

STRENGTHENING OF THE INOGATE TECHNICAL SECRETARIAT (ITS) IN SUPPORT OF THE BAKU INITIATIVE

Contract No 2008/168701

A project within the INOGATE Programme

FINAL PROJECT REPORT

Implemented by the consortium:
EIR Development Partners Ltd. (Lead Partner)
LDK Consultants S.A.
European Renewable Energy Council

March 2012

FINAL PROJECT REPORT (Project Completion Report)

Project Title:	Strengthening of the INOGATE Technical Secretariat (ITS) in support of the Baku Initiative	
Contract Number:	2008/168701	
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Date of Report : March 2012

Reporting Period : 15 February 2009 – 14 February 2012

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1. PROJECT SYNOPSIS

Project Title	Strengthening of the INOGATE Technical Secretariat (ITS) in support of the Baku Initiative
Contract No.	2008/168701
Country	Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Turkmenistan, Ukraine, Uzbekistan

1.1 Project Objectives

The updated logical framework of the project is presented below as it was approved both in the relevant project inception report and subsequently in Addendum No. 1 to the contract signed on 28 July 2010.

Overall Objective:

To pursue and to expand the services provided by the INOGATE Technical Secretariat, with a view to improving the overall performance of the INOGATE programme towards achieving the already proclaimed goals defined at the Energy Ministers' conference held on 30 November 2006 in Astana, as well as any future objectives, which might be set out in this framework.

- **Objective 1: Fostering dialogue** and promoting **exchange of experiences** between the INOGATE Partner Countries as well as between these countries and the EU
- **Objective 2:** Developing working partnerships with relevant energy stakeholders and helping to **improve the coordination of all INOGATE activities**, as well as the consistency of energy assistance initiatives in the NIS region
- **Objective 3: Increasing information flows** and access to relevant information sources in the sector concerned
- **Objective 4:** Providing **assistance to catalyse country reforms**
- **Objective 5:** On request by the EC Programme Manager, **supporting the EC in the overall coordination** and development of the INOGATE Programme

1.2 Planned Results

In accordance with the project's terms of reference, the planned overall results of the project are:

- Progress towards greater coherence and consistency of the cooperation framework, including better integration of INOGATE projects into the overall set up (*for specific objectives 1, 2, 3 & 5*).
- Improvement of the programme's overall performance through greater visibility and active support of the Partner Countries and other relevant stakeholders (*for specific objectives 2, 3*).
- Tangible results in terms of awareness-raising, networking, data collection and exchange, and improved collaboration between Partner Countries (*for specific objectives 1, 2, 3, 4*).
- Progress towards the incorporation of the objectives of the Energy Road Map - convergence, security, sustainability, and financing of infrastructure of common interest - (and any future ones set out by the Energy Ministers of the partner countries) into national policies and towards the achievement of these objectives (*for specific objective 4*).

Approved additional specific results as per the revised log frame in **Addendum No. 1** to the contract:

*Additional specific results for **Objective 1***

- Provision of a strengthened INOGATE Technical Secretariat with a Main Office in Kiev and two Regional Co-ordination Offices in the Caucasus and Central Asia (if so decided to establish an office) aimed at facilitating dialogue and cooperation with all INOGATE stakeholders.
- Improved coordination of the INOGATE Programme through the introduction of the integrated INOGATE Work Programmes.
- Efficient and effective functioning of the network of Country Coordinators and Working Group members in performing their activities in implementing the agreed INOGATE work programme.

*Additional specific results for **Objective 2***

- Maintained as well as further developed relationships with a wider range of interlocutors, including Country Coordinators, Working Group Members, EU Delegations, and other donors/financing institutions, energy regulators, energy companies and relevant sector associations, in order to keep up to date with energy developments, to exchange working papers if appropriate, and to identify prospects for establishing collaborative links.
- Established regular and functional working relationships with other INOGATE projects.

*Additional specific results for **Objective 3***

- Improved internal communication between internal stakeholders to ensure coherent and integrated communication and visibility actions for the INOGATE Programme by internal stakeholders.
- Improved information products that help raise awareness of the results and achievements of INOGATE projects in the context of the overall energy cooperation across all stakeholder sub-groups.
- Improvement of the programme's overall performance through greater visibility and active support of the Partner Countries and other relevant stakeholders.

1.3 Project Activities

The specific activities carried out by the project are presented in the table below. Activities are grouped into five (5) components, corresponding to the five specific objectives above:

Objective 1 : Fostering dialogue and promoting exchanges of experiences	
1	Start-up and operation of ITS in Kiev and Caucasus Regional Offices
2	Establishment and operation of new Regional Co-ordination Office in Central Asia
3	Validate and engage the coordination network of INOGATE CC/WG members
4	Expand the coordination network of the INOGATE Programme
5	Prepare INOGATE Work Programmes in period 2009-2012
6	Organise full meetings of the CC and/or WG members
7	Organise specific support and/or meetings for CC/WG members
8	Organise information sessions for key stakeholders in Partner Countries
9	Organising, co-organising or participating in events with other INOGATE projects
10	Organisation of a Ministerial Conference
Objective 2 : Developing working partnerships with relevant energy stakeholders	
1	Prepare stakeholder analysis & Strategic Partnership Working Paper
2	Visitation programmes to INOGATE Partner Countries stakeholders
3	Organise meetings of INOGATE Project Contractors & EU Delegation officers
4	Develop cooperation mechanisms with key stakeholders of the INOGATE Programme
Objective 3 : Increasing information flows and access to relevant information sources	
1	Development of the ITS Communication Strategy
2	Close liaison with INOGATE Project Contractors to ensure consistency of overall communication efforts
3	Development and implementation of the ITS Communication Work Programme including:
	Internal Communication activities:
3.1	Communication Manual for improving internal communication
3.2	Extranet within the INOGATE web portal
3.3	INOGATE interactive calendar of events
3.4	Stakeholder database
3.5	Projects database
3.6	Image database
	External Communication activities:
3.7	Upgrade and maintenance of the INOGATE web portal (www.inogate.org)
3.8	Search engine optimisation schemes for the web portal
3.9	Regular e-newsletters
3.10	Ad hoc publications and promotional materials
3.11	Media activities
3.12	Energy events
3.13	Ad hoc special INOGATE events / site visits / meetings
3.14	Special actions to promote specific areas of the INOGATE Programme
3.15	Annual report on INOGATE activities and results
4	Development and use of monitoring mechanisms of the communication effort
Objective 4 : Assistance to catalyse country reforms	
1	Provision of country-level "help-desk" assistance to the Partner Countries, on a demand-driven basis
2	Preparation of the INOGATE Status Report in cooperation with CC/WG members
Objective 5 : Supporting the coordination and development of the INOGATE Programme	
1	Provision of support to the EC in the overall coordination and development of INOGATE

1.4 Geographical area to be covered

The countries of the ENPI-East region and Central Asia who are active Partner Countries of the INOGATE Programme, i.e. **Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, Turkmenistan, Ukraine** and **Uzbekistan** which are referred to as INOGATE Partner Countries (PCs), are the direct beneficiaries of the project. Turkey is an INOGATE Partner Country but not a direct beneficiary. This means that Turkey follows INOGATE activities i.e. (by attending INOGATE meetings), but is not eligible for specific technical assistance under the INOGATE Programme. Russia in turn retains its observer status with regard to the INOGATE Programme.

1.5 Target Groups

The target groups of this project are:

- national administrations/ministries and government agencies responsible for matters of energy, environmental protection and sustainable development;
- energy regulatory bodies / associations
- energy companies / associations
- energy agencies / ESCOs
- IFIs and national project financing organisations active in the INOGATE Partner Countries
- potential investors, private or public, with an interest to invest in energy projects in the INOGATE Partner Countries
- energy projects of other donor programmes in the INOGATE Partner Countries
- media
- secondary targets may include research institutions, universities, NGOs, civil society.

1.6 Project management

Responsible body

The European Commission, Directorate General for Development and Cooperation - EuropeAid (DG DEVCO), Regional Programmes Neighbourhood Eas, is in charge of project oversight and management. [NB: DG EuropeAid was merged with DG Development effectively creating DG DEVCO on 1 June 2011].

Steering aspects

The overall guidance of this Project was ensured by the INOGATE Country Coordinators and Working Group Members. Country Coordinator and/ or Working Group meetings were used to discuss and to update, if necessary, the project's strategic orientations, to review project achievements, as well progress in the implementation of the Energy Road Map and other official directions, if applicable. At the level of each Partner Country, Country Coordinators and Working Group Members facilitated the implementation of the project (as they do for the other INOGATE initiatives) by liaising with relevant government authorities and disseminating information on conclusions reached and other project-related developments. Working Group sessions were organised 5 times during the duration of the project.

1.7 Project Time Schedule

Project start date: 15 February 2009 (as per Administrative Order no. 1)

Project duration: 36 months (i.e. contract end date was 14 February 2012)

2. SUMMARY OF PROJECT RESULTS

2.1. Results achieved by the project

The overall objective and expected results of the project are described in section 1.1 and 1.2 of the report. Below is a summary of how the project team, in close cooperation with the EC, developed the activities under each objective and achieved the intended results.

2.1.1. Results under objective 1

Objective 1: Fostering dialogue and promoting exchange of experiences between the INOGATE Partner Countries as well as between these countries and the EU

The project delivered substantial results under this objective. Below is a summary of how the project team developed the activities under this objective and achieved the intended results.

- **Secretariat Offices:** At the heart of the INOGATE Programme is the INOGATE Technical Secretariat. Therefore it was important for the project team to ensure that the Secretariat was operational from the first day to the last day of the project duration in both the Secretariat office in Kiev and the Caucasus Regional Office in Tbilisi.
 - **Kiev:** The INOGATE Technical Secretariat based in Kiev was in operation for the full project duration based out of the office premises provided by “Ukrigasproduction” on the 7th floor of Kudriavska 26-28. The office was provided on a rent-free basis by the Ministry of Energy and Coal Industry of Ukraine.
 - **Tbilisi:** The Caucasus Regional Co-ordination Office based in Tbilisi, Georgia was in operation for the full project duration of the contract based in the building of the Georgian Oil and Gas Corporation (GOGC) located at the Kakheti Highway, N21, Tbilisi, 0190 Georgia. The office was provided on a rent-free basis by the Ministry of Energy of Georgia.
 - **Central Asia Regional Coordination Office:** While significant efforts were made by the EC and the ITS to set up the Regional Coordination for Central Asia, it was unfortunately not possible to finalize this activity in the project duration.
- **INOGATE Work Programmes:** The ITS improved the coordination of the INOGATE Programme through the introduction of the integrated INOGATE Work Programmes. These work programmes helped to capture all the upcoming deliverables of all ongoing projects and in this way, allowing for a complete view of the INOGATE Programme’s activities within one comprehensive document. The ITS prepared three (3) bi-annual INOGATE work programmes for the periods 2009-2010, 2010-2011 and 2011-2012, each of which was updated twice a year. These work programmes formed the basis for the steering of the INOGATE Programme by the Country Coordinators and Working Group Members, ensuring that the INOGATE Work Programme was discussed in advance and revised to be in line with the needs of the Partner Countries.
- **INOGATE Coordination Network of Country Coordinators & Working Group Members:** During the whole project period, the ITS worked to ensure that all partner countries had at all times, a nominated Country Coordinator (CC) and Working Group Members (WGMs) for all 4 working groups in place. The purpose of this exercise was to ensure that each Partner Country got the maximum benefit out of the INOGATE programme by having their representatives participate in the steering of the INOGATE Programme’s technical assistance. As a result of these efforts, at the close of the project, all Partner Countries (with the exception of Turkmenistan) have nominated and active Country Coordinators and Working Group members.
 - **Expansion of coordination network to Energy Regulatory Authorities:** With the intention of furthering and accelerating energy market convergence amongst the Partner Countries, the ITS with the support of the European Commission, expanded the existing INOGATE coordination network and included representatives from energy regulatory authorities in the partner countries as permanent members of the INOGATE coordination network. The ITS re-validated the nominations of

- representatives from the energy regulatory authorities in partner countries on a regular basis throughout the project period and updated the relevant information on the INOGATE website. To date, three (3) countries have still to nominate their representatives - namely, Azerbaijan, Turkey, and Turkmenistan.
- **IFIs and other related bodies:** In cooperation with the EC, the ITS regularly invited other relevant stakeholders to guide the coordination of the INOGATE Programme – e.g. IFIs such as EBRD, EIB and KfW; statistical bodies such as Eurostat and the IEA when the subject of energy statistics was introduced as a key feature of upcoming INOGATE technical assistance; etc.
 - **INOGATE Coordination Meetings** - To ensure the optimum coordination of INOGATE activities, the ITS successfully organised five (5) meetings of the full INOGATE Coordination Network – i.e. Country Coordinators, Working Group members and the Permanent representatives of the Energy Regulatory Authorities (one in 2009, two in 2010 and two in 2011). The organisation of these CC / WGM Meetings facilitated dialogue and cooperation with all INOGATE stakeholders, and further strengthened the participation and increased the commitment of all Partner Countries in undertaking agreed work programme activities. In addition, the ITS also successfully organised two (2) specific meetings (with a smaller set of the representatives) to promote and develop capacity building in communication issues for the Country Coordinators, so as to increase the INOGATE programme visibility and to enable better implementation of INOGATE activities.
 - **Information events:** The ITS organised local information sessions for key energy stakeholders in the partner countries to ensure that they were kept informed on both the results of completed INOGATE activities and the planned upcoming activities as per the agreed INOGATE work programmes. These information sessions were co-organised with the Ministries in charge of energy with the support of the Country Coordinators, and they helped increase the ownership of the INOGATE Programme by the Partner Countries. For some countries the events were co-organised in close cooperation with the Energy Community Secretariat. The ITS organised successfully a total of sixteen (16) INOGATE information events in the Partner Countries. In many cases, the ITS organised additional events back-to-back with the information events – for example, Round Tables were also organised on topics that were chosen by the Partner Countries. These multi-faced events were well received by the energy stakeholders in the Partner Countries and significantly raised the INOGATE programme profile and visibility.
 - **3rd Ministerial Conference:** The project ToR had provisioned the resources for the ITS to organize one Ministerial Conference during the lifetime of the project, subject to the request of the European Commission. At the request of the EC, the ITS prepared several working papers (e.g. Top 10 Recommendations for Policy & Decision-Makers to improve the investment climate for renewable energy sources in INOGATE Partner Countries) that helped the European Commission announce during the December 2011 meeting of the INOGATE Country Coordinators and Working Group Members that a thematic Ministerial Conference is foreseen to be held in 2013 on the topic of Sustainable Energy.

Thus all activities were successfully implemented in accordance with the project work programme with the exceptions of the establishment of the Central Asian Coordination Office, referred to above, and of the organisation of the 3rd Ministerial Conference, both for reasons beyond the project contractor's control.

It can be concluded that the expected results of a strengthened ITS operation and an improved coordination of the INOGATE Programme through intensified coordination with CCs/WGMs and the installation of the biannual work programmes have been achieved.

2.1.2. Results under objective 2

Objective 2: Developing working partnerships with relevant energy stakeholders and helping to improve the coordination of all INOGATE activities, as well as the consistency of energy assistance initiatives in the NIS region

The project delivered the expected results under this objective. Below is a summary of how the project team developed the activities under this objective and achieved the intended results.

- **Relationship building with Key Energy Stakeholders:**
 - At the outset of the project a strategic partnership working paper was prepared and agreed with the Commission aiming to become a “partnership cooperation road map”.
 - The ITS performed more than 30 missions to the partner countries in the framework of the INOGATE visitation programme for the INOGATE Status Report and the organisation of the INOGATE information events, as well as the regional workshops and the participation in various energy events in the partner countries. During these missions the ITS staff met with energy stakeholders in the Partner Countries, spreading the INOGATE activities and achievements and raising the interest of the energy stakeholders in participating in the INOGATE programme activities. Coordination with EU Delegations was also ensured with briefing and debriefing meetings taking place for each visit.
 - The ITS established a co-operation with the Energy Community Treaty Secretariat and co-organised with them several information events and round tables in the Partner Countries to help promote the Energy Community Treaty’s uptake by several INOGATE Partner Countries. These events were well-received and proved very useful instruments for developing ongoing energy cooperation between the EU and the Partner Countries.

- **Working relationships with other INOGATE Projects:**
 - The ITS organised three (3) INOGATE projects coordination meetings and one (1) workshop for the project contractors throughout the project period. These events ensured a coherent cooperation of all the INOGATE projects, prevented duplication of activities within the INOGATE programme, and created a build-on effect in developing mutual consideration between ongoing INOGATE projects. Further, this coordination and cooperation with other INOGATE projects led to more successful, integrated and efficient INOGATE information events, raising significantly the performance and the profile of the INOGATE programme.

It can be concluded that the expected results of maintaining and improving relationships with key stakeholders of the INOGATE Programme and establishing functional working relationships with the Project contractors of ongoing projects have been achieved.

2.1.3. Results under objective 3

Objective 3: Increasing information flows and access to relevant information sources in the sector concerned

The project delivered significant results under this objective. Below is a summary of how the project team developed the activities under this objective and achieved the intended results.

- **Improving communications framework:**
 - The Communications Strategy prepared was the cornerstone for the INOGATE programme communication.
 - Based on this strategy, the ITS prepared, disseminated and provided training on the following 3 Communication Manuals:
 - ↳ INOGATE Secretariat Communications Manual
 - ↳ INOGATE Projects Communications Manual
 - ↳ INOGATE Country Coordinators Communications Manual
- Using these manuals, the ITS carried out training for internal ITS staff, as well as for INOGATE project contractors and the Country Coordinators in the Partner Countries. The manuals were subsequently updated on the basis of feedback received from these training activities. In this way the ITS ensured a greater visibility of the programme, a greater understanding amongst project contractors and country coordinators of the importance of communications, helping to gain their commitment

- and active support in developing the INOGATE Programme's communications agenda.
- Close liaison with INOGATE Project contractors was maintained during the entire project life on communication issues, ensuring consistency of the overall communication efforts of the INOGATE Programme. Advice and comments provided by the ITS on project's communication related activities were well-received and proved very useful and constructive. Moreover the ITS supported all INOGATE project contractors in maintaining their web pages in the INOGATE web portal, ensuring that the web portal was updated with all INOGATE-related information on project activities and events.
 - **INOGATE Web Portal & Extranet:** During the project period, a new upgraded INOGATE web portal was designed, created and populated by the ITS, with the dual objective of providing full information on the INOGATE Programme (blue sections of web portal) while also making the INOGATE web portal the 'first port of call' for visitors interested in the regional energy situation (green sections of the web portal) in the INOGATE partner countries. The new web portal has had increased visitors as validated by the results of website analysis, which indicate a high level of return visits, especially from the Partner Countries. In addition, the extranet¹ was created to support internal communication among EC officials, CCs, WGMs and Project Contractors. It is available at www.extranet.inogate.org and has restricted access. Features include: an online calendar, noticeboard, image library, INOGATE Programme archives and most importantly, access to the extended version of the projects, activities and stakeholders databases. Lastly, the extranet provides a reporting tool to obtain reports from these databases. It can be said that the final extranet produced is a much more sophisticated site for information provision and exchange than originally envisaged by the ToR.
 - **INOGATE Publications:** A high number of publications were produced and disseminated by the ITS. These publications included eleven (11) INOGATE e-newsletters, two (2) web portal flyers, two (2) INOGATE annual reports, as well as one 15th anniversary multi-annual report (in lieu of the 3rd annual report), a new INOGATE leaflet, eleven (11) INOGATE country leaflets, one for each of the partner countries – all in both English and Russian language versions. Most of these publications were disseminated by the ITS during the events organised by the ITS itself or other project contractors, and also during the events in which the ITS participated. These publications contributed significantly to a greater INOGATE programme visibility.
 - **Video Productions / INOGATE Secretariat's Youtube Channel:** For the first time, the ITS produced a series of videos and with these launched the INOGATE Secretariat's Youtube Channel at <http://www.youtube.com/user/INOGATESecretariat?feature=guide>. The first INOGATE video was a specially produced interview of Mr. Fokion Fotiadis, Director-General Development and Cooperation - EuropeAid at the European Commission showcasing INOGATE's achievements on the occasion of the programme's 15th anniversary (1996-2011). In addition, 23 short video interviews were also produced featuring representatives from the INOGATE network and the IFIs presenting INOGATE's achievements in brief from the perspectives of their institutions. These interviews show the profound impact the INOGATE Programme has made on the Partner Countries' energy situation over the last 15 years.
 - **Media & internet coverage:** Increased media coverage of INOGATE activities in both Partner Countries and the EU was also achieved with the established cooperation with the ENPI Info Centre and the production of press releases for the organised INOGATE events. The ITS also prepared and uploaded Wikipedia articles on the INOGATE Programme in both English and Partner Countries languages, contributing to a higher visibility.
 - **Participation in international energy events / exhibitions:** The participation of the ITS in a long list of international energy events and exhibitions, as well as the organisation by the

¹ An "Extranet" is a private network that uses Internet technology and the public telecommunication system to securely share part of an organisation's information or operations with other external organisations. An extranet can be viewed as part of an organisation's intranet that is extended to users outside the organisation.

ITS of a series of INOGATE information events and Round Tables in the partner countries was also a very successful tool in increasing the overall visibility of the INOGATE programme and developing cooperation with energy stakeholders in the Partner Countries.

- **Communication Workshops & Communication Action Plans per Partner Country:** During the communication workshop held with the Country Coordinators in October 2010, a major barrier in communicating INOGATE's achievements was that most countries felt that they did not get country-specific INOGATE communication materials to help them promote the programme's achievements in their individual countries. The problem was that INOGATE's achievements were always communicated from a regional perspective (e.g. work was carried out on topic X for the Partner Countries), making it was hard for a Country Coordinator to explain to the national stakeholders what INOGATE had done specifically for their country. An innovative method was found to address this problem. First a communication workshop was organised in each partner country, in cooperation with the Country Coordinator. This workshop resulted in the preparation of agreed country-specific communication action plans, meaning a work programme of communication actions to be undertaken by the ITS in cooperation with the CCs/WGMs. The Communications Action Plan (CAP) were in fact developed and fully implemented by the ITS in each Partner Country in 2011 (with the exception of Turkmenistan), building on the occasion of INOGATE's 15th anniversary in 2011.

It can be concluded that the expected results of greater programme visibility and increased awareness on the programme's results by key stakeholders in the Partner Countries have been achieved.

2.1.4. Results under objective 4

Objective 4: Providing assistance to catalyse country reforms

Significant efforts were undertaken on this component of the ITS activities. The results however were also very significant, as follow:

- **INOGATE Status Report:**
 - The INOGATE Status Report is a new report introduced in this ITS project by the EC as a way to help monitor the progress of the Partner Countries towards the Astana Energy Road Map objectives. The report represents a benchmarking exercise based on indicators agreed by the Partner Countries at the meeting of the Country Coordinators and Working Group 1 members which took place on 20 October 2010 in Tbilisi. The indicators were mostly derived from the Energy Road Map (where the Road Map includes a specific objective). In those cases where indicators were not directly related to the Energy Road Map objectives (that is, where the Energy Road Map included a more generic or long-term objective that cannot be used itself as indicator), the indicators were defined using EU principles as reference points. The application of these indicators to the status of Partner Countries provided the evidence base for the benchmarking process.
 - The ITS began work on the Status Report in the December 2010 by undertaking a preliminary benchmarking process (via desk study) for each country which resulted in 11 "country profiles". A visitation programme to the Partner Countries was undertaken by the ITS with a view to validate each country's profile. The initial Status Report findings were first presented at the May 2011 Working Group Meeting followed by second presentation with a more updated report during the December 2011 WG Meeting. The Status Report and Country Profiles will be published on the INOGATE website in April 2012.
 - The ITS, based on the information included in the Country Profiles, prepared, presented and issued the Status Report summarizing the findings of the Country Profiles (which form annexes to the Status Report). The Status Report summarises the progress towards the achievements of the objectives of the Energy Road Map.
- **Country-level "help desk" assistance to Partner Countries:** The ITS provided tailored information to the Country Coordinators on the INOGATE Programme's implementation for their country, on a regular basis, as requested by them and agreed with the Commission.

It can be concluded that the expected results of tangible results in terms of data collection and exchange and improved collaboration between Partner Countries have been achieved.

2.1.5. Results under objective 5

Objective 5: On request by the EC Programme Manager, supporting the EC in the overall coordination and development of the INOGATE Programme

The project delivered significant results under this objective by providing support the European Commission in terms of:

- The ITS responded successfully to all requests of the Commission requests fully and in time, contributing to a further development the INOGATE Programme and the strategic targets for the Programme. In this context the ITS organised a workshop for the identification of new technical assistance projects, prepared concept papers and identification fiches.
- In addition, the ITS significantly supported all new INOGATE projects, assisting them with a smooth start-up, including the facilitation of the relevant Statement of Endorsements and the registration of the projects.
- Finally the ITS prepared an unofficial version into Russian of the 3rd Energy Package.

It can be concluded that the expected results of greater consistency of the INOGATE Programme has been achieved.

2.2. Overall results

In summary, the project has proven successful in:

- ▶ coordinating the INOGATE programme for the last 3 years in an efficient way, through a well maintained network and agreed rolling work programmes;
- ▶ improving the energy collaboration between Partner Countries and the EU;
- ▶ developing relationships with a wider range of energy interlocutors in the partner countries;
- ▶ supporting the further development of the programme;
- ▶ improving the INOGATE programme's overall performance through greater visibility and active support of the Partner Countries and other relevant stakeholders;
- ▶ increasing the reputation and the INOGATE programme's profile; and
- ▶ facilitating the achievements of the Astana Energy Road Map.

3. LESSONS LEARNT & RECOMMENDATIONS FOR THE FUTURE

Many lessons were learnt in the last three-year period, which provide the basis for future recommendations. In this context, the main lessons learnt are presented below together with the resulting recommendation for the future ITS project.

The key recommendations for the future ITS project include:

1. The INOGATE Communication Strategy and Work Programme should include **specific communication actions by partner country** to ensure that the information is nationally targeted as this results in greater interest by the Partner Country stakeholders. Such actions should be agreed in advance during a communication workshop with the CC/WGMs and other relevant stakeholders in each partner country to increase ownership and interest in joint communication actions. The Communication Workshops held by the ITS proved extremely useful in creating a joint programme of action with the Partner Countries.
2. The INOGATE Work Programme, although a very useful exercise for all parties, was a very tedious work for the ITS in terms of collecting proper and timely information from each project contractors and moreover, the resulting document was very long. Therefore, the proposal is to **streamline how the Work Programme is prepared and presented** by using the activities database and the online report generation tool of the extranet to allow for the same content to be viewed in different ways (e.g. by date, by project, by type of activity, by country, etc.) as needed by the various stakeholders.
3. At present, the content of the INOGATE web portal and extranet is mostly developed by the ITS. In order to make it **a much more lively and updated portal, it needs to have more content providers**. Specifically, INOGATE Project Contractors (more staff than just team leader), Country Coordinators, Working Group Members, Regulatory Representatives and IFI representatives form the first “ring” of content providers. In order to engage them, more training (online) is required and more active engagement to get them to use the web portal to introduce news, developments, reports, events, etc. On a second level, EU Delegations, associations, even relevant media associations could be approached to contribute content (news).
4. It is important to **ensure that regular information events (at least one yearly per partner country if they wish it) and regular missions to the Partner Countries** by ITS experts, as this was welcomed by local energy stakeholders in the current project. The presence of the ITS in the partner countries helps to put the INOGATE agenda in the spotlight again in the partner countries among key stakeholders (i.e. the Ministries in charge of energy, the energy regulators, the various energy related associations and institutions and the energy companies). In addition, the missions provide for greater visibility of the programme; allow for collection of data and reporting on the countries’ achievements in the 4 areas of energy cooperation; and help target current or upcoming technical assistance to the needs of the countries.
5. During the project duration, the local events in the partner countries were co-organised by the ITS and the Ministries in charge of energy resulting in much more attractive and informative events. Not only was the visibility of the INOGATE programme enhanced but also the ownership by the partner countries of the programme. It is highly recommended to **continue this approach of co-organising events with local stakeholders**.
6. Following on from the above recommendation, it is important to note that it proved very useful and efficient from a resources point of view to link the annual information events in each partner country with back-to-back additional events e.g. round tables, workshops and open discussions. The concept of **having follow-on events to the local events was welcomed** by all Partner Countries. It is recommended to ensure during the communication workshops to be held with each partner country (see recommendation #1), that the issue of organising additional events back-to-back to the information event is foreseen.

7. The 1st edition of the **Baku Initiative Status Report** produced under the present ITS project was a much bigger exercise than originally foreseen in the inception phase. The ITS was originally called on to provide only the collation and processing of the data provided by the CC/WGMs. For various reasons explained in the interim reporting, the ITS was called upon to undertake a much wider work scope in this respect. In the next ITS project, it is recommended that **more resources are allocated toward this task and also that a full review of the process is undertaken in order to streamline the data collection and validation processes**. However, it should be clear that this Status Report has proved very useful benchmarking exercise that can be used for input to the future Ministerial Conference.

The ITS project has been instrumental in facilitating the significant transformation of the INOGATE Programme over the last three years. The role of the ITS has expanded and evolved to meet the changes in the programme's needs, while the profile of the ITS has been significantly increased.

Over the last three years, the cooperation within the "INOGATE network" (including Country Coordinators, Working Group members, regulators representatives and Project Teams) has been strengthened and now forms a permanent, stable basis for the steering of the Baku Initiative and the INOGATE Programme.

The INOGATE programme is now considered by the partner countries an important tool for providing the needed technical assistance in support of the objectives of the Baku Initiative / Astana Energy Road Map as well as the Eastern Partnership, in particular the Energy Security Platform, and the implementation of the Energy Memoranda of Understanding that have been signed between the EU and some of the Partner Countries (Azerbaijan, Kazakhstan, Turkmenistan, Uzbekistan and Ukraine).

In closing, the current contractor would like to thank all the involved parties for the excellent cooperation – Country Coordinators, Working Group Members, Permanent Representatives of the Regulatory authorities and of course the European Commission INOGATE team.

The ITS project has been smoothly transferred to the new project contractor with no interruption in the functioning of the Secretariat. We are confident that the new INOGATE Technical Secretariat will build on the achievements made by the previous projects to deliver even greater value to the Partner Countries.

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