in Passenger Transport ; Safeguarding of the Rights of Passengers; Creating Conditions for the Development of Tourism Transport Operation and Safety; Funds for Transport; Advanced Technologies, Research, Development and Innovation, Space Technologies; Reducing the Impact on Public Health and the Environment; Financial Instruments; Legislative Instruments; Social Issues, Employment, Education, Qualification
Denmark (2010)	Making optimum use of transport infrastructure – shaping transport to make it more efficient; Urban Logistics Initiative; Shifting more traffic to the railways and inland waterways; Upgrading more transport arteries and hubs
Estonia (2009)	Fuel prices and tax reform; Regional and global transport system integration encouraging efficient modes; Urban transport planning and policies; Vehicle efficiency and emissions policy; Road, rail and marine systems construction standards and changes in the, in anticipation of climate change impacts (sea level rise, and increased frequency and severity of weather events); Capacity building needs on transport activity assessment and analysis for integrated planning
Germany (2008)	Making optimum use of transport infrastructure – shaping transport to make it more efficient; Avoiding unnecessary journeys – ensuring mobility; Shifting more traffic to the railways and inland waterways ; Upgrading more transport arteries and hubs ; Environmentally friendly and climate-friendly transport ; Good working conditions and good training in the freight transport industry
Greece (2012)	Road safety, Sustainable mobility, development, social cohesion, employability, effectiveness, efficiency of the transport system; Optimal use of road, traffic and travel data; Continuity of traffic and freight management ITS services; ITS road safety and security applications; Linking the vehicle with the transport infrastructure

<i>Country</i>	<i>Summary of main areas</i>
Italy (2010)	International comparison. Border crossings. Rail freight policy. Modal integration: intermodality and co-modality. Ports: What works for ports works for the nation? Road freight: A summary. Air transport. Navigable waterways. Priority intervention areas for logistics platforms. Outsourcing logistics and the supply chain. City logistics. A first step to renew vehicles. Telematics platform for freight transport, logistics and the environment. Training in transport and logistics. Next steps, monitoring and impact analysis
Kazakhstan (2009)	Transport Sector: Rail Transport; Road Transport; Air Transport; Pipeline Transport. Constraints in Physical Infrastructure and Transport Facilities; Review of the transport corridors in Central Asia; Analysis of demographic and economic patterns; Identification of key locations that need attention
Moldova (2012)	Logistics development, trade facilitation, infrastructure needs improvement and modernization
Norway (2007)	E freight policy; A reference architecture for intermodal transport and the integration of relevant IT systems — including legacy systems — in the business cases and beyond; co-operation of the different sectors in order to develop and demonstrate suitable intermodal transport solutions in a range of business cases; complex service integration into integrated transport chains
Portugal (2007)	Contribute to the development of the national economy and specific territorial spaces; Increase competitiveness; Develop intermodality; promote logistics; attract new investments
Spain (2013)	National transport development programme focusing on improvement of logistic systems and transport services. Investments into transport. Main transport sectors to be concerned: railway, road and inland waterway transport
Sweden (2012)	RIS for inland waterways; TAF/TSI for rail; ITS Action plan for road; eMaritime for costal and intercontinental shipping; SESAR for air
Tajikistan (2009)	Transport Infrastructure Inefficiencies and Deficiencies; Operational Difficulties; Institutional Challenges; Strategic Framework; Institutional Reforms; Operational Improvements; Physical Infrastructure Investments
Turkey (2009)	Traditional freight transport; intermodal transport operations; the potential markets for freight container transport; semi-trailers in intermodal transport; the European domestic container; promotion of intermodal transport operations and logistics; transport projection for Euro-Asian transport links; ro-la operation
Ukraine (2012)	National infrastructure development program focusing on integration into pan-European logistic system. Initiatives on trade facilitation. Investments into inland waterway and railway transport as environmentally friendly and economical.
Uzbekistan (2010)	Railways; Roads; Institutional reform; Road funding and sustainability; Cross-border facilities; Private sector participation; Road safety; Rail reforms and restructuring; Financing of recurrent costs; Logistics centres