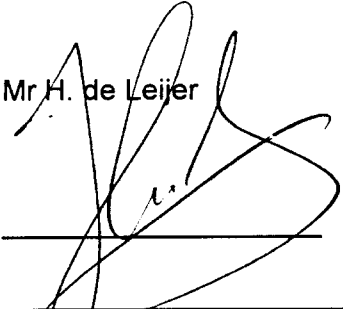




Traceca Project
Immediate Training Action
A-Senior Management Level
B-Sectorial Training of Trainers
First Progress Report
2 May 1996

Report by Nethconsult

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
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Date of report : 2 May1996

Reporting period : 16 March1996 till 30 April1996

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]

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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 management's 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. SUMMARY OF PROJECT PROGRESS SINCE THE START

In the first reporting period of the project, the first training course in Almaty and the first study tour to Western Europe were executed.

From mid December 1995 till mid March 1995, preparatory work has been carried out, meaning the identification of training needs, the drafting of the course material, buying and transporting training equipment, practical arrangements in the training locations, transport and accommodation for participants and selection of candidates.

The training of Group A, Senior Management Level, was conducted in Almaty from 1 April 1996 till 12 April 1996. On 14 April, a selected group has travelled to Europe (Germany, The Netherlands and Belgium) and have returned on 28 April.

The detailed programmes, actually carried out, are included in the Annexes to this First Progress Report.

100 participants have been invited to attend the programme, originating from the eight Central Asian and Caucasian countries. 86 actually took part. On request, eight additional participants from Kazakhstan were accepted, since not all persons invited had actually come to Almaty. In the study tour 32 persons took part, 35 were planned:

COUNTRY	PLANNED		REALISED	
	REGIONAL TRAINING	STUDY TOUR	REGIONAL TRAINING	STUDY TOUR
Armenia	9	4	8	4
Azerbaijan	10	4	6	4
Georgia	9	4	7	3
Kazakstan	25	7	33	6
Kyrgystan	8	3	6	3
Tadjikistan	8	3	5	4
Turkmenistan	9	4	3	2
Uzbekistan	22	6	18	6
TOTAL	100	35	86	32

In the first programme, evaluation forms were filled in by the participants and in the closing ceremony some comments were given on the contents and organisation of the programme, In the study tour the same has been done. As a result some minor revisions have been made in the programme for the B-Group:

- in the B-Group there will be no specific group on infrastructure, construction and maintenance. In the A-Group, the number of persons interested in this specific item was limited, and the difference with the other participants was too large. It was found necessary to free one of the

trainers entirely for this group. In the B-Group these persons will be divided among the other groups;

- the length of especially the programme in Almaty was found too long. It has been decided to start half a day later and to stop one day earlier, in order to allow the participants to arrive in time for the opening session and to return home before the weekend;
- the B-Group will be extended with a group on railway transport;
- the evaluation did not give reasons to change the topics and items in the programme. In the B-Group however, the presentations will focus more at practical matters (the training material remains the same in most of the cases).

3. SUMMARY OF PROJECT PLANNING FOR THE REMAINDER OF THE PROJECT

No changes have been made in the project planning as compared to the planning in the Inception Report.

This means:

Training in Almaty for the B-Group:

6-16 May 1996

Study Tour to Western Europe for the B-Group:

19 May - 2 June 1996

Second Progress Report:

After finalising the training and study tour of the B-Group,
First week of June 1996

Identification of further training needs:

10-14 June 1996

Draft Final Report:

30 June 1996

Final Report:

31 August 1996

4. PROJECT PROGRESS IN REPORTING PERIOD

Execution of the project

The project has been carried out completely in line with the planning. The Inception Report has been submitted at 15 March 1996. Since that date the following activities have been undertaken:

- procurement and transport of training equipment:
 - 6 overhead projectors;
 - 1 TV/video set;
 - 1 slide projector;
 - 6 projection screens;
- preparation of the training material in English and Russian;
- practical arrangements for the training programme in Almaty and the study tour:
 - training location;
 - housing and accommodation for participants;
 - local and regional transport;
 - visa for Western Europe;
 - transport to/from Western Europe;
- execution of the training programme for the A-Group;
- execution of the study tour for the A-Group.

The detailed programme of the training programme as it was actually carried out and the study tour, as it was executed, are given in the Annexes.

The Opening Session was attended by Mr. Y. Lavrinenko, Minister of Transport of the Republic of Kazakhstan, and Mr. S. Piazzardi, of the EU Delegation in Kazakhstan, Head of the Technical Assistance Section of the TACIS Programme, who both delivered a speech. Representatives of the EC Co-ordinating Unit in Almaty and the EU Monitoring and Evaluation Unit, were present in the Opening Session. Two articles in local newspapers and magazines have been published on the programme (see the Annexes).

The Closing Session was attended by a representative of the TRACECA Management Team. The Kazakhstan Television had two specials on the programme, with impressions from the final day of the programme and the Closing Session.

To a large extent, the planning of the training course, as it was presented in the Inception Report, has been executed. However, it was found necessary to make some minor changes in the programme, partly on request of the participants:

- the programme was found to be exhaustive, 4 lectures/presentations of 1.5 hours per day. It was requested to create some free time in order to:
 - prepare the country presentations (planned on the final day);
 - visit some business relations in Almaty;
 - organise an additional meeting between the head of the delegations of the different countries;
 - organise a briefing session for the study tour to Western Europe;
- in order to create this free time, some topics have been cancelled, or integrated in other presentations, e.g. The JIT game (JIT integrated in the logistics presentation), Quality Management and Aviation (not presented in all groups);

- in order to train as efficient as possible, five sub-groups were created:
 1. Road/combined transport management
 2. Road/combined transport operations
 3. Ports and maritime transport
 4. Transport planning generic
 5. Road transport planning/construction/maintenance
- Groups 1, 2 and 4 were the groups which were the best represented, with 20-25 participants per group. Due to the limited number of countries with water transport, the third group was very small (8 persons), but despite this fact, very active and interested in the programme. Also the infrastructure group was small (10 persons), and during the programme it became obvious that they had a very specific interest, and were narrow focused. The programme for the first week was kept as it was, in line with the general philosophy of the training programme, but in the second week, the planning and infrastructure expert was assigned nearly full time to the group, in an attempt to satisfy their training needs.

Evaluation

The programme was evaluated in several ways. One overall evaluation of the course was given by the participants, and an evaluation per topic/item. In addition the head of the delegations have given an overall evaluation in the Closing Session and on several other occasions, e.g. in the visit to the EC in Brussels. The synthesis of the formal evaluation forms is given hereafter. The forms as such are not included in this report, but can be made available by the project management, if so desired.

The evaluation does not give reason to make drastic changes in the programme for the B-Group, as the evaluations range between excellent and good, both for the contents as for the arrangements. Some minor changes were made, based on remarks made by the participants, as has been indicated in the previous paragraph.

OVERALL EVALUATION A-COURSE ALMATY (in %)

	Excellent	Good	Satisfactory	Unsatisfactory
Selection Topics	14	83	3	0
Contents	3	68	29	0
Presentation	17	79	4	0
Course Materials	17	79	4	0
Organisation	71	29	0	0
Accommodation	82	16	0	0

FINAL EVALUATION PER TOPIC
(frequency mentioned)

TOPIC	Excellent	Good	Satisfactory	Unsatisfactory
Transition	26	26	2	0
Internanational Agreements	18	36	1	0
IT	23	32	3	0
EDI	23	32	3	0
Multimodal Transport	29	29	0	0
Legislation	22	36	1	0
Insurance	24	22	0	0
Road Transport Law	26	19	1	0
Forwarding	18	30	7	0
Contracting	21	37	0	0
Human Resources Management	26	26	4	0
Staff Training Management	26	26	4	0
Customs	13	36	4	0
Transport Management	27	19	1	0
Financial Management	29	17	1	0
Logistics	25	31	2	0
Marketing	26	17	0	0
Transport Forecasting	23	18	0	0
Quality Management	9	1	0	0
Port Management	11	14	1	0
Water Transport	11	14	1	0
Road Planning	2	9	0	0

MOST INTERESTING TOPICS
(frequency mentioned)

Please note that not all topics/items are presented in all groups

TOPIC	Frequency
Transition	10
International Agreements	3
IT	3
EDI	1
Multimodal Transport	16
Legislation	8
Road Transport Law	13
Forwarding	4
Contracting	2
Human Resources Management	2
Customs	2
Insurance	7
Transport Management	7
Financial Management	7
Logistics	13
Marketing	5
Transport Forecasting	7
Quality Management	2
Port Management	3
Road Planning	4

EVALUATION STUDY TOUR
(frequency mentioned)

	Excellent	Good	Satisfactory	Unsatisfactory
Selection of Visits	11	12	1	0
Content	8	10	7	0
Presentation	9	10	5	0
Quality of Information	8	11	4	0
Organisation	9	11	3	0
Accommodation	6	9	6	0

Other remarks

In addition to the remarks made before, we feel it necessary to add some remarks concerning the training course and the study tour:

- the first objective of the programme is to train the staff in the functioning of market oriented transport systems, administrative procedures, and to familiarise participants with all aspects of European transport and trade. In addition a, perhaps just as important objective was reached:
Regional co-operation and understanding.
- The training programme, where nearly one hundred high level experts in transport and trade in the Region were together, was probably the first, and perhaps the last in its kind in the coming years. It was a unique opportunity to renew old relations and to start new relations between the experts in the different countries. Next to the official programme, a number of meetings were scheduled by the participants to discuss regional transport topics and ways to co-operate in the future.
- As a proof of the willingness to co-operate and to develop the TRACECA corridor, the head of the delegations have discussed the idea of preparing and signing a Memorandum of Understanding. This MOU has been finalised during the study tour in Western Europe, has been signed, and presented to the representative of the EC at 25 April 1996 in Brussels (see the Annex).
- From the logistics point of view, the programme was a real tour de force. Getting participants from eight countries to be on the same place at the same time means improvising from hour to hour. Also during the programme, practical problems arose, due to the fact that participants wanted to make changes in the schedules. Especially because of the fact that the group consisted of high level experts, with an important role in making a success of the TRACECA projects, the project team has tried wherever possible, to meet the requests. However, in the execution of the programme for the B-Group, the project team will stick to the practical arrangements as they are made in the preparation.

FORM 2.2. : PROJECT PROGRESS REPORT

Project title : Traceca Project : Immediate Training Action		Project number : TELREG 9302		Country : Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan)		Page : 1							
A-Senior Management Level; B-Sectorial Training of Trainers		Prepared on : 2 May 1996		EC Consultant : Nethconsult									
Planning period: 16 March 1996 - 30 April 1996		Project objectives :											
Organisation of training programme in the transport and trade sector and organisation of study tours to Western Europe.		Project objectives :											
No	ACTIVITIES IMPLEMENTED	TIME FRAME								INPUTS	PERSONNEL (planned = realised)	EQUIPMENT AND MATERIAL (planned = realised)	OTHER planned (realised)
		MARCH		APRIL				Counterpart					
		1	2	3	4	1	2	3	4	EC Consultant			
1.	Procurement and transport of equipment			x	x					1 week	-	6 overhead projectors 1 TV/video set 1 slide projector 6 projection screens 6 flip overs	transport & insurance
2.	Preparation of training material			x	x					4 weeks	2 weeks		-
3.	Practical preparations for training programme and study tour			x	x					3 weeks	3 weeks		-
4.	Execution of training programme					x				15 weeks	2 weeks		12 tickets Europe (12) 86 transport costs regional (76) 1150 days DSA (1400)
5.	Execution of Study Tour							x	x	5 weeks	-		34 tickets Europe (37) 442 days DSA (444)
TOTAL										28 weeks	7 weeks		46 tickets Europe (49) 86 regional transport (76) 1592 days DSA (1844)

FORM 2.3 : RESOURCE UTILISATION REPORT

Project title : 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)		Page : 1
Planning period : 16 March 1996 - 30 April 1996		Prepared on : 2 May 1996		EC Consultant : Nethconconsult		
Project objectives : Organisation of training programme in the transport and trade sector and organisation of study tours to Western Europe						
RESOURCES/INPUTS	TOTAL PLANNED	PERIOD PLANNED	PERIOD REALISED	TOTAL REALISED	AVAILABLE REMAINDER	FOR
PERSONNEL						
Experts and Trainers	89 work weeks	28 work weeks	28 work weeks	65 work weeks	24 work weeks	
Local Experts	27 work weeks	7 work weeks	7 work weeks	22 work weeks	5 work weeks	
Sub-total	116 work weeks	35 work weeks	35 work weeks	87 work weeks	29 work weeks	
EQUIPMENT AND MATERIAL						
Overhead projectors	6	6	6	6	0	
TV/Video set	1	1	1	1	0	
Slide projector	1	1	1	1	0	
Projection screens	6	6	6	6	0	
Flip overs	6	6	6	6	0	
Sub-total	20	20	20	20	0	
OTHER INPUTS						
Sub-total						
TOTAL						

FORM 2.4. OUTPUT PERFORMANCE REPORT

Project title : Immediate Training Action - A-Senior Management Level; B-Sectorial Training of Trainers	Project nr : TELREG 9302	Country : Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgystan, Tajikistan, Turkmenistan, Uzbekistan)	Page : 1
Prepared on : 2 May 1996			
Output results	Deviation original plan + or - %	Reason for deviation	Comment on constrains & assumptions
Number of persons trained 86	-14%	Unavailability to travel to Almaty because of: urgent affairs in the home country unsuitability of travel documents	
Number of presentations 145	-12%	Slight reduction in the programme (on request of the participants)	
Number of persons in field visit 32	- 9%	Unavailability to travel to Europe, because of urgent affairs in the home country	

5. PROJECT PLANNING FOR NEXT REPORTING PERIOD

In the next reporting period, the training programme and study tour for the B-Group will be executed. In the previous chapters, it has already been indicated, that, based on the experiences and evaluations of the programme for the A-Group, there are no reasons, to make fundamental changes in the programme or in the organisation. The revised programme for the training in Almaty and for the study tour are included in the Annexes.

The length of the programme has been cut, it starts half a day later and ends a day earlier, in order to allow participants to arrive in time for the opening, and to return home before the weekend. Also in the B-Group there is a national/regional holiday (9 may) which can not be used for training. A social programme is scheduled.

150 persons are invited to take part in the training in Almaty and 35 are invited for the study tour to Western Europe. It has to be expected that again not all persons invited will actually attend the programme. First because of the fact that urgent affairs in the home country can restrict people from leaving the country fro two to four weeks, even if they have applied for the programme and have been selected for participation.

Also it is possible that participants have not arranged the proper travel documents, so that they are not able to travel to Almaty or to Western Europe. Although the project team assists where possible, e.g. in arranging visa, it still remains the responsibility of the participant.

Apart from the minor changes in the contents of the course, the planning for the next reporting period is identical to the one presented in the Inception Report:

Training in Almaty for the B-Group:

6-16 May 1996

Study Tour to Western Europe for the B-Group:

19 May - 17 June 1996

Second Progress Report:

After finalising the training and study tour of the B-Group,
First week of June 1996

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 : TELREG 9302		Country : Multi-Country (Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan)		Page : 1
Planning period : 3 May 1996 - 30 June 1996		EC Consultant : Nethconsult				
Project objectives : Organisation of training programme in the transport and trade sector and organisation of study tours to Western Europe.						
TIME FRAME 1996 (months)						
No	ACTIVITIES	May	Junel	PERSONNEL	EQUIPMENT AND MATERIAL	OTHER
1.	Training of Group B	xx		EC Consultant 15 weeks	Counterpart 2 weeks	12 tickets Europe 114 regional 2050 days DSA
2.	Study Tour Group B	xx		5 weeks	-	37 tickets 444 days DSA
3.	Training Evaluations and Recommendations		xx	2 weeks	1 week	Trainees
TOTAL				22 weeks	3 weeks	163 tickets 2494 days DSA

**Annex Training Programme
and Study Tour of
the A-Group
Actually carried out**

**TRACECA TRAINING
GROUP 1 ROAD / COMBINED TRANSPORT MANAGEMENT**

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

TRACECA TRAINING
GROUP 1 ROAD / COMBINED TRANSPORT MANAGEMENT

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	Preparation Country Presentations/ Field Visit	Regional Integration Lessons from Europe Bekmagambetov
<u>TEA/COFFEE BREAK</u>					
10.45 to 12.15	Transport Company Cost-effective Production van den Engel	Road Transport Law Gleijm	Transition to Market Marschall	Preparation Country Presentations/ Field Visit	Towards Regional Integration in Central Asia
<u>LUNCH BREAK</u>					
13.30 to 15.00	Transport Company Management Westerkamp	Logistics Meeuws	Marketing in Transport and Trade Westerkamp	Preparation Country Presentations	Evaluation
<u>TEA/COFFEE BREAK</u>					
15.15 to 16.45	Transport Company Planning/operation Westerkamp	Logistics Meeuws	Preparing Marketing Plan Westerkamp	Preparation Country Presentations	Closing Session

TRACECA TRAINING
 GROUP 2 ROAD / COMBINED TRANSPORT OPERATIONS

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Information Technology	Transport Legislation	Contracting	Transport Trade Facilitation
		Melissinos	Cleton	Cleton	Kracht
TEA/COFFEE BREAK					
10.45 to 12.15	Opening Session	EDI in Transport	Transport Legislation	Contracting	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 OPERATIONS

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Transport Company Management Westerkamp	Logistics Meeuws	Marketing in Transport and Trade Westerkamp	Preparation Country Presentations/ Field Visit	Regional Integration Lessons from Europe Bekmagambekov
TEA/COFFEE BREAK					
10.45 to 12.15	Transport Company Planning/operation Westerkamp	Logistics Meeuws	Preparing Marketing Plan Westerkamp	Preparation Country Presentations/ Field Visit	Towards Regional Integration Central Asia
LUNCH BREAK					
13.30 to 15.00	Transport Company Financial Management van den Engel	Harmonisation Legislation Gleijm	Freight Analysis Forecasting van den Engel	Preparation Country Presentations	Evaluation
TEA/COFFEE BREAK					
15.15 to 16.45	Transport Company Cost-effective Production van den Engel	Road Transport Law Gleijm	Transition to Market Marschall	Preparation Country Presentations	Closing Session

**TRACECA TRAINING
GROUP 3 PORTS AND MARITIME**

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

TRACECA TRAINING
GROUP 3 PORTS AND MARITIME

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Multimodal Transport De Leijer	Transport Management Westerkamp	Logistics Meeuws	Preparation Country Presentations/ Field Visit	Regional Integration Lessons from Europe Bekmagambetov
TEA/COFFEE BREAK					
10.45 to 12.15	Quality Management Aviation De Leijer	Transport Management Westerkamp	Logistics Meeuws	Preparation Country Presentations/ Field Visit	Towards Regional Integration in Central Asia
LUNCH BREAK					
13.30 to 15.00	Contracting Gleijm	Freight Analysis van den Engel	Harmonisation Legislation Gleijm	Preparation Country Presentations	Evaluation
TEA/COFFEE BREAK					
15.15 to 16.45	Contracting Gleijm	Freight Forecasting van den Engel	Road Transport Law Gleijm	Preparation Country Presentations	Closing Session

TRACECA TRAINING
GROUP 4 TRANSPORT GENERIC

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Port Management Papadimitriou	Port Management Papadimitriou	Human Resources Development Management Stephan	Legislation Gleijm
TEA/COFFEE BREAK					
10.45 to 12.15	Opening Session	Transition to Market Marschall	Port Management Papadimitriou	Staff Training Management Stephan	Multimodal Transport De Leijer
LUNCH BREAK					
13.30 to 15.00	Transition to Market Economy Marschall	Customs Kracht	Information technology Melissinos	Water Transport Papadimitriou	
TEA/COFFEE BREAK					
15.15 to 16.45	International Agreements and Regulations Cleton	Forwarding Kracht	EDI in Transport Melissinos	Water Transport Papadimitriou	

TRACECA TRAINING
GROUP 4 TRANSPORT GENERIC

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Multimodal Transport De Leijer	Transport Management Westerkamp	Logistics Meeuws	Preparation Country Presentations/ Field Visit	Regional Integration Lessons from Europe Bekmagambetov
<u>TEA/COFFEE BREAK</u>					
10.45 to 12.15	Quality Management Aviation De Leijer	Transport Management Westerkamp	Logistics Meeuws	Preparation Country Presentations/ Field Visit	Towards Regional Integration in Central Asia
<u>LUNCH BREAK</u>					
13.30 to 15.00	Contracting Gleijm	Freight Analysis van den Engel	Harmonisation Legislation Gleijm	Preparation Country Presentations	Evaluation
<u>TEA/COFFEE BREAK</u>					
15.15 to 16.45	Contracting Gleijm	Freight Forecasting van den Engel	Road Transport Law Gleijm	Preparation Country Presentations	Closing Session

**TRACECA TRAINING
GROUP 5 ROAD PLANNING/CONSTRUCTION/MAINTENANCE**


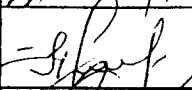
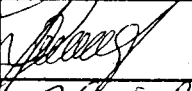
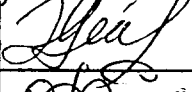

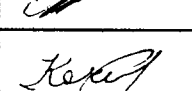
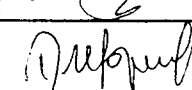
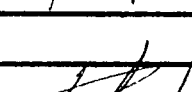
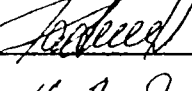

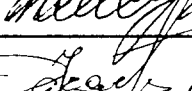
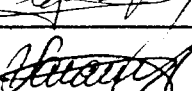
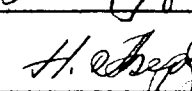

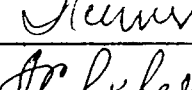
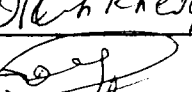
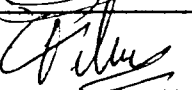
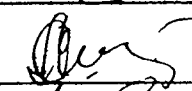
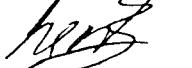

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Contracting	Multimodal Transport General	Information Technology	Networks
		Stephan	De Leijer	Melissinos	Papadimitriou
TEA/COFFEE BREAK					
10.45 to 12.15	Opening Session	Contracting	Multimodal Transport Specific	EDI in Transport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

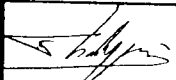


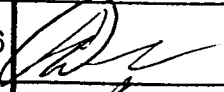
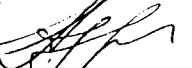
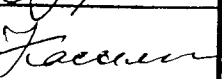
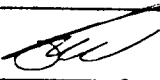
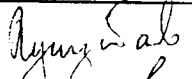
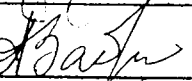



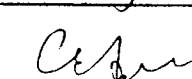
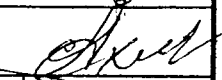

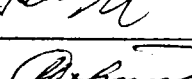
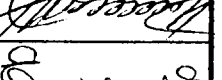
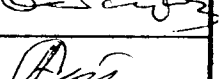
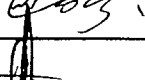
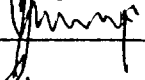
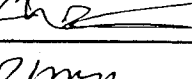
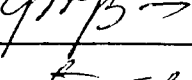
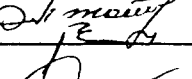
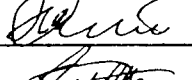
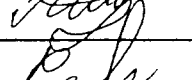

TRACECA TRAINING
GROUP 5 ROAD PLANNING/CONSTRUCTION/MAINTENANCE

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Road Planning Hanisch	Road Management Hanisch	Railway Planning Hanisch	Preparation Country Presentations/ Field Visit	Regional Integration Lessons from Europe Bekmagambetov
TEA/COFFEE BREAK					
10.45 to 12.15	Road Planning Hanisch	Road Management Hanisch	Railway Planning Hanisch	Preparation Country Presentations/ Field Visit	Towards Regional Integration in Central Asia
LUNCH BREAK					
13.30 to 15.00	Road Construction Hanisch	Road Management Hanisch	Transition Marschall	Preparation Country Presentations	Evaluation
TEA/COFFEE BREAK					
15.15 to 16.45	Road Construction Hanisch	Road Management Hanisch	Infrastructure Planning Hanisch	Preparation Country Presentations	Closing Session

**Annex List of Participants
in the Training
programme in Almaty
and the study tour**

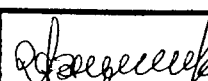
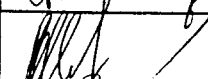
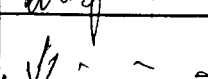
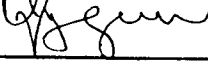

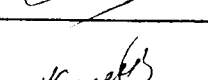
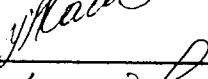
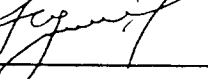

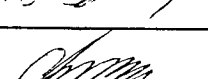
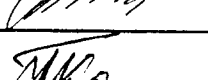
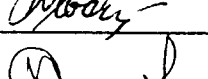
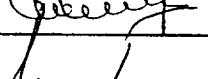
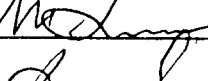
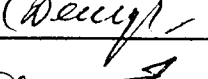
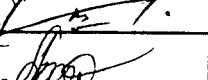

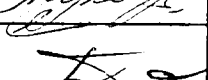
LIST
of participants of the Seminar on
TPACECA Project

№	Name, Sur-name	Position	Dates of study	Signature
<u>Armenia</u>				
1	Shahnazarian Ashot	First Deputy Minister of transport and communications	01 - 12.04.96	
2	Avanyan Artur	Main specialist on transport Government of Armenia Republic	01 - 12.04.96	
3	Stepanian Archalouis	Head of cargo carriage division Ministry of Transport	01 - 12.04.96	
4	Gabrielyan Gevorg	Director of company on international carriage	01 - 12.04.96	
5	Oganesyan Feliks	Head of international fright carrier	01 - 12.04.96	
6	Yegiazaryan Samvel	Head of Vaik transport company	01 - 12.04.96	
7	Kocharyan Vladimir	Head of finance & economic department of Ministry of transport & communications	01 - 12.04.96	
8	Siridegyan Pavel	Chief engeneer of Maintenance Depatment of MT&C	01 - 12.04.96	
<u>Azerbaijan</u>				
9	Rakhmanov Rafael	Deputy Head of Kaspian marin shipment operation	01 - 12.04.96	
10	Goulamov Eltchin	Vice - President of Holding company "Geitist" "Gate East"	01 - 12.04.96	
11	Mansourov Tofic	Deputy Head of transport and Communications division of Minister's Cabinet	01 - 12.04.96	
12	Agaev Chingiz	Head of road construction department of state company "Azeravtodor"	01 - 12.04.96	
13	Gasnov Tair	Head of transflot service	01 - 12.04.96	
14	Allakhverdiev Namaz	First Vice - President of Holding company "Geit-Ist"	01 - 12.04.96	
<u>Georgia</u>				
15	Lomadze Vakhtang	First Deputy Chairman of transport coordinating unit	01 - 12.04.96	
16	Chkheidze Alexander	President of the International Motor Carriers Association	01 - 12.04.96	
17	Jurkhadze Guram	Deputy head of marine trade port Poty city	01 - 12.04.96	
18	Mdivnishvili Tariel	Deputy Head of State Concern "Gruzavtodoroga"	01 - 12.04.96	
19	Chichua Abesalom	First Deputy of Head of road transport department	01 - 12.04.96	
20	Topuria Revaz	Direktor of research transport institute	01 - 12.04.96	

21	Rostamashvili Nodar	Head of department of Coordination Committee of transport	01 - 12.04.96	
<u>Kazakhstan</u>				
22	Mukhamedjanov Kanat	Deputy minister of Transport and Communications of the RK	01 - 12.04.96	
23	Iskhakov Bulat	Main Transport Inspector of the RK	01 - 12.04.96	
24	Denissenko Alexandre	Deputy Head of the Motor Transport Department	01 - 12.04.96	
25	Abdreyev Batyrbek	Head of Communications Development Department of Ministry of Economics	01 - 12.04.96	
26	Kasymbekov Malik	Deputy of Law and Legislation Department of the Ministry of Transport Committee	01 - 12.04.96	
27	Kaplan Eduard	Deputy Director of NIIAT	01 - 12.04.96	
28	Kushukbayev Kairolla	Head Legal division, Water Transport Department	01 - 12.04.96	
29	Zabarka Askold	Chief ingeneer of "Ihgeneeringavtodor"	01 - 12.04.96	
30	Kovalenko Pavel	Director of Water Transport Department of MTC	01 - 12.04.96	
31	Idrisova Aigul	Head of Communication Department with international organizations	01 - 12.04.96	
32	Bekmagambetov Murat	Director of Join-Stock company "NIIAT"	01 - 12.04.96	
33	Safinov Kanatbek	Vice-president of NAAK "Kazakhstan aue zholy"	01 - 12.04.96	
34	Akhmetov Sain	Lectures of Flmaty road institute	01 - 12.04.96	
35	Raisov Ermukhan	President of road company "Er Keruen"	01 - 12.04.96	
36	Strichishin Vasili	Head of Pavlodar department of transport inspection	01 - 12.04.96	
37	Irgibaev Saken	General manager of "International Carriers Union"	01 - 12.04.96	
38	Yesbatyrov Yermek	General manager of "Taldykorganavtokolik"	01 - 12.04.96	
39	Syzdykov Absamet	Head of Akmola department of transport inspection	01 - 12.04.96	
40	Shinkarev Yuri	Head of Norten-Kazakh department of transport inspection	01 - 12.04.96	
41	Shonov Yesimbek	Head of Dzhezkazgan department of transport inspection	01 - 12.04.96	
42	Grinkov Yuri	Head of combined transport department J-S Company "NIIAT"	01 - 12.04.96	
43	Toibaev Askar	Head of Almaty department of transport inspection	01 - 12.04.96	
44	Oplachko Mikhail	Head of passenger transport department of J-S Company "NIIAT"	01 - 12.04.96	
45	Aldabergenov Bolat	Consultant of "Consalt" Ltd	01 - 12.04.96	
46	Savrasova Tamara	Head of financial department of Almaty road transport association	01 - 12.04.96	

47	Duisekeeva Saule	Deputy of chief accountant of Almaty road transport association	01 - 12.04.96	
48	Nemova Nina	Head of economic department of Almaty transport inspection	01 - 12.04.96	
49	Ivanov Yevgeni	Deputy Head small enterprise "Transistema"	01 - 12.04.96	
50	Grigoriadi Yelena	Consultant economist J-S Company "NIIAT"	01 - 12.04.96	
51	Dultzeva Ludmila	Economist of company "Asia service aue zholy"	01 - 12.04.96	
52	Astafieva Svetlana	Specialist of road transport department of MTC	01 - 12.04.96	
53	Aldabergenova Nagima	Chief accountant of Almaty road transport association	01 - 12.04.96	
54	Петрова Марина	Lecturer of Almaty road and road-transport institute	01 - 12.04.96	
<u>Kyrgyzstan</u>				
55	Zakirov Suleiman	Deputy of Transport and Communications Department of the Government	01 - 12.04.96	
56	Sharapov Jolboldou	General Manager of "Kyrgyzintrans"	01 - 12.04.96	
57	Ishikaeva Ilmira	Vice-president of J-S company "Sultan"	01 - 12.04.96	
58	Yusupov Isman	Head of Karasu road transport company	01 - 12.04.96	
59	Schort Georgi	Direktor of truck enterprise	01 - 12.04.96	
60	Satarov Toktomurat	General manager of Chu association	01 - 12.04.96	
<u>Tadjikistan</u>				
61	Negmatov Izatouullo	Deputy Minister of Transport and Road Industry of the Republik of Tadjikistan	01 - 12.04.96	
62	Tokhirov Abdoukhakim	Head of the Department of External Economic Connections and International Carriage of the Ministry of Transport and Roads	01 - 12.04.96	
63	Rakhimova Rakhima	Head of the department of Motor transport organisation of Tadjik Technical University	01 - 12.04.96	
64	Safarov Davlatali	General Meneger of Dushanbe Motor Transport Production Joint	01 - 12.04.96	
65	Karabaev Yusuf	Deputy Head of Carriage department of road transport company "Tochikiston"	01 - 12.04.96	
<u>Turkmenistan</u>				
66	Kerimov Djumakuly	Deputy Head of Turkmen Internal Water Shipment	01 - 12.04.96	
67	Allakouliev Oraz	General Manager of "Turkmenvneshtrans"	01 - 12.04.96	
68	Taganov Djoumakouli	Head of the Department of Transport and Communications of the Ministry of Economy and Finance	01 - 12.04.96	

Uzbekistan

69	Ismoilov Validjon	Deputy head of Board of Directors of "Uzavtotrans" corporation	01 - 12.04.96	
70	Shestakov Vladimir	Head of General Department of Trucking of "Uzavtotrans" corporation	01 - 12.04.96	
71	Khudaybergenov Khabibulla	Head of Joint-Stock Company Karakalpaktrans of "Uzavtotrans" corporation	01 - 12.04.96	
72	Isamukhamedov Azimjan	Head of Board of Directors of "Tashgorgruztrans" of "Uzavtotrans" corporation	01 - 12.04.96	
73	Kamalov Akmal	Main Special Bureau of Coordination of Technical Assistance Council of EC, coordinator of TRACECA programme	01 - 12.04.96	
74	Nasirov Yashin	Deputy Head of "Ferganavtojul" joint of "Uzavtodor" concern	01 - 12.04.96	
75	Boiko Sergei	Head of Production Association "Uzmezhhavtotrans" of "Uzavtotrans" corporation	01 - 12.04.96	
76	Azimov Uskan	Deputy of general manager of transport association "Dzhizaktrans"	01 - 12.04.96	
77	Khodzhaniyazov Babakhan	Deputy of general manager of transport association "Khoresmtrans"	01 - 12.04.96	
78	Samatov Zakir	Deputy of general manager of transport association "Surkhandariatrans"	01 - 12.04.96	
79	Khudaibergenov Shavkat	Chief engineer of road transport association "Uztranskhislat"	01 - 12.04.96	
80	Mukhamedov Dzhavlan	Chief engineer of "Tazhoblgustrans"	01 - 12.04.96	
81	Dzhamalov Shavkat	Chief engineer of "Samarkandtrans"	01 - 12.04.96	
82	Asimov Akhmad	Chief engineer of "Tashoblpasstrans"	01 - 12.04.96	
83	Tulyaganov Sabir	Deputy head of management of "Uzavtoroad" concern	01 - 12.04.96	
84	Dzhuraev Tokhir	Deputy head of management of "Surkhandariavtoiul" association	01 - 12.04.96	
85	Buriev Khamid	First deputy Head of "Dzhizakavtoiul" association	01 - 12.04.96	
86	Kulmanov Suyun	Deputy Head of "Navoiavtoiul" association	01 - 12.04.96	

PARTICIPANTS STUDY TOUR A-GROUP

NN	FULL NAME	DESIGNATION
AZERBIJAN		
1	Rahmanov Rafael	Deputy Head of Caspian marine shipment operation
2	Gulamov Elchin	Vice-President of Holding Company Gate East
3	Allakhverdiev Namaz	First Vice-President of Holding Company Gate East
4	Mansurov Tofic	Deputy Head of Transport and Communications division of Minister's Cabinet
ARMENIA		
5	Shanazarian Ashot	First Deputy Minister of Transport and Communications
6	Avanyan Artur	Main specialist of Transport Government of Armenia Republic
7	Stepanian Archalouis	Head of cargo carriage division Ministry of Transport
8	Babrielyan Gevorg	Director of company on international carriage
GEORGIA		
9	Lomadze Vakhtang	First Deputy Chairman of Transport Coordinating Unit
10	Jurkhadze Guram	Deputy head of marine trade port Poty city
11	Chkheidze Alexander	President of the International Motor Carriers Association
KAZAKHSTAN		
12	Muhamedjanov Kanat	Deputy minister of Transport and Communications of the RK
13	Denissenko Alexandre	Deputy Head of the Motor Transport Department
14	Kushukbaev Khairulla	Lecturer of the Department of Organisation and Legal Regulating of Freight and Commercial Work of ALIT
15	Abdreyev Batyrbek	Head of Communications Development Department of Ministry of Economics of the RK

16	Kaplan Eduard	Deputy Director of NIIAT
17	Kasymbekov Malik	Deputy of Law and Legislation Department of the Ministry of Transport Committee
18	Bogdanchikova Tatyana	Interpreter
19	Denissova Lidia	Interpreter
KYRGYZSTAN		
20	Zakirov Suleiman	Deputy of Transport and Communications Department of the Government
21	Schort Georgi	Director of Truck Enterprise
22	Sharapov Jolboldou	General Manager of "Kyrgyzintrans"
TADZHIKISTAN		
23	Nigmatov Izatoullo	Deputy Minister of Transport and Road Industry of the Republik of Tadzikistan
24	Tokhirov Abdoukhakim	Head of the Department of External Economic Connections and International Carriage of the Ministry of Transport and Roads
25	Rakhimova Rakhima	Head of the department of Motor Transport Organisation of Tadzik Technical University
26	Safarov Davlatali	General Manager of Dushanbe Motor Transport Production Joint
TURKMENISTAN		
27	Allakouliev Oraz	General Manager of "Turkmenvneshtans"
28	Taganov Djoumakouli	Head of the Department of transport and Communications of the Ministry of Economy and Finance
UZBEKISTAN		
29	Ismoilov Validjon	Deputy head of Board of Directors of "Uzavtotrans" corporation
30	Shestakov Vladimir	Head of General Department of Trucking of "Uzavtotrans" corporation
31	Isamukhamedov Azimjan	Head of Board of Directors of "Tashgorgruztrans" of "Uzavtotrans" corporation
32	Kamalov Akmal	Main Special Bureau of Coordination of Technical Assistance Council of EC, coordinator of TRACECA programme

33	Khudaybergenov Khabibulla	Head of Joint-Stock Company Karakalpaktrans of "Uzavtotrans" corporation
34	Nasirov Yashin	Deputy Head of "Ferganavtojul" joint of "Uzavtodor" concern

Annex

**Memorandum on
the results of the
study programme**

MEMORANDUM

on the results of study programme
"TRANSPORT SECTOR MANAGEMENT"
in the framework of TRACECA Project

April 19, 1996

Netherlands

This Memorandum is a result of joint work of Seminar Participants and it affects the matters of TRACECA transport corridor development.

The aim of Memorandum is to determine the main problems and the ways of their solutions during the creation and development of TRACECA corridor.

Memorandum is not an official document, and the opinion of Seminar participants signing this Memorandum does not express the official opinion of the Governments of State - Members of TRACECA corridor. Nevertheless this Memorandum may be taken as a principle of subsequent study of questions concerning TRACECA corridor.

The content of Memorandum is formulated in the following 10 items:

1. The main goal of TRACECA corridor is to provide for competitiveness of Europe - Caucasus - Asia route in comparison with the other alternative plans of cargo transport, to increase the cargo transport volumes on this route. It can be attained by means of integration process development between State - Members of TRACECA corridor and by creating reliable and non-hindrance cargo promotion system.
2. First and foremost it is necessary to have the economic reform in the transport sector of State - Members of TRACECA corridor, aimed to liberalise and develop of transport services market in the region.
3. One of the most urgent questions is the legislation improvement in the State - Members of TRACECA corridor in the sphere of international cargo transport by all modes of transport, its unification and harmonisation with the international standards. It is necessary as well for State - Members of TRACECA corridor to be joined to International Conventions regulating the organisation procedures of international cargo transport.
4. The next bottleneck is the underdevelopment of the transport infrastructure. A common efforts of State - Members of TRACECA corridor, international financial and public organisations, local and foreign investors have to be done to create needed transport infrastructure that would enable transport corridor's effective functioning. Particularly the importance of the creation of infrastructure that would

assure the development of international truck haulage have to be mentioned. It affects road building and reconstruction, development of service centres containing parking yards, motels, maintenance and repair stations and other elements of motovehicle service. In some countries these centres can be combined with customs offices. Together with the West-European experience the experience of the planning and creation of the service centres network in Azerbaijan Republic is recommended to State - Members.

5. Marketing studies and demand forecasting for the regional cargo transport should be put as a base concerning planning and creation of transport infrastructure.
6. A special attention should be paid to the solution of the problem of truck's border crossing. This can be achieved by the optimisation of customs and Road Inspection instructions.
7. The most important problem is the necessity of the development of cargo and truck operational tracking informational network along the TRACECA route.
8. A permission document system for transport vehicles border crossing between State - Members should be adjusted.
9. Foreign consultants managing and working on technical assistance TRACECA Projects should use more mobile and pragmatic working style, focus up to maximum on the efforts of real problems solution during transport corridor creation, to work in more close connection with State - Members' Governments, to attract in more active way the experienced local specialists.
10. In order to improve the system of TRACECA Project work coordination, to arouse the pragmatic efforts aimed at practical problems solution on TRACECA Project, the further development of integration processes between State - Members it is considered to be expedient the creation of Regional Information and Methodology Centre (RIMC). This Centre could be concentrate its work on information collection in the sphere of problems concerning TRACECA and promote in finding the ways of solution for these problems.

On behalf of:

The Republic of Azerbaijan

Mr. T.Mansurov

The Republic of Armenia

Mr. F.Shakhnazarian

The Republic of Georgia

Mr. V.Lomadze

The Republic of Kazakhstan

Mr. K.Mukhamedjanov

The Republic of Kyrgyztan

Mr. S.Zakirov

The Republic of Tadjikistan

Mr. I.Negmatov

The Republic of Turkmenistan

Mr. V.Taganov

The Republic of Uzbekistan

Mr. V.Ismaielov

МЕМОРАНДУМ

по итогам программы обучения
"Управление транспортным сектором"
в рамках программы ТРАСЕКА

19 апреля 1996 года

Голландия

Данный Меморандум является результатом совместной работы участников семинара и затрагивает вопросы развития транспортного коридора ТРАСЕКА.

Целью Меморандума является определение основных проблем и путей их решения в плане создания и развития транспортного коридора.

Меморандум не является официальным документом и мнение участников семинара, подписавших данный Меморандум, не выражает официального мнения правительств стран - участниц транспортного коридора. Тем не менее, данный Меморандум может быть положен в основу последующей проработки вопросов, касающихся транспортного коридора ТРАСЕКА.

Содержание Меморандума сформулировано в последующих десяти пунктах:

1. Основной целью создания транспортного коридора ТРАСЕКА является обеспечение конкурентоспособности маршрута Европа - Кавказ - Азия по сравнению с другими альтернативными схемами транспортировки грузов, увеличение объемов перевозки грузов по данному маршруту. Это можно достичь за счет развития процессов интеграции между странами - участницами транспортного коридора, создания системы надежного и беспрепятственного продвижения грузов.
2. Прежде всего необходима экономическая реформа транспортного сектора в странах - участницах транспортного коридора, направленная на его либерализацию и развитие рынка транспортных услуг в регионе.
3. Одним из наиболее актуальных вопросов является совершенствование законодательной базы стран - участниц транспортного коридора, касающейся международных перевозок груза всеми видами транспорта, ее унификация и приведение к международным стандартам. Необходимо так же присоединение стран - участниц транспортного коридора к международным

конвенциям, регулирующим процедуры организации международных грузовых перевозок.

4. Другим узким местом является слабое развитие транспортной инфраструктуры. Необходимы совместные усилия правительств стран - участниц транспортного коридора, международных финансовых и общественных организаций, местных и зарубежных инвесторов, направленные на планирование и создание необходимой транспортной инфраструктуры, обеспечивающей возможность эффективного функционирования транспортного коридора. Особенно можно отметить необходимость создания инфраструктуры, обеспечивающей развитие международных автомобильных перевозок. Это касается строительства, реконструкции автомобильных дорог, а так же создания сети автотранспортных сервисных центров, включающих в себя автостоянки, мотели, станции технического обслуживания и ремонта автомобилей, другие элементы сервисного обслуживания автомобилей. В некоторых странах целесообразно совмещение данных центров с таможенными постами. Наряду с опытом Западной Европы странам - участницам транспортного коридора рекомендуется ознакомиться с региональным опытом планирования и создания сети автотранспортных центров в Республике Азербайджан.
5. В основу разработок, касающихся планирования и создания транспортной инфраструктуры, должны быть положены маркетинговые исследования и прогнозирование спроса на грузовые перевозки в регионе.
6. Особое внимание следует уделить решению проблемы оперативного прохождения грузовых автомобилей пограничных перегонов. Это может быть достигнуто за счет оптимизации должностных инструкций и технологии работы таможенных служб и ГАИ.
7. Важным вопросом является необходимость создания информационной системы оперативного слежения прохождения грузов и автомобилей по маршруту транспортного коридора.
8. Следует отладить систему обмена между странами - участницами транспортного коридора разрешительными листами для автотранспортных средств на пересечение границы.
9. Иностраным консультантам, руководящим и работающим по проектам технической помощи ТРАСЕКА, следует использовать более мобильный и прагматический стиль работы, максимально фокусировать усилия на решение реальных проблем создания транспортного коридора, теснее работать с правительствами стран - участниц транспортного коридора, более активно привлекать к работе местных специалистов.
10. Для совершенствования системы координации работы по проектам ТРАСЕКА, активизации прагматических усилий, направленных на решение практических проблем транспортного коридора, дальнейшего развития процессов интеграции между странами - участницами транспортного коридора принято считать целесообразным создание регионального информационно - методологического центра (РИМЦ). Этот центр имел бы возможность сконцентрировать свою работу на сборе информации по

проблемам, касающимся ТРАСЕКА и содействовать в выработке путей решения данных проблем.

От имени:

Республики Азербайджан



Т.К.Мансуров

Республики Армения



А.С.Шахназарян

Республики Грузия



В.И.Ломадзе

Республики Казахстан



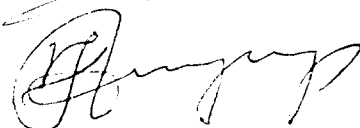
К.С.Мухамеджанов

Республики Кыргызстан



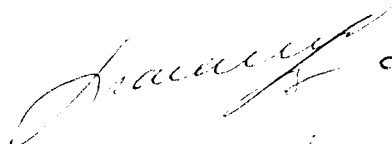
С.С.Закиров

Республики Таджикистан



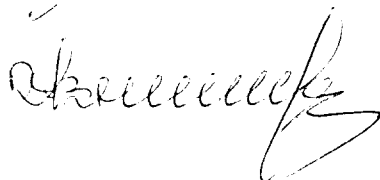
И.И.Негматов

Республики Туркменистан



В.Таганов

Республики Узбекистан



В.А.Исмаилов

Annex

**Articles in the
Kazakhstan press**

ТРАНСИТ — это быстрое и надежное продвижение грузов

Алексей ГЕТИ ОЖКИЙ,
«Казахстанская правда»

В центре Алматы открылся десятый международный семинар по вопросам управления транспортным сектором экономики. Организатором для почти ста представителей министерств транспорта и транспортных организаций 8 стран республик Центральной Азии и Кавказа: Армении, Азербайджана, Грузии, Казахстана, Киргизии, Таджикистана, Туркменистана, Узбекистана. Именно эти страны нам предстоит создать единую систему прохождения грузов по маршруту Европа — Кавказ — Центральная Азия.

Семинар по вопросам эффективного управления транспортом и ее видов, их взаимодействия, международных перевозок — составная часть грану, исходно — проекта транзитного коридора. Техническая разработка которого осуществляется (и финансируется) по программе ТАСИС Европейского сообщества.

Идея создания длинного коридора ходила почти три года назад, но окончательная схема утверждена в октябре 1995 года на конференции в Бие. Данный транспортный межгосударственный коридор является альтернативным путем, который проходит через Россию. Цель ТРАСЕКА — обеспечить возможность быстрого и надежного продвижения грузов, дальнейшее развитие процессов интеграции вешней торговли в семи стран.

А на семинаре рассматриваются вопросы реформирования транспортного сектора в условиях перехода к рыночной экономике, эффективной организации перевозок, экспедирования, таможенных процедур, управления портами, газификация и строительства транспортной инфраструктуры, совершенствования транспортного законодательства и многое другое. Иначе говоря, техническая помощь развитию транзитного коридора из Европы в Азию со стороны ТАСИС определена 23 проектами, которые будут внедряться в течение нескольких лет.

На семинар прибыли 12 лекторов из Западной Европы. Его организаторы — голландская консалтинговая фирма «Нетконсалт» и ее ка-

захстанский партнер АО «Научно-исследовательский институт автомобильного транспорта» — надеются, что полученные знания участники семинара смогут использовать для реформирования транспортного сектора экономики, создания условий для надежной работы транспорта на основе реализации рыночных механизмов, дальнейшей интеграции между странами Центральной Азии и Кавказа. 35 слушателей семинара после его окончания совершат поездку в Германию и Голландию. Там они подкрепят теоретические знания практикой работы транспортных компаний Западной Европы.

Не секрет, что доставить сегодня груз из Казахстана в Европу через Среднюю Азию, Каспий, Кавказ очень и очень непросто. Не менее трудно, чем во времена знаменитого Шелкового пути и даже тверского купца Афанасия Никитина. Не на верблюдах и ишаках едут сегодня «купцы», под ногами у них не сыпучий песок и скальная троща, а кое-какой асфальт с километровыми столбами, но преград на пути много. Они возникают при прохождении через братские страны в виде различий в транспортном и таможенном законодательстве, многочисленных постов, вольного толкования всеми, кто контролирует продвижение грузов и автомобилей, нормативных документов собственной страны, а то и откровенных поборов, которым способствует законодательно-правовой разницей в этих восьми странах. И сами транспортные пути несовершенны, нередко не достраиваются автомобильный, железнодорожный, морской и авиационный транспорт, нечетко работает, а то и вовсе отсутствует система перегрузок.

Недавние сотрудники АО «Научно-исследовательский институт автомобильного транспорта» в качестве экспедиции совершили на легковом автомобиле путешествие из Алматы в Ашхабад. Они увидели на этом пространстве множество длинющих очередей у таможенных пунктов, испытали на себе истинное «гостеприимство» таможенников и автоинспекторов, выслушали множество жалоб водителей грузовиков.

Конечно, техническая помощь ТАСИС по проекту транспортного коридора ТРАСЕКА не предполагает поимку нечестных на руку таможенников, гаишников и прочих издоим-

цев. С этим надо бороться иначе — выработкой единого, максимально приближенного к мировому, транспортного и таможенного законодательства, понятного всем и исключающего вольное толкование нормативных и законодательных актов для всех видов транспорта и всего, что связано с международными перевозками. Техническая помощь со стороны ТАСИС покажет, что и где надо сделать, чтобы грузы без задержек шли из одной страны в другую.

Требуется для этого, например, пересмотр системы переформлирования грузов. Можно себе представить, какой будет скорость продвижения контейнера, если его надо из грузовика перекладывать на паром и везти через Каспий, а затем перегружать в Баку в вагон. Неудивительно, что сегодня только очень мужественный водитель и смелый товаротправитель решится направить груз из Алматы на Кавказ через Каспий. Предпочтение отдается околному пути через Россию, дорогому и неудобному.

Сегодня 8 странам нужен единый транспортный документ международного образца, не обойтись без создания профессиональных ассоциаций экспедиторов, причем экспедиторов многоотраслевых. Транспортный коридор не заработает как следует без страхования грузов и ответственности. А еще нужны современные удобные склады и терминалы, пункты технического обслуживания автомобилей и места, где водитель может покушать и отдохнуть, не опасаясь, что оставленный без присмотра грузовик лишится колеса, не говоря уже о грузе. Кое-где надо спрямить путь, построить объездные дороги, мосты, сделать многое и многое другое.

Техническая помощь развитию транспортного коридора через 8 стран по программе ТАСИС как раз и учитывает все правовые и технические аспекты, создающие условия для быстрого и безопасного продвижения грузов. Та скорость, с которой они продвигаются из одной страны в другую сейчас, и те издержки, с которыми связан этот процесс, серьезно сдерживают международную торговлю, а, стало быть, экономическое развитие.

Юлия
Экономика

Андрей ГУБАНОВ
«Казахстанская правда»

Буквально на заседании мировых да польской экономики, из-за социалистических и лично Гольда вей в светлом, чистое будущее, с их экономистов, с их коллег из-за, доводя до зрелища будущее страны, все дружно родились.

Спрос на конулы в сфере предпринимательства, групп, в занимавшихся. Польше полсвойной трансформации Центра экономического сотрудничества, специализирующихся, посткоммунистических странах. Советский центр, не скупившись, многим странам, в том числе С.С.Р. России, Узбекистану, Грузии, А. два года назад, с откусывать плод экономической.

Сегодня центр в нашей республике, на приватизации, реэкономической. При этом специфично же, однако, подбных реформ, стране.

Именно опыты экономических процессов для Казахстана, посвящена прессе.

Нет работы идите в...

Анатолий СЕРЕБРЯКОВ
«Казахстанская правда»

Конкуренция и такую «монополизацию» сферу, устройство. В Устьгорске открылся Восточном Казахстане, и в республике новое агентство по торговле «Эго».

Его организаторам долгом из-за анализировали, да, накопили комбанк данных. Сначала начали трудоустройство профессионалов, квалификации, бюро стали представлять, новых специалистов, ключились на в безработных. И трудничают как ищет постоянно и с домохозяйками, пенсионерами, нуждающимися в дополнительной зарплате.

г. Усть-

ПОЛЕ ЗОВЕТ

КАЗАХСТАН ПРАВОДА

5.04.96

От смены форм собственности

На международном семинаре в Алма-Ате

определены перспективы транспортного коридора Европа - Кавказ - Средняя Азия

С 1 апреля в столичном санатории "Алатау" работает семинар по вопросам управления транспортным сектором. Он организован в рамках программы ТАСИС Европейского сообщества (программа технического содействия стран СНГ). На семинар приглашены руководители транспортных министерств, ведомств, компаний из восьми республик Средней Азии и Закавказья: Армении, Азербайджана, Грузии, Казахстана, Кыргызстана, Таджикистана, Туркменистана, Узбекистана. Программа обучения по вопросам эффективного управления транспортным сектором является одним из проектов, финансируемых ТАСИС по линии создания и развития транспортного коридора Европа - Кавказ - Средняя Азия "Траска". В семинаре принимают участие 12 лекторов из стран Западной Европы. Главные его организаторы - голландская консалтинговая фирма "Нетконсалт" и ее местный партнер АО "Научно-исследовательский институт автомобильного транспорта".

На вопросы Панорамы о задачах семинара ответил директор института, академик Академии транспорта России **Мурат БЕКМАГАМБЕТОВ**.

- В чем суть проекта "Траска"?

- Транспортный коридор Европа - Кавказ - Средняя Азия является альтернативным тому, который проходит через Россию. Идея его создания появилась на конференции в Брюсселе еще в 1993 году, а окончательная схема коридора была утверждена в октябре 1995 года на конференции в Вене. Его создание позволило бы расширить возможности для быстрого и свободного продвижения грузов, дальнейшего развития внешней торговли между странами.

Надо сказать, что "Траска" состоит из

23 конкретных проектов, в числе которых реформирование транспортного законодательства, совершенствование автомобильных дорог, прогноз грузопотоков и формирование международных маршрутов всеми видами транспорта, по мультимодальным смешанным перевозкам, совершенствование таможенных процедур, торговли, экспедиции, а также нынешний проект по обучению руководящих работников.

Все проблемы, заложенные в проекте "Траска", мы будем изучать в процессе семинара.

- Как известно, недавно в вашей институте прошла презентация проекта реформирования транспортного законодательства. В других республиках, принимающих участие в создании транспортного коридора, есть подобные проекты?

- В каждой из республик созданы группы по реформированию национального транспортного законодательства, поскольку наиболее актуально сегодня - привести законы в соответствие с мировыми стандартами. Чем и занимались наши казахстанские специалисты совместно с западниками. Думаю, что мы продвинулись вперед быстрее, чем остальные республики. Для Казахстана уже подготовлены проекты кодексов автомобильного транспорта, железнодорожного, правила перевозок грузов международного сообщения и т.д. В процессе подготовки этих законов проведена большая исследовательская и подготовительная работа, изучены проблемы, которые параллельно существуют не только в Казахстане.

Своими наблюдениями и опытом мы поделились с коллегами из других республик. Надеюсь, что они учтут и наши недочеты.

работки, и то прогрессивное, что уже достигнуто.

- Что содержит сегодня иностранных перевозчиков, которые вынуждены пользоваться нашими транспортными трассами?

- Хотя Казахстан и присоединился к Кодексу об автомобильных магистралах - Президент подписал об этом соответствующий указ, в республике действуют некоторые подзаконные акты, противоречащие указу. Приведу один из многочисленных примеров.

В наших правительственных документах записано, что автомобильные дороги Казахстана выдерживают осевую нагрузку от автопоездов в пределах шести тонн, в то время как на самом деле дороги строились в расчете на 10 тонн. Сегодня же грузоперевозчики, пользующиеся автотрассами республики, вынуждены платить неоправданные штрафы, что фактически является незаконным. Таких примеров можно привести массу. А проблемы на таможне - нам довелось их почувствовать на собственном опыте, когда мы пытались проехать по автомобильным дорогам Средней Азии. Там процветает взыскательство и мздоимство, законодательного регулирующего законодательства. Поэтому на нынешнем семинаре мы должны обсудить с коллегами из других республик, как упростить таможенные процедуры с тем, чтобы облегчить движение грузоперевозчиков по международным трассам.

После семинара представители от каждой делегации поедут в Германию и Голландию, чтобы иметь реальное представление о том, как функционируют там транспортные компании. Финансировать поездку, так же как и семинар, будет Евро-

пейское сообщество в рамках безвозмездной технической помощи.

- Вы проехали на автомобиле по предполагаемому транспортному коридору. В какой из республик ваше движение было наиболее спокойным и цивилизованным?

- Без ложной скромности скажу, что в Казахстане. В других республиках еще очень много проблем, которые уже известны у нас, не говоря уже о европейских странах. На пограничных переездах нам приходилось выстоять многочасовые очереди, терпеть всевозможные притязания работников автоинспекций и т.д.

Одним словом, пока нет никаких оснований для развития межгосударственных перевозок. У Казахстана, очевидно, потенциал несколько больше, поэтому с нами очень охотно сотрудничают зарубежные партнеры.

- Будут ли обсуждаться на семинаре проблемы, касающиеся и других видов транспорта, кроме автомобильного?

- Разумеется. Предусмотрены и общие для всех лекции о проблемах перехода к рыночной экономике, международных соглашениях, транспортном законодательстве, информационных технологиях, управлении людскими ресурсами и т.д., а также обучение по специализации. Для того чтобы приступить к конкретному воплощению в жизнь основных разделов проекта "Траска", необходима основательная теоретическая подготовка тех руководителей, от которых зависит цивилизованное функционирование транспортного коридора Европа - Кавказ - Средняя Азия.

Татьяна АБРАМЕНКО

Annex

**Programme for the
B-Group**

	1 ROAD/COMBINED MANAGEMENT		2 ROAD/COMBINED OPERATIONS		3 PORTS/MARITIME WATER		4 PLANNING GENERAL TRANSPORT		5 RAILWAY	
Day 1	Practical Arrangements & Registration									
	Opening Session									
Day 2	Transport Mngt	E	Transport Financial	E	Harmonisation	E	Forwarding	G	Railway Infra	G
	Transport Mngt	E	Transport Financial	E	Contracting	E	Forwarding	G	Railway Infra	G
	Transport Financial	E	Transport Mngt	E	Forwarding	G	Harmonisation	E	Railway Planning	G
	Transport Financial	E	Transport Mngt	E	Forwarding	G	Contracting	E	Railway Planning	G
Day 3	Harmonisation	E	Forwarding	G	Transport Financial	E	Transport Mngt	E	Railway Operations	G
	Contracting	E	Customs	G	Transport Financial	E	Transport Mngt	E	Railway Operations	G
	Forwarding	G	Harmonisation	E	Transp. Marketing	E	Transport Financial	E	Railway Financial	G
	Customs	G	Contracting	E	Transp. Marketing	E	Transport Financial	E	Railway Financial	G
Day 4	National Holiday		Social Visit							
Day 5	Transp. Marketing	E	Transport Financial	E	Customs	G	Road Transp. Law	E	Railway Policy	G
	Transp. Marketing	E	Road Transp. Law	E	Transition	G	Customs	G	Railway Policy	G
	Transport Financial	E	Transp. Marketing	E	Insurance	E	HRD	G	Forwarding	G
	Road Transp. Law	E	Transp. Marketing	E	HRD	G	Railway Planning	G	Customs	G
Day 6	Field Visit Almaty									
	Excursion									
Day 8	HRD	G	Road Planning	G	Multimodal	E	Logistics	E	IT	E
	Transition	G	Road Planning	G	Multimodal	E	Logistics	E	EDI	E
	Road Planning	G	IT	E	Port Management	E	Multimodal	E	Logistics	E
	Road Planning	G	EDI	E	Port Management	E	Transition	G	Logistics	E
Day 9	Logistics	E	Multimodal	E	Water Transport	E	IT	E	Road Planning	G
	Logistics	E	Multimodal	E	Water Transport	E	EDI	E	Road Planning	G
	Multimodal	E	Logistics	E	Water Transport	E	Road Planning	G	Harmonisation	E
	Multimodal	E	Logistics	E	Water Transport	E	Road Planning	G	Contracting	E
Day 10	Road Planning	G	HRD	G	IT	E	Port Management	E	Multimodal	E
	Road Planning	G	Transition	G	EDI	E	Water Transport	E	Multimodal	E
	IT	E	Road Planning	G	Water Transport	E	Quality Management	E	HRD	G
	EDI	E	Road Planning	G	Water Transport	E	Multimodal	E	Transition	G
Day 11	Plenary Session Country Presentations									
	Plenary Session Country Presentations									
	Evaluation									
	Closing Ceremony									

TRACECA TRAINING
GROUP 1 ROAD/COMBINED TRANSPORT MANAGEMENT

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Transport Management	Harmonisation Legislation	National Holiday Social Visit	Transport Marketing
TEACOFFEE BREAK					
10.45 to 12.15	Registration	Transport Management	Contracting	National Holiday Social Visit	Transport Marketing
LUNCH BREAK					
13.30 to 15.00	Registration	Transport Financial	Forwarding	National Holiday Social Visit	Transport Financial
TEACOFFEE BREAK					
15.15 to 16.45	Registration 18.00 Opening Session	Transport Financial	Customs	National Holiday Social Visit	Road Transport Law

TRACECA TRAINING
 GROUP 1 ROAD/COMBINED TRANSPORT MANAGEMENT

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Human Resources Development	Logistics	Road Planning	Plenary Session Country Presentations	
<u>TEA/COFFEE BREAK</u>					
10.45 to 12.15	Transition	Logistics	Road Planning	Plenary Session Country Presentations	
<u>LUNCH BREAK</u>					
13.30 to 15.00	Road Planning	Multimodal Transport	Information Technology	Evaluation	
<u>TEA/COFFEE BREAK</u>					
15.15 to 16.45	Road Planning	Multimodal Transport	Electronic Data Interchange	Closing Session	

TRACECA TRAINING
 GROUP 2 ROAD/COMBINED TRANSPORT OPERATIONS

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Transport Financial	Forwarding	National Holiday Social Visit	Transport Financial
TEA/COFFEE BREAK					
10.45 to 12.15	Registration	Transport Financial	Customs	National Holiday Social Visit	Road Transport Law
LUNCH BREAK					
13.30 to 15.00	Registration	Transport Management	Harmonisation Legislation	National Holiday Social Visit	Transport Marketing
TEA/COFFEE BREAK					
15.15 to 16.45	Registration 18.00 Opening Session	Transport Management	Contracting	National Holiday Social Visit	Transport Marketing

TRACECA TRAINING

GROUP 2 ROAD/COMBINED TRANSPORT OPERATIONS

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Road Planning	Multimodal Transport	Human Resources Development	Plenary Session Country Presentations	
<u>TEA/COFFEE BREAK</u>					
10.45 to 12.15	Road Planning	Multimodal Transport	Transition	Plenary Session Country Presentations	
<u>LUNCH BREAK</u>					
13.30 to 15.00	Information Technology	Logistics	Road Planning	Evaluation	
<u>TEA/COFFEE BREAK</u>					
15.15 to 16.45	Electronic Data Interchange	Logistics	Road Planning	Closing Session	

TRACECA TRAINING
 GROUP 3 PORTS/MARITIME/WATER TRANSPORT

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Harmonisation Legislation	Transport Financial	National Holiday Social Visit	Customs
TEA/COFFEE BREAK					
10.45 to 12.15	Registration	Contracting	Transport Financial	National Holiday Social Visit	Transition
LUNCH BREAK					
13.30 to 15.00	Registration	Forwarding	Transport Marketing	National Holiday Social Visit	Insurance
TEA/COFFEE BREAK					
15.15 to 16.45	Registration 18.00 Opening Session	Forwarding	Transport Marketing	National Holiday Social Visit	Human Resources Development

TRACECA TRAINING
 GROUP 3 PORTS/MARITIME/WATER TRANSPORT

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Multimodal Transport	Water Transport	Information Technology	Plenary Session Country Presentations	
TEA/COFFEE BREAK					
10.45 to 12.15	Multimodal Transport	Water Transport	Electronic Data Interchange	Plenary Session Country Presentations	
LUNCH BREAK					
13.30 to 15.00	Port Management	Water Transport	Water Transport	Evaluation	
TEA/COFFEE BREAK					
15.15 to 16.45	Port Management	Water Transport	Water Transport	Closing Session	

TRACECA TRAINING
 GROUP 4 PLANNING/GENERAL TRANSPORT

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Forwarding	Transport Management	National Holiday Social Visit	Road Transport Law
TEACOFFEE BREAK					
10.45 to 12.15	Registration	Forwarding	Transport Management	National Holiday Social Visit	Customs
LUNCH BREAK					
13.30 to 15.00	Registration	Harmonisation Legislation	Transport Financial	National Holiday Social Visit	Human Resources Development
TEACOFFEE BREAK					
15.15 to 16.45	Registration 18.00 Opening Session	Contracting	Transport Financial	National Holiday Social Visit	Railway Planning

TRACECA TRAINING
 GROUP 4 PLANNING/GENERAL TRANSPORT

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Logistics	Information Technology	Port Management	Plenary Session Country Presentations	
TEA/COFFEE BREAK					
10.45 to 12.15	Logistics	Electronic Data Interchange	Water transport	Plenary Session Country Presentations	
LUNCH BREAK					
13.30 to 15.00	Multimodal Transport	Road Planning	Quality Management	Evaluation	
TEA/COFFEE BREAK					
15.15 to 16.45	Transition	Road Planning	Multimodal Transport	Closing Session	

TRACECA TRAINING
GROUP 5 RAILWAY

WEEK 1	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Registration	Railway Infrastructure	Railway Operations	National Holiday Social Visit	Railway Policy
<u>TEA/COFFEE BREAK</u>					
10.45 to 12.15	Registration	Railway Infrastructure	Railway Operations	National Holiday Social Visit	Railway Policy
<u>LUNCH BREAK</u>					
13.30 to 15.00	Registration	Railway Planning	Railway Financial	National Holiday Social Visit	Forwarding
<u>TEA/COFFEE BREAK</u>					
15.15 to 16.45	Registration 18.00 Opening Session	Railway Planning	Railway Financial	National Holiday Social Visit	Customs

TRACECA TRAINING
GROUP 5 RAILWAY

WEEK 2	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
09.00 to 10.30	Information Technology	Road Planning	Multimodal Transport	Plenary Session Country Presentations	
TEA/COFFEE BREAK					
10.45 to 12.15	Electronic Data Interchange	Road Planning	Multimodal Transport	Plenary Session Country Presentations	
LUNCH BREAK					
13.30 to 15.00	Logistics	Harmonisation Legislation	Human Resources Development	Evaluation	
TEA/COFFEE BREAK					
15.15 to 16.45	Logistics	Contracting	Transition	Closing Session	

