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LogOnBaltic

REGIONAL DEVELOPMENT IN LATVIA -
Development Measure Impact Analysis (DEMIA) on regional development related to logistics and ICT

Riga City Council and
Rode & Weiland Ltd.

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EXECUTIVE SUMMARY

This report summarises the findings of Development Measure Impact Analysis (DEMIA) on regional development related to logistics and ICT in Latvia. The analysis was based on interviews with a number of experts from government ministries, local governments and non-governmental organizations, desktop research, and the results of a roundtable expert discussion.

DEMIA was conducted in the framework of the LogOn Baltic Project part financed from the EU Interreg IIIB programme. Its aim is to present solutions that would improve the interplay between logistics & ICT competence, spatial planning and the competitiveness of small and medium enterprises in the Baltic Sea Region (BSR). There are 10 regions and more than 30 partners involved in the project. Latvia is represented by Riga City Council, Logistics and Customs Brokers Association, as well as the Transport and Telecommunications Institute.

Latvia today is well positioned to develop as an important logistics hub for the flows of goods between Western Europe and the rapidly growing economies of China and Russia. However, geography and history alone do not guarantee success in logistics, and Latvia is no exception.

Latvian Ministry of Transport has embarked on an investment program in excess of EUR1bn, co-financed by the Cohesion fund and TEN, to renovate and upgrade the country's road network. These infrastructure investments create the necessary conditions for private investment in facilities for value-added cargo processing.

Infrastructure development plans need to be driven by reliable forecasts of future flows of cargo and people. Those can in turn serve as the basis for creation and growth of local services, especially in the less developed parts of Latvia on its eastern border.

To coordinate development efforts in logistics, there is a need for new structures and forms of dialogue between the national and local governments on the one hand, and businesses on the other. This role could be played by a consultative council, where both public and private interests would be represented.

KOPSAVILKUMS

Šajā ziņojumā apkopoti Attīstību veicinošu pasākumu ietekmes analīzes (DEMIA) rezultāti attiecībā uz loģistikas un IKT (informācijas un komunikāciju tehnoloģiju) jomām. Analīze tikai veikta balstoties uz intervijām ar vairākiem speciālistiem no ministrijām, pašvaldībām un nevalstiskām organizācijām, publikāciju un dokumentu izpēti, kā arī ekspertu diskusijas pie apaļā galda rezultātiem.

Attīstību veicinošu pasākumu ietekmes analīze tika veikta Interreg III B projekta LogOn Baltic ietvaros, kura mērķis ir sekmēt mazo un vidējo uzņēmumu attīstību, sniedzot tiem atbalstu jomās, kas saistītas ar loģistikas un IKT (informācijas un komunikāciju tehnoloģiju) kompetences paaugstināšanu. Projektā ir iesaistījušies 10 reģioni un vairāk kā 30 partneri. Latviju šajā projektā pārstāv Rīgas dome, Loģistikas un muitas brokeru asociācija, kā arī Transporta un sakaru institūts.

Latvija šodien ir izdevīgi pozicionējusies, lai attīstītos kā svarīgs loģistikas mezgls preču plūsmas apkalpošanai starp Rietumeiropu un strauji augošajām Ķīnas un Krievijas ekonomikām. Taču ģeogrāfija un vēsture pašas par sevi negarantē veiksmi loģistikas jomā, un Latvija nav izņēmums.

Latvijas Satiksmes Ministrija, izmantojot Kohēzijas fonda un TEN līdzfinansējumu, ir uzsākusi vairāk kā 1 miljardu eiro vērtu investīciju programmu valsts ceļu tīkla atjaunošanai un pilnveidošanai. Šīs investīcijas infrastruktūrā rada nepieciešamos priekšnoteikumus, lai tiktu piesaistītas privātas investīcijas pievienotas vērtības kravu apstrādes jaudu izveidei.

Infrastruktūras attīstības plāniem jābalstās uz ticamām nākotnes kravu un cilvēku plūsmu prognozēm. Šīs plūsmas savukārt var kalpot par pamatu vietējo pakalpojumu izveidei un attīstībai, ir sevišķi Latvijas mazāk attīstītajos novados pie mūsu austrumu robežas.

Lai saskaņotu attīstības darbu loģistikas jomā, nepieciešams veidot jaunas struktūras un dialoga formas starp valsti un pašvaldībām, no vienas puses, un uzņēmumiem, no otras. Šādu lomu varētu pildīt konsultatīva padome, kur tiktu pārstāvētas gan sabiedriskā sektora, gan privātās intereses.

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1 INTRODUCTION

1.1 Project introduction – LogOn Baltic

The LogOn Baltic project was approved within the Baltic Sea Region (BSR) INTERREG III B Neighbourhood Programme, which is sponsored by the European Regional Development Fund (ERDF), as part of the Structural Funds, and co-financed by national project partners.

The purpose of LogOn Baltic is to present solutions to improve the interplay between logistics and Information and Communication Technologies (ICT) competence and spatial planning and strengthening Small and Medium-sized Enterprises (SMEs) competitiveness in the BSR. This is primarily done by the production and dissemination of information for regional development agencies on how to support enterprises in the participating regions in the field of ICT and logistics, thus improving regional development.

The following regions are participating in the project:

- South-West Finland
- Östergötland (Sweden)
- Denmark
- Southern Metropolitan Region of Hamburg (Germany)
- West-Mecklenburg (Germany)
- North-East Poland
- Lithuania
- Latvia
- Estonia
- St. Petersburg (Russia)

LogOn Baltic provides an overview of logistics efficiency and logistics information systems and their exploitation, in order to improve the interaction between SMEs and other public/private actors.

On the one hand, the empirical activities of LogOn Baltic compare the existing logistics services and infrastructure with the logistics needs in the participating regions, making it possible to develop perspectives and action plans for strengthening the logistics competence in the

regions. On the other hand it describes the existing ICT infrastructure and services, revealing up to what extent they meet with the companies' needs for further development. In this way, LogOn Baltic focuses on:

a. identifying development agencies and evaluating their performance in each region
b. evaluating the level of logistics and ICT efficiency
c. suggesting concrete actions for regional and local public sector bodies

Data are gathered in each participating region using four tools, Development Measure Impact Analysis (DEMIA), Logistics survey, ICT survey and Expert Interviews; each of these is presented in a separate report. These results together with secondary data is presented in a regional report, that will describe the state of affairs in the region, with recommendations on what and how the region needs to develop. The regional reports are used as a basis for making an interregional comparison which is reported in an inter-regional report. All reports are available on the project homepage, www.logonbaltic.info.

1.2 Regional partner introduction

In Latvia the leading regional partner is the Riga City Council. The project is implemented also in cooperation with the Logistics and Customs Brokers Association and the Transport and Telecommunication Institute.

Riga City Council is the local government of Riga, Latvia's capital and its most significant economic centre. RCC has been a lead partner or a partner in a number of Interreg and Phare CBC projects, as well as other EC initiatives. Riga City Council has accrued a grounded expertise in EU project management and coordination; it includes projects like Riga Northern Transport Corridor (Northern Corridor), which is the largest transportation infrastructure project in Riga over the last decades.

Logistics and Customs Brokers Association1 was established in 1997, with the initial aim of promoting the trade of customs brokers in Latvia through the development of the appropriate legislative base. When the new institution of "customs brokers" was established, the association refocused to develop other elements of business logistics

[1] Description of the partner is based on the information from www.lmba.lv.

besides customs issues. It acts as a cooperation platform for all interested parties regarding business logistics and customs clearance, as well as aims to promote the development of qualification and education standards in the field.

The work of the Transport and Telecommunications Institute2 (TTI) is aimed at making productive contributions to the continued progress of the transportation industry of Latvia, in particular through conducting applied research and development work in contemporary and future transportation issues. The Institute encourages collaborative work between practitioners from both private and public sectors and the academics in various facets of transportation research relevant to the needs of Latvia. TTI also has a long experience in transport and logistics teaching.

1.3 DEMIA Introduction

One of the goals in the LogOn Baltic project is to describe the regional development system in the Baltic Sea Region (BSR). To reach this goal, a separate study called Development Measures Impact Analysis (DEMIA) has been carried out in all the partner regions in the project.

The main focus in this study is to describe the system, roles and practices of regional development in the region of Latvia. The aim is to produce information to the regional development bodies in this area and BSR–wide. The selected case-studies in each region are summarized and analysed briefly. The main focus of this assessment is on learning; the usefulness of the measures is not under inspection here but rather their improvement and knowledge sharing potential.

The main focus in this study is on business and development of enterprises. Not on spatial planning as such but only when connected to companies. This means looking at development agencies and measures from this point of view. Furthermore the focus is on logistics and ICT. Information and communications technology (ICT) is studied only when connected to enterprises and preferably their logistics. The development actors will be listed but in the measures only the logistics and ICT-related measures are studied more carefully.

The regional development practices and circumstances in the BSR vary. Nonetheless, there will be a comparative study prepared on the

[2] Description of the partner is based on the information from www.tsi.lv and www.logonbaltic.info.

findings of the other equivalent studies on regional development within LogOn Baltic providing useful information to the policy makers and regional development actors alike.

1.4 Region specific introduction[3]

The Republic of Latvia is the middle one of the three Baltic States with Estonia to its North and Lithuania to the South. Latvia covers 64 589 km^2 of territory and has 2.3 million inhabitants. On 1 May 2004 Latvia along with nine other Eastern and Central European countries joined the European Union.

Latvia is a small and open economy, its foreign trade roughly equalling GDP. Per capita GDP stood at 47% of the EU 25 average in PPS of 2005 (Eurostat Yearbook 2006-2007). Latvia is among Europe's most rapidly growing economies, showing GDP growth between 7 and 10% in the past 5 years, and a record growth of 11.5% in 2006.

For the purpose of Structural Funds programming Latvia represents one Objective 1 region.

Latvia is divided into five planning regions: Riga area, Kurzeme, Latgale, Vidzeme, and Zemgale (Figure 1).

Figure 1 Map of Latvia showing its 5 sub-regions (source: www.nap.lv)

[3] Based on a briefing about Latvia prepared for the Commissioner for Regional Policy in 2005.

Riga Region is situated in the central part of Latvia and its metropolis is the capital city of Latvia - Rīga. The territory of the region covers Rīga, Rīga district, Jūrmala, as well as the districts of Tukums, Ogre and Limbaži.

About 40% of Latvian population live in the capital city of Riga. Riga Region generates some two-thirds of Latvian GDP, it has the highest rate of entrepreneurial activity (26 firms per 1000 inhabitants), and over 60% of Latvian industrial capacity (DG Regio 2005). Accordingly, Riga also has the highest GDP per capita in the country with significant lead over other parts of Latvia.

The key economic sectors are: transit, finances, power industry, food production, pharmaceutical production, wood-processing, publishing and printing industry, furniture production, textile production, and production of communication equipment.

Riga is an important centre for transport and logistics, with an international airport, seaport, and railway and road connections that make it a natural hub for Latvia, and put it in a good position to become a central hub of the Baltic States.

Kurzeme Region is situated in the Western part of Latvia: between the Baltic Sea in the West, the Gulf of Riga in the East and bordering Lithuania.

Kurzeme development centres are the two largest towns - Liepāja and Ventspils. The transport sector contributes 25% of the total added value in the region. Processing industry is the second important sector in the region, its proportion in the total added value constituting 16%.

Industry is mainly concentrated in towns and district centres. Similar to other Latvian regions the major problem in Kurzeme is that the industry is based on low cost workforce and consequently low added value for the produced goods. The main components of the industry include processing of food, metal and wood.

As regards the transport infrastructure, roads and especially the ones linking smaller centres and rural areas of the region are in a very poor condition. Access to ports and airports is also important in Kurzeme region that due to certain constraints cannot be fully used by the region to satisfy its potential of transportation opportunities.

Latgale Region is situated in the eastern part of Latvia. The region’s eastern and southern borders are also state borders - in the East with Russian Federation and Belorussia, in South - with Lithuania. Latgale planning region consists of Balvi, Daugavpils, Ludza, Krāslava, Preiļi and Rēzekne districts, as well as Cities of Rēzekne and Daugavpils.

The most important economic branches in Latgale region are wood processing, food and beverage, machine building, chemical and light industry. However, economic situation in Latgale is considerably worse than Latvia average.

Several transport corridors of international importance cross the territory of the Latgale region - A13, A12, A6. The condition of the road pavement is critical and is in need of renovation.

Vidzeme Region lies in the North-East of Latvia. In the North it borders with the Republic of Estonia, in the East - with the Russian Federation. Vidzeme planning region consists of Alūksne, Cēsis, Gulbene, Madona, Valka and Valmiera districts.

The region is crossed by two nationally important motor roads – A2 and A3.

Vidzeme planning region can be regarded as very agricultural; also, a relatively small share of the region's revenues comes from transit services, which is a significant source in other regions of Latvia. Main cause of slow development rests with the general agricultural production difficulties - low level of production specialisation and technologies, also the decrease of prices for agricultural products, which are unfortunately not compensated by the current subsidies. Foreign investments have been made into wood (Madona, Valka) and food processing (Cesis).

Zemgale Region, in the North bordering on the Bay of Rīga, in the South - on Lithuania, includes the districts of Aizkraukle, Bauska, Dobele, Jelgava and Jekabpils. The region is located near the capital city of Rīga, to which it is well connected with motor roads and railway. Several significant transport corridors cross the region.

Zemgale region is the most developed agricultural region in Latvia; almost all agricultural lands are being used in the Region. There are all kinds of agricultural produce processing enterprises, which are some of the strongest in Latvia. Local produce can be processed in the Region.

Most of the population is employed in manufacturing industry – especially wood processing and wood production, as well as retail and wholesale industries and transport, storage and communications industry.

The region has a good road network; road density constitutes 882 km per 1000 sq.km. The highest road density is in Jelgava, Dobele, Bauska districts. However, road quality is poor, especially with respect to the roads of regional or local importance.

2 METHODOLGY

The approach of this study is very pragmatic; the methods serve this purpose more than any academic traditions. The way this study is conducted is qualitative in nature and even though some traditionally quantitative methods are used in a small scale, the study can be seen as qualitative, descriptive research.

This report is based on the primary data collected in semi-structured interviews with the key development actors and industry experts (see Table 1), as well as review of secondary data sources such as reports, legal documents, strategies and websites of the key actors (summarised in the list of references, Part 7 of this report).

Table 1 List of interviewed specialists

#	Name	Organisation
1	Ralfs Spāde	State Regional Development Agency, Department of Research
2	Māris Gailis, Evita Slastjunova	Secretariat of e-Government Affairs
3	Astrīda Burka, Ilze Beināre	Ministry of Economics, Department of Enterprise & Industry
4	Raitis Vitoliņš	Zemgale Planning Region Administration
5	Kristiāns Godiņš	Kurzeme Planning Region Administration
6	Andris Maldups, Aldis Zariņš	Ministry of Transport, Department of Transit Policy
7	Ģirts Greiškalns, Douglas Balchin	Foreign Investors Council in Latvia
8	Olita Sproģe	Riga City Council, Department of Transport, International Projects Unit

The focal questions in these interviews were about the role of the particular organisation in the development system, the types of initiatives it usually undertakes and target groups that such projects and the agency's work addresses, as well as inquiries into the specific

initiatives that have to this moment been undertaken or are planned in the field of logistics and ICT competence building at SMEs.

The template used for describing and evaluating the development measures (Appendix 1 to this report) is a tool called the Logical Framework. This Framework provides a basis for subsequent monitoring and evaluation and has been used to assess development activities worldwide, such as the Interreg II C program. Another tool used for the research is the European Commission Impact Assessment Guideline.

The Logical Framework Approach is best used in addition to other methods and more specific questions based on the evaluation criteria. The criteria for evaluating Development Measures in this study are: Relevance, Impact, Effectiveness, Efficiency and Sustainability. All the tools used in this study are presented in more detail in the Appendix 1.

3 REGIONAL DEVELOPMENT IN COUNTRY: LATVIA

For Latvia, the concept of regional development bears a dual meaning. Seen from the perspective of the Baltic Sea Region and also the European Union's (EU) regional development policy, the whole country is regarded as a single region. However, if considered in the country context, regional development relates to the promotion of socioeconomic development in the five planning regions of Latvia.

4 REGIONAL DEVELOPMENT IN REGION: LATVIA

4.1 General Information

The responsibility for regional development lies with all four levels of public administration: the national, the regional and the district and local. Table 2 summarises the key documents at each level.

Table 2 Key planning documents at each level of development system

Level	Strategic Planning	Spatial Planning
National	• National Development Plan 2007 – 2013 • Industry development plans	National Spatial Master Plan (in drafting stage, had to be finalised by end of 2006)
Regional	Regional Development Plans: • Riga Region development Plan 2005 – 2011, Riga Region Innovative Development Plan 2005 - 2010 • Latgale Region Development Strategy 2007 – 2013, Latgale Urban Development Strategy (developed in 2001) • Kurzeme Region Action Plan 2007 – 2013 • Vidzeme Region Development Programme (developed in 2002, an update was due by February 2007) • Zemgale Planning Region Development Strategy 2003 – 2010, Action Plan 2004 – 2007	Regional Land-use Plans: • Riga Planning Region Spatial Plan 2005 – 2025 • Latgale Planning Region Territorial Plan (developed in 2006, valid for 20 years) • Kurzeme Planning Region Territorial Plan (in drafting stage) • Vidzeme Planning Region Territorial Plan (in drafting stage) • Zemgale Planning Region Territorial Plan 2006 – 2026
District and Local	District and Local Development Plans	District and Local Territorial Plans

4.2 Regional development framework at the national level

At the national level, the main regional development policy maker is the Latvian Ministry of Regional Development and Local Government (MRDLG). It bases its policy on two guiding documents: the Law on Regional Development (last amended in June 2006) and the Basic Guidelines for Regional Development regulating regional policy for the next 10 years (passed in April 2004 by the Cabinet of Ministers)[4].

MRDLG heads the elaboration process of the National Development Plan[5] (NDP), which is Latvia's contribution to the common EU member state strategy and towards the implementation of the Lisbon programme. The current NDP (2007-2013) focuses on the following three priority areas:

- An educated and creative individual;
- Technological excellence and flexibility of companies;
- Development of the science and research.

Responsibility for planning of the activities in the respective industries to ensure the achievement of NDP objectives lies with the line ministries. The work of three ministries is particularly related to the scope of the LogOn Baltic Project: those of Economics, Transport and e-Government Affairs.

In the realm of the Ministry of Economy are business support measures, made operational in the programme "Promotion of Entrepreneurship and Innovation 2007 – 2013" (draft published on 29 March 2007)[6] with an annually updated Action Plan.

The programme has three main objectives:

- Ensure favourable conditions for the development of entrepreneurship in all Latvia to promote the competitiveness of commercial organisations, especially SMEs;
- Promote the capacity and effectiveness of the national innovation system;
- Encourage the application of innovative technologies and modern management practices to increase competitiveness and productivity of the manufacturing sector.

Ministry of Transport plans and organises the improvement of transport and communications infrastructure, development of the transport and transit sector. One of the areas of activity included in the

[4] Based on the information available at the official website of MRDLG (www.raplm.gov.lv).
[5] Available at www.nap.lv.
[6] Programme draft available at www.em.gov.lv.

ministry's Action Plan for 2007-2009[7] is "Availability of competitive transit services with a high added value" with a long-term objective (until 2013) of increasing the volumes of transit cargo and attraction of higher added value cargo to Latvia.

To achieve this objective, the outlined tasks include introduction of modern logistics and IT solutions, as well as increasing the competence level of logistics specialists. These tasks are among the responsibilities of the Ministry's Department of Transit Policy.

The Ministry of e-Government Affairs (its official name is the Secretariat of Special Assignments' Minister for Electronic Government Affairs) develops the policy and legislative basis for the implementation of e-Government services.

The plans of the Ministry of e-Government Affairs for the promotion of information society and e-government in Latvia are summarised in the "Guidelines for Information Society Development 2006-2013". In the short run this programme focuses on improving the ICT infrastructure in all parts of Latvia and making ICT financially more accessible both for SMEs and citizens. In the longer run the guidelines set an objective of increasing the use of ICT in enterprises (including financial support measures for the purchase of ICT applications and training in the application of ICT) to improve companies' efficiency.

NDP also serves as a basis for programming the allocation of Structural Funds and Cohesion Fund financing, a process led by the Latvian Ministry of Finance in cooperation with line ministries. Implementation of the respective support measures (national programmes and grant schemes) is managed by agencies such as the Latvian Investment and Development Agency (for measures aimed at enterprises), the Vocational Education Development Agency (further education-related initiatives) and others.

4.3 Development system in the planning regions[8]

As mentioned earlier, in the context of Latvia regional development relates to the promotion of balanced territorial socioeconomic development considering the priorities and specifics of the five Latvian

[7] Available at www.sam.gov.lv.

[8] Based on the information from MRDLG website (www.raplm.gov.lv), report "Regional Development in Latvia 2005" developed by the State Regional Development Agency and personal interviews.

planning regions: Riga Region, Vidzeme, Latgale, Zemgale and Kurzeme.

Strengthening the capacity of the regional layer of the public administration has been one of the priorities of the current administrative reform. An important milestone in this process is the passing of the amendments to the Law on Regional Development in 2006, which have finally given the planning regions an official status in the public administration system. This has corrected the situation when the public administration functions defined in the Law on Regional Development were implemented by non-governmental bodies, namely the regional development agencies which exist since late 1990s.

Planning regions are now legal entities. Their role is to undertake planning of the development in the region and to ensure a link between a region's development priorities and industry development plans at the national level, promote cooperation and coordination among the municipalities and other public bodies in the region.

Every region has a decision authority – Development Council – with a mandate from district and local authorities of the particular region and an executive body – Planning Region Administration. Development agencies have either been liquidated or act as contract agents for the Administrations; they also continue to work and finalise those projects, which have been started before the official establishment of the Administrations.

There are a range of planning documents in each region, usually a land-use plan and a development strategy, however, there can be more than one strategic development document. These documents are normally interlinked with the national development perspective and include priorities on promotion of information society and ICT application, entrepreneurship. Refer to Table 2 for a summary of the planning documents.

At the district and local levels of the development system are district and local municipalities. Latvia is currently undergoing an administrative territorial reform, the aim of which is to create economically viable economic territories. In practice this means merger of smaller municipalities (in 73% of municipalities the number of inhabitants is less than 2000). There are 26 district and 527 local municipalities in Latvia, including seven national centres.

The planning documents at this level include a land-use plan and a development strategy or plan that should be in line with the regional

development priorities. The situation in each of the five planning regions is detailed below[9].

4.3.1 Riga Region

The development of Riga Region is governed by the following planning documents:

- Riga Region development Plan 2005 – 2011;
- Riga Region Innovative Development Plan 2005 – 2010;
- Riga Planning Region Spatial Plan 2005 – 2025.

Like in all planning regions, following the amendments to the Law on Regional Development, Riga Planning Region Administration was established that took over the main executive function in the region from Riga Regional Development Agency.

Table 3 Key regional development actors in Riga Region

Attributes	Riga Planning Region Administration	Riga Regional Development Agency
Background of the organization	Administration was established following the changes to the Regional Development Law in 2006.	Established in 2001 as a non-profit organisation by the district and local authorities of the region.
Size of the Organization	2 persons	13 persons
Location	City of Riga	City of Riga
Overall goal/Mission	Coordination of the development of the region through representation of the region's interests at the national level, development planning and facilitation of cooperation among municipalities of the region.	
Funding	Primarily state budget financing and funding attracted through projects	Primarily state budget financing and funding attracted through projects

[9] Based on the information obtained in personal interviews and e-mail communication with the planning regions, websites of the planning regions as well as the "Regional Development in Latvia 2005" yearbook produced by the State Regional Development Agency (2006),

Target audience	• Inhabitants of the region • Entrepreneurs of the region • Municipalities of the region
Main outputs	• Regional land-use plan • Regional development strategy • Development projects
Logistics/ICT projects	• Partner in Baltic Tangent (Interreg III B) • Partner in Rail Baltica (Interreg III B) • Partner in LogAll (Interreg III C)
Marketing channels	www.rigaregion.lv

Obviously the strongest of the municipalities in the region and also the whole of Latvia is the city of Riga whose development activities often bear a national and not only local or regional importance.

4.3.2 Vidzeme Region

The development of Vidzeme Region is governed by the following planning documents:

- Vidzeme Region Development Programme (developed in 2002, an update was due in February 2007);
- Vidzeme Planning Region Territorial Plan (in drafting stage).

Table 4 Key regional development actors in Vidzeme Region

Attributes	**Vidzeme Planning Region Administration**	**Vidzeme Development Agency**
Background of the organization	Administration was established following the changes to the Regional Development Law in 2006.	Established in 2000 as an executive body of the Vidzeme Planning Region Development Council.
Size of the Organization	2 persons	6 persons
Location	City of Cēsis	City of Valmiera, City of Riga, Town of Alūksne

Overall goal/Mission	Coordination of the development of the region through representation of the region's interests at the national level, development planning and facilitation of cooperation among municipalities of the region.
Funding	Primarily state budget financing and funding attracted through projects
Target audience	• Inhabitants of the region • Entrepreneurs of the region • Municipalities of the region
Main outputs	• Regional land-use plan • Regional development strategy • Development projects
Logistics/ICT projects	• Partner in Baltic Tangent (Interreg III B) • Partner in Rail Baltica (Interreg III B) • Spatial Planning in Vidzeme, financed by the government of Flanders • Spatial planning as an instrument of cross-border policies integration (Interreg IIIA) • E-Vidzeme, financed by ERDF
Marketing channels	Joint website: www.vidzeme-region.lv

In Vidzeme region the most active municipalities are those of Alūksne, Valmiera and Valka.

4.3.3 Latgale Region

The development of Latgale Region is governed by the following planning documents:

- Latgale Region Development Strategy 2007 – 2013;
- Latgale Urban Development Strategy (developed in 2001);
- Latgale Planning Region Territorial Plan (developed in 2006, valid for 20 years).

The main point of contact is the Planning Region Administration. Latgale Regional Development Agency will remain as one of the main institutions in the region for projects; it will act as a subcontractor to the Administration in this capacity.

Table 5 Key regional development actors in Latgale Region

Attributes	Latgale Planning Region Administration	Latgale Regional Development Agency
Background of the organization	Established in 2007 as the new legal executive body of the region.	Established in 1999 by the municipalities of the planning region.
Size of the Organization	9 persons	20 persons
Location	Livani Town, City of Rezekne, City of Riga	City of Daugavpils, City of Rezekne, City of Riga
Overall goal/Mission	Coordination of the development of the region through representation of the region's interests at the national level, development planning and facilitation of cooperation among municipalities of the region.	
Funding	Primarily state budget financing and funding attracted through projects	
Target audience	• Inhabitants of the region • Entrepreneurs of the region • Municipalities of the region	
Main outputs	• Regional land-use plan • Regional development strategies • Development projects	
Logistics/ICT projects	• NIV-093 Interreg III A project "New Spatial Development Zone for Border Regions of Latvia and Russia – Connecting Potentials of Two Countries" – Remote Access • Public Internet access points creation in Latgale region (ERDF funding) • Latgale interactive communication portal	
Marketing channels	Website: www.latgale.lv	

In Latgale the two most active municipalities are Daugavpils and Rēzekne city councils.

4.3.4 Zemgale Region

The development of Zemgale Region is governed by the following planning documents:

- Zemgale Planning Region Development Strategy 2003 – 2010;
- Action Plan 2004 – 2007;
- Zemgale Planning Region Territorial Plan 2006 – 2026.

Zemgale is the only region where the development agency was liquidated (January 2007) as a result of the establishment of the Planning Region Administration. The Administration now employs all former ZRDA staff and has fully taken over all projects that ZRDA had previously committed to.

Table 6 Key regional development actor in Zemgale Region

Attributes	**Zemgale Planning Region Administration**
Background of the organization	Established in early 2007 to perform executive functions delegated by the Zemgale Planning Region Development Council. Also takes over all tasks previously performed by the Zemgale Development Agency.
Size of the Organization	13 persons
Location	City of Jelgava
Overall goal/Mission	Coordination of the development of the region through representation of the region's interests at the national level, development planning and facilitation of cooperation among municipalities of the region.
Funding	Primarily state budget financing and funding attracted through projects
Target audience	• Inhabitants of the region • Entrepreneurs of the region • Municipalities of the region
Main outputs	• Regional land-use plan • Regional development strategy • Development projects
Logistics/ICT projects	• Creation of mobile information points (experts with laptops) to whom inhabitants and entrepreneurs in rural areas can come for advice.
Marketing channels	www.zemgale.lv

In addition to the Zemgale Planning Region Administration, Zemgale Region seems to have the highest number of active municipalities such as Jelgava, Jēkabpils, Bauska, Aizkraukle and Dobele city councils and Jelgava, Jēkabpils, Bauska, Aizkraukle and Dobele district councils.

4.3.5 Kurzeme Region

The development of Kurzeme Region is governed by the following key planning documents:

- Kurzeme Region Action Plan 2007 – 2013 (developed in 2006);
- Kurzeme Planning Region Territorial Plan (in drafting stage).

In Kurzeme as in all other planning regions, the newly established Planning Region Administration is the key contact point for planning and implementation of development measures.

Kurzeme Regional Development Agency will currently finalise the projects in which it has involved as a partner prior to the establishment of the Administration.

Table 7 Key regional development actor in Kurzeme Region

Attributes	**Kurzeme Planning Region Administration**	**Kurzeme Regional Development Agency**
Background of the organization	Established late 2006 following the amendments to the Law on Regional Development and took over most of the responsibilities of RDA.	Established in 1999 as a non-governmental organisation by the district and local authorities of the region.
Size of the Organization	6 persons	3 persons
Location	Both organisations have a joint office in the City of Riga	
Overall goal/Mission	Coordination of the development of the region through representation of the region's interests at the national level, development planning and facilitation of cooperation among municipalities of the region.	
Funding	Primarily state budget financing and funding attracted through projects	

Target audience	• Inhabitants of the region • Entrepreneurs of the region • Municipalities of the region
Main outputs	• Regional land-use plan • Regional development strategy • Development projects
Logistics/ICT projects	• Public internet access points
Marketing channels	Joint website: www.kurzeme.lv

Kurzeme planning region also has two very strong municipalities – Liepāja un Ventspils.

4.4 Private and nongovernmental development actors

In translating and formulating the demand of the private sector, industry associations can play an instrumental role. Therefore, in addition to the public regional development players presented above, several private organizations are likely to play a future role in developing logistics and logistics-related ICT competences in SMEs.

We have singled out three such organisations as key development actors. **Latvian Logistics and Customs Brokers Association** represents the interests of logistics service providers and logistics consultants, these interests being the increase of demand for logistics services and increased availability and quality of trained professionals.

Latvian Information Technology and Telecommunications Association joins companies and individuals from the IT and communications sectors, whose interest it is to grow the demand for information systems and services, including those in logistics.

Transport and Telecommunications Institute is a private institution providing higher education, as well as conducting academic and applied research in disciplines related to transport, logistics and ICT; it stands to benefit from increased demand for logistics and IT professionals and from growth in private and public demand for their research.

Attributes	
Background of the organization	LCBA is a non-profit organisation, established in 1997. Organisations and specialists in the fields of Logistics and Customs have joined in LCBA with the main goal - to promote international trade, ensure safe and reliable cargo flow trough Latvia and develop logistics and customs brokers' activities in Latvia. One of the main reasons why LCBA was established at the time was the need for completely new legislation acts in the field of Customs clearance operations. The association was the body that took very active part in this legislation development process. Now, besides the Customs issues, LCBA is focusing on development of other elements of the logistics business.
Size of the Organization	7 (chairman and six board members)
Location	City of Riga
Overall goal/Mission	Promote the role of logistics and customs brokers in business; implement educational activities for logistics related issues; lobby logistics issues at the state level.
Funding	Funded by members
Target audience	Member organisations and other enterprises; national and local governments and agencies
Main outputs	• Seminars for association members • Publications on customs and logistics issues • Pro-business changes in national legislation • Lobbying of logistics business interests
Logistics/ICT projects	• partner in LogOn Baltic project • initiated and implemented the publication of Logistics Manual for SMEs with funding from the Ministry of Economics
Marketing channels	www.lmba.lv

Table 9 Latvian Information Technology and Telecommunications Association (LIKTA)

Attributes	
Background of the organization	LIKTA is a non-governmental, professional association, founded in 1998, that represents over 60 important ITTE[10] product and service providers and educational institutions, as well as over 150 individual professional members of the ITTE industry sector in Latvia, namely in computer hardware and software, electronics, and telecommunications infrastructure and service providers.
Size of the Organization	11 (board members)
Location	City of Riga
Overall goal/Mission	To promote and further the development of Information Society in Latvia through: • increasing e-awareness in society by organizing conferences and educational endeavours; • taking an active part in preparing professional study programs for ITT specialists; • provision of expert advice to Governmental institutions on legislative and other matters related to ITTE, and other.
Funding	Funded by members; project grants from national and EU programmes
Target audience	Member organisations, enterprises, citizens, national and local governments
Main outputs	• Legislative changes and initiatives • Lobbying of ITT business interests • Conferences, seminars, and exhibitions on ITT • IT skills training programmes for professionals and for citizens • Curricula for education in IT
Logistics/ICT projects	• Training and re-training of employees for IT companies (supported by national government and EU funding) • Latvia@World (developing citizens' IT skills) • IST4Balt (promotion of EU 6th Framework

[10] Information technology, telecommunications and electronics

	Information Society Technologies program in the three Baltic States) • Star-Net (promotion of Latvian SME participation in EU 6th Framework Information Society Technologies program)
Marketing channels	www.likta.lv

Table 10 Transport and Telecommunications Institute (TTI)

Attributes	
Background of the organization	The largest university-type accredited non-state technical higher education establishment in Latvia. Main academic activities: higher education, training courses, vocational training.
Size of the Organization	220 teaching staff
Location	Main facilities are in Riga with a branch in Daugavpils
Overall goal/Mission	• provide higher technical education; • to encourage and promote collaborative work between practitioners and academics in various facets of transportation research relevant to the needs of Latvia; • identify possible future directions, new designs and techniques for transportation infrastructure development and facility upgrading; • introduce appropriate state-of-the-art technologies and recommend ways and means by which suitable technologies could be incorporated into our transportation systems; • study the characteristics and unique features of our transportation systems, and propose ways to best service and manage the existing infrastructure; • generate cost-effective solutions to further improve the operational capacity and efficiency of the existing air, sea and land transportation systems.
Funding	Privately funded
Target audience	Students, companies, state and local governments
Main outputs	• Main directions of academic activities: Electronics and Telecommunications, Information Technologies

	and Computer Science, Management and Business Administration, Economics, Transport and Logistics. • Main research activities: optimization and modelling of transport systems, logistics, navigation satellite systems, air traffic control systems, telecommunication, transport telematics, applications of information technologies, business re-engineering.
Logistics/ICT projects	• Partner in LogOn Baltic project • During last four years TTI has been involved in 14 European projects, 4 National research programmes, 8 Municipal research projects and more than 20 bilateral projects with local and foreign companies.
Marketing channels	Brochures advertising degree and course programs; www.tsi.lv

Two other not-for-profit organizations represent businesses that are closely involved with logistics:

Table 11 Association of Road Carriers *Latvijas auto*

Attributes	
Background of the organization	Association of Road Carriers *Latvijas auto* works towards the goal of developing automotive freight services and increasing their effectiveness. It currently represents 645 members.
Size of the Organization	16 persons
Location	City of Riga, regional branches in cities of Liepāja and Daugavpils
Overall goal/Mission	Developing automotive freight services and increasing their effectiveness.
Funding	Membership fees
Target audience	Member organisations; national government
Main outputs	• Representation of road carriers' interests in Latvian and foreign institutions • training courses and seminars for members

Logistics/ICT projects	Contributed by representing the views of the industry in e.g. InLoC project
Marketing channels	www.lauto.lv

Table 12 Latvian Association of Freight Forwarders and Logistics

Attributes	
Background of the organization	The association unites Latvian freight forwarders and keepers of customs warehouses on principles of voluntary participation in order to promote organization of freight transportation and the development of the related services. It has 72 members.
Size of the Organization	3 persons
Location	City of Riga
Overall goal/Mission	To promote organization of freight transportation and the development of the related services
Funding	Funded by membership fees
Target audience	Member organisations; national and local governments
Main outputs	• Representation of members' interests in government and international institutions • Participation in legislation development • Consultations to members • Training and certification for members
Logistics/ICT projects	None to date
Marketing channels	www.laff.lv

Finally, Latvian Chamber of Commerce and Industry is the largest business association in Latvia, representing ca. 1090 companies.

Table 13 Latvian Chamber of Commerce and Industry

Attributes	
Background of the organization	Latvian Chamber of Commerce and Industry is a non-governmental, voluntary organisation uniting Latvian companies of different sectors. Originally established in 1934, it was re-established in 1990.
Size of the Organization	Ca. 40 persons
Location	Central office in the city of Riga, regional branches in Cēsis, Daugavpils, Jelgava, Liepāja, Rēzekne, Valmiera, Ventspils, and regional office in Jēkabpils
Overall goal/Mission	The aim of the organisation is to create favourable business environment, represent economic interests of Latvia's enterprises and offer business promotion services. LCCI represents business interests through a dialogue with national and local governments and participates in the drafting of commercial legislation in Latvia.
Funding	Membership fees and income from services
Target audience	Member organisations; national and local governments
Main outputs	LCCI provides the following services: • Information on doing business in Latvia • Contacts with Latvian business partners • Directory and Mediation services • Trade Fairs and Trade missions • Certificates of Origin and Bar codes • Arbitration Court • Professional Training and Business advisory service
Logistics/ICT projects	• Partner in creating the web portal for small and medium enterprises www.mvu.lv • LCCI is a partner in several Phare CBC and Interreg projects, and other EU projects
Marketing channels	Newsletter for members; www.chamber.lv

In addition, there are about 80 other **industry associations** in Latvia representing the interests of various service providers and manufacturers. Some of these organizations can make good partners

for planning and implementing development initiatives related to logistics and ICT competence in their respective industries.

The **Forest and Wood Product Research and Development Institute** (MeKA, www.latvianwood.lv), is a case in point. It was established as a limited company by Latvian Federation of Wood-Processing Industries, the state-owned Latvian State Forests and Latvian University of Agriculture.

The industry has realised the need for common industry-wide standards for wood resources, and work is underway to initiate the development of those. A common standard would enable the compatibility of companies' logistics systems, reducing inefficiencies and unpredictability, and increasing transparency in the supply chain to the benefit of all involved. The success of this project would enable the Institute to initiate other projects aimed at developing logistics competences in this industry sector.

5 DEVELOPMENT MEASURES

5.1 List of development measures

5.1.1 Approach

The list of development measures for Latvia was drawn up through the revision of secondary sources such as websites of the key regional development actors, as well as individual interviews with the specialists as indicated in the Methodology of this report (Part 2).

In identifying the various development measures, the focus was on the initiatives that are directly related to building SME competence in the fields of logistics and logistics-related ICT or development of logistics solutions that would directly involve SMEs.

The general impression of our interviews with the various experts is that logistics competence of SMEs is currently not among priority issues for either SMEs themselves or national or local government bodies. This can be explained by several factors, among them the rapid development and restructuring process in the Latvian economy, which makes the decision-makers focus on investments with shorter payback times.

Today in Latvia many public and private investment projects are underway to develop physical transport and logistics infrastructure, this being is an important condition for development of logistics services. However, as purely infrastructural projects have no direct impact on the development of logistics skills and competences at companies, we have not considered them in our analysis.

5.1.2 National government initiatives

National government investments related to logistics have focused on improving Latvia’s physical transport infrastructure: roads, railways,

airports and seaports. For the period 2007 – 2013 the transport sector will receive Cohesion Fund financing in the amount of 741.3 million EUR and ERDF financing in the amount of 307.1 million EUR.

Since 2004 Latvia has access to the financing from TEN-T or European Communication Network. During 2004-2006 Latvia has received support for 5 projects, of which four are research and design projects and one is foreseen for construction works. Total amount of funding for these projects was 35 million EUR.

The Ministry of Transport of Latvia in its strategy for the years 2007-2009 defines several goals, among them – ensuring a competitive transport system in Latvia, which is integrated into the common Eurasian transport network, and availability of transit services with high added value. The Strategy also defines that it is necessary to create a modern and safe railway transport system with a solid role within the global chain of logistics, and to improve the infrastructure of local and national ports.

One of the responsibilities of the Ministry is to ensure that the interests of the businesses of the industry are taken into consideration. Among the activities of the Ministry are mentioned the following: to promote the implementation of the latest logistics and information technologies within the field of transit services; to develop model of national and local government cooperation for creation of new logistics and distribution parks; to promote the development of new logistics and distribution parks at the main transit flow hubs – Riga City, Ventspils and Liepaja Ports, as well as in the vicinity of the railway hubs of Rezekne and Daugavpils Cities.

This focus will be maintained at least in the medium term, as Latvia's infrastructure improvement needs are great, particularly considering the relocation of the EU-Russia border to Latvia and the ensuing increase in traffic on Latvian roads and railways.

In addition, the Secretariat for e-Government Affairs has successfully introduced the e-signature in Latvia in 2006, and is currently working on a number of pilot projects to bring e-services to both citizens and companies. A major task underway is the integration of all national data registries. The introduction of e-government functions and e-services would cut costs and improve efficiency of transactions for business.

5.1.3 Local government initiatives

Local government investments are also focused on physical infrastructure, including in some cases the development of logistics and distribution parks[11]. Normally the local government provides land and physical infrastructure rather than any competence-building activities for companies.

Some municipalities take a more pro-active stance in creating project 'content' with the goal of attracting businesses of a certain profile or industry. Industrial parks have been developed as an initiative from the municipalities in Liepāja City and Ventspils City. Another example would be the planned business park in Bauska County that is specifically positioned to attract providers of logistics and distribution services.

Ventspils Technology Park provides necessary infrastructure, room and services to hi-tech companies specialising in electronics, electric engineering, mechanic engineering and industrial automation and was founded by the Ventspils Free Port Administration, Ventspils University College, Industrialas Investicijas Ltd., Latvian Electrical Engineering and Electronics Industry Association, Association of Mechanical Engineering and Metalworking Companies, Siemens Ltd. and Zernike Group Holding B.V.

Business and Innovation centre has been established in Ogre City; among its founders are Ogre County Council, Ogre City Council and Riga Technical University. It is planned to cooperate with the Association of Electronic and Electrotechnical Industries, in order to help to implement new products. The Centre plans to serve the largest enterprises of the branch (e.g. Hanza Elektronika) or to help develop new factories.

As a result of the recently concluded Interreg IIIB Baltic Tangent project, Valka City Council is currently working to prepare a project for development of Centre for Logistics and Business Incubator. In the city there is the railway derivation Riga – Tartu in whose surroundings there are a lot of free space for storage of cargos and organisation of further transportation. The project partners are identified in Pskov Oblast (Russia), Kalmar City (Sweden) and Valga City (Estonia).

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[11] In addition, many local governments run such projects as retraining of the unemployed and creating public-access internet centres for citizens; however, these projects are socially oriented, with only indirect relevance to business.

In Rēzekne Special Economic Zone (RSEZ) the project Establishment of Latgale Engineering Technologies Cluster has been carried out. Project partners were Daugavpils University, Rezekne Higher Education Institution, Livani district council, the International Society for Optical Engineering, Association of Mechanical Engineering and Metal Working Industries of Latvia. The project planned to establish the only centre of prototyping plastics in the Baltics, and the laboratory for physical and chemical tests (at Rezekne Higher Education Institution) in Rezekne as well as improve the infrastructure in the territory of RSEZ.

A number of Latvian local governments are or were partners in Interreg projects with varying degrees of relevance to logistics competence building. Based on project contents, we have singled out the following projects that are most relevant to LogOn Baltic objectives.

Table 14 Interreg projects relevant to logistics involving Latvian partners12

Project name	Key objective(s)	Project partners in Latvia
Baltic Tangent	Generate knowledge about ways and means of developing and benefiting from an improved secondary transport infrastructure network linked to the TEN main routes in the South BSR, in particular regarding spatial planning, logistical concepts and other conditions for economic and labour market development	Vidzeme Development Agency, Valka Town Council, Riga Region Development Agency, Transport and Telecommunication Institute
InLoC Integrating Logistics Centre Networks in the Baltic Sea Region	Improve the networking and operation of ports, logistics centres and other logistics operators and to create innovative solutions and strategies for all actors in logistics chains; improve the compatibility of different ICT-based transport & logistics networks	Valka Town Council, Transport and Telecommunication Institute
InterBaltic Intermodality and Interoperability in the Baltic Sea Region	Develop a common transport strategy for the Baltic Sea Region and to give private and public decision makers on regional, national and international level recommendations on building up efficient intermodal transport systems able to cope with the future cargo flows	Transport Education and Research Centre
LogVAS Logistics potential for value added services in port-located areas	Create an information basis and identify logistic potential for value added services in the Baltic Sea Region; draw viable logistic market concepts which	Liepaja Special Economic Zone authority

[12] Information on the first four projects was obtained from BSR Interreg webpage and their individual webpages, while that for the fifth one from the project partners

	combine sea, rail road, air and inland waterway transport	
Remote Access New Spatial Development Zone for Border Regions of Latvia and Russia – Connecting Potentials of Two Countries	Create a common spatial development strategy for the Latvian and Russian border areas, including to develop the basis and work out the justification for the further development of transport and logistics services in the project territory	Latgale Region Development Agency, Vidzeme Development Agency

Most of these projects have to do with the possibilities and impact of new international transportation links. However, the impact of infrastructure development on local business conditions is considered in some of the projects.

The projects found to be the most relevant to LogOn Baltic objectives are analysed in detail according to Logical Framework method in Part 5.2 of this report. In addition to the Interreg projects listed in Table 14, we analyse the START project part financed by Clean Energy - Europe programme that Riga City Council is involved in.

It must be noted that with the exception of InLoC and Baltic Tangent, which were completed in March 2007, these projects are ongoing. The full impact of these projects on regional development will only be possible to analyse after the implementation of their results.

5.1.4 Private sector initiatives

As for the private sector, it has been noted by many of our interviewees that logistics is generally not a priority on enterprises' investment needs list, particularly at SMEs. Among companies' more pressing needs are technological upgrading of production facilities, renovation or reconstruction of premises, and access to finance.

There are several projects to develop logistics and distribution centres in Latvia with private or private-public financing. A significant project is the planned multi-modal logistics centre near the city of Jēkabpils, designed for transhipment of containers from western parts of China. It would offer significant time and cost savings over an alternative sea route. There are also plans for a cargo terminal on the Russian-Latvian border. While significant for the economy, it is difficult to see at the moment how these projects will impact logistics competence building in local SMEs.

The profitability of private investment in logistics solutions is clearly demonstrated by the example of the medium-sized wood-processing

company Marko KEA, a front-runner among its industry peers in Latvia in introducing of logistics information systems. In the interview, the company's owner gave specific figures of savings in terms of costs and number of staff that resulted from development of a proprietary logistics system.

However, most of the experts agree that as of yet cases such as this are the exception rather that the norm among SMEs. Therefore, we can expect that Latvian companies will increasingly look for logistics solutions in the future, when they have solved their more urgent needs.

Accordingly, when the demand from SMEs is there, we can expect an increasing number of local and national government support initiatives to improve logistics competences in companies, of which to date there have been just a handful.

In the future, the state could support logistics competence building activities within the framework of Enterprise Competitiveness and Innovation Promotion Programme 2007 – 2013 developed by the Ministry of Economy. It is now up to companies and their associations to initiate projects relevant to the programme's objectives and submit them for public funding via relevant state agencies.

5.2 Case studies

5.2.1 START

Of the few projects with relevance to logistics competence building that we identified in Latvia, the Riga City component of the START project was chosen for closer analysis. It is significant in that some of its activities focus on the needs of SMEs, and the resulting solutions will bring benefits to SMEs and may in fact improve their logistics capabilities and skills.

Short Term Action to Reorganize Transport of Goods or **START** deals with making goods distribution more energy efficent by combining access restrictions, incentives and the development of consolidation centres. START is coordinated by the City of Göteborg and other partners include the cities of Bristol in the UK, Ljubljana in Slovenia, Ravenna in Italy and Riga in Latvia. It is is co-financed by the Intelligent Energy – Europe Programme. The project was started in February 2006 and is scheduled to run for 3 years.

Every participating city has chosen a pilot area for which the above activities are implemented. For Riga the participation in START is about exchanging experiences with the other cities, the possibility to increase local staff knowledge, and the solutions on introducing freight restrictions in the historical centre and coordinated goods delivery in the city. The activities include:

- Delivery restrictions for the historical centre.
- Study possibilities for a freight logistic centre.
- Introduction of biofuels: promotional campaign for the usage of biofuels.
- Local Freight Network: establishment of a network bringing together representatives from Latvian Retailers Association, Riga Port Authority, Latvian Freight Association, Latvian Roads Traffic Safety Directorate, Riga City Council Environmental Department, Riga Centre „ Agenda 21" among others.

First project results for Riga – feasibility studies on a potential freight logistical centre, and on potential cargo drop-off points in the historical centre – are expected by spring 2008.

Table 1 Logical Framework for Riga component of START project

	Attribute	Indicators	Information sources	External factors
Overall objective:	Reduce energy use in the Historical Centre of Riga City.	Environmental indicators: – CO2 emissions; – NOx emissions; – PM10 emissions. Estimated time-frame: 2011-2012 (2-3 years after project completion)	Statistics of the Monitoring Unit at the Riga City Council Environment Department.	– Continuous political support to reduced energy consumption that would enable further initiatives. – Availability of the budgetary resources and PPP initiatives to finance further solutions. – Cooperation and commitment of the retailers and other businesses in the area to abide by the restrictions and take further environmentally friendly actions. – Effective enforcement of the restrictions.
Purpose:	Optimised freight traffic in the Historical Centre of Riga City, including restrictions, consolidation of deliveries, improved load factor and greater use of more energy efficient vehicles.	Transport indicators: – Vehicle kms in the Historical Centre of Riga City; – Number of trips in the demo area; – Load factor. Social/behavioural factors:	Evaluation activities of the START project, of which this measure is a part. The baseline of most indicators has been calculated especially for this project.	– Political support to apply and implement the recommendations elaborated within the project. – Public Private Partnership for continuous efforts on implementation of solutions, such as the establishment of the freight logistics centres. – Availability of energy efficient alternatives (also in terms of cost-efficiency), for example, biofuel.

		– Number of stakeholders and companies involved in the demo measures; – User and operator acceptance in demo area; – Number of organisations reached by the dissemination activities.		
Output (Results):	– Elaborated suggestions for freight drop-off restrictions in the Historical Centre. – Estimated feasibility for the creation of a freight logistics centre. – Raised awareness about the use of biofuel. – Established local freight network.	START project will be finalised in February 2009, by when it is expected to produce the following deliverables (Riga component): – Report indicating potential drop-off points, entry points, time. – A feasibility study for the creation of a freight logistics centre; – Information campaign about the use of biofuel: study of the use of biofuel, seminar, publicity in the media. – Meetings of local stakeholders. – 3 fact sheets (updated twice a year), 2 seminars, 2 newsletters a year, information online, dissemination to partner organisations.	– Project progress reports; – Fact Sheets as a part of the Evaluation plan; – Project website.	– Political commitment – firstly, to publicly acknowledge the Historical Centre as a problem area, and, secondly, to define and approve the necessary restrictions, thirdly, to assign budgetary resources for the necessary investments. – Willingness of the retailers in the Historical Centre to change their behaviour and adhere to the new restrictions, on the one hand. And availability of the mechanisms to enforce these restrictions on the other hand.

Inputs/ Activities:	– WP1: Project management – WP2: Local cooperation networks – WP3: Traffic restrictions – WP4: Consolidation of deliveries – WP5: Stimulating events – WP6: Evaluation – WP7: Dissemination	Project team consists of Project coordinator (management and coordination, evaluation, dissemination) and 2 staff members (from Riga City Council). Activity implementation is subcontracted to 4 companies.	88 435 EUR (42 999 EUR EU co-financing)	Project implementation was started on 1 February 2006. For planned deliverables to be obtained on schedule there must be timely input from subcontractors and participation of the key stakeholders. Some difficulties were experienced with the participation of retailers in the demo area (lack of

5.2.2 Remote access or New Spatial Development Zone for Border Regions of Latvia and Russia – Connecting Potentials of Two Countries

Lead partner of the project Remote Access is Latgale Region Development Agency. Other project partners are Vidzeme Development Agency, Administration of Pskov Oblast, joint-stock company “Region Expo” (Russia), North-West Russia Logistics Development Centre ILOT.

General objective of the project is to promote sustainable spatial development in the project territory by creating new spatial development zone and introducing new approaches for development of the remote Baltic Sea region/European Union border regions, thus making contribution to the balanced polycentric development of the Baltic Sea region.

To provide the achievement of this goal, project activities include researches about transport flow and infrastructure layout, development of the common spatial development strategy (SDS) of Latgale and Vidzeme Regions, Pskov and Leningrad Districts. The common SDS objective is to make up integrated structure for development of the border regions involved in this project for the next 15-20 years on.

Project is planned to contribute to the cooperation of partners of regional, national and multinational level/ int. al. producers, non-governmental organizations, service providers, social partners as well as policy makers.

Project comprises territories of Latgale and Vidzeme Regions in Latvia as well as Pskov and Leningrad Oblasts in Russia.

The project is planned to be completed by early 2008. As of the writing of this paper, there are no public project reports that would allow assessing the achievement of its objectives.

Table 2 Logical Framework for REMOTE ACCESS project

	Attribute	Indicators	Information sources	External factors
Overall objective:	To promote sustainable spatial development in the project territory by creating new spatial development zone and introducing new approaches for development of the remote Baltic Sea region/European Union border regions, thus making contribution to the balanced polycentric development of the Baltic Sea region.	Sustainable spatial and cohesive development of remote border regions in long-term perspective as common development zone through: - Implementation of Spatial Development Strategy (SDS) by cross border stakeholders; - Investments in transport infrastructure; - Investments in transport supporting services; target regions have better access to markets, main transport corridors and development poles; - Territorial potentials exploited better due to improved accessibility; - Improved knowledge on the potential and plans in neighbouring regions; Companies and communities are developing (new jobs, more income, new and better services, innovations etc) **Period:** 14 months **Partnership Agreement signed:** 01.12.2006.	Reports of investment projects in transport infrastructure and supporting services; SDS implementation and monitoring reports; Statistical data (GDP etc) from national sources and transport companies / associations in LV and RU; Annual reports of the employment agencies in LV and RU; Evidence and reports on the newly established spatial development zone with its decision making and administrative structure	EU / national legislation and funding framework is supportive for new spatial development zone with transport, logistics and supporting services' development initiatives

Purpose:	Current situation analysis about the transport, goods/cargo and people flows through the project territory and common spatial development strategy for all the project territory; Build a sustainable cross-border cooperation network that unites partners of national, private and nongovernmental sectors on national and regional level; Jjustification for the further development of transport and logistics services in the project territory.	- Stakeholders and institutions actively participate in studies and SDS elaboration process leading to portrayal of existing situation and future action plan; - National and regional level institutions / ministries take on board project findings; - The project positively impact transport and logistics sector players and community in general; - Cross border cooperation network is functioning and fostering coordination and information exchange; Future investments justified, business plans for 2-3 logistics centres in project area elaborated	Study and SDS reports; Communication (letters, mails etc) with national / regional level stakeholders and institutions / ministries; Commitments at national and regional levels; Reflections in mass media.	Stable political situation on both sides of the border following constructive agreements at national levels.
Output (Results):	Study “Analysis of potential of Latgale, Vidzeme, Pskov and Leningrad Regions in the field of transport and logistics services. Current trends and development opportunities.” Study on transport and supporting services in Latvian-Russian border area; two studies on selection and establishment of technological	2 conferences (over 140 participants) and 3 press conferences held; 6000 brochures with project information; 4 seminars held (over 70 participants); 5-day study with 14 participants to Finnish –Russian border and related institutions;	Participant lists; Seminar and conference materials; Project reports;	EU / national and regional level institutions and stakeholders are to be involved and participating in discussing project outputs and results, taking them on

	parks and logistic centres (1 in Latvia and 1 in Russia), including business plans; 5-day study trip to Finnish-Russian border; GIS and mapping materials purchased for SDS needs; SDS document elaborated and approved to serve as basis for coordinated action and future investment in transport infrastructure and supporting services	24 consultations with stakeholders held; 56 development documents analysed (in 2 countries); 3000 copies of SDS summary; 2 project web-sites (1 in Latvia and 1 in Russia) developed; 28 press releases; Creation of 20 new business fostered; Respective EU/national and regional institutions and stakeholders actively participate in activities and discussions; Transport and logistics sector players are involved and support outputs /results; true ownership is in place	Project www information; Project brochures, summaries; SDS documents; Study documents; Intention and support letters from sector stakeholders and national institutions;	
Inputs/ Activities:	– WP1: Management and Coordination – WP2: Elaboration of the justification for future investments in transport and logistics – WP3: Elaboration of Common Spatial Development	Preparation of ERDF 2 Progress reports, 1 Final Report and Tacis Interim report and Final report; Partners and stakeholders participate in conferences, meetings and seminars; Elaboration of 3 studies;	Information on www; 3 documents of studies (with inception and final reports incl); SDS document;	Support from EU / national / regional institutions and stakeholders to the project and true understanding of the problem as well as commitment / dedication to undertake effective actions for problem solution, based on cross border cooperation, is of significant importance

	Strategy for Vidzeme, Latgale Regions and Pskov and Leningrad Oblasts and creation of cooperation networks – WP4: Publicity and Information	SDS development and GIS equipment ; Transport sector community informed and aware of the project; **Partners:** Latgale Regional Development Agency; Vidzeme Development Agency; Administration of Pskov Oblast (Russia); JSC Region-Expo (Russia); NGO ILOT (Russia)	Methodology and study guidelines; Interview sheets; Publications in mass media Total budget: 579 389 EUR ERDF: 282 873 EUR Tacis: 202 225 EUR	

5.2.3 LogVas or Logistics Potential for Value Added Services in Port-located Areas

The LogVAS project is an INTERREG III B project involving 25 partners. Eleven countries, namely the EU Member States Estonia, Denmark, Finland, Germany, Latvia (Liepaja Special Economic Zone), Lithuania, Poland and Sweden, further on Norway, North-West Russia and Belarus are participating. The LogVAS project spans a period of 28 months and will be completed in December 2007. The responsible organization is the Lübecker Hafen-Gesellschaft mbH from Germany.

The objective of LogVAS is to create an information basis, which makes it possible to identify logistic potentials for value added services in port located areas in the Baltic Sea region. Therefore the project aims to develop a traffic model as well as logistic maps, which should make the benefit of value added services for potential users transparent and point out economic as well as political planning strategies.

During the project it is planned to carry out the following activities:

- Analysis of intra-regional and trans-national logistics structure and modelling;
- Design of a logistic market concept visualizing value added services;
- Implementation and activation of the results.

Project results are expected by the end of year 2007.

Table 3 Logical framework for LogVas project

Overall objective:	To promote economic growth and sustainable development in the Baltic Sea region - to identify potential of value added services in the Baltic Sea-region and their activation for port located areas.	Economic indicators	National and EU statistics	EU/national policies support the development of value added services in the Baltic Sea Region; Availability of budgetary resources to continue to provide support for development of value added services; Willingness of companies to develop their services in this field.
Purpose:	- Develop a traffic model in order to make the benefit of value added services for potential users transparent; - Draw viable logistic market concepts which combine sea, rail road, air and inland waterway transport; - Enhance investments in ports, commercial areas and their hinterland connections.	Analytical models	Correspondence of the model with reality; Instruments for the measurement of possible job effects by the settlement of companies in port located areas; instruments for the measurement of the applicability of logistic maps and the utilisation of their conclusions;	Political support on an international, national and regional levels;
Output (Results):	A database that is linked to a Geographical Information System (GIS), based on different national and regional statistic sources.	Analysis of VAS driven potentials and elaboration of strategic approaches;	Transmission of brochures and further documentation material; actors, who participate in conferences, workshops and meetings; publication of the	Support from EU and national regional institutions and stakeholders

	A comprehensive traffic model to visualise the interconnections between manufactures and service providers. Logistic maps illustrating the BSR regarding different traffic modes, branches, value added levels and regions.	Traffic Modelling for intermodal transport in the Baltic Sea area in certain corridors; report on VAS in port-areas and derived effects; Market and potential research for the traffic on the east-west corridor; Market and potential research for the traffic on the north-west corridor;	website; articles in professional journals; initialisation of the Joint Action Programme (JAP).	
Inputs/ Activities:	– WP1: Analysis of intra-regional and trans-national logistics structure and modelling – WP2: Design of a logistic market concept visualising value added services – WP3: Implementation and activation of the results	The ISL-Baltic Consult GmbH is responsible for the project co-ordination and financial management. Duration of the project is planned to be 28 months, starting from 01.09.2005.	Contracts, invoices, timesheets, project reports; Information on webpage. Total budget of the project - 1.78 million Euros whereof 993,500 Euros are subsidized by the European Union	Commitment from the project partners and stakeholders.

5.2.4 Baltic Tangent

The Baltic Tangent (BT) project derives from the unsatisfying socio-economic situation in large parts of the BT area. The peripheral location in relation to the main transport infrastructure corridors in the BSR, constitutes a serious disadvantage for economic and labour market development of partnership regions in the Baltic States, Sweden and Russia. The BT project therefore focuses on how road, railroad and maritime traffic links to the main transport corridors (TEN) should be improved, to enhance the prospects for the regions and municipalities concerned to benefit from the economic growth potential of the South Baltic Sea area.

The aim of the project is to produce a comprehensive strategy, a partnership and an action plan for implementation of this improved transport infrastructure network linked to the main TEN north-south transport routes in Scandinavia and the Baltic States. The BT project outcome will add new perspectives to transnational cooperation for the development of the southeast Baltic Sea Region. The project will generate knowledge of general interest about ways and means of developing and benefiting from an improved secondary transport infrastructure network linked to the TEN main routes at local, regional, interregional and transnational level of government in this part of BSR, in particular regarding spatial planning, logistical concepts and other conditions for economic and labour market development.

The project is divided into four Work Packages where WP1 deals with spatial planning and infrastructure integration and WP2 with logistics and BT aspects on intermodal solutions. The task of WP3 is to develop the main outcome of the project, based on a transnational transport infrastructure strategy for the BT cooperation area; and a comprehensive model for relations and partnerships effective in realising improved east-west transnational transport infrastructure linked to the TEN system in this part of Baltic Sea Region.

The project involves 33 partners from Denmark, Estonia, Finland, Germany, Latvia, Lithuania, Poland, Sweden and Russia.

The Baltic Tangent project was completed in March 2007.

The following partners from Latvia took part in Baltic Tangent: Vidzeme Development Agency, Valka Town Council, Riga Region

Development Agency, and Transport and Telecommunication Institute. The partner from Latvia that would incur the direct economic benefits as a consequence of this project is the municipality of Valka. Therefore, we will look at the results of the project from this municipality's perspective.

As a result of the project, a feasibility study was produced on opportunities for the development of a logistics centre in Valka region. It recommended that Valka's existing rail infrastructure could be used for creating a consolidation park for empty containers, and also that the town could be the location of a regional cargo distribution centre. As the location for a customs warehouse and a logistics centre, it was recommended to use vacant territories adjacent to an existing railway branch.

If implemented, the logistics centre would create employment and contribute to economic activity and territorial development in the town of Valka and its sister town Valga on the Estonian side of the border. In addition to direct employment, it would also create additional opportunities for businesses providing services to the logistics centre. The resulting new jobs would be important in reducing such socio-economic problems of the town as unemployment and migration of workforce to other urban centres.

As part of the project, municipality of Valka had the chance to learn from Swedish experience in creating a public-private partnership model for the development of a logistics centre. If the logistics centre is created, the municipality would rely on this model, allowing to reduce its financial commitment while retaining a stake the project.

Two other Baltic Tangent outputs are specifically relevant for Latvia: the case study 'Business Opportunities in Remote Regions', which reviews the policies and problems of development planning in relation to logistics in Latvia; and a study on infrastructure development needs for the small port of Salacgrīva. It will be possible to measure the impact of the first output when and if its policy recommendations are implemented. The impact of the second output could be measured when the proposed investments are made.

Table 4 Logical framework for Baltic Tangent project

Attribute		Indicators	Information sources	External factors
Overall objective:	To enhance the prospects for the regions and municipalities concerned to benefit from the economic growth potential of the South Baltic Sea area	Economic indicators	National and EU statistics	EU/National policies approve the economic development of the South Baltic Sea area
Purpose:	- a comprehensive strategy, a partnership and an action plan for implementation of improved transport infrastructure network linked to the main TEN north-south transport routes; - generate knowledge about ways and means of developing and benefiting from improved transport infrastructure network linked to TEN at local, regional, interregional and transnational level	Stakeholders and institutions actively participate in implementation of the project	Number of participants in project events	Support from EU and national institutions and stakeholders
Output (Results):	– review and proposals of regional development programming as a condition for investment in infrastructure for realisation of an integrated Baltic Tangent economic growth area. – improving business solutions in transport and logistics – development of BT strategic focus, an activity plan and a BT partnership	Seminars on the Role of Baltic Tangent in the TEN-T transport corridor network; Seminar on Planning of Strategic Alliances and Clusters in Transport Sector; - practice and policy for business activities in remote areas; 3 case studies;	Baltic Tangent Newsletters; Baltic Tangent Leaflets; Baltic Tangent Information Sheets; Progress reports;	Project partners and responsible organisations are duly involved and participate.

		Report on infrastructure bottlenecks in BT; Report on opportunities and synergies for business activities in remote areas by improving access in the secondary networks;	Final reports of WP; Project website.	
Inputs/ Activities:	– WP1: spatial planning and infrastructure integration – WP2: logistics and BT aspects on intermodal solutions – WP3: develop the main outcome of the project, based on a transnational transport infrastructure strategy for the BT cooperation area; and a comprehensive model for partnerships in realising transnational transport infrastructure linked to TEN – WP 4: Dissemination and Training in the Baltic Tangent	Lead partner of the project is Kalmar County, Sweden. Altogether there are 33 partners in the project, the following partners are responsible for the implementation of the WPs: WP 1 – Regional Council of Kalmar County; WP 2 – Association of Danish Transport Centres; WP 3 – Riga Region Development Agency; WP 4 – Valga County Development Agency. Other partners participate in the implementation of the WPs as well. Project management unit consists of 9 persons (Manager, financial manager, project officer from Kalmar County and WP leaders, as well as a representative from the partner in Russia).	Contracts, invoices, timesheets; Project reports; Information on the webpage; Publications in mass media Total budget 2.1 million Euros	Commitment of the project partners and involved organisations, support from EU/National/regional institutions

5.2.5 InLoc or Integrating Logistics Centre Networks

Integrating Logistics Centre Networks in the Baltic Sea Region (InLoC) is a project, which aims at improving the competitiveness and attractiveness of the Baltic Sea region in relation to other European regions through transnational co-operation on spatial planning and improvement of transport and communication links. InLoC plans to stimulate the business sector of the area by creating better conditions for logistics operations and will result in innovative co-operation networks of all actors in transport chains as well as networks of the logistics centre related actors.

The project is divided into 4 work packages with these objectives:

- improve the networking and operation of ports, logistics centers and other logistics operators and to create innovative solutions and strategies for all actors in logistics chains,
- create conditions for the spatial integration of logistics operations, to analyze spatial and environmental consequences of LC-development and to remove bottlenecks in port-hinterland-logistics centre connections,
- improve the compatibility of different ICT-based transport & logistics networks, and
- organise educative events related to logistics centres and disseminate knowledge and potential of logistics centres, logistics in general and the results of the InLoC project.

The InLoC project involves 35 partner organisations from nine Baltic Sea countries. The project period is 1 August 2004 - 31 March 2007. The Centre for Maritime Studies of the University of Turku, Finland, acts as the lead partner of the project.

Two Latvian partners participated in the InLoC project: Valka Town Council and the Transport and Telecommunications Institute.

The case of Latvia is considered in two studies produced as a result of the project: Case study on spatial planning and logistics centres and a Study on hinterland connections of ports/logistics centres.

Case study on spatial planning and logistics centres, among others, reviews Latvian spatial planning legislation and the needs of logistical centres. The study concludes that while there is a strong need for

development of inter-modal logistics centres in Latvia, it should be better articulated in planning documents and policies.

More specifically, the study recommends cooperation between port operators, regional authorities and private companies in the following areas:

- Promotion of the use of IT among the port community and between the port and the world outside;
- Cooperation between customs and other authorities in specific transport corridors;
- Regional co-operation between public bodies and private companies in order to understand spatial needs based on the assessment of long term commercial trends for waterborne transport and other factors affecting future transport demand;
- Implementing new networks between transport companies, scientific organisations and port cities.

The Study on hinterland connections of ports/logistics centres is based on interviews with key Latvian policy makers on national and local government level, public transport and logistics organizations, academic and research institutions, and a number of logistics companies operating in the ports of Riga, Ventspils, and Liepāja. It also includes a review of relevant legislation and policies, and a review of major infrastructure investment projects. The study places the Latvian case in a broader European context and provides a number of recommendations for policy makers, port operators and logistics businesses.

Latvia was also included in the project's study on the supply of logistics-related education in the Baltic Sea Region. The offering of higher and continuing education in logistics-related disciplines by private and public institutions in Latvia is summarized and reviewed; the concept of Virtual Open Transport University is presented as an integrating platform for the various types of education offered. The study, however, does not make comparisons on the quantity or quality of education available across the countries studies.

The direct result of these studies has been to improve the understanding of the situation by the academics, policy makers and private operators involved. However, their impact on regional development in Latvia will be possible to measure when the relevant recommendations are implemented as part of national policy and introduced in practice.

Table 5 Logical Framework for INLOC project

	Attribute	Indicators	Information sources	External factors
Overall objective:	Improving the competitiveness and attractiveness of the Baltic Sea region in relation to other European regions through transnational co-operation on spatial planning and improvement of transport and communication links	Economic indicators	National and EU statistics	Availability of financial resources and political support and will to continue concerted improvement of competitiveness of the region.
Purpose:	-improve the networking and operation of ports, logistics centres and other logistics operators; - create conditions for the spatial integration of logistics operations	-Improved transport chains and promoted sustainable transport modes in the Baltic Sea region; -Integrated logistics centre networks; -Developed new and existing logistics centres.	Number of logistics centres and networks	Support from various sectors having importance for the development of the operational environments of logistics centres
Output (Results):	- practical networking possibilities examined; - elaboration of multimodal transport strategies and improving the marketing efforts of logistics centres; - finding out the land use needs of logistics operations and have a picture on the spatial and environmental consequences of the development of logistics centres; - removal of bottlenecks in port-hinterland-logistics centre connections is also one of the goals;	- Case study on strategic business and commercial aspects of the networks of ports, logistics centres and other operators; -Case study on the Technical and Logistic aspects of Ports and Logistics Centers Networks; -Case study on Financial and Legal aspects of Ports and Logistics Centers Networks;	Project reports; Project website; Seminar, workshop and conference materials; Brochures;	Involvement of project partners and stakeholders and support from respective responsible bodies on a local/regional/national levels.

	- enhancing voluntary co-operation between companies by facilitating the use of different ICT-networks; - distributing knowledge about logistics centres and logistics in general to the public.	- Case Study on Spatial Planning and Logistics Centres; - Report on innovative multimodal transport strategies to improve the use of Pan-Baltic transport networks on macro and micro levels; -Study on improving ports and logistics centres for competitive short-sea-shipping; - Feasibility Study on hinterland terminals (dry port) network operation; - feasibility study on Competence Centre for Logistics Centres in the Baltic Sea Region; -Feasibility Study on integration on selected ICT based networks; - territorial impact assessment; - report on demand of electronic networks; - Conference of Logistic Trends; - 3 workshops (1 in Riga)	Studies.	

Inputs/ Activities:	WP 1: Integrating Networks between Ports, Logistics Centres and Other Operators; WP 2: Spatial Planning Supporting the Development of Logistics Centres; WP 3: Integration of ICT-based Logistics and Transport Networks; WP 4: Logistics Education and Project Dissemination.	Lead partner of the project is University of Turku Centre for Maritime Studies. The Project Secretariat is responsible for co-ordination and administration of the project. Ensured cooperation among the partners, experts.	Contracts, invoices, timesheets, project reports, participants lists, workplans, minutes of meetings, studies, data analysis, questionnaires. Duration: 01.08.2004 - 31.03.2007, 32 months Approximate total project budget: 1,867,600.00€ ERDF: 1,023,825.00€	Timely input from partners and involved experts, willingness to cooperate from the private sector involved in logistics.

5.2.6 InterBaltic

The InterBaltic project was initiated by the CPMR Baltic Sea Commission and seconded by the Baltic Development Forum based on the assumption that there will be a huge increase in transportation and logistics related to the Baltic Sea region. This situation will affect business development and living conditions in general, and thus the call for important political decisions. The main focus of the project will be to develop practical actions in a partnership between the public and private sector based on a common strategic platform.

The project complies with TEN, Motorways of the Sea, The Northern Dimension and national/supranational politics and objectives.

The main objective of this pan Baltic project is to develop a common transport strategy for the Baltic Sea Region and thus to give private and public decision makers on regional, national and international level recommendations on building up efficient intermodal transport systems able to cope with the future cargo flows. The project will mainly build these strategies on findings from other projects and transport initiatives by working in close cooperation with other transport related projects, initiatives and organisations in the Baltic Sea region.

The partnership includes both local and regional public authorities, infrastructure owners, universities and other research organisations in all countries Baltic Sea region (except Belarus), and will in this way satisfy the requirements for representation across the whole region which is necessary in order to form a transnational transport strategy for the region.

In particular the project has focus on:

- North–South transports – e.g. bringing seafood, minerals and industrial products from North to Central Europe
- East-West transports – trying to get positive effects out of increased intercontinental transports between USA / Western Europe and Russia / Far East (China) through the Baltic Sea Region.
- Motorways of the Baltic Sea - giving the concept of MoS content, considering elements of particular interest for the Baltic Sea. This includes good connections to the North Sea /

North Atlantic area and to hinterland (dry ports/ logistic centres)
- "The Baltic Ring" – strengthening the internal intermodal transport systems between the countries around the Baltic Sea, by developing improved interoperability across national borders

The project also aims at establishing a political platform including local, regional and national level in the Baltic Sea Region in terms of influencing on EU Transport policy making, and follow up and setting EU policy into action for a positive effect on regional development and cohesion. An important tool in establishing a common understanding for the transport challenges in the region, and to develop a common transport strategy for the region – is to establish a High Level Group that will continue it function also beyond the lifetime of the project. This group includes private companies and public authorities on regional and national level as well as representatives for private and public pan Baltic organisations interested in transport issues.

InterBaltic project is currently in progress and scheduled for completion in November 2007. Some results of the project so far[13]:

- Web-site up and running
- Project manual and guidelines related to project implementation worked out and published on web-site
- "Survey of current and performed studies, complementary analysis and proposal" worked out
- High Level Group established
- Second draft of collected "success stories" regarding port – dry port cooperation, intermodal planning systems and databases on intermodal transport infrastructures and service in the Baltic Sea
- First version of the software infrastructure presented
- Main frame of the Dry Port toolbox worked out
- Several coordination meetings between WPs and with other projects organised

[13] Based on the project's Progress Report dated 13.05.2007

Table 6 Logical Framework for INTERBALTIC project

Attribute		Indicators	Information sources	External factors
Overall objective:	A pan-Baltic project covering the whole region (Interreg Baltic Sea area), and focusing on development of some common transport strategies for the region	Regional development/increased business opportunities	Reports of investment projects in transport infrastructure and supporting services; Statistical data (GDP etc) from national sources and transport companies / associations; Annual reports of the employment agencies.	EU / national legislation and funding framework is supportive for new spatial development zone with transport, logistics and supporting services' development initiatives
Purpose:	- Focus on Intermodality and on Interoperability across national borders; - Developing the concept of "Motorways of the Sea"; - Considering global mega trends – special focus on future cargo flows to and from China and Russia; - ICT as means for developing more effective intermodal transport services; - Development of new B2B partnerships as a result of new transport solutions/ services	- Established common understanding for transport characteristics and solutions - Solved political, administrative, legislative, technological and technical problems regarding interoperability between countries - Established appropriate financial instruments to promote start up of new intermodal services and for smaller infrastructure investments - Involvement of private sector	Communication (letters, mails etc) with national / regional level stakeholders and institutions / ministries; Commitments at national and regional levels; Reflections in mass media.	Stable political situation; Stability of the existing trends in transport flows.

Output (Results):	- Establishment of a “High Level Group” to establish a common transport policy for the region; - A common understanding of the mega trends and future strategic situation related to cargo flows; - Identification of cargo segments and volumes most eligible for modal shift from road to rail and sea; - Present a common ICT framework for a soft infrastructure to optimize cooperation and logistics between regions and actors; - Present a Port / Dry Port toolbox to support regional planning activities related to logistics positioning; - Identification of the most important intermodal transport corridors in a TEN-T / Pan-European perspective; - Business related spin-offs as a result of better transport solutions and interregional	- Project manual worked out, website up and running; - Information publications and other information on the project produced; - Arranged start up seminar and workshops for project partners; - Established steering group, High Level Group and Strategy group according to organisation plan; - Organised Transport Political Conference; - Establishment of at least 2 pilot projects and one workshop for each of the pilot projects; - meetings of Strategy group and High level group; - Training materials produced; - Workshops within each PPP according to separate plan carried out; - Arranged Transport Political Conference and meeting of High level group;	Participant lists; Seminar and conference materials; Project reports; Project www information	EU / national and regional level institutions and stakeholders are to be involved and participating in discussing project outputs and results, taking them on board.

		- Strategic plan for Motorways of the Sea - and coordination with other Motorways of the Sea activities in neighbouring regions; - closing conference organized; - a toolbox of intermodal instruments that support the planning of intermodal corridors and supply chains developed.		
Inputs/ Activities:	– WP1: Project administration and dissemination of results – WP2: Mega trends and strategy – WP3: Intermodal toolbox development and deployment – WP4: Actions and business development	Lead Partner: Klaipéda Science and Technology Part (LT) 43 partners from 10 countries Regional and Local public authorities, Universities/ research institutions, Port authorities, NGOs and others Project runs from Dec 2006 – Nov 2007	Contracts, invoices, timesheets, project reports; Information on webpage; Publications in mass media. Budget 2.8 M EUR	Commitment from the project partners and stakeholders; Support from EU / national / regional institutions

6 CONCLUSIONS

Latvia today is well positioned to develop as an important logistics hub for the flows of goods between Western Europe and the rapidly growing economies of China and Russia. There are a number of favourable preconditions for this, such as: Latvia's location on the eastern border of the expanded EU; its connection to the Russian wide-gauge railway network and motorways; Latvia's central location among the Baltic States, guaranteeing the shortest travelling distance; its three major ports of Ventspils, Riga and Liepāja; a relatively well-educated workforce whose skills include Russian language; etc.

However, the factors of geography and history alone do not guarantee success in logistics, and Latvia is no exception to this rule. Its neighbours Estonia and Lithuania, as well as Finland and Poland, share some of the above factors, while being ahead of Latvia in others.

The drawbacks of Latvia's physical transport infrastructure include the obsolete state of much of its road network, particularly the secondary roads, as well as railroads and ports; the country's capacity in terms of logistics parks, distribution centres and warehouse space is also insufficient. The limits of Latvia's road infrastructure are demonstrated in recent months by the queues of trucks on its borders-crossing points with Russia, which can take as long as a week to complete.

From the perspective of business capacity, in many Latvian SMEs' the understanding of modern logistics is rather limited due to their lack of experience with it. The penetration of ICT, especially of logistics-related solutions in SMEs is relatively low. The domestic market's small size of 2.3 million people is another limitation.

Latvian Ministry of Transport has embarked on an investment program in excess of EUR1bn, co-financed by the Cohesion fund and TEN, to renovate and upgrade the country's road network. These public infrastructure investments create the necessary conditions for private investment in facilities for value-added cargo processing.

One significant example of the latter is the planned logistics park near the city of Jēkabpils, designed for transhipment of containers from western parts of China. It would offer significant time and cost savings over an alternative sea route.

Infrastructure development needs to be driven by reliable forecasts of future flows of cargo and people. Those flows can in turn serve as the basis for creation and growth of local services, especially in the less developed parts of Latvia on its eastern border.

Local governments' services to businesses usually include providing land and physical infrastructure for business parks. Successful municipal industrial parks have been established in the cities of Liepāja, Rēzekne and Ventspils. More recently, a high-technology park has been established in Ventspils and a business and innovation centre in the city of Ogre. The town council of Valka, as a result of its participation in the Interreg project Baltic Tangent, is planning a logistics park and a business incubator.

An example of a new kind of local government initiative is the START project in Riga, which aims at optimizing cargo flows in the historical centre of the city. When implemented, the solutions proposed within this project will bring direct benefits to retailers in the city centre.

An innovative approach is used as well in the recently started Interreg project Remote Access, which deals with transport flows, logistics and spatial planning of Latvia's eastern region Latgale in conjunction with neighbouring territories in Russia. One of this project's ambitions is to develop two business cases demonstrating how the region's cross-border cargo flows can be translated into local businesses.

The demand from private sector will be a critical precondition for development projects in the area of logistics and logistics-related ICT competences in the future. However, development actors can educate companies by spreading the best practices in the form of case studies, study tours and seminars.

Some of the already existing national programmes could support logistics competences projects, such as enterprise support programmes developed by the Ministry of Economics and administered by state agencies. These would support both training of staff and investment in logistics IT systems.

To coordinate development efforts in logistics, there is a need for new structures and forms of dialogue between the national and local governments on the one hand, and businesses on the other. Such a role could be played by a consultative council, where both public and private interests would be represented. A permanent secretariat should be set up to performed the day-to-day work of preparing meeting agendas and following up on the council's recommendations.

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World Wide Web resources

Web address	Organisation/Institution
www.baltkurs.com	The Baltic Course magazine
www.baltictangent.org	Baltic Tangent
www.bsrinterreg.net	Baltic Sea Region Interreg
www.em.gov.lv	Ministry of Economics
www.eps.gov.lv	Secretariat of Special Assignments Minister for Electronic Government Affairs
http://ec.europa.eu/regional_policy/index_en.htm	Directorate General Regional Policy of the European Commission
www.ficil.lv	Foreign Investors Council in Latvia
www.kurzeme.lv	Kurzeme Planning Region
www.inloc.info	InLoC
www.interbaltic.net	InterBaltic - Intermodality and Interoperability in the Baltic Sea Region
www.latgale.lv	Latgale Planning Region
www.latreg.lv	Latvian Regions Development Portal
www.likta.lv	Latvian Information Technology and Telecommunications Association
www.lmba.lv	Latvian Logistics and Customs Brokers Association
www.logvas.com	LogVas - Logistic potentials for value added services in port-located areas
www.lp.lv	Loģistikas partneri
www.raplm.gov.lv	Ministry of Regional Development and Local Government
www.rdpad.lv	Riga City Council City Development Department
www.riga.lv	Riga City Council
www.rigaregion.lv	Riga Planning Region
www.sam.gov.lv	Ministry of Transport
www.satdep.lv	Riga City Council Department of Transport
www.start-project.org	Short Term Action to Reorganize Transport of Goods (START)
www.tedim.com	TEDIM - Leading Logistics Cooperation Forum in the Northern Dimension
www.transport.lv	Transit Latvia portal
www.tsi.lv	Transport and Telecommunications Institute
www.valka.lv	Valka Town
www.vidzeme-region.lv	Vidzeme Planning Region
www.zemgale.lv	Zemgale Planning Region

APPENDIX

Appendix 1: LOGICAL FRAMEWORK AND ANALYSIS

It is important to keep the Logical Framework concise: It should not normally take up more than two sides of paper. The Logical Framework should also be treated as a free-standing document thence it should be comprehensible to reading it for the first time. It must be kept under regular review and amended whenever the measure changes its direction.

Summary of the contents of a Logical Framework are found in the following table.

Attribute	Indicators	Information sources	External factors
Overall objective	What are the quantitative ways of measuring, or qualitative ways of judging, whether these broad objectives are being achieved? (estimated time)	Cost-effective methods and sources to quantify or assess indicators	What external factors are necessary for sustaining objectives in the long run?
Purpose	What are the quantitative measures or qualitative evidence by which achievement and distribution of impacts and benefits can be judged (estimated time)	Cost-effective methods and sources to quantify or assess indicators	Purpose to overall objective: What conditions external to the project are necessary if achievements of the project's purpose is to contribute to reaching the overall objective?
Output (Results)	What kind and quantity of deliverables and by when will they be produced? (quantity, quality, time)	Cost-effective methods and sources to quantify or assess indicators	Delivery to Purpose: What are the factors not within the control of the project which, if not present, are liable to restrict progress from deliverables to achievements of the purpose?
Inputs/ Activities	This may include a summary of the budget, number of personnel, separate actions that are carried out etc..	Costs	Activity to deliverables 1) What external factors must be realised to obtain planned deliverables on schedule? 2) What kind of decisions or actions outside the control of the project are necessary for inception of the project?

- The **overall objective** of the measure describes the developmental benefits that the target group(s) can look forward to gaining from the measure. It seeks to answer the question: what kind of change is looked for with the development measure?
- The **purpose** of a development measure means the changes in behaviour, structures of capacity of the target group(s) that directly result from development activity. It describes the meaning of the measure.
- The **outputs** describe the goods and services, i.e. the direct deliverables contributed on the side of the development measure. This field shall express the nature, scope and intensity of the support or the solution offered by the development measure.
- The **Inputs/Activities** are tasks or efforts carried out by the measure in order to achieve and obtain the outputs. On the other hand this describes the actions that are carried out through the measure and on the other hand the resources that are used in those actions.

The LF method is best used in addition to other methods and more specific questions based on the evaluation criteria. The criteria for evaluating the Development Efforts in this study comprise of five elements:

1. Relevance
2. Impact
3. Effectiveness
4. Efficiency
5. Sustainability

These aspects reflect the research questions presented in the beginning of this document and describe the interdependency and causality between the different aspects of the Logical Framework.

Possible questions used in the evaluation are presented in the Question Bank below. These questions can be modified and used in the surveys or be used as a frame for the focus groups.

Question bank for assessing the development measures:

Criteria	Questions
Relevancy	*Main question:* Are the **purpose** and the **overall objectives** in line with the needs of the beneficiaries and the development policy? Are the main objectives derived from the real needs of the beneficiaries? Are the needs of the beneficiaries clear to the development agency? Does the measure address the goals/ focus stated in an overall development policy? How high is the awareness of the project in the target group? How relevant it the topic of the activity for the target group?
Impact	*Main question:* What happens as a consequence of achieving the **purpose**? Are all the impacts desirable are there any unintended impacts? Economic impact on the region; how high is the positive impact economic growth in the region? Employment and labour market: impact on facilitating job creation? How about creating demand for labour? Social impact of the activity in the region? How well it affects the social well-being of the people? Does the measure have any ecological impacts on the region? How well does the activity make the public better informed about an issue affecting the industry or the region?
Effectiveness	*Main question:* How well does achieving the **outputs** help in achieving the **purpose**? Is the project plan logical; is it in overall possible to achieve the purpose with achieving the outputs? How well does the activity affect the regions integration into BSR? How well does the activity produce a product/ service that marketable outside the region? How well it adds value on local products/ services?
Efficiency	*Main question:* Has transforming the **inputs** into the **outputs** been cost-efficient? Would there be a better way of achieving the outputs of the measure? Is it possible to achieve the output/ purpose/ overall objective with the inputs? How well was the project aware of / prepared for barriers and obstacles? How is the measure planned and how is that plan monitored?
Sustainability	*Main question:* How are sustainable are the achieved **outputs**, **overall objectives** and the **purpose** of the development measure after external assistance ceases to exist? What is the level of Public-Private Partnerships as a way of ensuring follow-up? How does it make the region more equipped to face future need/ challenges of globalization? How about concrete and continuous tools/services created? How well will the activity benefit the future generations in some way? How certainly will the activity be beneficial in 5 or 10 years time for the region? How well is the follow-up of the project arranged?

The European Commission (EC) Impact assessment guideline that introduces three levels of objectives that are very useful for defining the overall objective and purpose of the development effort. Furthermore, impacts should be categorized into three: economical, environmental and social impacts, when possible. This classification is also used in the EC Impact Assessment Guideline. The analysis should obey regional circumstances and take into consideration the local conditions of each of the regions. The analysis should concentrate on the policy and thus intended objectives of any development effort and analyze the efforts against the regionally set goals.

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LogOn Baltic Master reports

1:2007 Developing Regions through Spatial Planning and Logistics & ICT competence - Final report
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