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D.T1.1.5 Report  
D.T1.1.9 Strategic workshop

07.2020

Organisational framework for implementation  
of the strategy

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**Report: Organisational framework for implementation  
of the strategy (D.T1.1.5)**

**Venue :** “Nowe Gliwice” Business and Education Center, Gliwice,  
Poland

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**Responsible Partner:**

PP1 Upper Silesian Agency for Entrepreneurship and Development LTD.

**Contribution partners:**

PP3 The Union for the Development of the Moravian Silesian Region

PP4 Transport Research Institute, JSC.

PP5 Dopravní projektování

PP6 University of Žilina

## 2. Report

### 2.1. Model of organisational framework

The implementation of tasks in the area of management and monitoring of the Regional Multimodal Freight Transport Strategy for 2020-2030 will be based on the structure of EGTC TRITIA and other units. The organizational structure model for the implementation of the strategy is presented in Fig. 1.

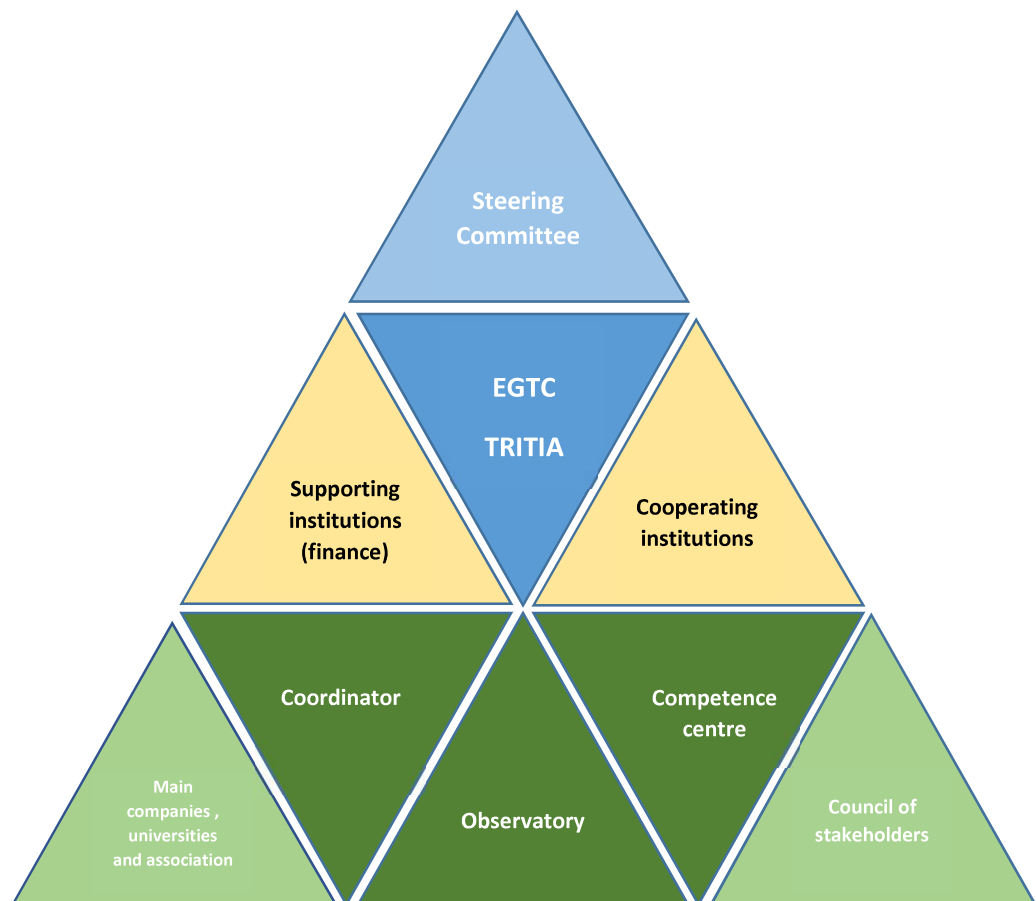


Figure 1. Model of organisational framework

EGTC TRITIA is responsible for the implementation of the strategy, i.e. primarily for building and developing the multimodal transport ecosystem in the TRITIA area. Every year, based on annual implementation reports and monitoring indicators, EGTC TRITIA presents a report on the level of implemented activities. The report is prepared by the

Observatory, which supported by the data of the Coordinator and the Competence Center, monitors the strategy indicators.

Annual reports are presented to the Steering Committee (strategic level), which brings together the key governmental and local government organizations of the Czech Republic, Poland and Slovakia. The key role of the Steering Committee is to perform the decision-making and advisory function in matters related to the implementation of the strategy as well as programming, coordination, implementation, monitoring and evaluation of the multimodal transport development policy in the area of TRITIA.

The activities of the Steering Committee are supported by the Council of Stakeholders, whose aim is to undertake substantive work on the main tasks resulting from the current needs of TRITIA in the field of multimodal transport development. The result of CoS works is the presentation of expert opinions and reports at the meetings of the Steering Committee.

At the operational level of the strategy implementation, the following projects are distinguished (establishment of the organization):

- **Observatory of multimodal transport in the cross-border area;**
- **Coordinator of the multimodal transport network;**
- **Competence centre for sustainable freight flows in the TRITIA area.**

The main objective of the Observatory will be to identify and monitor technological and market trends in the development of multimodal transport in the TRITIA cross-border area. The main tasks of the observatory will concern the analysis of the existing multimodal transport system in the TRITIA area, along with the indication of the transport and logistics potential of the regions in terms of the development of multimodal transport and monitoring the implementation of the multimodal transport development strategy. This knowledge will be the basis for the activities of the Coordinator, who will be able to make decisions and initiate activities related to the development of multimodal transport in the TRITIA area.

The key to organizational activities is the cooperation between the Observatory and the Coordinator, the Observatory and the stakeholders and the Coordinator and the stakeholders. The cooperation between the Observatory and the Coordinator concerns the transfer of knowledge acquired by the Observatory, cooperation between the Observatory and its stakeholders concerns in particular the monitoring and implementation of infrastructure projects. On the other hand, the Coordinator's task is to provide stakeholders with knowledge about the need to undertake new initiatives and activities that would be necessary for the further development of multimodal transport.

A competence center is a single organization or network of units (universities, research units, science parks, transfer centers, innovation centers, etc.), consisting of scientists, analysts, field experts who become a key link between science, business and regional authorities (or national), are responsible for the implementation of tasks



such as: analysis of global trends in the context of the development of electromobility in combination with multimodal transport, preparation of innovative projects, acquisition and development of competences and the search for talents in the studied area. The key objective of the competence center is the design of innovative service centres in the TRITIA area enabling the implementation of sustainable flows of goods using vehicles with alternative power sources. The project is part of the requirements of the transport policy of the European Union countries and the guidelines related to the need to develop electromobility and alternative fuels. The scope of the project covers freight transport previously omitted in projects related to electromobility.

Relations with the main entities (investors), universities and associations, which have a key impact on the development of multimodal transport, are of significant importance in the field of cooperation between CoS and EGTC TRITIA and the established Observatory, Coordinator and Competence Center.

The structure includes two support groups: entities financing strategic projects and those most often referred to as business environment institutions and support EGTC TRITIA in initiating, applying and managing strategic projects aimed at the development of multimodal transport in the TRITIA area.

Monitoring of outputs means to observe whether intended products are delivered and whether implementation is on track.

Cohesion policy programmes are implemented in the context of multilevel governance with a clear demarcation of roles and responsibilities. The actors in this system - implementing agencies, managing authorities, the regional, national, multinational and the EU level - differ in their information needs to be met by monitoring.

Monitoring also observes changes in the result indicators. The values of result indicators, both for baselines and at later points in time, in some cases can be obtained from national or regional statistics. In other cases it might be necessary to carry out surveys or to use administrative data. Evaluation is, in the most general sense, an estimate of quality, value and relevance. It is a systematic study conducted using a variety of methods, consisting of data collection, analysis, evaluation and reporting of the results. Its purpose is to assess (in relation to clearly formulated criteria) the quality and value of the process and the effects of implementing the action plan. Monitoring and evaluation are aimed at collecting, reporting and interpreting data describing the progress and development of multi-modal transport and possible effects of public intervention (project, program or strategy).

In this regard, monitoring focuses mainly on the result and product level, and evaluation is mainly concerned with the impact, especially in the medium and long term.

The implementation of tasks in the area of monitoring and evaluation will be based on the current structure of EGTC TRITIA, supported by the Steering Committee for the development of multimodal transport appointed by EGTC TRITIA. Monitoring includes the implementation of projects in TRITIA area and special indicators which were presented in detailed descriptions of goals. The EGTC TRITIA is proposed to ensure interconnection between entities, especially ministries and regional authorities, from

the Czech Republic, Poland and Slovakia in solving problems that require the participation of entities from several countries.

## 2.2. Major activities of the main framework bodies

Kluczowe aktywności poszczególnych ciał zaprezentowanych w strukturze przedstawia tabela 1.

No.	Main activities
1	<p><b><i>Steering Committee</i></b></p> <p>Proposition of members: Members of Ministry of Maritime Economy and Inland Navigation (PL), Ministry of Infrastructure (PL), Ministry of Transport (Cz), Ministry of Transport and Construction of the SR (SK), Marshal's Office Silesian Voivodeship, Silesian Voivodeship Office (PL), Marshal's Office Opole Voivodeship, Opole Voivodeship Office (PL), Moravian - Silesian Region (CZ), Žilina Self - governing Region (SK)</p> <p>The tasks of the project steering committee are linked to strategic coordination, evaluation and decision making and include the following:</p> <ul style="list-style-type: none"> <li>– Monitoring and validation of project implementation and achievements: This includes verifying that project implementation is in line with activities and outputs defined in the approved application form. Furthermore, it means validating the quality of main project outputs and of progress towards achieving set objectives.</li> <li>– Monitoring of project finances: This includes monitoring the project budget, budget flexibility and project spending.</li> <li>– Monitoring of project communication: This includes monitoring of the branding of the project and review of progress made towards reaching communication objectives.</li> <li>– Review of the management performance and of the quality of progress reporting towards the programme bodies.</li> <li>– Monitoring and management of deviations.</li> <li>– If applicable, decisions on required project modifications (e.g. partnership, budget, activities, and duration).</li> <li>– If applicable, discussion on project evaluation (e.g. evaluation results, follow-up measures etc.).</li> </ul>
2	<p><b><i>TRITIA - Supervisory Board, Director</i></b></p> <p>Major activities:</p> <ul style="list-style-type: none"> <li>– Implementation (coordination based on cooperation organizations) of the three common projects: Model of coordination of the multimodal freight transport network in the TRITIA area; Technology Observatory in entrepreneurial discovery process: Logistics and transport; Innovative centres for sustainable freight flows in the TRITIA area</li> <li>– Monitoring of strategy</li> <li>– Preparing annual report of the development of multimodal freight transport in the TRITIA area</li> </ul>
3	<p><b><i>Cooperating institution</i></b></p>

	<p>Proposition: The Union for the Development of the Moravian-Silesian Region (CZ), Transport designing, ltd (CZ), GAPP - Upper Silesian Agency for Entrepreneurship and development Ltd. (PL), Transport Research Institute, JSC. (SK), University of Žilina (SK).</p> <p>Major activities:</p> <ul style="list-style-type: none"> <li>– leading of organization project</li> <li>– partnering in projects</li> <li>– initiating and applying for projects</li> <li>– assistance in finding partners for cooperation</li> <li>– creation and development of a multimodal transport cluster</li> </ul>
4	<p><b><i>Supporting institutions</i></b></p> <p>Among others: Ministry of Investments and Development (PL), Ministry of Finance (PL), European Regional Development Fund (ERDF), European Social Fund (ESF) Cohesion Fund (CF); Eurostat, MSO, CZSO, SOoSR</p> <ul style="list-style-type: none"> <li>– source of project financing</li> <li>– legal support</li> <li>– market support</li> <li>– scientific research support</li> </ul>
5	<p><b><i>Observatory of multimodal transport in the cross-border area (new organization)</i></b></p> <p>Major activities:</p> <ul style="list-style-type: none"> <li>– mapping of the multimodal transport system in the TRITIA area</li> <li>– mapping relations in the multimodal transport network of the TRITIA area</li> <li>– the assessment of transport and logistics potential</li> <li>– cooperation for the development of the transport and logistics in the TRITIA area</li> <li>– monitoring of the development of the TEN -T network and infrastructure (roads, railways, inland waterways networks and point)</li> <li>– lobbying to establish an intergovernmental organisation that guarantees freedom of navigation and equal treatment for all banners on the Oder</li> <li>– comparison of application of externalities in freight transport, incl. charges for the use of transport infrastructure; elaborating maps of pilots projects before and after the full application of externalities (within TRITIA area);</li> </ul>
6	<p><b><i>Coordinator of the multimodal transport network (new organization)</i></b></p> <p>Major activities:</p> <ul style="list-style-type: none"> <li>– selection of the method and mechanisms of coordination of the multimodal transport network in the TRITIA area.</li> <li>– design of innovative transport traffic management systems contributing to the reduction of environmental pressures generated by road transport</li> <li>– developing cooperation platform including an information system for multimodal transport networks.</li> <li>– based on data obtained from the Observatory, creating alternative scenarios for the development of multimodal transport in the Tritia area. The coordination model will take into account the available logistics infrastructure and its changes, network actors, as well as current and forecast freight flows in the network under study.</li> <li>– initiating and support network cooperation at the level of supply chains, logistics organizations and other multimodal transport stakeholders</li> <li>– lobbying for support for the development of multimodal transport,</li> </ul>

	<ul style="list-style-type: none"> <li>– including harmonization of regulations</li> </ul>
<b>7</b>	<p><b><i>Competence centre for sustainable freight flows in the TRITIA area</i></b></p> <p>Major activities:</p> <ul style="list-style-type: none"> <li>– research on current and emerging technologies for alternative propulsion sources;</li> <li>– analysis of global trends in the context of the development of electromobility in combination with multimodal transport,</li> <li>– preparation of innovative projects,</li> <li>– acquiring and developing competences and searching for talents in the studied area</li> <li>– mapping the type and size of freight streams in the TRITIA area;</li> <li>– analysis of the structure of transported loads, taking into account various modes of transport;</li> <li>– analysis of organizational and legal possibilities and restrictions in the scope of designing innovative centres for realization of balanced goods flows;</li> <li>– analysis of the possibilities and restrictions of using vehicles with alternative propulsion sources in the TRITIA area. Both freight-based (last mile) and heavy goods vehicles will be included here</li> <li>– mapping the existing supply network of commercial vehicles and trucks to alternative power sources</li> <li>– configuration of the network of innovative freight transport service centres in the TRITIA area, including in their infrastructure power stations into alternative propulsion sources</li> <li>– analysis of environmental benefits resulting from the increased share of electric vehicles or with an alternative drive to achieve freight flows (comparison of external transport costs)</li> </ul>
<b>8</b>	<p><b><i>Council of Stakeholders</i></b></p> <p>Proposition of members: Reprezentanci (eksperti) kluczowych właścicieli projektów, podmiotów sektora TSL, uczelni wyższych oraz instytucji otoczenia biznesu związanych z transportem i logistyką.</p> <p>Major activities:</p> <ul style="list-style-type: none"> <li>– presents key challenges and barriers to the development of multimodal freight transport</li> <li>– gives opinions on projects regarding the development of multimodal freight transport in the TRITIA area;</li> <li>– apply to relevant public authorities in the field of legislative initiatives for the development of multimodal freight transport;</li> <li>– provides opinions for national and regional institutions of packages of strategic projects for regions and private entities;</li> <li>– cooperates with certification units</li> </ul>
<b>9</b>	<p><b><i>Main companies, universities and association</i></b></p> <p>Owners of infrastructure projects, entities from the TFL sector, universities and business environment institutions related to transport and logistics.</p> <p>Major activities:</p> <ul style="list-style-type: none"> <li>- implementation of infrastructure projects</li> <li>- implementation of organizational projects</li> <li>- participation in innovative projects</li> </ul>

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	<ul style="list-style-type: none"><li>- informing about the progress of projects and activities related to the development of multi-modal transport in the TRITIA area</li><li>- participation in the creation and development of a multimodal cluster</li></ul>
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