

2. TRANSPORT MANAGEMENT TRAINING

Geographic Focus:	Republic of Armenia, Azerbaijan Republic, Georgia, Republic of Kazakhstan, Kyrgyz Republic, Republic of Tajikistan, Turkmenistan, Republic of Uzbekistan
Project Budget:	EURO 900,000
Contractor:	Nethconsult
Implementation timetable:	December 1995 through October 1996

Background

Professional transport staff and management in the TRACECA region have had very little direct experience of international trade and transport practices. There needed to be an awareness of the European transport and trade legislation, methods, systems, and commercial practices to enable them to implement compatible systems in their Republics and work effectively with European counterparts.

Objectives

The overall objective was to ensure that as many operational staff as possible was acquainted with market oriented systems and administrative procedures suitable for adoption within the Region. This included training in marketing strategy, demand segmentation, business concepts and demand-led business development.

Key Issues

The primary requirement was the identification of training needs, the drafting of the course material, buying and transporting training equipment, practical arrangements in the training locations, organising transport and accommodation and selection of candidates.

Training was seen to be needed in competitive transport network planning, traffic forecasts, the dependency between demand and tariff levels, time of transport, as well as contractual, legal and regulatory aspects. Familiarisation with intermodal methods was also a key issue, to help foster regional and inter-operator co-operation within the transport and trade sectors.

It was decided to hold a series of seminars and training visits in Central Asia and Europe and to focus on two sets of skill levels: Senior Management, and Middle Management and Trainers.

Achievements

The senior management group of 86 people was trained for 12 days in Almaty then a selected group of 32 travelled to Germany, The Netherlands and Belgium for 14 days.

The middle managers and trainers group of 122 people were trained for 10 days in Almaty then a selected group of 35 travelled to Europe, where they visited transport companies, training institutions and authorities. During and after the programmes, evaluations were carried to assess the impact of the material used and although the evaluations were always positive some revisions of the programme were made.

After finalising the training programme and study tours, additional comments were sent by several participants on the programme on future training needs to further enhance any future training programme.

Apart from a good quality transfer of know-how the project generated a strong team spirit within the TRACECA state participants which should enable the interchange of information and ideas to continue between them.

The project has diffused a general awareness of many aspects of international trade and transport practice. This has prepared beneficiaries for discussion of complex legal reform and restructuring issues within their industries, for which they were sorely unprepared beforehand.

Further training will be required for several years into the future. Practically all TRACECA projects now include training and know-how transfer elements.