

Traceca Project
Immediate Training Action
A-Senior Management Level
B-Sectorial Training of Trainers
Inception Report
15 March 1996

Report by Nethconsult

The European Commission
Directorate General 1A
External Relations
Mr D. Stroobants/Tacis 1AC/4
88, Rue d'Arlon
B-1040 Brussels

Our Reference : 961088.AME/23980
Subject : Traceca Project Immediate Training Action
A-Senior Management Level
B-Sectorial Training of Trainers

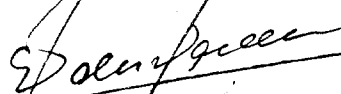
Rijswijk, 14 March 1996

Dear Mr Stroobants,

Enclosed please find 12 bound and 1 loose-leaf copies of our Inception Report for the above project.

This has also been e-mailed to Marc Raeymaeckers in Kazakhstan, without annexes.

Yours sincerely,



Dr. H. den Harder
Managing Director

Head office
Polakweg 13
P.O. Box 1969
2280 DZ Rijswijk, The Netherlands
Telephone +31 70 39 88 388
Direct number

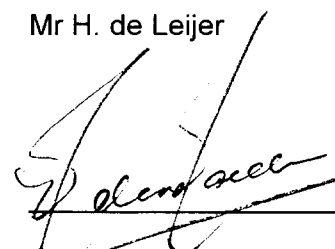
+ 31 70 3988 388

E-mail: email@nea.nl
Fax +31 70 39 54 186

Branch office
Schouwburgring 91
5038 TK Tilburg
The Netherlands
Telephone +31 13 54 43 300
Fax +31 13 54 43 909

Bank: ABN•AMRO Rijswijk account no. 51.94.67.396,
attn. 'Stichting NEA'
Postbank account no. 396940, attn. 'Stichting NEA'
VAT no. NL 008389998 B01
Registered with The Hague Chamber of Commerce no 41154970
Our general conditions of business and our rules of conduct, which were
deposited at the office of the Clerk of the District Court of The Hague, latest
edition, are applicable to all our offices and activities.

REPORT COVER PAGE

Project Title	:	Traceca Project: Immediate Training Action - A-Senior Management Level; B-Sectorial Training of Trainers	
Project Number	:	TELREG 9302	
Country	:	Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan)	
		Local operator	EC Consultant
Name	:	NIIAT	Nethconsult
Address	:	76/109 Abai Av. Almaty, 480057 Republic of Kazakhstan	Koningskade 30 NL-2596 AA The Hague The Netherlands
Tel. number	:	+7 3272 42 4847	+31 13 5 44 3300
Fax number	:	+7 3272 42 4847	+ 31 13 5 44 3909
E-mail number:			email@nea.nl
Contact person :		Mr M. Bekmagambetov Mr E. Kaplan	Mr H. de Leijer
Signatures	:	_____	 _____ Dr. H. den Harder Managing Director

Date of report : 15 March 1996

Reporting period : 7 December 1995 till 14 march 1996

Author of report : H. de Leijer

EC M & E team	_____	_____	_____
	[name]	[signature]	[date]
EC Delegation	_____	_____	_____
	[name]	[signature]	[date]
TACIS Bureau [task manager]	_____	_____	_____
	[name]	[signature]	[date]

TABLE OF CONTENTS

1. PROJECT SYNOPSIS
2. ANALYSIS OF THE PROJECT
3. PROJECT PLANNING

1. PROJECT SYNOPSIS

Project Title	:	Traceca Project Immediate Training Action - A- Senior Management Level; B- Sectorial Training of Trainers
Project Number	:	TELREG 9302
Country	:	Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan)

Project objective(s): Overall:

- To support regional managements and work forces directing and contributing to the reform process, specific training measures are a prerequisite. As independent Nations the Region's Republics want free traffic flow in line with market demand and future economic growth. Therefore, all staff must be acquainted with market oriented systems and administrative procedures suitable for adaptation within the Region
- To foster the regional co-operation within the trade and transport sectors to solve problems on a co-ordinated basis

Immediate:

- To familiarise participants with all aspects of European transport and trade. This is to enable them to implement such systems in their Republics and work efficiently with European counterparts
- Training in marketing strategy, business concepts, competitive transport planning
- Familiarisation with multi-modal methods (as practised in Western Europe)

Planned outputs:

- 2 training courses
- 2 study trips to Western Europe
- 100 Senior Levels Managers trained
- 150 Medium Level Managers and Trainers trained
- 35 Senior Levels Managers on study trip to Western Europe
- 35 Medium Level Managers and Trainers on study trip to Western Europe
- supply of training equipment

Project activities:

- Identification of training needs
- Brief analysis of the transport sector
- Organisation of the training programme (training venue, training equipment, logistic arrangements)
- Drafting of the training material
- Selection of participants for the training programme
- Training of two groups of experts
- Organisation of two study tours to Western Europe
- Selection of participants for the study tours
- Recommendations for future training actions

Project starting date: 7 December 1995

Project Duration: 8 months

2. ANALYSIS OF THE PROJECT

Relevant project context

The independence of the eight Southern Republics of the former USSR has caused a need for development and improvement of the trade within the region and with the Central Asian-Trans Caucasian-Europe Transport Corridor. Although the level of expertise in the field of trade and transport in the region is very high, an introduction to the working practices and experiences of the Western countries will be very useful to support the developments. Especially when developing into a market economy, as experiences in Eastern Europe have shown, a number of specific transport-related problems can be expected.

The immense growth of trade and transport in almost every country in Western, Central and Eastern Europe has caused a great number of problems, which cannot be solved without co-operation between countries, private companies and organisations. Especially in the field of freight transport, the level of growth is still expected to rise. The road network has a limited capacity, the concern about the environment and the energy consumption have given a new impulse for other transport modes and new technologies.

The persons involved in the planning and management of trade and transport in the region have expressed a high interest to get acquainted with western practices. The TRACECA corridor offers the possibilities to develop multi-modal transport systems, connected with the western European system, without using the territory and transport systems of the Russian Federation.

It was also experienced, that there is a great need to establish better regional contacts. Before independence transport and trade was centrally planned, with a large role for the Moscow based Ministries in the Transport and Trade sectors. After independence, the Ministries in the Republics were confronted with new and additional tasks. However, as was indicated by several experts, regional co-ordination in the field of trade and transport is limited. For this reason, the training programme has been structured and organised in such a way, so that this aspect is covered. Instead of organising a number of training programmes in each country, it was decided to organise all programmes in one place, and to combine experts to specialism rather than to country. In this way a better understanding and co-operation among the participants of the eight different Republics about the trade and transport related procedures and strategies is realised. It could be possible, that resulting from the contacts a network of managers and experts is created, who ideally will regularly meet in post-course meetings, seminars etc. They will then be able to take cognisance of each others work, the problems faced and the progress in reaching solutions. A valuable exchange of practical experience and information can thus be initiated.

Main problems/deficiencies and changes as compared to the TOR

So far the problems faced, are mainly of a practical nature: arrangements of the training premises, local procurement of the training equipment, travel arrangements to and from Western Europe, visa for the field trips.

In two preparatory visits, all practical problems are now solved (regardless unforeseen events).

Compared to the problem analysis and the scope of work as described in the Terms of Reference, it has been concluded that there are no differences compared to the actual problems and training needs.

In comparison with the Terms of Reference and the Organisation and Methods proposed, a few changes are made, which, however, can be considered as additions rather than changes. These changes are based on the brief analysis of the transport sector and discussions with regional experts. All in all they improve the quality of the project:

1. Compared to the list of topics to be dealt with (as stated in the TOR), a few topics are added:
 - Introduction to logistics
 - Quality management in transport (including a case)
 - Regional topics
 - Human resources development
 - Staff training management
 - The transition period
2. The study tour to Western Europe:
 In the proposal a study tour along the transport corridor The Netherlands - Germany, especially Rotterdam/Frankfurt, was foreseen. This has been enlarged with a visit to former Eastern Germany, in order to include visits to companies and organisations which were involved in the transition. This practical transition experience will be of great additional value to the participants in the study tour.
3. The training venue:
 Originally two training locations were foreseen, both in Almaty. The most ideal training location, the Alatau Sanatorium, could not be used for the entire programme, because of financial reasons.
 In the preparatory visits, negotiations have led to a special arrangement, resulting in a financial offer, which meets the budgets available.
 Now all participants will stay in one location, training will be organised in this location, and all informal meetings will be organised there.
4. Subdivision in sub-groups:
 The training will be conducted in relatively small sub-groups, in order to maximise training output. The sub-groups are created in such a way that they reflect the importance of the different modes (especially the land transport modes), and the type of functions and activities of the participants.
 For the A-group five sub-groups have been defined:
 Transport Planning (general)
 Road/Combined Transport, with a focus on Management
 Road/Combined Transport, with a focus on Operations
 Infrastructure and Equipment Planning/Construction/Maintenance
 Maritime/Water Transport
 In the programme for the B-group a sixth sub-group is added:
 Rail/Combined Transport

Situation of local operator and recipients

NIIAT, the Research Institute of Road Transport in Almaty, is the local operator in the project. NIIAT organises all practical arrangements, and is involved in the contacts with the authorities and their sister organisations in the eight Republics.

The recipients are the Ministries of Transport in the TRACECA countries.

Target groups

The target groups for the training programme and the study tours are experts on two levels:

- A) Senior Management Level:
 - Senior high level staff, up to the Director General level, Department Managers and Counsellors at Ministry level for each sector, of the Ministry of Transport, and possibly other Ministries (Economic Affairs, Finance), involved in policy matters related to multi-modal transport and trade and dealing with international relations.
 - Executive directors and/or other top and sub-top officials of major transportation companies and organisations, both public and private, and port organisations, for those countries for which water transport is relevant.
 - Statutory bodies for each sector at the highest level.

B) Middle Management Level and Trainers:

- Representatives of relevant research institutes and training institutes who may be entrusted with follow-up training and transfer of know-how processes in this respect.
- Middle to lower management of transportation companies and organisations, both public and private, and port organisations, for those countries for which water transport is relevant.

The invitation concerning the candidates for the programme is co-ordinated by NIIAT. Selection of the participants is the responsibility of the Authorities in the Republics, although the list of candidates is screened by several organisations (the project team, the EC Co-ordinating Units). A major criterion for the selection of participants, is that they actually have to be involved in the TRACECA corridor. Managers and officials working in regions not along the corridor or in functions having no relations to the corridor, can not be nominated.

The following table gives the number of participants per country:

GROUP COUNTRY	A GROUP		B GROUP	
	REGIONAL TRAINING	STUDY TOUR	REGIONAL TRAINING	STUDY TOUR
Armenia	9	4	15	4
Azerbaijan	10	4	16	4
Georgia	9	4	15	4
Kazakhstan	25	7	35	7
Kyrgyzstan	8	3	12	3
Tajikistan	8	3	12	3
Turkmenistan	9	4	15	4
Uzbekistan	22	6	30	6
TOTAL	100	35	150	35

The Annex gives the draft list of candidates for the training programme and the study tour.

3. PROJECT PLANNING

The link to other projects

The Traceca Project Immediate Training Action is among the first in a series of TRACECA projects which are starting in the first half of 1996. The training programme has a link to nearly all other TRACECA projects, as it covers the whole range of trade and transport topics. For this reason a brief description of the training project and the contents of the programme have been distributed among the team leaders of the other TRACECA projects. According to the information from team leaders from several other projects, training courses and seminars are likely to be organised. The contents and the participants in these other programmes should take into account this project. It should be monitored very closely to see that new training programmes are additional and/or are aimed at other target groups or participants.

The project goals and objectives

The objectives of the training programme, the goals and aims, are identical to the Terms of Reference. No changes are and will be made.

The project objectives are divided in overall and immediate objectives:

Overall objectives:

- To support regional managements and work forces directing and contributing to the reform process, specific training measures are a prerequisite. As independent Nations the Region's Republics want free traffic flow in line with market demand and future economic growth. Therefore, all staff must be acquainted with market oriented systems and administrative procedures suitable for adaptation within the Region
- To foster the regional co-operation within the trade and transport sectors to solve problems on a co-ordinated basis

Immediate objectives:

- To familiarise participants with all aspects of European transport and trade. This is to enable them to implement such systems in their Republics and work efficiently with European counterparts
- Training in marketing strategy, business concepts, competitive transport planning
- Familiarisation with multi-modal methods (as practised in Western Europe)

Project approach

The project approach follows in detail the Terms of Reference and the Organisation and Method as included in the contract.

The course starts from the following four principles:

- multi-modalism (road, train, barge, vessel, air);
- a transport corridor approach;
- integration of different aspects and modes;
- regional co-ordination.

The training programme consists of a two-week course within the region, for two levels of participants: a high-level group (senior management) and a medium level group, which consists of trainers and the middle and lower management. Besides, two two-week study tours to Western Europe for a selection of the participants from both groups is organised.

The course consists of the following components:

- lectures;
- presentations;
- case studies;
- practical exercises;
- discussions;
- field visits.

For the A-Group the draft final programme is finalised, both for the training in Almaty as for the study tour to Western Europe. The detailed programme is presented later in this chapter. After finalising the A-Group, the programmes will be evaluated. In principle, the B-group has the same programme, but more focused towards practical and organisational matters, whereas the A-Group is more focused at management and planning. Depending on the results of the evaluation, changes can be made.

At the moment it is planned that at least the following changes will be made in the B-group as compared to the A-group:

- one additional sub-group on railway and combined transport;
- in the study tour no visit to the TRACECA Management;
- in the study tour visits to training institutes.

In a separate annex to this report, the draft version of (the majority of) the training material in English is given.

Intended results or outputs

The planned outputs of the project are:

- 2 training courses
- 2 study trips to Western Europe
- 100 Senior Level Managers trained
- 150 Medium Level Managers and Trainers trained
- 35 Senior Levels Managers on study trip to Western Europe
- 35 Medium Level Managers and Trainers on study trip to Western Europe
- supply of training equipment:
 - 6 overhead projectors
 - 1 video set
 - 1 television set

Planning for the whole duration of the project and Planning for the next reporting period

The project is due to be finished in June 1996, meaning that the planning for the entire duration of the project, is nearly the same as for the next reporting period.

The project has started in December 1995, but practical preparations have started in January 1996.

A first preparatory mission was made in January 1996 and a second one in February/March.

The planning for the training programmes and the study tours is as follows:

Training in Almaty for the A-Group:

1-12 April 1996

Study Tour to Western Europe for the A-Group:

14-26 April 1996

Training in Almaty for the B-Group:

6-17 May 1996

Study Tour to Western Europe for the B-Group:

19 May-7 June 1996

The draft final report will be presented in June 1996.

The project team

The proposed team for the project consisted of 14 persons:

H. de Leijer	Team-leader / multi-modal transport expert
W. Marschall	Co-Team-leader, expert in transition processes
M. Bekmagambetov	Regional Co-ordinator
E. Kaplan	Regional Co-ordinator
B. Janssen	Trainer, freight flow planning and road transport
A. Rosenbrand	Trainer, business economics, financial aspects
W. Hanisch	Trainer, highway and road planning, construction and maintenance
V. Tommack	Trainer, railway/combined transport
C. Melissinos	Trainer, maritime/water transport
S. Papadimitriou	Trainer, information technology and EDI
R. Cleton	Trainer, trade and transport legislation
A. Gleijm	Trainer, transport legislation
R. Kummer	Trainer, trade facilitation
E. Visser	Backstopping in Western Europe

The key team-members have been made available for the project, and the majority of trainers could be made available. However, it is necessary in the team of 14 persons, to replace four trainers:

Mr. B. Janssen, because of a car accident, Mr. A. Rosenbrand, Mr. V. Tommack and Mr. R. Kummer because of unavailability in the planned training period. It has to be realised that part of the trainers are partly involved in formal training and teaching, e.g. at Transport Universities. It was found to be impossible to plan the training courses in a period where all trainers were available. In the preparation of the training material, the trainers, with the exception of Mr. Janssen, the persons mentioned in the original team, are heavily involved.

For the replacement of these four trainers, five persons are proposed:

K. Westerkamp
A. van den Engel
R. Meeuws
E. Kracht
A. Stephan

These five persons are experienced transport experts, with relevant experience in training. Their CV's are included in the Annex.

Constraints, risks and assumptions

At the moment nearly all preparatory work is finished:

- reservation of the training venue
- draft training material in English (in finalising stage)
- translation in Russian has started
- selection of the participants
- reservation of flights for the study tour
- arrangements with companies to be visited in the study tour, hotel arrangements and travel arrangements
- detailed programme for the A-Group
- procurement of training equipment
- visa procedures

As it looks now, no major risks exist, although unforeseen events could appear. The main threat could be the fact that officially Kazakhstan Airlines is in the state of bankruptcy. Although it has been assured that reservations for the study tour are in order, things could turn out different.

FORM 1.4. : OVERALL PLAN OF OPERATIONS

Project title : Traceca Project : Immediate Training Action - A-Senior Management Level; B-Sectorial Training of Trainers		Project number : TELREG 9302		Country : Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Turkmenistan, Uzbekistan)		Page : 1								
Planning period : 7 December 1995 14 march 1996		Prepared on : 15 March 1996												
Project objectives : Organisation of training programme in the transport and trade sector and organisation of study tours to Western Europe.														
No	MAIN ACTIVITIES	TIME FRAME								INPUTS				
		1995				1996				PERSONNEL	EQUIPMENT AND MATERIAL	OTHER		
		1	2	3	4	1	2	3	4				EC Consultant	Counterpart
1.	Identification of training needs					x					1 week	1 week		
2.	Brief analysis of the transport sector					x					1 week	1 week	6 overhead projectors	4 flights 40 days DSA
3.	Organisation of the Training Programme									xxx	10 weeks	15 weeks	1 video equipment set	
4.	Organisation of the Study Tour									xxx	6 weeks	2 weeks		
TOTAL														

FORM 1.4. : OVERALL PLAN OF OPERATIONS

Project title : Traceca Project : Immediate Training Action - A-Senior Management Level; B-Sectorial Training of Trainers		Project number : TELREG 9302		Country : Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Turkmenistan, Uzbekistan)				Page : 2										
Planning period : 7 December 1995 14 march 1996		Prepared on : 15 March 1996								EC Consultant : Nethconsult								
Project objectives : Organisation of training programme in the transport and trade sector and organisation of study tours to Western Europe.																		
No	MAIN ACTIVITIES	TIME FRAME												INPUTS			EQUIPMENT AND MATERIAL	OTHER
		1995				1996								PERSONNEL				
		1	2	3	4	1	2	3	4	1	2	3	4			EC Consultant	Counterpart	
5.	Drafting of the Training Material					xxx								25 weeks	1 week			
6.	Selection of Participants					xxx								1 week	3 weeks			
7.	Training of Group A						xx							15 weeks	2 weeks			12 tickets Europe 76 tickets regional 140 days DSA
8.	Study Tour Group A						xx							5 weeks	2 weeks			37 tickets 444 days DSA Trainees
9.	Training of Group B						xx							15 weeks	2 weeks			12 tickets Europe 114 tickets Regional 2050 days DSA
10.	Study Tour Group B						xx							5 weeks				37 tickets 444 days DSA trainees
											TOTAL							

FORM 1.4. : OVERALL PLAN OF OPERATIONS

Project title : Traceca Project : Immediate Training Action - A-Senior Management Level; B-Sectorial Training of Trainers Planning period : 7 December 1995 14 march 1996	Project number : TELREG 9302 Prepared on : 15 March 1996	Country : Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Turkmenistan, Uzbekistan) EC Consultant : Nethiconsult	Page : 3										
Project objectives : Organisation of training programme in the transport and trade sector and organisation of study tours to Western Europe.													
No	MAIN ACTIVITIES	TIME FRAME				INPUTS				EQUIPMENT AND MATERIAL	OTHER		
		1995		1996		PERSONNEL		EC					
11.	Training Evaluation and Recommendations	1	2	3	4	1	2	3	4	EC Consultant	Counterpart		
											2 weeks	1 week	
	TOTAL									86 weeks	28 weeks		292 flights 4378 days DSA

FORM 1.5 : OVERALL OUTPUT PERFORMANCE PLAN

Project title : Traceca Project : Immediate Training Action - A-Senior Management Level; B-Sectorial Training of Trainers	Project number : TELREG 9302	Country : Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Turkmenistan, Uzbekistan)	Page : 1
Planning period : 7 December 1995 14 march 1996	Prepared on : 15 March 1996	EC Consultant : Nethcoonsult	
Outputs (to be described and target dates indicated)	Agreed Objective Verifiable Indicators	Constrains and Assumptions C/A	
Training Programme Group A 1-12 April Study Tour Group A 14-26 April Training Programme Group B 6-17 May Study Tour Group B 19 May - 7 June Supply of Training Equipment 25 March	N/A	N/A	

**Form 1.6. PLAN OF OPERATIONS FOR THE NEXT PERIOD
(Work programme)**

Project title : Immediate Training Action - A-Senior Management Level; B-Sectorial Training of Trainers		Project number : TNREG 9302		Country : Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Turkmenistan, Uzbekistan)		Page : 1
Planning period : 18 March 1996 30 June 1996		Prepared on : 15 March 1996		EC Consultant : Nethoconsult		
Project objectives : Organisation of training programme in the transport and trade sector and organisation of study tours to Western Europe.						
TIME FRAME						
1996(months)						
		March	April	May	June	
No	ACTIVITIES					
1.	Finalising Course Material	xx				EC Consultant 4 weeks
2.	Organisation of the Study Tour	xx				3 weeks
3.	Training of Group A		xx			15 weeks
4.	Study Tour Group A			xx		5 weeks
5.	Training of Group B			xx		15 weeks
6.	Study Tour Group B				xx	5 weeks
7.	Training Evaluations and Recommendations				xx	2 weeks
						Counterpart
						1 week
						1 week
						2 weeks
						-
						2 weeks
						-
						1 week
						12 tickets Europe 76 Tickets regional 1400 days DSA
						37 tickets 444 days DSA Trainees
						12 tickets Europe 114 tickets regional 2050 days DSA
						37 tickets 444 days DSA Trainees
						288 tickets 4338 days DSA
						7 weeks
						49 weeks
						TOTAL

Annex Detailed Programme for A Group

TRACECA TRAINING
GROUP 1 ROAD / COMBINED TRANSPORT OPERATIONS

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Multimodal Transport General	Forwarding General	Transport trade facilitation	Human Resources Development Management
	De Leijer	Kracht	Kracht	Kracht	Marschall
TEA/COFFEE BREAK					
10.45 to 12.15	Opening Session	Multimodal Transport Specific	Forwarding Specific	Customs	Staff Training Management
	De Leijer	Kracht	Kracht	Kracht	Marschall
LUNCH BREAK					
13.30 to 15.00	Transition to Market Economy	Information Technology	Transport Legislation	Contracting I	
	Marschall	Melissinos	Cleton	Cleton	
TEA/COFFEE BREAK					
15.15 to 16.45	International Agreements and Regulations	EDI in Transport	Road Transport Legislation	Contracting II	
	Cleton	Melissinos	Cleton	Cleton	

TRACECA TRAINING
GROUP 1 ROAD / COMBINED TRANSPORT OPERATIONS

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Transport Company Financial Management van den Engel	Harmonisation Legislation Gleijm	Freight Analysis Forecasting van den Engel	Quality Management De Leijer	Regional Integration Lessons from Europe Bekmagambetov
<i>TEA/COFFEE BREAK</i>					
10.45 to 12.15	Transport Company Cost-effective Production van den Engel	Insurance Gleijm	Transition to Market Marschall	Quality Management LOPER case De Leijer	Towards Regional Integration in Central Asia
<i>LUNCH BREAK</i>					
13.30 to 15.00	Transport Company Management Westerkamp	Logistics 1 Meeuws	Marketing in Transport and Trade Westerkamp	JIT Game	Evaluation
<i>TEA/COFFEE BREAK</i>					
15.15 to 16.45	Transport Company Planning/operation Westerkamp	Logistics 2 Meeuws	Preparing Marketing Plan Westerkamp		Closing Session

TRACECA TRAINING
GROUP 2 ROAD / COMBINED TRANSPORT POLICY AND MANAGEMENT

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Information Technology	Transport Legislation	Contracting I	Transport Trade Facilitation
	Melissinos	Cleton	Cleton	Cleton	Kracht
TEA/COFFEE BREAK					
10.45 to 12.15	Opening Session	EDI in Transport	Road Transport Legislation	Contracting II	Customs
		Melissinos	Cleton	Cleton	Kracht
LUNCH BREAK					
13.30 to 15.00	Transition to Market Economy	Multimodal Transport General	Forwarding General	Human Resources Development Management	
	Marschall	De Leijer	Kracht	Marschall	
TEA/COFFEE BREAK					
15.15 to 16.45	International Agreements and Regulations	Multimodal Transport Specific	Forwarding Specific	Staff Training Management	
	Cleton	De Leijer	Kracht	Marschall	

TRACECA TRAINING
GROUP 2 ROAD / COMBINED TRANSPORT POLICY AND MANAGEMENT

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Transport Company Management Westerkamp	Logistics 1 Meeuws	Marketing in Transport and Trade Westerkamp	Quality Management De Leijer	Regional Integration Lessons from Europe Bekmagambekov
TEA/COFFEE BREAK					
10.45 to 12.15	Transport Company Planning/operation Westerkamp	Logistics 2 Meeuws	Preparing Marketing Plan Westerkamp	Quality Management LOPER case De Leijer	Towards Regional Integration Central Asia
LUNCH BREAK					
13.30 to 15.00	Transport Company Financial Management van den Engel	Harmonisation Legislation Gleijim	Freight Analysis Forecasting van den Engel	JIT Game	Evaluation
TEA/COFFEE BREAK					
15.15 to 16.45	Transport Company Cost-effective Production van den Engel	Insurance Gleijim	Transition to Market		Closing Session

TRACECA TRAINING
GROUP 3 PORTS AND MARITIME

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Transport Legislation	Information Technology	Water Transport II	Railway Infrastructure
	Cleton	Melissinos	Papadimitriou	Hanisch	
TEA/COFFEE BREAK					
10.45 to 12.15	Opening Session	Port Management 1	EDI in Transport	Multimodal Transport	Railway Operation
	Papadimitriou	Melissinos	De Leijer	Hanisch	
LUNCH BREAK					
13.30 to 15.00	Transition to Market Economy	Port Management 2	Port Management 3	Forwarding	
	Marschall	Papadimitriou	Papadimitriou	Kracht	
TEA/COFFEE BREAK					
15.15 to 16.45	International Agreements and Regulations	Transition Market	Water Transport I	Customs	
	Cleton	Marschall	Papadimitriou	Kracht	

TRACECA TRAINING
GROUP 3 PORTS AND MARITIME

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Contracting I Gleijm	Transport Management I Westerkamp	Harmonisation Legislation Gleijm	Marketing in Transport and Trade Westerkamp	Regional Integration Lessons from Europe Bekmagambetov
TEA/COFFEE BREAK					
10.45 to 12.15	Contracting II Gleijm	Transport Management II Westerkamp	Insurance Gleijm	Preparing Marketing Plan Westerkamp	Towards Regional Integration in Central Asia
LUNCH BREAK					
13.30 to 15.00	Human Resources Development Management Marschall	Aviation De Leijer	Logistics 1 Meeuws	JIT Game	Evaluation
TEA/COFFEE BREAK					
15.15 to 16.45	Staff Training Management Marschall	Quality Management De Leijer	Logistics 2 Meeuws		Closing Session

TRACECA TRAINING
GROUP 4 TRANSPORT GENERIC

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Port Management 1	Port Management 2	Railway Infrastructure	Water Transport 2
	Papadimitriou	Papadimitriou	Papadimitriou	Hanisch	Papadimitriou
<i>TEA/COFFEE BREAK</i>					
10.45 to 12.15	Opening Session	Transition to Market	Port Management 3	Railway Operations	Transport Legislation
		Marschall	Papadimitriou	Hanisch	Cleton
<i>LUNCH BREAK</i>					
13.30 to 15.00	Transition to Market Economy	Customs	Information technology	Multimodal Transport General	
	Marschall	Kracht	Melissinos	De Leijer	
<i>TEA/COFFEE BREAK</i>					
15.15 to 16.45	International Agreements and Regulations	Forwarding	EDI in Transport	Water Transport 1	
	Cleton	Kracht	Melissinos	Papadimitriou	

TRACECA TRAINING
GROUP 4 TRANSPORT GENERIC

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Human Resources Development Management Marschall	Aviation De Leijer	Logistics 1 Meeuws	Freight Flow Analysis van den Engel	Regional Integration Lessons from Europe Bekmagambetov
TEA/COFFEE BREAK					
10.45 to 12.15	Staff Training Management Marschall	Quality Management De Leijer	Logistics 2 Meeuws	Freight Flow Forecasting van den Engel	Towards Regional Integration in Central Asia
LUNCH BREAK					
13.30 to 15.00	Contracting I Gleijm	Transport Management I Westerkamp	Harmonisation Legislation Gleijm	JIT Game	Evaluation
TEA/COFFEE BREAK					
15.15 to 16.45	Contracting II Gleijm	Transport Management II Westerkamp	Insurance Gleijm		Closing Session

TRACECA TRAINING
GROUP 5 ROAD PLANNING/CONSTRUCTION/MAINTENANCE

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Contracting I	Multimodal Transport General	Information Technology	Road Network Planning 1
	Kracht	Kracht	De Leijer	Melissinos	De Leijer
<i>TEA/COFFEE BREAK</i>					
10.45 to 12.15	Opening Session	Contracting II	Multimodal Transport Specific	EDI in Transport	Road Network Planning 2
		Kracht	De Leijer	Melissinos	De Leijer
<i>LUNCH BREAK</i>					
13.30 to 15.00	Transition to Market Economy	Transport Legislation	Human Resources Development Management	Port Management	
	Marschall	Cleton	Marschall	Papadimitriou	
<i>TEA/COFFEE BREAK</i>					
15.15 to 16.45	International Agreements and Regulations	Road Transport Legislation	Staff Training Management	Railway Infrastructure	
	Cleton	Cleton	Marschall	Hanisch	

TRACECA TRAINING
GROUP 5 ROAD PLANNING/CONSTRUCTION/MAINTENANCE

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Road Planning I	Road Infrastructure Financial Aspects I	Road Maintenance I	Contracting III	Regional Integration Lessons from Europe
	Hanisch	van den Engel	Hanisch	Hanisch	Bekmagambetov
<i>TEA/COFFEE BREAK</i>					
10.45 to 12.15	Road Planning II	Road Infrastructure Financial Aspects II	Road Maintenance II	Contracting IV	Towards Regional Integration in Central Asia
	Hanisch	van den Engel	Hanisch	Hanisch	
<i>LUNCH BREAK</i>					
13.30 to 15.00	Road Construction I	Feasibility Studies I	Road Management I	JIT Game	Evaluation
	Hanisch	van den Engel	Hanisch		
<i>TEA/COFFEE BREAK</i>					
15.15 to 16.45	Road Construction II	Feasibility Studies II	Road Management II		Closing Session
	Hanisch	van den Engel	Hanisch		

Annex Study Tour Group A and B

Annex Curricula Vitae

CURRICULUM VITAE

Proposed position
in the programme :

1. Family name : Van den Engel
2. First names : Aad Willem
3. Date of birth : 09/02/58
4. Nationality : Dutch
5. Civil status : Unmarried
6. Education :

Institution	Erasmus University of Rotterdam International School of Management
Degree(s) or Diploma(s) obtained:	Bachelor's Degree in Economics Master's Degree in Business Economics

7. Language Skills :

Language	Reading	Speaking	Writing
Dutch	mother tongue		
English	good	good	good
German	fair/good	fair/good	fair/good
French	fair	poor	poor

8. Membership of professional bodies:

9. Other skills: Literate in various computer programmes, amongst others, MS-DOS, MS-Windows, WordPerfect, WordPerfect Presentations, Harvard Graphics, S.P.S.S., Lotus

10. Present Position: Project Manager at NEA Transport research and training

11. Years with the firm: 9

12. Key qualifications:

- Road Freight Transport Specialist
- (Transport) Automation Specialist
- Project Management

13. Specific Eastern Countries experience:

Country	Date: from (month/year) to (month/year)
Eastern Europe (Poland, Hungary, Czech and Slovak Republics)	1990/1994

14. Professional Experience Record: (Selected Items)

Date:	1995 - ongoing
Location	Netherlands
Company	NOVEM
Position	Project Manager
Description	Study on the probabilities of optimising vehicle control by use of on-board computers.

Date:	1995 - ongoing
Location	Netherlands
Company	Dutch Road Hauliers Association
Position	Project Manager
Description	Analysing the possibilities of new job rotation systems in Dutch road transport (i.e. personnel, staff systems).

Date:	1995 - ongoing
Location	Netherlands/Western Europe
Company	Local, National and International Governments, Dutch Road Hauliers Association
Position	Project Manager
Description	Development of an overall city distribution concept within the region of the city of Tilburg.

Date:	1995
Location	China
Company	China Road Transport Association
Position	Trainer
Description	In-depth training on road transport. Main subjects: <ul style="list-style-type: none"> • Cost Calculation • Marketing • Legislation • Insurance

Date:	1994
Location	European Union
Company	Commission of the European Union/Ministry of Transport/Dutch Transport Operators Associations
Position	Project Director
Description	Studies on the effects of "Harmonisation" of EU Council Directives on the (road) transport sector, for instance: <ul style="list-style-type: none"> • market research on heavy vehicles, part I: Consequences of harmonisation for inland (i.e. Dutch) road transport • market research on heavy vehicles, part II: Harmonisation of maximum GVW/GCW for all trucks at 48 tonnes (Europe).

Date:	1993/1994
Location	Western Europe
Company	NOVEM/Dutch Transport Operators Association
Position	Project Manager
Description	Studies on energy saving possibilities by using more energy efficient transport vehicles.

Date:	1993/1994
Location	Netherlands
Company	NOVEM
Position	Project Director
Description	Studies on energy saving possibilities by improving the use of the loading capacity of trucks and by diminishing the number of kilometres driven empty.

Date:	1992/1994
Location	Netherlands
Company	NOVEM
Position	Analyzer
Description	Fleet management, analysis of cost saving possibilities in the use of man and vehicle routing schedules, preplanning analysis, post planning analysis, comparison of methods of scheduling (handmade planning versus computer made planning).

Date:	1994
Location	Netherlands/Eastern Europe
Company	NIWO
Position	Project Director
Description	Comparison of Dutch and Eastern European Haulier and Transport Characteristics

Date:	1991/1994
Location	Netherlands
Company	Dutch Transport Operators Associations/Ministry of Transport/Ministry of Economic Affairs
Position	Project Manager
Description	Financial results in both road and waterway transport, providing solutions for possible (financial) deficits.

Date:	1990/1994
Location	Netherlands, France, Germany, Eastern Europe (Poland, Hungary, Czech and Slovak Republics)
Company	TVM
Position	Project Director
Description	Insurance of Cargo and equipment used in both public and goods road transport.

Date:	1990/1994
Location	Netherlands, USA, Europe
Company	Dutch Haulage Association/Ministry of Transport/Ministry of Economic Affairs
Position	Project Manager
Description	Several transport sub-markets within road transport, defining special characteristics, opportunities and weak points, for the past, present and the near future.

Date:	1985-1994
Location	Netherlands/East and West Europe
Company	Ministry of Transport/Ministry of Economic Affairs/Dutch Transport Operators Associations/NEA
Position	Project Manager
Description	Collection of primary data; most of the data necessary for the studies to be undertaken is collected through questionnaires.

Date:	1985-1994
Location	Netherlands
Company	Dutch Transport Operators Associations/Ministry of Transport
Position	Project Manager
Description	Productivity, viability, solvability and employment in road transport companies, extrapolation and forecasting.

Date:	1990
Location	Western Europe
Company	Dutch Haulage Associations/Ministry of Transport/Ministry of Economic Affairs
Position	Project Manager
Description	Less than truck load transport, providing solutions to problems of optimizing the use of available loading capacity in less than truckload transport (this is mainly inland physical distribution).

Date:	1990
Location	Western Europe
Company	Ministry of Economic Affairs, Dutch Transport Operators Associations
Position	Project Manager
Description	Inventory of transport organisations: stevedores, ship brokers and freight forwarders, selected subjects: <ul style="list-style-type: none"> · transport services and customs, · transport services and automation, · transport services and different modes of transport, · position of organisations in the transport chain, · information flow between parties in the chain.

Date:	1990 (1992 and 1994 updates)
Location	Western Europe
Company	SENER, Ministry of Economic Affairs
Position	Project Manager
Description	Automation in transport companies, special emphasis was put on advice on specific software applications, contacts with retailers, future developments (satellite communication for road transport, board computers).

Date:	1988/1990
Location	Western Europe
Company	DAF
Position	Senior Information Analyst
Description	Physical distribution and depot structure for spare parts and finished products (e.g. vans, buses and trucks).

Date:	1988/1990
Location	Europe
Company	DAF
Position	Senior Information Analyst
Description	The logistics of parts of trucks, partly setting up and partly redefining an overall production logistics software system.

Date:	1986/1988
Location	Europe
Company	Dutch Transport Operators Associations, Ministry of Transport, Ministry of Economic Affairs
Position	Analyst
Description	"Trade Data Interchange", i.e. standardisation of computer based communication for transport companies, calculating costs and benefits of telematics.

Date:	1986/1987
Location	Ethiopia, Kenya, Tanzania, Mauritania
Company	ESAMI (Eastern and Southern African Management Institute)
Position	Researcher
Description	Distribution structures in developing countries, analyzing costs, revenues and rate of return of major infra structural improvements.

Date:	1986/1987
Location	Arusha, Tanzania
Company	ESAMI (Eastern and Southern African Management Institute)
Position	Researcher
Description	Cost structures of transportation in developing countries, investigation of problems, proposal of solutions, including the (problem of the) collection of reliable data.

Date:	1986/1987
Location	Arusha, Tanzania
Company	ESAMI (Eastern and Southern African Management Institute)
Position	Researcher
Description	Document flow within a developing country concerning legal liable cargo insurances, setting up control instruments (money flow).

Date:	1986/1987
Location	Arusha, Tanzania
Company	ESAMI (Eastern and Southern African Management Institute)
Position	Researcher
Description	Intermodal transport in African countries, for instance the combination of vessels and road transport near Lake Victoria in case of international transport of containers.

Date:	1985/1986
Location	Africa
Company	NEA Transport research and training
Position	Researcher
Description	Investment behaviour in road transport companies, analysis of Internal Rate of Return and of non quantitative benefits.

Date:	1985
Location	Western Europe
Company	Elsevier (ESP)
Position	Project Manager
Description	The structure of the agricultural sector within Western Europe, product flows, information flows, money flows, sector institutions.

Date:	1985/1986
Location	Western Europe
Company	Elsevier (ESP)
Position	Project Manager
Description	The market structure of artificial fertilizers, analysis of the product chains from producer of raw minerals to the final consumer (the farmer), product flows, money flows, information flows (demand predictions).

15. Others:

Lectures:

- 1994 Desk Top Publishing, MS-Dos, MS-Windows, Word Perfect and Word Perfect Presentations, Harvard Graphics, S.P.S.S.
- 1994 Using automation for improving the (vehicle, personnel and stock) management of small and medium size (transport) companies.
- 1992/1993 Transport planning, presentation of the results of the analysis on costs and benefits of handmade planning and computer made planning.
- 1990/-- Computer software specially developed for transport companies, opportunities and pitfalls, costs and benefits.
- 1990/1994 Transport sub-markets, presentation of strong and weak points, opportunities and pitfalls.
- 1986 Cost calculation in road transport companies, defining methods of improvement in the management of transport companies, preparing case-studies and handouts for the above mentioned lectures.
- 1986 Logistics and physical distribution, for The Eastern and Southern African Management Institute (ESAMI) in Arusha, Tanzania.

CURRICULUM VITAE

1. Family name : Meeuws
2. First names : René J.J.M.
3. Date of birth : 1954
4. Nationality : Dutch
5. Civil status : Married
6. Education :

Institution	University of Nijmegen
Date:	1979
Degree(s) or Diploma(s) obtained:	Master's Degree of Urban and Regional Planning

7. Language Skills :

Language	Reading	Speaking	Writing
Dutch	mother tongue		
English	5	5	4
French	4	4	-
German	5	5	4
Portuguese	5	5	4
Spanish	5	5	4

8. Membership of professional bodies:
9. Other skills: Computer expert
10. Present Position: Project Manager, Planner and Trainer, NEA Transport research and training
11. Years with the firm: 3
12. Key qualifications: Project Management
Integrated Planning and Training
Computer expert

13. Specific Countries experience:

Country	Date
Viet Nam	1995
Namibia	1995
Cape Vert	1994/1995
South Africa	1993/1994/1995
Botswana	1993/1994/1995
Malawi	1995
Zimbabwe	1984, 1985, 1994/1995
Tanzania	1985, 1993/1994/1995
Venezuela	1994
Mozambique	1983-1989 (duty station), 1993/1994/1995/1996
Swaziland	1993/1994
Nicaragua	1991-1993 (duty station)
Sudan	1989-1990 (duty station)

14. Professional Experience Record:

Date:	Since 1993
Location	the Netherlands
Company	NEA
Position	Project Manager, Planner and Trainer
Description	Preparation, implementation and management of transport consultancy and transport training projects in Indonesia, Viet-nam, Venezuela, Cape Vert, Tanzania, South Africa, Botswana and Mozambique

Date:	1991 - 1993
Location	Nicaragua
Company	Ministry of Foreign Affairs, the Netherlands
Position	Project Manager/Planning expert
Description	Identification, formulation monitoring and evaluation projects; regional planning; transport planning; economic planning; advise and training on computer hardware/software.

Date:	1989 - 1991
Location	Sudan
Company	Ministry of Foreign Affairs, the Netherlands
Position	Project Manager/Planning expert
Description	Identification, formulation monitoring and evaluation of development projects; regional planning; computer training

Date:	1987 - 1989
Location	Mozambique
Company	UNDP/HABITAT
Position	Planning expert/trainer
Description	Elaboration integrated rural development plan; director courses on rural development and ecology; coordination international conference on environment for the Portuguese speaking countries.

Date:	1985 - 1987
Location	Mozambique
Company	National Institute of Physical Planning
Position	Director Training Development
Description	Creation of a three-year professional training institute in the field of physical planning

Date:	1983 - 1985
Location	Mozambique
Company	National Institute of Physical Planning
Position	Regional planner
Description	Elaboration terms of reference regional development plans; rural development planning; environmental planning; district-planning; transport planning; training.

Date:	1979 - 1982
Location	Various
Company	Mondlane Foundation
Position	Staff member
Description	Managing information; recruitment technicians; coordination development projects in Mozambique, Angola, Guiné-Bissau and Cape Vert.

Date:	1978 - 1979
Location	the Netherlands
Company	Rijn Schelde Instituut
Position	Staff member
Description	Studies on regional development, industrialization and environment in the Rijn Schelde Delta in Southwest Netherlands.

CURRICULUM VITAE

Proposed position
in the programme :

1. Name : Westerkamp
2. First name(s) : Klaas
3. Year of birth : 1958
4. Nationality : Dutch
5. Civil status : Single
6. Education :

Institution:	Erasmus University Rotterdam
Date:	1985
Degree(s) or Diploma(s) obtained:	Master degree in Economics

7. Languages Skills :

Language	Reading	Speaking	Writing
Dutch	mother tongue		
English	5	5	5
German	4	3	3

8. Membership of professional bodies :

- International Road Transport Union (IRU)
- Member of Commission on Economic Affairs 1988-1994
- Member of the Statistical Committee 1988-1994
- Member of the Commission on Electronic Data Interchange (EDI) 1990-1993
- Member of the Commission on Driver Costs Comparison 1993-1994

- Social and Economic Council on transport issues 1989-1993
(N.b. SER-Commissie Vervoervraagstukken)

- Chairman of Commission of transport experts, NEA 1993-1994

9. Other skills : Computer literate in the following programmes:
Wordperfect, Dbase, Clipper, Lotus

10. Present position : Project Manager at NEA Transport research and Training

11. Years with the firm : 2

12. Key qualifications:

- Project Management
- Transport Consultancy
- Market Research
- Transport Training

13. Specific Eastern Countries Experience:

Country	Date
China	1995

14. Professional Experience record:

Date	1995 - date
Location	the Netherlands
Company	NEA Transport research and training
Position	Project Manager
Description	

Date	1993 - 1995
Location	the Netherlands
Company	Transport en Logistiek Nederland (TLN)
Position	Head of the division Economic Affairs and Market Research
Description	

Date	1986 - 1993
Location	the Netherlands
Company	Dutch International Road Transport Organisation (NIWO)
Position	Head of the division Economic Affairs and Statistics
Description	

Project Descriptions:

1995 Trainer
 Training of senior managers and trainers in the road freight transport sector in China.
 In China senior managers were trained in transport management of West-European transport firms and the developments in the transport sector in Europe.

- 1995 Project Manager
Study on the competitive position of the Dutch road transport sector in Middle- and Eastern Europe
Opportunities/threats/strong and weak points of Dutch road transport companies in comparison with companies from Central and Eastern Europe were analyzed.
- 1995 Consultant
Several consultancy studies for individual Dutch transport companies.
- 1995 Project Manager
Study on the economic effects for the road transport sector of measures to decrease the negative environmental effects of the road transport.
Several possible measures were defined to decrease the negative environmental effects of road transport, varying from more efficient vehicles to less empty kilometres. Of these measures the costs and revenues for the transport sector were calculated.
- 1995 Project Manager
Development of a management information software system for transport companies.
The system brings together trip information about kilometres and hours and financial information about costs. In this way a detailed analysis per customer, trip, vehicle, driver etc is possible.
- 1995 Project Manager
Quarterly research to establish the cost and revenue situation of Dutch road hauliers.
- 1995 Project Manager
Development of a programme for intercompany comparison/benchmarking for road transport companies per market segment.
- 1994 Project Manager
Study on the social-economic position of one vehicle transport companies.
This study dealt with the perception of one vehicle transport companies of their own economic and social situation.

- 1994 Project manager
Development of several training programmes for Dutch hauliers.
- 1993/94 Project Manager
Study on the problems with border crossing in Middle- and Eastern Europe.
Through driver-questionnaires waiting times at borders were collected and analyzed.
- 1993/94 Project Manager
Several country studies of the economic prospects of Dutch hauliers (Spain/Portugal/Germany).
- 1993/94 Project participation
Comparison of driver costs, Western Europe and Eastern Europe.
A study on differences in wages, social security payments, productive hours etc for five countries in Western Europe and three countries in Eastern Europe.
- 1992/95 Development of cost price calculation software for professional transport.
- 1991/92 Project Manager
Development of a new statistical system to collect transport data.
Together with the Dutch National Bureau of Statistics (CBS) a new system of collecting statistical data from transport companies was developed. The project included the development of software to assist data-entry by transport companies and software to process the data.
- 1990/93 Project participation
Development of the Dutch licensing system for professional road transport.
In this project the new licensing system, which started in may 1992, was developed, together with a computer system for the administration of licenses.
- 1989/94 Project Manager
Development of a system to collect price levels in international road transport.
Data from transport companies was used to provide the European Commission with information on the development of price levels in the Netherlands.
- 1989 Project Manager
Study of differences in cost price levels between hauliers in the EU.

1988/89 Project Manager
 Study of the economic prospects of Dutch hauliers in international transport.

15. Others:

- Qualitative and quantitative research in the field of:
 - traffic accidents in the Netherlands on behalf of the International Road Transport Union (IRU, Geneva)
 - price levels in the international road transport market for goods
 - the social-economic position of one vehicle companies
 - border crossing in Central- and East-European Countries
 - cost price comparison between hauliers in the EU
 - the economic prospects of Dutch hauliers in the international transport market
 - profitability of Dutch road transport companies in the international transport market
 - prospects for Dutch hauliers in the traffic to and from Eastern European Countries
 - several market research studies on the development of the Dutch road transport sector

- Development and implementation of the Dutch statistical system for hire and reward road transport of goods
- Development of cost price-calculation software models for professional transport
- Development of several learning programmes for Dutch hauliers

CURRICULUM VITAE

1. Family name: Kracht
2. First name: Evelin
3. Date of birth: 25 January 1944
4. Nationality: German
5. Civil status: Married
6. Education:

Institution secondary school
Date 1958 - 1962
Degree (s) or Diploma (s) obtained: A-level

Institution training for the job; Deutsche Spedition Berlin
Date 1962 - 1964
Degree (s) or Diploma (s) obtained: commercial assistant for transport

Institution Technical College for Transport, Dresden
Date 1967 - 1971
Degree (s) or Diploma (s) obtained: Dipl-Ing. (diploma)
academically trained engineer

7. Language skills: (Mark 1 to 5 for competence)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
German	5	5	5
Russian	3	3	3
French	3	3	3
English	2	2	2

8. Membership of professional bodies: none

9. Other skills: computer literacy

10 Present position: independent consultant and trainer

11. Years with the firm: 4

12. Key qualifications: (relevant to the programme)

- management in forwarding industry
- marketing road haulage
- EU transport law
- privatization of forwarding industry; foundation of new enterprises

13. Specific eastern countries experience:

Country *Date*

numerous stays in Eastern European countries

14. Professional Experience Record:

Date: since 1994

Location: Berlin

Company: many

Position: independent management consultant and trainer

Description: - consulting service for new enterprises
- consulting service and direct support in privatization
- specific training for business administration; marketing; accounting in forwarding industry

Date: April 1992 - March 1994

Location: Berlin

Company: EDG - Einkaufsgesellschaft Deutscher Güterkraftverkehrsunternehmen mbH

Position: works manager

Date: 1990 - March 1993

Location: Berlin

Company: Auto-Trans GmbH and Berlin Spedition

Position: managing director

Date: 1969 - 1990

Location: Berlin

Company: Kombinat Auto-Trans

Position: director

Date: 1964 - 1969

Location: Berlin

Company: regional haulage administration

Position: consultant

CURRICULUM VITAE

Proposed position in the programme :

1. Family name: Stephan
2. First name: Andreas
3. Date of birth: 11.01.1958
4. Nationality: German
5. Civil status: married

6. Education:

Institution Academy for Political Science and International Relations
Potsdam

Date 1979 - 1984

Degree(s) or diploma(s): Diploma: Studies of economics, international trade
and political science

Institution Institute of Economic and Political Studies Goettingen and Berlin

Date 1991 - 1992

Degree(s) or diploma(s): Post graduate studies in business administration, EEC politics
and procedures, marketing and project management

7. Language skills: (Mark 1 to 5 for competence)

<i>Language</i>	<i>Reading</i>	<i>Speaking</i>	<i>Writing</i>
German	5	5	5
English	5	4	4
Russian	5	4	4
French	2	1	1

8. Membership of professional bodies: Europa Union e.V. Berlin

9. Other skills: Computer literacy (Excel, Winword, WordPerfect, D-base, Pagemaker)

10. Present position: Independent Consultant

11. Years with the firm: 2

12. Key qualifications: (relevant to the programme)

- Practical and policy experience in Eastern Europe: formulation of concepts and proposals for various projects (transition to market economy conditions, conversion, export promotion, restructuring enterprises)
- Management of joint ventures in the CIS
- Consultant activities for EBRD, GTZ
- Registered EU - consultant for Phare and Tacis

13. Specific Eastern Countries Experience:

<i>Country</i>	<i>Date</i>	
Minsk / Belarus	since 1993	Manager / Head of the Co-ordinating Unit of the EU - Tacis programme
Ural-Perm-Region Russia	1990-91	Management of Joint venture projects, consultant
various CIS-countries	since 1990	Various projects related to CIS-countries / listed in detail below

14. Professional Experience Record:

Date: since 1993

Location: Minsk / Republic of Belarus

Company: Aid Co-ordination Unit

Position: Co-ordinator

Description:

- Programme preparation and evaluation (reports on economic evolution and political changes, identification of suitable technical assistance of EBRD, EU and other donors, monitoring, information about EU-programmes, assistance for recipients, increase of short term activities at enterprise and government level, ToR)
- Programme implementation (assistance for technical assistance teams in co-ordinating their activities with recipients and Tacis headquarters, monitoring and evaluation, project documentation, preparation of tender documents,
- Preparation and execution of training programmes with reference to the sectors responsible reflecting the training needs for economies in transition, assist in establishing relationship between training institutions supported by Tempus, assist enterprises, organisations and institutions in contacting suitable West European partners for co-operation
- Participate in office and project administration as required by Tacis and the co-ordinating unit

Date: 1991 - 93

Position: SDC and ITM Consulting

Description:

- Marketing consultancy (export promotion in Latvia, evaluation of west European marketing trends, development of recommendations regarding restructuring production), market studies)
- Consultant for EBRD "Development of private sector in Belarus",
- Corporate liaison mission , policy advisory service to Russian and Belorussian ministries and other institutions
- Industrial consultant for export promotion of the Belarus wood processing industry and Eastern German enterprises

Date: March 1990 - Feb.. 1991

Location: Russian Federation and KKAB Berlin

Position: Manager of an energy related joint venture between Russia and the German Democratic Republic

Description: Analysis of legal and administrative regulations, co-ordination approach and logistics, negotiating and co-ordinating supply, preparation, evaluation and award of tenders

Date: 1986 - 1989

Location: Ethiopia

Company: Ministry of Foreign Affairs of GDR

Position: Economic Adviser at the Embassy

Description: Analysis of macro-economic situation and preparation of country reports, identification and implementation of new aid projects, monitoring and co-ordinating

Date: 1984 - 86

Location: Germany

Company: Ministry of Foreign Affairs

Position: Project director, Department East and Central Africa

Description: Preparation of economic country reports; analysis and evaluation of TA-projects; monitoring of project development, international trade policies and trade movements; implementation of aid programmes

15. Others: Organisation of various international conferences, symposiums and meetings concerning EU and international co-operation and technical assistance

Annex List of Participants

Список участников семинара группы А (апрель).

№ п/п	Ф.И.О.	Должность	паспортные данные	обучение в АЛМАТЫ	обучение за рубежом
	<u>Армения</u>				
1	Шахназарян Ашот Суранович	Первый зам. мин. транспорта и сообщений Республики Армения	АД 0000047, МИД РА выдан 31.03.93г.год рождения 3.07.49г.	+	+
2	Аванян Артур Степанович	Правительство РА Глав. спец. по транспорту	АА 0281818 Мясникянский РОВД г.Еревана выдан 03.02.96г. год рожд. 24.06.58г.	+	+
3	Степанян Аршалуйс Владимирович	Нач.управ. грузовых перевозок Мин. транспорта	02 НО 0020705, МИД РА выдан 4.06.92г.год рождения 06.01.1949	+	+
4	Габриелян Геворг Ашотович	Директор компании по междур. перевозкам	год рождения 1.07.49г. №АА 0317471 , выдан 16.02.96г. ОВД г.Ереван	+	+
5	Навасардян Норик Навасардович	Директор автотранс. эксп. предприятия		+	
6	Оганесян Феликс Семенович	Дир. предп. межд. груз. перевозок		+	
7	Егназарян Самвел Айкарамович	Дир. Вайкского ГПАТП		+	
8	Кочарян Владимир Гургенович	Нач. упр. фин. и экон. мин. транспорта и сообщений		+	
9	Сиридегян Павел Вахтанович	Гл. инж. упр. техн. разв. Мин. транспорта и сообщений		+	

Список участников семинара группы Б (май)

№ п/п	Ф.И.О	Должность	Паспортные данные	Обучение в Алматы	Обучение за рубежом
	<u>Армения</u>				
1	Каграманов Григорий Петросович	Главный инженер Арм ж/д	21НО 0795636 МИД Республики Армения выдан 17.05.94г. Год рождения 12.07.38.	+	+
2	Галстян Арташес Камоевич	Вед. инженер груз. перевозок М.Т. и сообщений	02НО 0020285 МИД РА выдан 11.03.93.Год рождения 10.10.49.	+	+
3	Месропян Месроп Седракович	Вед. инженер грузовых перевозок и сообщений	21НО 0196571 МИД РА выдан 3.10.91 г. Год рождения 21.11.68.	+	+
4	Будагян Армен Степанович	Доцент политехнического института	АА 0321477 УВД г. Ереван выдан 13.02.96..Год рождения 15.03.61.	+	+
5	Акопян Левон Гарегинович	Нач. службы Армян. ж/д.		+	
6	Арутюнян Сергей Арменович	Нач. техн. отдела ж/д.		+	
7	Мурадян Оган Суменович	Директор ГАТП НО 9		+	
8	Овивян Грайр Легонович	Начальник А/П 2981.		+	
9	Торгомян Левон Церунович	Нач. план. экон. отдела.		+	
10	Даниелян Сисак Андраникович	Директор ГАТП НО 10.		+	
11	Бабурян Азат Хачикович	Директор ГАТП НО 17		+	
12	Ерицян Гагик Суменович	Доцент политехнического института.		+	
13	Мамян Сергей	Нач.отд. экон. МТ и сообщений			
14	Оганесян Агало Погосович	Зав. кафедрой политехнического института.			
15	Хангелдян Геворк Николаевич	Директор ГАТП НО 3			

Список участников семинара группы А (апрель).

№ п/п	Ф.И.О	Должность	Паспортные данные	Обучение в Алматы	Обучение за рубежом
	Азербайджан				
1	Рахманов Рафаэль Али Ага оглы	Зам.нач. Каспийского морского пароходства по эксплуатации	02 №0120280, выдан МИД Азербайджанской Республики 04.05.95г. 1951г. рождения	+	+
2	Казымов Солтан Агагулу оглы	Главный инженер Бакинское морского порта	II-ЖГ №718090, выдан ОВД г. Баку 1946 г. рождения	+	+
3	Гасанов Шахин Гумбат оглы	Вице-президент Госкомпании "Азербавтодор"	02 №0057739, выдан МИД Азербайджанской Республики 05.09.94г.	+	+
4	Мансуров Тофик Камил оглы	Зав.отделом транспорта и связи Кабинета Министров Азербайджанской Республики	01 №0021680, выдан МИД Азербайджанской Республики 18.01.95г. 1941г. рождения	+	+
5	Агаев Чингиз Агабек оглы	Нач. управления строительства автодорог Госкомпании "Азербавтодор"	I-ЖГ №742237, выдан ОВД г. Баку 1940г. рождения	+	+
6	Сеидов Али-Мирза Суламедин	Зам.нач. управления флота Каспийского морского пароходства	1954г. рождения	+	
7	Исмаилов Назим Мамед Оглы	Главный экономист отдела транспорта и коммуникаций Минэкономики Азербайджанской Республики	1955г. рождения	+	
8	Аскеров Фирдовси Айдын оглы	Нач. отдела внешне-экономических связей и коммерческой работы Бакинское морского порта	1952г. рождения	+	
9	Мамедов Алекпер Джамард оглы	Президент Холдинговой Компании "Гейт-Ист"	02 №0120406, выдан МИД Азербайджанской Республики 25.05.95г. год рождения 1954	+	+
10	Гуламов Эльчин Керим оглы	Вице-президент Холдинговой компании "Гейт-Ист"	1954г. рождения	+	

Список участников семинара группы Б (май)

№ п/п	Ф.И.О	Должность	Паспортные данные	Обучение в Алматы	Обучение за рубежом
	<u>Азербайджан</u>				
1	Ильясов Вадим Алладинович	Начальник Бакинского морского агентства "Инфлет"	02 №0014804, выдан МИД Азербайджанской Республики. Год рождения 1947	+	+
2	Алиев Малик Ляtif оглы	Нач.отдела снабжения Госконцерна "Азеравтонефтийат"	40 №338461, выдан МИД Азербайджанской Республики, 1949г.рождения	+	+
3	Мамедов Ильгам Кули оглы	Нач.службы внешнеэкономических связей Каспийского морского пароходства	1951г.рождения	+	
4	Алиев Шириндил Шириндилоглы	Нач.паромной переправы Бакинского морского порта	1951г.рождения	+	
5	Аббасов Шамсаддин Мустафа оглы	Нач.грузового района Бакинского морского порта	1957г.рождения	+	
6	Мамедов Ариф Ибрагим оглы	Нач.службы внешнеэкономических связей Азербайджанской железной дороги	1942г.рождения	+	
7	Мирзоев Сейран Гасан оглы	Зам.нач.службы внешнеэкономических связей Азербайджанской железной дороги	02 №0134309, выдан МИД Азербайджанской Республики 25.11.95г. 1946г. рождения	+	+
8	Сафаров Хосров Сурхай оглы	Зам.нач.отдела службы перевозок Азербайджанской железной дороги	1956г.рождения	+	
9	Фаталиев Гамза Рамазан оглы	Нач.отдела Госкомпании "Азеравтодор"	1944г.рождения	+	
10	Искендеров Али Махмуд оглы	Ведущий спец.Азербайджанской международной Ассоциации автомобильных перевозчиков	1974г.рождения	+	
11	Бабаев Бейбала Сурхай оглы	Ведущий инженер отдела эксплуатации Госкомпании "Азеравтодор"	1943г.рождения	+	
12	Мустафаев Ризван Абыш оглы	Ведущий инженер управления строительства автодорог Госкомпании "Азеравтодор"	1957г.рождения	+	

13	Рустамов Огтай Гумейнали оглы	Глав.инженер автопредприятия №4 Госконцерна "Азеравтонефтийят"	1956г.рождения	+	
14	Иманов Хамиз Акрам оглы	Глав.инженер автопредприятия №8 Госконцерна "Азеравтонефтийят"	1966г.рождения	+	
15	Аллахвердиев Салимхан Мурсал оглы	Нач.отдела Холдинговой Компании "Гейт -Ист"	42 №3279244, ОВИР МВД Азербайджанской Республики 13.10.95г, 1959г.рождения	+	+
16	Оруджев Тофик Ибрагим оглы	Нач.отдела Холдинговой Компании "Гейт-Ист"	1953г.рождения	+	

Список участников семинара группы А (апрель).

№ п/п	Ф.И.О	должность	паспортные данные	обучение в Алматы	обучение за рубежом
	Кыргызстан				
1	Закиров Сулейман Сапарбекович	Зав.отделом транспорта, связи Правительства Кыргызской Республики	1955 г.р. дип.паспорт 01 N 0009142, выдан МИД Кыргызстана 1 февраля 1995 г., действителен до 1 февраля 2000г.	+	+
2	Закиров Адам Закирович	Заместитель министра транспорта Кыргызской Республики	1952 г.р., дип.паспорт 01 №0009304 выдан МИД Кыргызстана 05.06.95г., действителен до 05.06.2000г.	+	+
3	Шарапов Жоболду Шарапович	Генеральный директор КТЭОМП " Кыргызинтранс"	1945 г.р. дип.паспорт 01N 0009233 выдан МИД Кыргызстана 10 августа 1993 г. действителен до 10 августа 1998 г.	+	+
4	Тузабаев Жаныш Юсупович	Генеральный директор объединения "Иссык-Кульское пароходство"	-	+	-
5	Эсенбаев Алтымыш	Председатель правления АО "Автовнештранс"	-	+	-
6	Снатов Нурдин	Начальник автоколонны 2902	-	+	-
7	Сулейменов Аким Мамбетович	Начальник ПЛУАД 2			
8	Джумашев Адылбек Абдыганиевич	Генеральный директор АО "Джалал- Абадавтотранс"	-	+	-

Список участников семинара группы Б (май)

№ п/п	Ф.И.О	Должность	Паспортные данные	Обучение в Алматы	Обучение за рубежом
	Кыргызстан				
1	Омуркулов Иса Шейшемкулович	Главный транспортный инспектор Минтранса	1957 г.р. дип. паспорт 01 N 0009341, выдан МИД Кыргызстана 13 июля 1995 г. действителен до 13 июля 2000 г.	+	+
3	Арзобаев Амирбек Арзобаевич	Генеральный директор "Ошавтотранс"	1947 г.р. паспорт 21 N 1038655 выдан МИД Кыргызстана 01 февраля 1993 г. действителен до 01 февраля 1998 г.	+	+
4	Эсенгельдиев Табылды Жаныбаевич	Вице-президент АК "Кыргызавтотранс"	-	+	-
5	Курманалиев Омурбек	Генеральный директор Иссык-Кульского ГАП			
6	Сатыбалдиев Зарлык	Председатель правления АО "Байсорун"	-	+	-
7	Раимкулов Кыдык Имашевич	Начальник ПЛУАД-1	-	+	+
8	Матаев Эсенбек Кенешбаевич	Начальник ПЛУАД-3			
9	Канатаев Болот Акеевич	Начальник ПЛУАД-4	-	+	-
10	Дуйшеналиев Медет	Зав.кафедрой, Автомобильных дорог "Кыргызского архитектурно-строительного института	-	+	-
11	Бекетаев Орозали	Зав.кафедрой "Автотранспорт" Бишкекского университета	-	+	-
12	Абакиров Суран	Декан Бишкекского университета	-	+	-

2 май

Список участников семинара группы А (апрель)

№ п/п	Ф.И.О	Должность	Паспортные данные	Обучение в Алматы	Обучение за рубежом
	<u>Грузия</u>				
1	Ломадзе Вахтанг Иванович	Первый зам. председателя координационного совета по транспорту Грузии		+	+
2	Накаидзе Гурам Геронтьевич	Зам. председателя координац. совета по транспорту Грузии, рук. проблемного центра "ТРАСЖКА"	Дип. паспорт №0000359 выдан 12.04.95г.МИД Грузии, 1933г.рождения.	+	+
3	Чхивадзе Джемал Давидович	Зам. председателя департамента железной дороги Грузии	Сл. паспорт №0004026 выдан 14.08.95г.МИД Грузии, 1941г.рождения	+	+
4	Сурманидзе Сергей Даутович	Первый зам. председателя департамента морского транспорта Грузии (Батуми)	паспорт №0016317 выдан 29.03.95г.МИД Грузии, 1946г. рождения	+	+
5	Саларидзе Борис Эрастович	Председатель Госконцерна "Грузавтоторога"		+	
6	Чичуа Абесалом Андреевич	Первый зам. председателя департамента автомобильного транспорта		+	
7	Джурхадзе Гурам Константинович	зам.нач.морского торгового порта Поты		+	
8	Чхеидзе Александр Петрович	Директор транспортного института Грузинского технического университета, президент Ассоциации международных автомобильных перевозчиков		+	

Список участников семинара группы Б (май)

№ п/п	Ф.И.О	Должность	Паспортные данные	Обучение в Алматы	Обучение за рубежом
	Грузия				
1	Мелкадзе Игорь Григорьевич	Глав. инж., первый зам. ж/д Грузии	Сл. паспорт №0004246 выдан 20.10.95г. МИД Грузии, 26.09.38г. рождения	+	+
2	Татишвили Тенгиз Ионович	Ответ. секр. координационного совета по транспорту Грузии, член совета	Сл. паспорт №0000277 выдан 06.07.95г. МИД Грузии, 15.01.1939г. рождения	+	+
3	Мдивнишвили Тариел Иванович	Зам. председателя Госконцерна "Грузавтодорога"		+	
4	Сирабидзе Дурсун Ниазович	Первый зам. нач. Батумского морского порта	паспорт №0137304 выдан 23.02.96г. МВД Грузии, 1963г. рождения	+	+
5	Шелия Владимир Константинович	Зав. отделом координационного совета по транспорту Грузии		+	
6	Кикнадзе Мамули Георгиевич	Нач. службы груз. перевозок департамента ж/д Грузии		+	+
7	Шаламберидзе Зураб Барламович	Нач. управления департамента автомобильного транспорта Грузии		+	
8	Цхелашвили Тамаз Шотаевич	Зам. нач. финансовой службы департамента ж/д		+	
9	Блиадзе Важа Дмитриевич	Зам. нач. службы грузовой и коммерческой работы департамента ж/д		+	
10	Куртанидзе Павел Ревазович	Нач. тарифного и экспедиционного отдела департамента ж/д		+	
11	Моисрапишвили Энвер Бениаминович	Зав. кафедрой ж/д строительства и дорожного хозяйства Грузинского технического университета		+	
12	Варшанидзе Нугзар Мамиевич	Зам. нач. Самтредского территориального управления департамента ж/д		+	
13	Качарава Роберт Миндиевич	Нач. Потийского ж/д станции		+	
14	Гонгладзе Ушанги Соқратович	Нач. отдела координационного совета по транспорту Грузии		+	
15	Ткебучава Владимир Евгениевич	Ген. секр. Ассоциации Международных автомобильных перевозчиков		+	

Список участников семинара группы А (апрель).

№ п/п	Ф.И.О	Должность	паспортные данные	обучение в Алматы	обучение за рубежом
1	Туркменистан				
2	Мамедов Бяшим	Зам. начальника Туркменского речного пароходства	паспорт СК-1 №314649 выдан МИД Туркменистана 24.04.92г. действителен до 24.04.97г.	+	+
3	Тураев Рашид Хаджиевич	Зам.министра автомобильного транспорта		+	+
4	Аллакулиев Ораз	Ген.директор ПО "Туркменвнештранс"		+	+
5	Таганов Джумакули	Нач.отдела транспорта и связи Мин. экономики и финансов	паспорт 02 №0068187 выдан МИД Туркменистана 07.05.93г. действителен до 07.05.98г.	+	+
6	Джуммиев А.	Зам. начальника УЗЭС Минавтотранса		+	
7	Тойлыев Тойлы	Ведущий специалист ВЭС морского пароходства		+	
8	Мамедов Аман	Нач.АСПТР морского пароходства		+	
9	Розыкулыев Джоракулы	Зам.нач.участка речного пароходства		+	
10	Фурманов Владимир	Нач.службы перевозок речного пароходства		+	

Список участников семинара группы Б (май)

№ п/п	Ф.И.О	Должность	Паспортные данные	Обучение в Алматы	Обучение за рубежом
	Туркменистан				
1	Курбанкулиев Аширкули	Проректор по научной и экономической работе института транспорта и связи		+	+
2	Курдов Курбангельды	Нач. службы пассажирского хозяйства Государственной железной дороги		+	+
3	Аманалиев Байрамали	Ген. директор СП "Интертранс"		+	+
4	Бадамов Худайберды	Глав. инженер морского пароходства		+	+
5	Дурдыев Сердар	Нач. ст. Ашгабат Государственной железной дороги		+	
6	Мамиев Байрамалы	Нач. дистанции Гос. железной дороги		+	
7	Курбанов З	Директор авторемзавода		+	
8	Еланцев В	Координатор ТАСИС Долфин проект		+	
9	Бяшимов Кадыркулы	Зав. кафедрой Института транспорта и связи		+	
10	Курбанов Эджебай	Зав. кафедрой Института транспорта и связи		+	
11	Бабаханьянц Павел	Нач. производственного комплекса морского пароходства		+	
12	Гайсин Дмитрий	Диспетчер паромной переправы морского пароходства		+	

Список Казахстанских участников семинара группы А (проект)

№ п/п	Ф.И.О	Должность	Обучение в Алматы	Обучение за рубежом
1	Мухамеджанов Канат Сакенович	Зам.мин.транспорта и коммуникаций	+	+
2	Коваленко Петр Данилович	Директор Департамента водного транспорта	+	+
3	Буранбаев Серик Жаканович	Директор Департамента воздушного транспорта	+	+
4	Логунов Александр Иванович	Директор Департамента автотранспорта	+	+
5	Карибжанов Хайрат Салимович	Нач.управ-я подготовки законодательных актов, связи с Верховным Советом и юридической работы Мин.транспорта	+	
6		Представитель Департамента водного транспорта	+	
7		Представитель Департамента воздушного транспорта	+	
8	Денисенко Александр Александрович	Зам.директора Департамента автотранспорта	+	
9	Исхаков Булат Смагулович	Гл.трансп.инспектор РК	+	+
10	Курапатко Владимир Васильевич	Президент авиакомпании "Каз зую жолы"	+	+
11	Раисов Ермухан Раисович	Президент автотранспортной компании "Ер Керуен"	+	
12	Усенов Куандык Рысалдиевич	Президент Южно-Казахстанской компании грузового автотранспорта	+	
13	Янсон Иван Генрихович	Нач.Акмолинского ПО груз.транспорта	+	+
14	Капитоненко Виктор Тихонович	Ген. дир. "Павлодартрансхолдинг"	+	
15	Сурнин Сергей Иванович	Зам.ген.директора "Талдыкорганавтоколлек"	+	
16	Мынжанов Инербай Кобешевич	Гл.инженер "Мангистауавтотрансхолдинг"	+	
17	Бажбенов Сайлау Беркенович	Нач.Атырауского ПОАТ	+	
18	Иргибаев Сакен Ахмет салиевич	Ген.директор "Союз международных автоперевозчиков "	+	
19	Есжанов Канат Булебаевич	Зам.нач.Алматинской транспортной инспекции	+	
20	Сыздыков Абсамет Хамзиевич	Нач. Акмолинского отделения транспортной инспекции	+	
21	Шинкарев Юрий Александрович	Нач.Северо-Казахстанского отделения транспортной инспекции	+	
22	Лепихин Анатолий Яковлевич	Нач.Карагандинского отделения транспортной инспекции	+	
23	Стричишин Василий Васильевич	Нач.Павлодарского отделения транспортной инспекции	+	
24	Бекмагамбетов Мурат Махметович	Директор АО "НИИАТ"	+	
25	Муртазин Бахытжан Сатмагамбетович	Директор автодорожного института	+	

Список Казахстанских участников семинара группы Б (проект)

№ п/п	Ф.И.О	Должность	Обучение в Алматы	Обучение за рубежом
1	Тараненко Аркадий Иванович	Зам.директора Департамента водного транспорта РК	+	+
2	Мотуз Валерий Алексеевич	Зав.сектором международных перевозок Департамента автом.транспорта МТК РК	+	
3	Идрисова Айгуль Турсуновна	Нач.отдела по связям с международными организациями МТК РК	+	+
4	Ахметова Нурслу Васихановна	Зав.сектором структурных преобразований Главного экон.управ. МТК РК	+	
5	Воробьев Владимир Иванович	Ген.директор междунар. трансп.компании "Актау"	+	+
6		Представитель междунар. трансп.компании "Актау"	+	
7	Токтаров Жомарт Баталгалиевич	Зам.президента авиакомпании "Каз. Эуе жолы"	+	
8		Представитель авиакомпании "Каз. Эуе жолы"	+	
9		Представитель авиакомпании "Саяхат"	+	
10		Представитель частной авиакомпании	+	
11	Панабеков Даулет Какимович	Нач.желдорэкспедиции Западно-Казахстанской железной дороги	+	* +
12	Ахметов Жажанша Ахметович	Нач.Алматинской желдорэкспедиции	+	
13		Нач.желдорэкспедиции Целинной железной дороги	+	
14		Нач.отдела международных груз.перевозок Алматинского отделения жел.дороги	+	
15	Микебаев Малик Баймухамедович	Нач.ж/д станции "Дружба"	+	
16	Тулесусын Аманбай Тулесусинович	Нач.ж/д станции "Алматы"	+	
17	Абилев Жанке Казиевич	Директор груз. автопредприятия г.Алматы	+	
18	Баймуханов Бахыт Баймуханович	Директор АО Автокомбинат №6 г.Алматы	+	+
19	Ажибаев Байтлеу Абдреевич	Директор АО Автокомбинат г.Талдыкорган	+	
20	Вербицкий Виктор Александрович	Директор автопредприятия "Межавтотранс" г.Алматы	+	
21	Июнусов Сулеймен Июнусович	Директор АО "АТП-7", г.Алматы	+	
22	Герман Владимир Залманович	Нач.автоколонны 2578	+	
23	Парфилина Ирина Дмитриевна	Зам.ген.директора (Чимкенское автообъединение)	+	

24	Юревич Петр Михайлович	Директор АО Автокомбинат г.Павлодар	+	
25	Камельбеков Акан Камельбекович	Директор АО г.Алматы	+	
26	Сактаганов Максат Абдирович	Ген.директор частного автотранспортного предприятия "Бизнес ДОС"	+	
27	Каплан Эдуард Теодорович	Зам.дир. АО "НИИАТ"	+	+
28	Филиппов Александр Семенович	снс АО "НИИАТ"	+	
29	Григориади Елена Георгиевна	снс АО "НИИАТ"	+	
30	Дуйсекеева Сауле Зейнуллаевна	снс АО "НИИАТ"	+	+
31	Немова Нина Геннадьевна	снс АО "НИИАТ"	+	
32	Земнухова Любовь Петровна	снс АО "НИИАТ"	+	
33	Сыртанов Самет Кадырович	Зав.каф.орг.автом.перевозок и дорожного движения	+	
34	Бибанов Женис Рахимович	доц.каф.рган.автом.перевозок и дор.движения	+	
35	Ахметов Саин Избасарович	доцент АДИ	+	
36	Христин Владимир Григорьевич	Директор курса Автотранс кадров	+	
37		Представитель курса Автотранс кадров	+	

Список участников семинара группы А (апрель).

№ п/п	Ф.И.О	Должность	Паспортные данные	Обучение в Алматы	Обучение за рубежом
	<u>Узбекистан</u>				
1	Исмаилов Валиджан Азизович	Зам. Председателя правления корпорации "Узавтотранс"	СА-0077449 выдан 07.12.1995 ОВД А. Икрамовского района г. Ташкента 1944г. рождения	+	1) (+)
2	Шестаков Владимир Алексеевич	нач. Главного управления грузовых перевозок корпорации "Узавтотранс"	УП-ЮС 612392 выдан 8.05.1979 ОВД Чиланзарск РИК г. Ташкента 1940г. рождения	+	2) (+)
3	Абдураимов Иброхимжон Абдураимович	Председатель ГАО "Намангантранс" корпорации "Узавтотранс"	СА 0149395 выдан 4.12.95 ОВД г. Намангана 1948г. рождения	+	3) (+)
4	Исамухамедов Азим Болтаевич	Председатель правления концерна "Ташгоргузтранс" корпорации "Узавтотранс"	СА 0083785 выдан 18.12.1995 ОВД А. Икрамовского района г. Ташкента 1948г. рождения	+	4) (+)
5	Камалов Азим Болтаевич	Глав. спец. бюро координации технического содействия Комиссии Европейского Союза (КЕС) координатор программы ТРАСЕКА Республики Узбекистан	СА-0145280 выдан 06.12.95 УВД Юнусабадского района г. Ташкента 1967г. рождения	+	5) (+)
6	Назиров Яшин	Зам. председателя Объединения "Ферганавтойул" концерн "Узавтодор"	CF-024999912 выдан 9.01.96 УВД Кокандского горхокимията 1940г. рождения	+	6) (+)
7	Бойко Сергей Петрович	Нач. ПО "Узмежавтотранс" корпорации "Узавтотранс"		+	
8	Худайбергенов Хабибула Маткаримович	Нач. ГАО "Каракалпактранс" корпорации "Узавтотранс"		+	
9	Палванов Яраш Хаитович	Председатель правления ГАО "Хорезмтранс" корпорации "Узавтотранс"		+	
10	Саматов Закир Оллокулович	Зам. председателя правления ГАО "Сурхандарьятранс" корпорации "Узавтотранс"		+	
11	Худайбергенов Шавкат	Глав. инж. ОАП "Узтрансизмат" корпорации "Узавтотранс"		+	

12	Мухамедов Джавлан Сабирович	Глав. инж. концерн "Ташоблгтрузтранс" корпорации "Узавтотранс"		+	+
13	Джамалов Шовкат Тожиевич	Глав. инж. ГАО "Самаркандтранс" корпорации "Узавтотранс"		+	+
14	Азимов Ахмад Азимович	Глав. инж. концерн "Ташоблпластранс" корпорации "Узавтотранс"		+	+
15	Вахабов Турсунбай Каххарович	Глав. инж. концерн "Узавтодор"		+	+
16	Туляганов Сабир Юлдашевич	Зам. нач. управления концерн "Узавтодор"		+	+
17	Джураев Тохир	Зам. председателя объединения "Сурхандарьявтойул" концерн "Узавтойдул"		+	+
18	Арипов Хурмат Абдувахидович	Глав. инж. объединения "Автомагистраль" концерн "Узавтойдул"		+	+
19	Буриев Хамид	Первый зам. председателя объединения "Джизакавтойул" концерн "Узавтойдул"		+	+
20	Мадиев Ахтам Холмурадович	Глав. инж. объединения "Сасмаркандавтойул" концерн "Узавтойдул"		+	+
21	Кулманов Суюн	Зам. председателя объединения "Навойавтойул" концерн "Узавтойдул"		+	+
22	Джумаев Наим	Зам. председателя объединения "Бухараавтойул" концерн "Узавтойдул"		+	+